Addison City Council Meeting

November 18, 2025
Addison Town Hall
15600 Addison Road
Addison, Texas 75001

Email comments may be submitted using the Public Comment Form located on Addison's website by 3:00 PM on the meeting day. The meeting will be live-streamed at www.addisontx.gov.

WORK SESSION

The Addison City Council will convene in the City Council Work Session Room beginning at 5:30 PM.

1. **Call Meeting to Order and Announce that a Quorum is Present.**

2. **Public Comment.** The City Council invites citizens to address the City Council on any matter, including items on the agenda, except public hearings that are included on the agenda. Comments related to Public Hearings will be heard when the specific hearing starts. Citizen comments are limited to three (3) minutes, unless otherwise required by law. To address the Council, please fill out a City Council Appearance Card and submit it to a staff member prior to the Public Comment item on the agenda. The Council is not permitted to take any action or discuss any item not listed on the agenda. The Council may choose to place the item on a future agenda.

3. **Council Member Clarification Requests Regarding Consent Agenda Items.**

   a. Council Questions & Answers.

4. **Work Session Reports**

   a. Present and discuss the new Comprehensive Plan, Advance Addison 2050, which will replace the 2013 Comprehensive Plan, but maintain special area plans, as amended; establishing policy goals for land use, housing, transportation, economic development and community facilities.

   b. Present and discuss the operations and financial reconciliation for the 2025 Addison Oktoberfest.

   c. Present and discuss the Town of Addison FY 2025 Fourth Quarter Financial Report.

d. Present and discuss the City Council Rules and Procedures.

COUNCIL MEETING

The Addison City Council will convene for a Council Meeting beginning at 7:00 PM in the Council Chambers.

1. **Pledge of Allegiance.** United States and Texas Flags

2. **Proclamations / Presentations**

   a. City Manager's Announcements.

   b. Employee Recognition.

3. **Public Comment.** The City Council invites citizens to address the City Council on any matter, including items on the agenda, except public hearings that are included on the agenda. Comments related to Public Hearings will be heard when the specific hearing starts. Citizen comments are limited to three (3) minutes, unless otherwise required by law. To address the Council, please fill out a City Council Appearance Card and submit it to a staff member prior to the Public Comment item on the agenda. The Council is not permitted to take any action or discuss any item not listed on the agenda. The Council may choose to place the item on a future agenda.

4. **Consent Agenda.** All items listed under the Consent Agenda are considered routine by the City Council and will be enacted by one motion with no individual consideration. If individual consideration of an item is requested, it will be pulled from the Consent Agenda and discussed separately.

   a. Consider action on the Minutes from the October 28, 2025 Regular City Council Meeting.

   b. Consider action on the Minutes from the November 4, 2025 City Council Work Session Meeting.

   c. Consider action on a Resolution approving a Service Agreement between the Town of Addison and Flicket US LLC for the management, operation, and coordination of the Special Event ticketing processes.

   d. Consider action on a Resolution approving the purchase of a compact track loader from Deen Kubota, LLC for the Addison Airport for an amount not to exceed $103,819.71; authorizing the City Manager and/or his designee to execute the Purchase Order; and providing an effective date.

e. Consider action on a Resolution approving the purchase of a replacement F250 pick-up truck from Silsbee Ford for the Addison Airport for an amount not to exceed $73,585.00; authorizing the City Manager and / or his designee to execute the Purchase Order; and, providing an effective date.

f. Consider action on a Resolution approving a Professional Services Agreement with Freese and Nichols, Inc. to conduct a multi-sensor inspection condition assessment in cooperation with the City of Farmers Branch in an amount not to exceed $376,750.

g. Consider action on the purchase of traffic signal system equipment from Paradigm Traffic Systems, Inc., and authorize the City Manager to execute the purchase order in an amount not to exceed $161,500.

h. Consider action on the purchase of Water Quality Analyzers from Hach Company and authorize the City Manager to execute the Purchase Order in an amount not to exceed $54,422.60.

i. Consider action on a Resolution authorizing the City Manager to execute a three-year lease agreement with Martinaire Aviation, LLC for a conventional hangar facility located at 4553 Glenn Curtiss Drive at Addison Airport, with an option to extend the lease for an additional two years; and providing an effective date.

j. Consider action on a Resolution approving the sale and assignment of the ground lease between AQRD Real Estate Partners, LLC, and Premier Jet Center, LLC, for the use of airport property at 4600 Claire Chennault Drive for commercial office and aeronautical purposes; authorizing the City Manager to sign the Landlord's Consent required under the ground lease and other necessary documents; and providing for an effective date.

k. Consider action on a Resolution approving the sale and assignment of the ground lease between AQRD Hangar Management, LLC, and Premier Jet Center, LLC, for the use of airport property at 4582 and 4584 Claire Chennault Drive for commercial office and aeronautical purposes; authorizing the City Manager to sign the Landlord's Consent required under the ground lease and other necessary documents; and providing for an effective date.

5. **Public Hearings.**

a. ***POSTPONED INDEFINITELY*** Hold a public hearing, present, discuss, and consider action on a request to rezone an 11.6± acre property, generally located at the southeast corner of Addison Road and Excel Parkway, boarding the Addison town boundary and the Dallas North Tollway to the east, addressed as 16641 Dallas Parkway, from Planned Development (PD), Ordinance No. 020-47, to Mixed-Use Suburban Corridor (M-2) and a new Planned Development (PD) District with use and development standards for multifamily residential, fee-simple townhomes, and associated private open space and common areas, through the approval of development plans and standards. Case 1939-Z/ Addison Toll Road Development (Addison Rd & Excel Pkwy).

6. **Items for Individual Consideration.**

a. Present, discuss, and consider action on a Resolution approving an Events Agreement between the Town of Addison and DCO Realty, Inc. for the management, operation, coordination, and control of a variety of events at Vitruvian Park and authorizing the City Manager to execute the agreement in an amount not to exceed $185,000.

b. Present, discuss, and consider action on Change Order No. 1 to the design contract with Teague Nall and Perkins, Inc. for the Quorum Drive Reconstruction Design Project in an amount not to exceed $399,340, revising the total contract amount to $4,820,987, and extending the contract completion date to October 2027.

7. **Items of Community Interest.** The City Council will have this opportunity to address items of community interest, including: expressions of thanks, congratulations, or condolence; information regarding holiday schedules; an honorary or salutary recognition; a reminder about an upcoming event organized or sponsored by the Town of Addison; information regarding a social, ceremonial, or community event that was or will be attended by an Addison City Council member or an official; and, announcements involving an eminent threat to public health and safety in Addison that has arisen since posting this agenda.

8. **Adjourn Meeting.**

NOTE: The City Council reserves the right to meet in a Closed Meeting at any time during this meeting to discuss matters listed on the agenda, as authorized by the Texas Open Meetings Act, Texas Government Code, Chapter 551. Any decision held on such matters will be conducted in an Open Meeting following the conclusion of the Closed Meeting.

THE TOWN OF ADDISON IS ACCESSIBLE TO PERSONS WITH DISABILITIES. PLEASE CALL (972) 450-7017 AT LEAST 48 HOURS IN ADVANCE IF YOU NEED ASSISTANCE.

Posted by: Valencia Garcia, City Secretary
Date posted: November 12, 2025 Time posted: 5:10 PM
Date removed from bulletin board: _____
Removed by: _____

2025 City Council Regular Meeting **3. a.**

Meeting Date: 11/18/2025

Department: City Manager

AGENDA CAPTION:

Council Questions & Answers.

BACKGROUND:

The Council Questions and Answers document, along with any handout(s) provided during the meeting, will be attached below. Due to the requirement to post the agenda prior to these attachments being created, the Council Questions and Answers document will be uploaded just prior to the meeting. Any handouts presented during the meeting will be added on the next business day.

FISCAL IMPACT

N/A

RECOMMENDATION

Information only.

2025 City Council Regular Meeting **4. a.**

Meeting Date: 11/18/2025

Department: Development Services

Key Focus Areas: Economic Development and Revitalization
Mobility and Connectivity
Community Engagement
Vibrant and Active Community

AGENDA CAPTION:

Present and discuss the new Comprehensive Plan, Advance Addison 2050, which will replace the 2013 Comprehensive Plan, but maintain special area plans, as amended; establishing policy goals for land use, housing, transportation, economic development and community facilities.

BACKGROUND:

The Advance Addison 2050 Comprehensive Plan (AA2050) is a transformative, long-range planning initiative designed to guide the Town of Addison's growth, development, and community character through the year 2050. This plan is intended to ensure Addison remains vibrant, adaptable, and fiscally responsible, addressing the evolving needs of residents, businesses, and stakeholders. This plan reflects a two-year process of research, engagement, and strategic visioning.

The AA2050 project was formally initiated in August 2023, when the City Council approved a professional services agreement with Verdunity, a planning and fiscal analysis consultant. This action followed recognition of the need to update Addison's comprehensive plan to address new growth opportunities, redevelopment challenges, and the desire to optimize the Town's brand and identity. The Council's direction emphasized a data-driven, community-focused approach, with a strong commitment to fiscal sustainability. In September 2023, City Council appointed a Comprehensive Plan Advisory Committee (CPAC), representing a cross-section of residents and businesses in Addison, to steer the project.

The AA2050 plan addresses land use, housing, mobility, economic development, and public spaces, with a focus on preserving Addison's character while accommodating growth. The plan incorporates policy recommendations for revitalizing aging commercial centers, improving connectivity, expanding housing options, and enhancing public spaces. It aligns with the Town's strategic objectives and is designed to be actionable with implementation tracking and regular updates.

Community engagement has been a cornerstone of the AA2050 process, ensuring the plan reflects the aspirations and concerns of Addison's diverse stakeholders. Hundreds of comments and suggestions were received and integrated into the draft plan, demonstrating a strong commitment to transparency and inclusivity. Engagement strategies included:

- Multiple rounds of community surveys both online and in-person
- Public meetings and open houses at key project phases
- Targeted outreach to underrepresented groups and business owners
- Ongoing updates and opportunities for feedback via the Town's website and social media
- CPAC serving as a sounding board and liaison between the community, Council, and staff

Following the public review of the plan draft, the project entered into the adoption phase, with review and recommendation from the Planning and Zoning Commission. The Planning and Zoning Commission unanimously recommended approval of the plan at their October 21, 2025 regular meeting. The final step of the adoption phase is review and consideration by City Council.

After the plan is adopted, staff will begin implementation, including an online tracking website to ensure ongoing transparency and accountability.

Additional information can be found on the project website, www.advanceaddison.com.

FISCAL IMPACT

There is no fiscal impact associated with this work session discussion.

RECOMMENDATION

This item is presented for discussion and feedback only.

Attachments

Presentation - Advance Addison 2050 Update

P&Z Recommended Draft - Advance Addison 2050 (Low-Res)

Appendix - Advance Addison 2050

ADVANCE ADDISON 2050

CITY COUNCIL
NOVEMBER 18, 2025

AGENDA

AA2050 City Council Review Draft

1. Present and discuss Project Purpose & Process
2. Present and discuss Comprehensive Plan Draft
3. Present and discuss Next Steps

ADVANCE ADDISON 2050

PROJECT TIMELINE

- Project Kickoff
- Appointment of Comprehensive Plan Advisory Committee (CPAC)*
- Project Website Launch

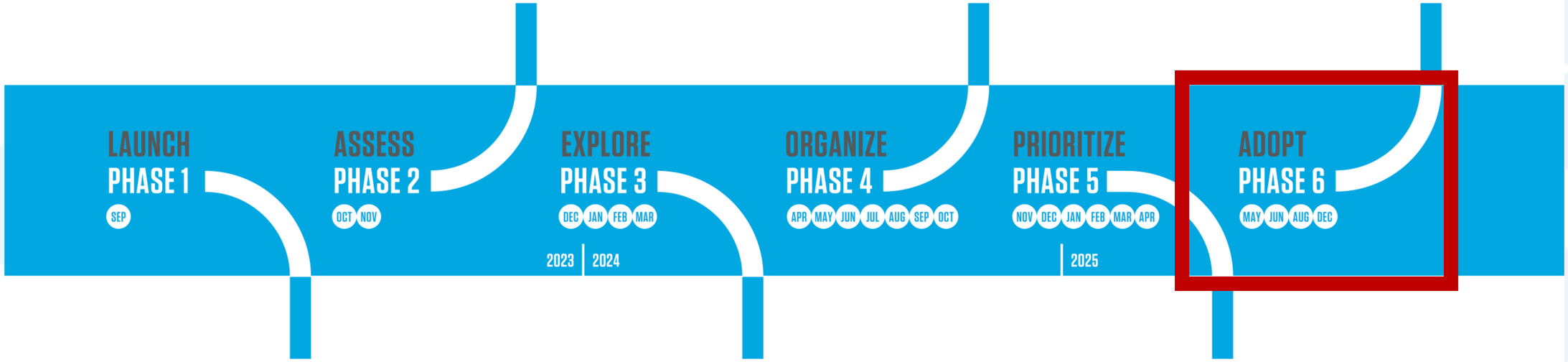
- Plan and Data Review
- Community Tour
- Land Use Fiscal Analysis (LUFA)
- **Trip 1: Community Kickoff**
- Community Surveys

- **Trip 2: Visioning**
- Stakeholder & Focus Group Interviews
- Online Mapping Tool & Ideas Wall

- **Trip 3: Strategy Brainstorming**
- Component Strategies (Maps, Policy Recommendations, Actions)
- **Trip 4: Strategy Refinement**

- **Trip 5: Implementation Programming**
- Map Production
- Draft Plan Delivery & Refinement

- Public Review
- Final Plan Delivery
- **Adoption Meetings**
- Implementation Tracking Website



**Comp Plan Advisory Committee (CPAC): meetings held roughly once/month throughout the project*

BACKGROUND

What is a Comprehensive Plan?

Purpose	Policy document that is used to guide decisions about future growth and development in the community.
Plan Location	**Major Elements**
Introduction (pg. 18-20)	Shared Vision and guiding principles to align the work of the Town around the issues that matter most to the community;
Land Use & Development Character Maps and Recommendations (pg. 88-125, 127), Housing Recommendations (pg.141), Mobility Recommendations (pg.162)	Place Types and Spectrum of Change Maps with accompanying strategies for land use and development character, housing and neighborhoods, mobility, and more
Implementation (pg. 175-214)	Implementation framework and action plan to achieve the vision
Integrated into Unified Development Code (UDC)	Foundation for zoning and development standards that inform daily development decisions

REVIEW PROCESS

Plan Introduction pages 20-39

WHO HAS BEEN INVOLVED:

Residents and Community Members:
Meetings, online activities, and focus group discussions to capture input from residents, business owners, and other members of the Addison community.

Developers and Business Leaders:
Surveys, focus groups, and individual interviews to capture input from current and prospective developers and businesses.

Comprehensive Plan Advisory Committee (CPAC):
Met monthly to get updates, vet ideas, and provide input on proposed strategies and priorities.

City Council:
Appointed CPAC members, participated in joint workshops, reviewed progress deliverables, and voted to adopt the final plan.

Planning & Zoning Commission (P&Z):
Participated in joint workshops, reviewed progress, and recommended the final plan to City Council.

Town Staff:
Provided ongoing input and review to ensure the plan is accurate and actionable.

Consultant:
Conducted analysis; coordinated with staff, CPAC, P&Z, and Council; facilitated public meetings; designed a practical plan for daily decision-making.



Vision Story

p. 19



Additional Information

Engagement Supplemental Materials (Appendix A)

COMMUNITY ENGAGEMENT

Engagement activities throughout the process included:

- **1** - Project Kick-Off with City Council
- **2** - Planning & Zoning Commission Meetings
- **3** - Joint P&Z / City Council Meetings
- **2** - Joint CPAC / P&Z / City Council Meetings
- **12** - Advisory Committee Meetings (CPAC)
- **3** - Community Meetings
- **4** - Community Surveys
- **7** - Focus Groups (Resident/Business Community)
- **2** - Staff Workshops
- **8** - Pop-Ups & On the Street Outreach
- **5** - Meetings-In-A-Box (Resident-led)

3,156
People Engaged in the Field

15,187
Direct Mailer/ Postcards Sent

CPAC RECOMMENDATION

Voted unanimously in support of the May 2025 draft Plan at their final meeting 4/30/25, releasing the Plan for public review and comment.

PUBLIC REVIEW

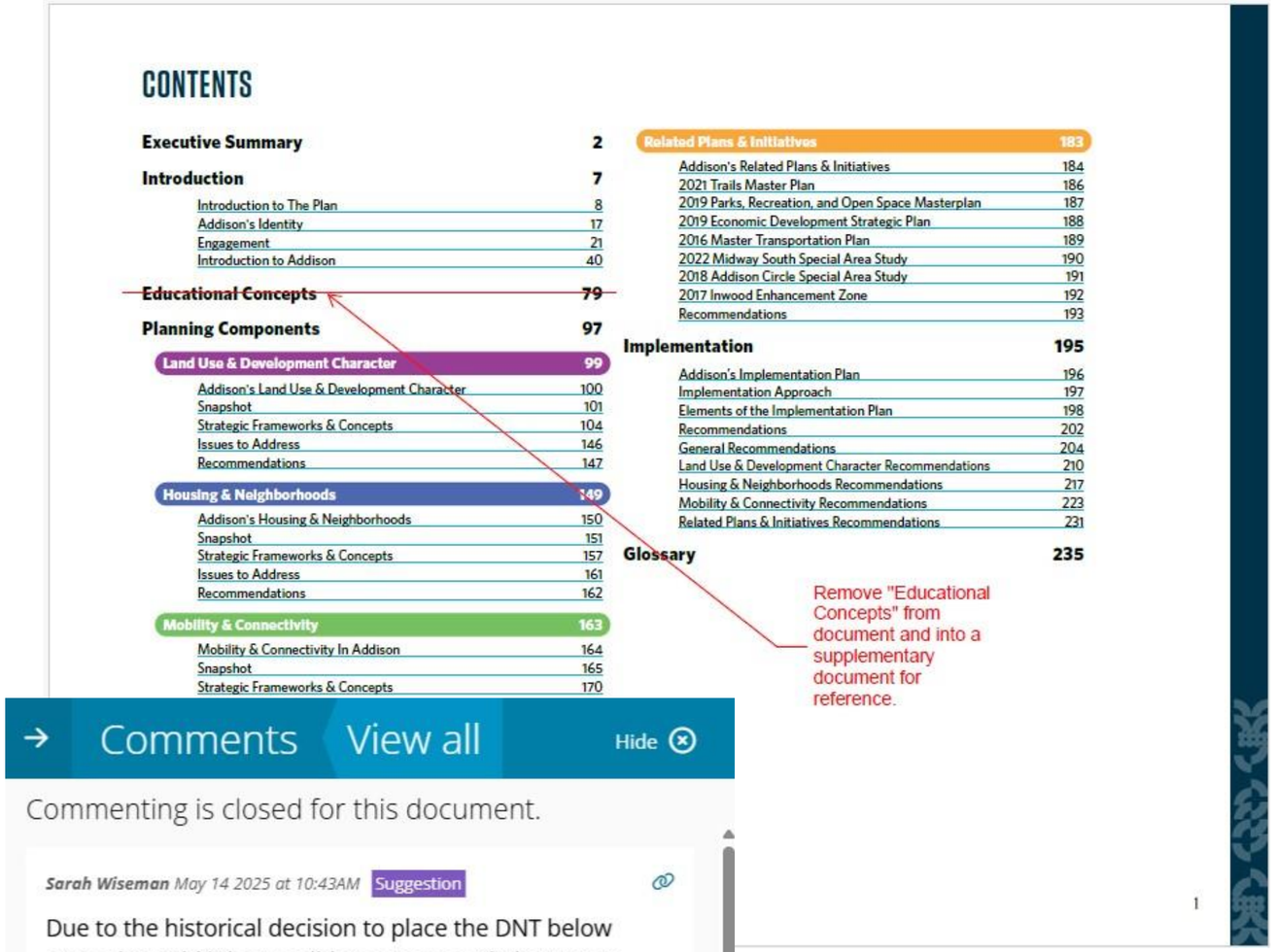
- Draft made publicly available on Konveio for all of May 2025 (comments closed 6/2)
- 100 H stake signs directing public to the Konveio review draft were distributed across Addison hot spots
- Mailed postcard to every residential address in Town (including apartment tenants)
- Town & Project website, Town & Project newsletter, Town social media, and Project Contact List email campaigns directed readers to Konveio review
- What's the Scoop Plan review event held 5/28/25 @ Stone Cottage to ask staff questions
  - Physical copies of Plan, Market Report
  - Physical comment cards
  - Presentation boards with key aspects of Plan

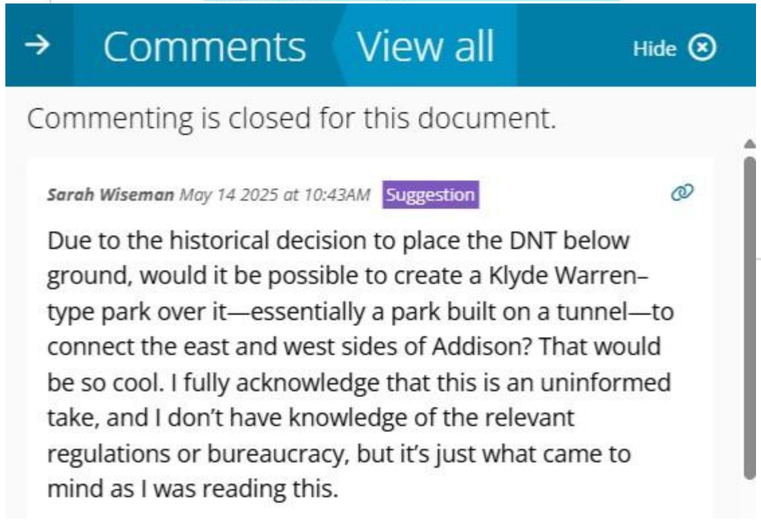
DOCUMENT CHANGES

May – September 2025

With feedback received from the Public, and Staff, we:

- Formatted / restructured
  - Removed Educational Concepts from Plan
- Revised text / clarified language
- Corrected clerical errors
- Updated imagery and graphics
  - Removed outdated photos and removed less relevant graphics





DOCUMENT CHANGES

September – October 2025

With feedback received from the Commission, we:

- Expanded upon the Land Use and Fiscal Analysis
- Revised text / clarified language pertaining to the 2017 Housing Policy

LAND USE & FISCAL ANALYSIS

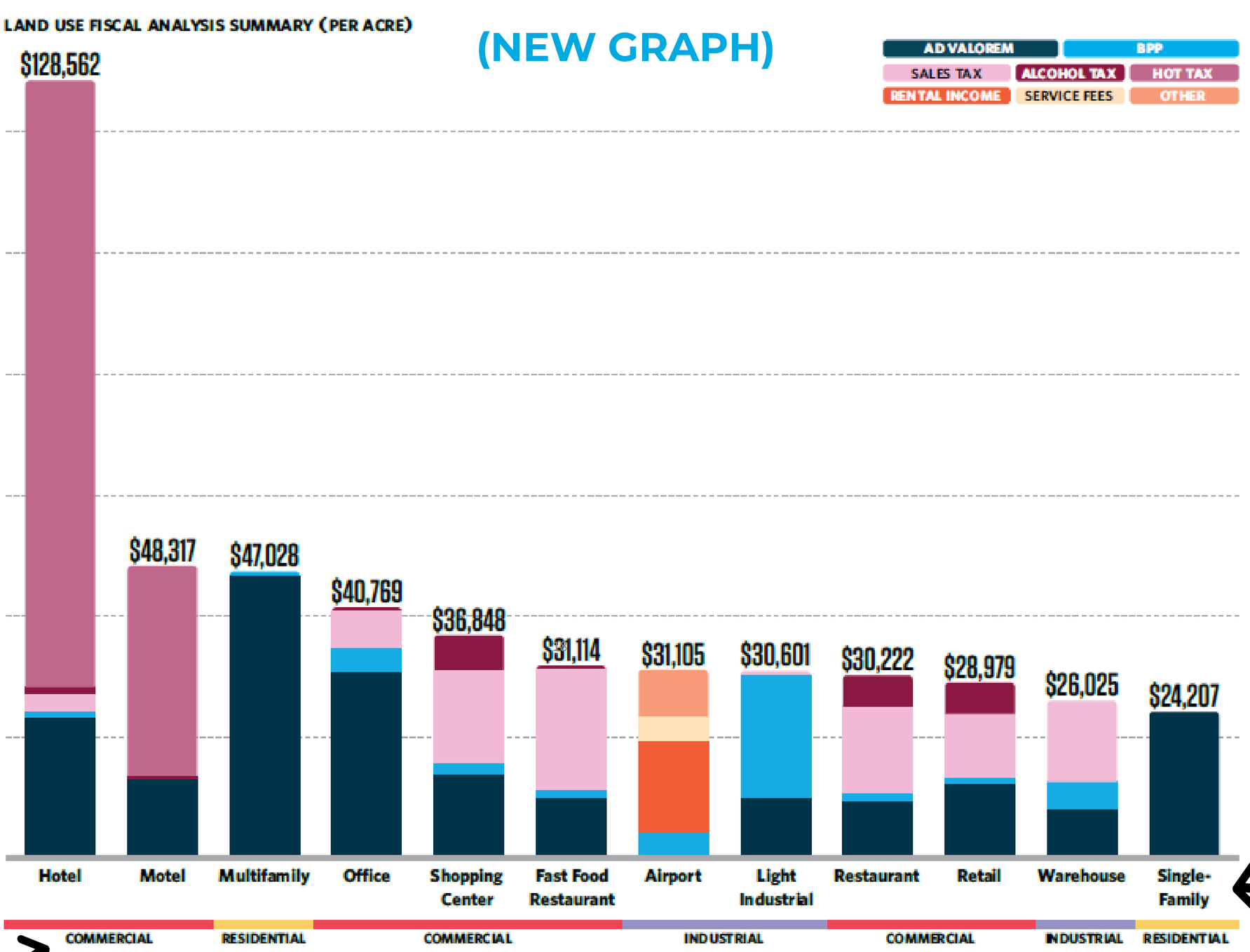
Total Revenue Per Acre Methodology (NEW)
Ad Valorem Tax + All Other Revenue Streams / Acre = Total Revenue per Acre

This additional information adds context to LUFA analysis and evaluated revenue per acre for all revenue streams including:

1. AD VALOREM (Property Tax)
2. BUSINESS PERSONAL PROPERTY (BPP)
3. SALES TAX
4. ALCOHOL TAX
5. HOTEL TAX (HOT TAX)
6. RENTAL INCOME – *Airport Specific*
7. SERVICE FEES – *Airport Specific*
8. OTHER – *Airport Specific*

Other revenue streams, like BPP, present less predictable revenue forecasting for long-range land use planning purposes, and were thus left out of the Advance Addison 2050 Comprehensive Plan. Implementation matrix section G2 (pg. 186) provides a framework for conducting short and mid-range data analysis that will respond to more immediate Town decision-making processes regarding budget, land-use, and other Town ordinances and policies.

Source: Dallas County Appraisal District, Certified Tax Roll Data, 2025; Texas Comptroller's Office, Quarter 3, 2024 and Quarter 2, 2025; Town of Addison 2024 Budget

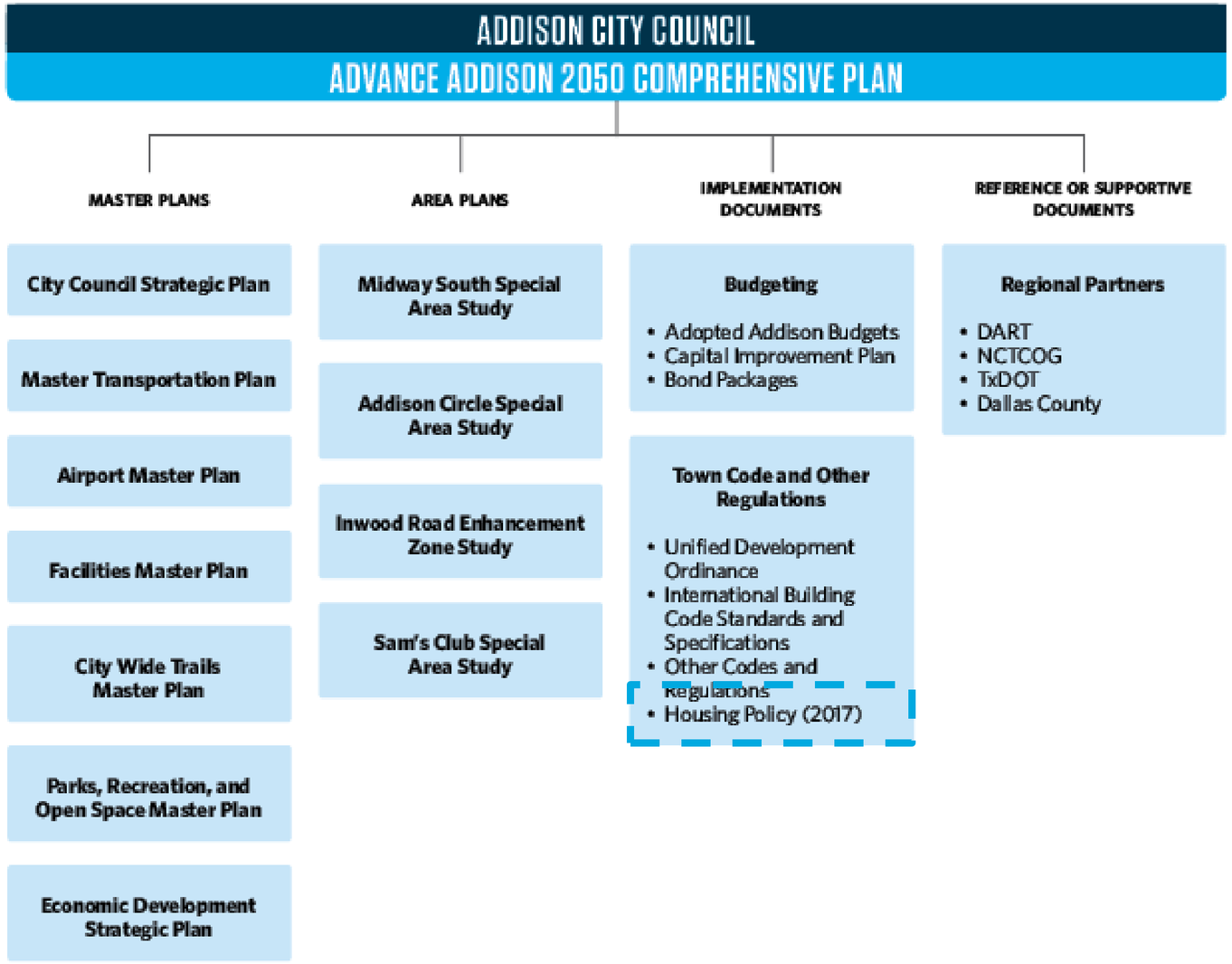


View the Unified Development Code (UDC) section 4.2.7 Table of Allowed Uses for a full list of land use classifications.
Source: Dallas County Appraisal District, Certified Tax Roll Data, 2025; Texas Comptroller's Office, Quarter 3, 2024 and Quarter 2, 2025.

Plan Land Use categories

Condensed Comptroller Categories

HOUSING POLICY



HOUSING POLICY

HN2 Make it more safe, comfortable and convenient for Addisonites to get around their neighborhoods and to nearby services.

Action ID	Action	Action Type	Timing: Completion Year	Timing: Short-Term (0-5 yr)	Timing: Mid-Term (6-15 yr)	Timing: Long-Term (16+ yr)	Timing: Recurring	Decision-Making Principles: People First	Decision-Making Principles: Aesthetics Matter	Decision-Making Principles: Leadership	Decision-Making Principles: High Quality of Life	Decision-Making Principles: Economic Prosperity	Council Focus Areas: Public Safety	Council Focus Areas: Eco. Dev & Revita.	Council Focus Areas: Mobi. & Conn.	Council Focus Areas: Infra Dev & Maint.	Council Focus Areas: Fin. Health & Org. Ex.	Council Focus Areas: Comm. Engagement	Council Focus Areas: Vibrant Active Comm.	Champion	Support
HN2.A	Conduct a neighborhood safety and mobility assessment to gather residentss and stakeholders' feedback regarding their transportation needs and preferences.		27	●				●		●				●			●		Public Works and Engineering	*CC, MKT, PLN, P&R, VOL*
HN2.B	Coordinate and collaborate with residents and stakeholders to create and conduct tactical projects that would address safety, comfort, and convenience issues.					●	●	●			●			●			●		Public Works and Engineering	*CC, MKT, PLN, P&R, VOL*
HN2.C	Adopt budget items to implement identified strategies permanently.			●			●	●			●			●					Public Works and Engineering	*CC, FIN, PLN, P&R*

HN3 Provide for household types that support the ability for residents to age in place within Addison.

Action ID	Action	Action Type	Timing: Completion Year	Timing: Short-Term (0-5 yr)	Timing: Mid-Term (6-15 yr)	Timing: Long-Term (16+ yr)	Timing: Recurring	Decision-Making Principles: People First	Decision-Making Principles: Aesthetics Matter	Decision-Making Principles: Leadership	Decision-Making Principles: High Quality of Life	Decision-Making Principles: Economic Prosperity	Council Focus Areas: Public Safety	Council Focus Areas: Eco. Dev & Revita.	Council Focus Areas: Mobi. & Conn.	Council Focus Areas: Infra Dev & Maint.	Council Focus Areas: Fin. Health & Org. Ex.	Council Focus Areas: Comm. Engagement	Council Focus Areas: Vibrant Active Comm.	Champion	Support
HN3.A	Provide community education and engagement initiatives to raise awareness about the benefits of housing diversity within existing neighborhoods and address any concerns or misconceptions among residents.						●	●										●		Planning Division	*CC, MKT*
HN3.B	Offer technical assistance and streamlined permitting processes for those seeking infill housing projects within existing neighborhoods.						●			●	●		●							Planning Division	*CC*
HN3.C	Conduct a housing study to determine what sites and areas would benefit from construction of additional housing and strategies that could achieve a broad mix of housing types with emphasis on housing types described in the 2017 Housing Policy.		27	●						●	●		●						●	Planning Division	*CMO, ED*

ACTION TYPE LEGEND

GUIDELINES | TACTICAL/ COMMUNITY | PARTNERSHIPS | EDUCATION & COMMUNICATION | REGULATIONS | CAPITAL INVESTMENTS | FINANCIAL & PROCESS INCENTIVES | ECONOMIC DEVELOPMENT

HOUSING POLICY

STRATEGIC FRAMEWORKS & CONCEPTS

EMBRACING HIGHER INTENSITY OWNERSHIP OPTIONS

There continues to be a desire for more ownership options in Addison, both from current owners desiring a different option and renters who would like to own but cannot afford current options. There is an understanding, though, that more detached single-family homes are not realistic due to lack of vacant land and land values that necessitate higher density development. Multiple developers interviewed during the planning process indicated that under existing conditions, to make ownership housing pencil out in Addison is to make it part of a larger mixed-use context with rental housing and commercial uses integrated together.

Continuing to prioritize options like duplexes and townhomes of different scales and price points, particularly in the Urban Village place type, can help close this gap. Construction of new condo towers in the High Intensity Urban Center place type along the Tollway and conversion of existing underperforming hotels and office buildings to condo style residential are also options the staff intend to explore in further detail. In general, building more housing of all types in Addison will help mitigate increases in the cost of ownership and rental housing in Addison.

Additional Information

2017 Housing Policy

Photos: *In Addison, mixed-use development (left), condo towers (right) and townhomes (middle) are the most viable forms of ownership housing due to high land costs and limited undeveloped land. Major undeveloped areas will likely support only condo or mixed-use towers, while infill development offers the best opportunities for building townhomes. These types of housing provide ownership options that align with Addison's evolving urban landscape.*







P&Z REVIEW

- Held work session on 9/16/2025 to discuss May 2025 draft Plan public comments that did not receive clear direction:
  - Land Use and Fiscal Analysis requested to be updated
- Held Regular meeting on 10/21/2025 to make recommendation on Plan draft

P&Z RECOMMENDATION

Voted unanimously in support of the October 2025 draft Plan at their regular meeting 10/21/25, releasing the Plan for City Council's final review and comment, with the condition that three additional references be made to better include the Town's 2017 Housing Policy*.

**The three references have been incorporated into the City Council review draft that was provided.*

DISCUSSION

With feedback received from the Council, we are seeking direction on potential edits:

1. Can the existing zoning map and/or existing land use map be included in the document?
2. Can the existing land uses, including the airport, be broken down by category and highlighted in the plan?

Feedback received as of November 12, 2025.

1. Can the existing zoning map and/or existing land use map be included in the document?

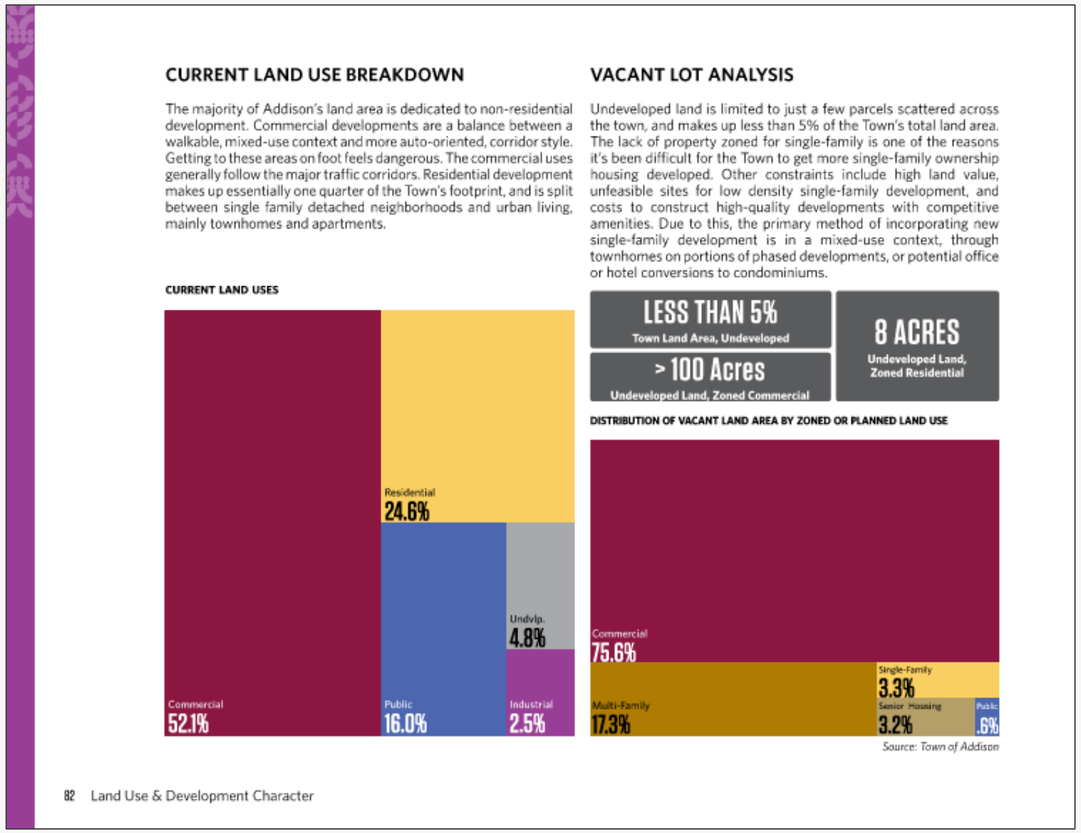
Staff Response: It is not typical to include the existing zoning map in a comprehensive plan. The zoning map reflects the regulatory framework for development, while a comprehensive plan is a visionary document intended to guide long-range decision-making. Because zoning and existing land use patterns can change frequently—especially over a 25-year planning horizon—embedding static maps within the plan could cause portions of it to become outdated quickly.

Both the current zoning map and the existing land use map are already available and regularly updated through the Town's online Planning & Development Map, ensuring the most accurate and up-to-date information is accessible at all times.

The online Planning & Development Map can be accessed here: https://experience.arcgis.com/experience/ab2f70241e924332863e69268a15165d.

2. Can the existing land uses, including the airport, be broken down by percentage of land occupied in the plan?

Staff Response: Page 82 of the document includes a *Current Land Use Breakdown* for Addison, which summarizes the percentage of land area allocated to the major identified land use categories. However, this analysis does not break out the airport as a standalone land use category, nor does it provide a separate percentage for it. Additionally, all residential uses—single-family, duplex, and multi-family—are consolidated into a single category rather than being shown individually.



CURRENT LAND USE BREAKDOWN

The majority of Addison's land area is dedicated to non-residential development. Commercial developments are a balance between a walkable, mixed-use context and more auto-oriented, corridor style. Getting to these areas on foot feels dangerous. The commercial uses generally follow the major traffic corridors. Residential development makes up essentially one quarter of the Town's footprint, and is split between single family detached neighborhoods and urban living, mainly townhomes and apartments.

CURRENT LAND USES

VACANT LOT ANALYSIS

Undeveloped land is limited to just a few parcels scattered across the town, and makes up less than 5% of the Town's total land area. The lack of property zoned for single-family is one of the reasons it's been difficult for the Town to get more single-family ownership housing developed. Other constraints include high land value, unfeasible sites for low density single-family development, and costs to construct high-quality developments with competitive amenities. Due to this, the primary method of incorporating new single-family development is in a mixed-use context, through townhomes on portions of phased developments, or potential office or hotel conversions to condominiums.

DISTRIBUTION OF VACANT LAND AREA BY ZONED OR PLANNED LAND USE

Source: *Town of Addison*

REVIEW & NEXT STEPS

November 2025 – January 2026

Tonight	City Council hosts a Work Session to discuss Plan commentary provided via Konveio
12/9/2025	City Council hosts a Regular Meeting and public hearing to adopt the Comprehensive Plan

Note: Timeline may be adjusted based upon feedback received.

THANK YOU

QUESTIONS?


ADVANCE ADDISON 2050

ADDISON CIRCLE & ADDISON ROAD & AIRBORN DRIVE & AIRPORT PARKWAY & ALLEGRO PLACE & AMBERWOOD DRIVE & AMELIA EARHART DRIVE & ARAPAHO ROAD & ARTIST WAY & ASBURY LANE & ASPEN COURT & AZURE LANE & BEAU PARK LANE & BEDIVERE COURT & BELLA LANE & BELLBROOK DRIVE & BELLBROOK WAY & BELT LINE ROAD & BELTWAY DRIVE & BELTWOOD PARKWAY & BENTWATER COURT & BERKLEE DRIVE & BILLY MITCHELL DRIVE & BLUEBERRY COURT & BOBBIN LANE & BREEDLOVE PLACE & BROADWAY STREET & BROOKWOOD LANE & BUCKINGHAM COURT & BUSINESS AVENUE & CALLOWAY DRIVE & CAMBRIDGE COURT & CAMDEN LANE & CAMELOT COURT & CANOT LANE & CELESTIAL PLACE & CELESTIAL ROAD & CENTURION WAY & CHANCEY STREET & CHATHAM COURT DRIVE & CLAIRE CHENNAULT DRIVE & COMMERCIAL DRIVE & CURTIS COURT & DALLAS NORTH TOLLWAY & DALLAS PARKWAY & DARTMOUTH COURT & DICKENSON COURT & DOME DRIVE & DOOLEY ROAD & DOVE COURT & EARHART DRIVE & EASTMAN WAY & EDDIE RICKENBACKER DRIVE & EDWIN LEWIS DRIVE & EMERALD COURT & EVERGREEN COURT & EVERWOOD LANE & EXCEL PARKWAY & FESTIVAL WAY & FLANDERS COURT & FRANK LUKE DRIVE & GEORGE HADDAWAY DRIVE & GLENN CURTISS DRIVE & GOODMAN AVENUE & GREENHILL SCHOOL STREET & GREENLEAF COURT & HAMPTON COURT & HAVENSHIRE PLACE & HAWTHORNE COURT & HEMINGWAY COURT & HERITAGE LANE & HOLLY CIRCLE & HOLLY STREET & HORNET ROAD & INWOOD ROAD & JIMMY DOOLITTLE DRIVE & JULIAN STREET & JULIARD COURT & JULIARD DRIVE & JULIARD LANE & KELLER SPRINGS ROAD & KELLWAY CIRCLE & KNOTS LANDING & LAKE FOREST DRIVE & LAKECREST DRIVE & LAKEVIEW COURT & LAKEWAY C & LANDMARK BOULEVARD & LANDMARK PLACE & LAUREL LANE & LE GRANDE DRIVE & LEADVILLE ONT LANE & LES LACS AVENUE & LEWIS PLACE & LEXUS AVENUE & LINDBERGH DRIVE & LOCHINVAR RT & LOCHINVAR DRIVE & LONGFELLOW COURT & MAGNOLIA CIRCLE & MAGNOLIA STREET & MAIDEN COURT & MARCUS AVENUE & MARSH LANE & MARY KAY WAY & MCENTIRE PLACE & MEADOWCREEK CIRCLE & MERIDIAN LANE & MIDWAY ROAD & MILDRED PLACE & MONTFORT DRIVE & MORMAN LANE & MORRIS AVENUE & OAK CIRCLE & OAK STREET & OAKS NORTH DRIVE & OAKS NORTH PLACE & OBERLIN WAY & OLD TOWN ROAD & PALADIUM DRIVE & PARK PLACE & PARK ROAD & PARKER COURT & PARKVIEW PLACE & PASCHAL PLACE & PEABODY COURT & PEABODY LANE & PLAGE LANE & PLANTERS ROW & POE COURT & POKOLODI CIRCLE & PONDER COURT & PONTE AVENUE & PRINCETON COURT & PROTON DRIVE & PROTON ROAD & QUORUM DRIVE & RATLIFF LANE & RICHARD BYRD DRIVE & RIDGELAKE COURT & RINGO PLACE & RIVE LANE & RUNYON ROAD & RUSH CIRCLE & SEABOLT PLACE & SHERLOCK DRIVE & SHERRY LANE & SIDNEY DRIVE & SOJOURN DRIVE & SOJOURN PLACE & SOPRAS CIRCLE & SOUTHFORK DRIVE & SPECTRUM DRIVE & SPRING VALLEY ROAD & SPRUILL AVENUE & STANFORD COURT & STRATFORD COURT & SUGAR TREE WAY & SUNBELT DRIVE & SURVEYOR BOULEVARD & TOWN HALL DRIVE & TOWNE GREEN CIRCLE & TOWNE LAKE CIRCLE & TRAFALGAR COURT & UPPER BAY ROAD & VINLAND DRIVE & VINTAGE LANE & VITRUVIAN WAY & WALDEN COURT & WATERFORD DRIVE & WATERSIDE COURT & WATERVIEW CIRCLE & WAYSIDE COURT & WELLER RUN COURT & WESTGATE LANE & WESTGROVE DRIVE & WHISPER LANE & WHISPER LANE & WHITMAN COURT & WILEY POST ROAD & WINDSOR COURT & WINDWARD LANE & WINNWOOD ROAD & WINTER PARK LANE & WITT PLACE & WOODSHADOW LANE & WOODWAY DRIVE & WRIGHT BROTHERS DRIVE

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A Comprehensive Plan for the Town of Addison, Texas

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EXECUTIVE SUMMARY

This is a critical time for Addison. After four decades of robust growth cultivating an identity, local economy, and urban development model that is unique to North Texas, the Town is now transitioning to a focus on revitalization and retention. The vision, plans, and policies that have served Addison well during its growth phase must now be updated to prioritize maintenance, infill, and redevelopment. Existing infrastructure, buildings, and public spaces must be reimagined to provide the framework needed to attract and retain the next generation of businesses and residents. For Addison, this means becoming an even more connected community.

This Comprehensive Plan is intended to provide the overarching vision, principles, strategic framework, and implementation program to guide Addison's development over the next decade. Over the course of nearly two years, a series of engagement activities were conducted with residents, business owners, developers, Advisory Committee members, staff, and elected and appointed officials to inform and refine this Plan. Early on, analysis of existing conditions data was combined with community input on assets, values, and aspirations to craft the Town's Vision Story and Decision-Making Principles. These highlight Addison's longstanding commitment to fiscal responsibility, innovation, mixed-use semi-urban development, and high quality services, amenities, and public spaces. Looking forward, Addison must continue to diversify and expand multimodal transportation options, enhance connectivity within and between neighborhoods and commercial centers, and repurpose aging office, hotel, and other commercial properties.

ENGAGEMENT ACTIVITY HIGHLIGHTS

October 2023 - March 2024

2
Public Meetings

120+
Public Attendees

3,156
People Engaged in the Field

15,187
Direct Mailer/ Postcards Sent

11
Pop-Up Events

5+
Resident-Led Meetings-In-A-Box

The Advance Addison 2050 Comprehensive Plan is a commitment to responsibly manage and invest the Town's resources to keep Addison vibrant, healthy, and sustainable for generations to come.

HOW THIS PLAN IS ORGANIZED

1

INTRODUCTION
This section introduces the plan, explaining its purpose, creation process, and key concepts.

Introduction
p. 7-76



2

PLANNING COMPONENTS
The second section includes a series of components for elements that align with Town priorities, projects, and policies. While the content of each element is customized to best represent the information related to that respective subject, each component is generally organized in the same structure.

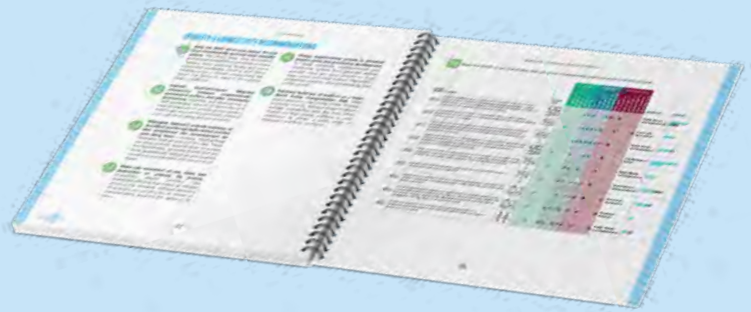
Planning Components
p. 77-174



3

IMPLEMENTATION
This section outlines how to implement the plan's recommendations, emphasizing community involvement and alignment with Town values.

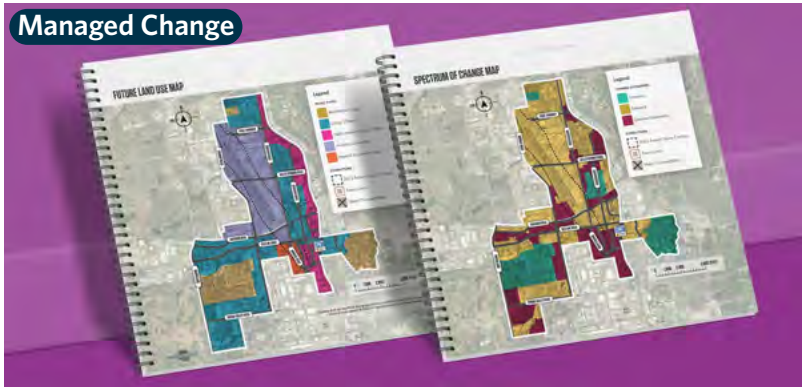
Implementation
p. 175-214



PLAN HIGHLIGHTS



Demographic and market trends favor walkable, mixed-use environments, making Addison increasingly attractive. Younger generations seek convenience, empty nesters value accessibility, and businesses benefit from vibrant, well-connected spaces. Addison's walkability, amenities, and business-friendly atmosphere position it to thrive in this shifting landscape.



While Addison has walkable areas, some parts remain auto-centric and aging. Preserving certain areas while enhancing others with added uses and density can create more complete, adaptable places. The Place Type and Spectrum of Change maps guide this balance, ensuring strategic growth strengthens neighborhoods, improves connectivity, and supports Addison's long-term success.



Housing in Addison is expensive, with a strong rental market reflecting its semi-urban character. Expanding homeownership remains a priority where feasible, with diverse housing types like townhomes and condos creating more ownership opportunities while preserving Addison's connected, high-quality environment.



Already one of North Texas' most walkable communities, Addison can further enhance connectivity with the Silver Line, enabling seamless, car-free mobility. Investing in public spaces and expanding bike and pedestrian networks will improve quality of life, support the economy, and reinforce Addison's appeal as a vibrant, people-friendly destination.

PLACE TYPES

New development proposals must align with the Place Types Map to be considered compatible and receive a positive recommendation from staff.

Detailed Descriptions
p. 88-99

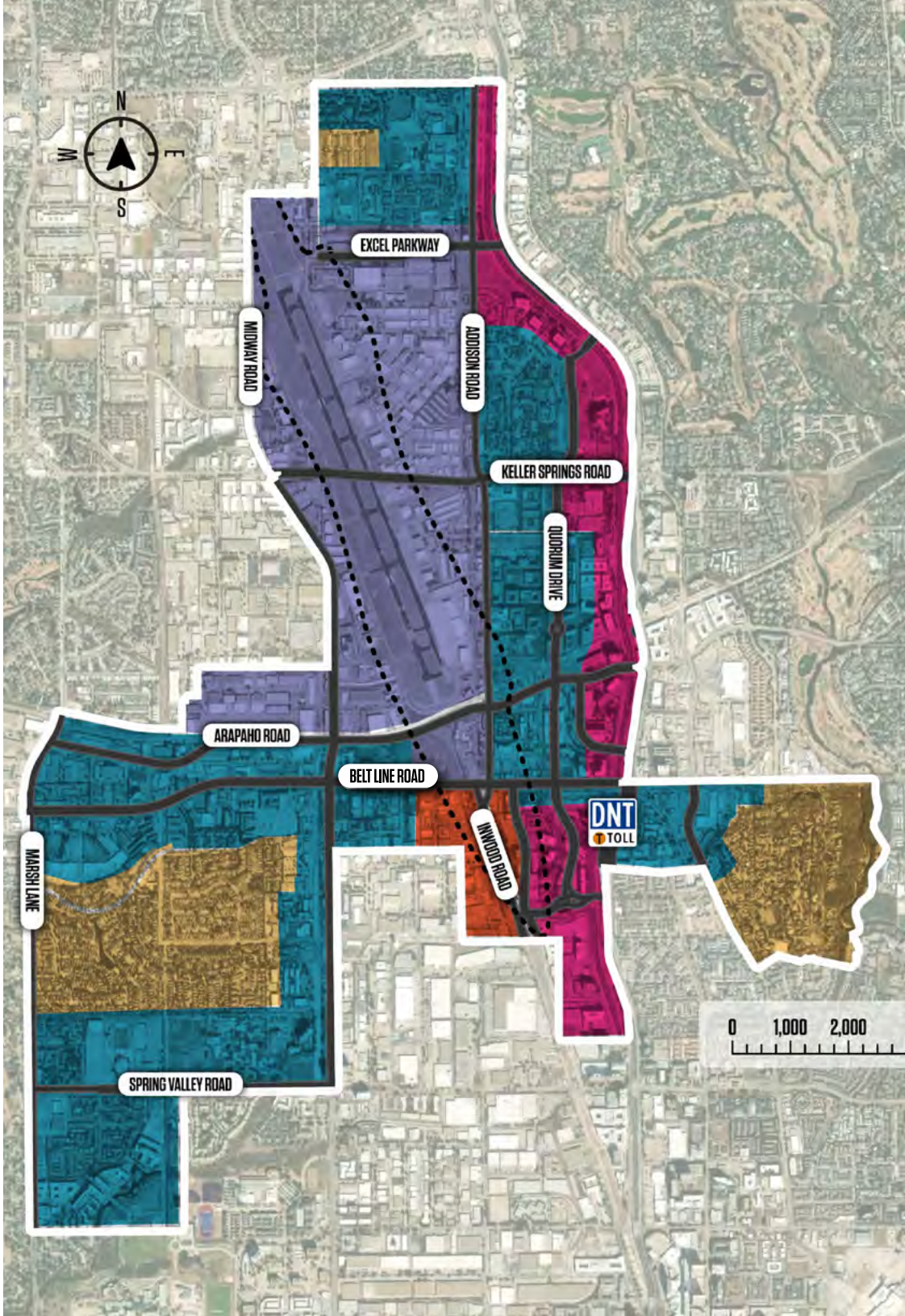
RESIDENTIAL LIVING
The Residential Living Place Type protects existing, traditional neighborhoods from inappropriate types of redevelopment.

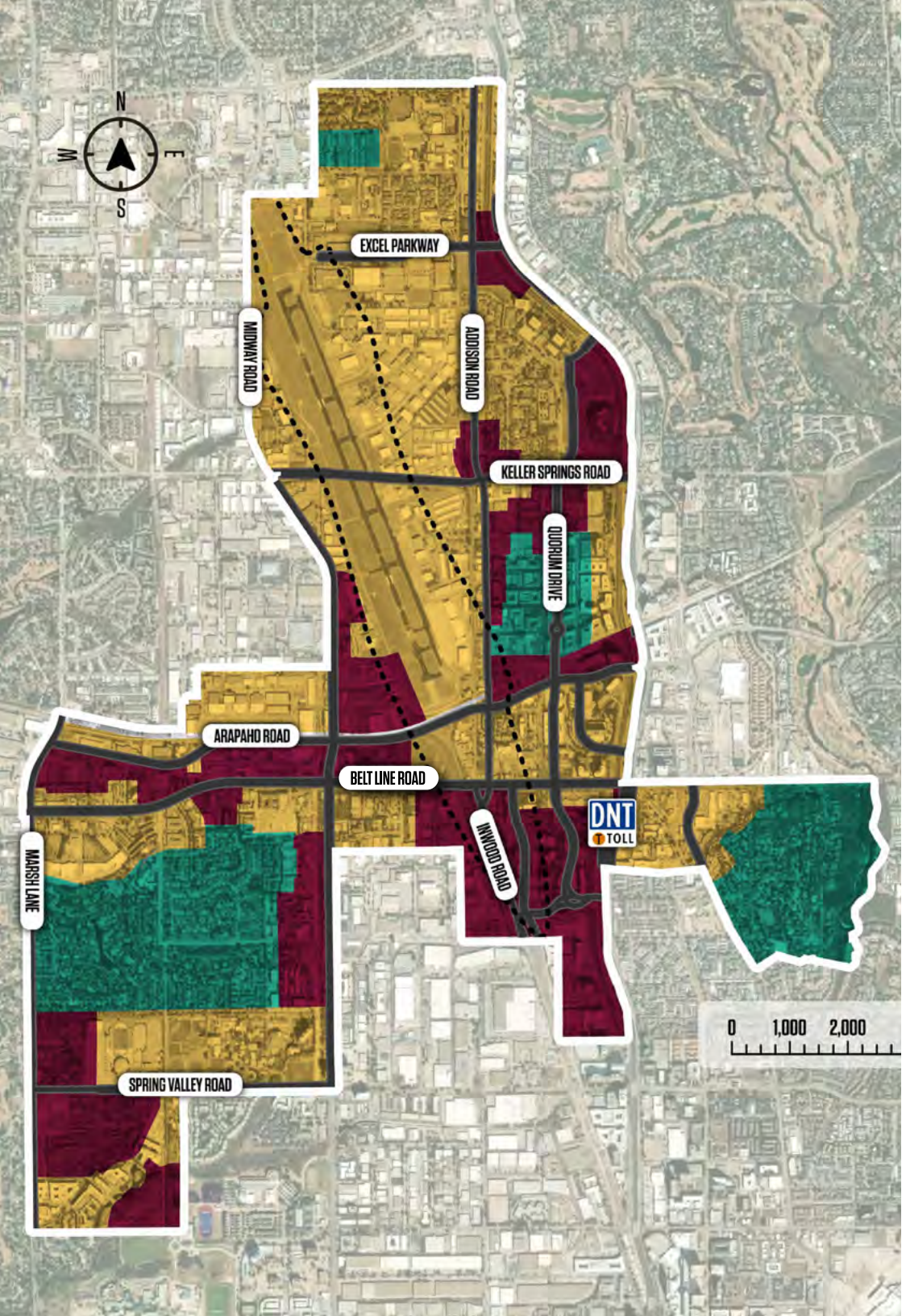
URBAN VILLAGE
The Urban Village Place Type is bifurcated into a suburban and urbanizing context, but both types of Urban Village require strategic redevelopments that transform aging areas into cohesive, mixed-use, well-connected neighborhoods.

HIGH-INTENSITY URBAN CENTER
The High Intensity Urban Center place type is the most intense, and it suggests heavy mixed-use development and redevelopment along the Dallas North Tollway (DNT).

AVIATION & INDUSTRY
The Aviation and Industry Place Type encourages an increasingly competitive mix of lighter industrial uses (offices, clean technology) and heavier industrial uses (aircraft fueling, warehouses) in our aging industrial areas of Town that surround the Addison Airport.

INWOOD INNOVATION AREA
The Inwood Innovation Area Place Type focuses on cultural enrichment, innovation in industry, creative retail, and other special services.





SPECTRUM OF CHANGE

New development proposals must align with the Spectrum of Change Map to be considered compatible and receive a positive recommendation from staff.

Detailed Descriptions
p. 107-109

Preserve

These areas are expected to retain their current character, with occasional infill or maintenance to preserve value and appeal.

Enhance

These areas are expected to evolve gradually, becoming more economically viable, walkable, and pedestrian-friendly through moderate infill and public realm improvements.

Develop/Redevelop

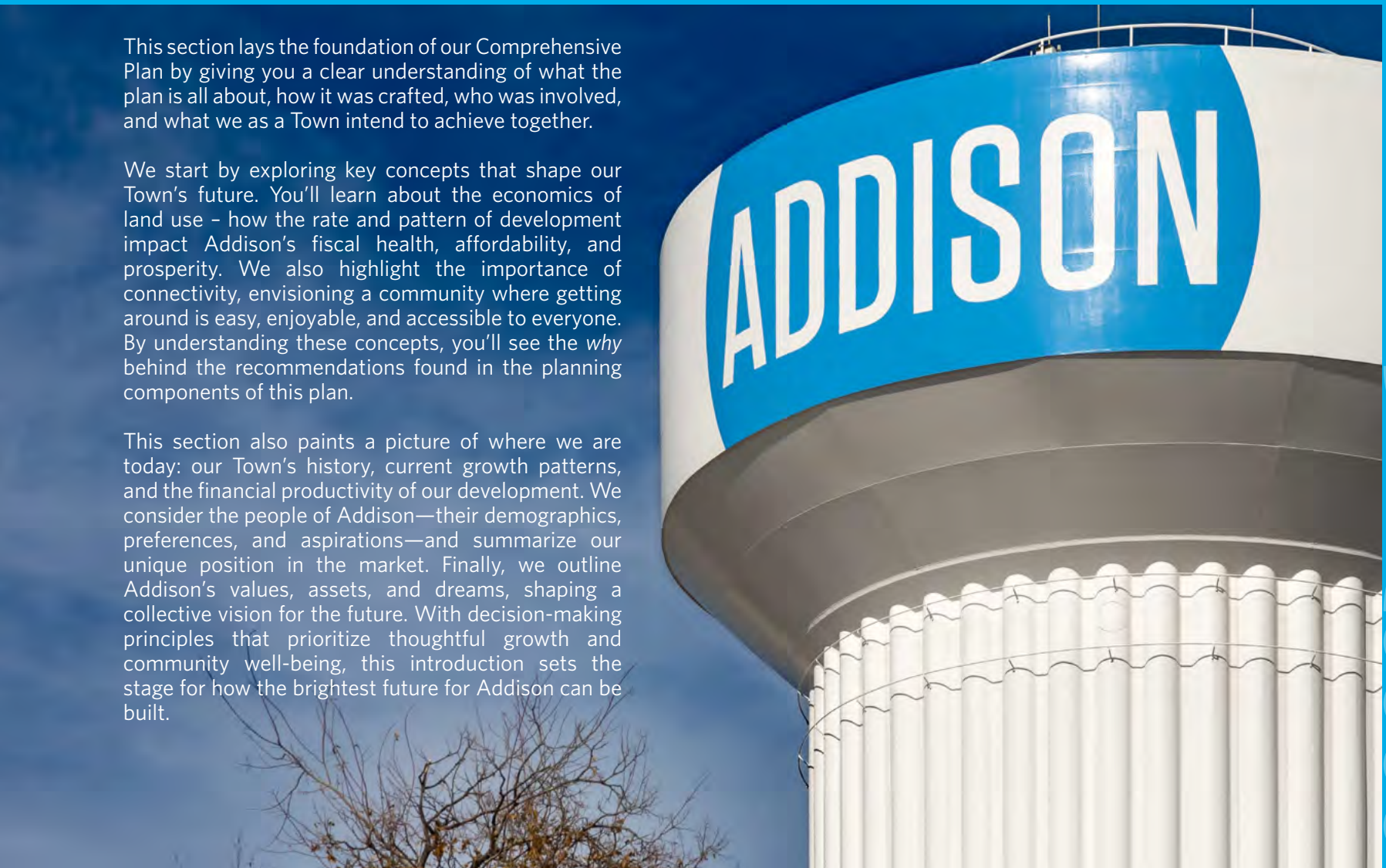
Properties in these areas are expected to undergo significant development or redevelopment, increasing the mix and intensity of uses to align with the area's envisioned place type.

INTRODUCTION

This section lays the foundation of our Comprehensive Plan by giving you a clear understanding of what the plan is all about, how it was crafted, who was involved, and what we as a Town intend to achieve together.

We start by exploring key concepts that shape our Town's future. You'll learn about the economics of land use – how the rate and pattern of development impact Addison's fiscal health, affordability, and prosperity. We also highlight the importance of connectivity, envisioning a community where getting around is easy, enjoyable, and accessible to everyone. By understanding these concepts, you'll see the *why* behind the recommendations found in the planning components of this plan.

This section also paints a picture of where we are today: our Town's history, current growth patterns, and the financial productivity of our development. We consider the people of Addison—their demographics, preferences, and aspirations—and summarize our unique position in the market. Finally, we outline Addison's values, assets, and dreams, shaping a collective vision for the future. With decision-making principles that prioritize thoughtful growth and community well-being, this introduction sets the stage for how the brightest future for Addison can be built.



INTRODUCTION TO THE PLAN

WHAT IS A COMPREHENSIVE PLAN?

This Comprehensive Plan is Addison's official policy statement and direction related to future growth and development. It serves as a constant guide for changing elected and appointed officials by outlining clear expectations and responsibilities that expresses the goals and direction of the community.

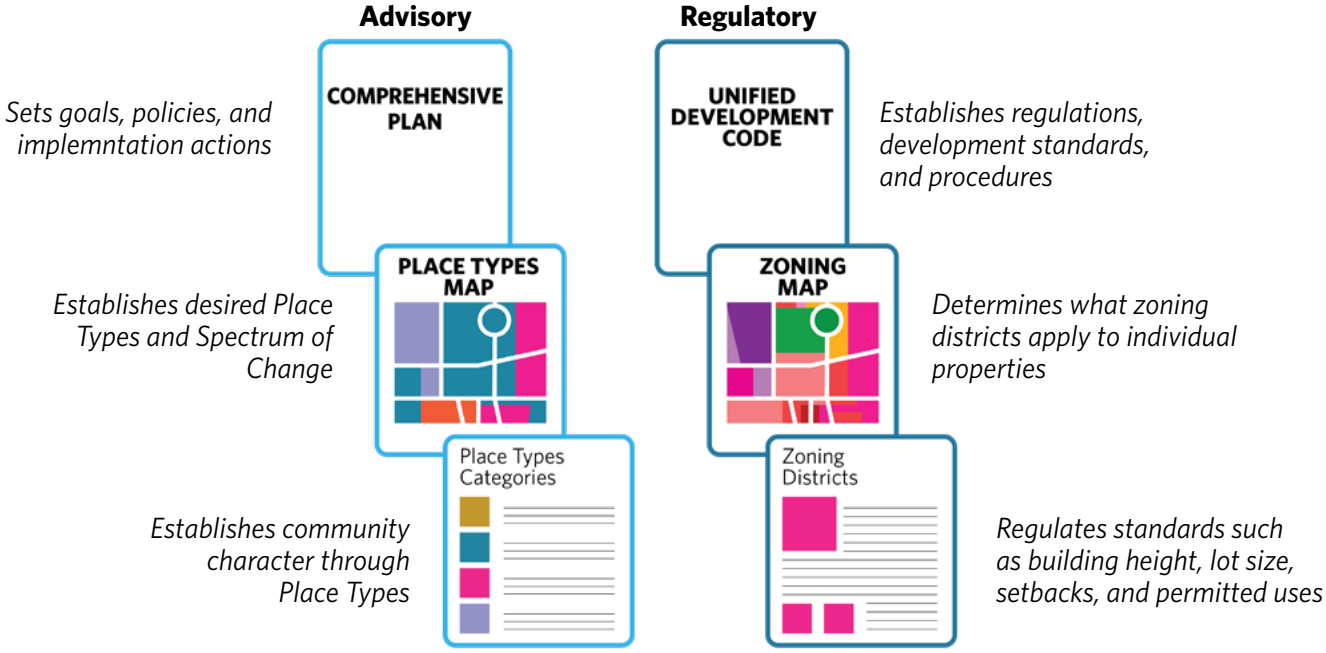
The Comprehensive Plan consists of visual components like maps, graphics, and illustrations to depict future land uses and clarify concepts. The text components summarize current context, including existing conditions and input from residents and businesses, and describe Addison's desired future. It integrates analysis of land use, development character, housing, neighborhoods, and mobility, while incorporating considerations for parks, facilities, and infrastructure. Addison's authority to Comprehensively Plan is outlined in Texas Local Government Code Chapter 213.

The vision is achieved when Town officials, staff, residents, and the business community embrace the Plan implementation strategy, take ownership of its goals, and drive its execution. Together, they can shape Addison's future and ensure its continued success.

Additional Information

Texas Local Government Code 213.002

COMPREHENSIVE PLAN & ZONING



WHY DO WE NEED A NEW PLAN?



TO GAIN CLARITY AROUND THE COMMUNITY'S FUTURE

Through its commitment to high quality, higher density, mixed-use development, celebrated public spaces, and high design standards, Addison has produced a robust tax base and strong fiscal health. These efforts have also fostered a variety of neighborhoods and businesses, along with a community that is more walkable and human-scale than surrounding suburbs. Land values, changing demographics, and market trends support Addison incrementally evolving to become more dense and better connected. Developers have expressed interest in continuing to build multifamily product and redeveloping the Town's aging commercial properties while some residents remain concerned about additional apartments. Comprehensive planning is about listening to different perspectives, educating on market realities, and determining a vision for growth that's in Addison's best interest. Gaining clarity on the future asks the community to compromise and establish a shared vision for sustained reinvestment.

Connectivity
p. 146



TO KEEP THE CITY PROACTIVE, AND NOT REACTIVE

The Town's 2013 Comprehensive Plan and subsequent special area plans produced successful mixed-use developments and enhancements to public parks and infrastructure over the past decade. Recognizing that market conditions have evolved and that our community likewise has changed over time, it is prudent to reexamine Addison's plan for the future. To keep Addison vibrant, relevant, and responsive to market trends and the needs and desires of our ever-evolving population, a new Plan that reflects updated context, market data, and trends is needed.



FOR CONSISTENCY, COMMUNICATION, & ACCOUNTABILITY

Addison is a dynamic community where expectations of residents, businesses, and developers are diverse and evolving. Town leaders are charged with guiding the community in a direction that benefits the majority of Addisonites and balances short and long-term needs. Establishing a shared vision, decision-making principles, and implementation priorities helps clarify roles, manage expectations, inform decisions, and focus resources. Connecting decisions back to the Plan and measuring and communicating progress provides transparency and accountability.

WHAT ARE THE OBJECTIVES OF THIS PLAN?

We Aim to Accomplish...	We Do This by Asking...	Where we address this...
UNDERSTANDING OUR CURRENT NEEDS AND FORECASTING FUTURE ONES To remain fiscally solvent, a town must develop in a manner that generates sufficient revenue to cover liabilities, not just today, but in the future.	**What can the Town, and its residents, afford?**	*Fiscal Health* p. 67-73
TELLING THE STORY OF ADDISON Having a clear identity and set of values helps Addison avoid becoming "just another city" in the Dallas – Fort Worth Metroplex and distinguishes it from the surrounding communities.	**What defines Addison today and in the future?**	*Town History & Identity* p. 40-41 p. 17-19
GETTING THE BIG STUFF RIGHT Creating priorities for land, infrastructure, and economic development decisions is essential. Doing so maximizes return on investment. It also builds a high quality of life today and for years to come.	**How, why, and where do we want to grow?**	*Land Use & Development* p. 79-128
ESTABLISHING CLEAR EXPECTATIONS AND CONSISTENT, PREDICTABLE DECISIONS A process that leads to elected officials, staff, and partners acting in a unified, efficient, and proactive manner is critical.	**What does a successful implementation program look like?**	*Implementation* p. 175-214
CREATING AN INFORMED AND ENGAGED PUBLIC Engaged residents and business leaders support Town leadership and bring ideas forward. They actively participate in decisions for the betterment of Addison. Most importantly, they contribute to positive change and develop future leaders.	**How do we empower our residents to contribute to this process and share in its successes?**	*Engagement* p. 21-39 *Additional Information* **Advance Addison 2050 Dashboard**

WHY SHOULD THIS MATTER TO YOU AS AN ADDISON COMMUNITY MEMBER?

1

YOU HAVE TIME, TALENT, AND A HEART FOR ADDISON.

There is a place for every community member to step up and contribute to the shared vision. In doing so, they also become a part of the solutions. This input is critical to achieving the vision expressed in this Plan.

2

YOU EXPECT ACCOUNTABILITY AND TRANSPARENCY FROM YOUR DECISION-MAKERS.

Your decision-makers likewise rely on insights and assistance from you. This Plan creates the common language necessary to connect decision-makers and broader Addison community. With this common language, there will be more productive dialogue between groups. This common language makes it simple to measure the success of implementing the plan. These measures can be shared in an open and transparent way.

3

YOU CARE ABOUT THE FUTURE.

You choose to live, work, or visit Addison. You may have loved ones who rely on the future of Addison. Shaping the future of the community is a collective duty and a mutual effort. This Plan contains a path to that future.

4

YOU BELIEVE IN BEING PROACTIVE RATHER THAN REACTIVE.

If Addison embraces this Plan, it will be the conduit for proactive action. This action can keep the Town in a position of leadership and influence in the region rather than falling behind. It can keep it on a path of community pride and engagement rather than apathy. Lastly, it can place Addison on a path of connection rather than disconnection.

5

YOU WANT TO UNDERSTAND HOW DECISIONS ARE MADE.

Upon adoption, the Town of Addison will implement the path laid out. Every discussion and decision reached should have a strong relationship to this Plan. By being familiar with its contents, you will have insight into why and how Town officials make judgment calls. In addition, you will be well-equipped to participate in those processes.

UTILIZING THIS PLAN

PLAN ORGANIZATION

This Comprehensive Plan has been organized so as to be useful to the Town staff and elected and appointed officials who will use the document to underpin and support their day-to-day work, but special consideration has been made to ensure that the Plan is understandable and approachable to the community it aims to serve. The document is organized into four main parts:

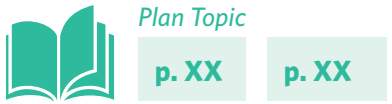
1. **Introduction:**
   What the Plan is about, who was involved, and what the Town intends to achieve.

2. **Planning Components:**
   A series of elements that align with Town priorities, projects, and policies.

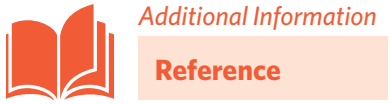
3. **Implementation:**
   How to work toward the recommendations.

CROSS REFERFENCES

Cross references are provided throughout the Comprehensive Plan. These help to identify related information within the Plan or provide links to valuable information outside the Plan. Identified cross references are not exhaustive, as other relationships may also exist.



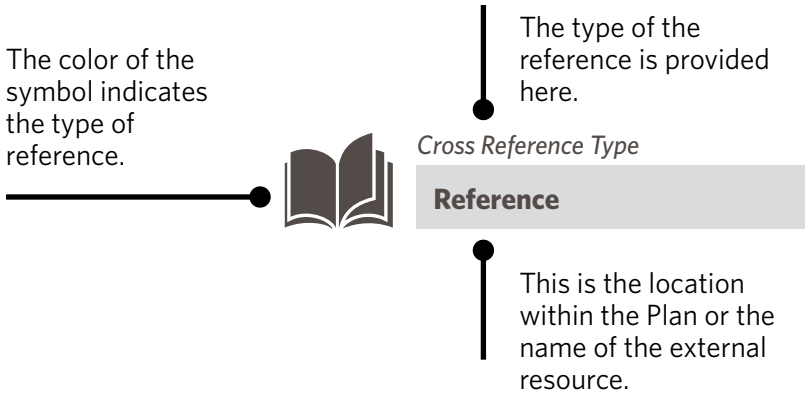
This symbol directs you to another section of the Plan for more information on this topic.



This symbol directs you to an external source, such as a master plan, report, or study not contained within the Plan.

HOW THE CROSS REFERENCES WORK

Click on this graphic throughout the Plan to be redirected to the cross referenced topic or external resource for more information on this topic.



HOW YOU CAN USE THIS PLAN

When a plan is adopted, the work of a community truly begins. There is a part for every person in Addison to play, and that begins with a complete understanding of how each person can participate. Below are ways that community members and leaders can act, starting today.

Residents & Other Locals

1. Be familiar with the Plan and its contents, and ensure any groups or associations you are part of are as well. Knowledge is power.
2. Volunteer to get involved. Coordinate events, set goals, and address issues in line with the Plan. Connect with those assigned to tasks you're interested in. Collaborating helps overcome resource constraints.
3. Rally local wealth for community projects. Invest collectively in small businesses, and work together to revive buildings or lots, rather than waiting for outside developers. Create more opportunities for local businesses to thrive.
4. Participate in the Town's Plan reviews. This is a great chance to propose new ideas or solutions and highlight changing community needs to adapt the path forward.
5. Recognize that progress depends on both Town officials and locals like you. Contribute, celebrate achievements, and support open assessments of what isn't working without framing it as government versus residents.

Town Staff & Officials

1. Be familiar with the Plan's contents, and align the budget, capital improvements, regulations, agendas, proposed developments, and reporting accordingly. This happens more when vision, values, and long-term priorities are central to every discussion.
2. Facilitate resident and local group involvement. Encourage participation, tapping into local resources. Many want to help, but don't know where to start.
3. Use the Plan as the primary guide in Town discussions, demonstrating leadership's commitment. Integrate it into meetings, reports, and public resources.
4. Commit to an annual review of the Plan, updating it regularly. Mark completed items, add new goals, and gather input from neighborhoods and diverse groups.
5. Share the Plan widely, making it accessible. Show how it informs decisions to help citizens connect the vision to actions.
6. Reference the Plan for special projects and opportunities, basing decisions on the Place Types and Spectrum of Change maps and ensuring vision, values, and principles guide all choices.

REFINING AND UPDATING THIS PLAN

This Plan, and all of its parts, should be regularly reviewed and updated to reflect the changing nature of the Town of Addison and its goals. Serious thought should be given before amending, or editing the foundational elements that represent feedback collected from Addison's citizens. If these do need to be updated, a process of exhaustive public engagement designed to hear and incorporate diverse voices must be completed.

In executing an incremental implementation program with focused, resource-efficient actions and shorter timeframes, recommendations and their actions require frequent review. As existing recommendations are completed, new ones should be introduced to guide the Town toward its envisioned future. Staff's frontline work offers valuable insight for necessary adjustments, while the City Council should conduct an annual review of recommendations.

Public input should also be gathered on a regular schedule to help inform staff and Council's work. An inexpensive way of doing this would be to solicit feedback on a specific element of each major component during high-turnout public events. For example, "What matters most to you when new commercial growth happens near your neighborhood?" The answers to this single question could be gathered and presented to Council. Then, the Council would determine what new recommendations should be added to the *Land Use & Development Character* component.

Whenever considering new recommendations, it's important to ask three key questions:

1. **Does this recommendation align with the community's vision and identity?**
2. **Is it consistent with the adopted decision-making principles?**
3. **Does it support the Town's fiscal goals, both in the short and long term?**

Implementation
p. 175-214

PLAN TYPE	EXAMPLE PLANS	APPROXIMATE FREQUENCY
1 COMPREHENSIVE PLAN	Advance Addison 2050 Comprehensive Plan	New Plan = 20 years Major Updates = 10 years
2 MASTER PLANS	Master Transportation Plan Airport Master Plan Economic Development Strategic Plan	New Plan = 15 years Major Updates = 5-10 years
3 AREA PLANS	Addison Circle Special Area Study Inwood Road Enhancement Zone Study	New Plan = 15-20 years Major Updates = 5-10 years

PLAN STRUCTURE

PLANNING COMPONENTS

This Comprehensive Plan serves as the central hub for all of Addison's major and minor planning efforts. Major planning initiatives should be incorporated as distinct planning components. These could include (but are not necessarily limited to) areas such as Facilities & Infrastructure, Coordination & Governance, Sustainability, Economic Development, and Parks & Natural Resources.

To integrate a planning initiative into the Plan, it must follow the established framework of the existing planning components. The Plan can then be amended by City Council, which involves adding the new component and integrating its recommendations and actions into the implementation section of the Plan.

PLANNING COMPONENT FRAMEWORK

1. **Introduction:** Clearly states the purpose of the component and the topics it will address.
2. **Snapshot:** Provides an overview of the current state of affairs relevant to the component, giving readers context about Addison's challenges and opportunities.
3. **Strategic Frameworks & Concepts:** Outlines the tools, techniques, and knowledge needed by the Town to achieve the listed recommendations.
4. **Issues to Address:** Identifies and explains potential obstacles that could hinder the implementation of the component's recommendations.
5. **Recommendations:** Lists and explains the improvements identified through the planning process.

Land Use & Development **p. 79-128**

Housing & Neighborhoods **p. 129-142**

Mobility & Connectivity **p. 143-162**

RELATED PLANS & INITIATIVES

Smaller, more targeted planning initiatives that will not become full planning components should still be included in the Comprehensive Plan through the amendment process.

For these items, a summary should be provided, describing the purpose, key findings, and recommendations. These elements should be added to the dedicated minor component Related Plans & Initiatives. As older, related plans are replaced by newer ones, the amendment process should remove outdated references.

Related Plans & Initiatives **p. 163-174**

IMPLEMENTATION

When new planning components are adopted and added to this plan or new planning initiatives are undertaken and the resulting plans are adopted (and added to the minor component Related Plans & Initiatives), it is essential that their recommendations and associated actions are also included in the Implementation section through the same amendment process. The Implementation section must serve as a central location for all planning recommendations townwide, either through specific recommendations and actions being in this Plan, or the recommendations of other plans being pointed to by the Related Plans recommendations.

Implementation **p. 175-214**

MEANINGFUL RECOMMENDATIONS

Recommendations, while broad, exist along a spectrum of generality. Some are highly overarching, setting a wide-reaching vision, while others are somewhat more focused, offering clearer guidance within a specific area. Each recommendation serves to move the community forward and is often aligned with a specific planning component.

To illustrate how recommendations and actions work together Imagine a simple recommendation unrelated to Addison:

Feed a group of 10 people.

Alone, this recommendation isn't clear enough, it must be further broken down into specific achievable actions.

USEFUL ACTIONS

Actions are specific tasks that serve to accomplish recommendations. It is easy to think of these as a checklist that, when finished, allows the community to call a recommendation complete. The example recommendation to feed a group of 10 people could have the following actions:

1. Decide which meal you want to serve these people, and ask them if they have any dietary restrictions.
2. Prepare a menu that meets with the needs and desires of your group.
3. Collect and organize the ingredients, tools, and support staff needed to prepare the meal.
4. Prepare and serve the meal to your group.

IMPLEMENTATION HIERARCHY



Level 1

Recommendations are arranged by planning component to comprise an implementation plan.

Level 2

Recommendations are each broken into a series of actions.

Level 3

Prioritized actions are outlined so that the Town may lead execution.

ADDISON'S IDENTITY

The identity of Addison is articulated through a Vision Story that tells a clear and compelling narrative about how Addison and its residents envision their future. This vision serves as a guiding light, reflecting the community's shared understanding of who they are and where they aim to be in the years ahead.

To ensure that Addison's future aligns with this vision, a set of Decision-Making Principles has been crafted. These principles offer a framework for making choices that keep the community on track toward realizing the future they have collectively envisioned.

The foundation of Addison's identity is rooted in community input. At the start of the process, results of the Vibrant Community Assessment were used to establish a preliminary baseline. Through the public engagement process of the Plan, residents, business owners, employees, Town visitors, and the Comprehensive Plan Advisory Committee were invited to identify Addison's shared community values, unique assets to be preserved or enhanced, and aspirations. This feedback shaped and informed both the vision story and the decision-making principles, ensuring that Addison's future reflects the priorities and desires of its people, businesses, and developer partners.

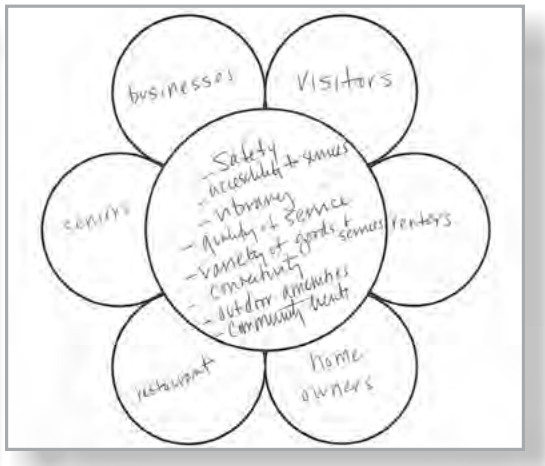


Above: *Members of Addison's Comprehensive Plan Advisory Committee, Planning & Zoning Commission, and City Council collaborated to craft and refine the Vision Story, drawing from the community's identified Values, Assets, and Aspirations gathered through the engagement process with the flower activity. This thoughtful approach to shaping Addison's identity ensures that the resulting Vision is an authentic and accurate reflection of the community as a whole.*

Below: *A few flower activity responses.*







THE FOUNDATION OF ADDISON'S IDENTITY

The foundation for the Vision Story and Decision-Making Principles was laid through three elements: *Values, Assets, and Aspirations*. Through extensive public engagement, the community identified its qualities, key strengths, and desired outcomes. These insights not only reflect what the community members of Addison care about, but also what they hope for in the future. The Vision Story captures the Town's collective ambitions, while the Decision-Making Principles provide guardrails for discussions and decisions to ensure that future actions align with the community's priorities and long-term goals.

VALUES

- **A** ***Fiscal Responsibility and Financial Sustainability.*** Services, development, and resources must be managed to ensure quality services remain affordable for taxpayers now and in the future.
- **B** ***Connectivity, Walkability, and Pedestrian Safety.*** Most residents value the human-scale design and enjoy the ability to walk through neighborhoods and public spaces.
- **C** ***Innovation.*** Addison's commitment to innovation has been, and should continue to be, a core community value.
- **D** ***Safety and Comfort.*** The Town's public safety presence and well-designed environment help residents and visitors feel secure.
- **E** ***Economic Opportunity and Prosperity.*** Maintaining Addison's strong commercial base is essential to attract residents, workers, and visitors while keeping property taxes manageable.

ASSETS

- **F** ***Mix and Availability of Dining, Entertainment, and Shopping.*** Addison's dining and entertainment options are a strength, with room to grow in boutique shopping and arts businesses.
- **G** ***Quality Design, Materials, and Aesthetics in the Built Environment.*** High-quality design in urban development, parks, and buildings enhances the safety and appeal of Addison.
- **H** ***History of Innovation in Walkable Development.*** Addison has led in creating walkable, neighborhoods that stand out from more auto-centric developments in the region.
- **I** ***Addison Airport.*** Addison's centrally located airport is a significant asset, with growing opportunities in private and advanced aviation.
- **J** ***Location and Proximity to Regional Destinations.*** Addison's central location and access to highways and the upcoming DART Silver Line keep it well-connected for development and employment.

ASPIRATIONS

- **K** ***Dramatically increase multi-modal and transit options.*** Expanding trails and transit will meet growing demand for car-free movement and benefit both residents and employers.
- **L** ***Become a place where more experience-based and locally-owned businesses can thrive.*** There is a strong preference for local boutique businesses, especially in arts and entertainment, with interest in developing a creative, makerspace vibe in areas like Inwood corridor.
- **M** ***Increased diversity of housing options.*** Expanding ownership and rental options for all ages while maintaining high-quality neighborhoods is a priority for both renters and homeowners.
- **N** ***Build on prior successes through innovation to make Addison more competitive.*** To stay competitive, Addison must embrace walkability and leverage assets like the airport and DART to capitalize on trends in mobility and human-scale development.

ADDISON'S VISION STORY

J Addison is an urban town in the heart of the DFW Metroplex.
H We are the pacesetter for walkable, mixed-use communities
B in Texas and beyond, creating a town which is fully connected to itself and the region.We set the standard by prioritizing multimodal mobility options for moving in and around
L Addison, including walking, biking, and internal public transit options, creating a people-first design to foster a diverse and thriving community and local economy in a safe, vibrant, and connected environment.

As we look ahead to 2050, we recognize that our strength lies not in emulating others or in appealing to all, but in embracing what sets us apart. We understand that we may not be the sprawling community that appeals to everyone,
C but we offer something far more valuable: a distinct flavor of walkability, safety, opportunity, and quality of life that resonates with those who prioritize human interaction,
A community connection, innovation and environmental sustainability over mere suburban sprawl. We're doubling down on what it has always meant to be Addison, attracting a diverse range of individuals who share our vision and values. Together, we're shaping a future where Addison stands as the leader in providing the highest quality of life and service to our residents and business partners: this is the Addison Way.

Our history as an innovative leader drives us to build on
N our past success and continue being the best place to live, work, and visit. We aim to further our competitive edge by
E investing in a safe and complete mobility network, place-
M and experience-based businesses, and a diversity of housing options so that residents of all ages will have the highest quality of life available.

G We are intentional with our development, choosing projects, designs, and materials that live up to our high standards
D because we know that how safe we feel in our community has just as much to do with the care we put into developing and maintaining our built environment as the capabilities of our emergency response units.

By further connecting our neighborhoods and destinations,
I leveraging our community's location and transportation assets, and building an increased sense of place and
F vibrance, we will be uniquely positioned to attract and retain businesses, residents, commuters and visitors in the emerging place-based economy. In an increasingly competitive context, with new mixed-use districts being built all over the Metroplex, we can establish ourselves as the benchmark for decades to come by better connecting our most vibrant parts of town and redeveloping our aging
K suburban places to become more walkable, bikeable, and navigable by public transit - organically evolving into the next level of walkable community that has been our vision from the Town's inception.

DECISION-MAKING PRINCIPLES

The Decision-Making Principles are a set of guidelines designed to ensure that everyday choices made by Addison align with the community's long-term vision. These principles act as a compass, helping decision-makers consistently evaluate actions through the lens of the Values, Assets, and Aspirations identified by the community. When applied consistently, the principles will guide Addison toward a future that reflects the Vision Story, ensuring that progress is purposeful and aligned with the collective ambitions of the Town's residents.

1 PEOPLE FIRST

In Addison, people come first. We prioritize our residents and visitors.

2 AESTHETICS MATTER

We have built and continue to improve upon a place which has a high caliber of design and materials.

3 LEADERSHIP

Our community has been an innovative leader its entire history. We intend to lead far into the future.

4 HIGH QUALITY OF LIFE

Our residents expect, and our leaders desire, to provide the highest quality of life in North Texas.

5 ECONOMIC PROSPERITY

Access to local employers, retail, and entertainment is critical to Addison's cultural and fiscal health. We prioritize development and investments that keep Addison positioned as a place where businesses and talent want to be.

ENGAGEMENT

A variety of engagement activities were employed as part of the comprehensive planning process. A combination of in-person events and online tools were used to capture both quantitative and qualitative input on broad ideas and specific topics. Activities were intentionally designed to meet people in different locations throughout the community and offer a spectrum of time options as well.

Through the engagement process, the community, the Comprehensive Plan Advisory Committee (CPAC), Planning & Zoning Commission (P&Z), and the City Council provided input and feedback on what makes Addison special, key topics of concern, opportunities, and aspirations. Engagement activities were designed to explore these and other topics further to categorize feedback into shared Values, Assets, and Aspirations. Bringing these elements together provides a clear and meaningful picture of how the residents of Addison see themselves and their community now, and how they wish to be in the future. ***This information was encapsulated in the Vision Story and Decision-Making Principles that guide the development of the Comprehensive Plan and implementation priorities.*** Activities held in various project phases gave the community opportunities to provide more granular input on each of the main planning components.

ENGAGEMENT ACTIVITY HIGHLIGHTS

October 2023 - March 2024

2 Public Meetings	**120+** Public Attendees
3,156 People Engaged in the Field	**15,187** Direct Mailer/ Postcards Sent
11 Pop-Up Events	**5+** Resident-Led Meetings-In-A-Box

WHO HAS BEEN INVOLVED:

Residents and Community Members:
Meetings, online activities, and focus group discussions to capture input from residents, business owners, and other members of the Addison community.

Developers and Business Leaders:
Surveys, focus groups, and individual interviews to capture input from current and prospective developers and businesses.

Comprehensive Plan Advisory Committee (CPAC):
Met monthly to get updates, vet ideas, and provide input on proposed strategies and priorities.

City Council:
Appointed CPAC members, participated in joint workshops, reviewed progress deliverables, and voted to adopt the final plan.

Planning & Zoning Commission (P&Z):
Participated in joint workshops, reviewed progress, and recommended the final plan to City Council.

Town Staff:
Provided ongoing input and review to ensure the plan is accurate and actionable.

Consultant:
Conducted analysis; coordinated with staff, CPAC, P&Z, and Council; facilitated public meetings; designed a practical plan for daily decision-making.

Vision Story p. 19

Additional Information **Engagement Supplemental Materials (Appendix A)**

THE COMPREHENSIVE PLAN PROCESS

This Comprehensive Plan was broken up into six major phases. The first two phases focused on project initiation, data analysis, and completing a quantitative and qualitative assessment of existing conditions. Commercial development is critical to Addison's identity and fiscal health, so a detailed Market Competitiveness Report was prepared to understand how Addison's various sectors performed, where the market is headed, issues to be addressed, and opportunities.

The third phase included education efforts to explore the connection between the Town's development pattern and fiscal health and what it means to be a walkable city - two concepts that emerged as the most important to the future of Addison. Results of the assessments and input from residents, businesses, staff and Town leaders were used to develop a Vision Story and Decision-Making Principles, which were used to inform the strategies and priorities in the Plan.

Phases 4 and 5 focused on further refinement of strategies and recommendations for each component of the Plan, and creation of a detailed implementation program to move the community toward its desired future. A series of plan drafts were created, reviewed, and refined based on input from CPAC, staff, Town leaders, residents, businesses, and developers.

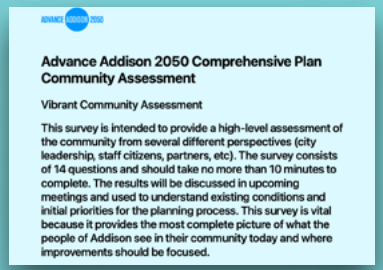
The final phase involved public hearings and adoption of the Plan, as well as the launch of a tracking tool that the Town will use to communicate progress on the Plan's implementation actions. After adoption of the Plan, successful implementation and meaningful and measured refinement will take place over time.

TIMELINE



HOW ENGAGEMENT INFORMED THIS PLAN

Vibrant Community Assessment



Advance Addison 2050 Comprehensive Plan
Community Assessment

Vibrant Community Assessment

This survey is intended to provide a high-level assessment of the community from several different perspectives (city leadership, staff citizens, partners, etc). The survey consists of 14 questions and should take no more than 10 minutes to complete. The results will be discussed in upcoming meetings and used to understand existing conditions and initial priorities for the planning process. This survey is vital because it provides the most complete picture of what the people of Addison see in their community today and where improvements should be focused.

BASELINE ESTABLISHED

Engagement Opportunities





IDENTIFIED

- *Values*
- *Assets*
- *Aspirations*

Work Sessions
Council, Planning Commission, & CPAC





REFINED RECOMMENDATIONS & ACTIONS
INFORMED DECISION MAKING PRINCIPLES

VIBRANT COMMUNITY ASSESSMENT

October 3-16, 2023

A modified version of the Vibrant Community Assessment, a tool created by Quint Studer and referenced in his book, *Building a Vibrant Community*, was used at the outset of this process. The assessment included ten questions that asked respondents to rank the Town's performance in key aspects of a vibrant community on a 1-10 scale. Three additional questions explored the Town's biggest opportunity, challenge, and citizens' commitment to improving their community. While the Town could elect to use this survey on an annual basis to evaluate progress, the main purpose of this initial survey was to give the planning team a baseline and context as to how the community feels about different elements of a vibrant community.

Additional Information

Engagement Supplemental Materials (Appendix A)

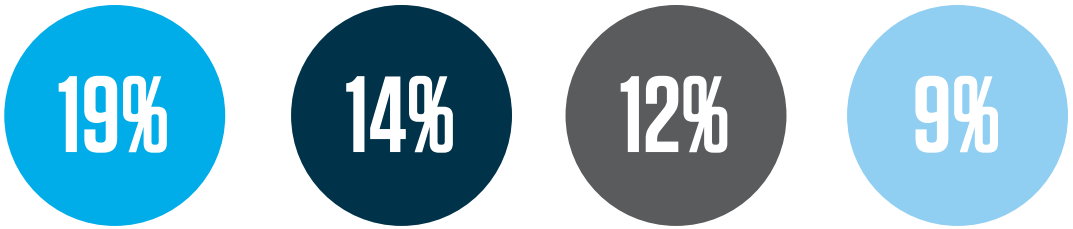
VIBRANCY AVERAGE: 6.41

158 RESPONSES

NOTABLE TAKEAWAYS

1. How engaged are your community's citizens? **5.66**
2. How likely is it that young people will live and work in the community after graduating from high school or college? **6.11**
3. How attractive is your Town to new businesses and/or talent? **6.84**
4. How strong is your education system? **4.94**
5. How vibrant is your Town? **7.87**
6. How successful are you at getting wealth off the sidelines and encouraging people to invest in the community? **5.70**
7. How easy is it to create and run a business in your community? **6.46**
8. How likely are small business owners to receive the training and development they need to thrive long-term? **5.72**
9. How proficient is your community at measuring, tracking, and reporting outcomes and results and making objective decisions based on them? **6.16**
10. To what extent are Town programs and services aligned and successful at working together to create a better quality of life for your community? **6.75**
11. Please describe what you feel the Town's biggest opportunity to improve is:
    - Fewer Apartments
    - Walkability & Bikeability
    - Redevelopment
    - Government & Communication
12. Please describe what you feel the Town's biggest challenge is.
    - Apartments
    - Traffic
    - Crime
13. How committed are you to making your community the best it can be? **8.25**

BIGGEST OPPORTUNITY FOR IMPROVEMENT IDENTIFIED BY RESPONDENTS



Fewer Apartments/ Housing

Walkability & Bikeability

Redevelopment

Government & Communication

COMMUNITY KICKOFF EVENT

October 18, 2023

The first face-to-face opportunity for community engagement took place during the Project Kickoff week. This public event featured a briefing by Town officials and their consulting team, which covered the goals, methodology, and schedule of the Comprehensive Plan, as well as how the community can stay involved.

Attendees were able to give input at a series of interactive stations. In the first interactive segment, participants explored potential solutions to challenges such as rejuvenating old structures and business areas, offering diverse housing options, improving walkability and cycling routes, augmenting public spaces, and supporting local businesses and their employees through "How Might We..." inquiries. The second part of the event, titled "Tell Us What You Love About Addison!", invited participants to write, sketch, or record their thoughts on a designated "drawing wall" and tablets.

60 ATTENDEES

NOTABLE TAKEAWAYS

- Revitalization of aging buildings and commercial centers is a top concern, but also viewed as an opportunity. Addisonites recognize the role commercial development has played in the community's identity and fiscal health, and acknowledged some of the Town's commercial areas are aging. Residents and business owners said they would like to see the declining commercial areas invested in and redeveloped in ways that will appeal to current and future residents and visitors.

- Owners and renters are concerned about housing in Addison. The majority of Addison's residential options are rentals, so some residents would like to see more ownership options offered. The concern is more about an increase in supply and options, and less about density. People who currently rent expressed concern about the absence of affordable housing options and rising rent and living costs.

- Connectivity and walkability are valued, but opinions on the importance and extent of future enhancements vary. Responses and discussion on this topic provoked ideas and suggestions ranging from improving walkability within neighborhoods only, to expanding bike facilities, to an emphasis on fully embracing a multimodal mobility network that would incorporate robust bike/walk options along with a local circulator and the regional DART system.



Left: *CPAC members meet City Council and City Manager.*



Middle: *CPAC member shares how to invest in Addison.*



Right: *Addison resident shares what she loves about Addison.*

STAFF WORKSHOPS

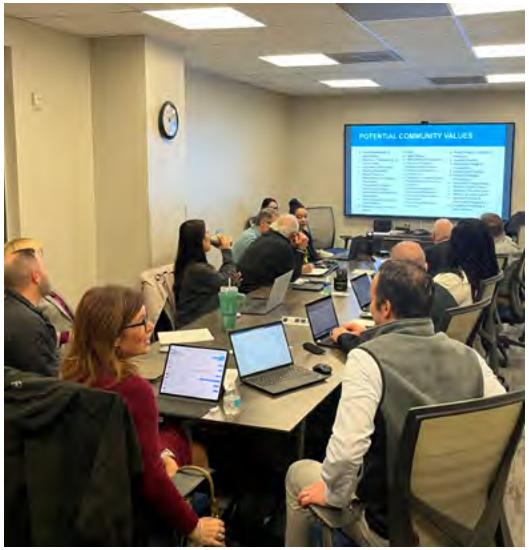
January 2024

2 WORKSHOPS

The staff are often a good barometer for how things are going in the community, particularly when it comes to development and infrastructure. The consultant team held two meetings with city management and department heads to discuss the community's strengths, challenges, opportunities, and vision. The second meeting included a values exercise where staff members were asked to identify and rank the five values they believe to be representative of Addison, and an identity statement exercise where attendees were separated into groups and asked to develop their version of an identity statement based on the group's discussion around the top five values. Staff feedback was referenced throughout the process to ensure that suggestions from the community and consultant recommendations are realistically implementable.

NOTABLE TAKEAWAYS

- One of Addison's biggest challenges is competing with other places – one staff member said the "lowest hanging fruit has been picked" and economic opportunities are becoming increasingly challenging.
- One of the biggest opportunities is to create a development pattern that is more dense and connected.
- Fiscal responsibility, sustainability, public safety and emergency response are at the top of the values list for staff.



All photos: *Town staff during workshops discussing the greatest opportunities and challenges Addison faces.*



COMPREHENSIVE PLAN ADVISORY COMMITTEE MEETINGS

November 2023 – April 2025

The Comprehensive Plan Advisory Committee (CPAC) was an advisory committee of engaged and representative community members of Addison. The purpose of this advisory committee was to serve as a sounding board for City Council by gathering input on emerging themes of the Comprehensive Plan, obtaining feedback on various components and assisting in the promotion of the Comprehensive Plan to the public. This committee met a total of twelve times over the course of the project. Together, the CPAC discussed interim plan deliverables that impacted Plan text, graphics, maps, and actions to properly vet the Comprehensive Plan prior to its presentation to City Council.

12
CPAC Meetings

2
Joint Meetings with CPAC, P&Z and CC

25 MEMBERS

TOPICS DISCUSSED

- Land Use Fiscal Analysis
- Community Values and Assets
- Aspirations and Vision Story
- Market Assessment
- Place Types
- Housing Mix Prioritization
- Mobility and Connectivity
- Transformational Developments
- Implementation Actions
- Plan Document Review







All photos: *CPAC members and Town staff reviewing and discussing a draft of the Comprehensive Plan at a CPAC meeting.*

JOINT CITY COUNCIL & PLANNING AND ZONING MEETINGS

October 17, 2023, January 24 & July 11, 2024

3 JOINT MEETINGS

Three joint meetings with the City Council and Planning & Zoning Commission were held to provide progress updates and seek input. The first meeting was held during the Project Kickoff week and included an introduction of the consultant team, an overview of the process, and an exercise where Town officials were asked to discuss what they believe to be the most important thing the Plan needed to address. The meeting closed with a facilitated discussion to get initial thoughts from the group on five key issues the plan needs to address:

1. Revitalization of aging buildings and commercial centers.
2. Providing quality housing options for everyone.
3. Improving connectivity and walking/cycling options.
4. Enhancing public spaces.
5. Business retention and expansion.

The second and third meetings included City Council, P&Z, and CPAC. The January 24th meeting focus was on identifying and prioritizing the top ten community values. The July 11th meeting focused on desired elements for four types of transitional development in Addison. After a brief discussion on redevelopment and development types, attendees participated in an exercise selecting urban design characteristics to inform illustrative images and future development plans.

NOTABLE TAKEAWAYS

Common Concerns

- Redevelopment of aging areas
- Capitalization of the pending DART station
- Improving east-west connectivity across the Dallas North Tollway

Top Values

- Fiscal Responsibility & Sustainability
- Reinvestment & Revitalization
- Economic Prosperity / Business-Friendly Culture
- Innovation & New Ideas

Desired Outcomes for the Plan/Process

- Prioritization of goals, principles and aspirations to guide Town leaders and future decisions.
- Identify catalytic development that will continue to take Addison to the next level.
- Leverage past and future planning efforts to ensure that all new development meets or exceeds the Town's high standards for quality and design aesthetics.

"When you dissect the values and interests of renters and owners, there's a lot of commonality that was our biggest takeaway..."

– Workshop Participant





Left: *City Council, CPAC, and Consultant at Joint Meeting.* ***Right:*** *CPAC and Town staff at Joint Meeting*

VISION, VALUES, AND PRIORITY OUTCOMES SURVEY

October 27, 2023 - January 31, 2024

This was the second and most robust survey for the project. This survey was made available to participants online and in print form. An abbreviated version was also offered and promoted in Spanish. The survey was advertised to residents, daytime workers, business owners, and developers in the community through a combination of the Town's email newsletter, direct mailers, yard signs, social media, and in-person promotions. Survey results were used alongside feedback from other engagement input to develop the communities' shared Values, Assets, Aspirations, and Vision Story.

751 RESPONSES

NOTABLE TAKEAWAYS

Where Addison is Above Average
- Community events and festivals
- Landscaping and maintenance of public areas and properties
- Community character and appeal

Major Strengths of Addison's Commercial and Industrial Areas
- Mix and availability of shopping and dining options
- Addison Airport
- Access to everyday goods and services

Major Strengths of Addison's Housing and Residential Areas
- Neighborhood safety and walkability
- Proximity to open space and amenities
- Housing that appeals to young professionals

Major Strengths for Operating a Business in Addison
- Community reputation
- Community character
- Community spirit and culture

Major Strengths of Addison's Transportation Network
- Regional connectivity and access to major highways/tollways
- Condition and connectivity of greenways and trails
- Condition of local roads and streets.

Major Strengths of Addison's Parks and Recreation Facilities
- Neighborhood parks
- Community parks
- Proximity and access to local parks and recreation facilities

87%

WANT INVESTMENT TO IMPROVE WALKABILITY
Respondents supported investment "in projects that improve connectivity, safety and convenience for people walking".

#1

PUBLIC SAFETY
Over 45% of respondents selected Public Safety as one of their top five priorities (the highest recurrence of selection).

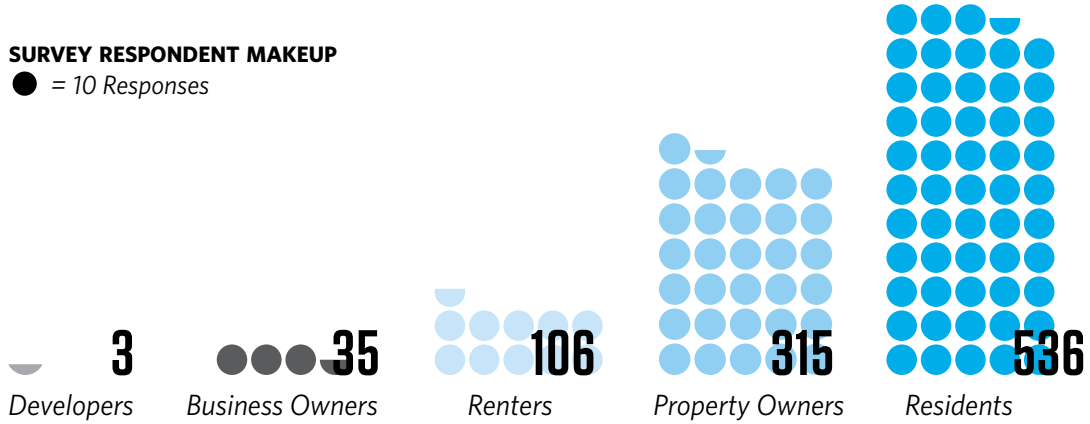
CENTRAL LOCATION IN THE REGION
Addison's location was selected by respondents as the #1 reason to love Addison.

Additional Information

Vision, Values, & Priorities Survey (Appendix D)

SURVEY RESPONDENT MAKEUP

● = *10 Responses*



Note

Survey respondents were able to self-identify in a number of categories. This was not a required question. Respondent Makeup represents the group that chose to self-identify.

POP-UPS & ON THE STREET ENGAGEMENT

January 23-25, 2024

Pop-up events were held in various restaurants, and lounges in apartments and office buildings, in order to engage with the public and gather feedback as people went about their daily routines. Additionally, the team conducted five "on the street" engagement sessions at different locations like the Athletic Club, Vitruvian, Village on the Parkway, and several parks, aiming to discuss the same questions and encourage attendance at the community meeting. This approach was designed to directly engage individuals in their everyday environments, reaching a broader audience that might not typically participate in traditional public meetings or events. The chosen venues and locations were strategically selected to engage diverse groups within the community, including employees, renters, and daytime visitors, with content tailored to the audience present at different times.

At each pop-up and street session, engagement boards invited attendees to share their thoughts via sticky notes on questions about what makes Addison unique, the Town's core values, their greatest hopes for its future, and the reasons someone might choose to live or work in Addison 30 years from now. These activities also focused on how the Town could support the growth of entrepreneurs and local businesses, facilitating a wide range of community input on the Town's future direction.

8 POP-UPS

165 CITIZENS MET

NOTABLE TAKEAWAYS

What are unique elements about Addison that you want to protect?

- Parks and public spaces
- Events hosted within the Town

What could help Addison cultivate entrepreneurs and local businesses?

- Creating spaces or events that would allow for the networking of entrepreneurs with one another and investors or mentors
- Improved public transportation

What is your biggest hope for Addison?

- Continue the wide range and quality of restaurants available as well as add more entertainment options.
- Vibrancy of Addison to continue via walkability, maintenance, and beautification of the Town

Think 30 years in the future: why would someone choose to live in Addison?

- Safety was identified as the main reason
- Variety of activities and events that are found in the Town

Think 30 years in the future: why would someone choose to work in Addison?

- Quality of diverse restaurants was a recurring response to this prompt
- Central Location

What are Addison's 3 biggest values?

- Safety
- Community
- Parks and recreation



Dunn Brothers Coffee



Ida Claire



AMLI Addison



Java & Hopps



Hawkers Asian Street Food



Spectrum Center



Ascension Coffee



Astoria Caffe

POP-UP LOCATIONS

FOCUS GROUPS

January - August 2024

During the Engagement Tour (January 23-25, 2024) two resident focus groups were held to delve deeper into various issues and opportunities from different viewpoints. Town staff carefully chose participants to ensure a diverse mix of ages, how long they'd lived in Addison, whether they owned or rented property, and their interests. Participants shared their reasons for living in Addison, aspects of the Town they cherish and wish to maintain, areas they believe need change or improvement, and their top five values they see as emblematic of Addison. They also explored actions that could support the community in embodying these values.

During the first week of August (August 5-7, 2024), five focus groups were held to delve deeper into issues and opportunities related to mobility and development within the greater Addison community and developers' perspectives. The focus groups were organized by staff leadership, regional mobility partners, and economic development strategies. The focus group discussions were centered around the implementation of multi-modal options within Addison and regional projects that the Town would be impacted by. The three latter focus groups gathered insight on how to achieve the desired redevelopment of industries identified in the Plan.

7 FOCUS GROUPS

61 RESPONES

NOTABLE TAKEAWAYS

- People live in Addison for its small-town feel with big city convenience and amenities.
- People want to maintain Addison's sense of place, beauty, and high-quality aesthetics.
- People want to improve pedestrian connectivity (citywide and within neighborhoods) and add more arts and entertainment amenities that would appeal to all ages such as public gathering spaces, theaters, and libraries.
- The families that choose to live in Addison prefer raising their kids in an open and engaging "human scale" environment over the more auto-centric context of the suburbs. Seniors in the groups also expressed similar opinions.
- A circulator pilot program could be possible to implement in the near future.
- The DART Silver Line is scheduled to operate in 2026 with the Cotton Belt Trail construction to begin in 2025.
- The office industry is changing to a smaller building footprint with the integration of additional amenities for their tenants.
- Office and hotel uses would greatly benefit from a Town circulator to transport their tenants and occupants to desired entertainment and restaurant locations.











All photos:
Staff, residents, and consultants discuss Addison at Focus Groups.

COMMUNITY MEETING: VALUES AND VISION

January 25, 2024

This community meeting featured an interactive exercise where community values were ranked using polling software. This interactive session set the stage for more detailed discussions across four distinct areas within the room, each dedicated to a specific question. At the first station, participants used sticky notes to express their greatest hopes for Addison. The second station provided handouts for attendees to detail their vision for Addison and potential paths to realization. The third station, also utilizing sticky notes, invited insights into the unique assets or characteristics of the community that attendees felt should be preserved and enhanced. Finally, the fourth station offered an aerial map and an online tool, allowing individuals to pinpoint specific areas in Addison and provide more detailed feedback.

60 ATTENDEES

NOTABLE TAKEAWAYS

Hopes for Addison

- Safe and comfortable walkability for pedestrians
- Continue to develop stronger, more diverse areas and business/commercial bases
- More walkability and continued investment in parks and community centers by prioritizing pedestrians, crosswalks, bike lanes, and other pedestrian-focused elements.

Assets to preserve and enhance

- Parks, trails, and recreation amenities and facilities
- Beautification of landscaping
- Addison Airport, Athletic Club

Specific Geographic Area Comments

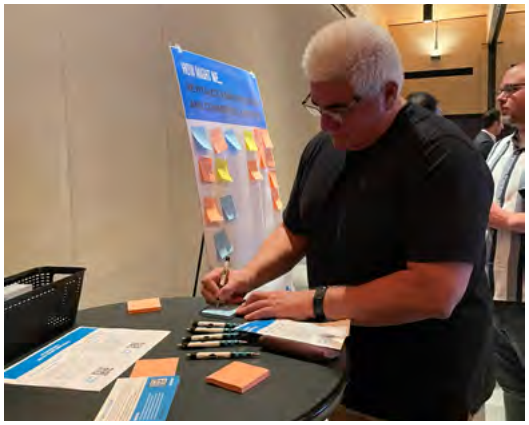
- *East Addison/Village on the Parkway area:* improve intersections across Monfort Drive
- *Addison Circle/Quorum North area:* improve commercial occupancy rates in Addison Circle area and nearby.
- *West Addison area:* expressed their love for their area. Vibrancy of Addison to continue via walkability, maintenance, and beautification of the Town

VALUES OF NOTE

PUBLIC SAFETY
#1 Value Prioritized by Attendees

DIVERSITY
Value Identified as Important via Write-In Option

Note
"Public Safety" included feeling safe in the built environment, as well as police/fire personnel.





Left: *Residents provide feedback.* ***Right:*** *Staff and Mayor discuss input.*

COMMUNITY MEETING: STRATEGY REFINEMENT

June 26, 2024

This community meeting introduced the concept of walkability. This set the foundation for showcasing the final vision story that was crafted with community input. Attendees were asked to vote on a scale of 1 to 5 for their support of the Vision Story. The remainder of the community meeting consisted of several activities where attendees provided their input on the proposed Place Type Map and appropriate building typologies, Spectrum of Change map, preliminary recommendations for the four components of the plan, and how to make their neighborhoods more complete.

Additional Information

TEDTalk - Walkable City

VOTING AVERAGE: 4.6

46 ATTENDEES

NOTABLE TAKEAWAYS

- The result of the voting exercise was an average of 4.6 out of 5, indicating strong support from the majority.



All Photos: *Residents provide feedback.*



MEETING-IN-A-BOX

January - February 2024

Meeting-in-a-Box was an engagement option offered to allow members of the community to facilitate more intimate engagement events in smaller groups and submit responses via a specially designed section of the project website. The activity was set up to include questions similar to those asked in the Values, Vision, and Priority Outcomes survey.

Additional Information

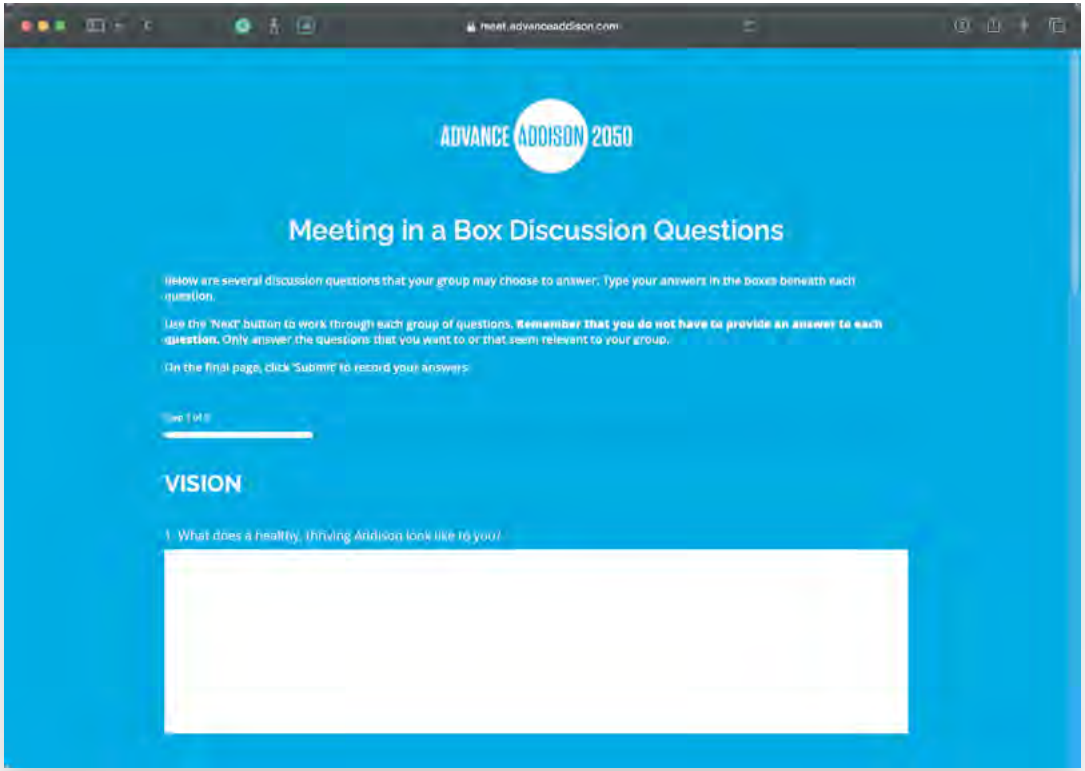
Vision, Values, & Priorities Survey (Appendix D)

5 RESIDENT-LED MEETINGS

29 RESPONSES

NOTABLE TAKEAWAYS

- In the future people would live and work in Addison due to its location in the region and proximity to amenities, like dining, trails, and quality Town services.
- Across the meetings that took place, there was a desire to protect and enhance the open spaces that exist within the Town.
- Participants suggested different ideas to make walking and moving around Town more safe and inviting such as better crossing opportunities through busy roadways via traffic controls and wider sidewalks.



Right: *Meeting-in-a-box discussion questions example.*

MAPPING TOOL

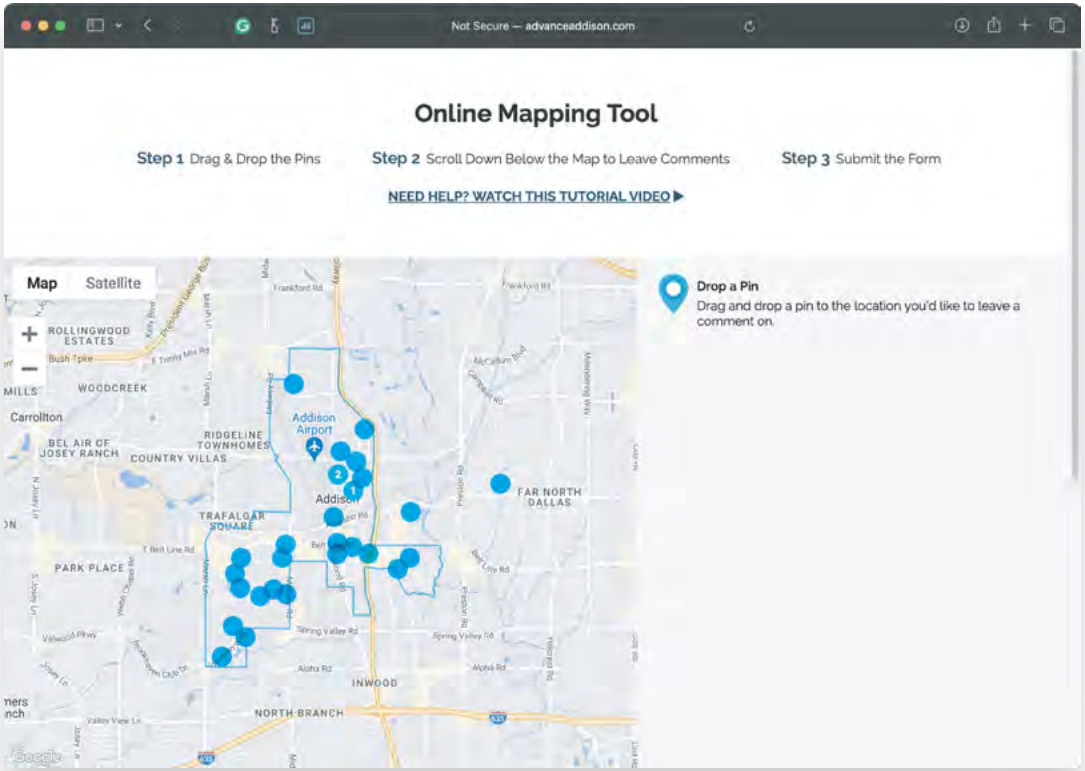
January 25, 2024

An online mapping tool activity was conducted during the evening of January 25, 2024 at the second community event. This online activity allowed participants to drop a pin at any location within the Town and provide comments about that specific place. This activity was expanded for the next phase of the project to include pins for different categories that provided more specific input on favorite destinations, safety concerns, connectivity gaps, and more.

29 RESPONSES

NOTABLE TAKEAWAYS

- Comments related to connectivity to desired locations and places have been highlighted.
- Locations where redevelopment is desired have been identified.
- Suggested improvements to open space areas have been made.



Right: *Mapping tool website home page.*

VIRTUAL ROOM

April – May 2024

Two different virtual "rooms" were available for participation from April 26, 2024 to May 19, 2024. One room was for feedback on the community identity and vision, and a second room for input on place types and development. The community identity and vision "room" allowed participants to rank in order of importance the Values, Assets, and Aspirations, while also providing a forum for general commentary on the proposed Vision Story. In the place types and development "room", the first station was a mapping station where participants could drop pins to indicate specific properties or areas that should be preserved in their current context, incrementally enhanced or evolved, or redeveloped in a completely new context. Following the first station, there was a series of five stations where participants were able to select images that they believed were representative of the corresponding place type.

799 RESPONSES

NOTABLE TAKEAWAYS

Values Ranking

1. Fiscal Responsibility and Financial Sustainability
2. Safety and Comfort
3. Connectivity, walkability, and pedestrian safety
4. Economic opportunity and prosperity
5. Innovation

Assets Ranking

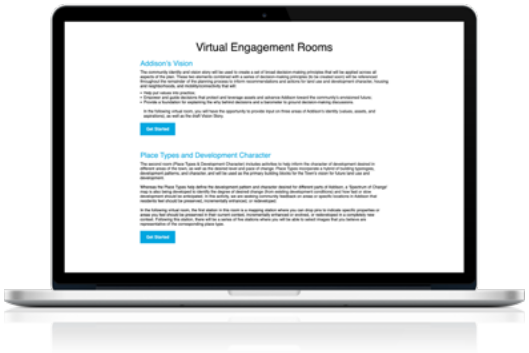
1. Mix and availability of dining, entertainment (and to a lesser extent, shopping) options.
2. Quality design, materials, and aesthetics in the built environment.
3. A history of innovation driven by the prioritization of a more walkable environment
4. Location and proximity to regional destinations and mobility network.
5. Addison Airport.

Aspirations Ranking

1. Dramatically increase walkability, bike connections, and transit options so that most trips can be made without a car.
2. Become a place where more experience-based and local-opened businesses can thrive – particularly with a focus on arts and entertainment.
3. Build on our success through innovation to make Addison more competitive with nearby districts and cities.
4. Increased diversity of housing options

Vision Story: The provided draft Vision Story received relatively positive responses.

Place Types Map: This station received a total of 36 comments commenting on different Place Types designation locations.





All Photos: *Screen captures from the Virtual Room.*

SUMMARIZING COMMUNITY INPUT

CHALLENGES AND OPPORTUNITIES

1. **Redevelopment of Aging Areas**
Some commercial centers and offices need reinvestment, with corridors like Belt Line Road and Inwood highlighted for redevelopment to uphold Addison's image and market position.

2. **Housing for Everyone**
Housing is both a challenge and a strength for Addison. Its diverse housing mix, especially rentals, is a regional asset as demand for renting grows. Increasing interest in ownership options faces land and market constraints.

3. **Improving Connectivity**
Residents, businesses, and developers emphasize walkability and mobility. Residents seek improved trails and connections, while businesses and developers value walkability, bikeability, and the human experience in location decisions.

4. **Reimagining Office Space**
Office towers are facing higher vacancies, but Addison's Tollway offices face fewer vacancies than Dallas. Proactive efforts with owners and tenants are crucial to keeping these spaces vibrant for the local economy.

5. **Leveraging DART and Addison Airport**
These unique assets offer opportunities to enhance housing and jobs, aligning with growing interest in car-free mobility.

Engagement Input

Input provided was formed prior to the virtual room engagement opportunity. The virtual room activity was framed around the feedback provided earlier in the process.

COMMUNITY STRENGTHS

1. **Financial Health**
Addison's strategy ensures strong revenues, balanced costs, and high-quality services, infrastructure, and aesthetics.

2. **Location and Access**
Addison's central location and mobility access by train, plane, and car benefit residents, businesses, and visitors.

3. **Parks and Recreation**
Addison's parks, events, and Athletic Club offer unique resident benefits and regional appeal.

4. **Public Safety and Comfort**
Responsive public safety and neighborly design create a strong sense of safety and a "small-town feel" for residents.

5. **Welcoming Public Realm**
The Town's streets, public spaces, and buildings prioritize quality materials and design, resulting in an aesthetically pleasing environment.

6. **Reputation for Innovation**
Addison is a Metroplex leader, known for its commitment to mixed-use development and urban design.

IN THE WORDS OF ADDISONITES



Above: *At one engageent event, residents were asked to write down what they love about Addison.*

Quotes have been directly extracted from surveys, interactive post-it note boards, and transcriptions of recorded conversations. This compilation is not merely anecdotal; it serves as a crucial barometer for understanding the pulse of the community, prioritizing the issues that resonate most profoundly with the populace.The quotes were selected to encapsulate a broad spectrum of topics that emerged as significant through the engagement exercises. They offer an authentic glimpse into the collective mindset of Addisonites, granting stakeholders a unique opportunity to hear the local voice on topics that matter.

Many of these items underscore themes that play a crucial role in the planning components, and utilizing them to inform policy responses means that the community's genuine sentiments and priorities are represented in those policies.





Left and middle: *Residents provide feedback.*

CHARACTER TOPIC

Land Use & Development

Housing

Mobility & Connectivity

Economic Development

Innovation

"Quality and beauty should be our priority in everything we do."

"Addison's walkability and density relative to other towns north of Dallas is a big reason I like living here. I think the city has great potential to capitalize upon its best qualities and create a truly unique and livable urban space – and in many ways it really has to in order to keep up with population growth."

"My biggest hope for Addison is to stay innovative and ahead of modern and progressive initiatives."

"More home ownership. Monitor existing apartment management for quality."

"We should push the needle more on pedestrian/bike/public transit options."

"[My big idea is for] bike, ped, and transit connectivity to rival the car infrastructure."

"More diverse shops near housing (e.g. florist, escape room, board games - basically not just restaurants and bars)"

"Homeowners block progress of building out and redevelopment, causing Addison to lose major growth and sustainability to other neighboring cities."

"I'd love a community that you can grow with from apartment to townhome to single-family housing."

"Greater real estate options for home ownership"

"Make it easier for those interested in starting a business to rent temporary stalls/spaces within an entrepreneur hub/building while they work on establishing themselves more permanently - a central location like this gives people hunting for interesting work or goods/services somewhere to look and connect."

"Addison is well positioned to be a proper urban village, with great walkability, trails, urban parks, and a range of housing from single-family to town homes to medium to large apartment developments to condo towers."

"It'd be great to have more consistent walkability quality in all of Addison, instead of just select areas."

"Restore dismally lost quality of life and quality of restaurant establishments to regain a par with surrounding regions"

"I think Addison can be THE go-to example of a high quality, strong urban town in Texas. Addison should continue to promote density, walkability, transit, etc. There is a lot of demand for this kind of living, however most cities in the DFW metroplex appeal to car-centric, single-family neighborhoods. I think a good goal for the Town would be to strive to develop '15 minute neighborhoods': areas where most daily necessities and services, such as work, shopping, education, healthcare, and leisure can be easily reached by a 15-minute walk, bike ride, or public transit ride."

"Quiet, car-limited/free streets that are green and have plenty of people walking and biking encourage local restaurants, cafes, and other stores to put seating outside which further enhances the friendly community atmosphere and makes it easier for people of all ages to meet and network."

"Foster a diversified and innovative economy that attracts businesses, entrepreneurs, and future generations."

"Reduction of parking in favor of more 'place'. Connection between retail-commercial-residential without a car."

"Anything we do should be with the mindset that Addison approaches every issue with 'out of the box' thinking."

"Encourage developers to build multifamily housing (duplexes to condos) that's for sale in addition to the current rental units."

"When you dissect the values and interests of renters and owners, there's a lot of commonality – that was our biggest takeaway..."

"I always think of Addison as businesses and apartments rather than accessible neighborhoods, but perhaps if there was a focus on mid-range family friendly housing opportunities, Addison could be seen as more of a place to settle."

"Addison used to be considered bold and visionary, but it has lost its edge in some ways."

"Bring in more DART buses/trains. We need sustainable growth and car centric development is not the way to do it."

"Walkability investments need to "swing for the fences" because there is much more competition now and Addison really needs to set itself apart."

"Get more locally owned business in and big box retailers out."

"Unleash creativity and innovation."

"We are at the center of everything."

"Modern return to urban living without cars."

"In the 'near future' it would be great to see a trolley or streetcar type loop start and stop at the upcoming DART Silver Line station and making a loop down Belt Line, allowing access to all the areas, shops, restaurants, and entertainment to any visitors who might be partaking and utilizing the excellent dart transportation system. It would also be lovely to see a way to bridge the east and west sides of Addison divided by the tollway."

INTRODUCTION TO ADDISON













A HISTORY OF INNOVATION

Addison has always been an innovative and progressive place. Throughout the Town's history, Town leaders have routinely made decisions that intentionally differentiated Addison from other cities in the region.

The Town of Addison was settled as early as 1846, but was not incorporated until June 1953. The foundation of Addison's development started with construction of the Cotton Belt rail line in 1888 and expanded in 1956 with the construction of Addison Airport. In the early 1970s, the Dallas North Tollway (DNT) was being extended to the north and proposed to run through Addison. With Addison well positioned to capitalize on growth, but with a limited land footprint, this is when the first progressive decisions were made by Town leaders. First, the Town paid to build the mainlanes of the tollway below ground (versus at or above grade). While the highway did bisect east and west Addison, this decision limited the amount of land required for above ground structures and maintained sight lines to adjacent properties on both sides of the corridor. Second, in 1975, Town leaders held a special liquor sales election which would allow the sale of alcoholic beverages. With many of the surrounding communities still "dry", this was seen as a progressive decision that turned out to be a great economic catalyst for the Town. This decision and subsequent approval vote set the foundation for Addison to develop a premier group of quality restaurants and hotel destinations in the region with the intersection of Belt Line and the DNT as the epicenter. Finally, beginning in 1975 the Town began the process of purchasing Addison Airport with a Federal Aviation Administration (FAA) grant, making it an asset the Town would control and benefit from going forward.

The Town has also been a regional leader in the residential development realm. After some research and careful consideration of the existing office and retail uses and limited land area available, Town leaders found aspects of New Urbanism development to be a good fit for Addison. This approach prioritized placemaking, walkability, and mixing of uses and residential types. This was in












stark contrast from the suburban pattern being built throughout the region, which prioritized single-family detached homes on larger lots and autocentric commercial in the form of strip centers and "big box" retail. The first development to incorporate these principles was Addison Circle. Higher-density housing in a mixed-use environment with office, retail, and other commercial uses took root, and this became the default approach used for new residential and commercial developments throughout Addison. Developments have been enhanced with high quality public spaces and parks, and the Town continues to work to expand the network of trails and public art that further enhances the appeal, safety, and vibrance of the community. Newer developments like Vitruvian continue to embrace this approach.

In the last decade, development has transitioned to more of a redevelopment and infill context. The 2013 Comprehensive Plan identified specific areas that needed to be redeveloped and reinvented as well as areas that needed to be preserved and protected. The roadmap laid out in the Comprehensive Plan was followed up with several special area studies including plans for the Addison Circle and TOD area, the Inwood Road Enhancement Zone, and Midway South. Several of Addison's most successful developments have been a result of these more focused planning initiatives.

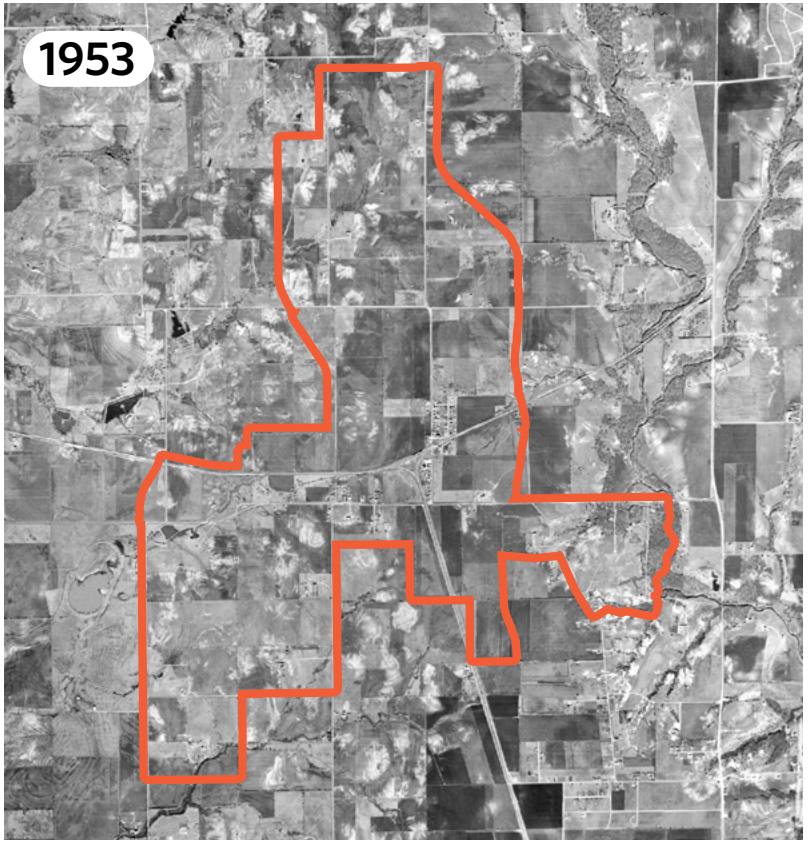
Connection to Advance Addison

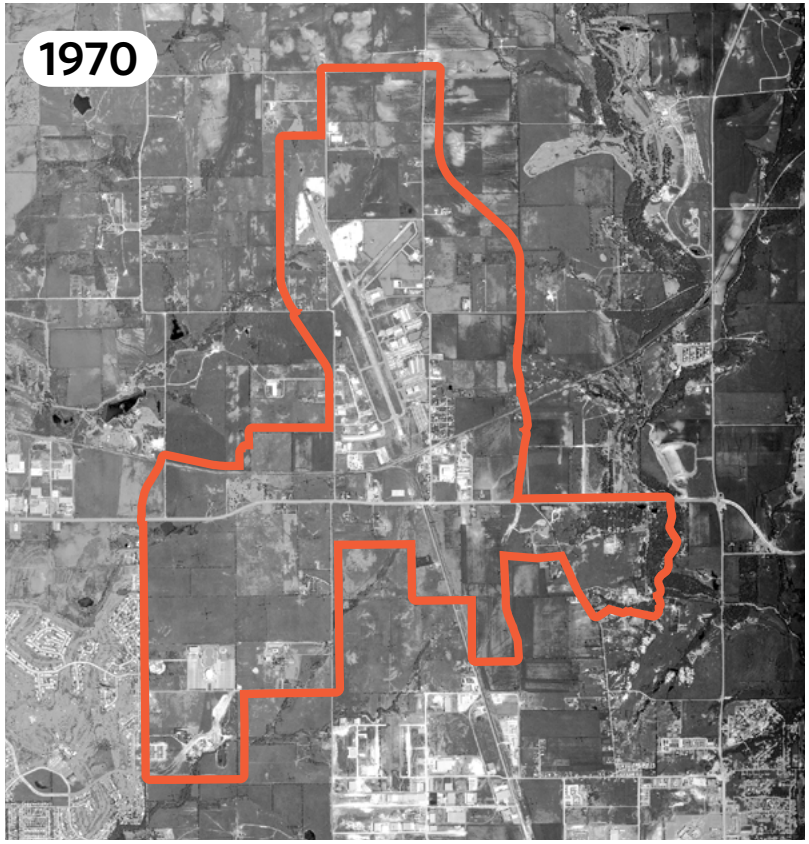
Addison's commitment to innovation with walkable urbanism began in the 1970s, was illustrated at Addison Circle, and was further cemented with the 2013 Comprehensive Plan. Information for this historical narrative pulled from the 2013 Town of Addison Comprehensive Plan.

Additional Information

2013 Comprehensive Plan

ADDISON, PAST & PRESENT



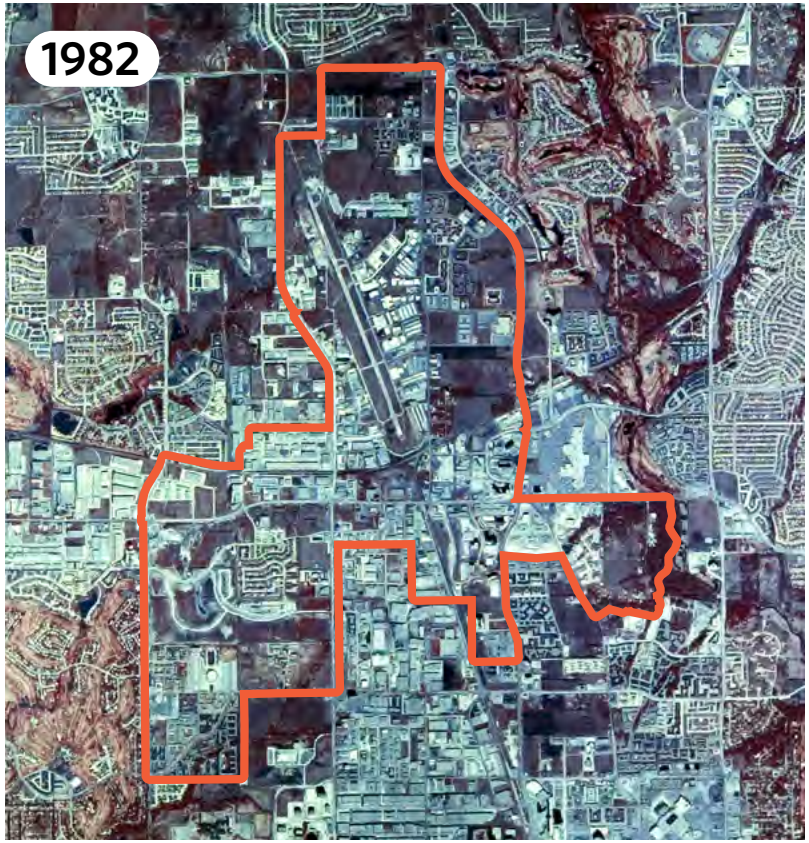


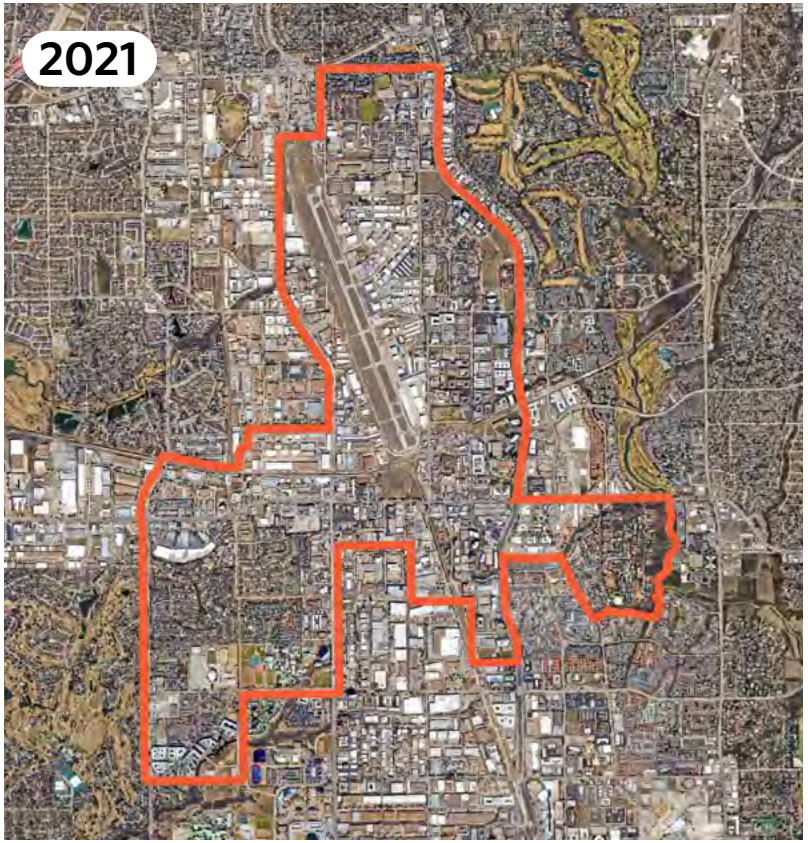
Note

Aerial imagery from 1953 to 2023 is shown with today's Town limits superimposed across each, for context. Nearly every acre of Addison's current area has been developed in that time.

1953 Addison is incorporated
1953 Much of Downtown destroyed by fire
1956 Construction begins at Addison Airport
1956 First street light installed
1957 Addison Airport opens
1959 Greenhill School opens
1961 Addison Airport gets FAA Tower
1964 Addison School closes

1967 First shopping center opens at Marsh & Spring Valley
1970 Dallas North Tollway (DNT) extended through Addison
1970 Addison Methodist and Addison Baptist close
1972 Walden School opens with 110 students
1975 Local option for liquor by the drink passes
1976 Trinity Christian Academy moves to Addison





1980 Intercontinental Hotel opens
1982 City Charter names "Town of Addison"
1985 First Kaboom Town event held
1988 WaterTower Theatre Opens
1988 Council-Manager government adopted
1989 Grand Prix of Dallas held at Airport grounds
1991 Addison 2020 Vision Project was created
1995 Mary Kay buys Sunbelt Savings building
1999 Toll tunnel dedicated
1999 Transit center opens

2000 Blueprints sculpture dedicated
2001 First Shakespeare in the Park
2003 Addison Circle and fountain opens
2009 Methodist Hospital construction begins
2013 Whole Foods opens in Village on the Parkway
2013 Comprehensive Plan Adopted
2016 Master Transportation Plan Adopted
2019 Belt Line Master Plan Adopted
2021 Trail Master Plan Adopted
2022 Midway South Special Area Study Adopted

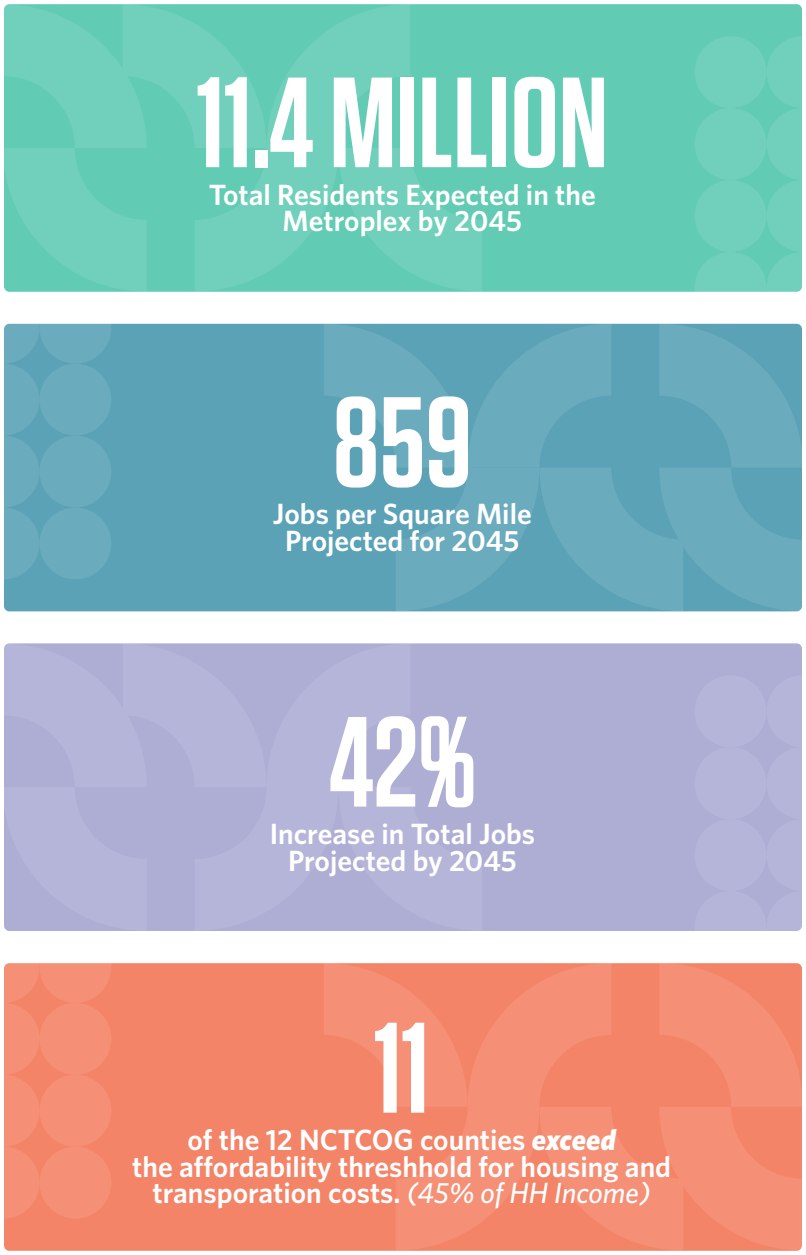
Historical Data Sources: 2013 Addison Comprehensive Plan, Town of Addison
Aerial Imagery Sources: United States Geological Survey, Maxar

ADDISON'S REGIONAL CONTEXT

The Dallas-Fort Worth-Arlington metro area has experienced significant growth in the past decade, with an almost 17 percent increase from 2010 to 2020. This trend of growth is anticipated to continue for the next 25 years. Per the North Central Texas Council of Governments (NCTCOG) 2045 Mobility Plan, the Dallas-Fort Worth-Arlington metro area population is projected to reach 11.4 million people in 2045. As more people begin to call North Texas home, impacts to housing, transportation, and utilities will be felt throughout the region.

Availability and affordability of housing has been a nationwide topic in recent years. While North Texas continues to be more affordable than many parts of the country, home prices throughout the region have been rising at a rapid rate, and the supply is not keeping up with demand. In order to keep pace with demand while also keeping housing affordable at different levels, it's imperative for communities throughout the region to build a more diverse mix of housing types, sizes, and price options.

From a mobility standpoint, North Texas is evolving. The region's road system will not support the projected population growth on its own. Coordinated efforts to design local neighborhoods and cities to be more compact and walkable can help reduce vehicular trips. Expanding the region's public transit system to connect cities and regional destinations together is also a critical next step for the evolution of the region. As living and mobility preferences in the Metroplex continue to evolve, Addison is well-positioned to attract those seeking to get around more without a car.



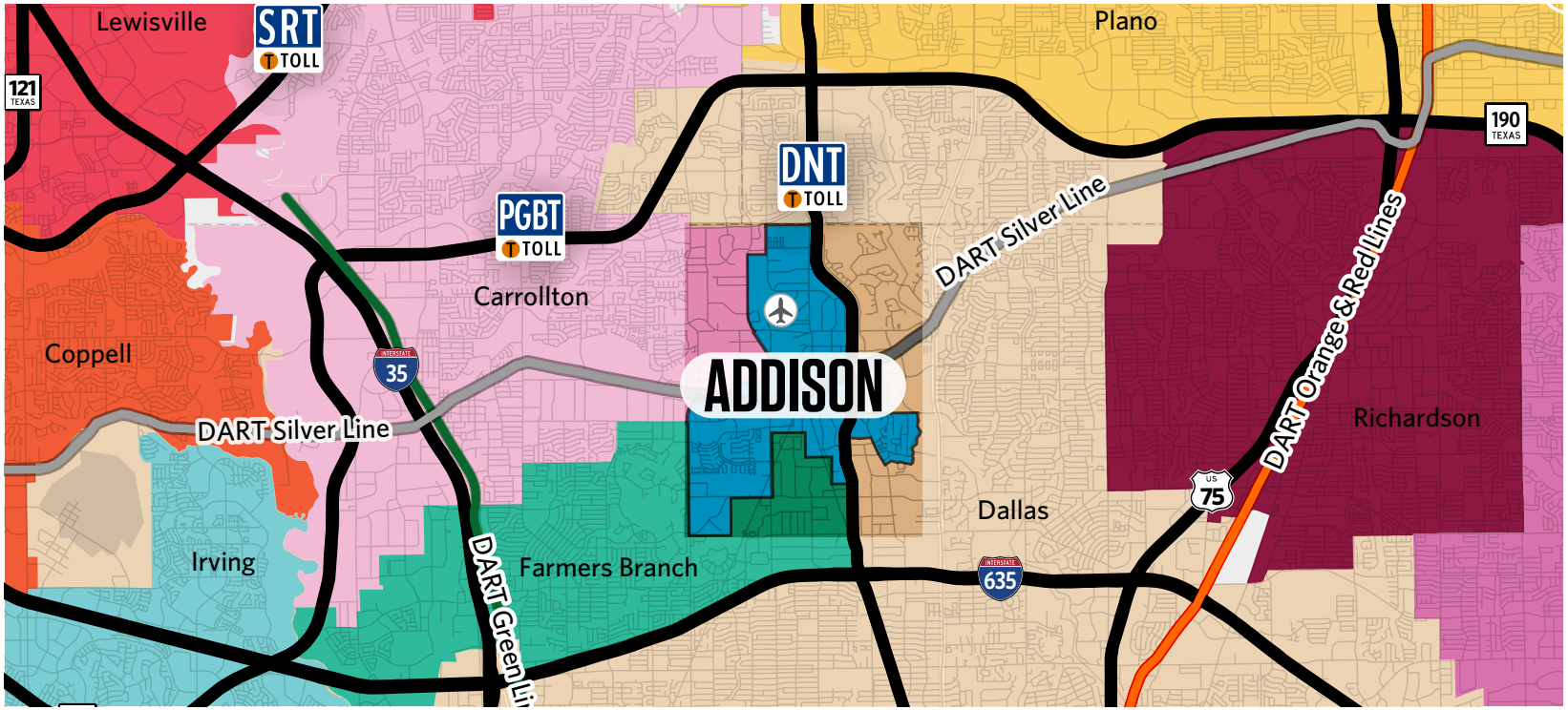
Source: NCTCOG Mobility 2045 Plan

ADDISON'S PRIME LOCATION IN THE REGION

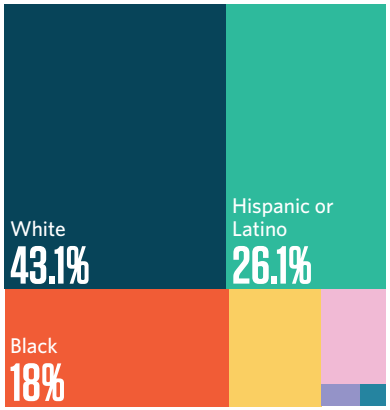
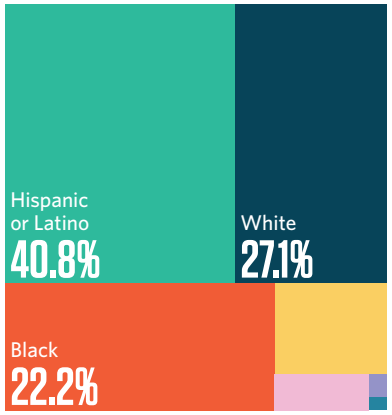
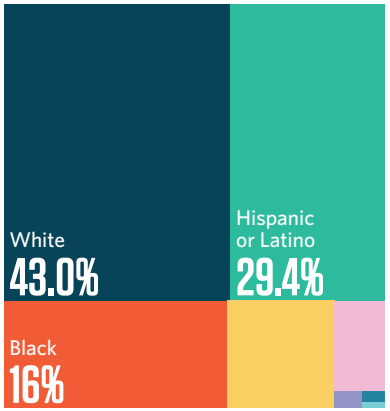
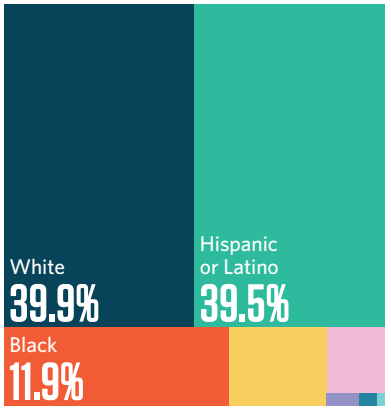
Addison is an "oasis" in the middle of the bustling DFW region. Located roughly halfway between downtown Dallas and Frisco at the crossroads of the Dallas North Tollway, President George Bush Turnpike, and a few miles north of Interstate 635, Addison is attractive to employers and residents alike. Businesses and major employers can pull from the most populated part of the region in less than a 15 minute drive radius, and residents have quick access to major highways in any direction. The Addison Airport, which is owned and operated by the Town, is a general aviation airport that offers the shortest U.S. Customs service in the Metroplex. These mobility options will be enhanced even further when the DART Silver Line and Addison Station open in 2026. The Silver Line connects Addison directly to Dallas-Fort Worth (DFW) International Airport via a short 30-minute ride, and provide access to the rest of the DART system that connects cities and destinations throughout the Dallas side of the Metroplex. The airport generates over $7 million in annual revenue and is fully self-supporting. Addison's past commitment to a more walkable, urban development pattern combined with enhanced multimodal connectivity and access to DART make it possible for many of those wanting to live, work, and play without a car to do so comfortably in Addison.

This puts Addison in a truly unique position in the region, should it choose to capitalize on these assets.

REGIONAL CONTEXT MAP



2023 KEY DEMOGRAPHIC STATISTICS

	ADDISON	DALLAS COUNTY	DFW-ARLINGTON METRO[1]	TEXAS
Population	17,128	2,603,816	7,807,555	29,640,343
Households	AVERAGE SIZE 1.71 10,042	AVERAGE SIZE 2.65 971,690	AVERAGE SIZE 2.73 2,825,878	AVERAGE SIZE 2.7 10,747,240
Median Age	35.6	34	35.5	35.5
Race				
	Asian 7.2%	Asian 6.8%	Asian 7.8%	Asian 5.3%
	Two or More Races 4.6%	Two or More Races 2.6%	Two or More Races 3.2%	Two or More Races 2.9%
	Other 0.7%	Other 0.3%	Other 0.4%	Other 0.4%
	Amer. Indian 0.4%	Amer. Indian 0.2%	Amer. Indian 0.2%	Amer. Indian 0.2%
	Pacific Islander 0.0%	Pacific Islander 0.0%	Pacific Islander 0.1%	Pacific Islander 0.1%

Note

[1]This item represents the Metropolitan Statistical Area named Dallas-Fort Worth-Arlington, Texas Metro Area

Source: ACS 2023 5-Year Estimates, S0101, S1101, DP05

QUICK FACTS ABOUT ADDISON

MEDIAN HOUSEHOLD INCOME



$82,858

MALE TO FEMALE RATIO



0.996:1

MEAN TRAVEL TIME TO WORK



24.9
Minutes

HIGH SCHOOL GRADUATE OR HIGHER - PERSONS OVER 25



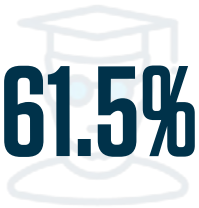
96.6%

LABOR FORCE PARTICIPATION - PERSONS OVER 16



81.2%

BACHELOR'S DEGREE OR HIGHER - PERSONS OVER 25



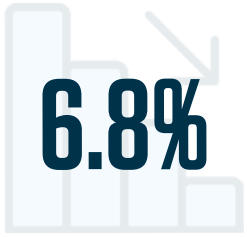
61.5%

HOUSHOLDS WITH ACCESS TO A COMPUTER



99.1%

POVERTY RATE



6.8%

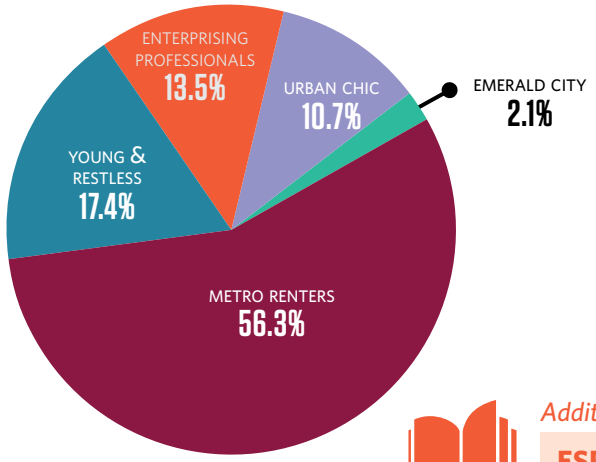
Source: ACS 2023 5-Year Estimates, S0101, S0801, S1501, S1701, S1901, S2801, DP03

ESRI TAPESTRY SEGMENTATION

ESRI Tapestry Segmentation is a robust database that describes the diverse mix of U.S. neighborhoods by painting a comprehensive picture of who lives where, describing their lifestyle choices, and highlighting how they spend their money and their free time. There are 67 segments that are further divided into fourteen LifeMode groups, which share similar demographic characteristics and consumer behavior patterns, and six Urbanization groups that are based on the segment's geographic and physical features. ESRI compiles this information using a combination of data from communities across the country and proprietary formulas. This information was used in conjunction with the census data and community surveys to develop a holistic picture of community residents and their preferences.

At first glance, the senior population in Addison may not seem to be represented in these segments. However, seniors in Addison specifically are likely embedded in the Enterprising Professionals and Urban Chic categories, as their lifestyle habits and median incomes are more aligned with these segments than the LifeModes and criteria that represent most seniors across the country and in most communities.

TAPESTRY PROPORTIONALITY



Additional Information

ESRI Tapestries (Appendix F)

METRO RENTERS (MR)

Young urban professionals prioritize city living, spending significantly on rent, tech, and fashion. They embrace technology for daily tasks and prefer walking or taxis for commuting.

HH SIZE	MEDIAN AGE	MEDIAN HH INCOME
1.67	32.5	$67,000

YOUNG & RESTLESS (YR)

Young urban professionals, under 35 and striving for success, heavily use tech and live in rental housing. Their incomes lag behind the national average, with a significant presence in the Southern US.

HH SIZE	MEDIAN AGE	MEDIAN HH INCOME
2.04	29.8	$40,500

ENTERPRISING PROFESSIONALS (EP)

STEM professionals, often on the move, opt for urban rentals. Earning well above average, they supplement income with investments and enjoy premium digital entertainment.

HH SIZE	MEDIAN AGE	MEDIAN HH INCOME
2.48	35.3	$86,600

URBAN CHIC (UC)

Urban Chic professionals, mainly married or single and around 43, lead sophisticated lives, enjoying culture, environmentalism, and financial stability.

HH SIZE	MEDIAN AGE	MEDIAN HH INCOME
2.39	43.3	$109,400

EMERALD CITY (EC)

Young, educated Emerald City residents favor urban living, internet, healthy lifestyles, "foodie" culture, and the arts, with frequent travel.

HH SIZE	MEDIAN AGE	MEDIAN HH INCOME
2.06	37.4	$59,200

Source: ESRI

ESRI INDEXES

ESRI also establishes measures (indexes) to better explain certain characteristics in a community. When compared to the region, Addison is less affordable and has slightly lower average income. This is a somewhat unique position due to Addison's combination of more affluent seniors and retirees that reside in more expensive homes and young professionals with lower incomes who rent. Addison's residents are slightly less diverse than the region.

HOUSING AFFORDABILITY INDEX (HAI)

An index greater than 100 indicates that homes are affordable. An HAI less than 100 indicates homes are less affordable and median income is insufficient for purchase of a home with a median (or mid-point) value.

WEALTH INDEX (WI)

The Wealth Index is compiled from a number of indicators of affluence that include average household income and average net worth. The index represents the wealth of an area relative to the national level. Values exceeding 100 represent above-average wealth.

DIVERSITY INDEX (DI)

The Diversity Index from ESRI represents the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. Values above 100 indicate an above average level of diversity compared to the US. Values below 100 indicate a below level of diversity occurring compared to the US.

82	69	80.2	ADDISON
88	85	88	DALLAS COUNTY
91	105	82.6	DFW-ARLINGTON METRO

Housing & Neighborhoods p. 129-142

Race & Ethnicity p. 46

Source: 2023 ESRI Business Analyst

DEMOGRAPHIC TRENDS IN ADDISON

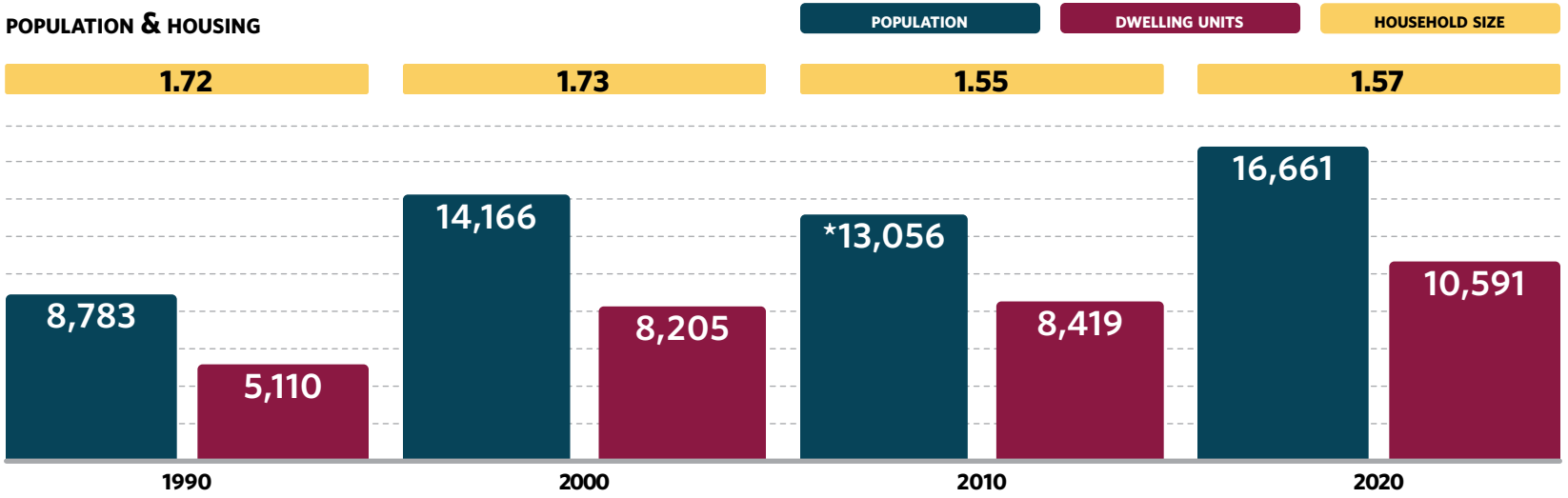
POPULATION & HOUSING

Data Note

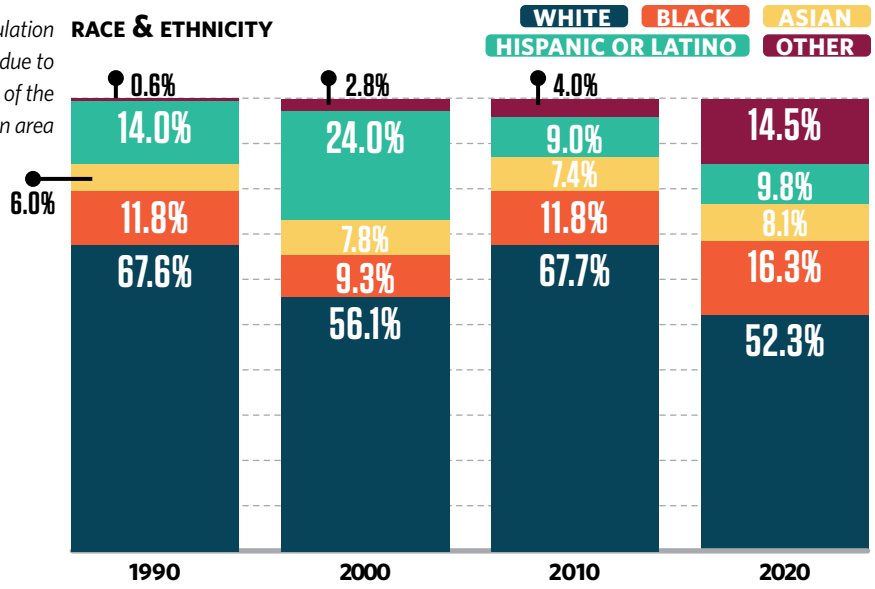
This information is drawn from the Decennial Census, and as a result this can be updated every 10 years.

Dwelling units are simply a count of how many habitable units the Town has. This is different than households, which is a count of occupied dwelling units.

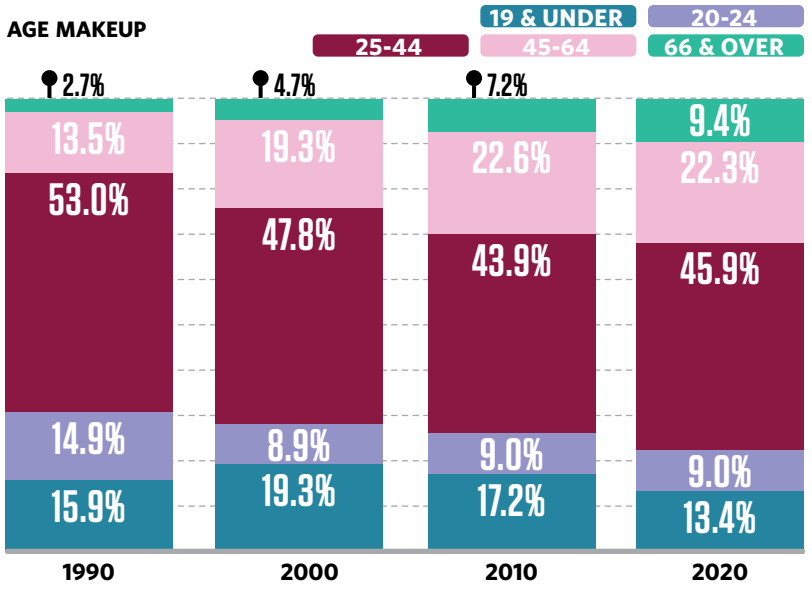
**Temporary population decrease likely due to the redevelopment of the Vitruvian area*



RACE & ETHNICITY



AGE MAKEUP



Median Age	1990	2000	2010	2020
	29.7	31.6	32.5	33.3

Source: Decennial US Censuses, P1, H1

HOUSING IN ADDISON

Addison's residential context is unique compared to other communities in the region and state. The Town's commitment to a higher density development pattern and urban living has produced a wide variety of housing and neighborhood options ranging from large lot single-family homes to condos, townhomes, and apartments. The Town's higher density and demographic makeup have played a key role in attracting commercial development, and the combination has resulted in a robust and resilient tax base.

When comparing Addison to Dallas County and the Dallas-Fort Worth-Arlington Metropolitan Statistical Area (MSA), the Town has a higher renter occupancy rate and lower owner occupancy rate, and the amount of income devoted to housing costs in Addison is higher. While affordability is not a major concern of residents who own homes in Addison, renters frequently mentioned the absence of attainable ownership options and rising rental rates as a major concern and something that might force them to leave Addison.

The ratio of apartments to fee-simple home ownership options continues to be a prevalent issue in the community. Some residents are concerned about the impacts of more apartments, but high land values and the Town's built-out development context make it difficult for developers to build lower density ownership options. The Town published a Housing FAQ document in July 2022 and held several Town Hall conversations to share data and context with residents.

Housing & Neighborhoods
p. 129-142

Housing & Neighborhoods Implementation
p. 197-202

Additional Information
Advance Addison Market Report

The *Market Position Report* highlighted later in this section provides updated data and additional context on Addison's residential and commercial make-up. One key takeaway from the report is that there are opportunities to add more individually owned condos and smaller homes, but to make them pencil for developers, they need to be integrated into mixed-use developments that include rental opportunities as well.

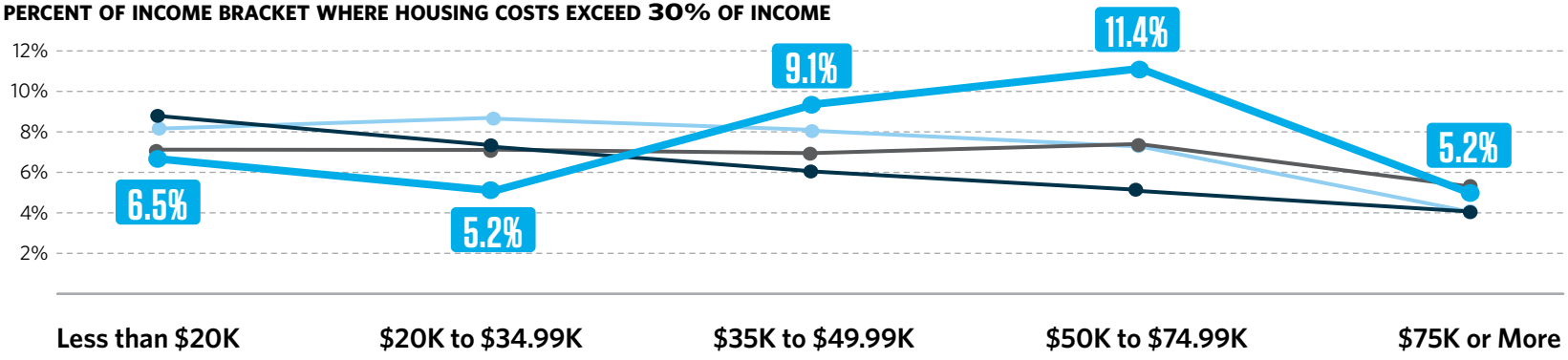
The region's growth, demographic shifts, and demand for walkable neighborhoods present an opportunity for the Town to continue to attract residents and businesses, but doing so in a manner that encourages and allows more people to move around without a vehicle so that traffic impacts are minimized. As redevelopment of properties within the Town continues, opportunities for development of varying housing types will be considered in a manner that balances the needs of current and future residents.



2023 KEY HOUSING STATISTICS

	ADDISON	DALLAS COUNTY	DFW-ARLINGTON METRO[1]	TEXAS
OWNERSHIP & RENTAL MIX				
Own	17.9%	50.8%	60%	62.6%
Rent	82.1%	49.2%	40%	37.4%
MEDIAN HOME VALUE	$466,000	$277,900	$330,300	$260,400
HOUSING VACANCY RATE	6.8%	7.8%	6.7%	9.6%

PERCENT OF INCOME BRACKET WHERE HOUSING COSTS EXCEED 30% OF INCOME



Source: ACS 2023 5-Year Estimates, DP04, S2503

Date Note

[1]This item represents the Metropolitan Statistical Area named Dallas-Fort Worth-Arlington, Texas Metro Area

The Housing Vacancy Rate is calculated by the Census Bureau from the occupied and vacant unit counts. This is pulled from census table DP04 and represents the percentage of housing units of all types that are vacant town-wide. The Census Bureau also estimates the vacancy rates for owner-occupied units (0%) and rental units (7.3%).

2023 HOUSING QUICK FACTS ABOUT ADDISON

CURRENT HOUSING UNITS

10,772

MEDIAN HOME VALUE

$466,000

EXISTING & APPROVED HOUSING UNITS - TOWN OF ADDISON HOUSING COUNTS

15,960

MEDIAN MONTHLY MORTGAGE COST

$2,675

MEDIAN NUMBER OF ROOMS IN HOME

3.4

MEDIAN GROSS RENT

$1,717

Source: Town of Addison, March 2025, ACS 2023 5-Year Estimates, DP04

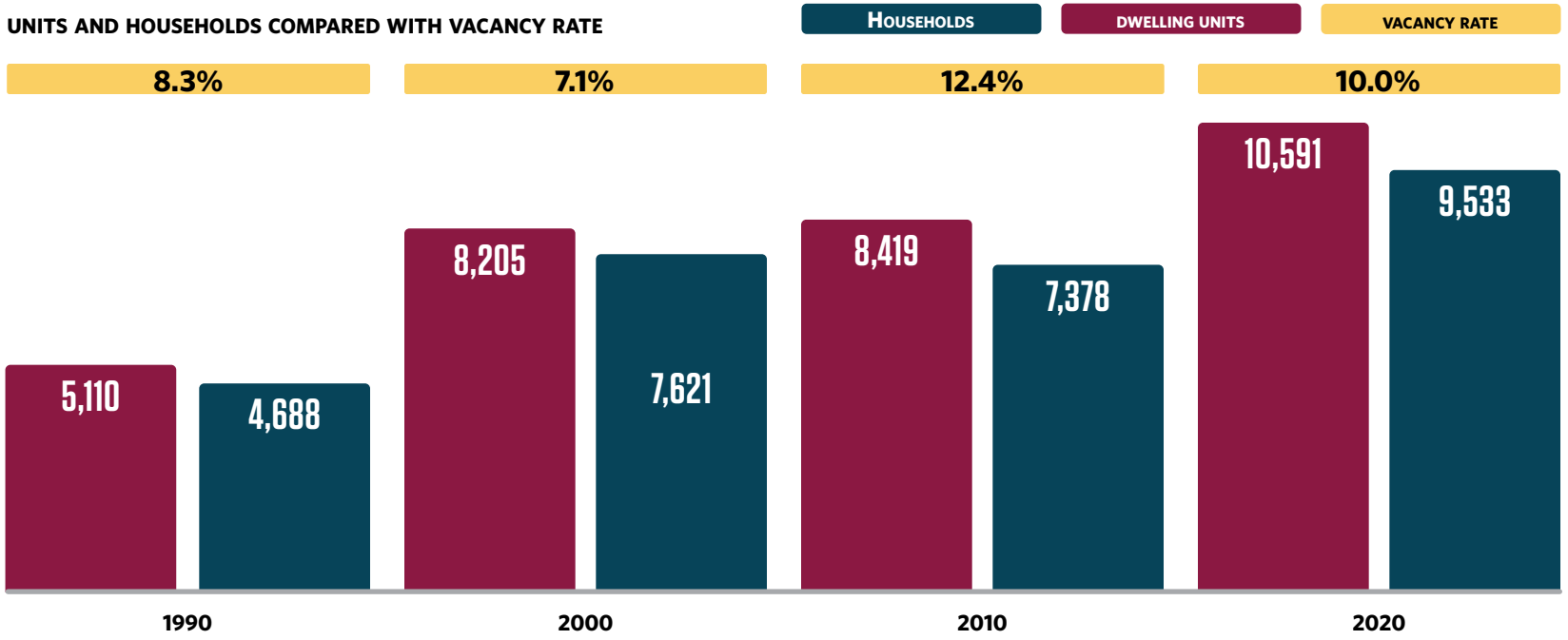
Data Note

Units are separated livable spaces, they can be either occupied or unoccupied. For single-family homes this is the entire home, for a multifamily building this is each apartment unit, regardless of its bedroom count.

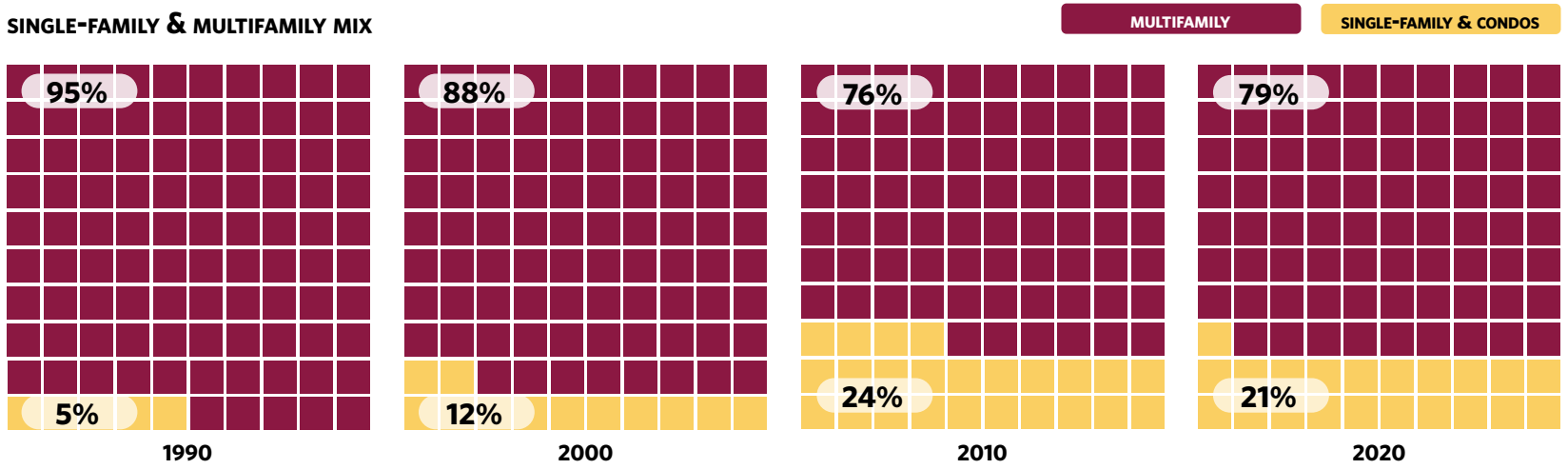
The Current and Approved Housing Units listed on this page represent both single-family and multifamily units.

HOUSING TRENDS IN ADDISON

UNITS AND HOUSEHOLDS COMPARED WITH VACANCY RATE



SINGLE-FAMILY & MULTIFAMILY MIX



Date Note

Dwelling units are a simply a count of how many habitable units the city has. This is different than households, which is a count of occupied dwelling units.

Sources: Decennial US Censuses, H001, DP1, H003, Town of Addison, December 2023

THE BUSINESS ENVIRONMENT IN ADDISON

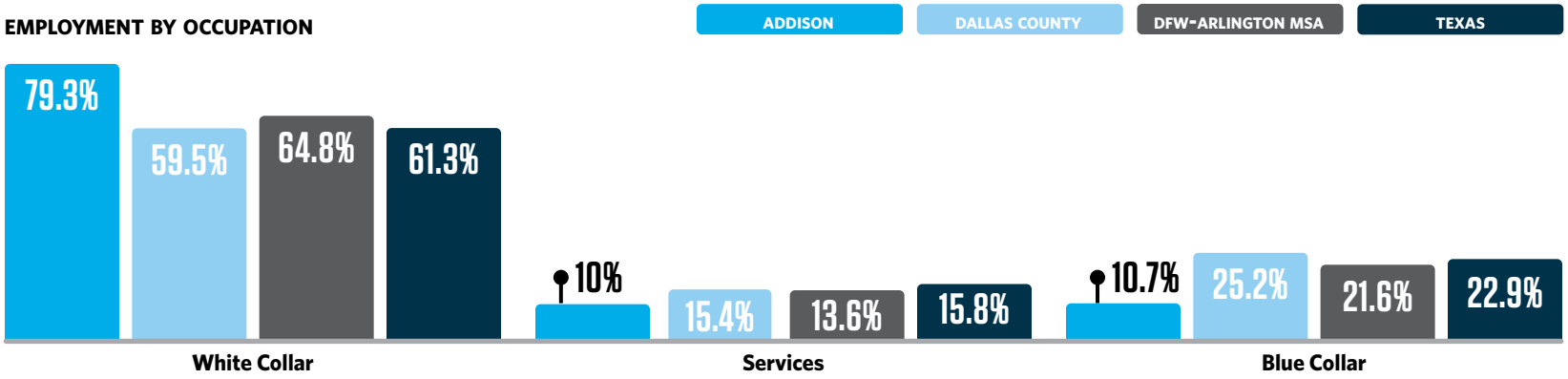
A *Market Position Report* was prepared by Hawes Hill & Associates as part of the planning process. This report summarizes where the Town currently stands in the overall marketplace and where it has potential to be if it were to build upon its unique set of strengths. It provides a detailed assessment of Addison's performance across common residential and commercial metrics as compared to six "peer places" that were identified by Town staff. Finally, the report provides recommendations to nudge Addison in a direction that will keep it competitive for decades to come.

Highlights from this report are summarized across the following pages and key recommendations and actions from the report are incorporated into the implementation matrix.

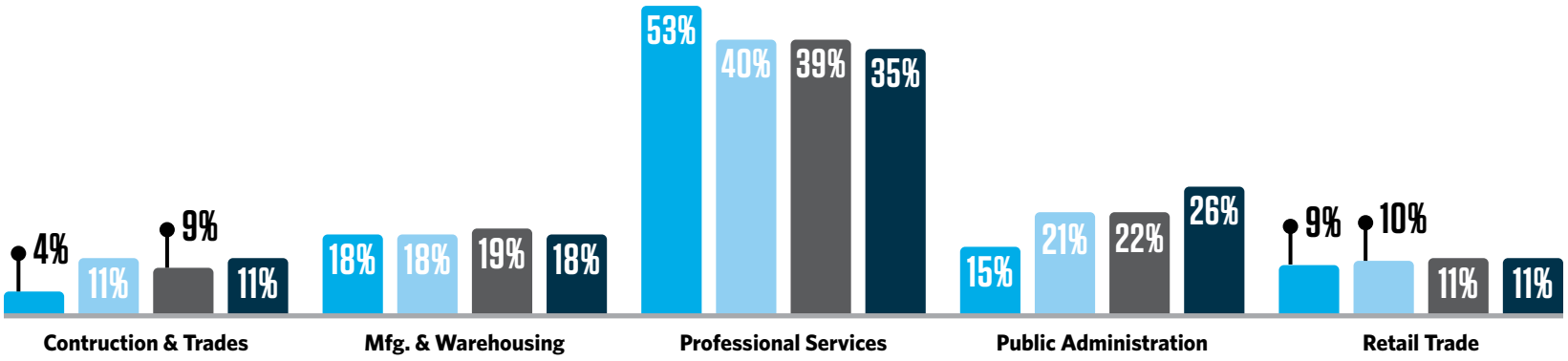
Additional Information

Advance Addison Market Report

EMPLOYMENT BY OCCUPATION



EMPLOYMENT BY INDUSTRY



Source: ACS 2023 5-Year Estimates, S2401, S2403

Data Groupings

White collar represents occupations ranging from management, business, science, sales and office occupations. Service represents service occupations. Blue collar represents occupations ranging from production, transportation, material moving, natural resources, construction and maintenance.

UNDERSTANDING MARKET POSITION

Communities are in constant competition. They are consistently vying to attract new residents, businesses, and employment opportunities. At the same time, they compete to maintain their current population, business owners and employees content. They also make an effort to draw in visitors along with their sales tax revenue and their hotel occupancy tax revenue. Those communities that are competitive in the marketplace will enjoy a level of stability and growth. Those that do not are risking stagnation and loss.

The Town of Addison knows that to be successful it must be market competitive. To best be competitive, it must understand its current market position - where it lies in today's marketplace and what it is capable of becoming. From the perspective of the marketplace, the Town of Addison is the sum of two parts: the products it has to offer and the perceived level of satisfaction that the investor thinks will result from investing in the ***products*** and services offered by the community, or Addison's ***experiences***.

Addison's market position is the combination of what it offers and the level of investment it draws. This is particularly true in comparison to peer places, as well as Addison's own potential.

Additional Information

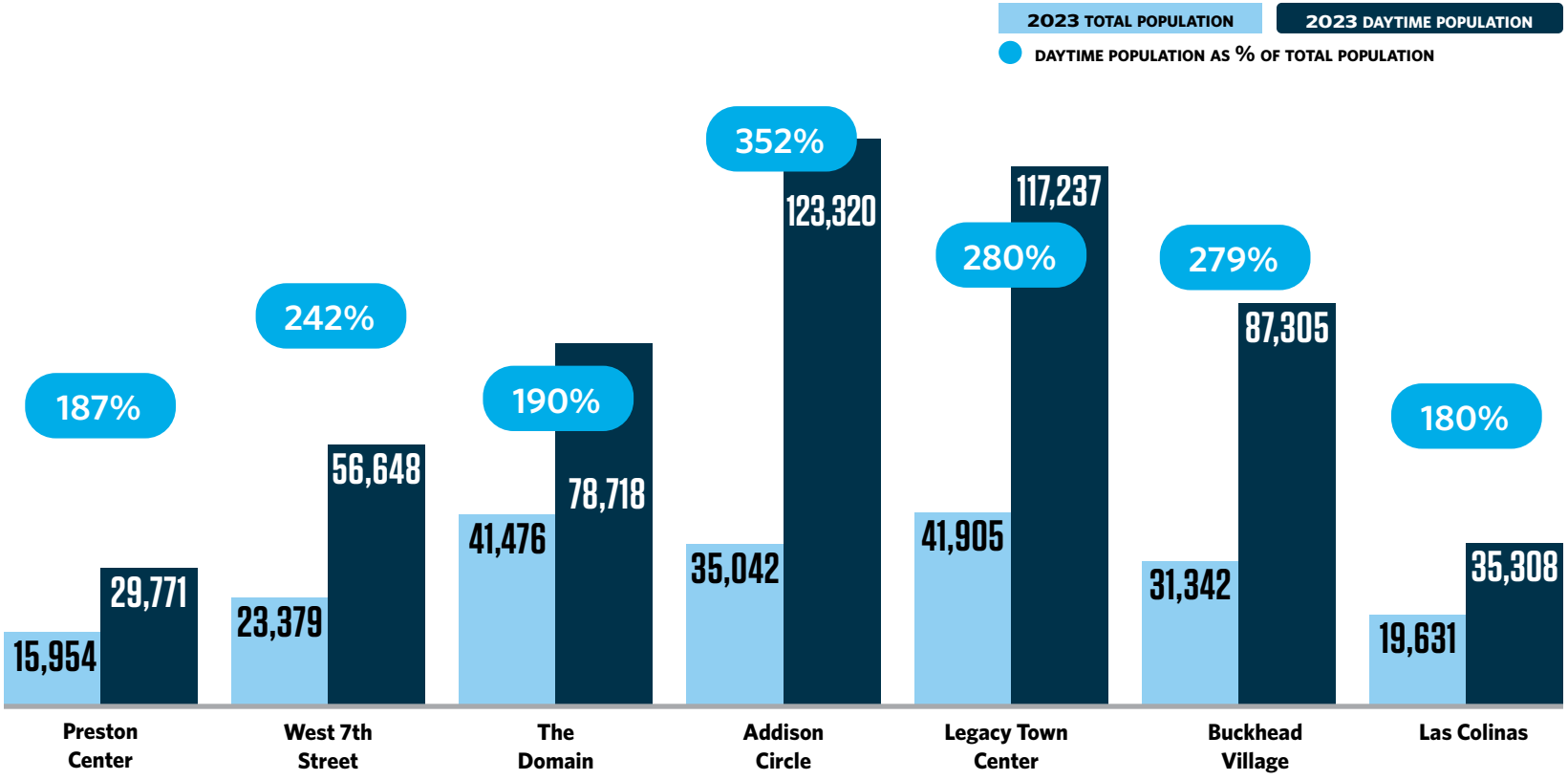
Advance Addison Market Report

THE PERSPECTIVE OF THE MARKETPLACE



DAYTIME POPULATION

The number of employees surrounding Addison Circle helps to confirm the community's role as an Employment Focused Community. The area within a five-minute drive of Addison Circle includes approximately 88,977 employees providing an employee to resident ratio of2.5 to 1. Only the area surrounding Legacy Town Center had a higher number of employees. The daytime population surrounding Addison Circle is a very impressive 123,230 people, placing the area highest among its peers. The substantial employment population explains investor comments that daytime service tends to be higher than evening service at local retail establishments. It is important to note that the five-minute driving window includes areas outside of Addison. As a result, while the numbers are substantial, they are not all within the community.



Additional Information

Advance Addison Market Report

ADDISON'S INTERNAL AREAS OF STUDY

Discussions with investors highlighted a number of key areas within Addison; each area performs a different role for the community. In addition to analyzing peer communities, these key areas were also measured.

ADDISON CIRCLE



The mixed-use heart of the community and soon to be home to the DART Silver Line Addison Station and accompanying transit-oriented development.

OFFICE CORRIDOR



The area primarily along the Dallas North Tollway that features the majority of highly visible office buildings in Addison.

VILLAGE ON THE PARKWAY



The well-known and highly frequented development featuring many of Addison's highest performing restaurants clustered within a single area.

RESTAURANT ROW



The commercial strip along Belt Line Road that has historically been known to house Addison's restaurants and shopping opportunities.

AIRPORT CENTRIC

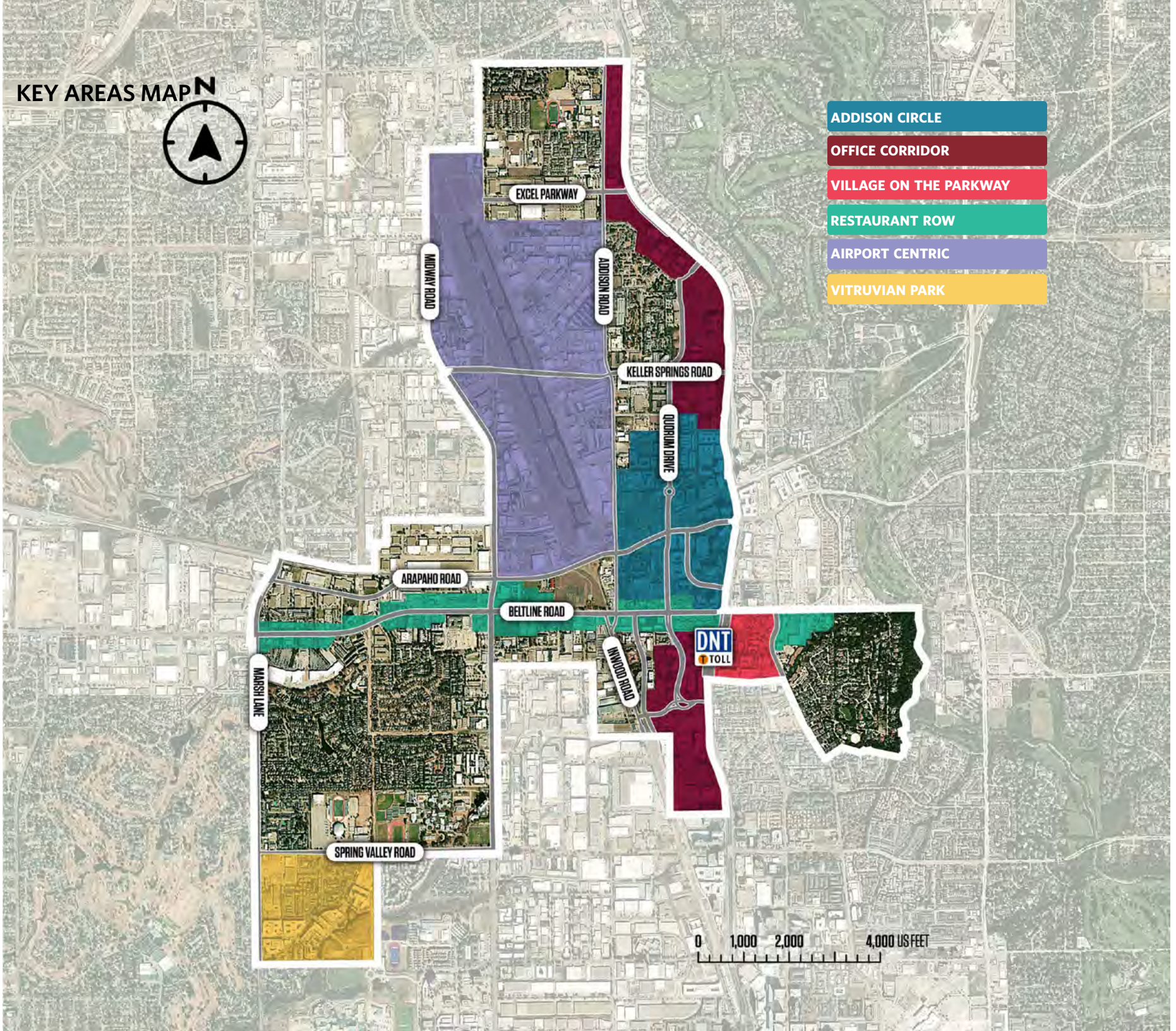


The large area that includes the airport as well as surrounding industrial and heavy commercial activity.

VITRUVIAN PARK



The ongoing, large scale mixed-use development located along the edge of Addison near Farmers Branch.


KEY AREAS MAP
N
ADDISON CIRCLE
OFFICE CORRIDOR
VILLAGE ON THE PARKWAY
RESTAURANT ROW
AIRPORT CENTRIC
VITRUVIAN PARK
EXCEL PARKWAY
MIDWAY ROAD
ADDISON ROAD
KELLER SPRINGS ROAD
QUORUM DRIVE
ARAPAHO ROAD
BELTLINE ROAD
INWOOD ROAD
DNT
TOLL
MARSH LANE
SPRING VALLEY ROAD
0
1,000
2,000
4,000 US FEET

PEER PLACES

Traditionally a community is measured against other communities as peers. Addison is different - literally by design. Put simply, analysis against other communities would be complicated by the traits of Addison and its core in Addison Circle. For that reason, peer analysis for Addison is place-based.

The list of select places identified as competition were compiled based upon the perceptions of staff and key local investors. In total, six development areas were selected based upon commonalities in some cases and local competitive conditions in others.

1. **Las Colinas, Irving TX**
2. **Legacy Town Center (LTC), Plano TX**
3. **Preston Center, Dallas TX**
4. **The Domain, Austin TX**
5. **West 7th Street, Ft. Worth TX**
6. **Buckhead Village, Atlanta GA**

Analysis was based upon the core of each place and comparative data was pulled for the area located within a five minute drive time of the core's center. For example, Legacy Town Center and the area surrounding it is expansive, as is Las Colinas. However, each has a central core. In Addison, the core is Addison Circle.

Business Environment in Addison

p. 55-66

Additional Information

Advance Addison Market Report



LAS COLINAS, IRVING TX

Las Colinas is a master planned community in all senses of the term. Initiated in 1973, the community offers a large scale mix of residential and commercial uses, including office, retail, and dining. The core of Las Colinas includes amenities such as Mandalay Canal and the Toyota Music Factory. Las Colinas is served by DART and accessible by SH 114. Visit Irving dubs Las Colinas as the "Ultimate Entertainment District" for its numerous restaurants and activities, including trails and numerous lakes.



LEGACY TOWN CENTER (LTC), PLANO TX

As noted by the Congress for New Urbanism, "Legacy Town Center represents the first instance of a new urban town center being applied to an existing corporate office development." Constructed in 2001, LTC is a highly walkable location that injects a dynamic mix of shopping, dining, and entertainment, urban residental and office space combined with outdoor activities and open spaces. The strong success of LTC has spurred similar development in nearby areas including LTC North and Legacy West.



PRESTON CENTER, DALLAS TX

Preston Center has been an established office and retail center for north Dallas since the 1950s. The area has evolved over that time to adapt and remain competitive. Like Addison, Preston Center is located along the Dallas North Tollway. Unlike other peer areas, the core of Preston Center currently lacks an urban residential component; however, a recent proposal for redevelopment could add both residential and additional office space.



WEST 7TH STREET, FORT WORTH TX

The core of West 7th Street was constructed in 2010 on property that previously served in part as the headquarters for Acme Brick. Redevelopment helped to transform West 7th into a pedestrian-focused mixed use center that has become one of Fort Worth's key areas for entertainment. The success of the initial development continues to make surrounding properties ripe for reinvestment, including interest for additional residential. The area of study includes redeveloped and adjacent areas.



THE DOMAIN, AUSTIN TX

The Domain began construction in 2007 on property previously owned and occupied by IBM. Described by local economic development leaders as "transformative", The Domain introduced a new luxury retail and dining center to Austin with a unique mix of national and local brands. Built over three phases, The Domain includes a mix of residential, office, and retail activities, as well as ample open space that together make it a successful destination both day and night.



BUCKHEAD VILLAGE, ATLANTA GA

Buckhead Village was developed in 2014 as part of a master plan to create a "heart" of Buckhead that features urban densities and a vibrant mix of uses intended for live, work, and play. Buckhead Village benefits by its location at the intersection of several major roadways, as well as the buying power of surrounding Buckhead neighborhoods. The area of study selected for analysis is a reflection of both old and new development and is part of recent efforts to remain competitive.

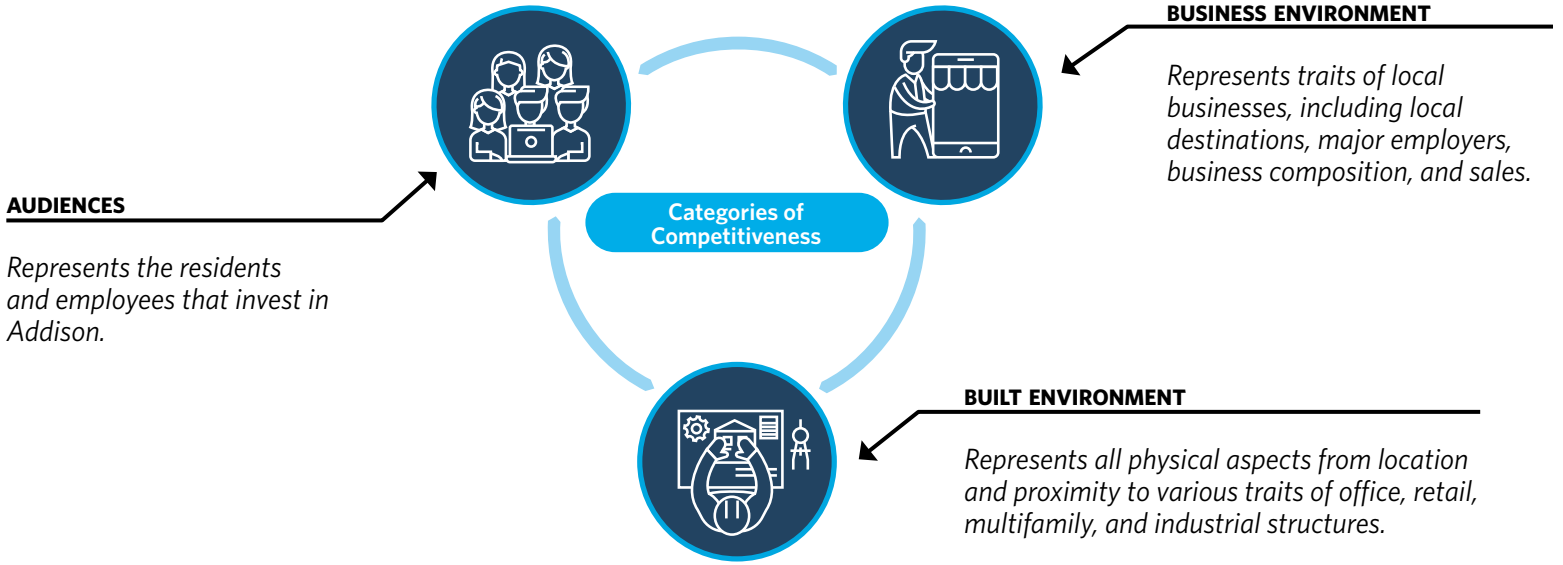
WHAT INVESTORS ARE SAYING

Understanding local market position begins with what people say and think about Addison, particularly those parties that have historically or actively invested their time, effort, and/or money in the community. A series of surveys, interviews, and focus groups were held with business owners, brokers, developers, and other partners to get feedback on Addison's current and prospective future market position. Together they represent investors in a variety of products in Addison, including housing, office space, retail and restaurants, and the airport. Seven clear themes were identified from these discussions.

- Walkability and Experience are Increasingly Crucial to Investors of all Types
- Arrival of the DART Station, Multimodal Travel and Accompanying TOD Adds to Addison's Competitiveness
- Benefits of Addison's Daytime Population and Housing Market Evolution
- Proximity and Location Matters
- The Addison Product Could Also Use a Change
- Town Staff are Great, but Codes and Policies Could Use Clarity
- The Airport is a Definite Asset

CATEGORIES OF COMPETITIVENESS

The Market Position of Addison is measured by analysis of three key areas:



ANALYSIS OF CATEGORIES OF COMPETITIVENESS

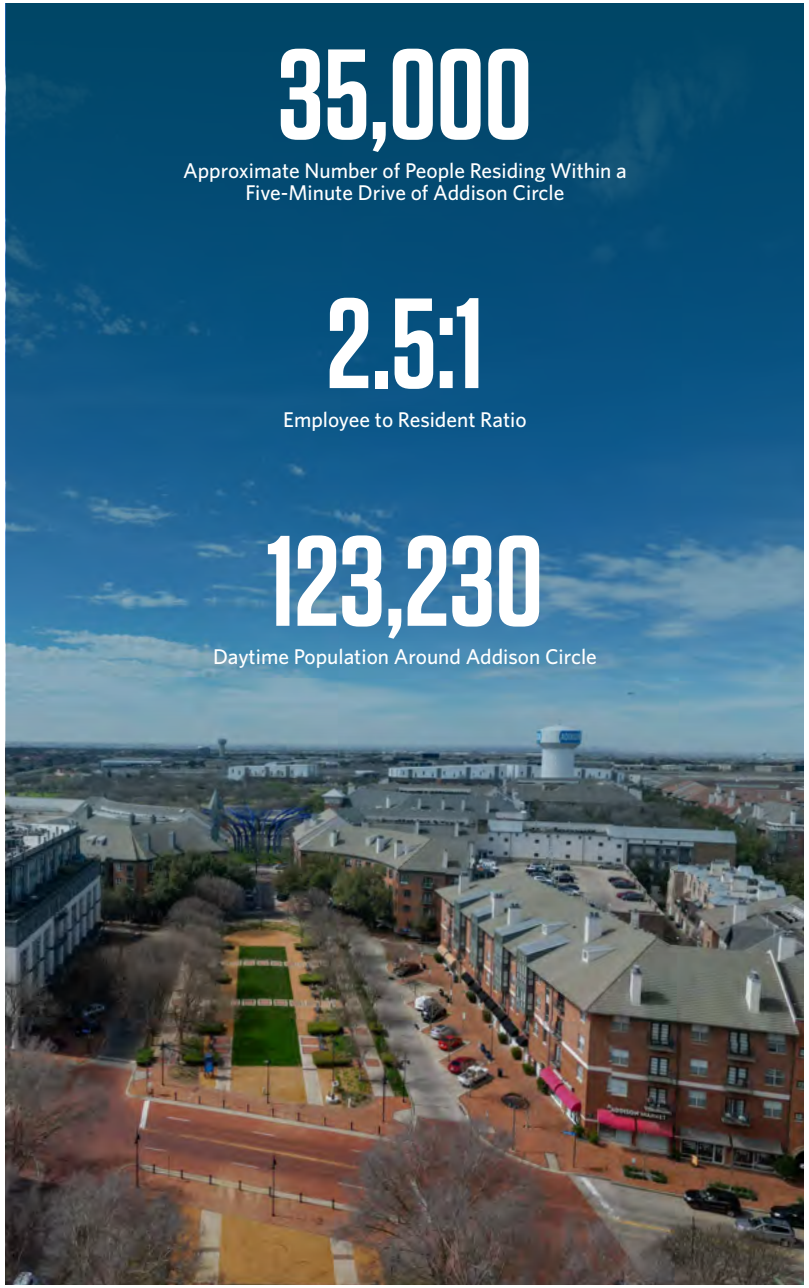
AUDIENCES

Residents within a five-minute drive of Addison Circle tend to be young, well-educated, more likely to live alone, and have less disposable income in comparison to peer places. While well-educated, the resident pool surrounding Addison Circle rated nearly last in population with a bachelors degree or higher. A comparison of income and wealth variables consistently place Addison Circle next to last with The Domain at the bottom. Median household income in the area surrounding Preston Center exceeds $180,255 in comparison to $71,295 around Addison Circle. The Wealth Index in the area surrounding Addison Circle is 64 – well below comparison to the national average. People surrounding Addison Circle are more likely to work in finance, healthcare support, protective service, office administration, or installation/maintenance repair than peer places.

The number of employees surrounding Addison Circle helps to confirm the community's role as an employment-focused community. The area within a five-minute drive of Addison Circle includes approximately 88,977 employees providing an employee to resident ratio of 2.5 to 1. Only the area surrounding Legacy Town Center had a higher number of employees. The daytime population surrounding Addison Circle is a very impressive 123,230 people, placing the area highest among peers.

Additional Information

Baseline Assessment & Engagement Summary



ANALYSIS OF CATEGORIES OF COMPETITIVENESS CONTINUED



BUSINESS ENVIRONMENT

Visitors and locals alike are drawn to a variety of places. Depending upon the strength of the attraction, that draw can result in retail sales, overnight stays, or the decision to live or work in a particular area. For purposes of measuring economic potential, places are defined as attractors, nodes, and destinations.

The Town of Addison has a wide array of attractors, including a number of park spaces in walkable areas. It has two very strong nodes in Addison Circle and Village on the Parkway with the possibility of a third node at Vitruvian Park. Addison Circle, while well designed, currently lacks the critical mass sufficient to be considered a destination, but that may change once the DART station and transit-oriented development are in place. Similarly, Village on the Parkway is exceptional in its ability to draw traffic, but it lacks the boutique shopping component, housing, comfortable walkability, and common outdoor space that promote lingering.

Approximately 6,590 businesses are located within five-minutes of Addison Circle, a number that is easily highest among peer places. The average business surrounding Addison Circle is likely to be smaller than in other peer places. Sales are also healthy in the area around Addison Circle. In 2023, total sales registered within a five minute drive time reached $16.4 billion – again the highest among peer places. Sales figures for retail, food, and beverage service within five minutes of Addison Circle are also strong; but not as strong as some other peer places. However, when measured on a per-acre basis, only Buckhead Village fared better. Thus, while the Town may lack a strong destination, it continues to see strong retail sales.

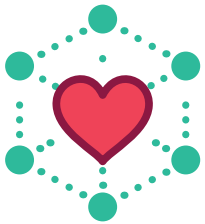
ATTRACTORS, NODES, AND DESTINATIONS



*An **attractor** can be a park, a very popular restaurant or business, an entertainment venue, or other amenity that is sufficiently unique and interesting that it draws people regularly on its own.*



*A **node** is a combination of one or more attractors and complementary uses or amenities in a highly walkable, clustered area. The combination amplifies the magnetic draw of the place and the amount of time often spent there.*



*A **destination** is a node with strong appeal, offering at least 10 boutique shops, 10 unique restaurants, and 10 businesses open past 6pm, plus amenities like outdoor or social spaces. This mix increases the chances guests will spend 4-6 hours and visit multiple spots.*

ANALYSIS OF CATEGORIES OF COMPETITIVENESS CONTINUED

BUILT ENVIRONMENT

Addison is recognized for its office environment and restaurants, serving as a regional employment hub. However, its buildings and sites are aging, with limited new office and retail development since 2000. Much of the Office Corridor along the Tollway dates back to the 1980s. While Addison's location remains prime, it is no longer the developers' most favored location, as newer developments elsewhere draw more demand.

Rental and vacancy rates reflect this shift. Addison Circle ranks fifth in office rents and last in rental rates compared to peers like Legacy Town Center and Preston Center, and has the second-highest office vacancy rate. However, clustered, walkable areas like Addison Circle and Village on the Parkway command higher rents than more linear developments along major roads. Office rents in Addison Circle are notably higher than the rest of the Office Corridor and the Town overall, though retail rents in Addison Circle lag behind other areas, despite its central, walkable appeal.

The multifamily market, boosted by new construction in Vitruvian Park, is strong but still offers some of the lowest rental rates compared to peer communities. Addison's hotel sector underperforms significantly in both Revenue per Available Room (RevPAR) and Average Daily Rate compared to Dallas. Addison's industrial space, largely built in the 1970s, is aging and considered lower quality, though it remains a steady, if quiet, strength. The majority of the 2.8 million square feet of industrial space was constructed in the 1970s and is considered of lower quality to the commercial real estate industry.

Addison Circle commands higher rents in comparison to similar linear development along Addison's main thoroughfares. Office rents in Addison Circle are higher than the remainder of the Office Corridor and the Town as a whole. Similarly, retail rents in Village on the Parkway are higher than the rest of Restaurant Row or The town. Unfortunately, the same cannot be said of retail rents in Addison Circle, despite being considered the heart of the community and the most walkable area of town.

With the exception of the hotel industry, other segments of the built environment perform well. The multifamily market has performed well in Addison thanks in part to new construction in Vitruvian Park and other locations. However, here too, rental rates are among the lowest in comparison to peer communities. The hotel sector in Addison has been less successful. In terms of both Revenue per Available Room (RevPAR) and Average Daily Rate, local hotels were significantly outperformed by those in Dallas. The majority of the 2.8 million square feet of industrial space was constructed in the 1970s and is considered of lower quality to the commercial real estate industry. The Airport takes up a substantial portion of the built environment, but continues to be recognized as a high-quality alternative to options at Love Field and Dallas Executive Airport.

Additional Information

Advance Addison Market Report



Location

Addison continues to offer an excellent location with proximity along the Mid Tollway that places it prominently between Dallas and the growing areas to the north. While it is a prime location, it is no longer the prime location.

MARKET ANALYSIS TAKEAWAYS

Addison Circle was a groundbreaking, first-of-its-kind development in the Dallas region. It paved the way for a renaissance of place-based, pedestrian-focused development that was supported by a strong office presence along the Dallas North Tollway and a thriving retail scene along Restaurant Row (Belt Line Road). Today, the community and Addison Circle face much stiffer competition. New development in the region has learned from both the elements done well in Addison Circle and its shortcomings, like parking visibility and first floor retail vacancy. Master-planned urban mixed-use projects like Legacy Town Center have emerged that adapt the built environment to respond to those issues.

The Town of Addison remains a popular and marketable location, but its built environment is aging in a time when trends in all of the major industries are rapidly evolving, and the average age of residents is also gradually increasing. Addison must reinvent some of its aging commercial places to continue to attract and retain businesses, workers, and residents. Steering redevelopment in a manner that embraces the emerging trends of place, experience, and walkability will not only keep Addison competitive, but differentiate the Town by further enhancing the authentic, human-scale level of mixed-use Addisonites have come to love.

Recommendations in the *Market Position Report* focus generally on place-based economics, maintaining and enhancing the local workforce and Addison as a place for work, and diversifying the market and civic revenue streams. Suggested strategies and actions are organized by each of Addison's geographic areas. However, all recommendations can be traced back to seven overarching themes.



Additional Information

Advance Addison Market Report

OVERARCHING THEMES

New Addison, better than the old Addison and different from the pack.
Addison's future success depends on continuing to be distinct rather than trying to catch up with surrounding areas.

Placemaking, attractions, and destination building.
Addison needs to evolve its existing spaces and create new activity hubs in areas like Restaurant Row and the Office Corridor.

Walkability, connectivity, and corridors.
Addison must focus on becoming a highly walkable, connected, and marketable community by revitalizing key areas like Restaurant Row and the Office Corridor.

Addison as "The Office."
Addison can become known as a place where people work from anywhere, by enhancing public spaces and promoting the Town's unique office alternatives.

Addison Airport as an Economic Engine.
The airport offers a strategic advantage and revenue source that Addison should leverage to grow both air traffic and local business.

Industry - Addison's Secret Weapon.
Addison's industrial sector is a major economic asset, poised for growth as technology and distribution trends evolve.

Be Aggressive - Both Fast and Slow.
Addison should act swiftly on high-impact projects like Addison Circle, while allowing more gradual development in industrial areas.

ADDISON'S BUDGET AND FISCAL HEALTH

THE CURRENT BUDGET

Addison is in a much stronger fiscal position than most communities thanks to its more compact, semi-urban development pattern, vibrant neighborhoods (and property values), and sound fiscal policies. General fund revenues have been steadily growing over the past five years. While the amounts from property tax and sales tax have both been increasing year over year, the percentage of the general fund revenues coming from property tax has been rising while the sales tax share is dropping. Property tax is a more stable and predictable revenue stream, so having more than half of the general fund come from property tax puts the Town in a financially strong and resilient position. This means sales tax, fees, and other more volatile revenues can be invested in quality of life and economic development (instead of having to cover basic services and infrastructure). Expenses have also been growing over the past five years, but they are in line with revenues and distributed equitably and sensibly between departments. Additionally, the Town has done a good job of managing its infrastructure assets and planning for future replacement costs, so funding for future liabilities should not be a major challenge as long as the Town continues to keep this a priority with policymakers and taxpayers.

Additional Information

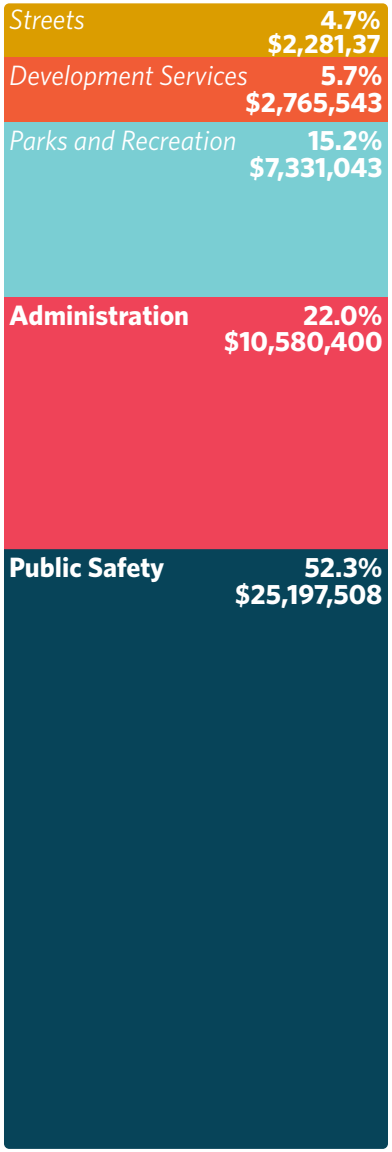
Adopted Town Budgets

2024 REVENUES



TOTAL **$48,164,101**

2024 EXPENDITURES



TOTAL **$48,155,864**

BASELINE LAND USE FISCAL ANALYSIS

An in-depth analysis of the fiscal productivity of Addison's development pattern and service model was performed as part of the comprehensive planning process. A parcel-level analysis of the property taxes and general fund service costs for the various land uses and development patterns in the Town provides a glimpse into which perform better than others in terms of their ability to generate sufficient property tax revenue to cover their share of service costs, including long-term roadway maintenance. The analysis used the metrics of property tax revenue per acre and net revenue per acre to map the net fiscal productivity (revenue minus each parcel's proportionate share of service costs) of all parcels in the city.

Three levels of analysis were completed to understand the fiscal performance of development today and when costs for future infrastructure replacement are considered.

1. **Property Tax Revenue Per Acre**
2. **Net Revenue Per Acre with Current Budget Expenditures**
3. **Net Revenue Per Acre with Current Budget and Projected Future Street Costs**

Certain development patterns will hold their value and remain positive, even with the additional cost burden, while others will decrease significantly.

Additional Information

Airport Economic Impact Study

FACTORS CONTRIBUTING TO ADDISON'S FISCAL PRODUCTIVITY



Small Town Footprint & Service Area
The entire Town measures 4.4 square miles. This compact and defined footprint limits infrastructure and service costs and allows the Town to focus resources on quality.



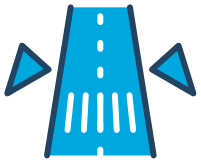
Compact Lots
Even in Addison's most exclusively residential areas, lots are generally more compact. This creates more value from a given area and spreads infrastructure costs across more properties.



High Percentage of Lot Coverage
A high ratio of building footprint to lot size increases taxable value of property. Addison's code provides the opportunity for high lot coverage in many situations.

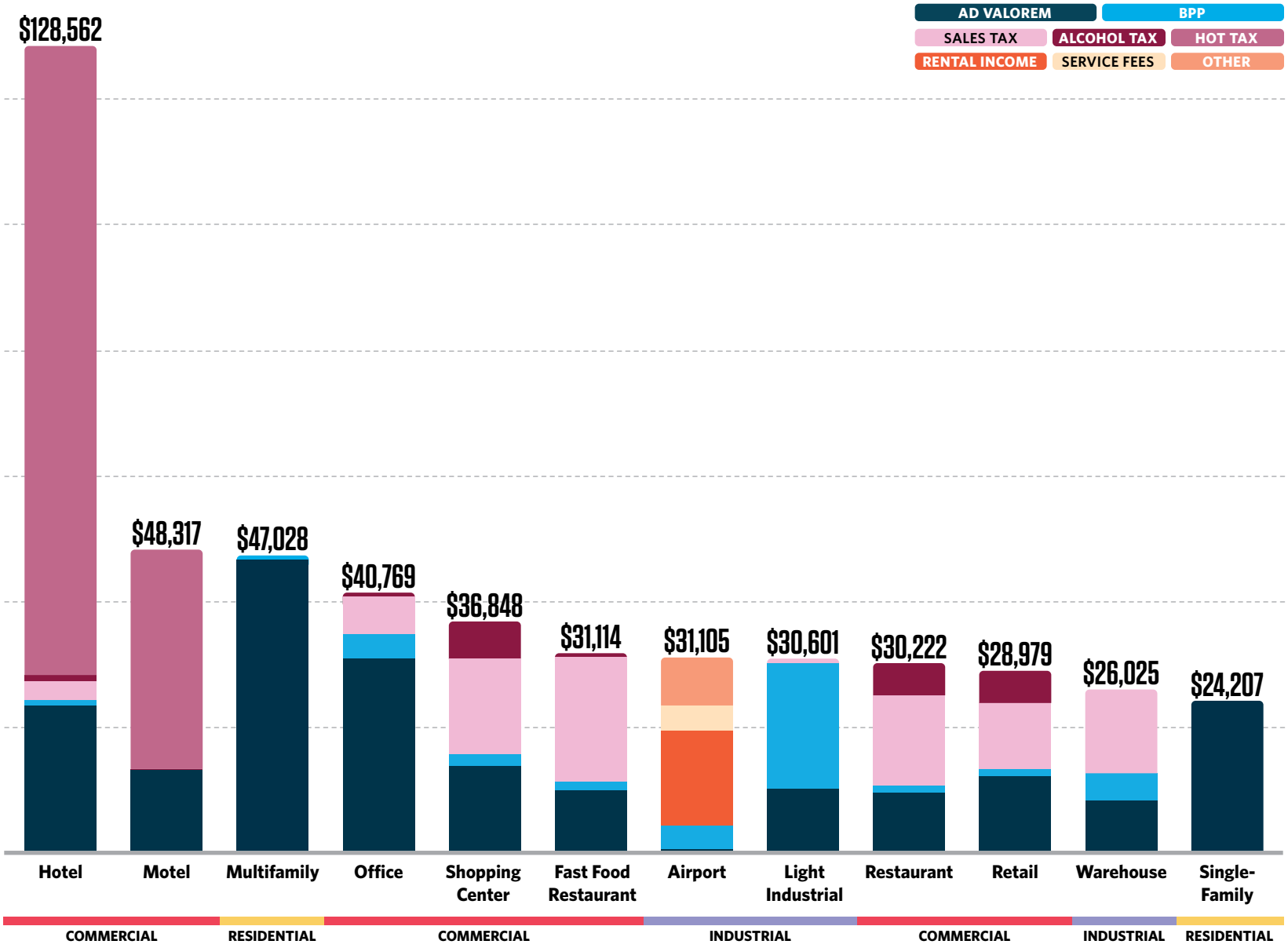


Multi-Story Buildings
Especially in urban parts of Addison, building up is common. This means that a single parcel of land often has a lot more building on it, increasing its overall taxable value.



Narrow Streets & Short Blocks
Narrow streets cost less to maintain, and short blocks make for a more pleasant pedestrian experience which raises property values.

LAND USE FISCAL ANALYSIS SUMMARY (PER ACRE)



View the Unified Development Code (UDC) section 4.2.7 Table of Allowed Uses for a full list of land use classifications.
Source: Dallas County Appraisal District, Certified Tax Roll Data, 2025; Texas Comptroller's Office, Quarter 3, 2024 and Quarter 2, 2025.

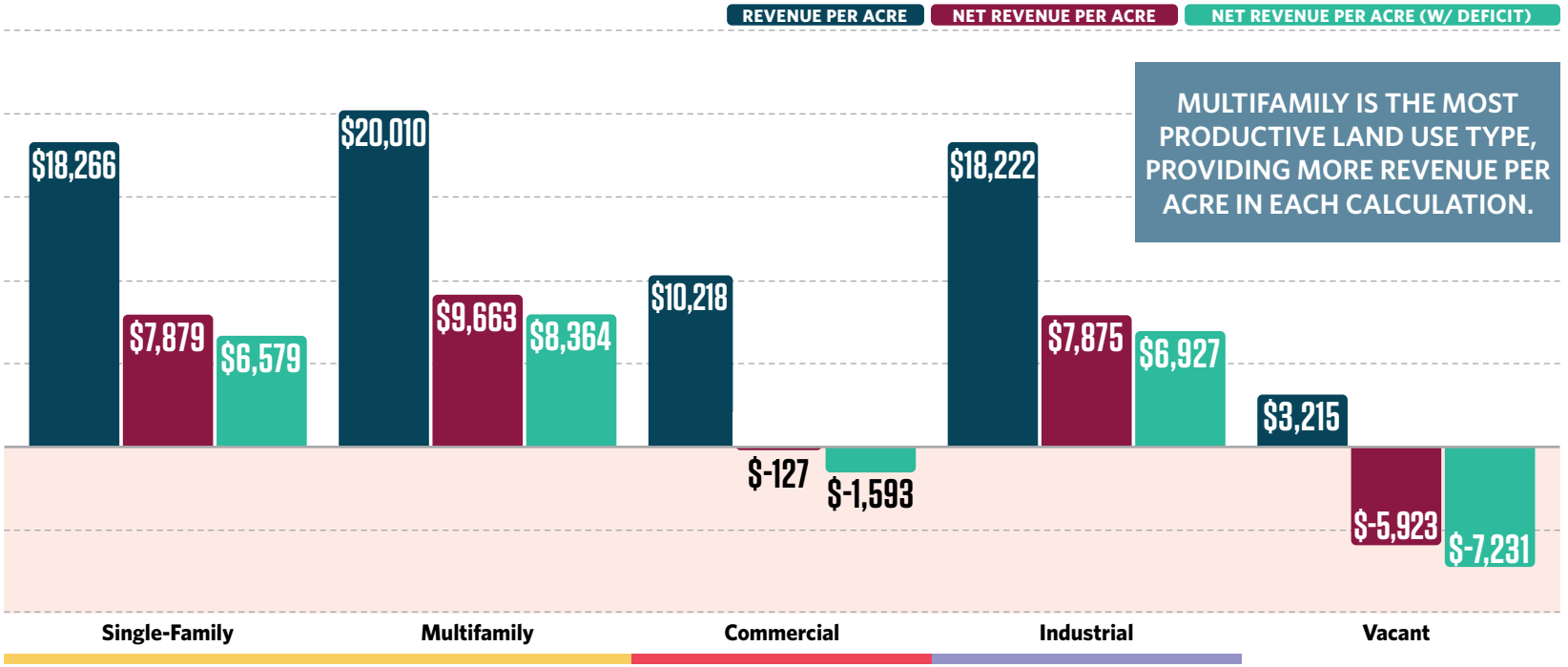
LEVEL 1 ANALYSIS: PROPERTY TAX REVENUE PER ACRE

The first level of the analysis process involves mapping the revenue side of the fiscal equation. Property data and property tax levy amounts were pulled directly from the 2023 certified tax roll data obtained from the Dallas County Appraisal District. Levy amounts were verified with the Town of Addison's FY23/24 budget and then the appraised value, assessed value, and actual levy paid after exemptions were mapped to the parcel level. Exempt parcels such as government-owned properties, churches, and other tax-exempt areas such as street rights-of-way and the airport were removed from the analysis.

The property tax revenue per acre for parcels in Addison range from $0/acre to more than $20,000/acre. As expected, properties along the Tollway and in and around Addison Circle are the most productive. The Land Use Fiscal Analysis focuses on property tax revenue and the portion of General Fund costs covered from property taxes.

When development incorporates more of the patterns that have higher value per acre, the Town can capture more property tax revenue without having to raise the tax rate. When there is more property tax revenue to cover basic services and infrastructure maintenance, it frees up sales tax to be used for growth and amenity-focused efforts.

PROPERTY TAX PRODUCTIVITY BY LAND USE



View the Unified Development Code (UDC) section 4.2.7 Table of Allowed Uses for a full list of land use classifications.
Source: Dallas County Appraisal District, Certified Tax Roll Data, 2023

PROPERTY TAX REVENUE PER ACRE MAP



LEVEL 2 ANALYSIS: NET REVENUE PER ACRE (with Current Budget Expenditures)

The revenue per acre mapping alone does not tell the full story. In order to understand the fiscal impacts of different development patterns, costs for services and infrastructure must also be taken into account. The second level of fiscal analysis focuses on allocating general fund service costs from the current year's budget to the parcels. As an initial step, the general fund costs ($48.1M) were split into public service costs ($38.5M) and infrastructure (street and park related) costs ($9.6M). After this, the amount being covered by property tax was determined using the ratio of general fund revenues coming from property taxes in the city's budget (51.6%), which equals $19.9M for public services and $5M for infrastructure. Developed properties were assumed to carry 88% of the public service (non-infrastructure related) costs, while undeveloped properties carried the other 12%. These amounts were then allocated to individual parcels based on proportionate area. Infrastructure costs were allocated to individual parcels based on their proportionate area, so the larger properties have higher infrastructure cost burdens than smaller properties. The Town's Public Works and Engineering department has a robust asset management system in place to track and plan for future infrastructure costs. When evaluating annual budget, tax rate, CIP, or utility rate decisions, Council and staff should take future replacement costs into consideration and set rates that balance current affordability with long-term financial sustainability.

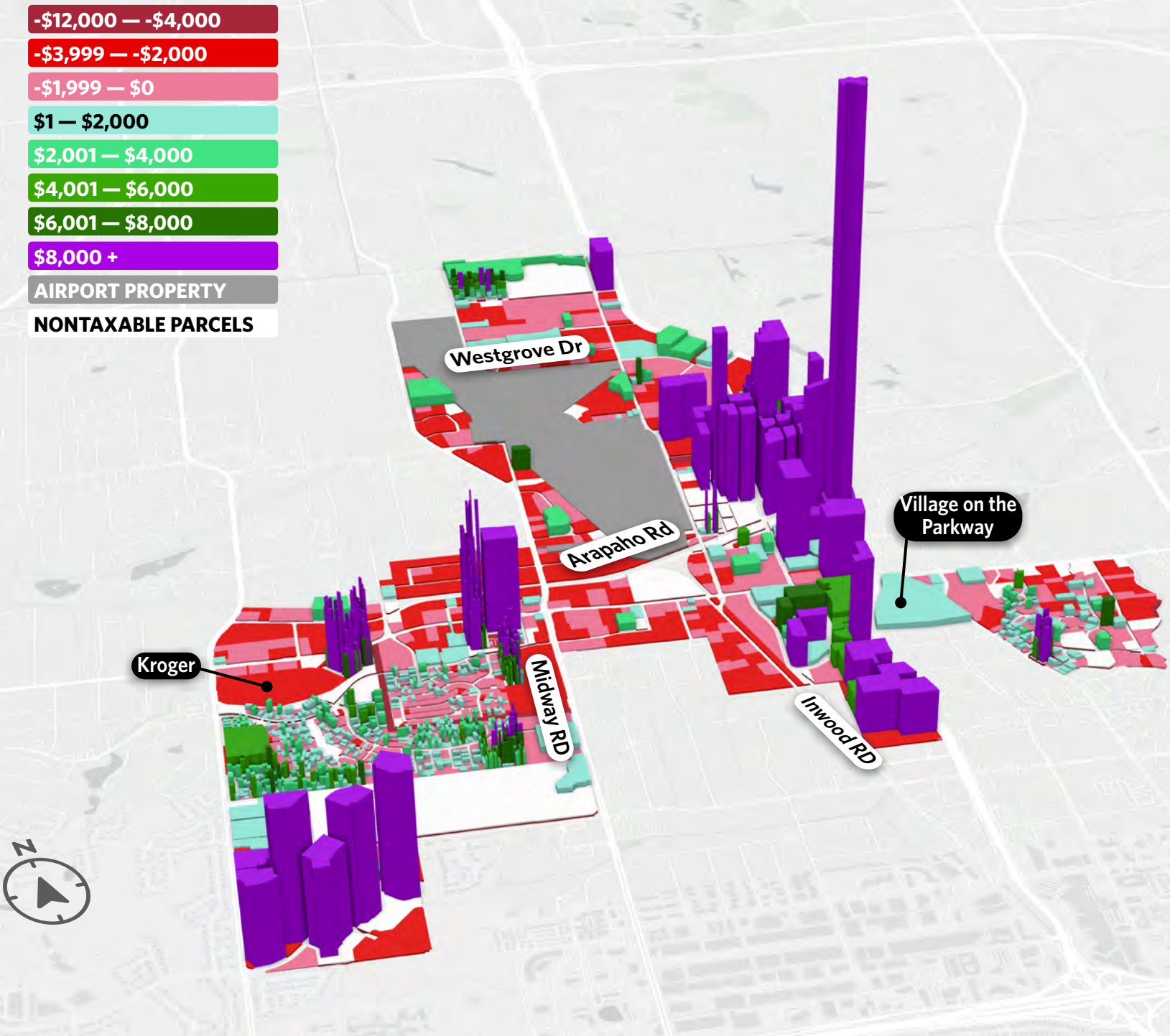
This analysis considered only costs covered by the general fund and property taxes. Water and wastewater, solid waste, and other fee-based utilities were not factored in, as those are funded through separate enterprise funds tied to rates and consumption. It's important to note that just like streets, as more of the Town's utilities reach the end of their life cycle, funds will be needed to replace them. Council and staff should take these future costs into consideration when setting utility rates.

Adding these costs generates a "red/green" or "profit/loss" map that illustrates the net value per acre for each parcel when you take the revenue it generates from property tax and subtract the proportionate costs from the current budget as calculated above. Any parcels shown in red cost more to serve than they generate in property tax, while those in the other colors (green and purple) on this map are generating a surplus amount to cover current conditions. This map and the supporting data and analysis behind it demonstrate that under the current budget and tax rate structure, there are some development patterns and properties in the Town that generate a significant surplus, while roughly half of the properties do not generate enough revenue from property tax to cover the proportionate costs. In current budget conditions, these gaps are made up with revenue from other funding sources, most notably sales tax and/or addressed through bond-funded efforts paid for with the Interest and Sinking Fund (I&S) portion of the tax rate.



Right: *The Colonnade building and surrounding area produces the largest property tax revenue per acre, as represented by the purple spike on the following page.*

NET PROPERTY TAX REVENUE PER ACRE MAP (with Current Budget Expenditures)



CURRENT REGIONAL AND NATIONAL TRENDS

As technology, market conditions, and other factors continue to evolve, Addison will also need to evolve to keep and attract people and businesses to the Town. While focusing on local context and resources are the starting point, it's also important to be aware of regional, national, and global trends that are impacting where and how people choose to live, work, shop, and play.

Additional Information

Advance Addison Market Report

PLACE AND HUMAN INTERACTION

Place is of great importance to people of all ages. In particular, "third places", a term coined by Ray Oldenburg, are places outside of home or work where people like to gather and interact, such as coffee shops, cafes, sports bars, pubs, and bookstores. ***Connectedness is a priority for these groups, and walkable neighborhoods are greatly valued.*** They seek the celebration of differences in people, cultures, and neighborhoods. Authenticity is a high priority, and many cities do not offer this.

RETAIL

The Global Pandemic took an already fracturing retail structure into hyperdrive. Convenience-focused brick and mortar retail and many national brands operators have proven to be the most susceptible to two major trends: E-commerce and the growing demand for experience, particularly outdoors. The result has been a maturing renaissance for place-based retail that began at the larger scale with major destinations, but is now being pushed to smaller scale clustered commercial within walkable or bikeable distance. Local business will continue to be the greatest potential beneficiary of these trends. Not only do they have the opportunity to market and sell online to expand their reach, but the path to brick and mortar or a viable alternative has never been easier. Retailers now have opportunities to ease beyond the home through incubators, trucks, markets, kiosks, shared retail, community kitchens, ghost kitchens, and more – many of which are also a strong means of adding value to existing places.







OFFICE

The office sector experienced the greatest and most obvious upheaval of any market as a result of the Global Pandemic by accelerating trends that were underway and proving to many that a new way to “office” was not only possible, but inevitable. Today’s market will continue to adapt as employees, particularly those of the Gen Z and Millennial generation, have actively embraced the concept of "work from home". Companies and property owners will continue to adapt as the trend matures. The “flight to quality” was already underway and it only continues at the same or a faster pace as employees demand a location that is walkable and highly experiential. More employees seek a different workplace lifestyle with more amenities, opportunities for socialization, (but also greater demand for personal space) and the chance to be either close to home or at home. At the same time, a younger generation has increased interest in entrepreneurship and small business ownership, providing an additional push for home-based business and affordable entry into the office market. With the pandemic dust settling, property owners are responding by including office options for coworking, flex space, and satellite offices that make office space attractive to a broader audience; adding amenities to enhance the office experience; and in some cases, bringing in additional uses such as residential and institutional.

INDUSTRY

While not as obvious as retail and office, the industry sector will continue to witness substantial changes with the greatest continuing to be in technology and automation. From augmented intelligence and robotics to the industrial version of the “Internet of Things” companies will continue to discover ways to operate more efficiently and, equally important, with the ability to pivot to adapt to market demands. Reshoring continues to drive opportunities for growth as does the move toward greater sustainability. The Global Pandemic and international conflicts are driving the sector to push for multi-sourcing to avoid market disruptions which, combined with new technology, is spurring a trend toward microfactories. The drive to smaller, smarter facilities creates an opportunity for a new brand of business incubation and a potential merger into areas such as the Inwood Corridor where innovative industrial activity at a smaller scale could be developed incrementally in spaces alongside other activities.





MOBILITY

Mobility preferences are changing as people shift how they live, shop, dine, and work. The National Association of Realtors' Community and Transportation Preferences Survey shows growing demand for walkable, bikeable, and transit-friendly communities, with Gen Z and Millennials willing to "pay a lot more" for these features. This trend toward walkability aligns with preferences for experience-based shopping, dining, and entertainment over convenience-based strip malls, pushing communities to redesign roads with safer speeds and enhanced bike/pedestrian infrastructure.

The ability to navigate by car, transit, bike, or on foot is increasingly important, with a growing desire for stronger "first mile to last mile" connections, including ties to local transit. Consumer preferences are also impacting air travel, including Addison Airport. Executive services will continue expanding, leading to facility and technology upgrades, such as unmanned aircraft and artificial intelligence (AI).

HOUSING

Many cities are finding that retaining talent requires offering a variety of housing types to meet diverse needs. However, most places have not adapted to changing demographics, with shrinking household sizes and a growing desire for appropriately sized homes. Housing diversity also supports affordability and allows for the mixing of socioeconomic groups, which appeals to various generations from Millennials and younger.

Missing middle housing includes styles between single-family homes and mid-rise apartments, blending into neighborhoods while offering more units and boosting the tax base without raising service costs. These housing types, such as townhouses, duplexes, and courtyard apartments, were common before the 1940s and are being rediscovered today as a way to create high-value properties that generate more tax revenue than they cost to serve.







PLANNING COMPONENTS

This Comprehensive Plan includes three Planning Components:

1. **Land Use & Development Character**
2. **Housing & Neighborhoods**
3. **Mobility & Connectivity**

The Town may choose to create additional components in the future to integrate elements including, but not limited to:

- Facilities
- Parks and Trails
- Infrastructure
- Economic Development.

An integrated component called **Related Plans & Initiatives** also houses summaries of other more targeted planning initiatives. For these, a brief summary of key information and recommendations that are integrated into the Implementation section has been included.



LU

The Land Use & Development Character component establishes the Town's overall land use pattern and identifies the type of development and housing desired for the future.

NH

The Housing & Neighborhoods component provides guidance on the building blocks of different neighborhoods and the features that will make them more successful. Cues for arranging blocks and accommodating residents are included.

MC

The Mobility & Connectivity component looks at how people get around and provides an approach that works toward improving walkability and multimodal connectivity across the city.

RP

The Related Plans & Initiatives operates as a home within the Comprehensive Plan for Addison's other planning efforts. This part of the plan is expected to be updated every time a new related plan is adopted or updated.

The Planning Components Section includes elements that align with Town priorities, projects, and policies, which directly connect to the actions and recommendations in the implementation matrix. While the content of each element is customized to best represent the information related to that respective subject, each component is generally organized in the same structure.

1. **Snapshot**
   This provides a succinct overview of existing conditions that are relevant and useful to the understanding of this planning component.

2. **Strategic Frameworks & Concepts**
   Maps, Strategies, and other conceptual material that assist the Comprehensive Plan reader's and administrators' ability to make meaningful changes that are aligned with the recommendations laid out.

3. **Issues to Address**
   A series of items which, if not accounted for, may stand in the way of completing the recommendations for this planning component are provided.

4. **Recommendations**
   Each of these are listed, and a basic overview is given.

Land Use & Development Character

This component establishes the Town's overall land use pattern and identifies the type and character of development desired for the future. It also identifies the spectrum of change anticipated for different areas of the Town so those currently or considering living in the vicinity have an understanding of how much (or little) development activity could occur in the future.

Housing & Neighborhoods

This component provides guidance on the building blocks of different neighborhoods and the contextualized features that can make them more successful. Cues for arranging blocks and accommodating residents are included.

Mobility & Connectivity

This component focuses on improving walkability and multimodal connectivity in Addison, reflecting the Town's top priority for future development. Enhancing walkable, human-scaled neighborhoods and commercial areas boosts economic productivity while promoting residents' health and happiness.

Additionally, the last component provides other planning items a place under the Comprehensive Plan's umbrella.

Related Plans & Initiatives

This integrated component provides a home for other planning initiatives that the Town has undertaken. Summaries of these plans, as well as an overview of each of the recommendations is included.



Refining & Updating this Plan
p. 14

Planning Component

LAND USE & DEVELOPMENT CHARACTER



ADDISON'S LAND USE & DEVELOPMENT CHARACTER

SUMMARY

Addison does not have much vacant land left, so the context of development is shifting to revitalization and infill. It is critical that the community understands how development works and the dynamics and economics that underpin it. The Land Use & Development Character planning component lays out the recommendations to guide growth and development in Addison. A snapshot of the Town's existing land use breakdown and zoning districts provides additional insight into where and how certain types of development can be built today.

The heart of this Comprehensive Plan focuses on continuing to enhance the walkable, mixed-use development pattern that has put the Town in a strong financial position and made it attractive to businesses and residents. Strategically guiding the addition of commercial uses and more residential units into existing areas and connecting them with transit and trails will make neighborhoods more complete and the entire Town even more walkable and vibrant. Place types are introduced, which are crafted to guide Addison's character and development pattern. Appropriate locations for these place types are presented on the Place Types Map. The Place Types were shaped by extensive community feedback.

Alongside the Place Types Map and descriptions, a Spectrum of Change Map uses categories of preserve, enhance, and (re) develop. These categories illustrate the amount of change that can be expected in different areas. The combination of existing context and market demand for infill and/or redevelopment influences the amount of expected change. Finally, examples of transitional development to improve walkability are explored for four of the most common contexts in Addison. These include arterial roadway corridors, auto-oriented commercial centers, high-density urban office and mixed-use development along the Tollway, and industrial properties like those located along the Inwood Corridor and around Addison Airport. Prioritizing walkability in North Texas can bring certain challenges, so a few of the anticipated barriers to success that Addison may encounter are highlighted and discussed at the end of the component.



Above: *The Colonnade, pictured above-left, at the intersection of Arapaho Road and Dallas Pkwy in Addison*

Developable Land

Less that 5% of Addison's land area is vacant. This means that the Town is approaching full buildout, and has to approach new development in different ways than communities with substantially arable land. A larger focus on enhancing existing development, and redeveloping under-performing places, will be critical to the Town's future.

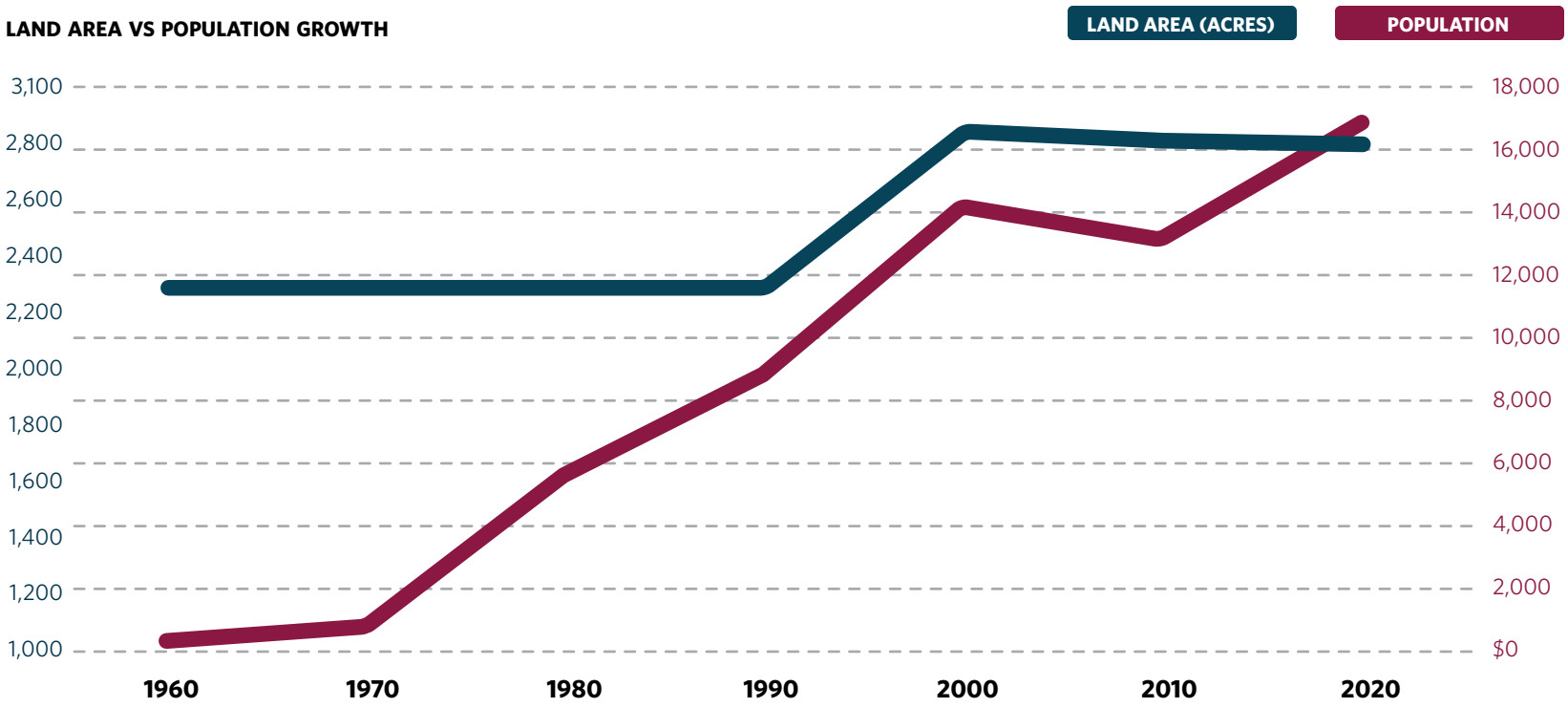
SNAPSHOT

WORKING TOWARD SUSTAINABLE, INCLUSIVE GROWTH

Land is the most valuable resource a city has. When land is developed, it is often done with current conditions and immediate benefits in mind, such as additional rooftops, businesses, and the tax base that comes with them. However, what is built also has long term impacts on the community. Housing mix and affordability, pedestrian safety and walkability, infrastructure condition, water quality and supply, and the financial health and resilience of the city are all examples of things that are impacted by development decisions over time. Therefore, decisions about where and how development occurs must look at both short and long-term implications.

Addison's past development has put the Town in a good position to balance these demands. Going forward, Addison's challenge will be guiding infill and redevelopment efforts in a manner that continues to keep the community and its neighborhoods vibrant, sustainable, and affordable for those seeking to live, work, and visit here. The Land Use & Development Character component provides the framework for guiding decisions and setting policy about what will be built, where, and when so the Town can capitalize on near-term opportunities while also ensuring long-term sustainability and affordability.

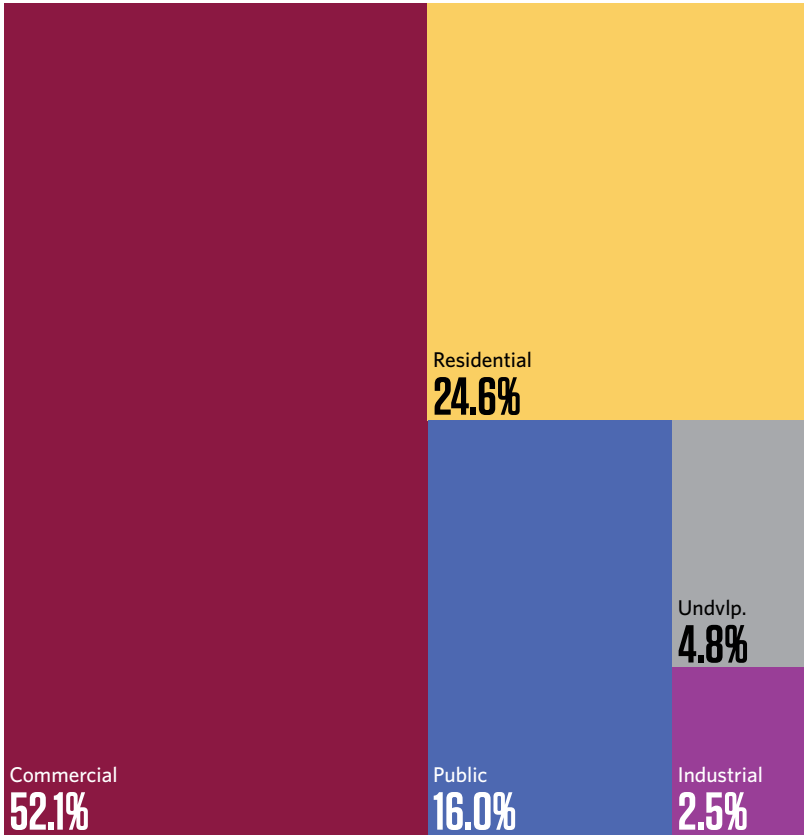
LAND AREA VS POPULATION GROWTH



CURRENT LAND USE BREAKDOWN

The majority of Addison's land area is dedicated to non-residential development. Commercial developments are a balance between a walkable, mixed-use context and more auto-oriented, corridor style. Getting to these areas on foot feels dangerous. The commercial uses generally follow the major traffic corridors. Residential development makes up essentially one quarter of the Town's footprint, and is split between single family detached neighborhoods and urban living, mainly townhomes and apartments.

CURRENT LAND USES



VACANT LOT ANALYSIS

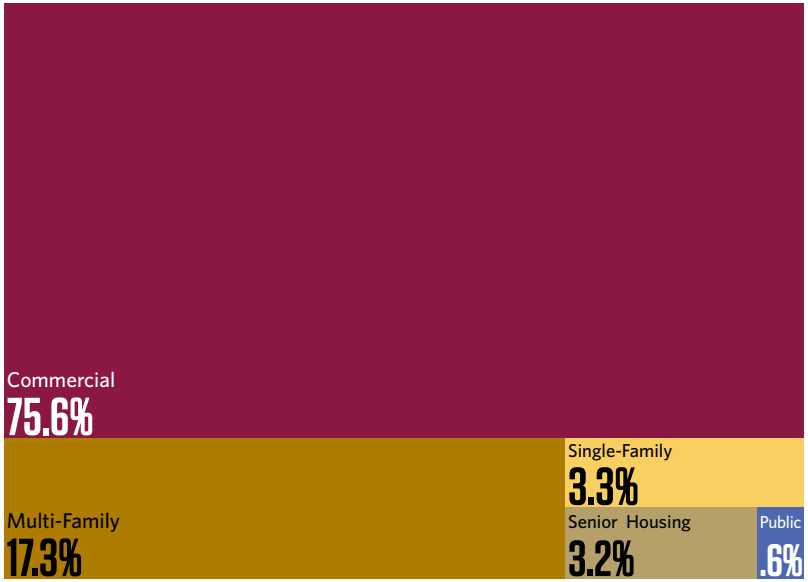
Undeveloped land is limited to just a few parcels scattered across the town, and makes up less than 5% of the Town's total land area. The lack of property zoned for single-family is one of the reasons it's been difficult for the Town to get more single-family ownership housing developed. Other constraints include high land value, unfeasible sites for low density single-family development, and costs to construct high-quality developments with competitive amenities. Due to this, the primary method of incorporating new single-family development is in a mixed-use context, through townhomes on portions of phased developments, or potential office or hotel conversions to condominiums.

LESS THAN 5%
Town Land Area, Undeveloped

> 100 Acres
Undeveloped Land, Zoned Commercial

8 ACRES
Undeveloped Land, Zoned Residential

DISTRIBUTION OF VACANT LAND AREA BY ZONED OR PLANNED LAND USE



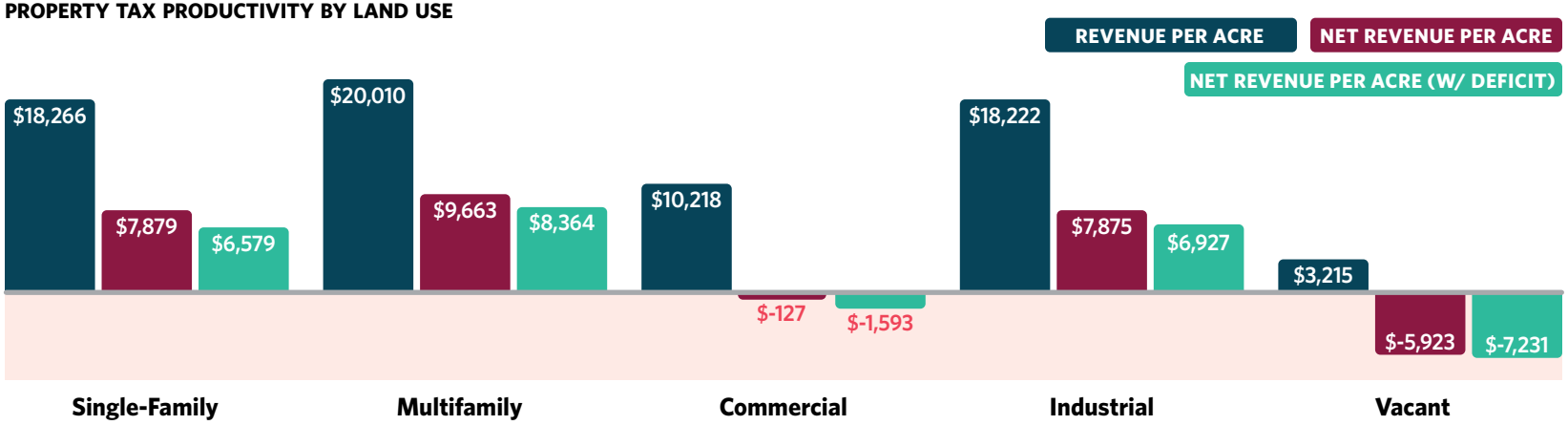
Source: Town of Addison

LAND USE PRODUCTIVITY

The Land Use Fiscal Analysis shows that some development patterns generate more property tax revenue per acre and are net positive when accounting for general fund and street replacement costs. Single-family homes, multi-family units, and industrial developments all generate positive revenue. Commercial development falls slightly short in property tax but compensates with significant sales tax contributions.

Within residential types, single-family homes on lots over 5,000 square feet result in a net financial loss for the Town, despite generally having high value homes built on them. Smaller lots, especially those under 3,000 square feet, drive the overall positive performance of single-family homes and are also the most affordable. Most multi-family properties generate enough revenue to cover their costs, with newer developments featuring structured parking being more fiscally productive than older, surface-parked complexes.

PROPERTY TAX PRODUCTIVITY BY LAND USE



SINGLE-FAMILY PRODUCTIVITY BY PARCEL SIZE

PARCEL SIZES (SQFT)	AVERAGE REVENUE	PARCEL COUNT	AVERAGE IMPROVEMENT VALUE	AVERAGE REV/ACRE	NET REV/ACRE COVERING BUDGET	NET REV/ACRE COVERING BUDGET & UNFUNDED STREETS
0 - 3,000	$684,704	496	$350,820	$35,832	$25,485	$24,206
3,000 - 5,000	$405,198	296	$366,027	$14,802	$4,455	$3,221
5,000 - 7,000	$840,361	554	$417,931	$11,326	$980	**$(299)**
7,000 - 10,000	$468,592	284	$456,847	$9,009	**$(1,338)**	**$(2,675)**
10,000 - 25,000	$288,681	83	$928,030	$8,890	**$(1,452)**	**$(2,913)**
25,000 - 50,000	$302,469	42	$1,598,873	$8,598	**$(1,749)**	**$(3,321)**
>50,000	$790,190	26	$7,405,582	$15,684	$5,337	$3,744
Total	**$3,780,195**	**1,781**	**$550,451**	**$18,226**	**$7,879**	**$6,579**

STRATEGIC FRAMEWORKS & CONCEPTS

PLACE TYPES

After the Industrial Revolution, cities began focusing on separating different land uses to protect quality of life. Zoning laws formalized this approach, and the rise of cars contributed to suburban development patterns. While still common, this model is evolving as cities adopt more flexible, organic land use regulations. The shift is driven by the recognition that strict separation of uses limits how buildings and neighborhoods can adapt to market changes. It also increases the need for costly infrastructure (roads, water, sewer), putting pressure on city resources. Car dependence, in particular, strains roads and makes driving unavoidable.

Recently, there's been a growing demand for "complete" neighborhoods that blend residential, office, and retail spaces. This change, influenced by shifting demographics and social behaviors, has proven more fiscally productive, flexible, and resilient. These developments often take the form of mixed-use zoning districts, planned developments (PDs), or areas guided by form-based codes.

Switching from single-use development character to Place Types allows cities to incorporate key zoning concepts while creating neighborhoods that meet a variety of needs close to home. This approach fosters fiscal productivity, flexibility, and resilience, and encourages walkable, vibrant places where multiple transportation options exist. Active streetscapes, with pedestrians and cyclists alongside cars, build a sense of community. Design elements such as landscaping, open space, building scale, and sidewalks help blend different uses and densities, making higher-density areas more inviting. As mentioned earlier, higher density is also advantageous from a financial perspective, as it maximizes revenue per acre, reduces maintenance costs, and strengthens a city's fiscal resilience.

In Addison, past development has included both walkable, mixed-use neighborhoods and car-centered commercial and residential areas. The 2013 Comprehensive Plan, along with Special Area Studies, zoning, and development standards, have guided this high-quality development. However, the process has been time-consuming and resource-intensive.

This Plan adopts the Place Type approach. When combined with updated zoning and standards that align with this Comprehensive Plan, Town staff will be better equipped to efficiently guide future development, helping Addison achieve its long-term vision.

The Place Types identified for the Town of Addison are:

1. Residential Living
2. Urban Village
3. High-Intensity Urban Center
4. Aviation & Industry
5. Inwood Innovation Area

UNDERSTANDING THE PLACE TYPE SPREADS

The Place Types attributes work together to illustrate the different elements that proposed developments and areas should contain. On the left hand page, a description of the place type, appropriate building typologies and typical building height to expect is shown. Additional urban design elements, such as target block length, parking types and appropriate thoroughfare and parkland types, and use intensity are listed. On the right hand page, representative imagery that exists in Addison is shown as well as aspirational imagery to provide examples for new proposed developments.



PLACE TYPE ATTRIBUTES

As you navigate the place types themselves you will find the specific attributes of each defined. They include a definition of the Place Type, along with a series of criteria that help define its character. These definitions were collaboratively crafted and refined with community input. There are also photos that visually represent these places today, as well as aspirational images from similar cities. These photos serve as inspiration rather than prescribing a specific architectural design or style, and many were selected through votes by CPAC, P&Z, Council members, and the community during various engagement activities in-person and online.

INTENSITY LEVEL

Low Intensity

At this level, there is more space between buildings compared to medium and high intensities. It is reflective of the suburban residential neighborhoods seen in Addison today, with lower building heights and a focus on private yards and vehicle access. Pedestrian infrastructure is minimal, as the development pattern prioritizes individual lot space and lower overall densities. This intensity level is shown in red.

Medium Intensity

At this level, buildings are moderately spaced but may begin to include more compact layouts. Building heights are generally between two to four stories, and pedestrian pathways become more prominent alongside vehicle access. This intensity level balances private space with shared public or commercial spaces, supporting a mix of uses.This intensity level is shown in orange.

High Intensity

High-intensity development is characterized by tall, closely spaced buildings, maximizing land use efficiency. Structures are often multi-story and densely packed, creating a more vertical urban form. This development pattern emphasizes pedestrian access, public transit, and shared spaces, as parking becomes more constrained and vehicle dependence decreases. This intensity level is shown in green.

APPROPRIATE BUILDING TYPOLOGIES

The design and aesthetics of the buildings are some of, if not the most important elements of how a particular place looks and feels.

Building Typologies
p. 100-106

TARGET BLOCK LENGTH

Shorter blocks make an area more walkable and human-scaled by increasing the number of intersections and interaction points. In contrast, longer blocks are typical of auto-oriented development and facilitate faster travel across larger areas. The block length values in the Place Type spreads are targets, while specific measurements are defined in the Town's Unified Development Code.

Additional Information
Unified Development Code

TYPICAL BUILDING HEIGHT

This metric refers to the average height of the buildings that should be expected in the area for it to have the appropriate density and character. Ultimately, specific values for minimum and maximum building heights are defined in the Town's Unified Development Code and based on the zoning of a given parcel.

Additional Information
Unified Development Code

PARKING TYPES



Driveway

Vehicles are parked in driveways or garages, often associated with a residence.



Street

Streets are designed to accommodate parallel or head-in parking spaces.



Surface

Surface parking lots that vary in size depending on the size of building(s) they are serving.



Hidden Surface

Hidden surface parking lots should be placed behind buildings, rather than just screened by trees or shrubs, to improve the street experience for pedestrians.



Structured

Multi-story parking garages that are designed to accommodate higher volumes associated with larger buildings and higher intensity development.

THOROUGHFARE TYPES

The design of street and thoroughfares and how the right-of-way is allocated between travel lanes, bike and pedestrian facilities, and streetscape has an impact on the walkability of an area, but also the type and character of adjacent development. Current typical sections and additional details for the referenced thoroughfare types can be found in pages 42-47 of the 2016 Master Transportation Plan.

Additional Information

Master Transportation Plan

PUBLIC PARKS AND FACILITIES

The 2019 Parks, Recreation and Open Space Master Plan provides details on the location and characteristics of current and proposed parks and public facilities. Details for the referenced park typologies can be found in the Appendices. Future development should be designed to support and enhance these facilities.

Additional Information

Parks, Recreation and Open Space Master Plan

PLACE TYPES DESIGNATIONS

RESIDENTIAL LIVING

The Residential Living Place Type protects existing, traditional neighborhoods from inappropriate types of redevelopment. Reinvestment in these areas should focus largely on low density housing, and enhanced pedestrian and cycling connections to places of interest like parks, trails, and commercial areas. Read page(s) 92-93 for a full description.

URBAN VILLAGE

The Urban Village Place Type is bifurcated into a suburban and urbanizing context, but both types of Urban Village require strategic redevelopments that transform aging areas into cohesive, mixed-use, well-connected neighborhoods. To read more on how the built environment can shift to form a distinct, pleasant neighborhood feel, read page(s) 94-95.

HIGH-INTENSITY URBAN CENTER

The High Intensity Urban Center place type is the most intense, and it requires heavy mixed-use development and redevelopment along the Dallas North Tollway (DNT). For a full description of HIUC, read pag(s) 96-97.

AVIATION & INDUSTRY

The Aviation and Industry Place Type encourages an increasingly competitive mix of lighter industrial uses (offices, clean technology) and heavier industrial uses (aircraft fueling, warehouses) in our aging industrial areas of Town that surround the Addison Airport. Read pages 98-99 for a full description of this Place Type.

INWOOD INNOVATION AREA

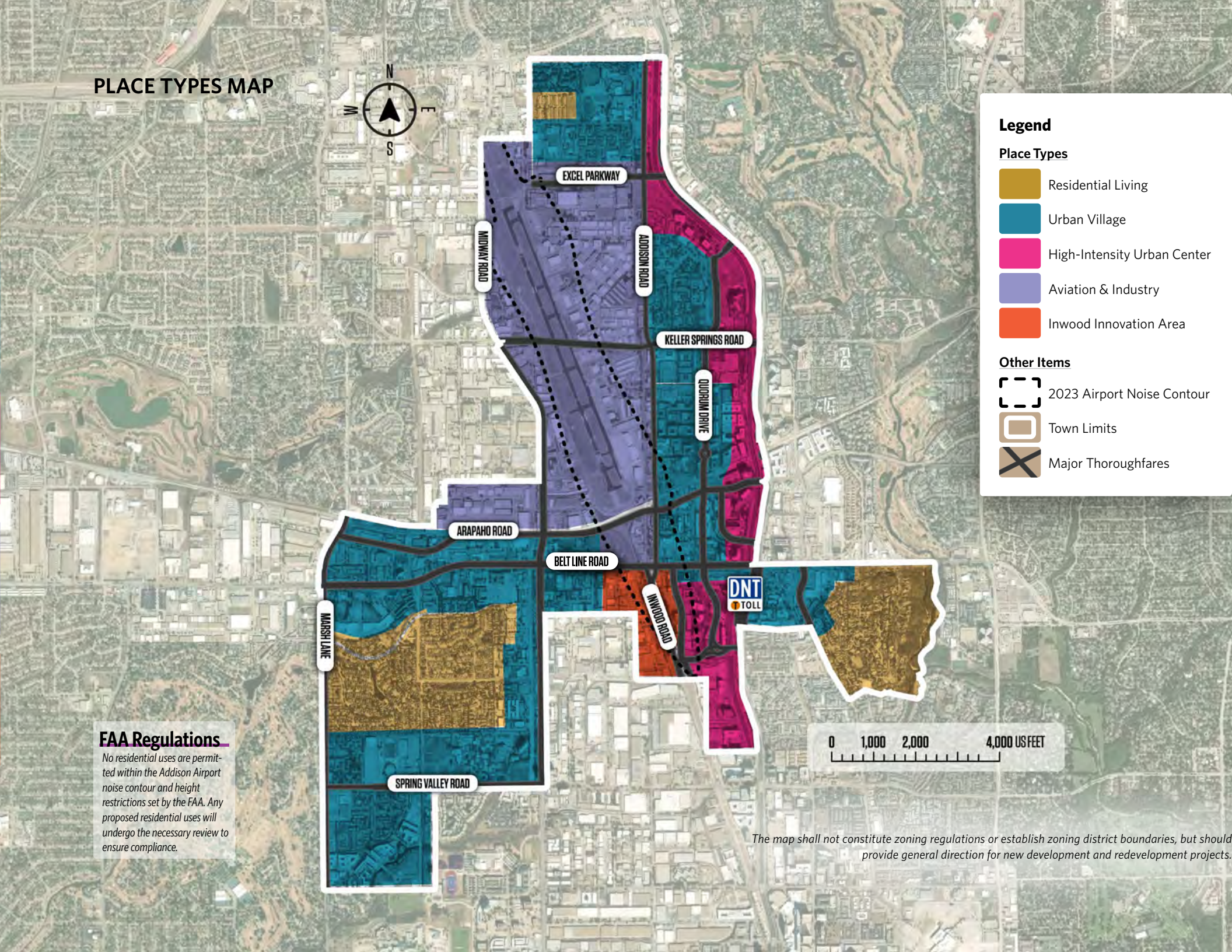
Due to its storied past and slower redevelopment progress, the Inwood Innovation Area has been positioned as a distinct Placet Type focusing on cultural enrichment, innovation in industry, creative retail, and other special services. For a full description of HIUC, read pag(s) 100-101.



Additional Information

Planning & Development Map

PLACE TYPES MAP



Legend

Place Types

- Residential Living
- Urban Village
- High-Intensity Urban Center
- Aviation & Industry
- Inwood Innovation Area

Other Items

- 2023 Airport Noise Contour
- Town Limits
- Major Thoroughfares

FAA Regulations

No residential uses are permitted within the Addison Airport noise contour and height restrictions set by the FAA. Any proposed residential uses will undergo the necessary review to ensure compliance.

The map shall not constitute zoning regulations or establish zoning district boundaries, but should provide general direction for new development and redevelopment projects.

RESIDENTIAL LIVING

This Place Type is typically comprised of existing exclusively residential places in Addison. Housing types in this Place Type are generally single-family and detached. Townhomes and low-density multifamily housing types are also appropriate in more intense parts of this Place Type. Some properties, like those adjacent to Lake Forest, Bellbrook, and Winnwood areas, are typically situated on larger lots, presenting a unique opportunity for multi-generational living. These properties are more likely to accommodate the construction of accessory dwelling units or modifications to the main home to include additional living spaces.

Commercial activities visible from the street are generally not suitable in this Place Type. However, home-based businesses as permitted in the UDC should be allowed. Large, car-centric commercial developments are not compatible with the character of this area.

Improving connectivity is crucial, with a focus on making walking and biking more convenient. This includes designing streets to accommodate pedestrians and cyclists, connecting to townwide trails, and providing access to small local parks. Parking should be on-street or accessible via driveways or alleys. In any redevelopment, avoiding creating dead-end streets or cul-de-sacs is essential. Instead, streets should be interconnected, offering multiple routes to destinations. Redevelopment efforts should contemplate creating pedestrian shortcuts with aesthetic and landscape enhancements to provide access to nearby commercial or public areas.

TARGET BLOCK LENGTH

350 Feet

INTENSITY LEVEL

Low

TYPICAL BUILDING HEIGHT



PARKING TYPES

- Driveway

APPROPRIATE THOROUGHFARE TYPES

- Residential Local
- Residential Collector

APPROPRIATE PARKLAND TYPES

- Neighborhood Parks
- Community Facilities
- Greenbelts

APPROPRIATE BUILDING TYPOLOGIES

Residential			Mixed Use		Non-Residential
Single-Family Detached	**Accessory Dwelling Units**	**Townhomes**	**Live-Work**	Few-Over	Neighborhood Scale
Smallplex	Urban Apartments	Condo Tower	Many-Over	Mixed Use Tower	Regional Scale
					Industrial

REPRESENTATIVE IMAGERY - ADDISON, TX









ASPIRATIONAL IMAGERY













URBAN VILLAGE

Addison's Urban Villages are bustling hubs that prioritize pedestrian-friendly environments and dense development, resulting in strong financial returns and resilience. Expanding this type of development into aging areas will enhance local character and reduce traffic. Streets are designed for comfort, with narrower lanes and on-street parking. Major roads emphasize safety and traffic flow, while parking prioritizes pedestrians and integrates seamlessly into the surroundings. Ground-level commercial spaces use large windows to connect public and private areas. In redevelopment contexts, pedestrian interconnectivity is often the most critical factor across the Urban Village Place Type.

Because this Place Type spans much of Addison, it's important to understand how Urban Villages function in different contexts.

In areas with a largely suburban, commercial character (e.g., parts of Belt Line and Midway Roads), redevelopment should focus on improving the public-private interface by bringing buildings closer to the street and minimizing visible parking. Enhancing pedestrian facilities along these corridors is also key.

In areas adjacent to Residential Living or aging suburban neighborhoods, gradual adjustments toward this Place Type are encouraged. If major redevelopment occurs nearby, a lower intensity of Urban Village development may be more appropriate.

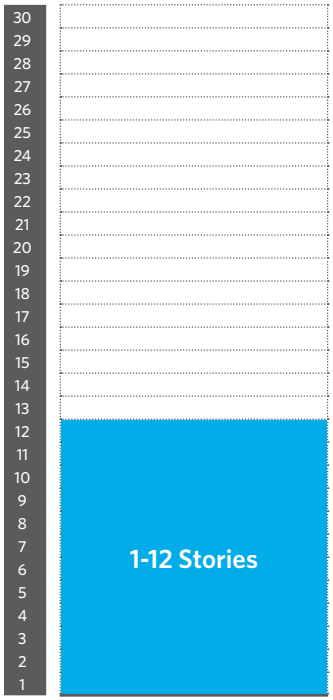
TARGET BLOCK LENGTH

300 Feet

INTENSITY LEVEL

Medium/High

TYPICAL BUILDING HEIGHT



PARKING TYPES

- Street
- Structured
- Hidden Surface

APPROPRIATE THOROUGHFARE TYPES

- Commercial Collector
- Residential Collector
- Minor Arterial

APPROPRIATE PARKLAND TYPES

- Destinations Parks
- Neighborhood Parks
- Urban Parks
- Community Facilities
- Greenbelts
- Beautification Areas

FAA Regulations*

No residential uses are permitted within the Addison Airport noise contour and height restrictions set by the FAA. Any proposed residential uses will undergo the necessary review to ensure compliance.

APPROPRIATE BUILDING TYPOLOGIES

Residential			Mixed Use		Non-Residential
Single-Family Detached	Accessory Dwelling Units	**Townhomes***	**Live-Work**	**Few-Over**	**Neighborhood Scale**
Smallplex*	**Urban Apartments***	Condo Tower	**Many-Over**	Mixed Use Tower	**Regional Scale**
					Industrial

REPRESENTATIVE IMAGERY - ADDISON, TX











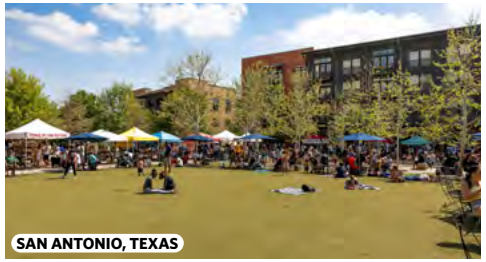
ASPIRATIONAL IMAGERY


AUSTIN, TEXAS


AUSTIN, TEXAS


SAN ANTONIO, TEXAS


BENTONVILLE, ARKANSAS


SAN ANTONIO, TEXAS


ALEXANDRIA, VIRGINIA

HIGH-INTENSITY URBAN CENTER

An Urban Center is the next increment of development intensity above Urban Village. This place maintains the urban form of Urban Village, with gridded streets and multimodal connectivity, but allows for larger and often denser developments.

In Addison, this Place Type generally hugs the western boundary of the Dallas North Tollway, and the largest buildings should orient themselves closest to this corridor. Allowing for very high-density condominium towers in this area provides more users for nearby businesses while keeping these highest-intensity uses geographically restrained. All commercial uses make sense in these areas as long as the building form treats pedestrians as the principal user. Active ground-floor interfaces between the building and the public realm will be an important part of making this area feel logically connected to existing developed urban villages like Addison Circle.

TARGET BLOCK LENGTH

250 Feet

INTENSITY LEVEL

High

TYPICAL BUILDING HEIGHT



PARKING TYPES

- Street
- Structured

APPROPRIATE THOROUGHFARE TYPES

- Commercial Collector
- Minor Arterial

APPROPRIATE PARKLAND TYPES

- Urban Parks
- Community Facilities
- Greenbelts
- Beautification Areas

APPROPRIATE BUILDING TYPOLOGIES

Residential			Mixed Use		Non-Residential
Single-Family Detached	Accessory Dwelling Units	Townhomes	Live-Work	Few-Over	Neighborhood Scale
Smallplex	**Urban Apartments**	**Condo Tower**	**Many-Over**	**Mixed Use Tower**	**Regional Scale**
					Industrial

REPRESENTATIVE IMAGERY - ADDISON, TX





ASPIRATIONAL IMAGERY


SEATTLE, WASHINGTON


THE WHARF, WASHINGTON D.C.


NAVY YARD, D.C.


DALLAS, TEXAS


KINGSTON, ONTARIO

AVIATION & INDUSTRY

This Place Type consists primarily of commercial or industrial uses in larger and less expensive building types on and surrounding the Addison Airport. Historically, the nuisance-laden nature of industry encouraged the far-flung placement of industrial operations. Today, thanks to technology, these uses have evolved, improved efficiencies, and become better neighbors. In Addison, this place type includes technology industries, light to heavy manufacturing, warehouse showrooms, warehousing, distribution centers, and aviation-related uses.

These areas should be located along roadways that have adequate capacity to serve their daily vehicle trip generation which include employees, customers and larger industrial vehicles. However, it is important that the ability to mix uses inside an industrial building is maintained as well as allowing supportive commercial businesses nearby.

In arranging sites, the placement of more human-scale elements like showrooms, offices, and lodging should be located along the property edges, intersecting roadways and other place types to aesthetically enhance the site from a user perspective and act as buffers from the heavier operations. Parking requirements should be determined by the users of the development but should generally be placed behind structures and away from roadways.

TARGET BLOCK LENGTH

600 Feet

INTENSITY LEVEL

Medium/High

TYPICAL BUILDING HEIGHT



PARKING TYPES

- Street
- Surface

APPROPRIATE THOROUGHFARE TYPES

- Commercial Collector
- Minor Arterial

APPROPRIATE PARKLAND TYPES

- Urban Parks
- Community Facilities
- Beautification Areas

FAA Regulations*

No residential uses are permitted within the Addison Airport noise contour and height restrictions set by the FAA. Any proposed residential uses will undergo the necessary review to ensure compliance.

APPROPRIATE BUILDING TYPOLOGIES

Residential			Mixed Use		Non-Residential
Single-Family Detached	Accessory Dwelling Units	Townhomes	**Live-Work**	**Few-Over**	**Neighborhood Scale**
Smallplex	**Urban Apartments***	Condo Tower	**Many-Over**	Mixed Use Tower	Regional Scale
					Industrial

REPRESENTATIVE IMAGERY - ADDISON, TX









ASPIRATIONAL IMAGERY



BENTONVILLE, ARKANSAS




FORT WORTH, TEXAS


IRVINE, CALIFORNIA

INWOOD INNOVATION AREA

Much of Inwood Road consists of storage and industrial buildings, with retail uses along the frontage. These uses are surrounded by large parking areas and lack pedestrian connectivity. There's a desire for the area to redevelop in a way that improves connectivity and makes it more pleasant for the public. The 2017 Inwood Enhancement Zone study promoted better connectivity for both cars and pedestrians.

The area has potential to become a unique destination if redevelopment is made more flexible. Small-scale, parcel-by-parcel redevelopment should be encouraged, with the Town prioritizing incremental improvements to connectivity and the built environment. While larger, mixed-use redevelopment is also encouraged, smaller projects are more likely to be locally owned and operated—something many residents value.

There is a shared vision for Inwood Road's frontage to become a vibrant, interconnected space that supports small businesses and entrepreneurs. The Town is exploring innovative uses, including business incubators, converting warehouses into design districts, food truck parks, and venues for emerging sports like e-gaming and pickleball. These initiatives aim to create dynamic spaces, encourage local ownership, and support incremental development. By offering project incentives, the Town hopes to foster a creative, entrepreneurial environment that makes the Inwood Innovation Area a unique and engaging destination.

TARGET BLOCK LENGTH

300 Feet

INTENSITY LEVEL

Medium/High

TYPICAL BUILDING HEIGHT



PARKING TYPES

- Street
- Structured
- Hidden Surface

APPROPRIATE THOROUGHFARE TYPES

- Commercial Collector
- Residential Collector
- Minor Arterial

APPROPRIATE PARKLAND TYPES

- Destinations Parks
- Neighborhood Parks
- Urban Parks
- Community Facilities
- Greenbelts
- Beautification Areas

FAA Regulations*

No residential uses are permitted within the Addison Airport noise contour and height restrictions set by the FAA. Any proposed residential uses will undergo the necessary review to ensure compliance.

APPROPRIATE BUILDING TYPOLOGIES

Residential			Mixed Use		Non-Residential
Single-Family Detached	**Accessory Dwelling Units***	**Townhomes***	**Live-Work**	**Few-Over**	**Neighborhood Scale**
Smallplex	**Urban Apartments***	Condo Tower	**Many-Over**	Mixed Use Tower	**Regional Scale**
					Industrial

REPRESENTATIVE IMAGERY - ADDISON, TX









ASPIRATIONAL IMAGERY



SAN ANTONIO, TEXAS


CHARLOTTE, NC



WHEELER DISTRICT, OKLAHOMA



CHICAGO, ILLINOIS

BUILDING TYPOLOGIES

A building typology groups buildings based on shared characteristics. Each section describing a building typology includes a brief overview of its features along with representative photos. These images are not exhaustive but provide a sample showing the variety of buildings that fit within the typology. Not every image is meant to suggest that its specific architecture or aesthetic is suitable for Addison; rather, the goal is to illustrate the diversity in style, scale, and design within each category.

Additionally, offering a diverse mix of housing, non-residential, and mixed-use buildings is essential for achieving various price points and home sizes to meet the needs of today's and tomorrow's Addisonites. Addison residents have expressed support for attracting and retaining people at different life stages and socioeconomic levels, making it crucial to encourage a wide range of building typologies in the Town.

Building typologies shown are examples of various land uses. Refer to Place Types for guidance on where they apply.

Places Types
p. 88-99

Residential

Single-Family Detached

The most common housing style which can be found in a wide range of development types. These vary from small modular, prefabricated homes on compact lots to large estate-style houses on large lots. Multiple single-family homes on one lot can be a good way to reduce infrastructure cost while adding housing capacity.


FLOWER MOUND, TEXAS


NORTON COMMONS, KENTUCKY


WAXAHACHIE, TEXAS


GARLAND, TEXAS


CHARLOTTE, NORTH CAROLINA


NEW BRAUNFELS, TEXAS

Residential | Non-Residential

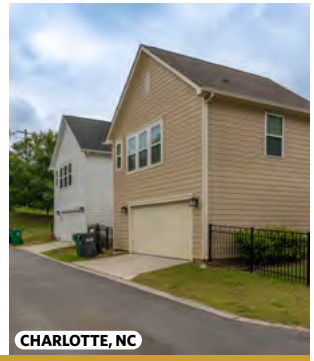
Accessory Unit | Accessory Commercial Unit

Accessory Units are typically found with detached single-family homes, which often have unused land. However, they can be added to any building typology with available space. In residential areas, they are known as Accessory Dwelling Units (ADUs). A variation is the Accessory Commercial Unit used for business purposes.


WAXAHACHIE, TEXAS


OKLAHOMA CITY, OKLAHOMA


WAXAHACHIE, TEXAS


CHARLOTTE, NC

Residential

Townhomes

Townhouses typically consist of two to eight small- to medium-sized single-family units attached side by side, with each unit usually having its own street frontage.


WAXAHACHIE, TEXAS


AUSTIN, TEXAS


AUSTIN, TEXAS


UPPER EAST SIDE, NYC

Residential

Smallplex

A smallplex, or small multiplex, is a single structure with 2 to 10 units. The smallest types include duplexes, triplexes, and quadplexes. Units can be arranged side by side or stacked. Thoughtfully designed smallplexes blend well into residential neighborhoods. In quadplexes, for example, a single entry door often leads to a hallway with access to first-floor units and stairs to the second floor, making the exterior resemble a large single-family home. Larger smallplexes may have individual or shared entrances along the front.

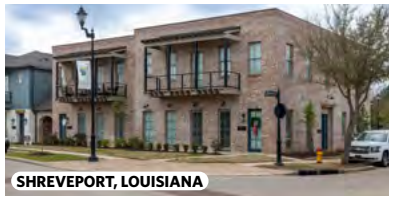

AUSTIN, TEXAS


OKLAHOMA CITY, OKLAHOMA


AUSTIN, TEXAS


OKLAHOMA CITY, OKLAHOMA


OKLAHOMA CITY, OKLAHOMA


SHREVEPORT, LOUISIANA


WAXAHACHIE, TEXAS


BRADY, TEXAS

Residential

Urban Apartments

In Addison, apartments should align with an urban context. Urban apartments are typically a single structure that contains 50-300 units. In mixed-use or high-intensity areas, urban multi-family types and townhomes, with buildings brought up to the street and parking hidden, are more appropriate and effective than suburban-style apartments. These urban forms offer better integration with the surrounding environment and support walkability and access to services. In less intense neighborhoods, smaller apartments with 16-20 units are preferred to blend with existing homes. In no areas should large suburban complexes be encouraged.


AUSTIN, TEXAS


AUSTIN, TEXAS


AUSTIN, TEXAS

Residential

Condo Tower

A residential condo tower is a high-rise building consisting of individually owned units, often with shared amenities such as parking, fitness centers, and common areas. These towers are typically located in urban or high-density areas, with ground-floor retail or services to enhance street activity. The design prioritizes vertical living, with convenient access to public transit, services, and recreation, making them ideal for walkable, mixed-use environments.



LENINSKY DISTRICT, MOSCOW



LEWISHAM, LONDON



ROSTOV-ON-DON, ROSTOV OBLAST

Mixed-Use

Live-Work

These are small- to medium-sized structures that include a dwelling unit above or behind a non-residential unit. These structures may be attached or detached. The non-residential use has the flexibility of being used for a variety of commercial uses that are compatible with the residential use. Both units are owned by the same entity and occupied by the same tenant or property owner.



SEABROOK, WASHINGTON



LOCKHART, TEXAS



GAITHERSBURG, MARYLAND



WHEELER DISTRICT, OKLAHOMA

Mixed-Use

Few-Over

Few-Over describes a mixed-use building where a small number of units, either office or residential, are on a floor above a commercial use (generally retail). Office over retail is common in downtowns and main streets where there is not presently a demand for residential use. For these spaces to adapt and change over time to suit the needs of the community, it is important that the uses allowed inside these buildings be as broad as possible. Generally these buildings will not be more than three stories, and often not more than two.


SEASIDE, FLORIDA


ALYS BEACH, FLORIDA


FORT WORTH, TEXAS


FORT WORTH, TEXAS



TRILITH, GEORGIA

Mixed-Use

Many-Over

Many-Over describes a mixed-use building where a large number of units, either office or residential, are on floors above a commercial use (generally retail). Office over retail is common in downtowns and main streets where there is not a large demand for residential presently. In modern mixed use developments, these are generally retail on the ground floor with apartments above. This allows an immediate and nearby group of patrons for the commercial uses downstairs.


FORT WORTH, TEXAS


CHELSEA, NEW YORK CITY


TRILITH, GEORGIA

Mixed-Use

Mixed-Use Tower

A Mixed-Use Tower is a high-rise building that combines residential units (rental and fee-simple condo units) with other uses, such as hotels, retail on the ground floor, or offices integrated within the structure. This typology promotes active street-level engagement through shops, restaurants, or services, while upper floors are dedicated to residences or commercial spaces. Mixed-Use Towers are expected in Addison's High Intensity Urban Center place type.


DUBAI, UNITED ARAB EMIRATES


AUSTIN, TEXAS


CALGARY, ALBERTA

Non-Residential

Neighborhood Scale

These are light- to medium-intensity commercial uses, located within and around neighborhoods to serve the surrounding communities and are easily accessible by foot or car. These uses consist of those that are essential to the community such as restaurants, general retail stores, medical offices, fuel stations, and sometimes small residential units.


SEATTLE, WASHINGTON



WHEELER DISTRICT, OKLAHOMA


OKLAHOMA CITY, OKLAHOMA


SEABROOK, WASHINGTON

Non-Residential

Regional Scale

These areas serve nearby neighborhoods and attract larger tenants from the broader region, featuring a mix of restaurants, entertainment, retail, office campuses, and higher-density residential. While similar developments in other cities are often auto-oriented, Addison prioritizes pedestrian comfort and safety. Parking needs to be integrated into a more urban context, with hidden or structured parking. Many of these auto-oriented developments can be adapted into mixed-use projects, allowing residential to be added to previously commercial-only spaces, with some overlap in the Many-Over building type.



THE WHARF, WASHINGTON D.C.


KYLE, TEXAS


ATLANTA, GEORGIA


SEABROOK, WASHINGTON


THE WHARF, WASHINGTON D.C.

Non-Residential

Industrial

Industrial buildings consist of primarily intense commercial or industrial uses that may not be compatible with lower intensity and residential uses. At a slightly lower scale these building can house technology industries, light to mid-level manufacturing, and outdoor operations and storage.


AUSTIN, TEXAS


GEORGETOWN, TEXAS


ADDISON, TEXAS


ADDISON, TEXAS

SPECTRUM OF CHANGE

Managing development in a mostly built-out community like Addison differs from guiding growth in cities with abundant vacant land. Addison's location, development pattern, and focus on high-quality services, amenities, and design have made it an attractive place for both businesses and residents. As a result, land, homes, and commercial properties have appreciated in value, increasing the cost of living and doing business.

Today, some areas of Addison are aging and need reinvestment to maintain their appeal, while other areas are ripe for enhancement or more intensive development. Context-sensitive strategies are essential to preserving, enhancing, and redeveloping properties in a way that balances residential, employment, and commercial needs. At the same time, current property owners seek confidence in the level of development activity around them.

By focusing growth in certain areas and preserving the character of others, Addison can continue to offer diverse lifestyle options, maintain property values, increase tax revenues, ensure reliable services, and promote more complete, walkable neighborhoods. The Spectrum of Change classifications and accompanying map outline the expected rate of change across different sites in the Town. The three classifications reflect Addison's growth management approach.

Below: *Quorum Park near the Bent Tree neighborhood in Addison.*



SPECTRUM OF CHANGE CLASSIFICATIONS

Preserve

These areas are expected to retain their current character, with occasional infill or maintenance to preserve value and appeal. Most properties are in single-family subdivisions and Addison Circle. In single-family areas, improvements may include enhancing streets for pedestrian safety and connectivity, and adding ADUs where allowed. In Addison Circle, efforts will focus on maintaining buildings, uses, and public spaces consistent with the current form and character.



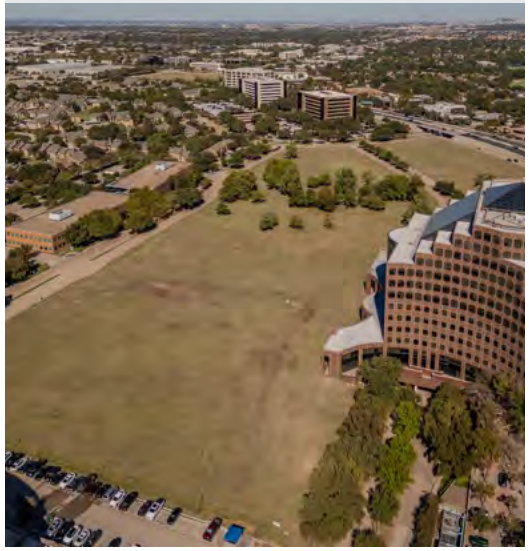
Enhance

These areas are expected to evolve gradually, becoming more economically viable, walkable, and pedestrian-friendly through moderate infill and public realm improvements. Development may include building renovations, adding mixed uses (residential, commercial, or both), creating public spaces and amenities, and upgrading local streets for better pedestrian safety and connectivity to nearby services.



Develop/Redevelop

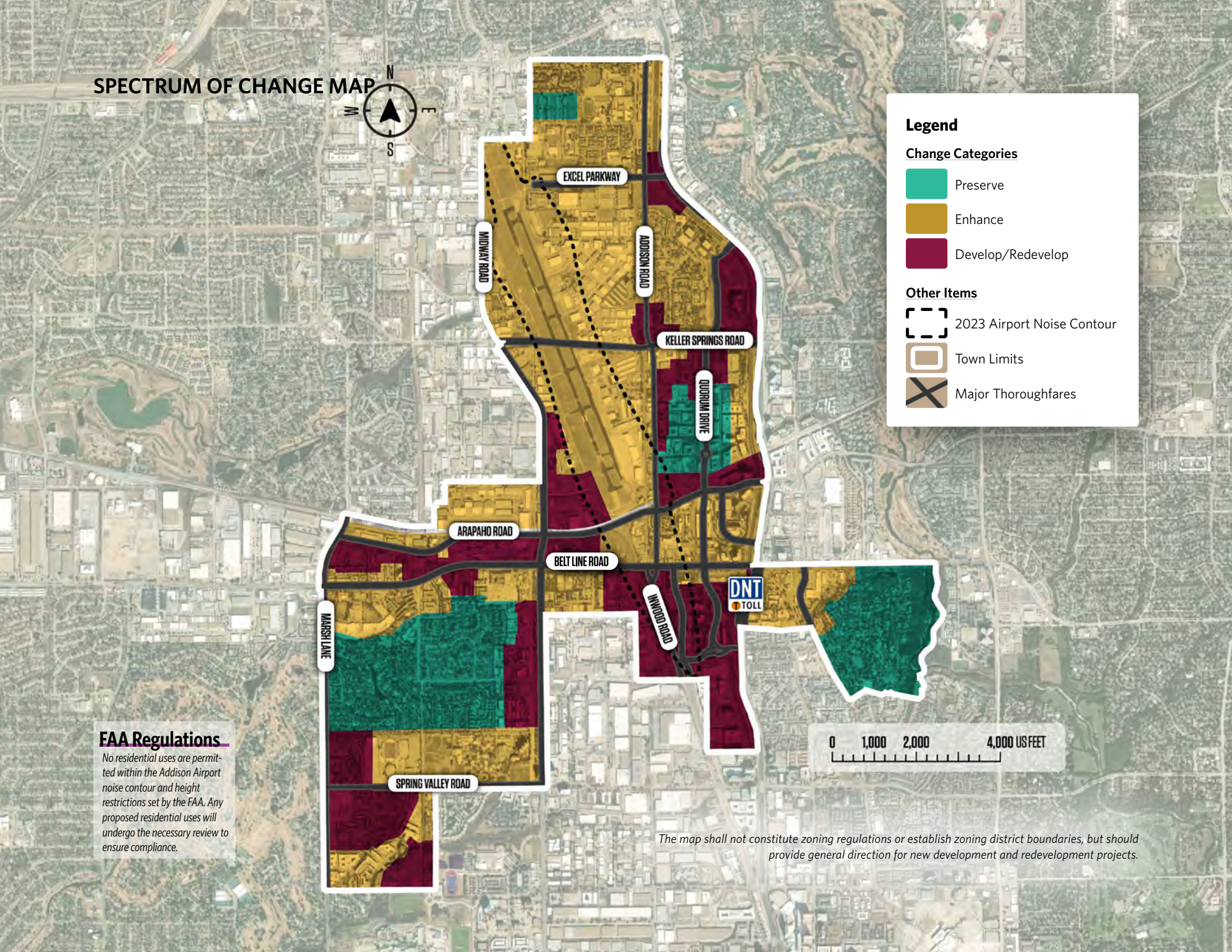
Properties in these areas are expected to undergo significant development or redevelopment, increasing the mix and intensity of uses to align with the area's envisioned Place Type. This may include adding a substantial population in diverse housing types, higher development intensities, and creating local streets to improve pedestrian safety and connectivity within the development and to nearby services.



Additional Information

Planning & Development Map

SPECTRUM OF CHANGE MAP



Legend

Change Categories

- Preserve
- Enhance
- Develop/Redevelop

Other Items

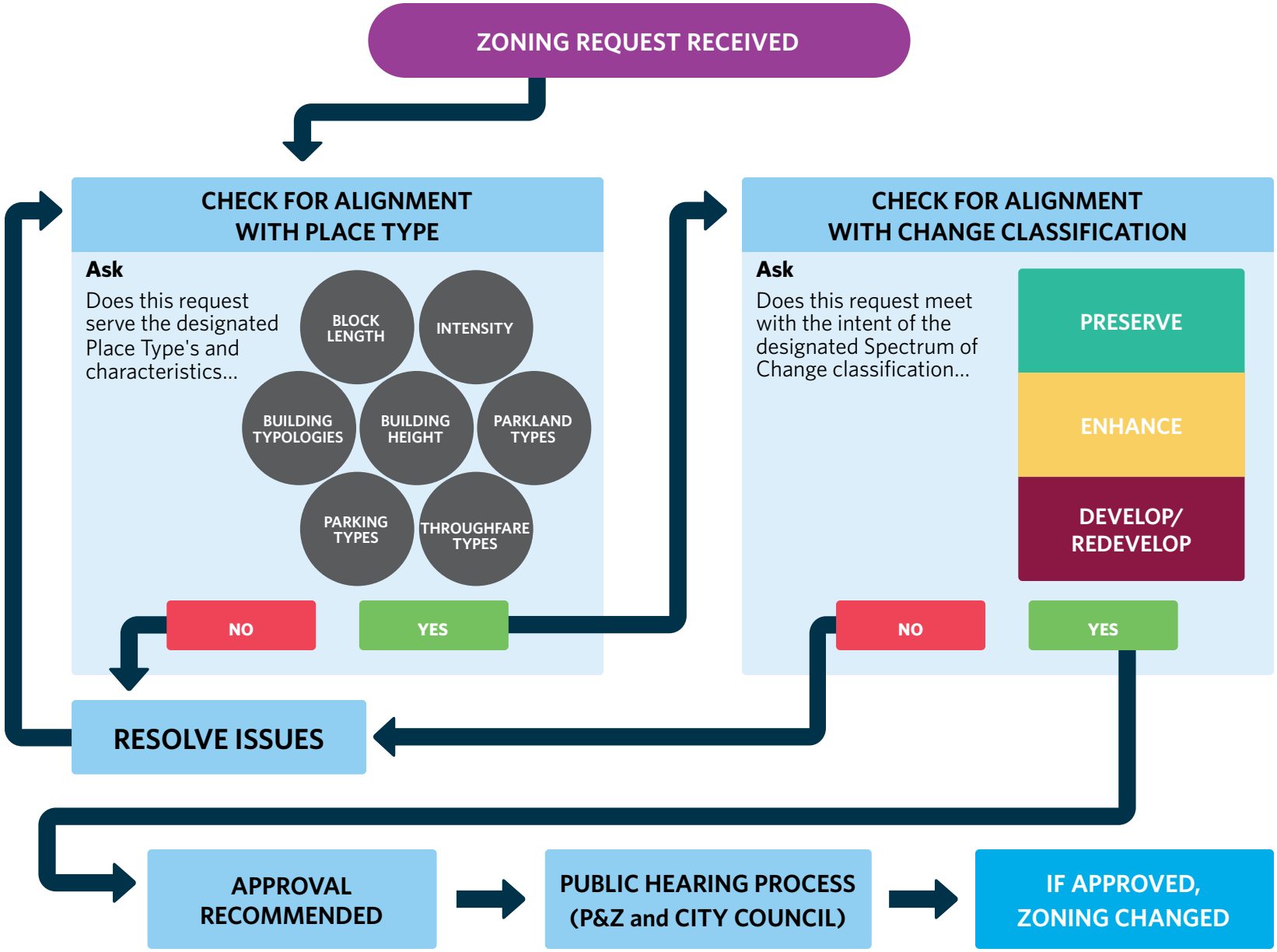
- 2023 Airport Noise Contour
- Town Limits
- Major Thoroughfares

FAA Regulations

No residential uses are permitted within the Addison Airport noise contour and height restrictions set by the FAA. Any proposed residential uses will undergo the necessary review to ensure compliance.

The map shall not constitute zoning regulations or establish zoning district boundaries, but should provide general direction for new development and redevelopment projects.

APPLYING PLACE TYPES AND SPECTRUM OF CHANGE TO ZONING



TRANSITIONAL DEVELOPMENT

The transition to a more walkable Addison will occur at different paces depending on owner preference and market conditions. Some properties may see gradual, incremental improvements, while vacant parcels or high-demand areas may undergo more rapid redevelopment. The four primary contexts for this transition are described below and illustrated on the following pages. While specific sites are highlighted, these concepts can apply to similar properties throughout the Town.

INDUSTRIAL REDEVELOPMENT

The areas around Addison Airport and Inwood Road are primarily industrial and likely to stay autocentric. However, they offer opportunities to attract new businesses like microfactories, sports-related ventures, and incubators for entrepreneurs and creatives. Many residents expressed interest in a more artsy, gritty destination mixing art, food, and entertainment. The Inwood area, in particular, offers potential for smaller, incremental changes in the north and larger redevelopment in the south.

DENSE URBAN GREENFIELD DEVELOPMENT

Development of vacant properties and retrofits to existing office towers along the Tollway provide opportunities to create high intensity urban neighborhoods. Construction of multi-story office and residential buildings along with higher intensity mixed-use and programmed public spaces will attract larger employers and their workforce and provide housing options for residents seeking a more robust urban environment.

AGING COMMERCIAL TO URBAN VILLAGE

Addison has several autocentric shopping centers that can be enhanced to serve as mixed-use centers for the surrounding neighborhoods. Small, subtle enhancements such as parklets and increased landscaping can be made to improve the safety, aesthetics, and walkable experience for users once they get out of their cars. Over time, market opportunities will likely emerge to make more significant improvements to these sites with the addition of buildings and uses, replacement of surface parking with garage parking, and enhanced public spaces and amenities.

AUTO CORRIDOR TO COMPLETE STREET

Several arterial corridors in Addison are currently designed primarily for vehicles. To become a more walkable, connected community, these corridors must evolve to provide safe mobility options for all users, including walkers, bikers, and transit riders. Enhancements could include adding on-street parking, transit stops, buffered bike lanes, wider sidewalks, trees, and improved streetscapes. Adjacent properties should be encouraged to move buildings closer to the street to enhance the pedestrian experience.

Transitional Development: Auto Corridor

p. 152-153

TRANSITIONAL DEVELOPMENT CONTINUED

TRANSITIONAL BUILDING BLOCKS

The development concept renderings incorporate and highlight a spectrum of improvements to buildings and the public realm to help those places transition to higher levels of walkability. These building blocks range in scale and type are articulated here to illustrate and explain their purpose.

Not every item ennumerated here is shown on the development concept renderings, but all of these are elements that can be used to help a place transition to a more walkable, and pedestrian environment. Thus, when any development, or redevelopment is being considered, taking note of how many of these building blocks are a meaningful part of the project is a useful way to assess how walkable it might be.

Development Renderings

p. 116-123

SITE-SPECIFIC & BUILDING ELEMENTS

1 ADDED 'MISSING MIDDLE' HOUSING

Townhomes, or smaller multiplexes, cottage courts, to put more patrons closer to business to provided added support to them.



2 BUILDINGS/PATIOS BROUGHT UP TO STREET

This creates a more intimate feel on the street, like a walkable main street, and hides parking behind the buildings.



3 ADAPTIVE FLEXIBLE SPACES

These are spaces that serve many purposes: studio, office, or minor industrial uses (such as breweries and tap houses).



4 ART STUDIOS/PUBLIC ART DISPLAYS

These displays often repurpose older buildings, providing for the creation, display, and sale of artwork.



5 INTEGRATED OR COMMON SERVICE AREA

A central area for services like deliveries and services like dumpsters so that these elements are not spread across the property.



TRANSITIONAL DEVELOPMENT CONTINUED

6 **MANY-OVER**
Many-over, podium-style buildings – often mixed use, often apartments.



7 **CONDO TOWER**
Tower condominiums, often dozens of stories, are typically individually-owned units, though they may also be leased.



8 **STRUCTURED PARKING**
Parking studies should be used to determine real demand that can be met with structured parking.



9 **REDUCED SURFACE PARKING**
Limited surface parking lots.



BENEFICIAL/ACTIVE USES

10 **SMALLER, MORE COMPACT BLOCKS**
These blocks provide for more pedestrian connectivity and increases choices for alternate routes.



11 **EXPERIENTIAL RETAIL**
Dining and retail uses are designed to create memories of exciting experiences for patrons. Food halls are a common concept in this category.



12 **DAILY SERVICE BUSINESSES**
Businesses such as grocery stores, pharmacies, and clinics that meet daily needs closer to where people live.



13 **OUTDOOR ENTERTAINMENT SPACES**
Places where performances can happen outside.



14 **COWORKING/INCUBATOR SPACE**
Locations for small and new businesses to get a start in a low risk environment.



TRANSITIONAL DEVELOPMENT CONTINUED

BENEFICIAL/ACTIVE USES CONTINUED

15 **SHARED KITCHEN, FOOD HALL, FOO TRUCK PARK**
These function effectively as an incubator for restaurant concepts, allowing Addison to be a bigger part of the DFW Metroplex food scene.



16 **Maker/Creative space**
Space with tools and equipment to allow people to build and create in a community environment.



17 **RESTAURANT/ ENTERTAINMENT HYBRIDS**
Indoor activity centers, brewpubs, and concepts that blend new ideas together.



18 **MORE DIVERSE MIX OF USES ALLOW**
By allowing most uses, including specialty uses like local breweries and bars, diverse mixes are possible.



19 **LARGE EMPLOYMENT USES**
Large corporate campus development, or office buildings.



PARKS/OPEN SPACE

20 **POCKET GREENS & GATHERING SPACES**
Small spaces that function as places to gather.



21 **OUTSIDE AMENITIES**
Furniture, shade structure, interactive water fountains, sports facilities and public art that simply make the space more pleasant to inhabit.



22 **MIX OF SMALL AND LARGE PUBLIC OPEN SPACES**
Public spaces which are lined with retail and commercial spaces at various sizes.



TRANSITIONAL DEVELOPMENT CONTINUED

MAJOR MOBILITY ELEMENTS

23 INTERNAL RIDE-SHARE/ CIRCULATOR
A dedicated network to circulate people on a shuttle system, and/ or designated ride-share drop-off/pick-up zones.



24 NARROW LANES TO SLOW TRAFFIC
Wide lanes inherently create faster, and more unsafe traffic flow for pedestrians. Narrower lanes produce the opposite effect.



25 ON-STREET PARKING
Parking that lines the street, and protects pedestrians on the sidewalk from automobiles traveling at speed.



26 DEDICATED BUS/ CIRCULATOR LANE
Safe and comfortable transit stops integrated into the street landscape.



27 MULTI-USE MEDIAN
A flexible space that can be used for many purposes like parking, activities, festivals but would be planted and pleasant year-round.



28 FULLY MULTIMODAL SUPPORT
Bike, transit, and microtransit support throughout development.



SMALLER MOBILITY ELEMENTS

29 PEDESTRIAN PROTECTIONS
Design elements like mid-block pedestrian crossings, raised crosswalks, extended bulb-outs.



30 ENHANCED SIDEWALKS
More, wider, and higher quality sidewalks as pleasant places to walk, or rest with elements like furniture, awnings, and lighting.



31 DEDICATED, BUFFERED BIKE LANES
Lanes with some protection built between them and the faster automobile traffic.



32 SHARED USE PATHS
These 10'+ wide paths are often used as a combination bike lane and sidewalk, carrying all non-automobile traffic.

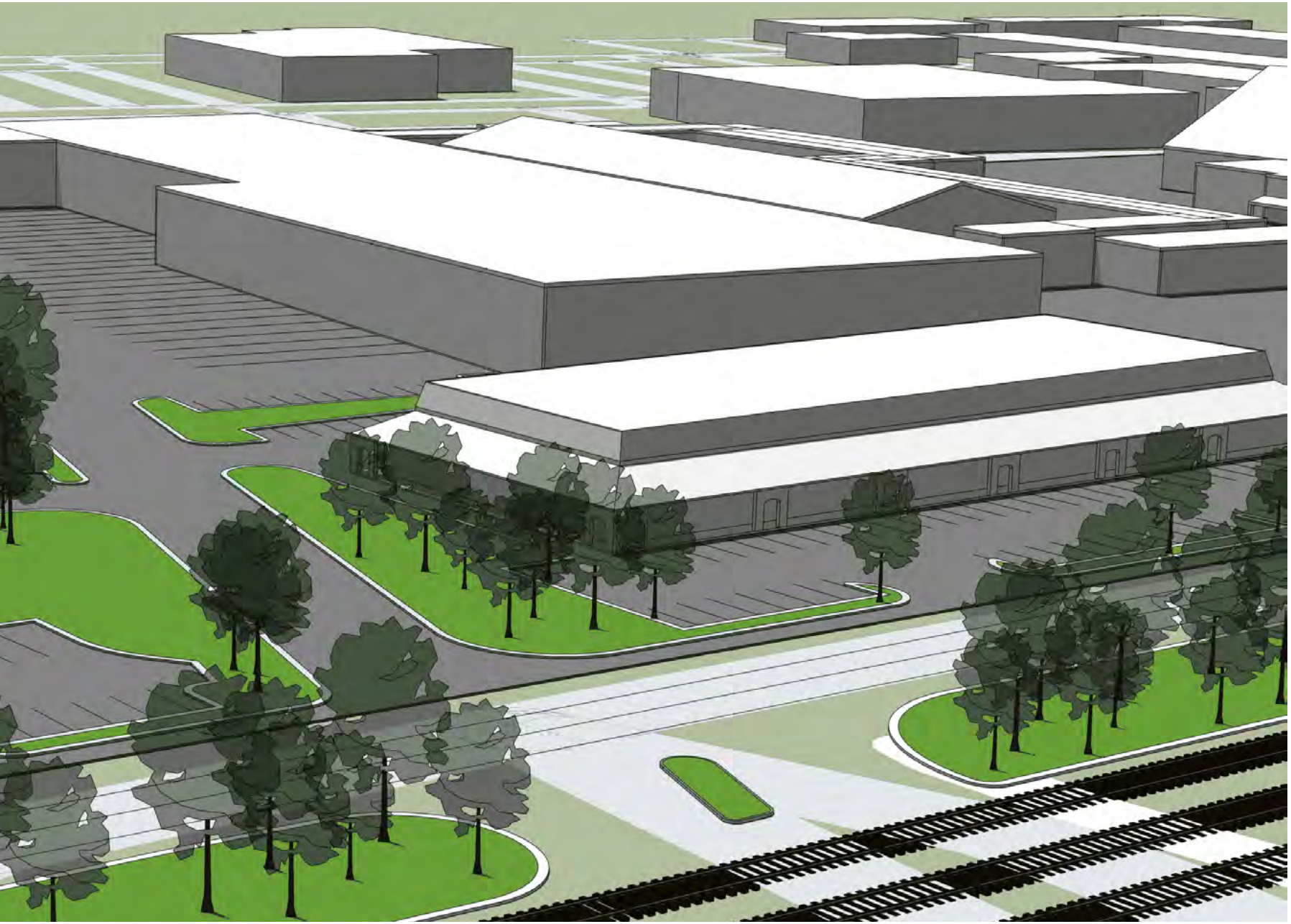


33 BETTER PEDESTRIAN INFRASTRUCTURE
Improved walkways, lighting, signage, and landscaping.

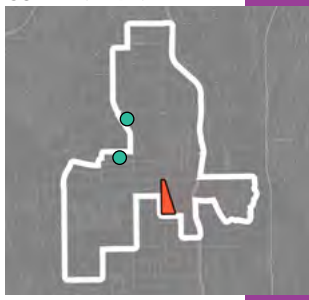


TRANSITIONAL DEVELOPMENT: INDUSTRIAL REDEVELOPMENT





CONTEXT MAP



LEGEND

Featured Site
Inwood Corridor

Similar Locations
Midway/
Dooley

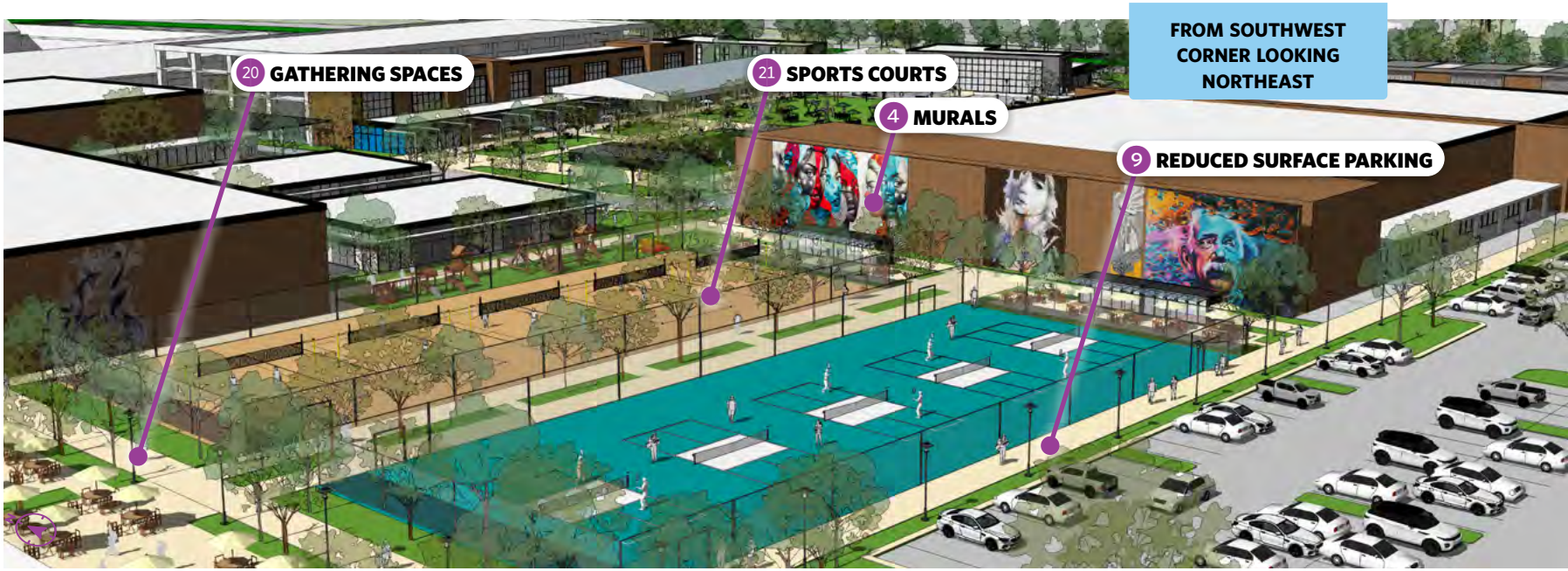
Surveyor/
Lindbergh

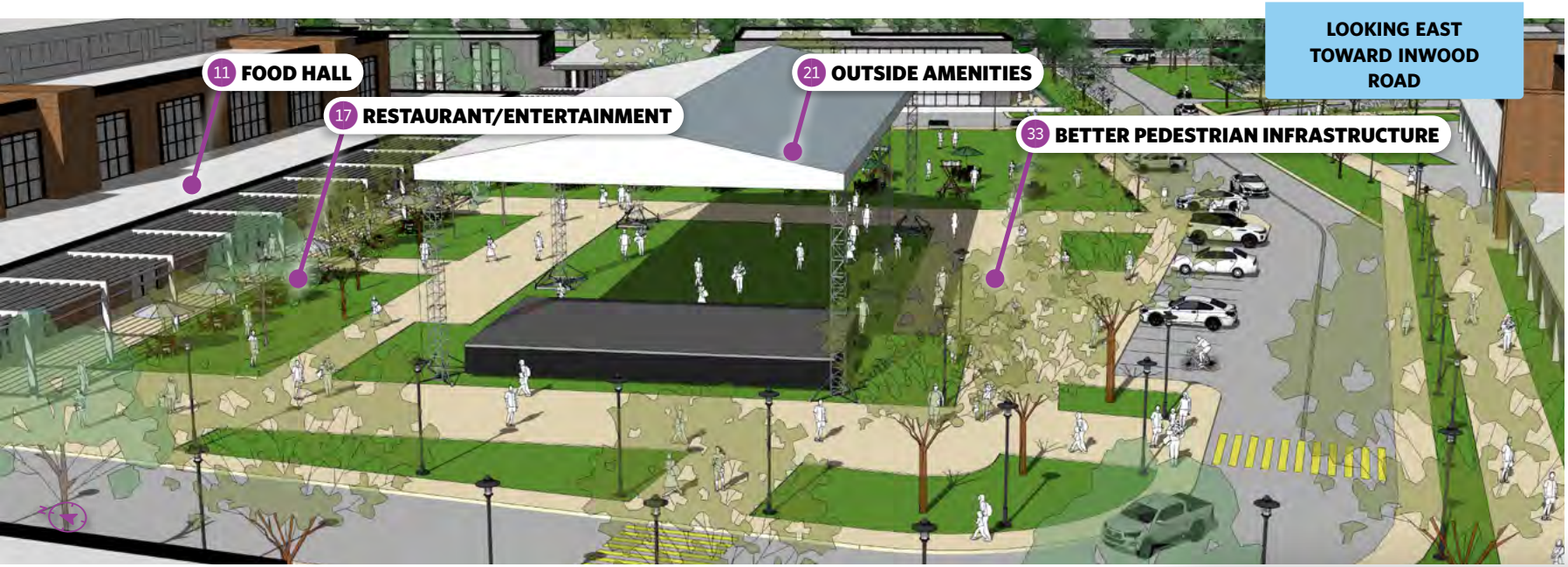
TRANSITIONAL DEVELOPMENT: INDUSTRIAL REDEVELOPMENT

Note

This page showcases conceptual layouts for an imagined transitional process, illustrating how an existing commercial development could evolve to become more walkable over time. ***These are not part of a proposed project, have not been funded, and are not seeking funding.*** *They are purely intended to visually represent a series of ideas.*

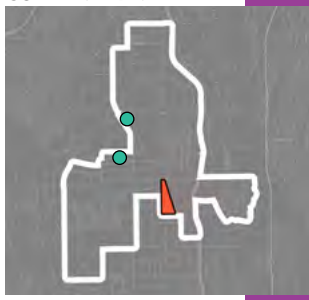








CONTEXT MAP



LEGEND

Featured Site
Inwood Corridor

Similar Locations
Midway/ Dooley

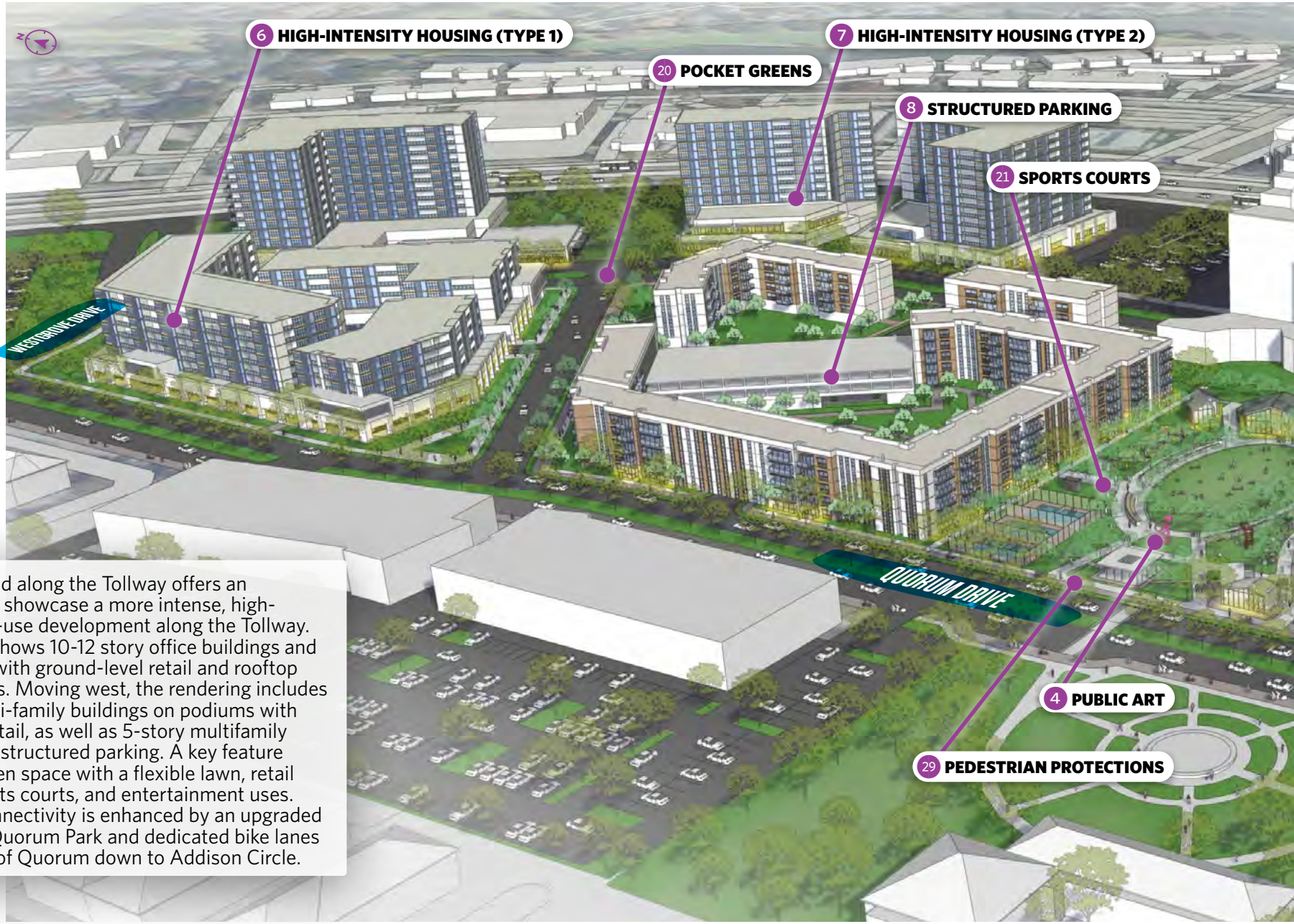
Surveyor/ Lindbergh

These renderings of an imagined development along the Inwood Road corridor show the adaptive reuse of an industrial area for flexible uses like art studios, co-working spaces, breweries, or sports facilities. The first image highlights updated facades, a shared parking structure, and new retail pads. Each of the other views provides a more detailed look at these improvements. Elements such as a central open space for activities, enhanced pedestrian infrastructure, and areas for sports and entertainment, like pickleball courts and murals, are visible. This part of Addison is ripe for smaller incremental improvements.

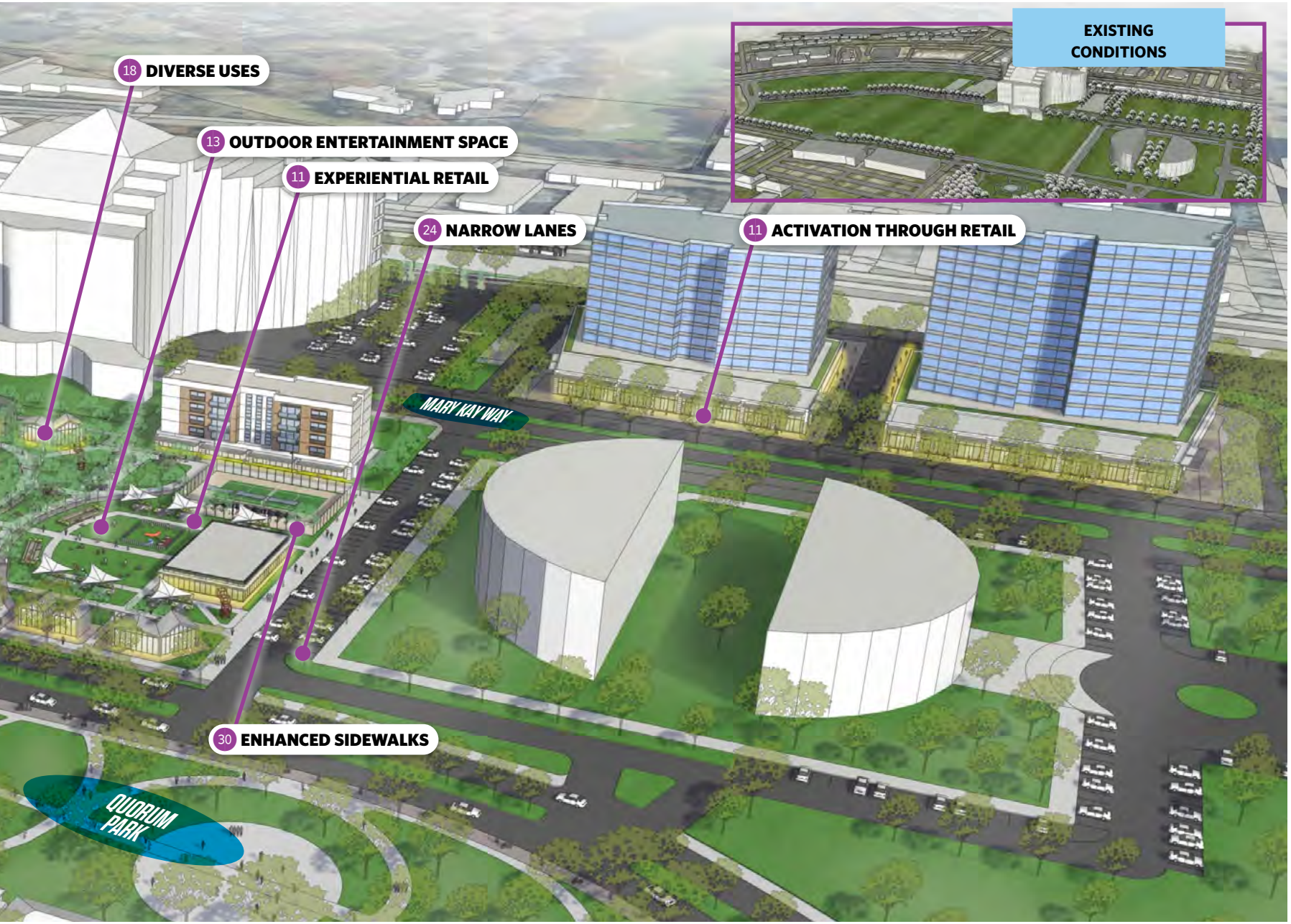
TRANSITIONAL DEVELOPMENT: DENSE URBAN GREENFIELD DEVELOPMENT

Note

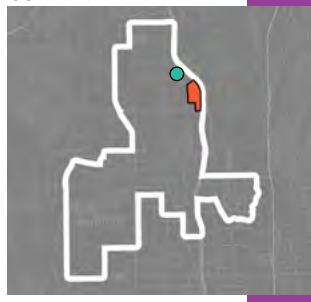
This page showcases conceptual layouts for an imagined transitional process, illustrating how an existing commercial development could evolve to become more walkable over time. ***These are not part of a proposed project, have not been funded, and are not seeking funding.*** *They are purely intended to visually represent a series of ideas.*



The vacant land along the Tollway offers an opportunity to showcase a more intense, high-density mixed-use development along the Tollway. This concept shows 10-12 story office buildings and condos, each with ground-level retail and rooftop terrace options. Moving west, the rendering includes 4-6 story multi-family buildings on podiums with parking and retail, as well as 5-story multifamily buildings with structured parking. A key feature is a central open space with a flexible lawn, retail pavilions, sports courts, and entertainment uses. Pedestrian connectivity is enhanced by an upgraded crosswalk to Quorum Park and dedicated bike lanes on both sides of Quorum down to Addison Circle.



CONTEXT MAP



LEGEND

Featured Site
Quorum/ Westgrove

Similar Locations
Addison/Excel

TRANSITIONAL DEVELOPMENT: AGING COMMERCIAL TO URBAN VILLAGE

Transitioning aging, auto-oriented commercial centers to mixed-use hubs that enhance surrounding neighborhoods is a key challenge and opportunity for Addison. Big box sites can evolve through master-planned redevelopments or incremental changes, while areas like Village on the Parkway will require phased, intensive investment.

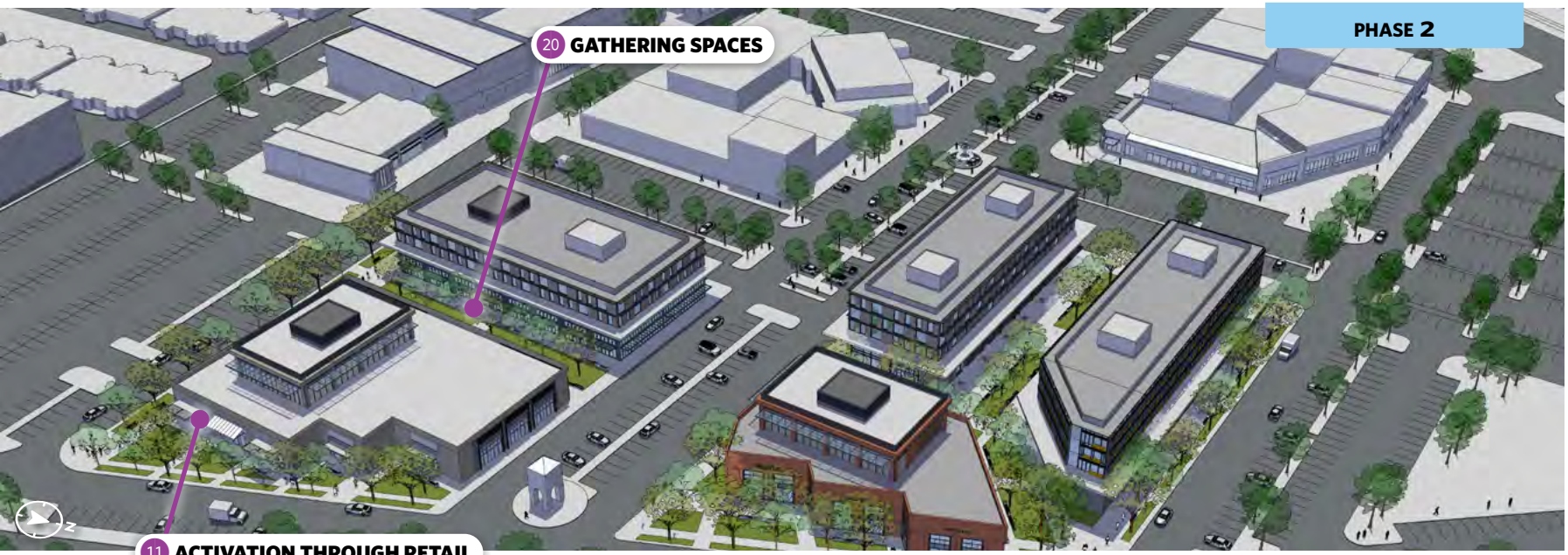
In each phase, more elements are added. Early improvements include updated facades, enhanced materials, and rebuilding existing retail with creative office space. Parking spaces are strategically removed to expand pedestrian-friendly walkways. Later phases mirror these upgrades on adjacent blocks, adding new ground-level retail, creative offices, and green spaces. The final phase introduces mixed-use multifamily and office over retail, replaces parking lots with new developments, and widens pedestrian areas by reconfiguring street sections. A new park and green corridor create space for public programming, anchored by experiential retail and entertainment uses.

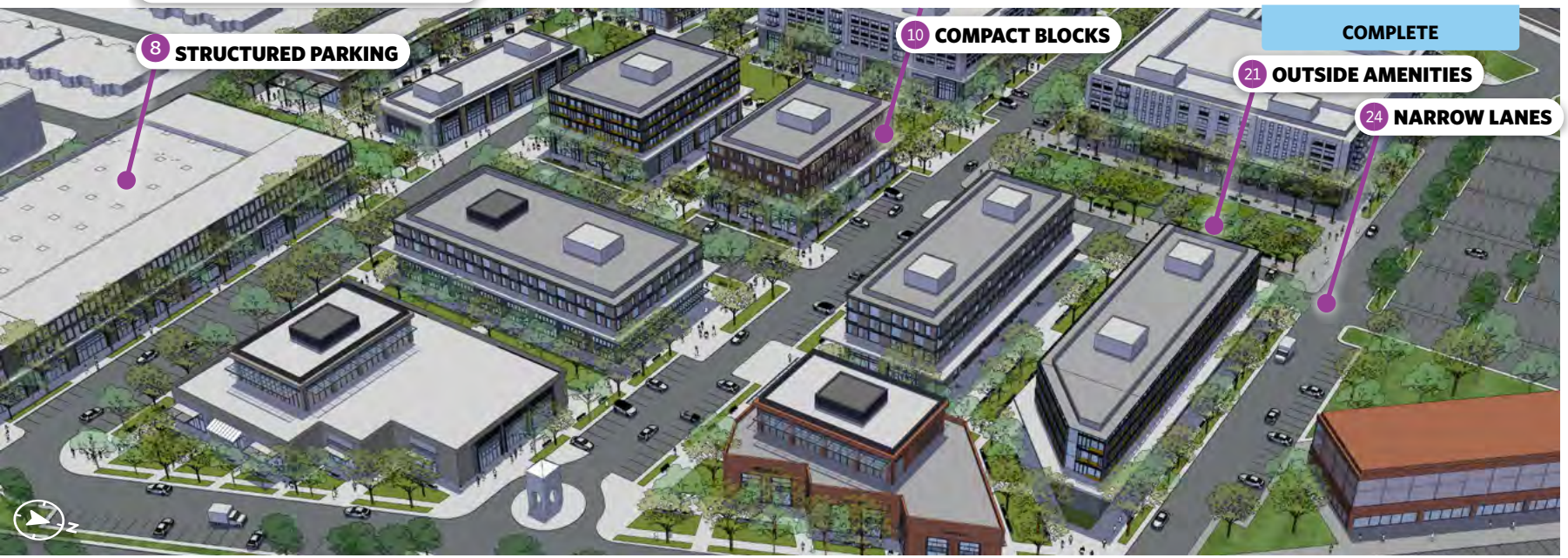




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CONTEXT MAP



LEGEND

Featured Site
Village on the Parkway

Similar Locations
Addison Town Center

Restaurant Row

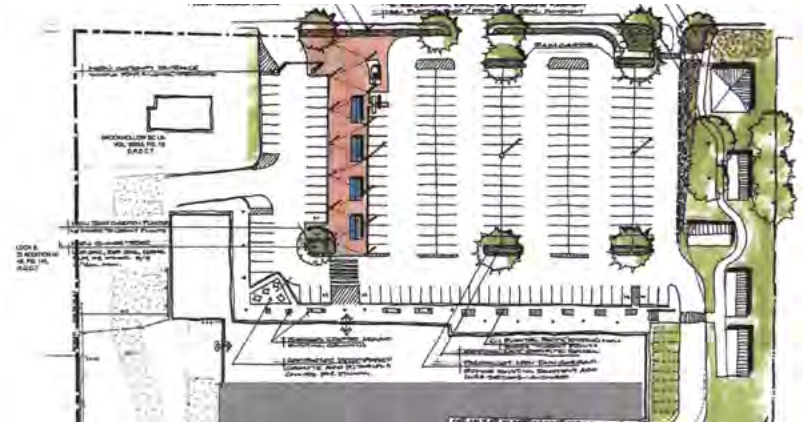
LOCALISM & INCREMENTALISM

SUPPORTING SMALL DEVELOPERS

There has been a recent resurgence of small developers—local residents interested in adding housing, owning property, or starting businesses in their neighborhoods. Unlike large developers who acquire big tracts and build multiple lots at once, small developers focus on unique, context-sensitive projects on single lots that can revitalize commercial centers and aging neighborhoods. Organizations like the Incremental Development Alliance and Neighborhood Evolution support this growing group. The Town should encourage incremental development, especially for infill projects and adaptive reuse where more intense redevelopment is not desired.



Above: *This new urbanist style neighborhood is being built in Midlothian, Texas incrementally over 20 years. A neighborhood commercial urban center has been built one building at a time, and a combination of single and multifamily residential and public space is being built in phases around it.*



Above: *This project in DeSoto, Texas, is converting a vacant Ace Hardware building and parking lot into a neighborhood commercial node with the main building redone as a business incubator for office, retail, and restaurants, and the parking area filled in with a food trailer plaza, kiosks, open space, and micro apartments.*



Above: *This project provided a new mixed-use building in the heart of downtown Duncanville, Texas. The building is designed to frame the street corner with parking behind the building, and includes a mix of office, art, restaurant, and residential spaces.*

MAKING TACTICAL PLACEMAKING IMPROVEMENTS

It can sometimes take a while for redevelopment to happen. That doesn't mean there aren't things that can be done right now to enhance the pedestrian experience with minimal resources. Sometimes just a little bit of paint, plantings, signage, lighting, or outdoor seating is all that's needed to get started and build support for more robust improvements.

1 PARKLET/OUTDOOR SEATING



3 PAINTED CROSSWALK



5 FOOD TRUCKS



2 TEMPORARY/DEMONSTRATION BIKE LANE



4 TEMPORARY CURB BUMPOUT & LANDSCAPING



6 STRING/BISTRO LIGHTS



ISSUES TO ADDRESS

Every community faces challenges that can make it harder to achieve its stated goals. Listed here are several issues that could hinder Addison's progress toward meeting its Land Use & Development Character recommendations. By recognizing these barriers and actively working to overcome them, Addison can better position itself to achieve its broader, town-wide objectives.

INCOMPLETE FISCAL ANALYSIS OF PROPOSED DEVELOPMENT

Currently, when new development is presented to the Town, there is not a complete process to evaluate the short- and long-term fiscal impacts on revenues, services, and infrastructure liabilities for its taxpayers. As discussed earlier in this plan, this means that the costs associated with long-term maintenance are not fully accounted for, if considered at all. Without a robust fiscal analysis on incoming development projects, officials are deprived of a complete and honest picture of any given project and thus hindered in their ability to determine what will fit with the Town's finances today and in the future.

AUTO CENTRIC CORRIDORS & COMMERCIAL DEVELOPMENT

Addison Circle was designed as a walkable, mixed-use hub, but most of Addison caters to vehicular traffic. Belt Line and Midway, major roads with many dining, retail, and entertainment businesses, handle high traffic volumes. While some aging strip centers need reinvestment to stay competitive in the experience-based economy, they remain popular. Making these corridors safer and more walkable will require a gradual, coordinated effort with property owners, businesses, and developers.

COMPLEX CODES & DEVELOPMENT PROCESSES

Addison residents desire attractive developments that preserve quality of life while enhancing visual appeal and walkability. However overly heavy reliance on negotiated standards like Planned Development (PD) Districts can sometimes create uncertainty and can be difficult for developers to interpret. This can alter desired proposals, extend timelines, increase costs, and curb cohesive integration of existing and new developments. Navigating this complexity requires community knowledge and additional time from Town staff to ensure high quality development is achieved.

RISING HOUSING COSTS & RESISTANCE TO ALTERNATIVES

Addison seeks attractive developments that enhance appeal, walkability, and quality of life. However, a fragmented approach creates uncertainty for owners and developers. Misalignment between the 2017 Housing Policy, market conditions, and community goals challenges cohesive development. Updating the Unified Development Code (UDC) to align with the Comprehensive Plan as market conditions and community desires change will help ensure developments meet community expectations.

RECOMMENDATIONS

LU1 ***Utilize Place Types, Spectrum of Change, and complete neighborhoods as the primary land use planning tools.***

Mixed-use developments can enhance quality of life and economic growth by reducing commutes and fostering social connections.

LU2 ***Encourage infill and small-scale redevelopment to fill the missing needs in neighborhoods across Addison.***

Working with developers and leveraging infrastructure will provide needed housing, services, and entertainment, meeting neighborhood needs through infill and redevelopment.

LU3 ***Transform autocentric places into more pedestrian friendly, mixed-use destinations.***

Many commercial areas are aging. Revitalizing these spaces into pedestrian-friendly destinations with open spaces and varied businesses will help foster a unique local identity.

LU4 ***Leverage the upcoming DART Transit-Oriented Development (TOD) as a catalyst site that enhances the surrounding area.***

The Silver Line Addison Station, set to begin operation in 2026, should serve as a community asset to attract residents, visitors, and businesses, catalyzing the next level of development in the surrounding area.

LU5 ***Enhance the design of the public realm across the Town.***

The appeal of the public realm has long set Addison apart. As the Town recommits to pedestrian-oriented needs and developments, the public realm should remain a focus for safety, comfort, and interaction.

LU6 ***Encourage high-quality, harmonious development alongside the Dallas North Tollway.***

The remaining undeveloped land along the Dallas North Tollway has great potential for high-intensity office and residential development that is cohesive and well connected to create more complete neighborhoods and competes with other urban mixed-use centers in the region.

LU7 ***Design the built environment/redevelopment to interact with and respond to the adjacent land uses.***

All development, whether infill or new, should be context-sensitive to enhance the area and nearby neighborhoods, rather than disrupting the character and fabric of the surrounding area.



Land Use & Development Implementation

p. 190-196

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Planning Component

HOUSING & NEIGHBORHOODS



ADDISON'S HOUSING & NEIGHBORHOODS

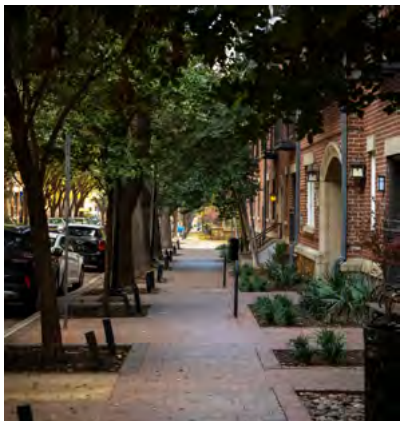
Addison's approach to residential development stands out from much of North Texas. There are fewer subdivisions with single-family detached homes, and more urban offerings in a mixed-use context. The split between owner and renters skews heavily toward renters, and portions of the community have been advocating for more ownership options. All Addison neighborhoods exhibit varying degrees of walkability due to existing and planned pedestrian connections outlined in the Trails Master Plan. An enhanced biking and walking experience is highly desired by residents who look forward to additional connectivity within and between neighborhoods, parks, and commercial centers.

This component reviews Addison's current housing and neighborhood conditions and offers recommendations for creating more diverse, walkable, and complete neighborhoods. The snapshot builds on introductory housing data to highlight challenges like housing attainability, ownership options, and evolving neighborhoods. This section explores distinctions between neighborhoods and subdivisions, the design hierarchy of neighborhood types, and the need for a diverse housing supply. Strategies to enhance existing neighborhoods to align with Place Types and improve walkability and connectivity are provided, along with a discussion of barriers the Town may face in meeting the needs of current and future residents.















SNAPSHOT

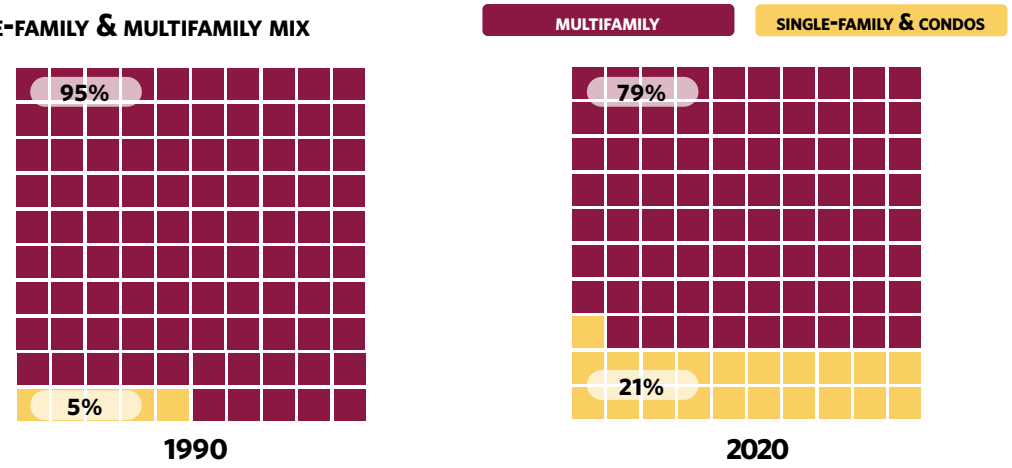
30 YEARS OF PROGRESS TOWARD ADDING MORE SINGLE FAMILY OWNERSHIP HOUSING

The Town's early focus on multifamily housing in a mixed-use setting played a key role in attracting a significant number of businesses and commercial developments. Addison Circle, a highly innovative and progressive development when it was built, was and still is reliant on a high concentration of residents in a compact area, which naturally demands more multifamily housing. Most of the multifamily developments from that time were urban, apartment-style buildings, which typically cater to renters rather than homeowners.

While this strong focus on urban living units was crucial for attracting commercial growth and highly educated young professionals, some Addison residents began to express a desire for more single-family homes and ownership opportunities. Over the past 30 years, Town staff and leadership have made concerted efforts to increase the number of single-family residential units. Developments like Morris Avenue Townhomes, Addison Grove, and District A Condos have contributed to raising the percentage of single-family homes to 21% of the Town's housing supply, as reported by the 2020 Decennial Census. According to 2024 data from the Town, the current own-to-rent ratio for residential units is 21:79, and when accounting for approved (entitled) units, the ratio shifts to 17:83.

Looking ahead, a combination of high land values, limited vacant land zoned for single-family development, and market demand for more high-quality rental units will constrain the Town's ability to further expand ownership options.

SINGLE-FAMILY & MULTIFAMILY MIX



CURRENT & APPROVED (ENTITLED) RENTAL MIX



Source: Town of Addison, February 2025



HOUSING COMPOSITION

Multifamily	9104	79%
Single-Family	1388	12%
Condominiums	607	5%
Townhomes	360	3%
Duplex	84	1%



INCREASING AFFORDABILITY CONCERNS

The term "affordable housing" is often understood as housing that is subsidized in some way to make it accessible to people who otherwise couldn't afford the same space at market rates. However, housing affordability in a broader sense refers to whether a person has the means to afford a given home, either for rent or purchase.

It is generally accepted that a household can afford to spend up to 30% of its income on housing, including rent or mortgage payments and utilities. In 2022, the median household income in Addison was $78,153, meaning housing costs for someone earning that amount should not exceed $1,954 per month. This same method applies to home buying: a household can typically afford a home priced at up to 2.5 times their annual income. In this case, a buyer could afford a home priced at $195,383. However, according to Realtor.com Economic Research, the median price was $527,725, which is $332,342 beyond the reach of a median-income household.

Addison's residents are primarily divided into two groups: more affluent, older homeowners living in high-value single-family homes, and younger individuals, couples, or retirees renting in more urbanized areas like Addison Circle. Approximately 83% of housing units in Addison are rentals, which is about double the percentage in the DFW region (40%) and the state (38%). Since 1990, the town has more than doubled its number of dwelling units, from 5,110 in 1990 to 10,591 in 2020, and its households, from 4,688 to 9,533 during the same period. To retain and attract residents, Addison will need to continue expanding and diversifying its housing options in the future.

NEIGHBORHOOD TYPOLOGIES

Addison has long prioritized neighborhood design over the more common subdivision approach, recognizing that the built environment plays a key role in shaping how people interact. This focus on creating cohesive neighborhoods has given Addison a unique character, where public spaces, housing design, and proximity to amenities foster a sense of community. However, while the Town has embraced a neighborhood-centered approach in many "Preserve" and "Residential Living" areas, several areas that are ripe for redevelopment still lack the pedestrian infrastructure, variety of housing, and local commercial spaces needed to create truly "complete" neighborhoods.

As Addison continues to grow, being intentional about the scale, design, and pace of infill development and redevelopment is critical. Thoughtful planning can enhance the quality of life by improving walkability, increasing housing diversity, and introducing local businesses that serve daily needs. This strategy will not only strengthen community ties but also keep Addison both attractive and affordable for a broader range of residents. Achieving these goals requires balancing modern development trends with Addison's unique character, ensuring that neighborhoods evolve in ways that benefit all.

A CONTINUUM OF WAKABILITY

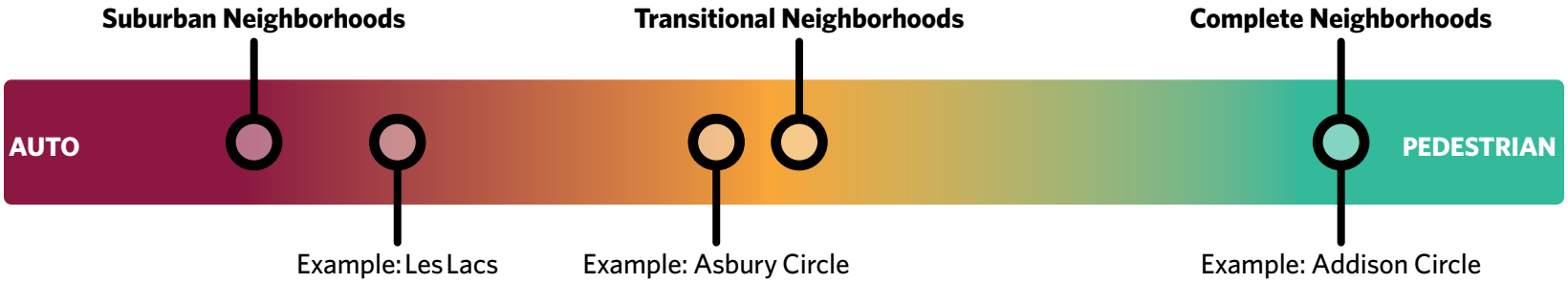
Neighborhoods in Addison range across an auto-oriented to pedestrian-oriented continuum. At one end of the spectrum are suburban neighborhoods, designed primarily for car travel, with homes spaced further apart and limited walkable destinations. On the other end are "complete" neighborhoods, fully pedestrian-oriented, where residents can walk or bike to nearby shops, parks, and services. Between these two extremes are transitional neighborhoods, which blend elements of both, offering some walkable amenities but still requiring cars for many daily activities.

The goal for Addison is to provide greater connectivity for neighborhoods, so residents can choose to reduce car dependency, if desired. As neighborhoods become more pedestrian-friendly, they not only become safer and more inviting but also foster stronger social connections among residents.

Place Types **p. 88-99**

Spectrum of Change **p. 107-109**

NEIGHBORHOOD CONTINUUM



Neighborhood Continuum, Place Types, and Spectrum of Change

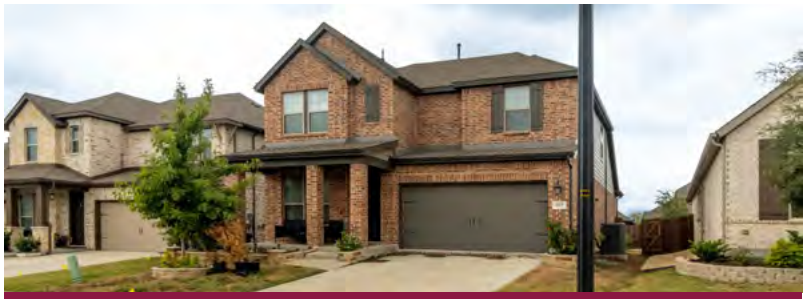
Areas identified as the Residential Living Place Type and as Preserve in the Spectrum of Change are more auto-oriented (Suburban Neighborhoods) and are not envisioned to experience much change. The more urban and mixed use areas (Transitional Neighborhoods) can be expected to evolve both in density and use mix as property owner interest and market conditions dictate. Where more significant redevelopment is expected, staff will prepare Neighborhood Transition Plans to capture input from property owners and potential developers and outline more specific details.

SUBURBAN NEIGHBORHOODS

These neighborhoods are located exclusively in the Residential Living place type. Amenities and non-residential uses in suburban areas are limited and usually require driving to get to. Those living in suburban areas can expect to have fewer neighbors, private yards, and less cyclists and pedestrians.







TRANSITIONAL NEIGHBORHOODS

Today, *Transitional Neighborhoods* are most commonly found in the Urban Village place type and are intended to have a mix of residential options with pockets of neighborhood scale commercial located within walking distance. Because of the focus on residential, some commercial uses will be consolidated into larger neighborhood and regional commercial nodes that are accessible via a short drive. Streets and public space in these neighborhoods should prioritize pedestrians and walkability with a few collector style corridors that balance slow speed vehicular access and shared use trail connections to the larger citywide network.











COMPLETE NEIGHBORHOODS

Today, *Complete Neighborhoods* are most commonly found in a few places designated as Urban Village, and are most complete in terms of use mix, access, and activity. Addison Circle and Vitruvian (when completely built out) are the most prominent examples. Looking forward, all future development in Urban Village, and High-Intensity Urban Center should endeavour to meet the intent of the *Complete Neighborhood*. Those living in these neighborhoods should expect constant change where the scale and use of properties is incrementally evolving to meet the residential and commercial needs of those living and working there. Residential and commercial uses can be mixed on the same block or grouped into small nodes that make the majority of needs convenient and accessible by biking or walking. Streets and public spaces are designed to prioritize pedestrians, walkability, and human interaction. Where higher levels of vehicular access are required, streets are designed to be slow-speed and accommodate on-street parking. It's important to understand that the goal of any *Transitional Neighborhood* is to become incrementally more complete over time.











STRATEGIC FRAMEWORKS & CONCEPTS

EMBRACING HIGHER INTENSITY OWNERSHIP OPTIONS

There continues to be a desire for more ownership options in Addison, both from current owners desiring a different option and renters who would like to own but cannot afford current options. There is an understanding, though, that more detached single-family homes are not realistic due to lack of vacant land and land values that necessitate higher density development. Multiple developers interviewed during the planning process indicated that under existing conditions, to make ownership housing pencil out in Addison is to make it part of a larger mixed-use context with rental housing and commercial uses integrated together.

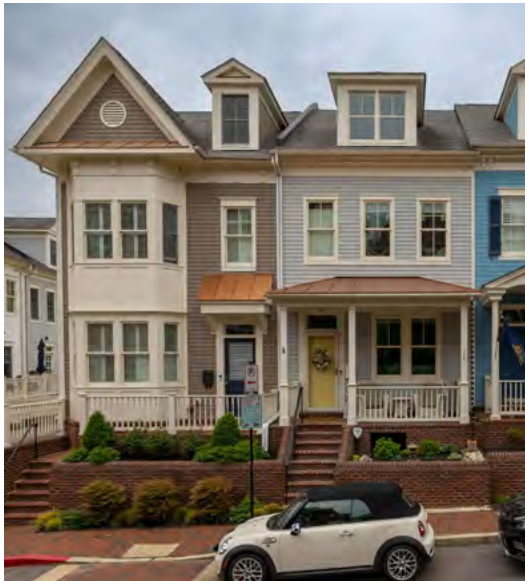
Continuing to prioritize options like duplexes and townhomes of different scales and price points, particularly in the Urban Village place type, can help close this gap. Construction of new condo towers in the High Intensity Urban Center place type along the Tollway and conversion of existing underperforming hotels and office buildings to condo style residential are also options the staff intend to explore in further detail. In general, building more housing of all types in Addison will help mitigate increases in the cost of ownership and rental housing in Addison.

Additional Information

2017 Housing Policy

Photos: *In Addison, mixed-use development (left), condo towers (right) and townhomes (middle) are the most viable forms of ownership housing due to high land costs and limited undeveloped land. Major undeveloped areas will likely support only condo or mixed-use towers, while infill development offers the best opportunities for building townhomes. These types of housing provide ownership options that align with Addison's evolving urban landscape.*







EXPANDING HOUSING OPTIONS TO ENSURE ATTAINABILITY FOR ALL

As housing prices rise in both Addison and across the state, it is crucial for the Town to ensure a sufficient supply of housing with a diverse range of options that align with the needs and preferences of those looking to live here. Attainability and quality of life vary from person to person, so it's essential for the Town and its developer partners to work together to understand and meet these differing expectations. In a semi-urban community like Addison, where land values are high and most land is already developed, this likely involves allowing new development in existing neighborhoods, such as accessory units and smallplexes, and building higher-density condo-style buildings in the more urbanized areas along the Tollway.

It's important to note that quality and affordability don't have to be mutually exclusive. Quality housing can be provided at different price points. One approach is to reduce the size of units or increase the number of units to meet market value. Smaller, high-quality units in compact neighborhoods with smaller lots can still meet demand and price expectations. Additionally, bringing new units to market can have a down-market effect, freeing up lower-cost housing options for those at the bottom of the economic ladder. Higher-end buyers and renters can benefit from urban townhomes or condos in walkable, human-scale areas.

Addison should focus on increasing the overall housing supply, diversifying the housing stock, and expanding options for both owners and renters—all while maintaining the high design quality that is a hallmark of Addison's identity.





All photos: *Diverse housing options create affordability by offering homes at various scales, from compact units to larger residences. This range allows for greater flexibility in pricing, meeting the needs of different income levels and fostering a more inclusive, accessible community.*

COMPLETING NEIGHBORHOODS

Addison's aim is to be a neighborhood-centric community with a range of options. From a planning perspective, this means shifting thinking from what all residents need at the townwide scale to what is needed by people in different parts of the town at a more local scale, and then mixing different types of neighborhoods together across the town to offer a variety of housing types, supportive land uses, amenities and open space. Areas identified as the Residential Living place type and Preserve in the Spectrum of Change map will have minimal change. In other parts of the town, staff will work with current owners and prospective developers to enhance walkability and use-mix in accordance with the corresponding place types and spectrum of change designation.

Neighborhood planning needs can typically be categorized into the following three tiers. However, due to Addison's small size, the development and townwide zones are blended together.

NEIGHBORHOOD SCALE

Most resident's daily needs should be met at the neihborhood scale where they spend most of their time. Amenities are often within walking distance, and traffic should prioritize pedestrians and cyclists. Housing and uses are mixed. Since neighborhoods vary, planning must incorporate significant resident input to address local needs.

DEVELOPMENT ZONE

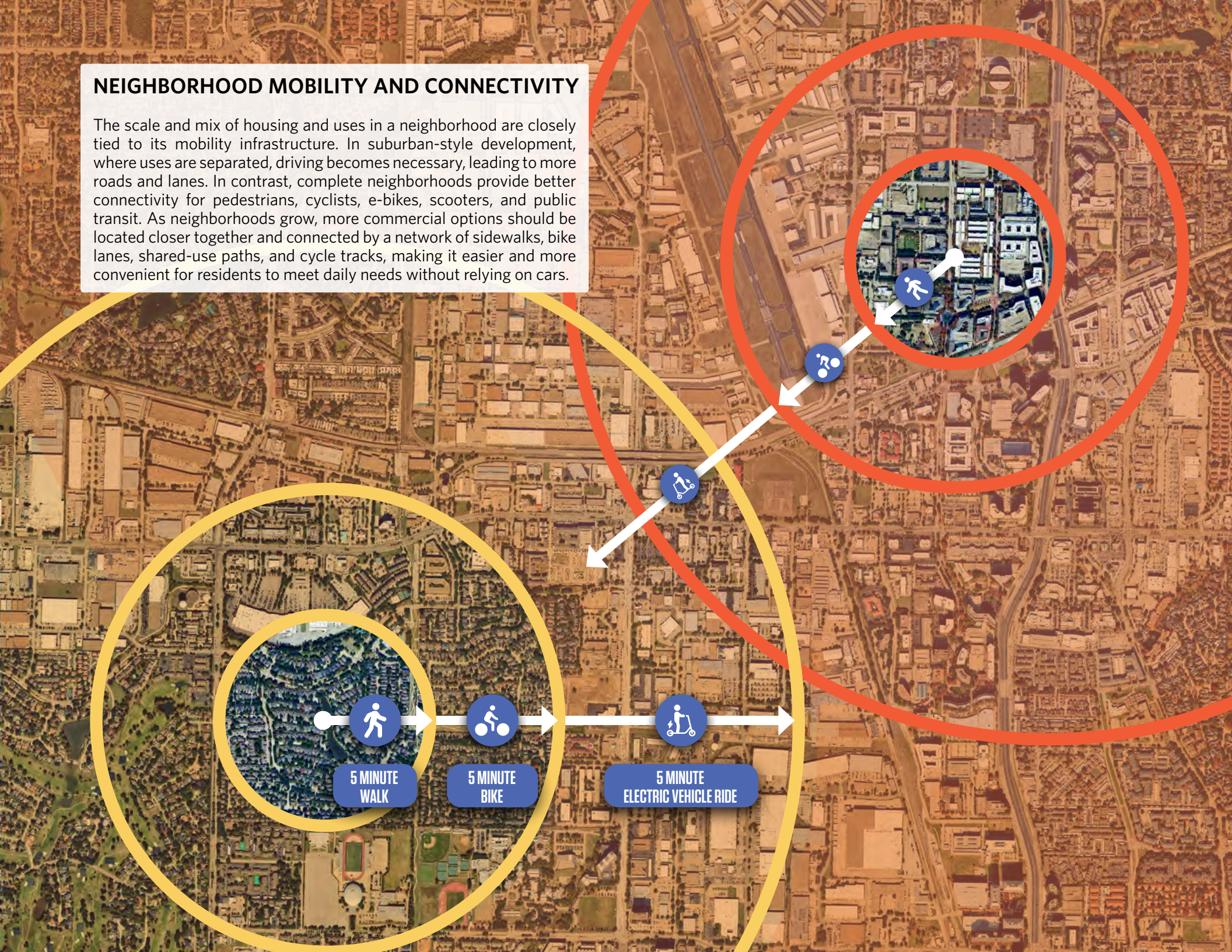
The development zone is the midpoint between the neighborhood and citywide scales, offering services not available locally, like fire stations, community parks, and libraries. It should also provide commercial services that fill gaps in nearby neighborhoods, such as supermarkets.

TOWNWIDE SCALE

At the citywide scale are services and amenities that serve the entire population, and sometimes the broader region. These include City Hall, the post office, regional retail and commercial centers, large parks and conservation areas, athletic complexes, high schools, and regionally connected trails.

NEIGHBORHOOD MOBILITY AND CONNECTIVITY

The scale and mix of housing and uses in a neighborhood are closely tied to its mobility infrastructure. In suburban-style development, where uses are separated, driving becomes necessary, leading to more roads and lanes. In contrast, complete neighborhoods provide better connectivity for pedestrians, cyclists, e-bikes, scooters, and public transit. As neighborhoods grow, more commercial options should be located closer together and connected by a network of sidewalks, bike lanes, shared-use paths, and cycle tracks, making it easier and more convenient for residents to meet daily needs without relying on cars.



ISSUES TO ADDRESS

The region's explosive growth and growing demand for walkable cities and neighborhoods is going to continue to drive interest in Addison from people and businesses. More housing is needed to accommodate this growth, which will in turn encourage retention and expansion of businesses. It is important to note that Addison's limited land and existing roads cannot accommodate much more traffic or surface parking. Encouraging new development to prioritize walkability so that traffic and parking impacts can be minimized is critical.

LACK OF NEIGHBORHOOD-SCALE COMMERCIAL USES

Most of Addison's commercial areas outside Addison Circle are heavily auto-focused, making access by bike, foot, or public transit challenging. Educating on the benefits of neighborhood-scale commercial development, refining development regulations, and supporting local small developers can help bring appropriately scaled commercial spaces closer to residential areas.

OPPOSITION TO INFILL FROM EXISTING RESIDENTS

Addison needs additional housing and commercial development within and adjacent to existing neighborhoods. Residents have sometimes opposed past projects that sought to do this, citing concerns about additional traffic and negative impact on property values. Efforts should continue to be made to listen to and address these concerns, but also to educate about how incremental evolution of neighborhoods is critical to making them more complete and walkable, as well to ensuring housing remains attainable for those seeking to live and work in Addison well into the future.

Addison's Regional Context

p. 44-45

MARKET THAT FAVORS LARGER DEVELOPERS & PROJECTS

Addison's land values, market conditions, and bank financing requirements favor larger multifamily projects led by experienced developers, while smaller or unconventional projects, like hotel-to-condo conversions, face funding challenges. To promote ownership housing and incremental neighborhood evolution, the Town should consider partnerships or targeted incentives to bridge financing gaps. Additionally, educating the community about small development models can help identify and support local investors and builders for smaller projects.

COMPLEX CODES & DEVELOPMENT PROCESSES

Approximately 40% of development in Addison has occurred through Planned Developments, or PDs, which create unique development regulations to ensure the most innovative and highest quality of development is achieved. The intended purpose of PD's has not always been met, and several PD ordinances include unclear standards that make it difficult to administer or improve PD sites over time. The Unified Development Code (UDC) adopted in 2025 updated development regulations to allow more development approaches by right that support walkability, intensification of housing options, and integration of more local retail within appropriate mixed-use districts. Development regulations should be analyzed consistently to ensure that high-quality, integrated development is achieved by right, saving staff time and developers money.

Additional Information

Advance Addison Market Report

RECOMMENDATIONS

HN1 ***Support the creation of complete and cohesive neighborhoods in accordance with the Place Types and Spectrum of Change Maps.***

For neighborhoods to be complete, they must have access to elements of housing, commerce, outdoor space, streets, and programming. They are flexible places that evolve and change, with a unique character that unites people. This can be accomplished in both existing and new neighborhoods around the Town.

HN2 ***Make it more safe, comfortable, and convenient for Addisonites to get around their neighborhoods, and to nearby services.***

By enhancing active transportation, pedestrian and cycling paths, and mobility systems, the Town can ensure easy access to services and amenities. Strategically linking neighborhoods boosts convenience and quality of life, reduces traffic, and supports local economic development.

HN3 ***Provide for household types that support the ability for residents to age in place within Addison.***

Expanding housing options is key to building a diverse, sustainable community that attracts and retains residents of all family sizes and lifestyles, fostering vibrant neighborhoods.

HN4 ***Provide denser housing options in Addison's urban and transitional areas.***

Allowing dense housing is essential for offering alternatives to single-family units. Options like condo towers, townhomes, and live-work spaces fit well in Urban Village and High-Intensity Urban Center areas.

HN5 ***Maintain a high standard of quality design, materials, and aesthetics in new neighborhood development.***

Addison's reputation for high-quality, contextually appropriate design attracts new development and residents. Recommitting to this standard will continue to drive growth.

HN6 ***Create more places for intentional gathering and recreation within existing and new neighborhoods.***

Residents value gathering spaces for connection and vibrancy. The Town can transform underutilized areas and new developments into dynamic hubs for recreation and socializing, becoming the community's heartbeat and reflecting Addison's unique appeal.

Housing & Neighborhoods Implementation

p. 197-202

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Planning Component

MOBILITY & CONNECTIVITY



MOBILITY & CONNECTIVITY IN ADDISON

Transportation and land use work together to shape the look and feel of a community. If a town develops around auto-oriented neighborhoods, it will have a more spread-out form with separated residential, shopping, and employment areas, requiring more infrastructure and generating more traffic. By prioritizing walkable, complete neighborhoods, more uses are integrated closer together, reducing driving trips and the need for extensive roadway infrastructure. As Addison continues to grow, it must balance using arterials to move high volumes of vehicles while also encouraging infill development and multi-modal improvements that can accommodate more people without adding more vehicular trips.

The Mobility and Connectivity component references and builds on concepts from the 2016 Master Transportation Plan, and provides recommendations to continue Addison's progress toward building out a multimodal system where people can move around the town via car, bike, walking, and microtransit. It explains the critical relationship between travel speeds and pedestrian safety, and highlights strategies that will make moving around without a car more safe, convenient, and appealing. It also highlights the importance of designing Addison's arterials to move high volumes of vehicles at slower speeds that make it safe for cyclists and pedestrians. Opportunities related to the DART Silver Line Addison Station and TOD are also covered. The final section outlines potential barriers to transitioning to a multimodal system in the autocentric environment of North Texas.

The recommendations and associated implementation actions complement the place types and complete neighborhood goals, and establish a foundation for the next update of the Master Transportation Plan, anticipated to be completed in 2025.



SNAPSHOT

BECOMING A WALKABLE CITY

Walk Score ranks Addison as somewhat walkable (67/100) and bikeable (60/100), despite the fact that Addison has invested in walkable areas like Addison Circle, and the TOD district. Many Addisonites still get around primarily by car. Vehicular traffic is a combination of commuters driving through or to Addison, and local residents moving about the town. Residents are active walkers, but in more of a recreational context. Cyclists in Addison are limited to more experienced riders who are comfortable navigating the auto dominated environment. While Addison's central location and proximity to several regional highways does make it a convenient place to reach by car, the Town itself has been committed to a development pattern that prioritizes people and place more than the automobile.

Input received from the majority of residents and business community reinforced the desire for Addison to be an even more walkable and connected town where people can access anything they need safely and conveniently without a car. Improving connectivity and enhancing multimodal options can also support commuting to/from work, and help the Town's 120,000 daytime population move around the own. The Town's development pattern is highly walkable in some places (most notably the Addison Circle and TOD area), but other areas such as the Inwood corridor are particularly unwalkable. The Town's 2016 Master Transportation Plan and 2019 Trails Master Plan provided an excellent framework for building out the envisioned mobility system. The construction of priority projects from these plans and the opening of the DART station have moved the Town closer to its vision. However, continuing to invest in bike, pedestrian, and public transit infrastructure and programs is needed to improve first- and last-mile connections and make walking more useful, safe, comfortable, and interesting. Continuing down this path will make Addison one of the first and only fully walkable communities in North Texas, which will in turn be a key advantage in attracting residents and businesses in the future.

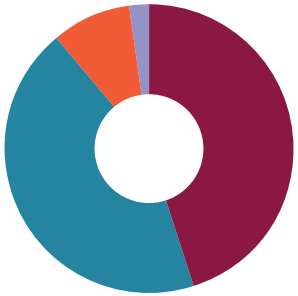
PROPORTION OF ADDISONITES THAT COMMUTE TO WORK



MEDIAN TRAVEL TIME TO WORK

24.9
Minutes

HOUSEHOLD ACCESS TO VEHICLES

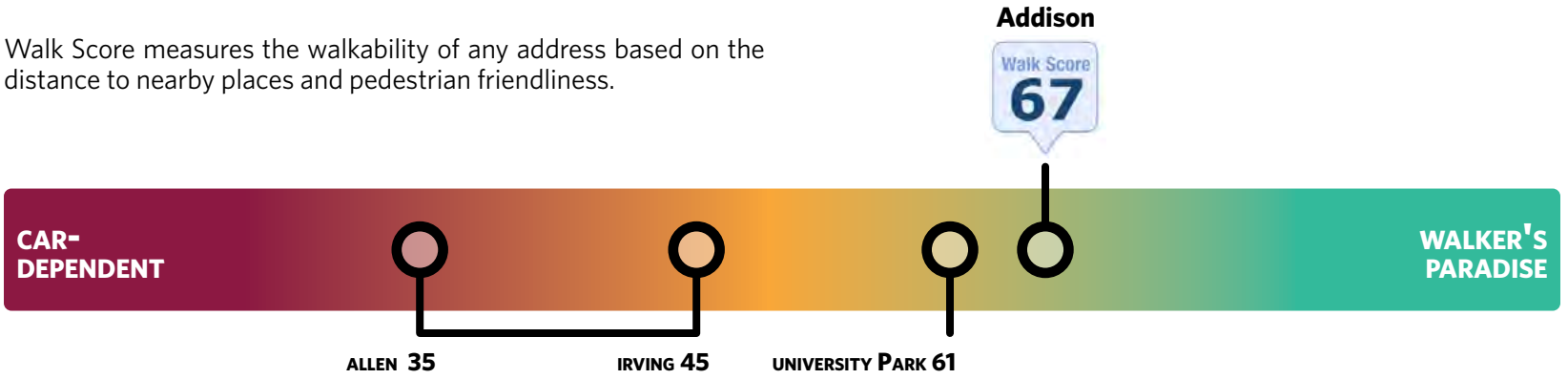


VEHICLES AVAILABLE	%
2 Vehicles	42.1
1 Vehicle	48.9
3 or More Vehicles	7.8
No Vehicles	1.2

Source: ACS 2023 5-Year Estimates, S0801

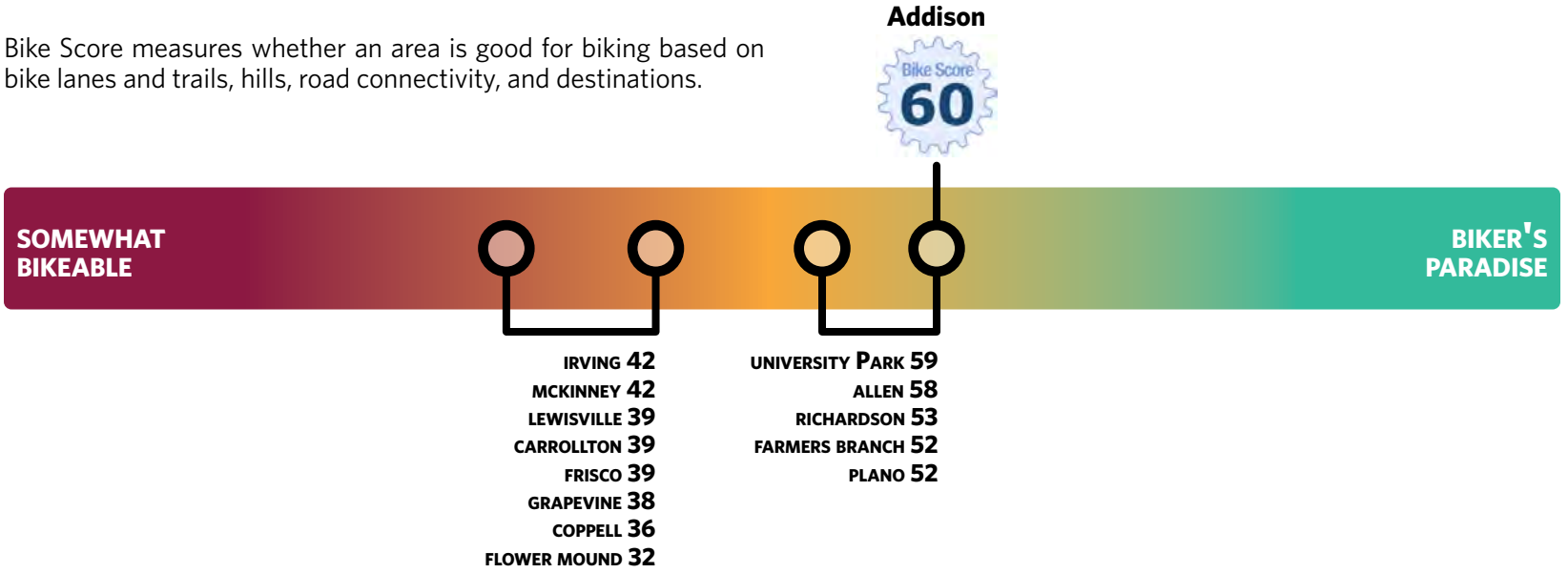
WALK SCORE

Walk Score measures the walkability of any address based on the distance to nearby places and pedestrian friendliness.



BIKE SCORE

Bike Score measures whether an area is good for biking based on bike lanes and trails, hills, road connectivity, and destinations.



Note

The Walk Score and Bike Score data was gathered using the 'Living in CITY' scores rather than specific commute data, since Addison has not been scored as an entire town. As a result, the highest score among the available ranked commutes to downtown was used.

Source: WalkScore.com, April 17, 2025.

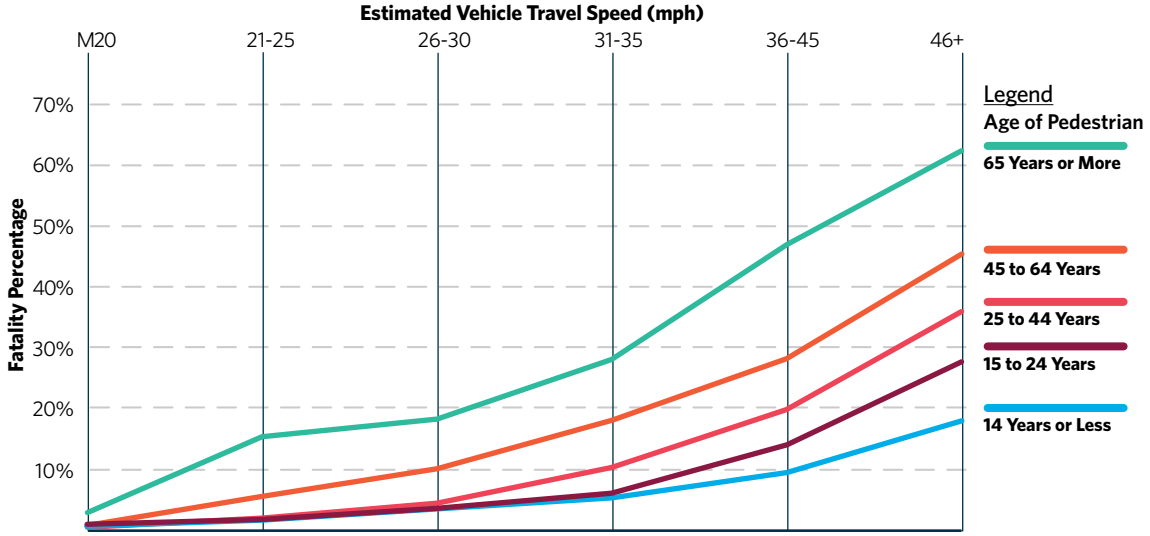
TRAVEL SPEEDS & SAFETY

To encourage and accommodate more walking and biking in Addison, it is essential that pedestrians and cyclists feel safe and comfortable, particularly in areas where they must interact with vehicles. Vehicle speed is a critical factor in safety. At higher speeds, drivers' fields of vision narrow, and the time and distance needed to stop increase significantly. National studies show that the risk of fatal injury for pedestrians rises dramatically when vehicles travel faster than 30 mph. As a result, streets in areas where pedestrians and vehicles coexist should be designed to keep speeds under 30 mph. In zones with higher travel speeds, pedestrian crossings should be minimized, and travel lanes should be separated from sidewalks and bike paths as much as possible. Adding physical barriers between vehicle lanes and bike/pedestrian facilities can further enhance safety and comfort.

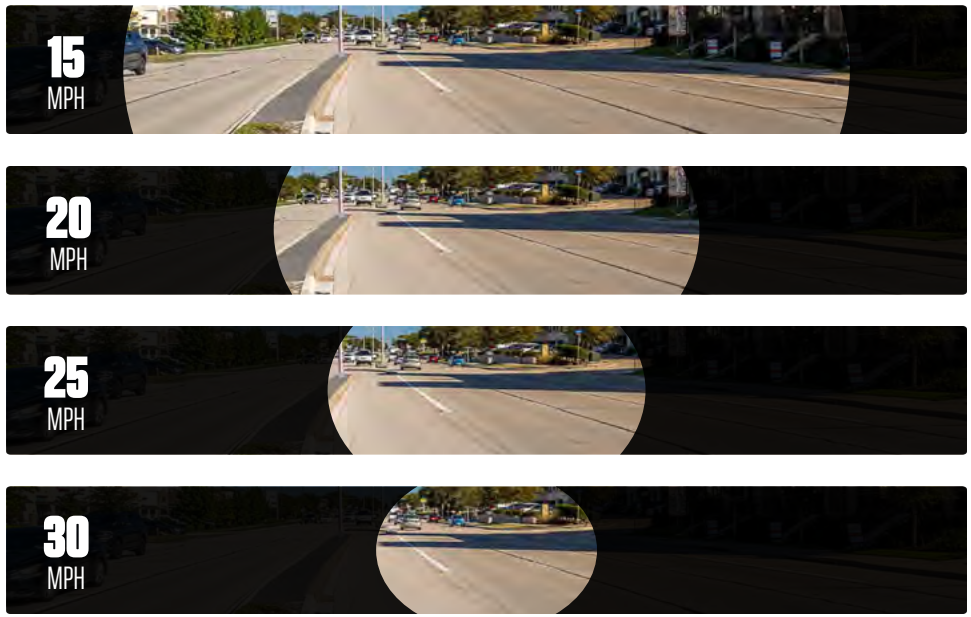
Addison already performs better than many surrounding suburbs in managing vehicle speeds and limiting pedestrian-vehicle conflicts. Unlike neighboring areas with wide thoroughfares, expansive residential streets, and car-oriented designs, Addison's residential neighborhoods and mixed-use developments feature narrower lanes and streets designed for slower speeds, typically ranging from 20 to 35 mph. These areas are already perceived as safe, so efforts should focus on targeted, context-specific improvements to further enhance access, comfort, and connectivity to key destinations.

On Addison's arterial streets, high traffic volumes and frequent turning movements generally keep speeds between 30 and 40 mph, which is safer for pedestrians than typical suburban arterials. However, to encourage more walking and biking along these corridors, additional traffic-calming measures, improved intersections, and enhanced bike/pedestrian infrastructure will still need to be tailored to each roadway type in the future.

CORRELATION BETWEEN AUTO SPEED AND PEDESTRIAN FATLITIES



DRIVERS' VISUAL CONE AT VARIOUS SPEEDS



Note

Correlation Between Auto Speed and Pedestrian Injury Chart *Redrawn from Literature Review on Vehicle Travel Speeds and Pedestrian Injuries, 1999 Figure 2 U. S. Department of Transportation National Highway Traffic Safety Administration*

PUBLIC TRANSIT IN ADDISON

The Town joined DART (Dallas Area Rapid Transit) in 1983, and has long served as an example to the region for how to develop walkable, transit-oriented neighborhoods. Today Addison is served by 11 local service bus routes and the Addison Transit Center located at Arapaho Road and Quorum Drive. According to DART's Capital Planning team, Addison Transit Center has the second highest bus ridership in the system, and the Town is seventh (out of thirteen DART cities) in overall city ridership. The opening of the DART Silver Line and Addison Station will make it possible for residents, employees, and visitors to commute to and from DFW Airport and other parts of the region without a car, further enhancing Addison's walkability potential. Continued improvements to first- and last-mile connections will further enhance the access and ridership of public transit in the town, positioning Addison to be one of the first communities in Texas where it is safe, convenient, and comfortable to get anywhere one needs to go without a car.

DART'S POINT B STRATEGIC PLAN

DART published a new Strategic Plan in June 2024, entitled *Point B - A New Vision for Mobility in North Texas*. This document summarizes how the continued population growth in North Texas, changes in demographic and market preferences, and capacity of the region's roadway system will drive an increase in the demand for public transit. As part of developing the Point B Plan, DART updated demographic and ridership data, and worked with each of its member cities and stakeholders to understand successes, challenges, and future opportunities. This analysis and feedback was synthesized into the final document, which focuses on three main themes:

1. Operational Integrity: Best-in-Class, First-in-Mind
2. Seamless Mobility: Moving People, Not Cars
3. Strategic Relationships: Enrolling Partners, Creating Fantastic Spaces

Following the publication of the Point B Plan, DART held focus group discussions with Addison representatives to discuss the plan's goals and priorities and explore mutually beneficial opportunities. Improvements to existing services were identified to explore further. Those were:

1. Route 229 (Belt Line)
2. Route 239 (Quorum)
3. Expansion of GoLink
4. Partnerships for an internal town circulator

DART SILVER LINE ADDISON STATION FACTS

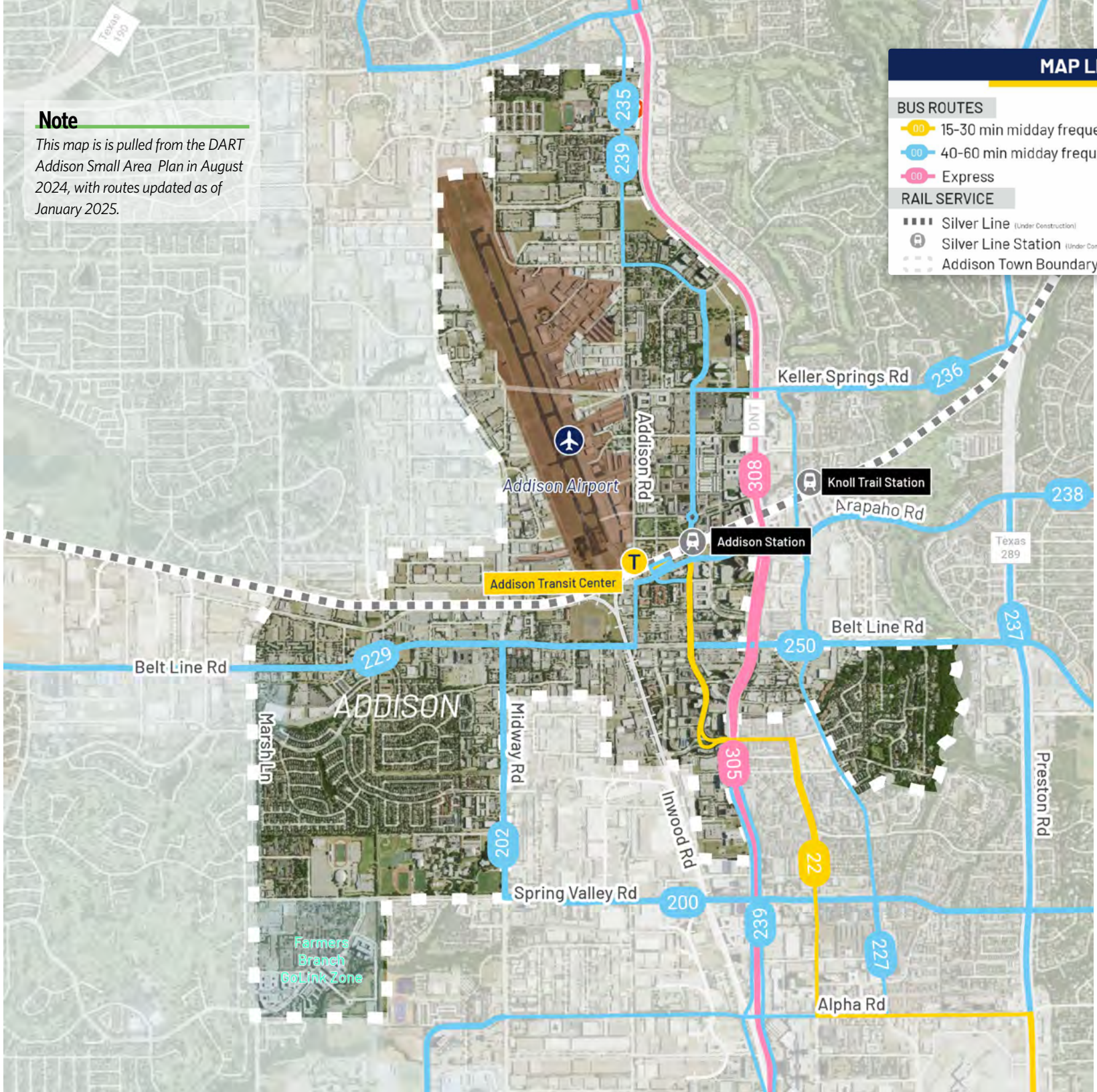
Pedestrian Connections
THE ADDISON, ADDISON CIRCLE PARK, COTTON BELT REGIONAL TRAIL, AND OTHER PUBLIC GATHERING SPACES

Anticipated daily ridership (by 2040)
1,205

Parking Spaces Available
300+

Projected travel times
32 MIN. TO DFW AIRPORT TERMINAL B
27 MIN. TO SHILOH ROAD STATION IN PLANO

Source: DART, July 2024

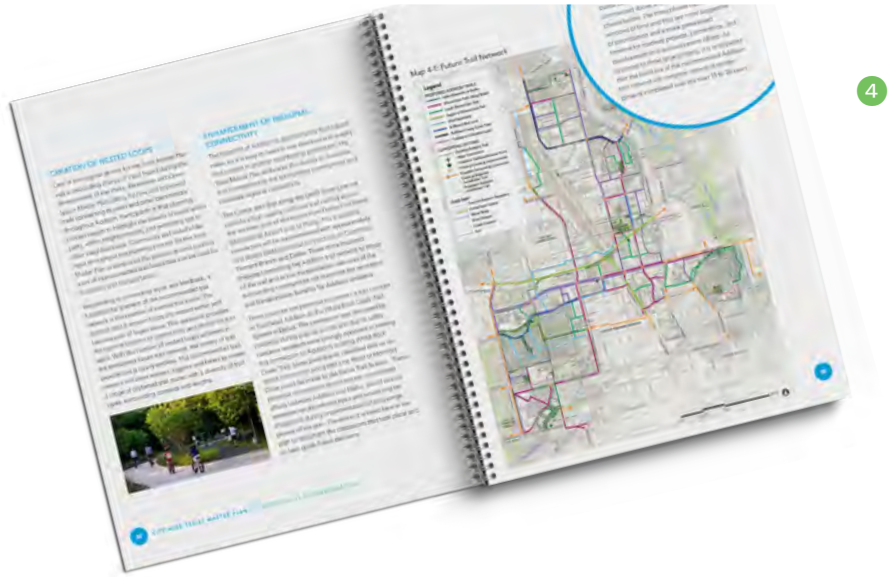

Note
This map is is pulled from the DART Addison Small Area Plan in August 2024, with routes updated as of January 2025.
MAP LEGEND
BUS ROUTES
15-30 min midday frequency
40-60 min midday frequency
Express
RAIL SERVICE
Silver Line (Under Construction)
Silver Line Station (Under Construction)
Addison Town Boundary
SYMBOLS
Hospital
Airport
Transit Cente
ON-DEMAND SERV
GoLink Servi
Texas 190
235
239
Keller Springs Rd
236
Addison Rd
DNT
308
Addison Airport
Knoll Trail Station
Arapaho Rd
238
Addison Station
Addison Transit Center
Texas 289
Belt Line Rd
229
250
237
ADDISON
Marsh Ln
Midway Rd
305
Inwood Rd
Preston Rd
202
22
Spring Valley Rd
200
239
227
Farmers Branch GoLink Zone
Alpha Rd

STRATEGIC FRAMEWORKS & CONCEPTS

IMPROVING PEDESTRIAN ACCESS AND CONNECTIVITY

Addison's roadway network is effectively built out. Belt Line and Midway are the two primary arterials that move high volumes of vehicles through the Town and provide access to commercial and employment destinations. Residential neighborhoods were built in the suburban style prevalent in the 1970s and 80s when the Town was developing, where cul-de-sacs and fewer access points limit traffic in the residential areas and then collector roadways funnel traffic to the major thoroughfares. This approach necessitates more driving which can lead to more congestion, and may discourage walking and cycling due to the distance between homes and daily needs in some areas. Addison Circle and many of the Town's mixed-use developments built more recently are designed with a traditional grid of narrower streets and shorter blocks. This design increases route options and disperses traffic across the grid, which in turn allows for narrower lanes that slow cars down and make biking and walking more safe and convenient.

In order for Addison to accommodate the anticipated growth and become the fully walkable city it aspires to be, four things have to be done. As these efforts work together over time, it will make biking and walking more useful and interesting, and enable those who want or need to move around by bike or foot to reach all areas of town safely and conveniently. The Place Types and Spectrum of Change maps provide details for where and how to focus infill and redevelopment to encourage more multimodal mobility and reduce demand on the Town's roadways.



1. Pedestrian access and safety need to be addressed through the addition of crosswalk enhancements, crossing frequency, and ADA compliance to support first-mile and last-mile connections.

2. The Town should continue to prioritize projects that enhance first- and last-mile connections between existing residences, commercial destinations, and the DART Transit Center/ TOD. The Trails Master Plan and Master Transportation Plan provide more details on where connections are needed and priority projects.

3. New development will have to be designed in a manner that brings more daily needs closer to residents, especially those in the Urban Village place type. The character and pace of this development will be guided by the Place Type and Spectrum of Change maps.

4. In the longer term, as some of the more autocentric commercial areas redevelop into mixed-use and the community attracts more walkers than drivers, incremental transformation of the arterial corridors into more multimodal, complete streets should be explored.

Place Types **p. 88-99**

Traffic Calming **p. 154-156**

Spectrum of Change **p.107-109**

Active Transportation **p. 158**



IMPLEMENTING CONTEXT-SENSITIVE DESIGN

Transitioning from an auto-centric road network to a multi-modal system requires a shift toward complete streets. By definition, complete streets are corridors that are designed to accommodate more or all modes of transportation and support users of all ages and abilities. How the right-of-way gets allocated between vehicles, cyclists, transit, and pedestrians depends on understanding the current and desired future function of the street, along with the surroundings, or context. Key features that create context are:

1. Land use;
2. Site design and urban form (including building orientation and setback, parking type and orientation, and block length); and
3. Building design (including building height and thoroughfare enclosure, building width, building scale and variety, and building entries).

Approaching roadway improvements incrementally using context-sensitive design allows for enhanced safety for all users, sparks economic development, and helps to create more livable neighborhoods. In other cases, transformation of the corridor into a more complete street is needed to catalyze redevelopment of adjacent properties to mixed-use. As Addison continues to evolve toward a more urban, walkable community, efforts to align land use and transportation through context-sensitive design are critical.

The 2016 Master Transportation Plan (MTP) introduced context-sensitive design and a spectrum of typical cross-sections to provide guidance for roadway reconstruction and retrofits to support the ongoing development and redevelopment. Since the 2016 MTP was done, organizations like CNU-ITE, NACTO, and MUTCD have produced design guidelines for complete streets, urban bikeways, and intersections that incorporate national best practices for designing safe, accessible, and functional multimodal systems for different contexts. Addison does not have any TxDOT roads, so the Town has full discretion on what standards to apply to the design of every street in the community.

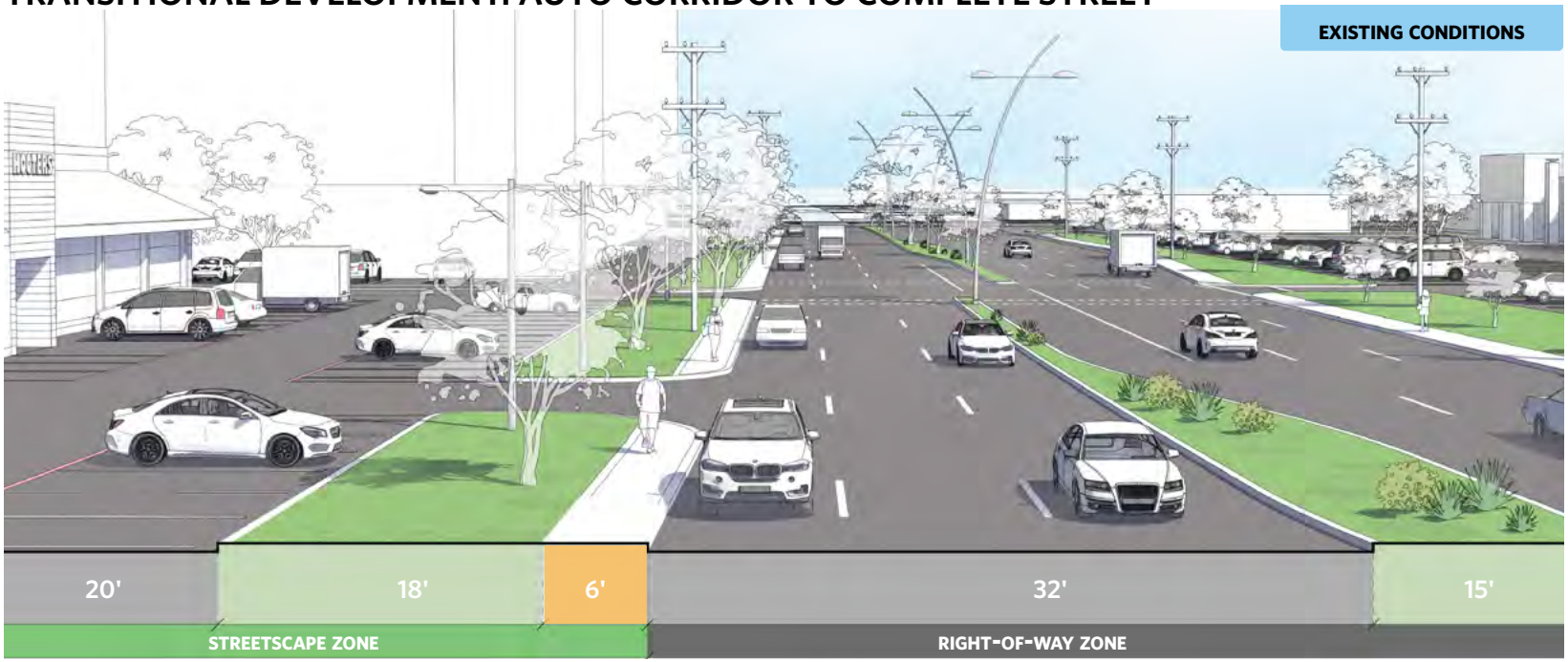
Note

The new 2025 Master Transportation Plan supports the Comprehensive Plan and incorporates modern multi-modal design standards. Together with the Trails Master Plan, Addison's established a framework to build a highly customized, context-sensitive multi-modal system.

TRANSITIONAL DEVELOPMENT: AUTO CORRIDOR TO COMPLETE STREET

Note

This page showcases conceptual layouts for an imagined transitional process, illustrating how an auto-oriented corridor could evolve to become more walkable over time. ***These layouts are not part of a proposed project, have not been funded, and are not seeking funding.*** *They are purely intended to visually represent a series of ideas.*



CONVERTING AUTO-ORIENTED CORRIDORS TO BETTER SERVE ADDISON'S RESIDENTS

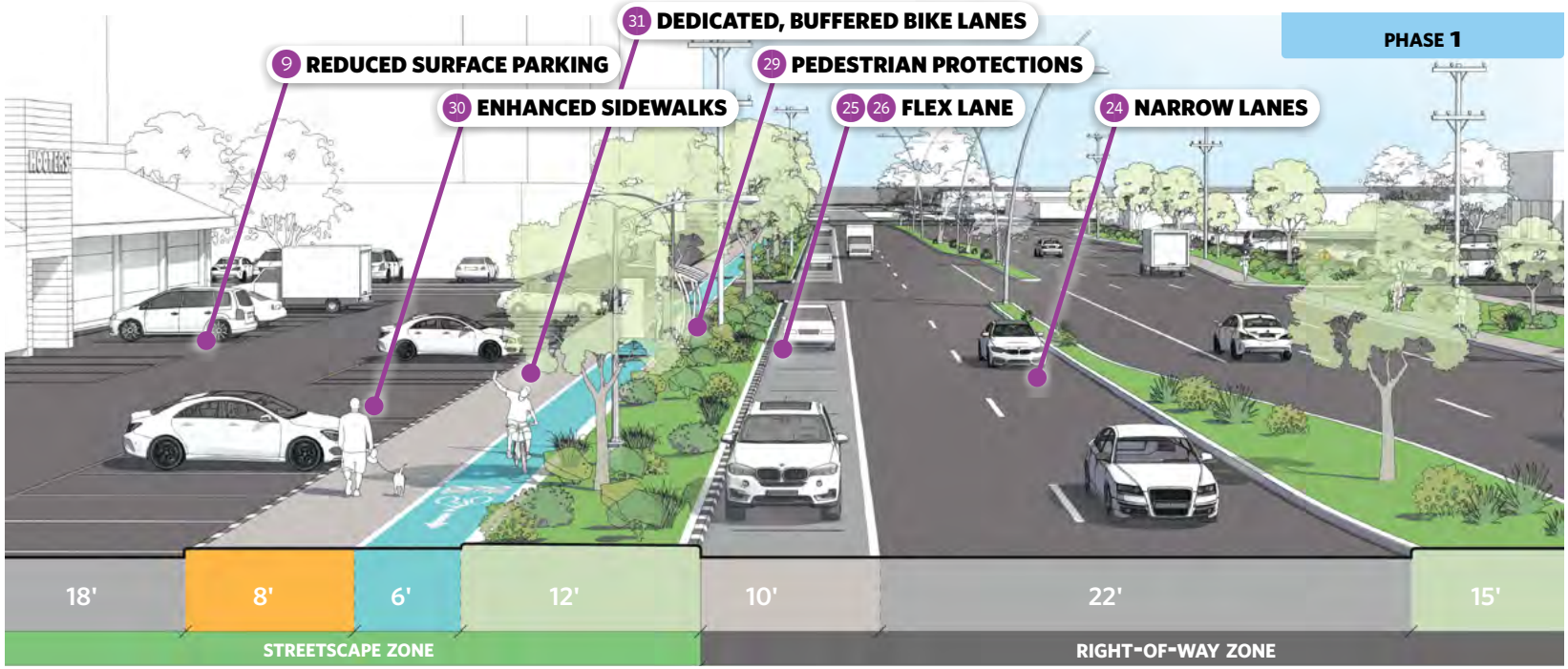
Many of Addison's arterials are currently six-lane roads carrying high-speed traffic, making them unsafe for pedestrians and cyclists. Adjacent development is auto-oriented, with surface parking lots separating buildings from the street. These corridors offer the Town a chance to enhance multimodal mobility and partner with businesses to create more people-friendly, experience-focused environments.

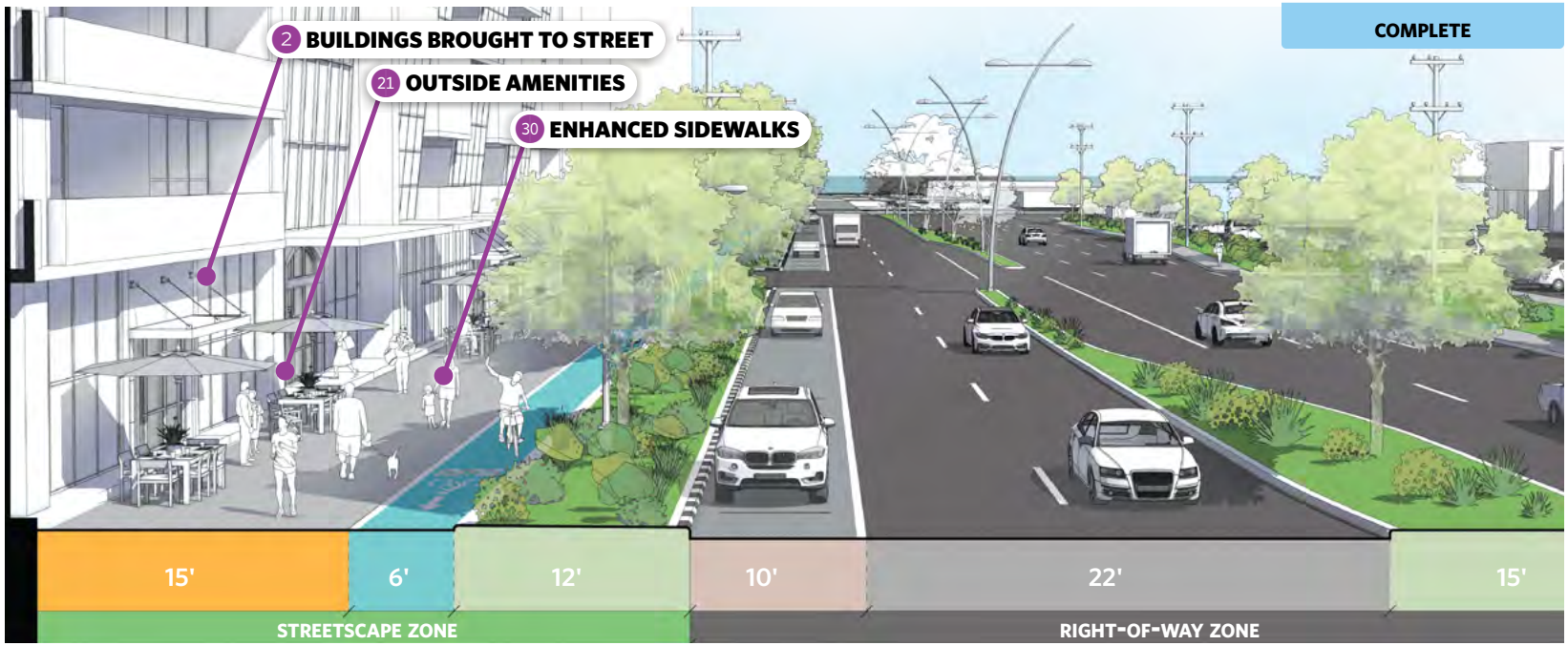
Transformation can happen in phases. These graphics show incremental change over time by introducing elements like on-street parking, transit stops, enhanced landscaping, sidewalks, and bike lanes to slow traffic and encourage multimodal activity.

Eventually, buildings can move closer to the street, sidewalks can be expanded for a more pleasant pedestrian experience, and restaurants can add outdoor seating. Relocating parking behind buildings or into hidden lots or garages is the final step in making these auto-oriented places the kind of locations where people want to be out, about, and enjoying Addison.

Transitional Development **p. 111-115**

Neighborhood Typologies **p. 133-135**





CONTEXT MAP



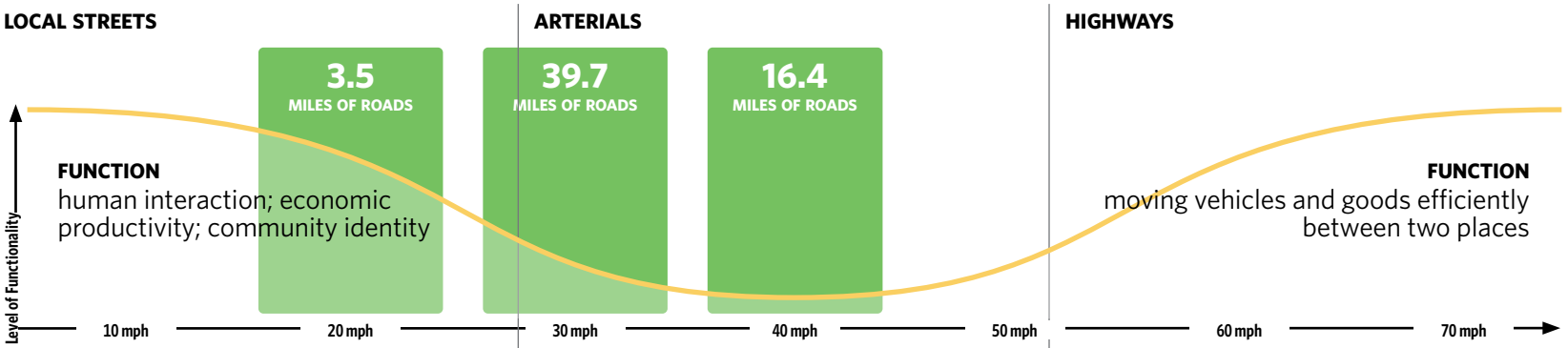
LEGEND

Featured Site
Belt Line Road

Similar Locations
Addison Road
Arapaho Road
Marsh Lane
Spring Valley Road

CALMING TRAFFIC IN DIFFERENT CONTEXTS

As explained earlier, for people of all ages and abilities to feel safe biking or walking, controlling vehicle speeds and managing human-vehicle conflict points are critical. The average travel speeds on Addison's roads are relatively slow compared to most North Texas suburbs, so traffic calming efforts are more focused on enhancing the pedestrian experience as opposed to reducing fatalities that occur on higher speed roads. Streets in Addison's residential areas and mixed-use developments are generally already designed for speeds under 25mph, so improvements here should mainly focus on intersections. Minor Arterials such as Quorum Drive already have redevelopment to more mixed-use that will likely generate increase in multi-modal modes, so more aggressive improvements to slow cars and enhance visibility and safety for cyclists and pedestrians are needed. Principal Arterials (such as Belt Line Road and Midway Road) carry significant traffic volumes, but the combination of the traffic itself along with travel lane widths (typically 11') and constant turning movements in and out of adjacent businesses help to keep speeds under 40mph. While these speeds are slower, they can still present safety concerns, so separating bike/ped facilities from travel lanes and improving design of intersections to protect pedestrians is critically important. Looking forward, continuing the use of temporary installations and roadway pilot programs like the 2024 Quorum Drive pop-up bike lane will help decipher which context sensitive or complete street improvements benefit Addison the most.



Note

This data is based on the Town of Addison's GIS data and excludes road segments that are maintained privately, by the Airport, or the State. The Town of Addison maintains no roads which have posted speeds above 40 miles per hour, and maintains less than one mile of roadway with a posted speed limit below 20 miles per hour.

Addison's local streets are low-speed areas that allow for human activity and interaction. They range from cul-de-sacs in quiet residential neighborhoods to part of larger, mixed-use environments like Addison Circle where people and vehicles interact to create economic centers. They prioritize pedestrians but are usable by all.

Addison's arterials connect its local streets and urbanized areas with adjacent communities and higher speed regional roadways like the DNT. They carry high volumes of cars and use signalized intersections to manage turning movements and provide places for pedestrians to cross. While speeds on Addison's arterials rarely exceed 35-40mph, these speeds are still high enough to make most people uncomfortable using crosswalks, sidewalks, or bike lanes. When mixing users in these environments, extra care must be taken to protect those outside a vehicle.

Addison does not have any high speed roads in its town limits other than the Dallas North Tollway. The primary function of a road is to move people and goods quickly between places. Here, the automobile is clearly prioritized and higher speeds are appropriate. In order to maintain safety and traffic speeds, driveways and intersections are limited. Pedestrian and bike facilities are not encouraged unless they are separated by significant horizontal distance or vertically with a structure.

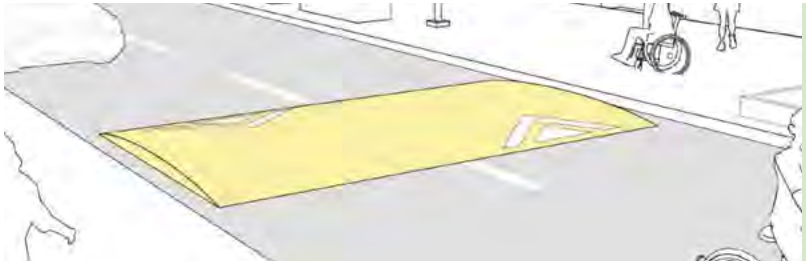
CONTEXT-SENSITIVE TRAFFIC CALMING OPTIONS

Traffic calming will be a major focus of the 2025 update to the Master Transportation Plan. A combination of education, enforcement, signage, and horizontal and vertical deflection measures such as those shown below will be employed to control speeds and support continued expansion of the Town's bike and pedestrian trail network. Measures can be adjusted based on each street type.



CHICANES

Chicanes and lane deflections create an S-shaped travel path by incorporating features like alternating parking, curb extensions, or edge islands. This design naturally reduces vehicle speeds.



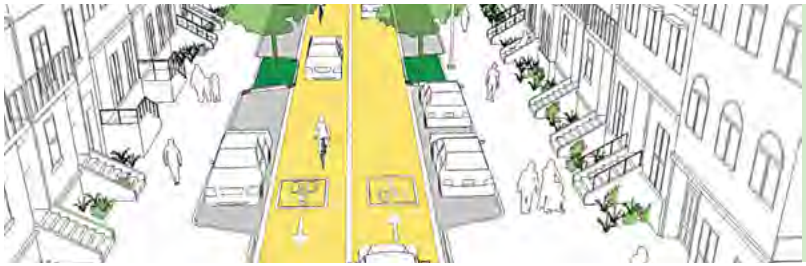
SPEED HUMPS

Speed humps are formed by raising sections of the road to slow cars and match the target street speed. This targeted speed reduction helps pedestrians and cyclists in and around rights of way become more noticeable to drivers.



PINCHPOINTS

Pinchpoints narrow the roadway at mid-block locations, often paired with speed tables to create safer, high-quality pedestrian crossings. On low-volume, two-way streets, they can also encourage motorists to yield to one another.



NARROW LANES

Narrow lanes reduce vehicle speeds and minimize crashes by limiting the roadway width, and encouraging drivers to stay alert. The reclaimed space can be repurposed for pedestrians, cycling facilities, or green infrastructure.

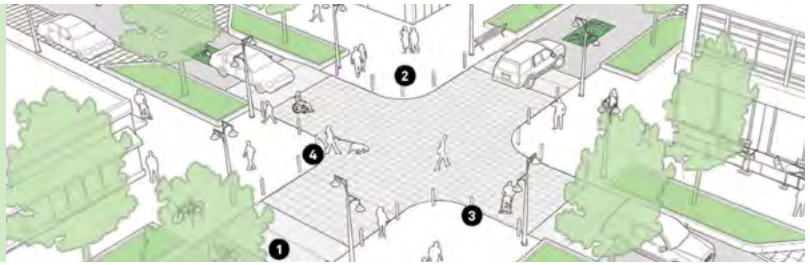
Note

The visuals presented to illustrate various methods of traffic calming were created by NACTO as part of the Global Street Design Guide which was created in partnership with the Global Designing Cities Initiative. This document is accessible via NACTO's website. (https://nacto.org)

CONTEXT-SENSITIVE TRAFFIC CALMING OPTIONS CONTINUED

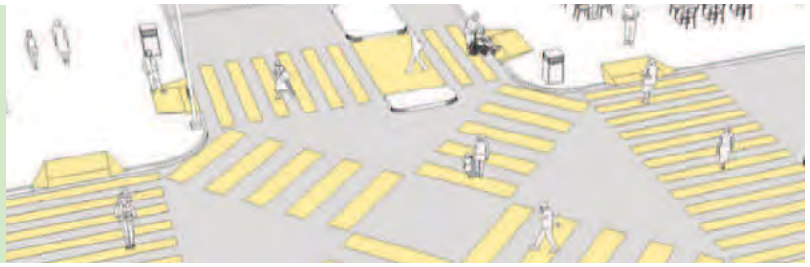
INTERSECTION ENHANCEMENTS

Design elements like raised intersections, curb extensions, bollards, and small turn radii help to increase pedestrian visibility and slow vehicle speeds.



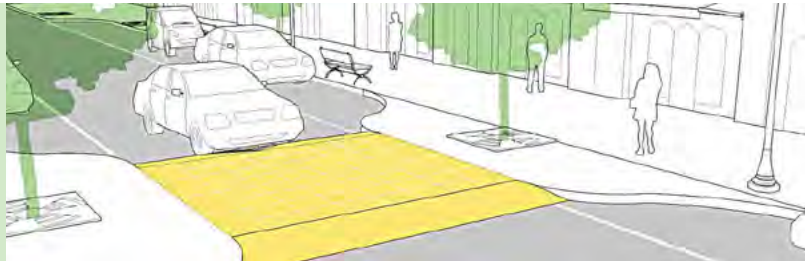
PEDESTRIAN SCRAMBLES

This diagonal crossing creates a dedicated phase that allows pedestrians to cross the intersection in every direction at the same time. During this phase all vehicular traffic is stopped.



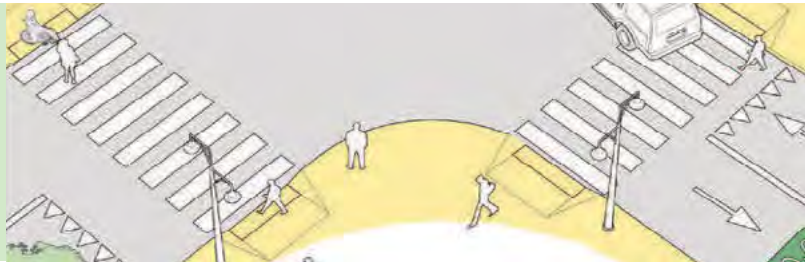
RAISED INTERSECTIONS

Speed tables can be combined with pedestrian crossings to create raised intersections. These function similarly to large speed bumps that are meant to slow vehicle traffic and make pedestrians more comfortable.



TIGHTER CORNER RADII

Tight corner radii intentionally increase the tightness of a turn a vehicle needs to make in an intersection. This slows traffic and reduces the distance a pedestrian needs to comfortably cross the roadway.



Note

The visuals presented to illustrate various methods of traffic calming were created by NACTO as part of the Global Street Design Guide which was created in partnership with the Global Designing Cities Initiative. This document is accessible via NACTO's website. (https://nacto.org)

ADDISON STATION TOD

In order to be a truly walkable city, quality public transit service is a must. The opening of Addison Station and the DART Silver Line in 2026 will make this possible. Addison's transit center and bus system have some of the highest ridership in DART's system. However, the reach of the bus system is limited and many parts of town lack convenient connections to get to the transit center or bus routes. As a result, some people who might otherwise take transit for some of their trips are forced to drive. From a development perspective, Addison Circle (the area around the transit center) has long been known as the heart of the town, but input received from developers, businesses, and residents suggests the area is aging and in need of reinvestment to keep it market competitive and up to Addison's aesthetic standards.

The opening of Addison Station and the DART Silver Line will provide the most important piece to completing Addison's public transit system. The regional rail will enable people to travel to/from DFW Airport and other parts of the region more conveniently than driving or riding the bus. Discussions between the Town, DART, and other groups about partnering to build and operate a local circulator system have been started, which will provide more connectivity between employment centers along the Tollway and Belt Line and Addison Circle. Finally, expansion of Addison Circle Park and future new high-intensity mixed-use development in the expanded Transit-Oriented Development (TOD) area will bring new businesses, residents, and activities, which should in turn catalyze reinvestment in the older parts of Addison Circle. Combining these projects with the Town's ongoing efforts to build out the trail network and convert more roads to complete streets is positioning Addison to be a community where people seeking to live without a car are able to do so.

ADDISON STATION TOD BOUNDARIES



Google Earth

Completing Neighborhoods **p. 138**

Neighborhood Mobility & Connectivity **p. 139**

Additional Information

Advance Addison Market Report

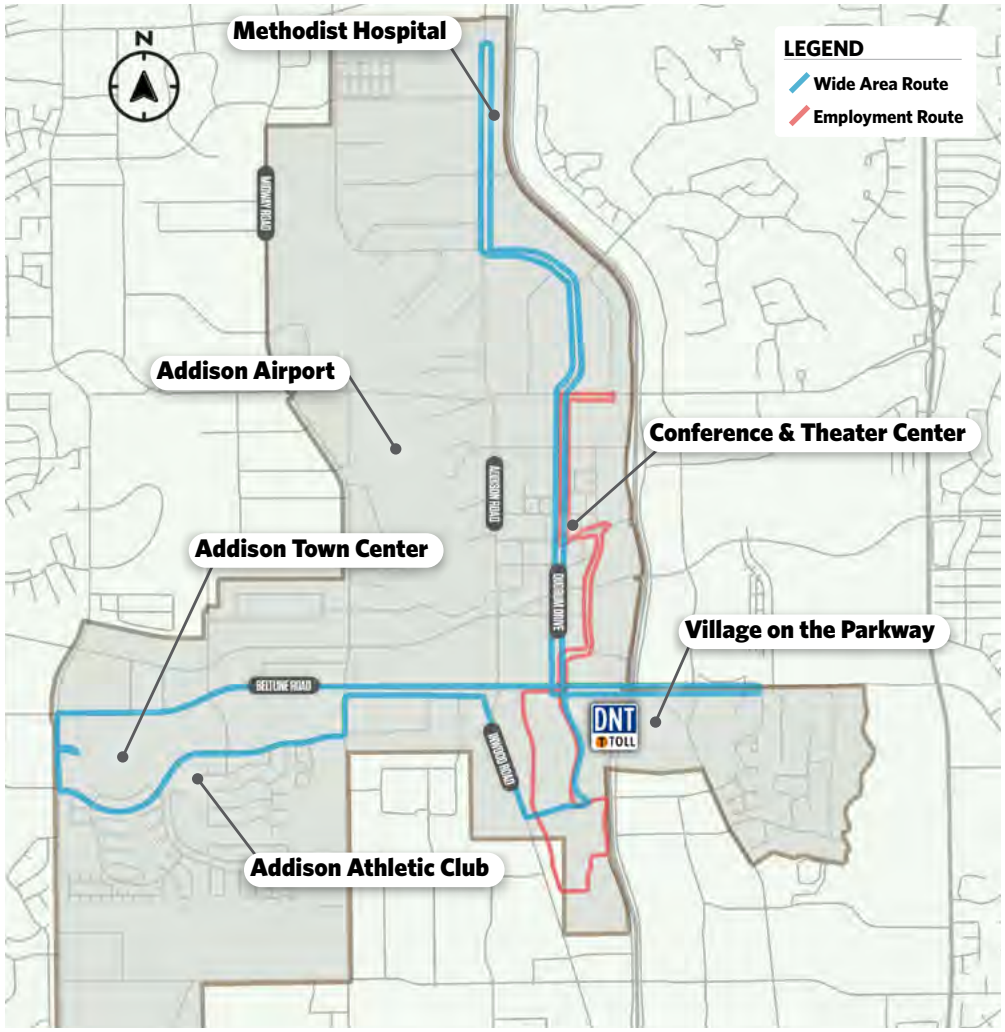
CREATING A LOCAL CIRCULATOR

Once the new station is operational, expanding public transportation options beyond the TOD will be a key focus. Addison's residents and employers understand the importance of moving around town safely and conveniently without relying on a car. While rideshare services like Uber and Lyft are available, during recent engagement activities, both employers and residents expressed strong support for an Addison-branded circulator service to further support economic activity and diversify modes of travel. Whether it's workers commuting from offices in north Addison to Addison Circle for lunch, or residents from Les Lacs heading to Village on the Parkway for a night out, the interest in circulator to supplement other mobility options was strong.

The map to the right shows two potential routes identified by CPAC for such a circulator service. The blue route would provide wide area coverage, connecting many parts of Addison, while the red route focuses on the employment areas, providing frequent service where it's needed most. A locally branded circulator with these strategically planned routes could not only address mobility needs but also become an attraction in itself, much like the McKinney Avenue Trolley has for Uptown Dallas. Key destinations like Addison Circle, the DART TOD, Village on the Parkway, the Addison Athletic Club, and major employment hubs along the Tollway were frequently mentioned as high priority stops.

Recent discussions between DART and Town officials highlighted the importance of routes 229 (Belt Line Road) and 239 (Quorum Drive), identifying them as prime candidates for increased frequency as "express lines." As Addison updates its Master Transportation Plan, further discussions with DART and other potential partners will be essential in making this circulator service a reality.

POSSIBLE CIRCULATOR ROUTES




KANSAS CITY, MISSOURI


DALLAS, TEXAS

PRIORITIZING ACTIVE TRANSPORTATION TO IMPROVE COMMUNITY CONNECTIONS AND PUBLIC HEALTH

Expanding public transportation options with the DART light rail, bus network, and potential circulator is part of building out a multimodal transportation system. Addison's active transportation network is the other. Active transportation refers to the aspects of the system that are human powered, most notably walking and cycling. These modes of transportation serve a dual purpose, as they provide non-motorized options to get around the community while also providing opportunities for exercise and improving public health. Building more of these facilities in a manner that prioritizes safety and high quality is a way the Town can demonstrate its commitment to serving all users. Converting more daily trips to active transportation options also helps mitigate the air, noise, and water quality impacts that come from motorized transportation modes.

Addison is already an active community, where the residents enjoy being outside and interacting with neighbors, so expanding opportunities for people to get around more on foot or bikes fits well within the Town's existing culture and character. However, it is important to note that users will have a wide variety of abilities and needs when it comes to walking or cycling in the public realm - particularly in areas where high volumes of vehicles are present. Special care to design facilities to be appealing to even the most casual user is important if the goal is to maximize walkability and use of all elements of the Town's mobility network.

Building out a safe, accessible, and functional bike and pedestrian network in an environment that is mostly built out requires careful planning and flexible design and construction methods. The 2016 Master Transportation Plan introduced active transportation as a priority, and the planning and prioritization of routes was further enhanced with the 2019 Trails Master Plan. The Town has been building out segments of the off-street trails, partnering with developers where possible to make connections in redeveloping properties and existing right-of-way, and organizing pilot projects to explore potential on-street bike lane opportunities, like the recently completed Quorum Drive project. The 2025 Master Transportation Plan expands upon these mobility efforts with an integrated focus on multimodal mobility in Addison's roadway network. The updated Unified Development Code includes a new Park Development Fee, which will provide additional funds from developers that can be used to continue building out these facilities throughout the Town.

ACTIVE TRANSPORTATION EXAMPLES



INDIANAPOLIS CULTURAL TRAIL **INDIANAPOLIS, INDIANA**

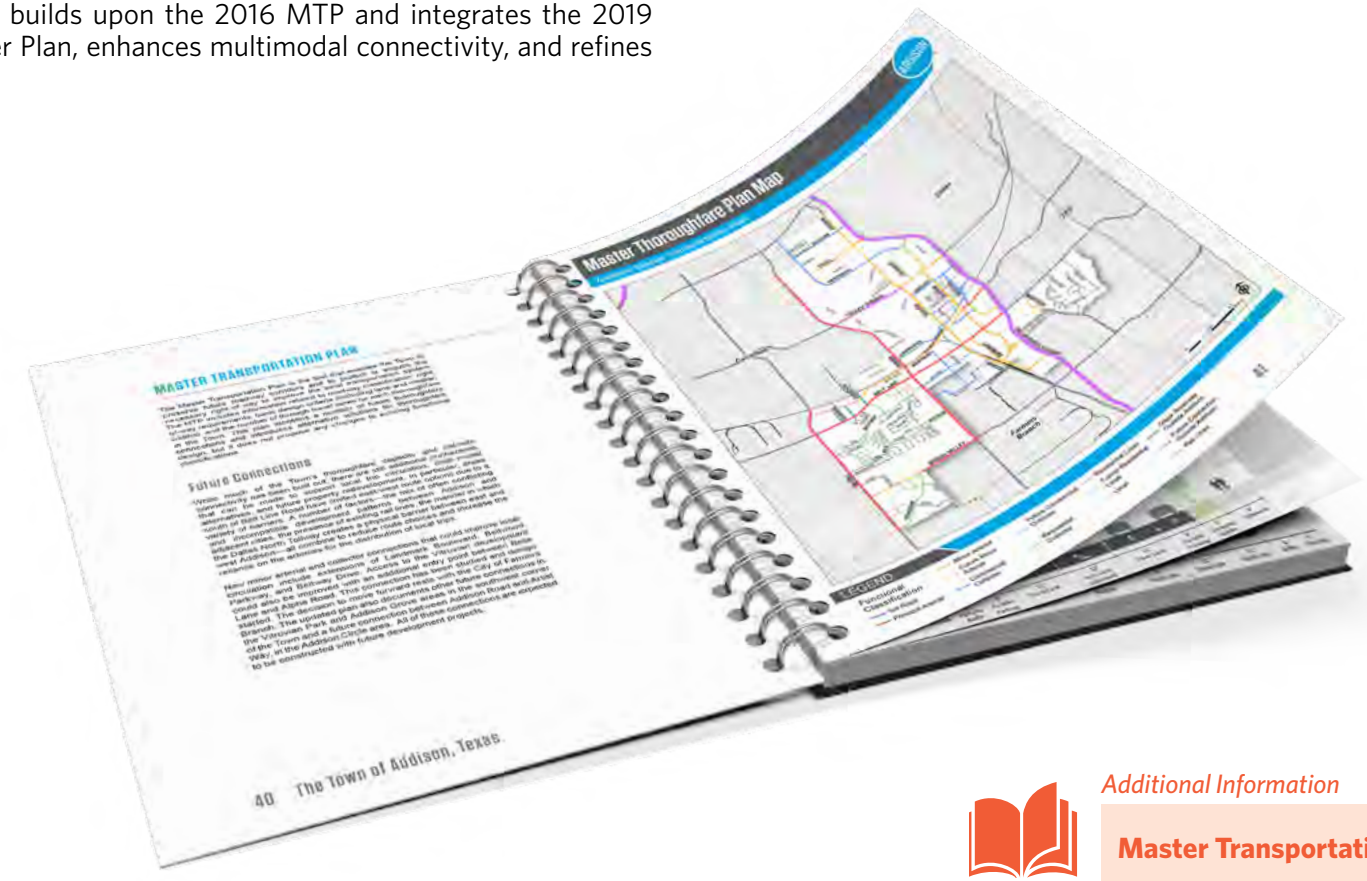


BELTLINE **ATLANTA, GEORGIA**

UPDATING THE 2016 MASTER TRANSPORTATION PLAN

The Town's 2016 Master Transportation Plan provided maps, typical sections, and additional guidance for building out a multimodal mobility system in Addison that is generally in accordance with the vision and priorities outlined in this Comprehensive Plan. The plan included a range of typical roadway sections that serve the spectrum between more autocentric context and a more urbanized, walkable context. Additionally, the plan speaks to the importance of context sensitive design, active transportation, and public transit.

In 2025, the Master Transportation Plan was updated to build on this foundation and reflect Addison's evolving mobility priorities. This update builds upon the 2016 MTP and integrates the 2019 Trails Master Plan, enhances multimodal connectivity, and refines street typologies, implementation strategies, and priority projects to align with the Advance Addison 2050 vision for a more walkable, connected community. As the Town has confirmed its desire to become a more walkable, connected community, this plan update should explore opportunities to move more aggressively toward the walkable, urban context by making all of its corridors more safe and accessible for all users, including converting Principal Arterials to complete streets. Expanding the active transportation network to connect neighborhoods and destinations together and defining steps to put a local circulator in place are other priorities that should be further evaluated.



Additional Information

Master Transportation Plan

ISSUES TO ADDRESS

Building out a multimodal network in an auto-dominated culture like the one in North Texas can be difficult. Listed here are several issues that could hinder Addison's progress toward becoming a fully walkable community. Implementation actions and priorities that address these barriers and accomplish the recommendations are included in the Implementation chapter.

OVER-RELIANCE ON HIGH-VOLUME ROADS

Belt Line Road, Midway Road, and the Dallas North Tollway have traditionally served as the primary routes for commuting, commerce, and deliveries, but Addison's growth and daytime population have put these corridors at capacity. The heavy traffic concentration on Addison's primary arterials creates bottlenecks, prolongs travel durations, limits pedestrian access, and puts excessive pressure on the existing infrastructure. Opportunities to add or extend roads to accommodate more traffic are minimal, so it is essential to leverage public transit and optimize signal timing to enhance other mobility options within the town to improve mobility and connectivity to, from, and within Addison.

STREET DESIGN OPTIMIZED FOR CARS

To become more walkable, pedestrians and cyclists must feel safe, especially when sharing space with vehicles. Well-designed bike and pedestrian facilities encourage people of all ages and abilities—not just experienced cyclists or regular transit users—to use sidewalks, trails, cycle tracks, and transit. While most of Addison's streets have slower speeds, they were originally designed with cars as the focus. While thoughtful enhancements have been constructed with improvements along Belt Line Road and Midway Road, continued improvement along local streets and minor arterials can be achieved through implementing the 2025 Master Transportation Plan. Wherever possible, prioritizing people over cars will maintain safe vehicle speeds without disrupting traffic flow, enhance connectivity, and support Addison's evolution into a walkable community.

MOBILITY NETWORK INSUFFICIENT FOR NEW DEVELOPMENT

Addison is entering an exciting new chapter, moving toward becoming a community where walking, biking, and public transit are natural, convenient choices. With limited space for expanding roads and parking, the town's future growth offers an opportunity to focus on a more balanced transportation system. By investing in a variety of travel options, Addison can create a connected network that supports residents and visitors, encourages active lifestyles, and helps manage traffic over time.

PHYSICAL CONSTRAINTS CHALLENGE NEW BIKE & PEDESTRIAN CONNECTIONS

As a built-out community, Addison has limited opportunities to secure new easements or rights-of-way for trails. Physical barriers like the Dallas North Tollway, the DART rail line, and major roads require significant planning and funding to create safe pedestrian crossings. The 2019 Trails Master Plan identifies feasible locations for expanding bike and pedestrian facilities, prioritizing projects that improve first- and last-mile transit connections and link residential areas to commercial and employment hubs. Key strategies include repurposing street rights-of-way for bike lanes and partnering with developers to enhance connectivity as properties redevelop street rights-of-way, including converting vehicle travel lanes into bike lanes. As properties redevelop, the Town will also have opportunities to collaborate with developers to enhance facilities and improve connectivity.

RECOMMENDATIONS

MC1 ***Make the DART Silver Line Addison Station the hub of an incrementally-built out multi-mobility system.***

The DART Silver Line provides an incredible opportunity to make Addison more walkable locally and more connected regionally. Existing and future mobility options should complement the Silver Line Addison Station to make it the mobility heart of Addison.

MC2 ***Improve multi-directional bike/pedestrian connectivity between neighborhoods, commercial centers, and other community destinations.***

Building and maintaining a well-connected network of sidewalks and bike facilities will ensure those who want or need to get around the community without a car can do so safely and conveniently.

MC3 ***Reimagine Addison's arterial roadways as beautified, functional, multi-mobility corridors that complement the redevelopment we seek along them.***

Currently, most arterial roadways have an auto-centric feel. These corridors present opportunities to evolve into multimodal, complete streets that are more aesthetically attractive and support mixed-use development and human-scale places.

MC4 ***Make safe movement of cars, bikes, and pedestrians on arterials the priority.***

Historically, arterial corridors have prioritized efficient movement of vehicles across a city. However, Addison envisions its arterials as corridors for all modes of transportation, ensuring the safety of all users.

MC5 ***Design neighborhood streets to prioritize people, place and productive development.***

To build complete neighborhoods and mixed-use centers that generate above-average value per acre, streets in these areas must prioritize human interaction, pedestrian mobility, and placemaking over traffic speed.

MC6 ***Facilitate build-out of Addison as a major North Dallas transportation Hub.***

With direct access to the Dallas North Tollway, proximity to 635, Addison Airport, above-average walkability, and the new DART station coming online, Addison is well positioned to serve as an inter-connected place of commerce, attracting new employers and their workforce.

Mobility & Connectivity Implementation

p. 203-210

Integrated Component

RELATED PLANS & INITIATIVES



ADDISON'S RELATED PLANS & INITIATIVES

Over the past decade, Addison has undertaken multiple significant planning initiatives. While some of these plans require updates, many recommendations remain relevant. Key insights from these documents are summarized in this minor component and integrated into the overall implementation strategy. The following policies and recommendations reflect the intent of the Comprehensive Plan but not the entirety of the recommendations stated in each study or plan.

INCORPORATION OF OTHER PLANNING INITIATIVES

This Comprehensive Plan is intended as a central hub for all of Addison's planning efforts. If and when older plans are updated and expanded they should be incorporated into the Comprehensive Plan as Planning Components. To be integrated, each initiative must follow the same framework as current components. City Council can then amend the Comprehensive Plan by adding new components, removing outdated references, and incorporating new recommendations and actions.

More detailed plans, like targeted master plans and small area plans are incorporated into the Comprehensive Plan via this minor planning component. For each new initiative, a summary page should be created, outlining key findings and recommendations. Then, actions should be generally added to recommendation RP1 in the Implementation Plan to indicate, within the Comprehensive Plan, that the tenets of that newly adopted detailed plan are a focus of this plan as well.

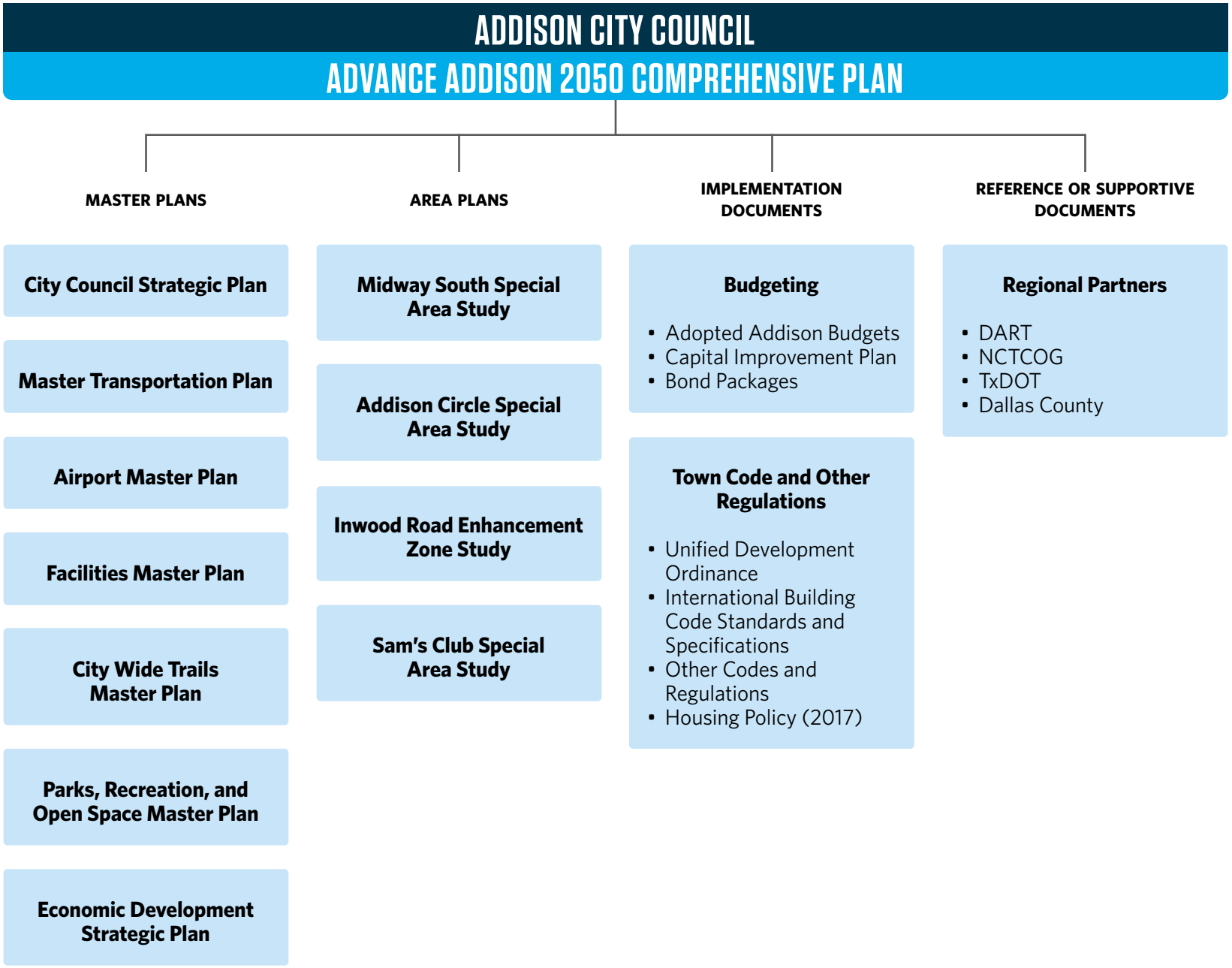
PLAN TYPES

MASTER PLANS

Large-scale master plans, like transportation plans, address specific community needs by outlining infrastructure and mobility strategies. They guide the development of efficient transportation systems, supporting growth and sustainability. In a comprehensive plan, these plans are crucial references, ensuring that mobility solutions align with broader goals, such as land use and economic development, while enhancing connectivity and accessibility.

SMALL AREA PLANS

Small area plans focus on specific neighborhoods or districts, offering targeted solutions for localized issues such as land use, infrastructure, and community needs. These plans address unique challenges and opportunities in particular areas, allowing for more detailed, site-specific strategies. Incorporating small area plans into a comprehensive plan ensures that broader goals are tailored to local contexts, showing how city-wide visions translate into concrete actions and improvements in individual areas. This helps bridge the gap between larger strategies and on-the-ground implementation.


ADDISON CITY COUNCIL
ADVANCE ADDISON 2050 COMPREHENSIVE PLAN
MASTER PLANS
City Council Strategic Plan
Master Transportation Plan
Airport Master Plan
Facilities Master Plan
City Wide Trails Master Plan
Parks, Recreation, and Open Space Master Plan
Economic Development Strategic Plan
AREA PLANS
Midway South Special Area Study
Addison Circle Special Area Study
Inwood Road Enhancement Zone Study
Sam's Club Special Area Study
IMPLEMENTATION DOCUMENTS
Budgeting
Adopted Addison Budgets
Capital Improvement Plan
Bond Packages
Town Code and Other Regulations
Unified Development Ordinance
International Building Code Standards and Specifications
Other Codes and Regulations
Housing Policy (2017)
REFERENCE OR SUPPORTIVE DOCUMENTS
Regional Partners
DART
NCTCOG
TxDOT
Dallas County

ADDISON CIRCLE SPECIAL AREA STUDY

SMALL AREA PLAN



The 2018 Addison Circle Special Area Study looked at an area of undeveloped and underdeveloped properties near Addison Circle and the soon-be-operating DART Silver Line Addison Station. The study identified two sub-areas within the Addison Circle area: Addison Central and Addison Central West. This special area study established a desired vision or goal for these areas, while also documenting the unique challenges and opportunities that exist.

The focus for the Addison Central sub-area was the establishment and preliminary guidance for the area to develop as a regional destination with the upcoming DART Silver Line Addison Station and the construction of the Cotton Belt regional trail. The analysis of the Addison Central West sub-area consisted of the extension of the Addison Circle neighborhood to and north along Addison Road. Additional supporting tourism, conference, and event uses were considered in this area.

SUMMARY OF THIS PLAN'S RECOMMENDATIONS

1. Maximize the benefits of the new DART Silver Line to Addison and create a destination with opportunities for appropriate and successful new development on some of the last remaining undeveloped land in Addison.
2. Development along the Dallas North Tollway should continue the existing pattern of high-rise office development.
3. Between the Silver Line Addison Station and Addison Circle Park, new development should be designed so that these two appealing amenities contribute to residential or business locations unlike anything else in the region.
4. The high-quality design and amenities of Addison Circle's existing residences should be included in new residential developments as well.
5. Immediately adjacent to the Addison Conference Centre, new uses that support tourism, conferences and events are an appropriate extension of Addison Circle's character and activities.

Additional Information

Addison Circle Special Area Study

ECONOMIC DEVELOPMENT STRATEGIC PLAN

MASTER PLAN



The 2019 Economic Development Strategic Plan is a document that outlines Addison's economic goals and strategies for a local self-sustaining economy, as well as the capitalization of regional opportunities. The Economic Development Strategic Plan includes a regional assessment as well as an assessment of the Town's zoning, land use, infrastructure, and mobility. By doing this, the strategic plan could conduct an educated target industry analysis along with the Town's regional positioning.

The strategic plan also included community input from several different audiences, ranging from stakeholders and employers to residents to the City Council. This allowed for the production of an updated vision and goals for Addison's economic development department.

The four goals produced in this plan focused on:

- Promotion as a place of choice
- Maintenance of business climate
- Promotion of key assets and points of difference
- Leveraging Addison's quality of place

SUMMARY OF THIS PLAN'S RECOMMENDATIONS

1. Create an administrative approval process for zoning tools, including but not limited to Form-Based Codes, that implement walkable mixed-use by right.
2. Host events that bring Addison's entrepreneurs together for networking opportunities. This will help build the entrepreneurial culture in the region and provide entrepreneurs with the opportunity to learn from each other.
3. Catalog all existing resources for businesses in Addison, as well as those resources available at the regional and state level. This may include resources that are not provided by the Town, but by a partner organization.
4. Maximize economic development opportunities with a focus on meeting the lifestyle needs of today's workforce by enhancing and creating vibrant, connected places and neighborhoods through development/redevelopment of locations based on adjoining content and market opportunities.
5. Consider appropriate transitions between existing, mature neighborhoods, major corridors, and future redevelopment throughout town to retain and enhance existing communities.
6. Prioritize walkability and connectivity infrastructure projects as a primary driver for investment and redevelopment.

Additional Information

Economic Development Strategic Plan

INWOOD ENHANCEMENT ZONE

SMALL AREA PLAN



The 2017 Inwood Enhancement Zone study conducted an existing conditions analysis, community engagement for desired outcomes, and potential scenarios of desired developments in the Inwood Enhancement Zone. This area is bounded by Belt Line Road on the north, Inwood Road on the west, and Farmers Branch on the west and south sides. This area has experienced deterioration and underutilization but is the southern gateway into Addison. Therefore, the redevelopment of this area in a vibrant manner is of great importance to the Town and the community, overall.

Two different scenarios (Civic Square and Village) were produced with the established transportation, economic development, urban design, and open space goals in mind. The study provided goals for future development to meet as well as zoning and financial strategies to be utilized by the Town.

SUMMARY OF THIS PLAN'S FINDINGS

1. The four zoning strategies that were identified in the study were standard zoning, creation of an overlay district, implementation of a form-based code, or planned development approach.

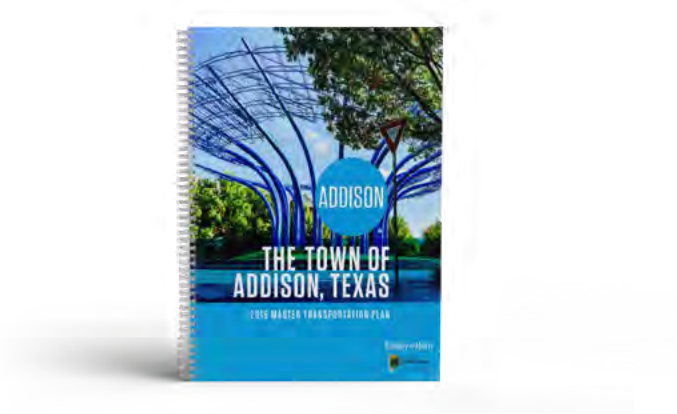
2. Several financing strategies were identified, such as developer-financed, Public Improvement District (PID), Public-Private Partnership (P3), and Tax Increment Finance (TIF). The study took a deeper dive into the TIF approach as a viable option for activating development in the area.

Additional Information

Inwood Enhancement Zone

MASTER TRANSPORTATION PLAN

MASTER PLAN



The 2016 Master Transportation Plan (MTP) is the guiding document for major transportation improvements in Addison. It covers all modes of transportation—automobile, pedestrian, bicycle, and public transit—setting goals and standards for each. Since Addison is largely built out, the MTP focuses on strategic investments to improve connectivity, boost network efficiency, and expand alternative transportation options.

This Plan consists of seven goals:

- Enhance active transportation options like walking and biking
- Develop a safer and more efficient transportation network
- Create memorable places
- Improve east/west connectivity (particularly across the Dallas North Tollway)
- Increase route options
- Support economic development objectives
- Secure rail service in the Cotton Belt corridor

The MTP's elements, including the street classification system, multi-modal options, and recommended improvements, aim to achieve these goals.

SUMMARY OF THIS PLAN'S RECOMMENDATIONS

1. Continue to advocate for the timely construction of rail to connect Addison with points east and west.
2. Explore the possibility of a partnership between DART, the Town, area hotels and restaurants, and major employers to develop a local shuttle/circulator system.
3. Rebuild the parkway along Belt Line Road to include wide sidewalks, street trees, and other pedestrian-friendly amenities.
4. Add pedestrian and landscape enhancements to transition from the Addison Circle environment to the southern end of Quorum Drive.
5. Develop a concept and implement a pilot program of cycling-oriented improvements in one or more of the Active Transporation corridors.
6. Develop a program to address missing sidewalk links and repair needs.

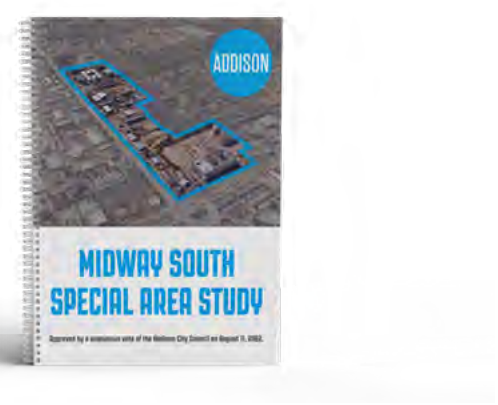
Additional Information

Master Transportation Plan

Major Projects

MIDWAY SOUTH SPECIAL AREA STUDY

SMALL AREA PLAN



The 2022 Midway South Special Area Study analyzed the existing conditions and potential scenarios of development. This area is bounded by Belt Line Road on the north, Midway Road on the east, Hornet Road on the south, and the easterly boundaries of the existing residential developments on the west. The study focused on enhancing area attractiveness, compatibility with the existing adjacent neighborhoods, incorporating usable public green space, and built-in flexibility for current and future market conditions.

The area plan study produced policies related to design principles and form and character that would elevate the area while also being mindful of the residential development that it borders. Additionally, descriptions with illustrative images of the building form and orientation, streetscape, and parking elements for different place types within the area were included. The following policies and recommendations reflect the intent of the Comprehensive Plan but does not reflect the entirety of policies and recommendations stated in the 2022 Midway South Special Area Study.

SUMMARY OF THIS PLAN'S RECOMMENDATIONS

1. Create a network of connected trails and open spaces and orient development to engage and activate public open space destinations.
2. Allow building heights and uses that respect the existing neighborhoods and recognize market potential.
3. Accommodate lifecycle housing options for a broad range of household types and leverage any investment in housing to serve as a catalyst for broader reinvestment in the Study Area.
4. Redevelopment areas should be organized with a focus on pedestrian-scale blocks and walkability. Streets, trail corridors, parks, and civic spaces should serve as neighborhood focal points and should be engaged as much as possible by active building frontages such as porches, patios, and balconies.
5. The new open spaces should be accessible to residents and business patrons of the new developments through walkable and bikeable connections within the developments.
6. Public art and elevated landscape design treatment should be utilized to create focal points within the Study Area.

Additional Information

Midway South Special Area Study

PARKS, RECREATION, AND OPEN SPACE MASTER PLAN

MASTER PLAN



The 2019 Parks, Recreation, and Open Space Master Plan analyzed Addison's current park and recreation system while considering evolving community needs. This Master Plan serves as a blueprint for enhancing and managing the Town's recreational assets, proposing forward-thinking initiatives, desired programming, and strategic investments in both existing and new amenities, as well as a range of transformative projects.

The Plan aims to achieve five key goals:

- Recreation
- Social Cohesiveness
- Economic Vitality
- Environmental Stewardship
- Placemaking.

Recommendations are grouped into three distinct categories: game-changing initiatives, transformative projects, and supporting strategies. Key initiatives include asset management, the Cotton Belt Rail Station, Addison Central, trail connectivity, park activation, and economic development.

SUMMARY OF THIS PLAN'S RECOMMENDATIONS

1. Use the new asset management tool to reevaluate costs, track the lifecycle of park assets, and implement an annual replacement schedule.
2. Set aside funds for the future replacement and refreshing of parks, facilities, and landscaping that will all need attention in a small timeframe.
3. Enhance pedestrian/bike connectivity from the Cotton Belt Trail to other trails and destinations in Addison as per trail and connectivity recommendations.
4. Acquire easements, plan, and develop approximately 10 miles of hard-surface off-street trails to enhance bike and pedestrian connectivity and improve access to key parks.
5. Provide pedestrian crossings across Quorum Drive and Landmark Place to allow for safe points of connection between nodes of activity.
6. Partner with local offices and businesses to program South Quorum with indoor and outdoor pop-up events, social activities, and programs.

Additional Information

Parks, Recreation, and Open Space Master Plan

Major Projects

TRAILS MASTER PLAN

MASTER PLAN



The Town's 2021 Trails Master Plan outlined safe and comfortable pedestrian and bicycle facilities to connect local and regional recreation, amenities, and destinations. Through community engagement, stakeholder interviews, and analysis, a Future Trail Network was created for implementation. The Plan includes a vision, guiding principles, and goals for city-wide trails, with each proposed segment and trail typology aligned to these elements.

The Future Trail Network provides a long-term vision for a fully developed trail system that fills gaps and connects Addison's residents and visitors to key destinations. The network features various trail typologies that specify preferred widths, accommodate different users, promote compatibility with the surroundings, and recommend buffers. Implementing this network will significantly improve connectivity within Addison and the broader region. While these recommendations align with the Comprehensive Plan, they do not encompass the full scope of the Trails Master Plan recommendations.

Additional Information

Trails Master Plan

SUMMARY OF THIS PLAN'S RECOMMENDATIONS

1. Improvements along several principal and minor arterials, including:
   - Widened sidewalks with buffers along Marsh Lane, as well as an improved crossing at Pebble Beach Drive.
   - Widened sidewalks with buffers and shared-use paths along Belt Line Road extending from Quorum Drive east to Winnwood Park, as well as an improved connection across Belt Line Road at Prestonwood Boulevard.
   - Shared-use path extending north along Quorum Drive from Airport Parkway to Westgrove Drive.
   - Widened sidewalks with buffers along Addison Road from Westgrove Drive north to Trinity Christian Academy.
2. Improvements to complete loops and create additional connections within several parts of Addison
   - **Southwest Addison**
     - Extension of shared-use paths along Spring Valley Road from Woodway Drive to Marsh Lane.
     - Wide sidewalks with buffers along Sidney Drive from Woodway Drive to Marsh Lane.
   - **South Quorum**
     - Regional shared-use trail connection along the railroad east of Inwood Road.
     - A local shared-use trail running east and west across South Quorum in partnership with landowners.
   - **East Addison**
     - A local shared-use trail along the Dallas North Tollway frontage road on the east side of the tollway.
   - **Central Addison**
     - Widened sidewalks with buffers along Spectrum Drive.
   - **North Addison**
     - Widened sidewalks with buffers along Excel Parkway from Westgrove Drive to Addison Road.
     - Shared-use path along Sojourn Drive extending from Westgrove Drive to Addison Road.
     - A local shared-use trail connecting Addison Road to existing trails west on the Trinity Christian Academy campus and in North Addison Park.

RECOMMENDATIONS

RP1 ***Continue to implement recommendations outlined in existing plans per the specified timelines.***

The Town has several existing master plans and small area plans that were recently completed and support the vision, principles, and goals outlined in this plan. The Town should continue to implement the recommendations and projects outlined in these plans.

RP2 ***Update existing plans to reflect the vision, principles, and goals outlined in this Comprehensive Plan.***

Some of the Town's plans are older and need updating. As these plans are revised, they should include recommendations and projects that support the vision, principles, and priorities included in this Comprehensive Plan.

Related Plans & Initiatives Implementation

p. 211-214

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IMPLEMENTATION

This section outlines the path needed to achieve the Plan's recommendations. It provides a thorough explanation of the key elements of the Implementation Plan, including the strategies, timelines, and responsible entities involved. The section also includes detailed matrices that offer step-by-step guidance for turning recommendations into actionable steps. Successful implementation will require collaboration between the Town, its residents, property owners, local businesses, and regional agencies, ensuring that policies, programs, and projects align with Addison's long-term goals.



ADDISON'S IMPLEMENTATION PLAN

PLANNING FOR SUCCESS

Addison will implement this Plan by adopting policies, launching programs, and executing projects that achieve the recommended outcomes. This process is known as plan implementation. Implementing the Comprehensive Plan is not the sole responsibility of the Town—it requires ongoing collaboration between the Town, its citizens, community organizations, developers, property owners, and other governmental agencies in the region.

The proposed implementation program includes a set of general recommendations covering a wide range of topics and recommendations specific to each planning component as well as recommendations that deal with Addison's related plans and initiatives. Each recommendation is supported by a narrative to provide further clarity. Since recommendations can be broad, a series of actions has been provided to break them down into more manageable parts. Detailed implementation tables accompany these actions, offering key information such as action timing, alignment with Addison's decision-making principles, direct connection to the Council's Key Focus Areas, the responsible Town department, and the type of action needed for successful completion.

THE COMPREHENSIVE PLAN LIFE CYCLE



IMPLEMENTATION APPROACH

INCREMENTAL

Achieving the Town's larger objectives begins with small, manageable actions that build momentum over time. Early successes build confidence, align efforts with resources, and establish a foundation for accelerated progress. An incremental approach ensures each action, however small, contributes meaningfully to broader goals without straining capacity or budget.

This Implementation Plan is organized by the Planning Components. The Town should first prioritize actions designated as short term, developing specific plans to address them. Simultaneously, continuous actions—those without a fixed completion year—should be integrated into daily operations to build strong habits.

MEASURES OF SUCCESS & REPORTING

The Advance Addison 2050 dashboard should be an online interactive dashboard that serves as the public-facing tool to track the progress and implementation of the Comprehensive Plan. It will provide real-time updates (on a regular basis) on key metrics tied to the Plan's recommendations, offering transparency and accountability. The dashboard will also visually highlight which actions from the Plan have been completed and which are still in progress, ensuring continuous monitoring of success and areas for improvement. Regular updates will allow stakeholders to stay informed and engaged with the Plan's ongoing implementation.

Additional Information

Advance Addison 2050 Dashboard

IMPLEMENTATION HIERARCHY



Level 1

Recommendations are arranged by planning component to comprise an implementation plan.

Level 2

Recommendations are each broken into a series of actions.

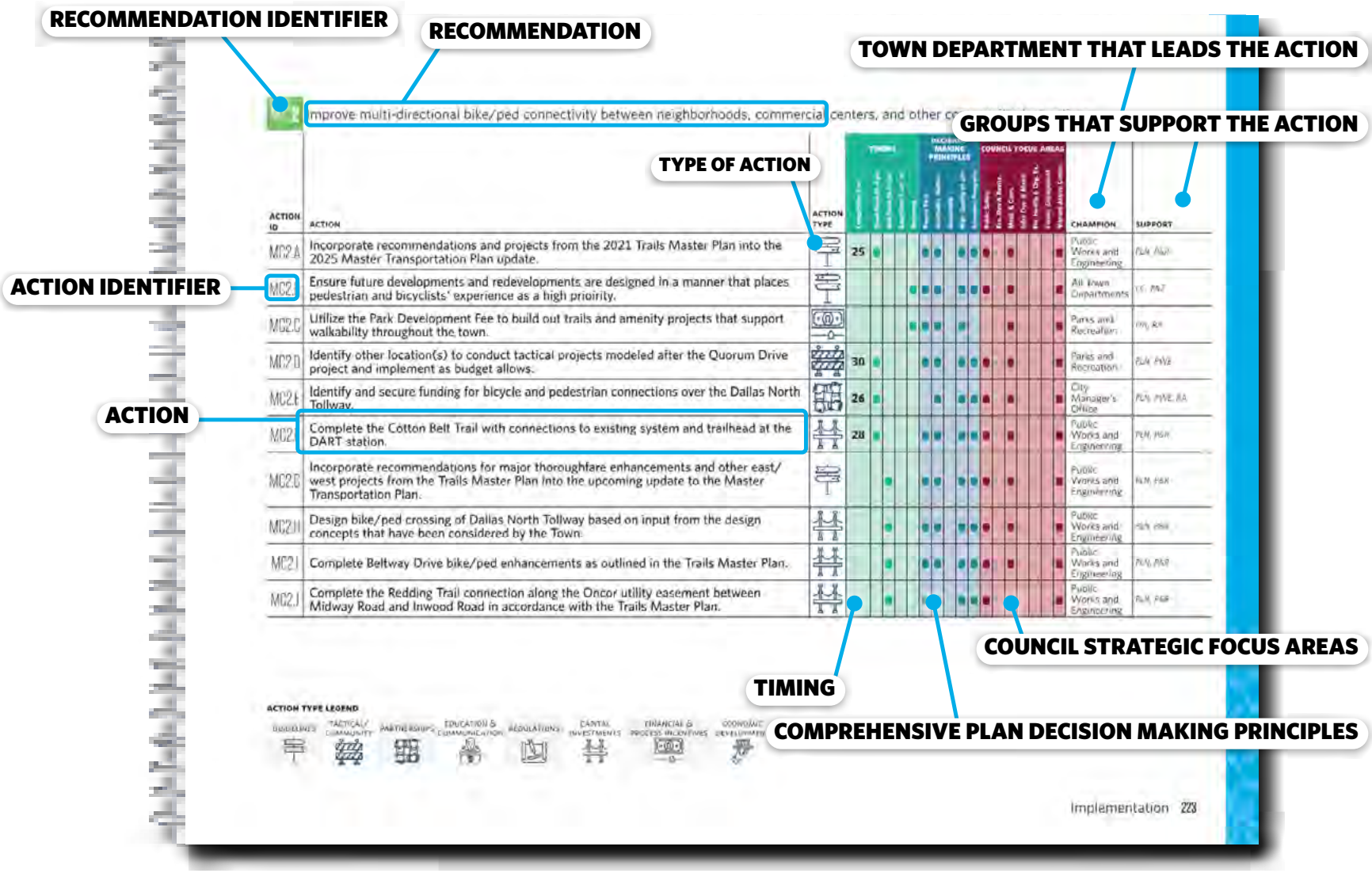
Level 3

Prioritized actions are outlined so that the Town may lead execution.

ELEMENTS OF THE IMPLEMENTATION PLAN

UNDERSTANDING THE IMPLEMENTATION TABLES

Each Implementation Table follows a standard format to clearly convey the information readers and Town staff need to initiate the implementation of this Comprehensive Plan. Each table represents a single recommendation and includes all actions associated with it. The image of a recommendation below highlights the location of each element within the Implementation Tables.



RECOMMENDATIONS

Recommendations can also be read as goals for the Town of Addison. While recommendations are generally broad, they serve to illuminate needs of the citizens and the community at large. As recommendations are completed, new ones with accompanying actions that align with Vision Story, and are filtered through Decision-Making Principles, should be created.

Decision-Making Principles p. 20

Refining & Updating this Plan p. 19

ACTIONS

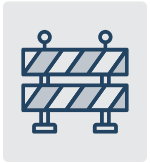
Actions are specific tasks designed to achieve the recommendation they support.

Guidelines



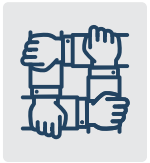
Plans and design guidelines that are used to guide development of the functional and visual environment throughout the Town or within certain areas.

Tactical/Community



Easily-funded projects that can be executed by residents and other partners to address safety and quality of life items and test ideas while waiting for funds to become available for more permanent improvements.

Partnerships



Specific partnerships and collaborative efforts that are needed or that can help to achieve the desired vision for Addison.

Education & Communication



Programs and activities that inform, engage and connect residents, local businesses and agency partners, and help with promotion of the community to prospective residents, developers and employers.

Regulations



Ordinances and adopted policies that are used to guide and enforce development patterns in the Town, most notably the zoning and subdivision ordinances.

Capital Investments



Infrastructure projects and other Town investments that help preserve and enhance economic growth, property values and quality of life.

Financial & Process Incentives



A city can encourage desired development with incentives like reduced fees, tax rebates, grants, and faster approvals to save developers time and money.

Economic Development



A town can cultivate a robust environment for entrepreneurship through programs, plans, and events that generate support or offer assistance. While the size of businesses varies, they are all reliant on local assistance and investment.

DECISION-MAKING PRINCIPLES

These five principles were utilized in the creation of the proposed recommendations and implementation actions.

1. People First
2. Aesthetics Matter
3. Leadership
4. High Quality of Life
5. Economic Prosperity



Decision-Making Principles

p. 20

CITY COUNCIL STRATEGIC PLAN KEY FOCUS AREAS

The implementation actions in the Advance Addison Comprehensive Plan have been crafted to tightly integrate with the Addison City Council's strategic objectives. This Plan's actions are aligned with the Council's Key Focus Areas:

1. Public Safety
2. Economic Development and Revitalization
3. Mobility and Connectivity Timing
4. Infrastructure Development and Maintenance
5. Financial Health and Organizational Excellence
6. Vibrant Active Community



Additional Information

City Council Strategic Plan

TIMING

The Year column indicates the recommended completion year for short-term actions (represented as a two-digit year). For recurring actions, it lists the initial completion year, with the repetition schedule noted in the following columns. Flexibility has been allowed for Town staff to determine the best timing to begin on this particular subset of actions.

CHAMPIONS AND SUPPORTERS

Each entity that can lead or support an action is identified in the Implementation Plan. Town departments designated to lead appear in the Champion column by name. For supporting entities, which are often numerous, each is represented by a unique two- or three-character code in the Support column to simplify identification.

Town Departments

Airport (AIR): The Town department that oversees compliance, operation and maintenance of the Addison Airport facilities and tenants.

Building Safety Division (BSD) The Town division, which is housed under the Development and Neighborhood Services department, that oversees review of building plans, issuance of permits, and inspections.

City Council (CC) The group of elected officials who enact legislation, adopt budgets, determine policies, and maintain the best interests of their residents and Town at the forefront.

City Manager's Office (CMO) The Town department which houses the chief administrator of the Town and ensures that City Council's policies are executed.

Economic Development (ED) This Town department works to stimulate Addison's economy by attracting new businesses and supporting existing ones.

Finance (FIN) This Town department is in charge of financial reporting, procurement, and budget management.

Fire (FD) The Town department that provides fire protection and emergency services across Addison.

Information Technology (IT) The Town department that provides technical support and secuirty to the Town of Addison.

Marketing & Tourism (MKT) The Town department that manages comprehensive marketing efforts and initiatives that foster community engagement and support economic growth.

Neighborhood Services Division (NS) The Town division, which is housed under the Development and Neighborhood Services department, that oversees code compliance, environmental health, short-term rental registration and signs.

Planning Division (PLN) The Town division, which is housed under the Development and Neighborhood Services department, that oversees long-range land use planning and reviews platting, zoning and other development requests.

Planning & Zoning Commission (P&Z) The Town advisory body that considers and makes recommendations in matters related to land use, zoning, and platting.

Parks & Recreation (P&R) The Town department that oversees the maintenance and creation of parks, trails, recreational facilities, and special programming.

Police (PD) The department that is the law enforcement branch which maintains the public safety of the Town of Addison.

Public Works & Engineering (PWE) The Town department that oversees implementation and maintenance of capital improvements and provides engineering review of all new developments and inspection services.

Support Groups

Community Volunteers (VOL) Individuals with Addison that will contribute their time and effort to improve the Town via volunteerism, promotion of events and initiatives, and engaging other residents.

Developers/Business Community (DEV) Developers and business owners/operators that would come together to share insights, collaborate, and offer mutual support.

Local Non-Profit Organizations (NPO) These organizations will be located in Addison or adjacent cities and provide services, advocate for causes, and build community.

Regional Planning/Transportation Agencies (RA) These are agencies that the Town should communicate and coordinate efforts and initiatives with regularly to ensure that actions and important goals are being accomplished. Agencies may include, but are not limited to North Central Texas Council of Governments (NCTCOG), Dallas Area Rapid Transit (DART), North Texas Tollway Authority (NTTA), and Texas Department of Transportation (TxDOT).

RECOMMENDATIONS

General

1. Embrace the Comprehensive Plan as the centerpiece for all plans and decision-making.
2. Establish and apply tools to collect data and assess projects and initiatives
3. Leverage Addison's location and assets to cultivate and expand a more resilient and self-sustaining local economy and workforce.
4. Design the Town's public safety fleet and response approaches to support a people- and place-based community.
5. Seek opportunities to make the Town more environmentally resilient.
6. Cultivate a culture of trust and collaboration in the community.
7. Continue to invest in and maintain Addison's infrastructure systems.
8. Explore opportunities for consolidating and/or expanding Town facilities.

Land Use & Development Cjaracter

1. Utilize Place Types, Spectrum of Change, and complete neighborhoods as the primary land use planning tools.
2. Encourage infill and small-scale redevelopment to fill the missing needs in neighborhoods across Addison.
3. Transform autocentric places into more pedestrian friendly, mixed-use destinations.
4. Leverage the upcoming DART Transit-Oriented Development (TOD) as a catalyst site that enhances the surrounding area.
5. Enhance the design of the public realm across the Town.
6. Encourage high-quality, high-density, harmonious development alongside the Dallas North Tollway.
7. Design the built environment/ redevelopment to interact with and respond to the adjacent land uses.

Housing & Neighborhoods

1. Support the creation of complete and cohesive neighborhoods in accordance with the Place Types and Spectrum of Change Maps.
2. Make it more safe, comfortable, and convenient for Addisonites to get around their neighborhoods, and to nearby services.
3. Provide for household types that support the ability for residents to age in place within Addison.
4. Provide denser housing options in Addison's urban and transitional areas.
5. Maintain a high standard of quality design, materials, and aesthetics in new neighborhood development.
6. Create more places for intentional gathering and recreation within existing and new neighborhoods.

Land Use & Development
p.79-128

Housing & Neighborhoods
p. 129-142

Mobility & Connectivity

1. Make the DART Silver Line Addison Station the hub of an incrementally-built out multi-mobility system.
2. Improve multi-directional bike/pedestrian connectivity between neighborhoods, commercial centers, and other community destinations.
3. Reimagine Addison's arterial roadways as beautified, functional, multi-mobility corridors that complement the redevelopment we seek along them.
4. Make safe movement of cars, bikes, and pedestrians on arterials the priority.
5. Design neighborhood streets to prioritize people, place and productive development.
6. Facilitate build-out of Addison as a major North Dallas transportation Hub.

Mobility & Connectivity
p. 143-162

Related Plans & Initiatives

1. Continue to implement recommendations outlined in existing plans per the specified timelines.
2. Update existing plans to reflect the vision, principles, and goals outlined in this Comprehensive Plan.

Related Plans & Initiatives
p. 163-174

GENERAL RECOMMENDATIONS

G1 ***Embrace the Comprehensive Plan as the centerpiece for all plans and decision-making.***

A unified community vision and shared objectives are essential for effective governance. By aligning everyday decisions with this plan, the Town can balance economic growth, well-being, and sustainable development to create a prosperous and inclusive Addison.

G2 ***Establish and apply tools to collect data and assess projects and initiatives.***

The Town can enhance decision-making efficiency by incorporating tools that measure fiscal impacts and consider this plan's priorities. Proactive reviews will help identify successes, challenges, and areas for improvement.

G3 ***Leverage Addison's location and assets to cultivate and expand a more resilient and self-sustaining local economy and workforce.***

Addison's prime location attracts regional businesses. As the market shifts toward a place-based economy, cultivating more local businesses while supporting existing ones will ensure community and economic resilience.

G4 ***Design the Town's public safety fleet and response approaches to support a people- and place-based community.***

Traditional fire response vehicles require large roads. To become more walkable, the Town should adapt its response vehicles and approaches to an urban, pedestrian-friendly context, enhancing community safety and accessibility.

G5 ***Seek opportunities to make the Town more environmentally resilient.***

Development policies should adopt environmentally resilient practices that balance function, stewardship, and placemaking, supporting the Town's long-term sustainability.

G6 ***Cultivate a culture of trust and collaboration in the community.***

Strong communities have transparent, communicative leaders; developers aligned with the community's vision; and engaged residents.

G7 ***Continue to invest in and maintain Addison's infrastructure systems.***

Quality infrastructure underpins Addison's quality of life and competitiveness. Leveraging asset management can ensure service reliability and enhance the Town's visual appeal.

G8 ***Explore opportunities for consolidating and/or expanding Town facilities.***

As Addison grows, modernizing and expanding public facilities and fleet will become necessary.

G1 Embrace the Comprehensive Plan as the centerpiece for all plans and decision-making.

Action ID	Action	Action Type	Timing					Decision-Making Principles					Council Focus Areas							Champion	Support
			Completion Year	Short-Term (0-5 yr)	Mid-Term (6-15 yr)	Long-Term (16+ yr)	Recurring	People First	Aesthetics Matter	Leadership	High Quality of Life	Economic Prosperity	Public Safety	Eco. Dev & Revitz.	Mobi. & Conn.	Infra Dev. & Maint.	Fin. Health & Org. Ex.	Comm. Engagement	Vibrant Active Comm.		
G1.A	Reference the Decision-Making Principles and Implementation Recommendations from this Plan in Board/Council agenda reports and recommendations.						●	●	●	●	●	●	●	●	●	●	●	●	●	All Town Departments	*CC, P&Z*
G1.B	Evaluate the need to update the Unified Development Code to reflect the principles, vision, and strategies outlined in this Plan.						●	●	●	●	●	●	●	●	●	●	●	●	●	Planning Division	*CC, P&Z*
G1.C	Design and implement a comprehensive communication strategy using social media, Town website, and an annual meeting schedule to foster open communication and transparency around the Comprehensive Plan.						●			●							●	●		Marketing & Tourism	*PLN*
G1.D	Use the annual budget report and process to communicate how financial decisions and priorities align with this Plan.						●			●							●	●		Finance	*BS, CC, CMO, ED, FIN, FD, MKT, NS, PLN, P&R, PWE, P&Z*
G1.E	Conduct an implementation kickoff summit to inform elected and appointed officials, staff, agency partners, and community members about the Plan's vision, principles, goals, and top priorities for immediate action.		**25**	●						●								●		Planning Division	*CC, P&Z*
G1.F	Create a checklist or summary matrix staff can use to communicate how proposed projects align with the decision-making principles, Council Key Focus Areas, and objectives from this Plan.		**25**	●				●	●	●	●	●	●	●	●	●	●	●	●	Planning Division	*CC, P&Z*
G1.G	Administer the Vibrant Community Assessment annually to residents and business community and track ratings while using them to inform governing decisions.						●			●							●	●	●	Marketing & Tourism	*PLN*
G1.H	Publish and distribute a biennial progress report on implementation items from the Comp Plan and other active Master Plans (MTP, Trails, etc) to the community, including residents, employees, and businesses.		**26**	●			●			●	●	●					●	●		Planning Division	*CC, P&Z*
G1.I	Implement a proactive action plan to provide regular progress updates, recommendations, actions and re-evaluation to the Planning and Zoning Commission and City Council regarding the Comprehensive Plan.		**30**		●		●	●	●	●	●	●	●	●	●	●	●	●	●	Planning Division	*CC, P&Z*
G1.J	Evaluate and update the Comprehensive Plan to reflect the principles, vision, and strategies identified by the results of this Plan's various implementation priorities at regular long-term intervals.		**35**			●	●	●	●	●	●	●	●	●	●	●	●	●	●	City Council	*AIR, BS, CC, CMO, ED, FIN, FD, GEN, IT, MKT, NS, PLN, POL, P&R, PWE, P&Z, DEV, NPO, RA, VOL*

ACTION TYPE LEGEND

GUIDELINES | TACTICAL/ COMMUNITY | PARTNERSHIPS | EDUCATION & COMMUNICATION | REGULATIONS | CAPITAL INVESTMENTS | FINANCIAL & PROCESS INCENTIVES | ECONOMIC DEVELOPMENT

G2 Establish and apply tools to collect data and assess projects and initiatives.

Action ID	Action	Action Type	Timing					Decision-Making Principles					Council Focus Areas						Champion	Support
			Completion Year	Short-Term (0-5 yr)	Mid-Term (6-15 yr)	Long-Term (16+ yr)	Recurring	People First	Aesthetics Matter	Leadership	High Quality of Life	Economic Prosperity	Public Safety	Eco. Dev & Revitz.	Mobi. & Conn.	Infra Dev. & Maint.	Fin. Health & Org. Ex.	Comm. Engagement	Vibrant Active Comm.		
G2.A	Apply fiscal impact analysis to proposed development projects and integrate the findings into memos and presentations for the Planning and Zoning Commission and City Council.						●			●		●		●			●			Planning Division	*FIN, IT, PWE, DEV*
G2.B	Evaluate the UDC to ensure it contains market responsive regulatory incentives for incremental redevelopment in alignment with the Comprehensive Plan.						●			●				●						Planning Division	*CC, CMO, ED, FIN*
G2.C	Create an existing conditions report of Addison and comparable municipalities and regional entites that may include but are not limited to budget comparisons, population trends, demographic information, housing unit counts, and any other relevant benchmark data.		26	●						●				●			●			Planning Division	*ED*
G2.D	Perform a comprehensive evaluation of the development review process to identify gaps in data and areas of needed improvement in data sharing.				●					●							●			City Manager's Office	*CC, PLN*
G2.E	Establish fiscal performance targets for new development and capital projects and regularly update them as necessary.		26	●						●		●		●			●			Finance	*CC, PLN, PWE, P&Z*
G2.F	Create and establish a Buildable Land Inventory (BLI) that highlights existing undeveloped or underutilized land at the parcel level.		28	●						●		●		●			●			Planning Division	*ED, P&R, PWE*
G2.G	Establish an easily accessible data portal and archive that visualizes, maps, and reports recently constructed developments for use with development or utility councils.		27	●				●			●	●				●				Planning Division	*CMO, ED, MKT*
G2.H	Conduct an analysis on the types of land improvements that can be promoted or incentived to increase property productivity.		27		●					●		●		●			●			Planning Division	*ED, PWE*
G2.I	Set up a utility council to allow all utility companies and applicable school districts to be kept informed about developments and proactively coordinate.		27	●						●						●		●		Planning Division	*PWE*

ACTION TYPE LEGEND

GUIDELINES | TACTICAL/ COMMUNITY | PARTNERSHIPS | EDUCATION & COMMUNICATION | REGULATIONS | CAPITAL INVESTMENTS | FINANCIAL & PROCESS INCENTIVES | ECONOMIC DEVELOPMENT

G3 Leverage Addison's location and assets to cultivate and expand a more resilient and self-sustaining local economy and workforce.

Action ID	Action	Action Type	Timing: Completion Year	Timing: Short-Term (0-5 yr)	Timing: Mid-Term (6-15 yr)	Timing: Long-Term (16+ yr)	Timing: Recurring	Decision-Making Principles: People First	Decision-Making Principles: Aesthetics Matter	Decision-Making Principles: Leadership	Decision-Making Principles: High Quality of Life	Decision-Making Principles: Economic Prosperity	Council Focus Areas: Public Safety	Council Focus Areas: Eco. Dev & Revitz.	Council Focus Areas: Mobi. & Conn.	Council Focus Areas: Infra Dev. & Maint.	Council Focus Areas: Fin. Health & Org. Ex.	Council Focus Areas: Comm. Engagement	Council Focus Areas: Vibrant Active Comm.	Champion	Support
G3.A	Promote public art, placemaking, programming and dining options to attract visitors to Addison.						●	●	●		●	●		●					●	Parks and Recreation	*ED, MKT*
G3.B	Create development-funded incentives for incremental improvements in the Inwood Innovation Area.						●	●	●		●	●		●					●	Economic Development	*CC, PLN*
G3.C	Create a local business incubator program in collaboration with local investors to offer participants tools, training, and support.		27	●						●		●		●				●		Economic Development	*CMO, PLN, DEV*
G3.D	Create, maintain, and promote a database of small spaces throughout Addison that can support small and local businesses and entrepreneurs.		26	●						●		●		●						Economic Development	*CC, MKT, PLN*
G3.E	Create a new economic development advertising strategy and campaign that market's Addison's brand, uniqueness, and "Addison Way" for the attrraction of new businesses.		27	●						●		●		●						Economic Development	*CC, MKT*

G4 Design the Town's public safety fleet and response approaches to support a people- and place-based community.

Action ID	Action	Action Type	Timing: Completion Year	Timing: Short-Term (0-5 yr)	Timing: Mid-Term (6-15 yr)	Timing: Long-Term (16+ yr)	Timing: Recurring	Decision-Making Principles: People First	Decision-Making Principles: Aesthetics Matter	Decision-Making Principles: Leadership	Decision-Making Principles: High Quality of Life	Decision-Making Principles: Economic Prosperity	Council Focus Areas: Public Safety	Council Focus Areas: Eco. Dev & Revitz.	Council Focus Areas: Mobi. & Conn.	Council Focus Areas: Infra Dev. & Maint.	Council Focus Areas: Fin. Health & Org. Ex.	Council Focus Areas: Comm. Engagement	Council Focus Areas: Vibrant Active Comm.	Champion	Support
G4.A	Conduct a Strategic Emergency Response Plan with elements analyzing the possibility of increasing response times with increased density, reducing fire lanes and turning radii and evaluation of smaller emergency vehicles.		30		●			●			●		●							Fire	*PLN, PWE*
G4.B	Conduct a workshop with public safety staff to discuss and outline ways to prepare for increased density.		26	●				●		●	●		●							Police	*CC, FD*

ACTION TYPE LEGEND

GUIDELINES | TACTICAL/ COMMUNITY | PARTNERSHIPS | EDUCATION & COMMUNICATION | REGULATIONS | CAPITAL INVESTMENTS | FINANCIAL & PROCESS INCENTIVES | ECONOMIC DEVELOPMENT

G5 Seek opportunities to make the Town more environmentally resilient.

Action ID	Action	Action Type	Timing: Completion Year	Timing: Short-Term (0-5 yr)	Timing: Mid-Term (6-15 yr)	Timing: Long-Term (16+ yr)	Timing: Recurring	Decision-Making Principles: People First	Decision-Making Principles: Aesthetics Matter	Decision-Making Principles: Leadership	Decision-Making Principles: High Quality of Life	Decision-Making Principles: Economic Prosperity	Council Focus Areas: Public Safety	Council Focus Areas: Eco. Dev & Revitz.	Council Focus Areas: Mobi. & Conn.	Council Focus Areas: Infra Dev. & Maint.	Council Focus Areas: Fin. Health & Org. Ex.	Council Focus Areas: Comm. Engagement	Council Focus Areas: Vibrant Active Comm.	Champion	Support
G5.A	Evaluate and consider a Zero Net Energy (ZNE) code for all new buildings and substantial renovations.		28	●						●	●					●				Building Safety Division	*CC, P&Z*
G5.B	Achieve Level 2 Airport Carbon Accreditation at Addison Airport for carbon reduction operations.		28	●						●	●					●				Airport	*CC*
G5.C	Prepare a Sustainability Plan that includes climate resilience, natural resource stewardship, and disaster mitigation elements.				●						●					●				Fire	*CC, PLN*
G5.D	Integrate risk information from the Dallas County Hazard Mitigation Action Plan to require all new developments to confirm to the highest mitigation standards				●						●					●				Fire	*PLN*

G6 Cultivate a culture of trust and collaboration in the community.

Action ID	Action	Action Type	Timing: Completion Year	Timing: Short-Term (0-5 yr)	Timing: Mid-Term (6-15 yr)	Timing: Long-Term (16+ yr)	Timing: Recurring	Decision-Making Principles: People First	Decision-Making Principles: Aesthetics Matter	Decision-Making Principles: Leadership	Decision-Making Principles: High Quality of Life	Decision-Making Principles: Economic Prosperity	Council Focus Areas: Public Safety	Council Focus Areas: Eco. Dev & Revitz.	Council Focus Areas: Mobi. & Conn.	Council Focus Areas: Infra Dev. & Maint.	Council Focus Areas: Fin. Health & Org. Ex.	Council Focus Areas: Comm. Engagement	Council Focus Areas: Vibrant Active Comm.	Champion	Support
G6.A	Partner with local organizations impacted by planning and development to communicate Addison's vision and story. Make sure that the organizations have an open line of communication to both Town staff and elected officials.						●	●		●								●	●	City Manager's Office	*CC*
G6.B	Promote Addison's culture and story by ensuring that access to this plan is accessible widely. Make sure bound copies are available at all Town facilities.		25	●			●	●		●								●	●	City Manager's Office	*CC, PLN*
G6.C	Expansion of the Addison's Citizen Academy should be evaluated along with potential partnerships with local higher education institutions to equip local leaders for public service and elected/appointed positions.		27	●				●		●								●	●	City Manager's Office	*CC*

ACTION TYPE LEGEND



G7 Continue to invest in and maintain Addison's infrastructure systems.

Action ID	Action	Action Type	Timing: Completion Year	Timing: Short-Term (0-5 yr)	Timing: Mid-Term (6-15 yr)	Timing: Long-Term (16+ yr)	Timing: Recurring	Decision-Making Principles: People First	Decision-Making Principles: Aesthetics Matter	Decision-Making Principles: Leadership	Decision-Making Principles: High Quality of Life	Decision-Making Principles: Economic Prosperity	Council Focus Areas: Public Safety	Council Focus Areas: Eco. Dev & Revitz.	Council Focus Areas: Mobi. & Conn.	Council Focus Areas: Infra Dev. & Maint.	Council Focus Areas: Fin. Health & Org. Ex.	Council Focus Areas: Comm. Engagement	Council Focus Areas: Vibrant Active Comm.	Champion	Support
G7.A	Continue to utilize the Town's asset management system to track the quantity and condition of infrastructure and proactively manage maintenance and replacement projects.						●			●	●					●	●			Public Works and Engineering	*FIN, PLN*
G7.B	Conduct a fiscal impact analysis on infrastructure investments, and update the Future Land Use Map if those expenditures require higher returning development to remain solvent.						●					●				●	●			Public Works and Engineering	*PLN*
G7.C	Conduct a citywide assessment of existing utilities to determine where additional capacity will be required to support the increased density proposed in the various Place Types.		30		●			●	●		●	●				●	●			Public Works and Engineering	*PLN*
G7.D	Produce a Facilities & Infrastructure Planning Component using the framework outlined in the Introduction of this plan to assess needs, engage the public, make recommendations, generate actions, and implement the plan.					●				●	●	●				●	●			Public Works and Engineering	*CC, CMO, PLN*

G8 Explore opportunities for consolidating and/or expanding Town facilities.

Action ID	Action	Action Type	Timing: Completion Year	Timing: Short-Term (0-5 yr)	Timing: Mid-Term (6-15 yr)	Timing: Long-Term (16+ yr)	Timing: Recurring	Decision-Making Principles: People First	Decision-Making Principles: Aesthetics Matter	Decision-Making Principles: Leadership	Decision-Making Principles: High Quality of Life	Decision-Making Principles: Economic Prosperity	Council Focus Areas: Public Safety	Council Focus Areas: Eco. Dev & Revitz.	Council Focus Areas: Mobi. & Conn.	Council Focus Areas: Infra Dev. & Maint.	Council Focus Areas: Fin. Health & Org. Ex.	Council Focus Areas: Comm. Engagement	Council Focus Areas: Vibrant Active Comm.	Champion	Support
G8.A	Conduct a study to identify strategies to consolidate, enhance, and adequately locate Town services within the most efficient collection of Town buildings.				●				●	●						●	●			General Services	*BS, CC, CMO, ED, FIN, MKT, NS, PLN, P&R, PWE*
G8.B	Strategically locate Town facilities in areas where more complete neighborhoods is desired by identifying key areas that align with the Town's growth and key planning objectives.				●				●	●						●	●			General Services	*BS, CC, CMO, ED, FIN, MKT, NS, PLN, P&R, NPO*

ACTION TYPE LEGEND

GUIDELINES | TACTICAL/ COMMUNITY | PARTNERSHIPS | EDUCATION & COMMUNICATION | REGULATIONS | CAPITAL INVESTMENTS | FINANCIAL & PROCESS INCENTIVES | ECONOMIC DEVELOPMENT

LAND USE & DEVELOPMENT CHARACTER RECOMMENDATIONS

LU1 ***Utilize Place Types, Spectrum of Change, and complete neighborhoods as the primary land use planning tools.***

Mixed-use developments can enhance quality of life and economic growth by reducing commutes and fostering social connections. Incremental neighborhood evolution promotes sustainability without dramatic changes.

LU2 ***Encourage infill and small-scale redevelopment to fill the missing needs in neighborhoods across Addison.***

Working with developers and leveraging infrastructure will provide needed housing, services, and entertainment, meeting neighborhood needs through infill and redevelopment.

LU3 ***Transform autocentric places into more pedestrian friendly, mixed-use destinations.***

Many commercial areas are aging. Revitalizing these spaces into pedestrian-friendly destinations with open spaces and varied businesses will help foster a unique local identity.

LU4 ***Leverage the upcoming DART Transit-Oriented Development (TOD) as a catalyst site that enhances the surrounding area.***

The Silver Line Addison Station, set to begin operation in 2026, should serve as a community asset to attract residents, visitors, and businesses, catalyzing the next level of development in the surrounding area.

LU5 ***Enhance the design of the public realm across the Town.***

The appeal of the public realm has long set Addison apart. As the Town recommits to pedestrian-oriented needs and developments, the public realm should remain a focus for safety, comfort, and interaction.

LU6 ***Encourage high-quality, harmonious development alongside the Dallas North Tollway.***

The remaining undeveloped land along the Dallas North Tollway has great potential for high-intensity office and residential development that is cohesive and well connected to create more complete neighborhoods and competes with other urban mixed-use centers in the region.

LU7 ***Design the built environment/redevelopment to interact with and respond to the adjacent land uses.***

All development, whether infill or new, should be context-sensitive to enhance the area and nearby neighborhoods, rather than disrupting the character and fabric of the surrounding area.

Land Use & Development
p. 79-128

LU1 Utilize Place Types, Spectrum of Change, and complete neighborhoods as the primary land use planning tools.

Action ID	Action	Action Type	Timing: Completion Year	Timing: Short-Term (0-5 yr)	Timing: Mid-Term (6-15 yr)	Timing: Long-Term (16+ yr)	Timing: Recurring	Decision-Making Principles: People First	Decision-Making Principles: Aesthetics Matter	Decision-Making Principles: Leadership	Decision-Making Principles: High Quality of Life	Decision-Making Principles: Economic Prosperity	Council Focus Areas: Public Safety	Council Focus Areas: Eco. Dev & Revitz.	Council Focus Areas: Mobi. & Conn.	Council Focus Areas: Infra Dev. & Maint.	Council Focus Areas: Fin. Health & Org. Ex.	Council Focus Areas: Comm. Engagement	Council Focus Areas: Vibrant Active Comm.	Champion	Support
LU1.A	Ensure new development incorporates the characteristics defined for each Place Type in the Comprehensive Plan (e.g. scale, building typologies, housing types, etc.).						●	●	●		●	●					●		●	Planning Division	*CC, P&Z*
LU1.B	Calibrate development standards to allow the type of development envisioned within each Place Type.						●	●	●	●	●	●		●						Planning Division	*CC, P&Z*
LU1.C	Ensure that all building typologies deemed appropriate in the Place Types are allowed by comparable zoning districts in the Unified Development Code (UDC).						●	●	●		●	●	●	●					●	Planning Division	*CC, DEV*
LU1.D	Create a series of informational tools that explains what development is encouraged in each Place Type and in what context so that property owners can look for development/ redevelopment opportunities that align with the community's goals.		26	●				●	●	●	●	●						●	●	Planning Division	*CC, ED, MKT*
LU1.E	Proactively rezone properties to incentivize revitalization and encourage development activity in appropriate locations that closely align with Place Types, Spectrum of Change and the Buildable Land Inventory analysis.		29		●					●		●		●						Planning Division	*CC, P&Z*
LU1.F	Evaluate and update Recommendations, Place Type Map, Spectrum of Change Map, and accompanying elements of this Plan to reflect current conditions.						●	●	●	●	●	●								Planning Division	*CC, P&Z*

ACTION TYPE LEGEND

GUIDELINES | TACTICAL/ COMMUNITY | PARTNERSHIPS | EDUCATION & COMMUNICATION | REGULATIONS | CAPITAL INVESTMENTS | FINANCIAL & PROCESS INCENTIVES | ECONOMIC DEVELOPMENT

LU2 Encourage infill and small-scale redevelopment to fill the missing needs in neighborhoods across Addison.

Action ID	Action	Action Type	Timing: Completion Year	Timing: Short-Term (0-5 yr)	Timing: Mid-Term (6-15 yr)	Timing: Long-Term (16+ yr)	Timing: Recurring	Decision-Making Principles: People First	Decision-Making Principles: Aesthetics Matter	Decision-Making Principles: Leadership	Decision-Making Principles: High Quality of Life	Decision-Making Principles: Economic Prosperity	Council Focus Areas: Public Safety	Council Focus Areas: Eco. Dev & Revitz.	Council Focus Areas: Mobi. & Conn.	Council Focus Areas: Infra Dev. & Maint.	Council Focus Areas: Fin. Health & Org. Ex.	Council Focus Areas: Comm. Engagement	Council Focus Areas: Vibrant Active Comm.	Champion	Support
LU2.A	Create and utilize a Buildable Land Inventory database to leverage aging real estate into more active and vibrant uses, or to redevelop these spaces into needed amenities.			●			●				●	●		●					●	Marketing & Tourism	*ED, PLN*
LU2.B	Adopt a Strategic Hotel Activation Plan to support the intent of the Buildable Lands Inventory.				●				●			●		●						Economic Development	*CC, PLN, P&Z*
LU2.C	Adopt a Strategic Office Activation Plan to support the intent of the Buildable Lands Inventory to support the inclusion of residential uses and supportive amenities.				●				●			●		●						Economic Development	*CC, PLN, P&Z*
LU2.D	Encourage a mixture of land uses in infill and small-scale development areas that would meet the needs in adjacent neighborhoods.						●	●	●		●	●	●	●	●					Planning Division	*CC*
LU2.E	Evaluate the UDC to remove or reduce parking requirements for small-scale and infill developments.			●				●		●		●			●					Planning Division	*CC*
LU2.F	Generate an online map to direct developers and realtors to potential infill and small-scale development areas within Addison, emphasizing advantages and existing infrastructure capacity with emphasis on the Buildable Land Inventory database.			●								●		●			●	●	●	Planning Division	*ED, MKT*
LU2.G	Develop an online development aide specifically tailored to educate and attract developers interested in small-scale projects.			●					●	●	●	●						●	●	Planning Division	*CC, ED*

ACTION TYPE LEGEND

GUIDELINES | TACTICAL/ COMMUNITY | PARTNERSHIPS | EDUCATION & COMMUNICATION | REGULATIONS | CAPITAL INVESTMENTS | FINANCIAL & PROCESS INCENTIVES | ECONOMIC DEVELOPMENT

LU3 Transform autocentric places into more pedestrian-friendly, mixed-use destinations.

Action ID	Action	Action Type	Timing					Decision-Making Principles					Council Focus Areas							Champion	Support
			Completion Year	Short-Term (0-5 yr)	Mid-Term (6-15 yr)	Long-Term (16+ yr)	Recurring	People First	Aesthetics Matter	Leadership	High Quality of Life	Economic Prosperity	Public Safety	Eco. Dev & Revitz.	Mobi. & Conn.	Infra Dev. & Maint.	Fin. Health & Org. Ex.	Comm. Engagement	Vibrant Active Comm.		
LU3.A	Encourage transition of parking spaces into outdoor space and green space where appropriate.						●		●	●	●	●						●		Planning Division	*P&R*
LU3.B	Promote creation of more outdoor dining options and common spaces for small music or limited scale activities.						●				●	●		●				●	●	Planning Division	*ED, MKT*
LU3.C	Encourage structured parking in mixed-use developments to reduce the amount of surface lot parking in Addison where appropriate, based on market demand.						●	●	●	●		●		●	●	●	●			Planning Division	*CC, ED, PWE*
LU3.D	Collaborate with property management entities to conduct pilot programs of parklets and other public spaces on commercial, auto-oriented properties.		27	●					●	●	●	●		●			●			Parks and Recreation	*ED, PLN*
LU3.E	Activate underutilized areas and areas whose primary use fluctuates with temporary uses such as food trucks, farmer's markets, pop-ups, and so on.						●	●	●	●	●	●		●				●	●	Planning Division	*ED, NS*
LU3.F	Remove barriers to temporary uses of 6 months or less that activate otherwise auto-oriented spaces.		30		●				●	●	●	●	●	●					●	Planning Division	*CC, NS*
LU3.G	Undertake a program to regularly conduct feasibility studies regarding converting a suburban commercial auto-centric shopping center to a walkable mixed-use place. These studies should include property owners and the broad Addison community.				●					●	●	●	●	●			●	●	●	Planning Division	*CC, ED, DEV*

ACTION TYPE LEGEND

GUIDELINES | TACTICAL/ COMMUNITY | PARTNERSHIPS | EDUCATION & COMMUNICATION | REGULATIONS | CAPITAL INVESTMENTS | FINANCIAL & PROCESS INCENTIVES | ECONOMIC DEVELOPMENT

LU4 Leverage the upcoming DART Transit-Oriented Development (TOD) as a catalyst site that enhances the surrounding area.

Action ID	Action	Action Type	Timing					Decision-Making Principles					Council Focus Areas						Champion	Support
			Completion Year	Short-Term (0-5 yr)	Mid-Term (6-15 yr)	Long-Term (16+ yr)	Recurring	People First	Aesthetics Matter	Leadership	High Quality of Life	Economic Prosperity	Public Safety	Eco. Dev & Revitz.	Mobi. & Conn.	Infra Dev. & Maint.	Fin. Health & Org. Ex.	Comm. Engagement	Vibrant Active Comm.		
LU4.A	Ensure that multimodal facilities are integrated into Transit-Oriented Development (TOD) developments inlcuding but not limited to bike parking, accessible connections to Addison's trail systems, and high-quality lighting.						●		●		●	●	●		●				●	**Planning Division**	*CC, ED*
LU4.B	Consider a location for food trucks, kiosks, or other "pop-up" opportunities to activate more pedestrian activity in the area to activate the area surrounding the Addison Silver Line Transit Center.		**26**	●				●			●	●		●					●	**Parks & Recreation**	*CC, ED, MKT, NS, PLN*
LU4.C	Conduct a study that results in an inventory of outdoor spaces ripe for activation using the identified amenities in the Addison Circle Area Plan and integation of the Silver Line as a guide.				●		●		●		●	●	●	●					●	**Parks & Recreation**	*CC, ED, PLN, P&Z*
LU4.D	Coordinate efforts of the Addison Circle Park Vision Plan to create synergistic relationship between Addison Circle Park, the TOD, and along highly utilized points of connection, like major roadways.		**27**	●					●	●	●	●					●		●	**Parks & Recreation**	*CC, PLN, P&Z*

ACTION TYPE LEGEND



LU5 Enhance the design of the public realm across the Town.

Action ID	Action	Action Type	Timing					Decision-Making Principles					Council Focus Areas							Champion	Support
			Completion Year	Short-Term (0-5 yr)	Mid-Term (6-15 yr)	Long-Term (16+ yr)	Recurring	People First	Aesthetics Matter	Leadership	High Quality of Life	Economic Prosperity	Public Safety	Eco. Dev & Revitz.	Mobi. & Conn.	Infra Dev. & Maint.	Fin. Health & Org. Ex.	Comm. Engagement	Vibrant Active Comm.		
LU5.A	Incorporate art into rights of way where appropriate.						●		●		●								●	Public Works and Engineering	*CC, NPO*
LU5.B	Adopt a Gateway Improvement Study Timeline, which sets specific goals for accomplishing the visual improvements at key gateways called for in the 2024-2025 Council Strategic Plan.		**30**		●				●		●	●							●	Marketing and Tourism	*CC, ED*
LU5.C	Adopt a Wayfinding System Plan to be implemented throughout the Town.		**25**	●						●	●	●	●					●	●	Marketing and Tourism	*CC, ED, PLN, P&R*
LU5.D	Collaborate with property owners and management companies to reimagine landscaping and open spaces that would attract the creation of Third Places.				●			●	●		●	●	●	●				●	●	Economic Development	*PLN, P&R, PWE*
LU5.E	Revise Addison branding to account for various character areas throughout the Town.		**28**	●						●	●	●		●				●	●	Marketing and Tourism	*CC, ED, PLN*
LU5.F	Create a street tree management program to provide shade canopy and enhance pedestrian experience while respecting business visibility.				●				●	●	●		●		●	●			●	Parks and Recreation	*CC, PLN, PWE*

ACTION TYPE LEGEND

GUIDELINES | TACTICAL/ COMMUNITY | PARTNERSHIPS | EDUCATION & COMMUNICATION | REGULATIONS | CAPITAL INVESTMENTS | FINANCIAL & PROCESS INCENTIVES | ECONOMIC DEVELOPMENT

LU6 Encourage high-quality, harmonious development along the Dallas North Tollway

Action ID	Action	Action Type	Timing: Completion Year	Timing: Short-Term (0-5 yr)	Timing: Mid-Term (6-15 yr)	Timing: Long-Term (16+ yr)	Timing: Recurring	Decision-Making Principles: People First	Decision-Making Principles: Aesthetics Matter	Decision-Making Principles: Leadership	Decision-Making Principles: High Quality of Life	Decision-Making Principles: Economic Prosperity	Council Focus Areas: Public Safety	Council Focus Areas: Eco. Dev & Revitz.	Council Focus Areas: Mobi. & Conn.	Council Focus Areas: Infra Dev. & Maint.	Council Focus Areas: Fin. Health & Org. Ex.	Council Focus Areas: Comm. Engagement	Council Focus Areas: Vibrant Active Comm.	Champion	Support
LU6.A	Create a special area plan study for the undeveloped land along the Dallas North Tollway (DNT) with an established boundary and detailed examples of desired development types and connectivity pathways.				●			●	●	●	●	●		●	●		●	●	●	Planning Division	*CC, ED, P&R, PWE, P&Z*
LU6.B	Engage property owners and representatives of the undeveloped land along the DNT to convey the Town's vision for the area.				●				●	●	●	●		●				●	●	Economic Development	*CC, MKT, PLN, P&Z*
LU6.C	Conduct an area parking study to examine aspects such as parking requirements, parking structures shared by multiple users and owners, use of private parking for Town facilities and special events, and any related funding issues.				●			●			●	●	●			●			●	Public Works and Engineering	*CC, ED, PLN, P&R, PWE, P&Z*

LU7 Design the built environment/redevelopment to interact with and respond to the adjacent land uses.

Action ID	Action	Action Type	Timing: Completion Year	Timing: Short-Term (0-5 yr)	Timing: Mid-Term (6-15 yr)	Timing: Long-Term (16+ yr)	Timing: Recurring	Decision-Making Principles: People First	Decision-Making Principles: Aesthetics Matter	Decision-Making Principles: Leadership	Decision-Making Principles: High Quality of Life	Decision-Making Principles: Economic Prosperity	Council Focus Areas: Public Safety	Council Focus Areas: Eco. Dev & Revitz.	Council Focus Areas: Mobi. & Conn.	Council Focus Areas: Infra Dev. & Maint.	Council Focus Areas: Fin. Health & Org. Ex.	Council Focus Areas: Comm. Engagement	Council Focus Areas: Vibrant Active Comm.	Champion	Support
LU7.A	When reviewing proposed infill, redevelopment and greenfield projects, require that the proposed development fits the style and feel of the area/neighborhood, keeping its unique character intact.						●		●		●								●	Planning Division	*CC, P&Z*
LU7.B	Support design and elements that add value to the pedestrian realm such as outdoor seating, small-scale plazas, landscaping, welcoming entrances and other streetscape features.						●		●		●	●		●					●	Planning Division	*CC, MKT, P&Z*
LU7.C	Expand the facade/site improvement grant to encourage existing sites and buildings to make architectural and site improvements that would be comptatible with redevelopment proposals.				●				●		●		●	●					●	Economic Development	*CC, MKT, PLN*

ACTION TYPE LEGEND

GUIDELINES | TACTICAL/ COMMUNITY | PARTNERSHIPS | EDUCATION & COMMUNICATION | REGULATIONS | CAPITAL INVESTMENTS | FINANCIAL & PROCESS INCENTIVES | ECONOMIC DEVELOPMENT

HOUSING & NEIGHBORHOODS RECOMMENDATIONS

HN1 ***Support the creation of complete and cohesive neighborhoods in accordance with the Place Types and Spectrum of Change Maps.***

For neighborhoods to be complete, they must have access to elements of housing, commerce, outdoor space, streets, and programming. They are flexible places that evolve and change, with a unique character that unites people.

HN2 ***Make it more safe, comfortable, and convenient for Addisonites to get around their neighborhoods, and to nearby services.***

By enhancing active transportation, pedestrian and cycling paths, and mobility systems, the Town can ensure easy access to services and amenities. Strategically linking neighborhoods boosts convenience and quality of life, reduces traffic, and supports local economic development.

HN3 ***Provide for household types that support the ability for residents to age in place within Addison.***

Expanding housing options is key to building a diverse, sustainable community that attracts and retains residents of all family sizes and lifestyles, fostering vibrant neighborhoods.

HN4 ***Provide denser housing options in Addison's urban and transitional areas.***

Allowing dense housing is essential for offering alternatives to single-family units. Options like condo towers, townhomes, and live-work spaces fit well in Urban Village and High-Intensity Urban Center areas.

HN5 ***Maintain a high standard of quality design, materials, and aesthetics in new neighborhood development.***

Addison's reputation for high-quality, contextually appropriate design attracts new development and residents. Recommitting to this standard will continue to drive growth.

HN6 ***Create more places for intentional gathering and recreation within existing and new neighborhoods.***

Residents value gathering spaces for connection and vibrancy. The Town can transform underutilized areas and new developments into dynamic hubs for recreation and socializing, becoming the community's heartbeat and reflecting Addison's unique appeal.

Housing & Neighborhoods
p. 129-142

HN1 Support the creation of complete and cohesive neighborhoods in accordance with the Place Types and Spectrum of Change Maps.

Action ID	Action	Action Type	Timing					Decision-Making Principles					Council Focus Areas						Champion	Support
			Completion Year	Short-Term (0-5 yr)	Mid-Term (6-15 yr)	Long-Term (16+ yr)	Recurring	People First	Aesthetics Matter	Leadership	High Quality of Life	Economic Prosperity	Public Safety	Eco. Dev & Revitz.	Mobi. & Conn.	Infra Dev. & Maint.	Fin. Health & Org. Ex.	Comm. Engagement	Vibrant Active Comm.		
HN1.A	Partner with residents to create Neighborhood Enhancement Plans that identify small projects that can be done to incrementally enhance each neighborhood.				●			●	●		●	●						●		Planning Division	*VOL*
HN1.B	Review the neighborhood and service areas mentioned in existing plans and create a citywide neighborhood framework that can be used across all plans going forward.		30		●			●	●		●	●						●		Planning Division	*CMO, ED, MKT*
HN1.C	Conduct a complete neighborhood assessment and accompanying workshop in each neighborhood to identify an initial list of missing and/or desired services by residents.		26	●				●	●		●	●						●		Planning Division	*ED, P&R*
HN1.D	Create a database of local developers who can build small, neighborhood-scale infill projects that are identified through the Neighborhood Enhancement Planning process.		30		●					●		●		●				●		Planning Division	*ED, DEV, VOL*
HN1.E	Identify a resident champion(s) for each neighborhood with whom the Town staff can coordinate assessment and improvement efforts, as part of the neighborhood planning process outlines in HN1.A.			●				●	●		●	●						●		Planning Division	*VOL*
HN1.F	Identify properties in each neighborhood that could potentially be developed or redeveloped to fill the needs identified by residents.			●				●	●		●	●		●						Planning Division	*ED*
HN1.G	Partner with developers to build infill and redevelopment projects that move neighborhoods closer to the Place Types and Neighborhood Enhancement Plans.						●	●			●	●		●						Planning Division	*ED, DEV*

ACTION TYPE LEGEND

GUIDELINES | TACTICAL/ COMMUNITY | PARTNERSHIPS | EDUCATION & COMMUNICATION | REGULATIONS | CAPITAL INVESTMENTS | FINANCIAL & PROCESS INCENTIVES | ECONOMIC DEVELOPMENT

HN2 Make it more safe, comfortable and convenient for Addisonites to get around their neighborhoods and to nearby services.

Action ID	Action	Action Type	Timing: Completion Year	Timing: Short-Term (0-5 yr)	Timing: Mid-Term (6-15 yr)	Timing: Long-Term (16+ yr)	Timing: Recurring	Decision-Making Principles: People First	Decision-Making Principles: Aesthetics Matter	Decision-Making Principles: Leadership	Decision-Making Principles: High Quality of Life	Decision-Making Principles: Economic Prosperity	Council Focus Areas: Public Safety	Council Focus Areas: Eco. Dev & Revitz.	Council Focus Areas: Mobi. & Conn.	Council Focus Areas: Infra Dev. & Maint.	Council Focus Areas: Fin. Health & Org. Ex.	Council Focus Areas: Comm. Engagement	Council Focus Areas: Vibrant Active Comm.	Champion	Support
HN2.A	Conduct a neighborhood safety and mobility assessment to gather residentss and stakeholders' feedback regarding their transportation needs and preferences.		27	●					●		●				●			●		Public Works and Engineering	*CC, MKT, PLN, P&R, VOL*
HN2.B	Coordinate and collaborate with residents and stakeholders to create and conduct tactical projects that would address safety, comfort, and convenience issues.						●	●			●				●			●		Public Works and Engineering	*CC, MKT, PLN, P&R, VOL*
HN2.C	Adopt budget items to implement identified strategies permanently.				●			●			●				●					Public Works and Engineering	*CC, FIN, PLN, P&R*

HN3 Provide for household types that support the ability for residents to age in place within Addison.

Action ID	Action	Action Type	Timing: Completion Year	Timing: Short-Term (0-5 yr)	Timing: Mid-Term (6-15 yr)	Timing: Long-Term (16+ yr)	Timing: Recurring	Decision-Making Principles: People First	Decision-Making Principles: Aesthetics Matter	Decision-Making Principles: Leadership	Decision-Making Principles: High Quality of Life	Decision-Making Principles: Economic Prosperity	Council Focus Areas: Public Safety	Council Focus Areas: Eco. Dev & Revitz.	Council Focus Areas: Mobi. & Conn.	Council Focus Areas: Infra Dev. & Maint.	Council Focus Areas: Fin. Health & Org. Ex.	Council Focus Areas: Comm. Engagement	Council Focus Areas: Vibrant Active Comm.	Champion	Support
HN3.A	Provide community education and engagement initiatives to raise awareness about the benefits of housing diversity within existing neighborhoods and address any concerns or misconceptions among residents.						●	●										●		Planning Division	*CC, MKT*
HN3.B	Offer technical assistance and streamlined permitting processes for those seeking infill housing projects within existing neighborhoods.						●			●	●			●						Planning Division	*CC*
HN3.C	Conduct a housing study to determine what sites and areas would benefit from construction of additional housing and strategies that could achieve a broad mix of housing types with emphasis on housing types described in the 2017 Housing Policy.		27	●						●	●			●					●	Planning Division	*CMO, ED*

ACTION TYPE LEGEND

GUIDELINES | TACTICAL/ COMMUNITY | PARTNERSHIPS | EDUCATION & COMMUNICATION | REGULATIONS | CAPITAL INVESTMENTS | FINANCIAL & PROCESS INCENTIVES | ECONOMIC DEVELOPMENT

HN4 Provide denser housing options in Addison's urban and transitional areas.

Action id	Action	Action Type	Timing: Completion Year	Timing: Short-Term (0-5 yr)	Timing: Mid-Term (6-15 yr)	Timing: Long-Term (16+ yr)	Timing: Recurring	Decision-Making Principles: People First	Decision-Making Principles: Aesthetics Matter	Decision-Making Principles: Leadership	Decision-Making Principles: High Quality of Life	Decision-Making Principles: Economic Prosperity	Council Focus Areas: Public Safety	Council Focus Areas: Eco. Dev & Revitz.	Council Focus Areas: Mobi. & Conn.	Council Focus Areas: Infra Dev. & Maint.	Council Focus Areas: Fin. Health & Org. Ex.	Council Focus Areas: Comm. Engagement	Council Focus Areas: Vibrant Active Comm.	Champion	Support
HN4.A	Establish relationships with small-scale developers familiar with infill and transitional development products.						●	●				●		●						Economic Development	*PLN*
HN4.B	Maintain a high quality of housing at diverse price points while finding creative ways to reduce development costs for mixed-use developments with residential components.						●		●	●	●	●		●						Planning Division	*CC, CMO, ED, FIN, P&Z, DEV, NPO*
HN4.C	Establish an annual housing count analysis that calculates the percentage of ownership and rental housing units relative to each individual development proposal and its impact on Townwide percentages.		26	●						●	●			●						Planning Division	*CMO*
HN4.D	Establish a standard projection for population and existing and needed housing counts to incorporate in all relevant Board/Council agenda reports and recommendations.		26	●				●		●	●	●		●						Planning Division	*CC, CMO, ED, P&Z*
HN4.E	Create a required development proposals analysis template to ensure a fair and competitive distribution of housing that meets the intent of the housing counts analysis.		26	●				●			●	●		●						Planning Division	*CC, CMO, ED, P&Z*
HN4.F	Analyze the number or percentage of housing units available to serve current and projected future employment base in Addison.		26	●				●			●	●		●						Planning Division	*CC, CMO, P&Z*
HN4.G	Implement zoning changes for mixed-use and/or multigenerational developments that include various homes types, values, and amenities.				●			●			●	●		●						Planning Division	*CC, P&Z*
HN4.H	Identify and modify primary non-residential zoning districts where supporting housing types could be permitted by right.					●		●			●	●		●						Planning Division	*CC, P&Z*
HN4.I	Analyze the Unified Development Code (UDC) to consider including inclusionary zoning or housing policies.					●		●			●	●		●						Planning Division	*CC, CMO, P&Z*

ACTION TYPE LEGEND

GUIDELINES | TACTICAL/ COMMUNITY | PARTNERSHIPS | EDUCATION & COMMUNICATION | REGULATIONS | CAPITAL INVESTMENTS | FINANCIAL & PROCESS INCENTIVES | ECONOMIC DEVELOPMENT

HN5 Maintain a high standard of quality design, materials, and aesthetics in new neighborhood development.

Action ID	Action	Action Type	Timing: Completion Year	Timing: Short-Term (0-5 yr)	Timing: Mid-Term (6-15 yr)	Timing: Long-Term (16+ yr)	Timing: Recurring	Decision-Making Principles: People First	Decision-Making Principles: Aesthetics Matter	Decision-Making Principles: Leadership	Decision-Making Principles: High Quality of Life	Decision-Making Principles: Economic Prosperity	Council Focus Areas: Public Safety	Council Focus Areas: Eco. Dev & Revitz.	Council Focus Areas: Mobi. & Conn.	Council Focus Areas: Infra Dev. & Maint.	Council Focus Areas: Fin. Health & Org. Ex.	Council Focus Areas: Comm. Engagement	Council Focus Areas: Vibrant Active Comm.	Champion	Support
HN5.A	Implement quality design standards for new developments that ensure compatibility with surrounding areas.		25	●					●	●	●	●							●	Planning Division	*CC*
HN5.B	Encourage high-quality, durable building construction that is flexible and encourages reinvestment over time.		26	●					●	●	●	●							●	Building Safety Division	*CC, PLN*
HN5.C	Regularly survey or host workshops to collect community preferences on architecture and amenities residents would like to see.						●		●		●								●	Planning Division	*CC, MKT, VOL*

ACTION TYPE LEGEND

GUIDELINES | TACTICAL/ COMMUNITY | PARTNERSHIPS | EDUCATION & COMMUNICATION | REGULATIONS | CAPITAL INVESTMENTS | FINANCIAL & PROCESS INCENTIVES | ECONOMIC DEVELOPMENT

HN6 Create more places for intentional gathering and recreation within existing and new neighborhoods.

Action id	Action	Action Type	Timing					Decision-Making Principles					Council Focus Areas						Champion	Support
			Completion Year	Short-Term (0-5 yr)	Mid-Term (6-15 yr)	Long-Term (16+ yr)	Recurring	People First	Aesthetics Matter	Leadership	High Quality of Life	Economic Prosperity	Public Safety	Eco. Dev & Revitz.	Mobi. & Conn.	Infra Dev. & Maint.	Fin. Health & Org. Ex.	Comm. Engagement	Vibrant Active Comm.		
HN6.A	Consider privately-owned public open spaces in conjunction with the multi-story office, retail, and residential complexes, as well as parks on structured parking rooftops and/or underground parking.						●		●		●	●			●				●	Parks and Recreation	*CC, PLN*
HN6.B	Build parks with open edges to establish synergies with surrounding uses and businesses.						●		●		●	●			●					Parks and Recreation	*ED, PLN*
HN6.C	Bolster outdoor programs to activate park sites quarterly with activities such as yoga in the park, walking group meet ups, pop-up programs/local business vendors and interactive play oppportunities.		27	●							●								●	Parks and Recreation	*ED, MKT*
HN6.D	Survey or host workshops to collect community preferences on potential locations and gathering and recreation amenities residents would like to see in their neighborhoods.		27			●			●		●	●						●		Parks and Recreation	*CC, MKT, PLN, VOL*
HN6.E	Expand mobile recreation equipment and pop-up offerings that can be temporarily located in different parks across the Town, particularly areas that improve connections to the business community.		27			●			●		●								●	Parks and Recreation	*CC*

ACTION TYPE LEGEND

GUIDELINES | TACTICAL/ COMMUNITY | PARTNERSHIPS | EDUCATION & COMMUNICATION | REGULATIONS | CAPITAL INVESTMENTS | FINANCIAL & PROCESS INCENTIVES | ECONOMIC DEVELOPMENT

MOBILITY & CONNECTIVITY RECOMMENDATIONS

MC1

Make the DART Silver Line Addison Station the hub of an incrementally-built out multi-mobility system.

The DART Silver Line provides an incredible opportunity to make Addison more walkable locally and more connected regionally. Existing and future mobility options should complement the Silver Line Addison Station to make it the mobility heart of Addison.

MC2

Improve multi-directional bike/pedestrian connectivity between neighborhoods, commercial centers, and other community destinations.

Building and maintaining a well-connected network of sidewalks and bike facilities will ensure those who want or need to get around the community without a car can do so safely and conveniently.

MC3

Reimagine Addison's arterial roadways as beautified, functional, multi-mobility corridors that complement the redevelopment we seek along them.

Currently, most arterial roadways have an auto-centric feel. These corridors present opportunities to evolve into multimodal, complete streets that are more aesthetically attractive and support mixed-use development and human-scale places.

MC4

Make safe movement of cars, bikes, and pedestrians on arterials the priority.

Historically, arterial corridors have prioritized efficient movement of vehicles across a city. However, Addison envisions its arterials as corridors for all modes of transportation, ensuring the safety of all users.

MC5

Design neighborhood streets to prioritize people, place, and productive development.

To build complete neighborhoods and mixed-use centers that generate above-average value per acre, streets in these areas must prioritize human interaction, pedestrian mobility, and placemaking over traffic speed.

MC6

Facilitate build-out of Addison as a major North Dallas transportation Hub.

With direct access to the Dallas North Tollway, proximity to 635, Addison Airport, above-average walkability, and the new DART station coming online, Addison is well positioned to serve as an inter-connected place of commerce, attracting new employers and their workforce.

Mobility & Connectivity
p. 143-162

MC1 Make the DART Silver Line Addison Station the hub of an incrementally-built out multi-mobility system.

Action id	Action	Action Type	Timing					Decision-Making Principles					Council Focus Areas						Champion	Support
			Completion Year	Short-Term (0-5 yr)	Mid-Term (6-15 yr)	Long-Term (16+ yr)	Recurring	People First	Aesthetics Matter	Leadership	High Quality of Life	Economic Prosperity	Public Safety	Eco. Dev & Revitz.	Mobi. & Conn.	Infra Dev. & Maint.	Fin. Health & Org. Ex.	Comm. Engagement	Vibrant Active Comm.		
MC1.A	Identify matching grant opportunities, compile eligibility criteria and deadlines, develop a strategic grant application plan, submit applications, and track progress to maximize the impact of existing funds for multi-mobility enhancement projects.						●	●	●			●	●		●					Public Works and Engineering	*PLN, P&R, PWE, NPO, RA*
MC1.B	In alignment with the Town's Trail Master Plan, conduct an annual assessment of trail conditions and usage data for trails surrounding the Silver Line Addison Station.		27	●				●	●	●	●	●			●				●	Parks and Recreation	*PLN, PWE*
MC1.C	Ensure the built environment accommodates emerging technologies, including autonomous vehicles, personal delivery devices, and air mobility, by integrating future-proof infrastructure into planning and development projects.						●	●	●	●	●	●	●		●					Public Works and Engineering	*MKT, PLN, DEV*
MC1.D	Explore the feasibility of a pilot program to extend DART services to key Addison destinations, such as the Vitruvian Area and other developing locations, by conducting a demand analysis, assessing ridership potential, and identifying service gaps.		30	●				●			●	●			●					City Manager's Office	*CMO, ED, MKT, PLN, P&R, PWE*
MC1.E	Determine the optimal design and route for a shuttle or circulator route, along with other shared-use systems, by conducting a thorough analysis of local transit needs, traffic patterns, and key destination points.		29	●				●	●		●				●					Public Works and Engineering	*PLN, PWE*
MC1.F	Evaluate transit alternatives by analyzing their potential to improve connectivity and reduce congestion.		28	●				●	●		●	●	●		●					Public Works and Engineering	*PLN, PWE, NPO, RA*
MC1.G	Install bicycle parking to connect residents, employees, and visitors to nearby destinations by identifying high-traffic areas for bike racks and docking stations.		28	●					●		●	●	●		●				●	Parks and Recreation	*PLN, PWE, NPO*
MC1.H	Adopt ordinances to support and regulate micro-mobility options, such as bike-share and scooter-share programs, by outlining clear guidelines for safety, parking, speed limits, designated areas of operation and in alignment with the Texas Transportation Code.		27	●				●	●	●	●		●		●				●	Planning Division	*PWE*
MC1.I	Design the Addison Circle area to be a cycling destination by incorporating the findings of the NCTCOG DART Silver Line Station Quorum Pilot Program.				●			●	●		●	●	●		●				●	Public Works and Engineering	*PLN, DEV*

ACTION TYPE LEGEND

GUIDELINES | TACTICAL/ COMMUNITY | PARTNERSHIPS | EDUCATION & COMMUNICATION | REGULATIONS | CAPITAL INVESTMENTS | FINANCIAL & PROCESS INCENTIVES | ECONOMIC DEVELOPMENT

MC2 Improve multi-directional bike/pedestrian connectivity between neighborhoods, commercial centers, and other community destinations.

Action id	Action	Action Type	Timing: Completion Year	Timing: Short-Term (0-5 yr)	Timing: Mid-Term (6-15 yr)	Timing: Long-Term (16+ yr)	Timing: Recurring	Decision-Making Principles: People First	Decision-Making Principles: Aesthetics Matter	Decision-Making Principles: Leadership	Decision-Making Principles: High Quality of Life	Decision-Making Principles: Economic Prosperity	Council Focus Areas: Public Safety	Council Focus Areas: Eco. Dev & Revitz.	Council Focus Areas: Mobi. & Comm.	Council Focus Areas: Infra Dev. & Maint.	Council Focus Areas: Fin. Health & Org. Ex.	Council Focus Areas: Comm. Engagement	Council Focus Areas: Vibrant Active Comm.	Champion	Support
MC2.A	Incorporate recommendations and projects from the 2021 Trails Master Plan into the 2025 Master Transportation Plan update.		25	●				●	●		●	●	●		●				●	Public Works and Engineering	*PLN, P&R*
MC2.B	Ensure future developments and redevelopments are designed in a manner that places pedestrian and bicyclists' experience as a high prioirity.						●	●	●		●	●	●		●				●	All Town Departments	*CC, P&Z*
MC2.C	Utilize the Park Development Fee to build out trails and amenity projects that support walkability throughout town.						●	●	●		●				●				●	Parks and Recreation	*FIN, RA*
MC2.D	Identify other location(s) to conduct tactical projects modeled after the Quorum Drive project and implement as budget allows.		30	●				●	●		●	●	●		●				●	Parks and Recreation	*PLN, PWE*
MC2.E	Identify and secure funding for bicycle and pedestrian connections over the Dallas North Tollway.		26	●					●		●	●	●		●				●	City Manager's Office	*PLN, PWE, RA*
MC2.F	Complete the Cotton Belt Trail with connections to existing system and trailhead at the DART station.		28	●				●	●		●	●	●		●				●	Public Works and Engineering	*PLN, P&R*
MC2.G	Incorporate recommendations for major thoroughfare enhancements and other east/ west projects from the Trails Master Plan into the upcoming update to the Master Transportation Plan.				●			●	●		●	●	●		●				●	Public Works and Engineering	*PLN, P&R*
MC2.H	Design bike/ped crossing of the Dallas North Tollway based on input from the design concepts that have been considered by the Town.				●			●	●		●	●	●		●				●	Public Works and Engineering	*PLN, P&R*
MC2.I	Complete Beltway Drive bike/ped enhancements as outlined in the Trails Master Plan.				●			●	●		●	●	●		●				●	Public Works and Engineering	*PLN, P&R*
MC2.J	Complete the Redding Trail connection along the Oncor utility easement between Midway Road and Inwood Road in accordance with the Trails Master Plan.				●			●	●		●	●	●		●				●	Public Works and Engineering	*PLN, P&R*

ACTION TYPE LEGEND

GUIDELINES | TACTICAL/ COMMUNITY | PARTNERSHIPS | EDUCATION & COMMUNICATION | REGULATIONS | CAPITAL INVESTMENTS | FINANCIAL & PROCESS INCENTIVES | ECONOMIC DEVELOPMENT

MC2 Improve multi-directional bike/ped connectivity between neighborhoods, commercial centers, and other community destinations.

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Action id	Action	Action Type	Timing					Decision-Making Principles					Council Focus Areas						Champion	Support
			Completion Year	Short-Term (0-5 yr)	Mid-Term (6-15 yr)	Long-Term (16+yr)	Recurring	People First	Aesthetics Matter	Leadership	High Quality of Life	Economic Prosperity	Public Safety	Eco. Dev & Revitz.	Mobi. & Conn.	Infra Dev. & Maint.	Fin. Health & Org. Ex.	Comm. Engagement	Vibrant Active Comm.		
MC2.K	Complete Quorum Drive multi-modal enhancements as outlined in the Trails Master Plan.				●			●	●		●	●	●		●				●	Public Works and Engineering	*PLN, P&R*
MC2.L	Complete Westgrove Drive two-way cycle track as outlined in the Trails Master Plan.				●			●	●		●	●	●		●				●	Public Works and Engineering	*PLN, P&R*
MC2.M	Complete Inwood "Rail Trail" to Addison central as outlined in the Trails Master Plan.				●			●	●		●	●	●		●				●	Public Works and Engineering	*PLN, P&R*
MC2.N	Complete Addison Road Trail bike/ped enhancements as outlined in the Trails Master Plan.				●			●	●		●	●	●		●				●	Public Works and Engineering	*PLN, P&R*

ACTION TYPE LEGEND

GUIDELINES | TACTICAL/ COMMUNITY | PARTNERSHIPS | EDUCATION & COMMUNICATION | REGULATIONS | CAPITAL INVESTMENTS | FINANCIAL & PROCESS INCENTIVES | ECONOMIC DEVELOPMENT

MC3 Reimagine Addison's arterial roadways as beautified, functional, multi-mobility corridors that complement the redevelopment we seek along them.

Action id	Action	Action Type	Timing					Decision-Making Principles					Council Focus Areas							Champion	Support
			Completion Year	Short-Term (0-5 yr)	Mid-Term (6-15 y r)	Long-Term (16+ yr)	Recurring	People First	Aesthetics Matter	Leadership	High Quality of Life	Economic Prosperity	Public Safety	Eco. Dev & Revitz.	Mobi. & Conn.	Infra Dev. & Maint.	Fin. Health & Org. Ex.	Comm. Engagement	Vibrant Active Comm.		
MC3.A	When designing intersection reconfigurations, prioritize pedestrian comfort and safety by incorporating features such as, but not limited to, clearly marked crosswalks, pedestrian signals with adequate crossing times, curb extensions, and traffic calming measures.						●	●			●		●		●				●	Public Works and Engineering	*PLN*
MC3.B	Coordinate efforts for reconfiguration of arterials with the 2021 Trails Master Plan to incorporate other pathways for users other than vehicles within existing rights of way.						●	●			●		●		●				●	Public Works and Engineering	*PLN, P&R*
MC3.C	Adopt a Grand Boulevards approach to Addison's major corridors.				●			●			●		●		●				●	Public Works and Engineering	*PLN, P&R*
MC3.D	Create a matrix to prioritize enhanced visual appeal and community experience while ensuring the design supports efficient traffic flow and promotes safety and accessibility for all users.		26	●				●			●		●		●				●	Public Works and Engineering	*PLN, P&R*
MC3.E	Identify arterial roadways for implementing a signature landscape palette with a focus on corridors that serve as key entry points or connectors within the community.		26	●							●				●				●	Planning Division	*CC, P&R, PWE, P&Z*

ACTION TYPE LEGEND

GUIDELINES | TACTICAL/ COMMUNITY | PARTNERSHIPS | EDUCATION & COMMUNICATION | REGULATIONS | CAPITAL INVESTMENTS | FINANCIAL & PROCESS INCENTIVES | ECONOMIC DEVELOPMENT

MC4 Make safe movement of cars, bikes, and pedestrians on arterials the priority.

Action id	Action	Action Type	Timing					Decision-Making Principles					Council Focus Areas						Champion	Support
			Completion Year	Short-Term (0-5 yr)	Mid-Term (6-15 yr)	Long-Term (16+ yr)	Recurring	People First	Aesthetics Matter	Leadership	High Quality of Life	Economic Prosperity	Public Safety	Eco. Dev & Revitz.	Mobi. & Conn.	Infra Dev. & Maint.	Fin. Health & Org. Ex.	Comm. Engagement	Vibrant Active Comm.		
MC4.A	Adopt adaptive road designs that allow for future conversion of existing roadways into different types of thoroughfares, as needed.		25	●				●	●		●		●		●				●	Public Works and Engineering	*PLN*
MC4.B	Update rights-of-way design standards to provide maximum separation and physical barriers to protect pedestrians and cyclists per the Master Transportation Plan (MTP).		25	●				●	●		●		●		●				●	Public Works and Engineering	*PLN*
MC4.C	Identify intersections and implement the appropriate traffic calming measurements identified in the MTP.		26	●				●	●		●		●		●				●	Public Works and Engineering	*FD, PLN*
MC4.D	Identify arterial roadways where parkways can be enhanced with wide sidewalks, street trees, and other pedestrian-friendly amenities.		26	●				●	●		●		●		●				●	Planning Division	*FD, P&Z*
MC4.E	Consider a pilot program for adaptive restriping along roadways.		29	●				●	●		●		●		●				●	Public Works and Engineering	*CC, CMO, PLN*
MC4.F	Report recommended changes in Town policy to the City Council dependent upon results of adaptive restriping pilot program including, but not limited to, analysis of traffic counts, travel time, and public sentiment.		29	●				●	●		●		●		●				●	Public Works and Engineering	*CC, CMO, PLN*

ACTION TYPE LEGEND

GUIDELINES | TACTICAL/ COMMUNITY | PARTNERSHIPS | EDUCATION & COMMUNICATION | REGULATIONS | CAPITAL INVESTMENTS | FINANCIAL & PROCESS INCENTIVES | ECONOMIC DEVELOPMENT

MC5 Design neighborhood streets to prioritize people, place, and productive development.

Action id	Action	Action Type	Timing: Completion Year	Timing: Short-Term (0-5 yr)	Timing: Mid-Term (6-15 yr)	Timing: Long-Term (16+ y r)	Timing: Recurring	Decision-Making Principles: People First	Decision-Making Principles: Aesthetics Matter	Decision-Making Principles: Leadership	Decision-Making Principles: High Quality of Life	Decision-Making Principles: Economic Prosperity	Council Focus Areas: Public Safety	Council Focus Areas: Eco. Dev & Revitz.	Council Focus Areas: Mobi. & Conn.	Council Focus Areas: Infra Dev. & Maint.	Council Focus Areas: Fin. Health & Org. Ex.	Council Focus Areas: Comm. Engagement	Council Focus Areas: Vibrant Active Comm.	Champion	Support
MC5.A	Implement traffic calming elements that encourage drivers to go slow.						●	●	●		●		●		●				●	Public Works and Engineering	*PLN, DEV*
MC5.B	Incorporate a Complete Streets Policy for neighborhoods demonstrating a commitment to multiple transportation options as a result of Neighborhood Planning and the 2025 Master Transportation Plan Policies.		**32**		●			●		●	●		●		●				●	Public Works and Engineering	*CC, CMO, PLN, P&Z, VOL*
MC5.C	Develop a program to address missing sidewalk links and repair needs.				●			●	●		●		●		●				●	Public Works and Engineering	*PLN*
MC5.D	Partner with residents to identify areas of opportunities that will improve pedestrian safety and mobility within and between neighborhoods and activity centers.				●			●	●	●	●		●		●				●	Planning Division	*CC, P&Z, VOL*

ACTION TYPE LEGEND

GUIDELINES | TACTICAL/ COMMUNITY | PARTNERSHIPS | EDUCATION & COMMUNICATION | REGULATIONS | CAPITAL INVESTMENTS | FINANCIAL & PROCESS INCENTIVES | ECONOMIC DEVELOPMENT

MC6 Facilitate build-out of Addison as a major North Dallas transportation Hub.

Action id	Action	Action Type	Timing					Decision-Making Principles					Council Focus Areas						Champion	Support
			Completion Year	Short-Term (0-5 yr)	Mid-Term (6-15 yr)	Long-Term (16+ yr)	Recurring	People First	Aesthetics Matter	Leadership	High Quality of Life	Economic Prosperity	Public Safety	Eco. Dev & Revitz.	Mobi. & Conn.	Infra Dev. & Maint.	Fin. Health & Org. Ex.	Comm. Engagement	Vibrant Active Comm.		
MC6.A	Continue to work with outside agencies to promote regional mobility improvements and initiatives (DART, NCTCOG, TxDOT).						●	●			●				●				●	All Town Departments	*NPO, RA*
MC6.B	Research and apply for relevant grants, public-private partnerships, and local or federal funding programs or opportunities to support the development of desired amenities.						●	●		●		●			●				●	Planning Division	*CC, CMO, FIN, P&R, PWE, P&Z, NPO, RA*
MC6.C	Identify and prioritize projects that will enhance regional connections, considering factors like feasiblity, impact and cost-effectiveness.						●				●	●			●				●	All Town Departments	*CC, P&Z*
MC6.D	Identify and coordinate with bike- and scooter-share programs to be strategically placed in destinations ripe for walkable redevelopment around the Town for usage.				●			●			●				●				●	Planning Division	*CMO, ED, MKT, P&R, PWE*
MC6.E	Implement a measurement system to assess the effectiveness of regional connectivity initiatives, including user satisfaction and improved accessibility.				●			●	●		●				●				●	Marketing and Tourism	*CC, CMO, PLN, PWE, P&Z*

ACTION TYPE LEGEND

GUIDELINES | TACTICAL/ COMMUNITY | PARTNERSHIPS | EDUCATION & COMMUNICATION | REGULATIONS | CAPITAL INVESTMENTS | FINANCIAL & PROCESS INCENTIVES | ECONOMIC DEVELOPMENT

RELATED PLANS & INITIATIVES RECOMMENDATIONS

RP1 ***Continue to implement recommendations outlined in existing plans per the specified timelines.***

The Town has several existing master plans and small area plans that were recently completed and support the vision, principles, and goals outlined in this plan. The Town should continue to implement the recommendations and projects outlined in these plans.

RP2 ***Update existing plans to reflect the vision, principles, and goals outlined in this Comprehensive Plan.***

Some of the Town's plans are older and need updating. As these plans are revised, they should include recommendations and projects that support the vision, principles, and priorities included in this Comprehensive Plan.

Related Plans & Initiatives
p. 163-174

RP1 Continue to implement recommendations outlined in existing plans per the specified timelines.

Action id	Action	Action Type	Timing: Completion Year	Timing: Short-Term (0-5 yr)	Timing: Mid-Term (6-15 yr)	Timing: Long-Term (16+ yr)	Timing: Recurring	Decision-Making Principles: People First	Decision-Making Principles: Aesthetics Matter	Decision-Making Principles: Leadership	Decision-Making Principles: High Quality of Life	Decision-Making Principles: Economic Prosperity	Council Focus Areas: Public Safety	Council Focus Areas: Eco. Dev & Revitz.	Council Focus Areas: Mobi. & Conn.	Council Focus Areas: Infra Dev. & Maint.	Council Focus Areas: Fin. Health & Org. Ex.	Council Focus Areas: Comm. Engagement	Council Focus Areas: Vibrant Active Comm.	Champion	Support
RP1.A	Continue to implement recommendations outlined in the 2019 Parks, Recreation, and Open Space Master Plan.						●				●	●				●			●	Parks and Recreation	*CC, CMO, ED, MKT, PLN, PWE, DEV*
RP1.B	Continue to implement recommendations and projects outlined in the 2021 Trails Master Plan.						●	●			●	●		●	●	●				Parks and Recreation	*CC, CMO, ED, PLN, PWE, DEV, RA*
RP1.C	Implement recommendations and projects outlined in the 2025 Addison Circle Park Vision Plan.						●	●	●		●	●		●	●				●	Parks and Recreation	*CC, CMO, ED, MKT, PLN, PWE*
RP1.D	Build two-year strategic redevelopment plans for the areas outlined in the Market Competitiveness Report (Appendix to the Comprehensive Plan) that considers Town policy reform, funding strategies, and redevelopment incentives, as applicable through the Econonic Development Strategic Plan.		**28**	●				●	●	●	●	●		●					●	Economic Development	*AIR, CC, CMO, PLN, P&Z*
RP1.E	Implement the individual two-year plans for the areas outlined in the strategic redevelopment plans.					●		●	●	●	●	●		●					●	Economic Development	*CC, CMO, MKT, PLN, PWE, DEV*
RP1.F	Implement the recommendations and projects outlined in the Quorum South Placemaking Plan.				●			●	●		●	●		●	●	●			●	Parks and Recreation	*CC, ED, MKT, PLN*
RP1.G	Utilize the recommendations and projects outlined in the Addison Circle Special Area Study to determine high priority improvements to be made with the Comprehensive Plan.				●			●	●		●	●		●	●				●	Planning Division	*CC, CMO, ED, MKT, P&R, PWE, P&Z*
RP1.H	Utilize the recommendations and projects outlined in the 2025 Master Transportation Plan to determine high priority improvements to be made with the Comprehensive Plan.				●			●	●		●	●		●	●			●		Public Works and Engineering	*CC, CMO, ED, PLN, P&R*
RP1.I	Utilize the recommendations and projects outlined in the Airport Master Plan to determine high priority improvements to be made with the Comprehensive Plan.				●			●	●		●	●				●				Airport	*CC, CMO, ED, PLN, PWE*
RP1.J	Utilize the recommendations and projects outlined in the Facilities Master Plan to determine high priority improvements to be made with the Comprehensive Plan.				●			●	●		●	●					●			General Services	*CC, CMO, ED, PLN, P&R, PWE*
RP1.K	Utilize the recommendations and projects outlined in the Midway South Special Area Plan to determine high priority improvements to be made with the Comprehensive Plan.				●			●	●		●	●		●	●				●	Planning Division	*CC, CMO, ED, MKT, P&R, PWE, P&Z*
RP1.L	Utilize the recommendations and projects outlined in the Inwood Enhancement Zone Study to determine high priority improvements to be made with the Comprehensive Plan.				●			●	●		●	●		●					●	Planning Division	*CC, CMO, ED, MKT, P&R, PWE, P&Z*

ACTION TYPE LEGEND

GUIDELINES | TACTICAL/ COMMUNITY | PARTNERSHIPS | EDUCATION & COMMUNICATION | REGULATIONS | CAPITAL INVESTMENTS | FINANCIAL & PROCESS INCENTIVES | ECONOMIC DEVELOPMENT

RP2 Update existing plans to reflect the vision, principles, and goals outlined in this Comprehensive Plan.

Action id	Action	Action Type	Timing: Completion Year	Timing: Short-Term (0-5 yr)	Timing: Mid-Term (6-15 yr)	Timing: Long-Term (16+ yr)	Timing: Recurring	Decision-Making Principles: People First	Decision-Making Principles: Aesthetics Matter	Decision-Making Principles: Leadership	Decision-Making Principles: High Quality of Life	Decision-Making Principles: Economic Prosperity	Council Focus Areas: Public Safety	Council Focus Areas: Eco. Dev & Revitz.	Council Focus Areas: Mobi. & Conn.	Council Focus Areas: Infra Dev. & Maint.	Council Focus Areas: Fin. Health & Org. Ex.	Council Focus Areas: Comm. Engagement	Council Focus Areas: Vibrant Active Comm.	Champion	Support
RP2.A	Integrate Master Plans, Small Area Plans, and other Town planning documents into the Related Plans & Initiatives and assist in coordinating and communicating progress across all Town efforts.				●					●	●	●	●	●	●	●	●	●	●	All Town Departments	*CC*
RP2.B	Ensure that adopted plans are consistent with this Plan; when they are not, coordinate edits to bring them in line until new versions can be pursued. New versions should use this Plan as their foundation.				●					●	●	●	●	●	●	●	●	●	●	All Town Departments	*CC*
RP2.C	Integrate the vision, principles, and recommendations outlined in this Comprehensive Plan, particularly those in the Mobility and Connectivity component, into the 2025 Master Transportation Plan update.		**25**	●				●			●	●			●					Public Works and Engineering	*CC, CMO, ED, PLN, P&R*
RP2.D	Update the 2018 Addison Circle Special Area Study to reflect the vision, principles, and recommendations outlined in this Comprehensive Plan and in coordination with the Addison Circle Park Vision Plan.				●						●	●		●	●				●	Planning Division	*CC, CMO, ED, P&R, PWE, DEV, RA*
RP2.E	Actively pursue uses and development called for from the Addison Circle Area Plan that will bolster activity within the Transit-Oriented Development (TOD).						●				●	●		●			●			Economic Development	*CC, P&Z*
RP2.F	Update or replace the 2019 Economic Development Strategic Plan to reflect the vision, principles, and recommendations outlined in this Comprehensive Plan and the accompanying Market Competitiveness Report.		**29**	●						●	●	●		●						Economic Development	*CC, CMO, PLN, P&R, DEV, RA*
RP2.G	Update or replace the Airport Master Plan to reflect the vision, principles, and recommendations outlined in this Comprehensive Plan and the accompanying Market Competitiveness Report.		**27**		●							●		●		●				Airport	*CC, CMO, ED, PLN, PWE*
RP2.H	Update the 2017 Inwood Enhancement Zone Study to reflect the vision, principles, and recommendations outlined in this Comprehensive Plan.		**30**		●				●		●	●		●						Planning Division	*CC, CMO, ED, P&R, PWE, DEV*
RP2.I	Update the 2022 Midway South Special Area Study to reflect the vision, principles, and recommendations outlined in this Comprehensive Plan.			●							●	●		●						Planning Division	*CC, CMO, ED, P&R, PWE, DEV*

ACTION TYPE LEGEND

GUIDELINES | TACTICAL/ COMMUNITY | PARTNERSHIPS | EDUCATION & COMMUNICATION | REGULATIONS | CAPITAL INVESTMENTS | FINANCIAL & PROCESS INCENTIVES | ECONOMIC DEVELOPMENT

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GLOSSARY

GLOSSARY

Adaptive Reuse
The redevelopment of existing built stock that is not intended for its original use, but rather for the purposes of contemporary living and other operations.

(What Is Adaptive Reuse? | Planopedia. (n.d.). Www.planetizen.com. https://www.planetizen.com/definition/adaptive-reuse)

Built Environment
The elements of the environment that are generally built or made by people as contrasted with natural processes.

(A Planners Dictionary Edited by Michael Davidson and Fay Dolnick American Planning Association Planning Advisory Service Report. (n.d.). https://planning-org-uploaded-media.s3.amazonaws.com/publication/download_pdf/PAS-Report-521-522.pdf)

Complete Neighborhoods
A neighborhood where access to housing, jobs, education, essential needs, services, and amenities are all organized around the human scale.

(Program Kickoff. (2022). https://www.mhp.net/assets/resources/documents/Complete-Neighborhoods-Partnership-Webinar-03-10-22_v2.pdf)

Complete Streets
An approach to planning, designing, building, operating, and maintaining streets that enables safe access for all people who need to use them, including pedestrians, bicyclists, motorists, and transit riders of all ages and abilities.

(Smart Growth America. (2023). Complete Streets. Smart Growth America. https://smartgrowthamerica.org/what-are-complete-streets/)

Congress for New Urbanism (CNU)
A member-based 501(c)(3) nonprofit championing better design of cities and towns to improve lives and strengthen communities for all.

(CNU. (n.d.). CNU. https://www.cnu.org/)

Congress for New Urbanism and Institute of Transportaion Engineers (CNU-ITE)
Jointly created manuals that that focus on the design and elements for walkable urban thoroghfares.

(amckeag. (2015, June 11). CNU / ITE Manual. CNU. https://www.cnu.org/our-projects/cnu-ite-manual)

Dallas Area Rapit Transit (DART)
A transit agency serving the Dallas–Fort Worth metroplex of Texas. It operates buses, light rail, commuter rail, and high-occupancy vehicle lanes in Dallas and twelve of its suburbs, including the Town of Addison.

(DART.org - Dallas Area Rapid Transit. (n.d.). Dart.org. https://dart.org)

Dallas North Tollway (DNT)
A 33-mile controlled-access toll roadway operated by the North Texas Tollway Authority, which runs from Interstate 35 near Downtown Dallas, to West First Street in Prosper.

(Dallas North Tollway (DNT) | NTTA. (2023). Ntta.org. https://www.ntta.org/dallas-north-tollway-dnt)

Federal Aviation Agency (FAA)
A U.S. federal government agency within the U.S. Department of Transportation which regulates civil aviation in the Unites States and surrounding international waters.

(Federal Aviation Administration. (2019). Federal Aviation Administration. Faa.gov. https://www.faa.gov/)

Human Scale
Elements in the built environment that are proportional to the human body.

(Jackson, J. (2023, July 14). What is human scale? Bike Walk Life. https://bikewalk.life/2023/07/what-is-human-scale/)

Metropolitan Planning Organization (MPO)
(See also Regional Planning Agency)

(A Planners Dictionary Edited by Michael Davidson and Fay Dolnick American Planning Association Planning Advisory Service Report. (n.d.). https://planning-org-uploaded-media.s3.amazonaws.com/publication/download_pdf/PAS-Report-521-522.pdf)

Manual on Uniform Traffic Control Devices (MUTCD)
Manual for providing minimum standards and guidance of traffic control devises on roadways.

(MUTCD Overview - FHWA MUTCD. (n.d.). Mutcd.fhwa.dot.gov. https://mutcd.fhwa.dot.gov/kno-overview.htm)

National Association of City Transportation Officals (NACTO)
An association of 100 major North American cities and transit agencies formed to exchange transportation ideas, insights, and practices and cooperatively approach national transportation issues.

(National Association of City Transportation Officials. (n.d.). National Association of City Transportation Officials. https://nacto.org)

Not In My Back Yard (NIMBY)
A colloquialism signifying one's opposition to the locating of something considered undesirable in one's neighborhood.

(Kinder, P. (2024, September 22). NIMBY | Meaning, Examples, & Facts | Britannica. Www.britannica.com. https://www.britannica.com/topic/NIMBY)

North Central Texas Council of Governments (NCTCOG)
A voluntary association of, by, and for local governments in the North Central Texas region, established to assist in regional planning.

About Us. (2021). Http://Www.twitter.com/NCTCOGtrans. https://nctcog.org/about-us

Public Improvement District (PID)
A special assessment area created at the request of the property owners in a specific district. Property owners pay a supplemental assessment with their taxes, which the PID uses for services above and beyond existing Town services. The assessment allows each PID to have its own work program, which may consist of eligible activities such as marketing the area, providing additional security, landscaping and lighting, street cleaning, and cultural or recreational improvements.

(2017 Inwood Road Enhancement Zone (Financing Strategy, 3-11))

Public-Private Partnership
A partnership between the local municipality and the developer where both entities have a significant interest in the success of the project, typically through financial contribution.

(2017 Inwood Road Enhancement Zone (Financing Strategy, 3-11))

Regional Planning Agency
An organization engaged in areawide comprehensive and functional planning.

((A Planners Dictionary Edited by Michael Davidson and Fay Dolnick American Planning Association Planning Advisory Service Report. (n.d.). https://planning-org-uploaded-media.s3.amazonaws.com/publication/download_pdf/PAS-Report-521-522.pdf))

Stroad
A multi-laned thoroughfare that has elements of both a street and a road.

(Strong Towns. (2018, March 2). What's a STROAD and Why Does It Matter? Strong Towns. https://www.strongtowns.org/journal/2018/3/1/whats-a-stroad-and-why-does-it-matter)

Tax Increment Financing (TIF)
A tool used by cities and other development authorities to finance certain types of development costs. The public purposes of TIF are the redevelopment of blighted areas, construction of low- and moderate income housing, provision of employment opportunities, and improvement of the tax base. With TIF, a city "captures" the additional property taxes generated by the development that would have gone to other taxing jurisdictions and uses the "tax increments" to finance the development costs.

(A Planners Dictionary Edited by Michael Davidson and Fay Dolnick American Planning Association Planning Advisory Service Report. (n.d.). https://planning-org-uploaded-media.s3.amazonaws.com/publication/download_pdf/PAS-Report-521-522.pdf)

Texas Department of Transportation (TxDOT)
A Texas state government agency responsible for construction and maintenance of the state's highway infrastructure.

(Texas Department of Transportation (State of Texas. (2012). Texas Department of Transportation. Txdot.gov. https://www.txdot.gov/)

Third Place
A place other than home (first place) or work (second place) meant for informal community gathering.

(The Great Good Place, (Ray Oldenburg, 1982))

Transit-Oriented Development (TOD)
The creation of compact, walkable, pedestrian-oriented, mixed-use communities centered around high quality train systems.

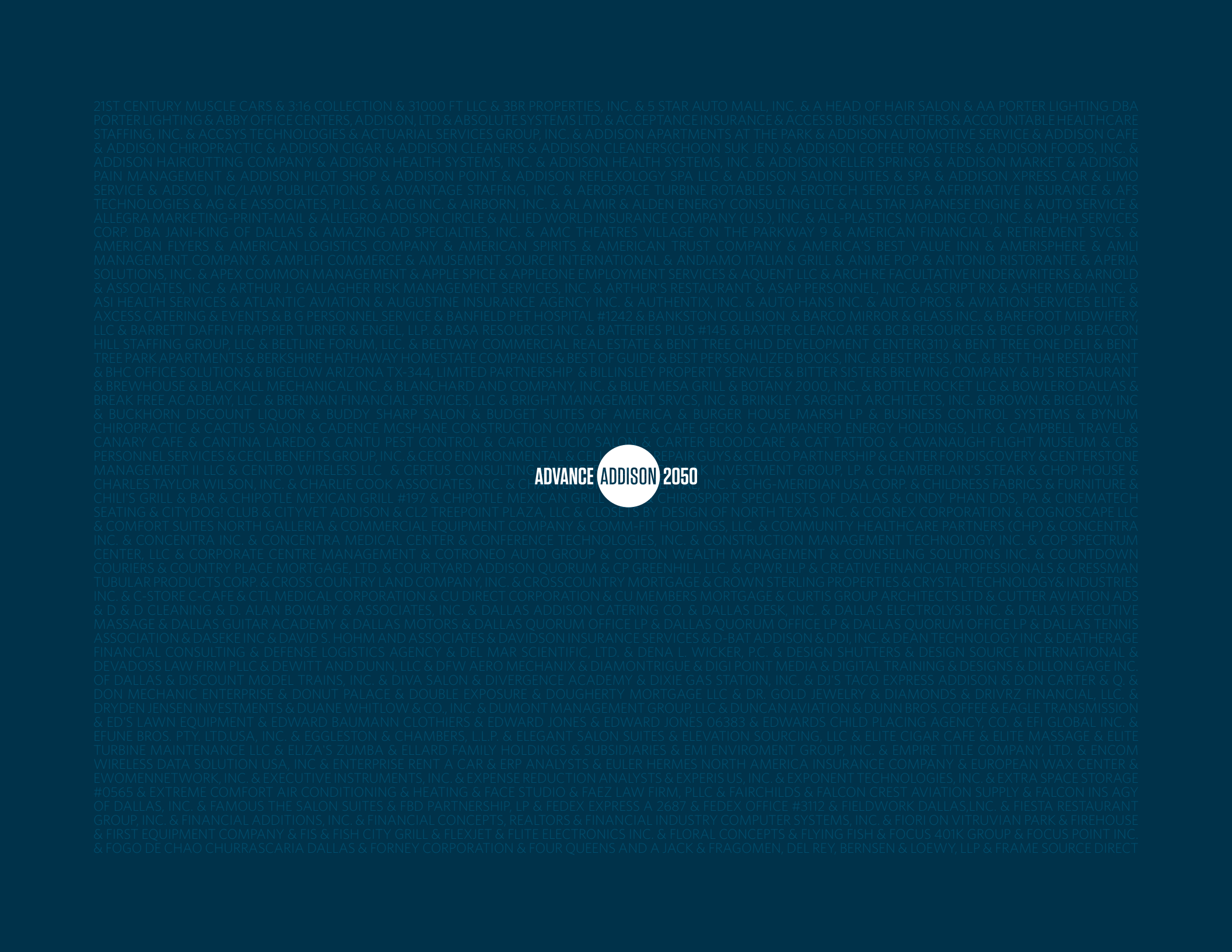
(Transit Oriented Development Institute. (2018). Transit Oriented Development. Tod.org. http://www.tod.org/)

Unified Development Code (UDC)
The combining of development regulation and procedures, including but not limited to zoning and subdivision codes, sign and floodplain regulations, historic preservation provisions, administrative and hearings procedures, and commission bylaws, into a single unified code.

(A Planners Dictionary Edited by Michael Davidson and Fay Dolnick American Planning Association Planning Advisory Service Report. (n.d.). https://planning-org-uploaded-media.s3.amazonaws.com/publication/download_pdf/PAS-Report-521-522.pdf)

Yes In My Backyard (YIMBY)
Advocates who support housing development as response to the outcomes of restrictive zoning and planning policies.

(What Is a YIMBY? | Planopedia. (n.d.). Www.planetizen.com. https://www.planetizen.com/definition/yimbys)


ADVANCE ADDISON 2050

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Appendices

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Appendix A: Summary of Engagement

PHASE 2 - ASSESS (OCTOBER-NOVEMBER, 2023)

SURVEY #1(VIBRANT COMMUNITY ASSESSMENT) - OCTOBER 3, 2023 - OCTOBER 23, 2023

158 responses were collected. See Appendix B

CITY COUNCIL/PLANNING AND ZONING COMMISSION PRE-MEETING SURVEY #1 - OCTOBER 17, 2023

Before the first joint City Council and Planning and Zoning (P&Z) Commission workshop meeting, a short, informal survey was given to the City Council and Planning and Zoning Commission members. The Town officials were asked to rank seven (7) policy priorities and what they believed were the Town of Addison's top three (3) opportunities and top three (3) challenges. See Appendix C.

COUNCIL/PZ WORKSHOP #1 - OCTOBER 17, 2023

The first City Council/PZ workshop meeting took place on the evening of Tuesday, October 17, 2023. This workshop consisted of the introduction of the consultants, City Council, Planning and Zoning Commission, and Town staff. During the presentation, a brief background was given regarding the importance of a living and applicable Comprehensive Plan by staff. Additional information consisting of the project plan structure and timeline was provided to the Council and Commission. An interactive dialogue over 5 different community aspects as the ones utilized in the Community Engagement Kick-Off event took place amongst the Council and Commission in the second half of the workshop.

COMMUNITY ENGAGEMENT EVENT #1 - OCTOBER 18, 2023

The Community Kick-Off event consisted of a brief presentation by Town staff and Verdunity in which an explanation of a Comprehensive Plan and its impacts were discussed, the project timeline, and ways to get engaged were reviewed and followed up with an interactive activity for attendees. There were two main activities. The first activity consisted of five (5) stations, where attendees were asked "How Might We…" regarding the following topics: revitalize aging buildings and commercial centers, provide quality housing options for everyone, improve connectivity and walking/cycling options, enhance and increase our supply of public spaces and attract and retain businesses and their workforces. Attendees would write down their ideas and suggestions for each topic and stick it on the corresponding poster board.

The second activity was themed "Tell Us What You Love About Addison!" This activity allowed for attendees to write and/or draw aspects of Addison that they loved on white butcher paper. Additionally,

there was a tablet set up to encourage attendees to record their responses as well.

COMPREHENSIVE PLAN ADVISORY COMMITTEE MEETING #1 - NOVEMBER 1, 2023

In this workshop, Verdunity introduced themselves to the Comprehensive Plan Advisory Committee. A brief presentation regarding the importance of a comprehensive plan, the timeline of the project, and the duties and expectations of the committee was provided. Additionally, short descriptions of the upcoming workshops and virtual format were discussed.

COMPREHENSIVE PLAN ADVISORY COMMITTEE MEETING #2 - DECEMBER 15, 2023

In this workshop, Verdunity presented preliminary data on the Town for the following aspects: demographics/psychographics, land use fiscal analysis (LUFA), and a review of current plans and preliminary takeaways. Additionally, the activity, "Meeting in a Box", was introduced and explained to the committee as an engagement mechanism for them to spearhead within their networks.

SURVEY #2(VISION, VALUES AND PRIORITY OUTCOMES SURVEY) - OCTOBER 27, 2023 - JANUARY 31, 2024

751 responses received. See Appendix D.

PHASE 3 - EXPLORE (DECEMBER 2023 - MARCH 2024)

COMMUNITY POP-UPS - JANUARY 23-25, 2024

During the days of January 23rd – 25th, 2024, multiple community pop-ups were hosted throughout the Town to meet the community at popular gathering locations. During these pop-ups, various prompts were presented to the community ranging from what is their biggest hope for Addison to what are Addison's 3 biggest values to what could help Addison cultivate entrepreneurs and local businesses. An estimated 85 people attended across all pop-ups The following schedule was followed:

Tuesday, January 23, 2024

- 8:00AM – 9:30AM: Dunn Brothers Coffee, 3725 Belt Line Road, Addison TX 75001
- 12:00PM – 1:00PM: Ida Claire, 5001 Belt Line Road, Addison TX 75254
- 4:30PM – 5:30PM: AMLI Addison, 15250 Quorum Drive, Addison, TX 75001

Wednesday, January 24, 2024

- 8:00AM – 9:30AM: Java & Hoops, 4970 Addison Circle, Addison TX 75001

- 12:00PM – 1:00PM: Hawkers Asian Street Food, 5100 Belt Line Road #430, Addison TX 75254
- 4:00PM – 5:00PM: Acram Office, 5080 Spectrum Drive, Addison, TX 75001

Thursday, January 25, 2024

- 8:00AM – 9:30AM: Ascension Coffee, 14131 Midway Road, Addison TX 75001
- 12:00PM – 1:00PM: Ida Claire, 15701 Quorum Drive, Addison TX 75001

TOWN STAFF LEADERSHIP VISIONING WORKSHOP - JANUARY 23, 2024

During the mid-morning of January 23rd, 2024, the project team met with key Town staff to discuss the community's vision, biggest challenges, opportunities, shortcomings, and strengths. There was also a values exercise where staff members were asked to identify and rank the five (5) values, they believe to be representative of Addison and an identity statement exercise where staff members wrote their version of an identity statement based on the group's discussion around the top five (5) values.

COMMUNITY FOCUS GROUP WORKSHOPS - JANUARY 23-25, 2024

Focus groups engaging residents were conducted during the Engagement Tour to discuss their visions for Addison's future. Residents were selected based on their residence location within the town and their different interests. The requested participants reflect a wide cross-section of the residents in age, longevity in Addison, property ownership status, and so on. Participants were asked questions that included things like, "Why do you live in Addison?", "What do you love about Addison and want to preserve?" and "What do you want to change or improve?" Participants also were engaged in a values exercise where they were asked to identify the five (5) values they believe to be representative of Addison.

CITY COUNCIL/P&Z COMMISSION/COMPREHENSIVE PLAN ADVISORY COMMITTEE WORKSHOP - JANUARY 24, 2024

On the evening of January 24th, 2024, a joint City Council, Planning and Zoning Commission, and Comprehensive Plan Advisory Committee workshop was held. During this workshop, a project update was provided, and two exercises were conducted: the "flower" exercise and a community value ranking exercise. The "flower" exercise was an activity that allowed the elected and appointed Town officials to analyze the different groups of people that live in the Town of Addison and discover their fundamental similarities to what the Town serves them. The second activity consisted of each group ranking proposed community values that the Town of Addison embodies and/or wants to embrace. The workshop was finalized with a brief summary of conducting a "Meeting in a Box" with organized groups of the

community.

COMMUNITY ENGAGEMENT EVENT #2 - JANUARY 25, 2024

On the evening of January 24th, 2024, a community workshop focusing on values and visions was held. The workshop began with a project update and was followed by a community value ranking exercise, similar to the Town officials exercise that was held the evening before. After this exercise and discussion, residents were encouraged to engage with the four (4) engagement activities available. The four (4) engagement stations were located across the room and consisted of the following:

1. Station 1 was a sticky note activity that asked, "What is your biggest hope for Addison?"
2. Station 2 was a handout activity that asked participants to describe their vision for Addison and how we might achieve it.
3. Station 3 was a sticky note activity that asked, "What are some unique assets/characteristics in the community that you want to protect and enhance?"
4. Station 4 was an aerial map and online mapping tool where people could point out specific places on a map of Addison to give more granular feedback.

Additionally, there was an online mapping tool made available to attendees to interact with.

COMPREHENSIVE PLAN ADVISORY COMMITTEE MEETING #3 - FEBRUARY 21, 2024

During this committee meeting, Verdunity presented a brief overview of the Town's Development history, and demographics and proceeded to provide a more in-depth presentation of the land use fiscal analysis (LUFA) that was conducted. Additional information related to the fiscal productivity of the airport was provided. This was followed up by Hawes Hills and Associates presenting the preliminary market study findings conducted for the Town. The committee meeting was concluded by providing a brief overview of emerging themes and takeaways resulting from the engagement, survey results and stakeholder interviews conducted to this point.

COMPREHENSIVE PLAN ADVISORY COMMITTEE MEETING #4 - MARCH 20, 2024

During this committee meeting, Verdunity presented the values, assets, aspirations, and vision story that were compiled from the January Engagement tour as well as any community engagement that had been conducted to that point. The committee engaged with the project team and staff on elements that resonated with them, suggestions they had, and in what ways the proposed vision story applied to the town and its future direction.

PHASE 4 - ORGANIZE (APRIL 2024 - OCTOBER 2024)

COMPREHENSIVE PLAN ADVISORY COMMITTEE MEETING #5 - APRIL 18, 2024

During this committee meeting, Verdunity presented a revised version of values, assets, aspirations, and vision story that reflected commentary the committee had in the March 2024 workshop as well as further refinement with assistance from Town staff. The project team presented the four different types of "walks" (based on "Walkable City: How Downtown Can Save America, One Step at a Time" by Jeff Speck) that were envisioned when producing the community identity and vision story. The committee provided feedback on the revised language and ideas with a consensus on moving forward with what was proposed. Towards the end of the workshop, an introduction of the proposed Place Types was given as well as an announcement of the launch of the virtual engagement activities rooms.

COMPREHENSIVE PLAN ADVISORY COMMITTEE MEETING #6 - MAY 9, 2024

During this committee meeting, Verdunity provided insight into the different housing products and where they can land on the own-to-rent spectrum as well as intensity. Key themes related to housing in Addison were showcased in Addison and compiled from community input feedback conversations with staff and residents were highlighted and a facilitated discussion with CPAC members was conducted. Following this discussion, CPAC members were asked to engage in an activity where they were asked to circle the building typology images, they thought would be compatible with the Town and in which place type they should exist.

ONLINE ENGAGEMENT ACTIVITY #3 - APRIL 26, 2024 - MAY 19, 2024

Two (2) different virtual "rooms" were set up - one for feedback on the community identity and vision, and a second room for input on place types and development. The community identity and vision "room" allowed participants to rank in order of importance the values, assets, and aspirations, while also providing a forum for general commentary on the proposed vision story. In the place types and development "room", the first station was a mapping station where participants could drop pins to indicate specific properties or areas that should be preserved in their current context, incrementally enhanced or evolved, or redeveloped in a completely new context. Following the first station, there was a series of five stations where participants were able to select images that they believed were representative of the corresponding place type. The summary of assets, aspirations, and values is found below.

Assets

Item	Total Score	Aggregate Rank
Mix and availability of dining, entertainment (and to a lesser extent, shopping) options The number and variety of dining and entertainment options available to residents was recognized as one of the most common strengths of Addison and something that makes it unique compared to other surrounding cities. If there is a need, it would be to expand small, boutique style shopping and arts-based businesses and activities.	280	1
Quality design, materials, and aesthetics in the built environment Addison has always prioritized high quality design, particularly as it relates to the urban form of development, public parks and spaces, streetscape and landscaping, and building materials. Residents recognize how these items relate to the safety and appeal of the Town.	265	2
A history of innovation driven by the prioritization of a more walkable environment The Town's commitment to more compact, walkable development in the 80s and 90s positioned Addison as the early leader in new urbanist style neighborhoods in north Texas. Other cities have since built some "urban village" developments, but many of these remain very auto-centric and lack the more nuanced details that Addison offers in terms of a network of neighborhoods, public spaces, and commercial/employment nodes that, with some fairly modest enhancements, can be one of the only places in the region where people of all ages and stages of life can live, work, and enjoy 24-7 without a car.	260	3
Location and proximity to regional destinations and mobility network Addison has been described by some as an "oasis" in the middle of Dallas and surrounding suburban development. Its location on the DNT centrally located between Dallas and Frisco, quick access to multiple highways in all directions, and soon-to-be access to the regional rail system via the DART Silver Line will keep the town at the forefront of development and employment activity in the region.	174	4
Addison Airport Few communities own and operate their own airport, so just having one in the town is an asset. The airport's central location within the region, past performance and service, and increasing opportunities related to the growth in private business, personal flights and advanced aeronautical mobility options will further expand opportunities into the future.	146	5

Aspirations

Item	Total Score	Aggregate Rank
Dramatically increase walkability, bike connections, and transit options so that most trips can be made without a car A portion of current Addisonites value the ability to move around freely without a car, with younger people strongly supportive of more bike and transit facilities, and some seniors in favor of enhanced transit options. However, demographic and market trends show that the percentage of people seeking to go without a vehicle is expected to continue to increase, so expanding trails and adding local transit to improve the walkability and bikeability in Addison is going to be important for both residents and employers. Figuring out the specific locations, extent, and phasing of various improvements will be a key focus of the remainder of the planning effort.	239	1
Become a place where more experience-based and locally-owned businesses can thrive – particularly with a focus on arts and entertainment Conversations with developers and business owners made it clear that the future of development evolves around walkability, place, and experience. Residents' input suggested a need for expansion of shopping, arts, and entertainment, and a preference for local boutique style businesses over larger chain-type options. Some also expressed an interest in developing the Inwood corridor into an area that had more of a gritty, makerspace type of vibe to it.	207	2
Build on our successes through innovation to make Addison more competitive with nearby districts and cities Addison was the innovative leader in regional development once before when it pioneered the combination of new urbanist design in a suburban context with Addison Circle and later, Vitruvian. Other cities have caught up to Addison with competitive urban village developments like Legacy Town Center in Plano and West 7th in Fort Worth. To recapture Addison's position as a leader in the next evolution of development in north Texas and beyond, it must be innovative in how it embraces walkability and leverages assets like the airport and DART to capitalize on emerging trends for alternative mobility, remote work, and places to congregate and interact with others in a human scale environment.	158	3
Increased diversity of housing options There is a shared interest from renters and owners in the community for the town to continue to diversify housing options so that people at all ages and stages of life can live comfortably in Addison. Providing more ownership options was brought up as both a concern and aspiration, so exploring ways to accomplish this with existing land, zoning, and market restraints will be a priority. Maintaining the high quality of housing and neighborhoods is also important to all Addisonites, whether its rental or ownership properties.	156	4

Values

Item	Total Score	Aggregate Rank
Fiscal Responsibility and Financial Sustainability This is the central tenet of the entire plan. Services, development and resources must be managed in a manner that respects taxpayers' and investors' assets and ensures the Town can continue providing quality services at a cost that is affordable now and in the future.	351	1
Safety and comfort The combination of the Town's public safety presence, emergency response times, and the human-scale design of the built environment makes locals and visitors feel safe.	298	2
Connectivity, walkability, and pedestrian safety The spectrum of interest in expanding walkability varies, but the majority of people in Addison appreciate the human-scale design of neighborhoods and public areas and enjoy the ability to move around on foot.	288	3
Economic opportunity and prosperity Addison's economy, fiscal health, and identity are all critically dependent on its longstanding reputation as a regional destination and the amount and mix of employment, dining, and entertainment options. Doing what is necessary to maintain Addison's strong commercial base to attract and retain residents, workers, and visitors and keep residents' property tax burden manageable was widely recognized as being a priority looking forward as well.	218	4
Innovation Town leaders, residents, and the developer/business community all mentioned Addison's commitment to innovation as something that has been and should continue to be a core value.	180	5

COMPREHENSIVE PLAN ADVISORY COMMITTEE MEETING #7 - MAY 30, 2024

During this committee meeting, the committee members were shown the TED Talk "4 Ways to Make a City Walkable" video by Jeff Speck. Upon completion of the video, Verdunity facilitated a discussion on how walkability is imperative for Addison, the connection to the proposed vision story, and where efforts towards walkability have been achieved successfully. Following this discussion, the committee members took part in an activity where they illustrated routes that cannot be presently taken and described in four(4) categories – useful, safe, comfortable, and interesting - they would like to take within the Town but presently cannot and describe how these routes could potentially be enhanced.

COMMUNITY ENGAGEMENT EVENT #3 - JUNE 26, 2024

On the evening of June 26th, 2024, a community workshop was held. The community event began with a viewing of the TED Talk "4 Ways to Make a City Walkable" video by Jeff Speck. After this discussion, residents were encouraged to engage with the four (4) engagement activities available. was held. The workshop began with a project update and was followed by a community value ranking exercise, similar to the Town officials exercise that was held the evening before. After this exercise and discussion, residents were encouraged to engage with the four (4) engagement activities available. The four engagement stations were located across the room and consisted of the following:

- Station 1 was a sticky note activity that asked, "What is your biggest hope for Addison?"
- Station 2 was a handout activity that asked participants to describe their vision for Addison and how we might achieve it.
- Station 3 was a sticky note activity that asked, "What are some unique assets/characteristics in the community that you want to protect and enhance?"
- Station 4 was an aerial map and online mapping tool where people could point out specific places on a map of Addison to give more granular feedback.

CITY COUNCIL/PZ/WORKSHOP COMPREHENSIVE PLAN ADVISORY COMMITTEE MEETING - JULY 11, 2024

On the evening of July 11th, 2024, a joint City Council, Planning and Zoning Commission, and Comprehensive Plan Advisory Committee workshop was held. This meeting focused on capturing input to help identify themes and desired elements of catalyst redevelopment sites. A brief discussion on the different types of redevelopments and development was discussed with the attendees. This was followed by an exercise where individuals were asked to select urban design elements and characteristics, they would like each type of development to encompass in to produce illustrative images and future development plans.

FOCUS GROUP MEETINGS - AUGUST 5-7, 2024

Over three (3) days, five (5) focus groups were held to delve deeper into various issues and opportunities related to mobility and development within and adjacent to Addison and developers' perspectives. The focus groups were organized around staff leadership, regional mobility partners, and different industry partners (office, hotel, incremental developer, etc.). The first two (2) focus group discussions were centered around the implementation of multi-modal options within Addison and regional projects that the Town would be impacted by. The three (3) latter focus group meetings gathered insight on how to achieve the desired redevelopment of industries identified in the Comprehensive Plan and potential economic development strategies and partnerships.

COMPREHENSIVE PLAN ADVISORY COMMITTEE MEETING #8 - AUGUST 8, 2024

During this committee meeting, the committee members were shown the development scenario renderings for potential future redevelopment sites for discussion. Following this discussion, the committee members took part in an activity where they were asked to use the plan's Decision-Making Principles to create plan-specific action items that support the recommendations in the plan. These served as the foundation to the Implementation Plan Chapter.

PHASE 5 - PRIORITIZE (NOVEMBER 2024 - APRIL 2025)

COMPREHENSIVE PLAN ADVISORY COMMITTEE MEETING #9 - NOVEMBER 6, 2024

During this committee meeting, the committee members were shown the first full draft Comprehensive Plan in the meeting agenda packets, and were provided instructions on how to review the Plan and issue commentary, along with City Council and the Planning and Zoning Commission, Town Staff, and relevant Town consultant teams.

COMPREHENSIVE PLAN ADVISORY COMMITTEE MEETING #10 - FEBRUARY 12, 2025

During this committee meeting, the committee members were shown the second full draft Comprehensive Plan. The meeting agenda packets were accompanied by a copy of the first draft with roughly 900 review comments that were addressed in the second draft. The CPAC was given instruction on how to review the latest draft Plan and issue commentary, along with City Council and the Planning and Zoning Commission, Town Staff, and relevant Town consultant teams. The Committee conducted live polls on each of the planning components. When asked for their comfort level on the Plan draft, the average score was 6.8/10 and median score was an 8/10.

COMPREHENSIVE PLAN ADVISORY COMMITTEE MEETING #11 - MARCH 27, 2025

During this committee meeting, the committee members were shown the third full draft Comprehensive Plan. The meeting agenda packets were accompanied by a copy of the second draft with roughly 200 review comments that were addressed in the third draft. The CPAC was given instruction on how to review the latest draft Plan and issue commentary. The Committee did a brief table read of the Plan, issued commentary as a group, and conducted live polls on key themes. When asked for their comfort level on the Plan draft, the average score was 8/10 and median score was tied for both an 8/10 and 9/10.

COMPREHENSIVE PLAN ADVISORY COMMITTEE MEETING #12 - APRIL 30, 2025

During this committee meeting, the committee members were shown the fourth full draft Comprehensive Plan. The meeting agenda packets were accompanied by a copy of the third draft with roughly 40 review comments that were addressed in the fourth draft. The CPAC was given the opportunity to recommend approval of the fourth draft for public release. The Committee was thanked for their service to the Town and when asked to recommend approval, did so unanimously, with one minor change to a graphic element.

PHASE 6 - ADOPT (MAY - AUGUST 2025)

COMMUNITY ENGAGEMENT EVENT #4 - MAY 19, 2025

A summary of this event will be included in the final Appendix.

Appendix B: Survey #1 Vibrant Community Assessment

SURVEY 1 – SUMMARY RESULTS

1	How engaged are your community's citizens?	5 .66
2	How likely is it that young people will live and work in the community after graduating from high school or college?	6.11
3	How attractive is your town to new businesses and/or talent?	6.84
4	How strong is your education system?	4.94
5	How vibrant is your Town?	7.87
6	How successful are you at getting wealth off the sidelines and encouraging people to invest in the community?	5.70
7	How easy is it to create and run a business in your community?	6.46
8	How likely are small business owners to receive the training and development they need to thrive long-term?	5.75
9	How proficient is your community at measuring, tracking, and reporting outcomes and results and making objective decisions based on them?	6.16
10	To what extent are Town programs and services aligned and successful at working together to create a better quality of life for your community?	6.75

11 What is the Town's biggest opportunity for improvement.

- **19.40%** Fewer Apartments
- **14.18%** Walkability & Bikeability
- **11.94%** Redevelopment
- **8.96%** Government & Communication

12 In a short phrase describe what you feel the Town's biggest challenge is.



13	How committed are you to making your community the best it can be?	8.25

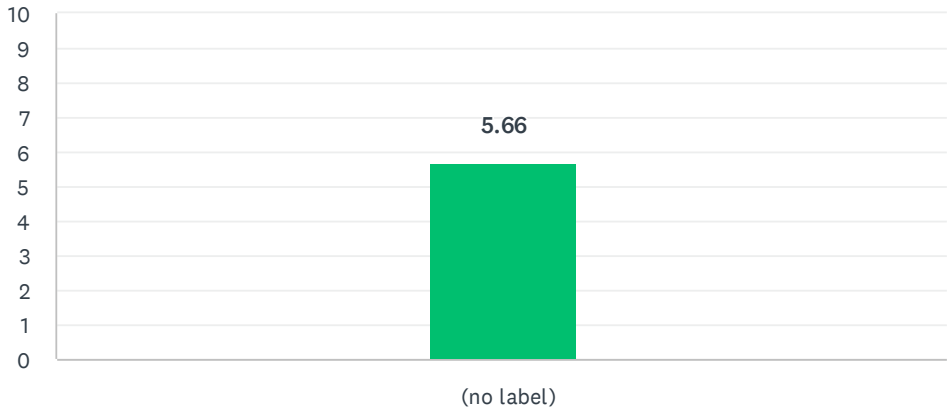
ADVANCE ADDISON 2050

SURVEY 1

ALL DATA

Q1 CITIZEN ENGAGEMENT On a scale of 1 to 10, how engaged are your community's citizens? Score of 1:Few people vote. Even fewer attend public meetings. Few attempts are made to promote dialogue between community leaders and citizens.Most public commentary on local issues has a tone of disillusionment, pessimism, and anger. In the past when people have given their input, they haven't seen results so they've given up trying.Score of 10:Voter turnout is high. Public meetings and events attract a large and diverse crowd. Civic leaders communicate with citizens often and through various avenues. While not everyone agrees on the issues, there's plenty of spirited debate. There's a sense of optimism in the air, volunteerism is high, and neighbors reach out and help neighbors.

Answered: 158 Skipped: 0

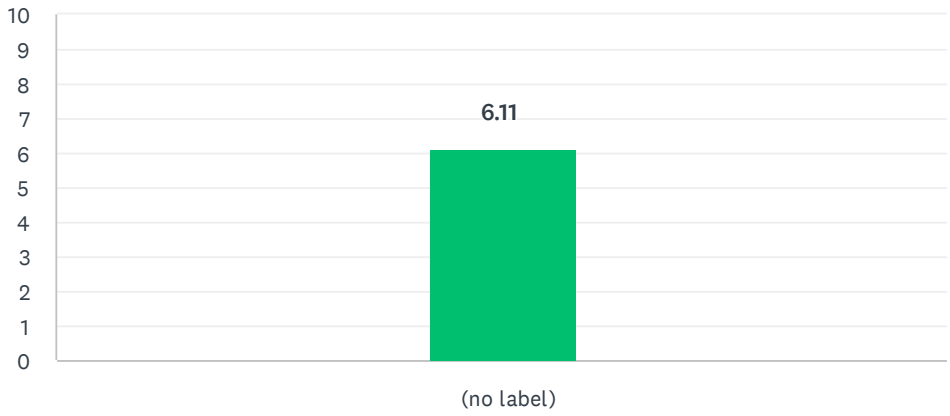


	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)	8 (8)	9 (9)	10 (10)	TOTAL	WEIGHTED AVERAGE
(no label)	2.53% 4	4.43% 7	12.03% 19	12.66% 20	15.82% 25	11.39% 18	18.99% 30	15.19% 24	3.16% 5	3.80% 6	158	5.66

BASIC STATISTICS				
Minimum	Maximum	Median	Mean	Standard Deviation
1.00	10.00	6.00	5.66	2.16

Q2 ABILITY TO KEEP TALENT AT HOME On a scale of 1 to 10, how likely is it that young people will live and work in the community after graduating from high school or college?Score of 1:There are few good jobs and little in the way of nightlife and entertainment. Many young people have already left, so there are few opportunities for a social life.Score of 10:Good jobs are plentiful. The Town is thriving, with an abundance of cool restaurants, bars, and coffee shops. And young people have lots of opportunities to socialize—a healthy population of Millennials/Gen Z already lives here.

Answered: 158 Skipped: 0

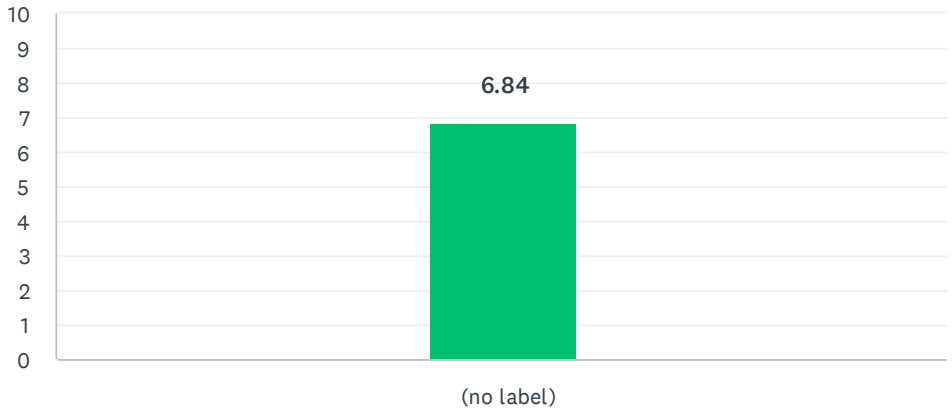


	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)	8 (8)	9 (9)	10 (10)	TOTAL	WEIGHTED AVERAGE
(no label)	3.16% 5	5.06% 8	9.49% 15	9.49% 15	12.03% 19	7.59% 12	16.46% 26	24.68% 39	6.96% 11	5.06% 8	158	6.11

BASIC STATISTICS				
Minimum	Maximum	Median	Mean	Standard Deviation
1.00	10.00	7.00	6.11	2.35

Q3 ABILITY TO ATTRACT NEW BUSINESSES/TALENT On a scale of 1 to 10, how attractive is your town to new businesses and/or talent?Score of 1:We struggle to attract business investment. We don’t have the strong economy, education system, vibrant quality of life, or thriving population of young people that companies look for.Score of 10:Companies compete to relocate here, and talent gravitates to us. We have strong schools, a great healthcare system, great neighborhoods, and urban centers. We know our strengths and communicate them well to attract the kinds of businesses we want. In fact, we don’t typically have to court investors. Growth here happens organically.

Answered: 158 Skipped: 0

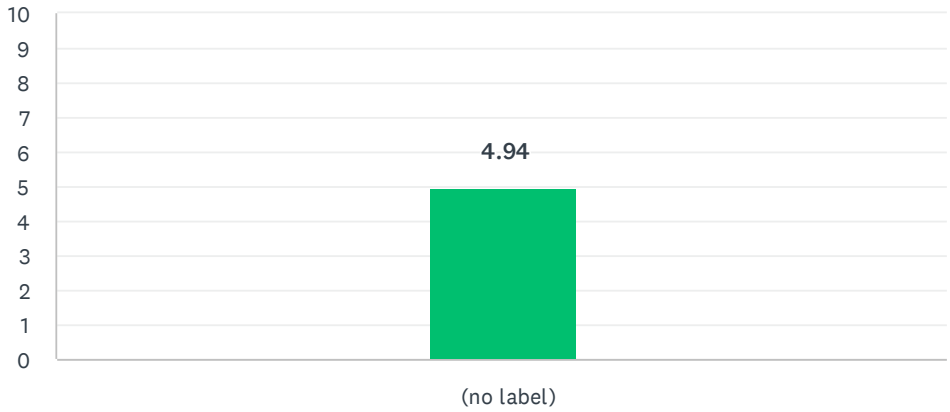


	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)	8 (8)	9 (9)	10 (10)	TOTAL	WEIGHTED AVERAGE
(no label)	1.27% 2	1.90% 3	1.90% 3	6.33% 10	13.92% 22	13.29% 21	16.46% 26	28.48% 45	9.49% 15	6.96% 11	158	6.84

BASIC STATISTICS				
Minimum 1.00	Maximum 10.00	Median 7.00	Mean 6.84	Standard Deviation 1.94

Q4 QUALITY OF EDUCATION On a scale of 1 to 10, how strong is your education system?Score of 1:We have high poverty rates and the low kindergarten readiness rates that go along with them. Not surprisingly, our high school graduation rates are low as well. Our schools do little to prepare graduates for the workforce, so it’s tough to attract business investment.Score of 10:Education is thriving. There’s a strong focus on early childhood development and, as a result, kids enter kindergarten ready to learn. Twelve years down the road, our high school graduation rates reflect this. Our schools are on top of what it takes to prepare young people for the future, making our community attractive to all types of businesses that want to set up shop here.

Answered: 158 Skipped: 0

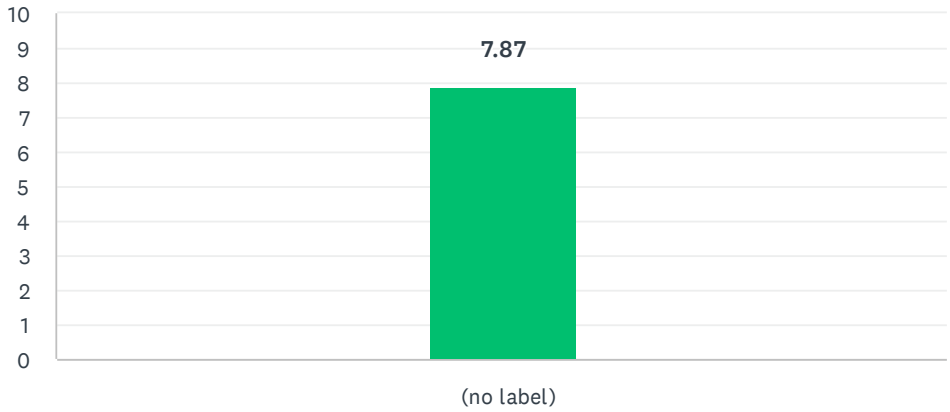


	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)	8 (8)	9 (9)	10 (10)	TOTAL	WEIGHTED AVERAGE
(no label)	11.39% 18	4.43% 7	10.76% 17	12.03% 19	22.15% 35	14.56% 23	8.86% 14	11.39% 18	1.90% 3	2.53% 4	158	4.94

BASIC STATISTICS				
Minimum 1.00	Maximum 10.00	Median 5.00	Mean 4.94	Standard Deviation 2.29

Q5 VIBRANCY OF THE TOWN On a scale of 1 to 10, how vibrant is your Town?Score of 1:It’s practically a ghost town. There are lots of boarded-up buildings, few restaurants and shops, and very little foot traffic. No one wants to live or work in Addison. Weekends are dead, as people drive out of town en masse to dine and shop in other cities nearby.Score of 10:There’s always something going on in Addison: a festival, a concert, a farmer’s market. There are tons of places to eat, drink, and shop. Lots of (non-retail) small businesses are moving in too, and the housing market has exploded (it’s especially popular with young people and empty-nesters). There’s always new construction happening, and tax values are soaring.

Answered: 158 Skipped: 0

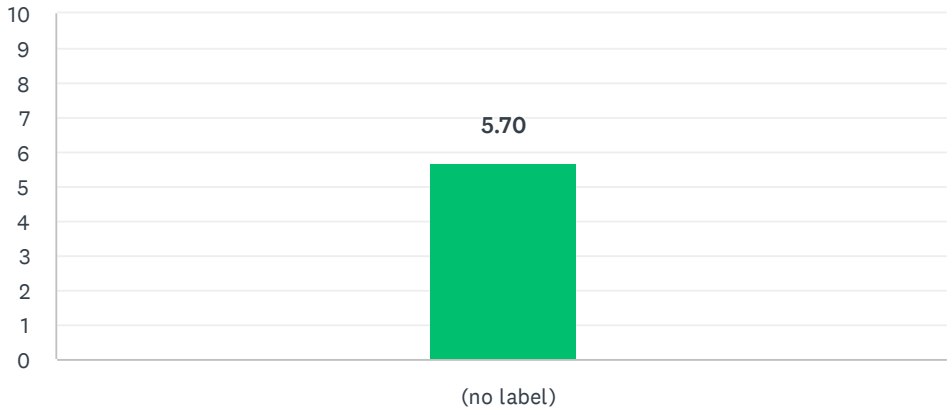


	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)	8 (8)	9 (9)	10 (10)	TOTAL	WEIGHTED AVERAGE
(no label)	0.63% 1	0.63% 1	1.27% 2	3.16% 5	3.80% 6	9.49% 15	12.66% 20	27.22% 43	25.32% 40	15.82% 25	158	7.87

BASIC STATISTICS				
Minimum	Maximum	Median	Mean	Standard Deviation
1.00	10.00	8.00	7.87	1.75

Q6 ABILITY TO GET WEALTH OFF THE SIDELINES On a scale of 1 to 10, how successful are you at getting wealth off the sidelines and encouraging people to invest in the community?Score of 1:Community philanthropy is almost nonexistent. There are citizens and businesses with the resources to invest, but no one helps them envision what they could help the community become.Score of 10:Community philanthropy is thriving. Leaders are good at seeking out local sources of benevolent wealth and helping them see the value of investing locally. The satisfaction of helping make life better for everyone is the best return on investment there is.

Answered: 158 Skipped: 0

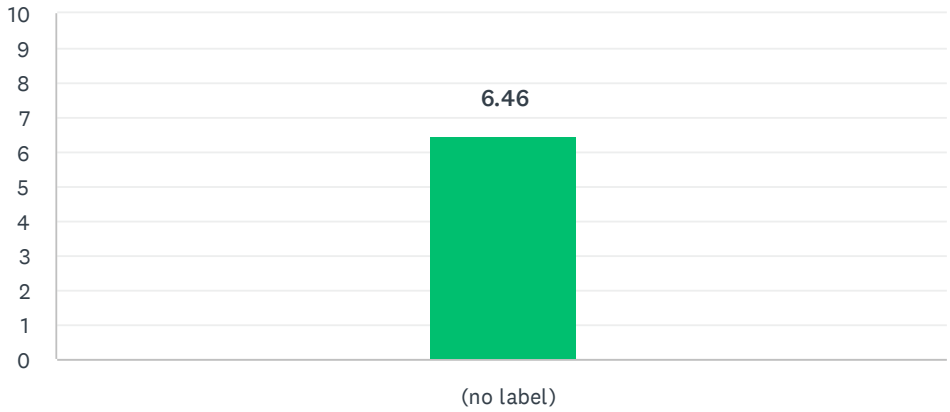


	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)	8 (8)	9 (9)	10 (10)	TOTAL	WEIGHTED AVERAGE
(no label)	3.80% 6	5.70% 9	6.96% 11	8.86% 14	14.56% 23	22.15% 35	20.25% 32	10.76% 17	5.06% 8	1.90% 3	158	5.70

BASIC STATISTICS				
Minimum 1.00	Maximum 10.00	Median 6.00	Mean 5.70	Standard Deviation 2.07

Q7 EASE OF DOING BUSINESS On a scale of 1 to 10, how easy is it to create and run a business in your community?Score of 1:It’s not easy at all. Government officials are inaccessible to entrepreneurs. Zoning rules are vague, and codes are inconsistently applied and enforced. Incompatible businesses are placed next to each other, and vacant buildings abound.Score of 10:Local government does a great job of establishing clear business processes, smart zoning laws, and unambiguous codes. Everyone knows what to expect. Rules and guidelines are consistently enforced. Officials are accessible and easy to work with. For all of these reasons, we’re experiencing brisk economic growth.

Answered: 158 Skipped: 0

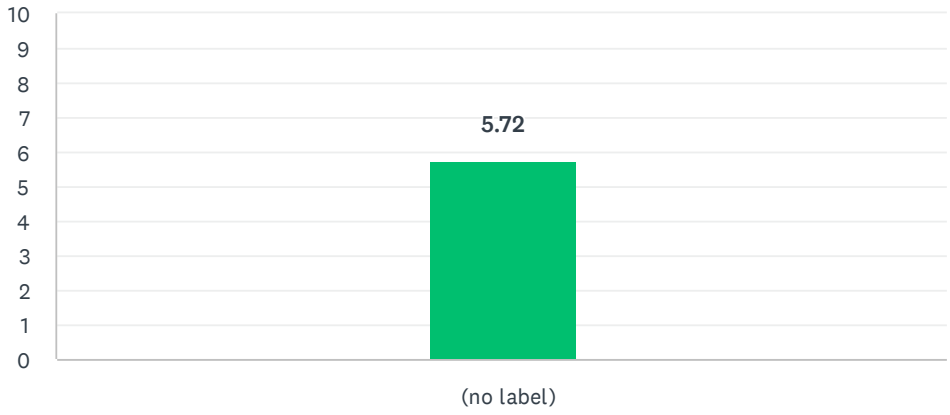


	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)	8 (8)	9 (9)	10 (10)	TOTAL	WEIGHTED AVERAGE
(no label)	0.63% 1	2.53% 4	5.70% 9	4.43% 7	25.32% 40	5.70% 9	20.25% 32	22.15% 35	6.96% 11	6.33% 10	158	6.46

BASIC STATISTICS				
Minimum 1.00	Maximum 10.00	Median 7.00	Mean 6.46	Standard Deviation 2.01

Q8 TRAINING AND DEVELOPMENT OF SMALL BUSINESS On a scale of 1 to 10, how likely are small business owners to receive the training and development they need to thrive long-term?Score of 1:There are few, if any, mentors or skill-building resources available to entrepreneurs. As a result, many new businesses fail within a few years.Score of 10:Few entrepreneurs start out with strong business and leadership skills. That's why we make it a priority to provide the support and the resources they need. We have mentorship programs and regular training and development events in place. Local business leaders are galvanized and on fire to help each other and move the community toward vibrancy.

Answered: 158 Skipped: 0

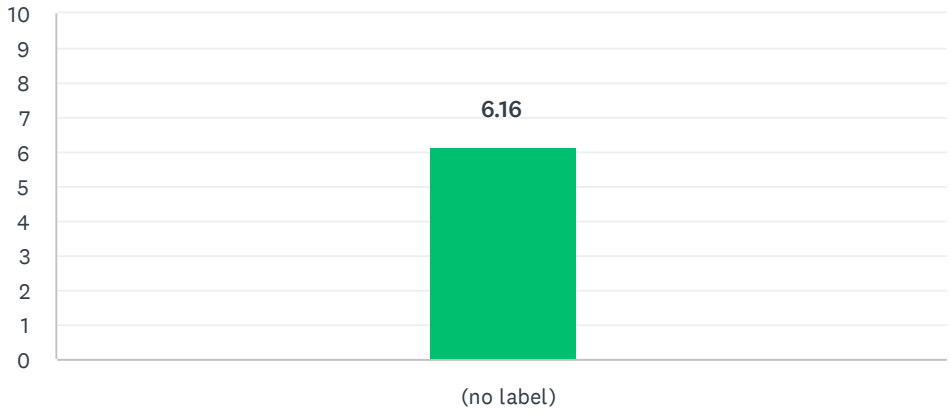


	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)	8 (8)	9 (9)	10 (10)	TOTAL	WEIGHTED AVERAGE
(no label)	2.53% 4	3.16% 5	3.80% 6	8.23% 13	34.81% 55	12.03% 19	18.35% 29	11.39% 18	3.80% 6	1.90% 3	158	5.72

BASIC STATISTICS				
Minimum 1.00	Maximum 10.00	Median 5.00	Mean 5.72	Standard Deviation 1.83

Q9 OBJECTIVE MEASUREMENT & TRACKING OF OUTCOMES On a scale of 1 to 10, how proficient is your community at measuring, tracking, and reporting outcomes and results and making objective decisions based on them?Score of 1:We don’t have a good system in place to gather data and track the metrics that gauge the state of our community. As a result, we make decisions haphazardly, based on opinions or personal preferences rather than pressing problems we face.Score of 10:We religiously measure and track our community’s key indicators (graduation rates, per capita income, crime, etc.). We keep critical data updated and on a dashboard so we can see it at a glance. This allows us to share the facts with decision-makers and citizens alike.

Answered: 158 Skipped: 0

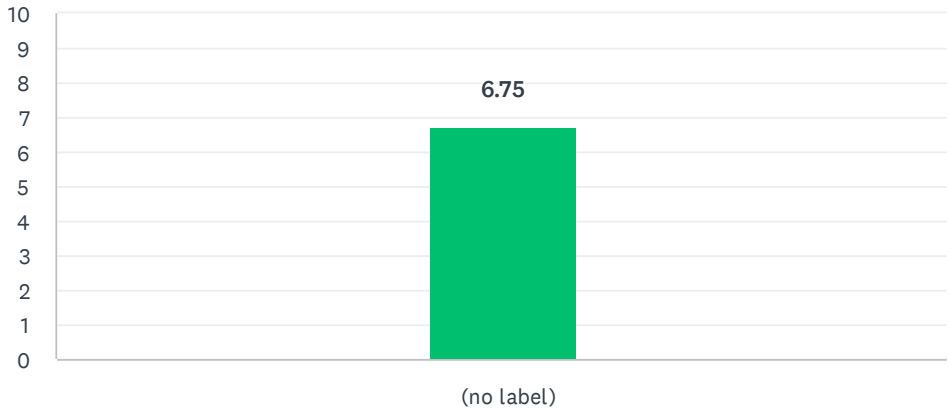


	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)	8 (8)	9 (9)	10 (10)	TOTAL	WEIGHTED AVERAGE
(no label)	3.80% 6	2.53% 4	8.23% 13	6.96% 11	18.35% 29	11.39% 18	15.19% 24	17.09% 27	13.29% 21	3.16% 5	158	6.16

BASIC STATISTICS				
Minimum	Maximum	Median	Mean	Standard Deviation
1.00	10.00	6.00	6.16	2.25

Q10 ALIGNMENT OF TOWN PROGRAMS AND SERVICES On a scale of 1 to 10, to what extent are Town programs and services aligned and successful at working together to create a better quality of life for your community?Score of 1:They are not aligned at all. Various departments are siloed in their goal-setting and decision-making. The Town frequently ignores crucial quality of life factors for current residents. Therefore little progress is made.Score of 10:Town leaders do a great job of bringing together various departments to work toward common goals. Leaders share data and regularly communicate and collaborate with each other. There is a strong sense among citizens that Town officials are working hard to create a better quality of life inside the community.

Answered: 158 Skipped: 0



	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)	8 (8)	9 (9)	10 (10)	TOTAL	WEIGHTED AVERAGE
(no label)	3.80% 6	4.43% 7	3.16% 5	6.33% 10	10.76% 17	8.23% 13	17.72% 28	19.62% 31	15.82% 25	10.13% 16	158	6.75

BASIC STATISTICS				
Minimum	Maximum	Median	Mean	Standard Deviation
1.00	10.00	7.00	6.75	2.40

Q11 In a short phrase, please describe what you feel the Town's biggest opportunity to improve is.

Answered: 134 Skipped: 24

#	RESPONSES	DATE
1	Quality residents	10/23/2023 4:02 PM
2	Innovation Stay innovative, efficient and maintain the Addison way	10/23/2023 1:31 PM
3	Fewer Apartments Less apartments and more home ownership.	10/23/2023 1:19 PM
4	Innovation Catalysts for innovative growth in the region.	10/23/2023 8:07 AM
5	Updated/new infrastructure Updating and adding needed infrastructure including roads and adequate sidewalks	10/22/2023 8:13 PM
6	Connectivity Walkability/Bikeability More walkability/bike lanes for less congestion	10/22/2023 9:41 AM
7	Connectivity More connectivity between north Addison and central Addison	10/21/2023 1:11 PM
8	Affordable Housing Affordable housing	10/21/2023 7:47 AM
9	Updated/new infrastructure Internet connectivity in residences and public spaces is behind our neighboring cities.	10/21/2023 7:28 AM
10	Not sure	10/20/2023 6:37 PM
11	Safety Keeping Addison safe with good amenities	10/19/2023 8:46 PM
12	Affordable Housing Rental Housing Provide more affordable residential rental options	10/19/2023 1:44 PM
13	Connectivity Transit Walkability/Bikeability Improve internal mobility systems - trails, internal bus, safe bike lanes	10/19/2023 8:16 AM
14	Gov't/Communication All Addison employees.	10/18/2023 10:25 PM
15	Redevelopment Redevelopment of poorer rental units/extended stay hotels.	10/18/2023 9:04 PM
16	Small Businesses Wrap up all construction and bring back more business	10/18/2023 8:02 PM
17	Connectivity Walkability/Bikeability Connect Vitruvian to Addison Circle for bikes/pedestrian to improve town unity.	10/18/2023 7:42 PM
18	Affordable Housing Fewer Apartments Increased home ownership and fewer apartments	10/18/2023 6:24 PM
19	I am a new resident, so I'm not sure.	10/18/2023 4:48 PM
20	Walkability/Bikeability Safer biking routes	10/18/2023 3:40 PM
21	lower taxes	10/18/2023 2:33 PM
22	Gov't/Communication Keeping residents informed of changes going on!	10/18/2023 11:06 AM
23	Redevelopment Walkability/Bikeability Redevelopment of the Inwood Road corridor, and development of the transit oriented development.	10/17/2023 2:07 PM
24	Small Businesses To promote assist small buis. that have helped Addison grow.	10/17/2023 11:11 AM
25	Fewer Apartments STOP BUILDING APARTMENTS! They tower over the streets. It's not a "Town" anymore, it's overbuilt.	10/17/2023 9:51 AM
26	Walkability/Bikeability Developing neighborhoods that make it easy to walk to service businesses. Prepare for World Cup.	10/17/2023 8:16 AM
27	Fewer Apartments Stop bldg apartments	10/17/2023 7:53 AM

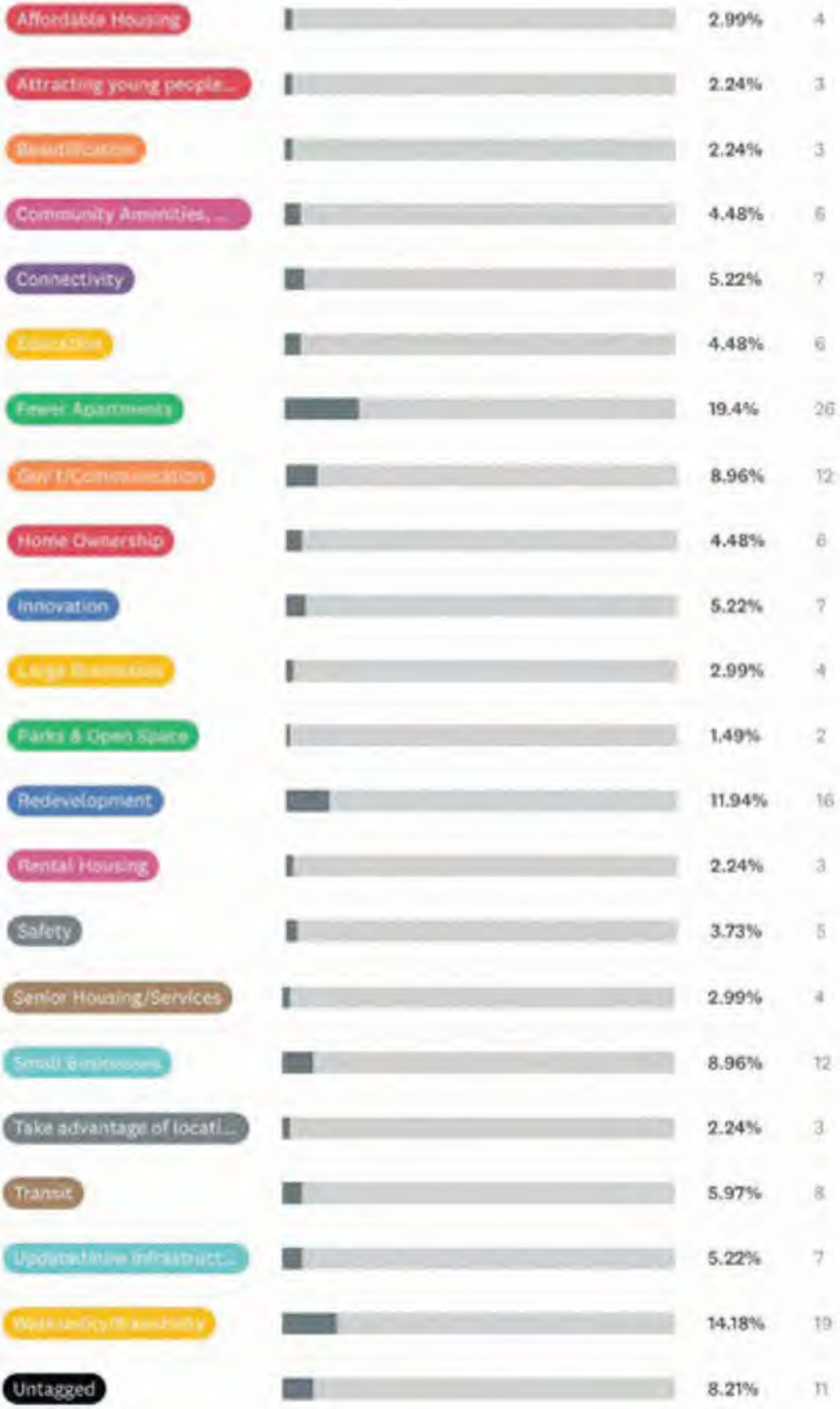
28	Walkability/Bikeability More cycling support in city planning	10/16/2023 8:06 PM
29	Education Library/education	10/16/2023 6:32 PM
30	Parking for events at Addison circle.	10/16/2023 6:04 PM
31	Education Public education.	10/16/2023 6:02 PM
32	Fewer Apartments No more rental’s	10/16/2023 1:20 PM
33	Take advantage of location Location	10/16/2023 10:56 AM
34	Addison Town Center	10/16/2023 9:54 AM
35	Updated/new infrastructure Addressing climate change and it's impact on utilities.	10/16/2023 9:47 AM
36	Education Need a school system. if we want to attract families with school aged children.	10/16/2023 7:33 AM
37	Affordable Housing Attracting young people/families Fewer Apartments Attracting and keeping young people and families. More long term housing.	10/16/2023 4:26 AM
38	Small Businesses Unique shops and restaurants	10/15/2023 9:06 PM
39	Redevelopment Re-development for office, business, and restaurants. Capitalize on our location in the DFW area.	10/15/2023 8:04 PM
40	Education DISD is lowsy and anyone who wants to send their child to public school does not remain in Addison.	10/15/2023 2:07 PM
41	Fewer Apartments No more apartments	10/15/2023 2:04 PM
42	Fewer Apartments Improve in NOT adding rental properties	10/15/2023 1:45 PM
43	Take advantage of location Addison can become a commercial and financial hub because of its location.	10/15/2023 1:36 PM
44	Innovation Bringing the town into this century	10/15/2023 1:35 PM
45	Updated/new infrastructure Traffic and road systems	10/15/2023 1:09 PM
46	Small Businesses Provide a variety of restaurants and shops in the circle area	10/15/2023 1:09 PM
47	Fewer Apartments Less rental property unit’s lessening transients	10/15/2023 12:19 PM
48	Redevelopment Inwood road south of beltline needs re-development.	10/15/2023 11:52 AM
49	Senior Housing/Services (I don't know about big opportunities but) I'd like to see more senior residences, grocery stores	10/15/2023 10:25 AM
50	Gov't/Communication Go back to the way Addison was and listen to citizens. Quit trying to become Dallas!!!!	10/15/2023 9:49 AM
51	Fewer Apartments Less apartments	10/15/2023 8:30 AM
52	Beautification The landscape along Belt Line Road near Midway	10/15/2023 8:24 AM
53	Fewer Apartments Parks & Open Space More parks. Less apartments!!!	10/14/2023 8:18 PM
54	Fewer Apartments No more apartments	10/14/2023 2:48 PM
55	Innovation Transit Updated/new infrastructure Walkability/Bikeability Reduce traffic, provide innovative transportation.	10/14/2023 12:57 PM
56	Connectivity Walkability/Bikeability Walkability to stores and services from residential areas.	10/14/2023 12:05 PM
57	Walkability/Bikeability Further density and walkability	10/14/2023 10:28 AM
58	Large Businesses Continue to encourage expansion/relocation of businesses and other organizations to Addison.	10/14/2023 10:09 AM
59	Rental Housing More apartments	10/14/2023 8:57 AM
60	Attracting young people/families Gov't/Communication Pipeline for young leadership in city	10/14/2023 8:44 AM

	government.	
61	Gov't/Communication Single family homes have no code enforcement	10/14/2023 5:58 AM
62	Small Businesses More shopping, unique businesses	10/14/2023 5:54 AM
63	Walkability/Bikeability Building Dense, complete, communities that minimize the need to Drive	10/14/2023 4:18 AM
64	Senior Housing/Services Housing for senior citizens	10/13/2023 8:29 PM
65	Senior Housing/Services Broaden the scale of businesses, including Senior facilities.	10/13/2023 7:54 PM
66	Redevelopment Transit Walkability/Bikeability Development along the Silver Line	10/13/2023 7:35 PM
67	Transit Hop on and off Trollies, use of golf carts	10/13/2023 7:04 PM
68	Community Amenities, Character & Diversity Need more community events	10/13/2023 5:30 PM
69	Community Amenities, Character & Diversity Diversity	10/13/2023 4:01 PM
70	Home Ownership Single family one story homes	10/13/2023 4:00 PM
71	Innovation The Addison Way needs to be honestly reviewed in context of post COVID world	10/13/2023 3:39 PM
72	Fewer Apartments Home Ownership Prevent crowding by reducing apartments and increasing single housing	10/13/2023 3:25 PM
73	Fewer Apartments More owners, less renters	10/13/2023 3:11 PM
74	Small Businesses Attracting businesses that are not restaurants/clubs	10/13/2023 3:10 PM
75	Community Amenities, Character & Diversity more diverse governance; city council members are all home-owners (who know each other)	10/13/2023 11:52 AM
76	Connectivity Walkability/Bikeability East-West pedestrian and cycling connectivity	10/13/2023 8:33 AM
77	Safety Walkability/Bikeability Walkability and security. The Town should only hire Addison consultants.	10/13/2023 7:34 AM
78	Everything	10/12/2023 9:03 PM
79	Walkability/Bikeability sidewalks for pedestrian traffic	10/12/2023 8:55 PM
80	Redevelopment Transit Walkability/Bikeability Transit oriented development at the future Dart station	10/12/2023 8:16 PM
81	Fewer Apartments limit apartment growth	10/12/2023 4:02 PM
82	Large Businesses Small Businesses Embrace growing and profitable businesses that bring jobs and economic benefit	10/12/2023 8:44 AM
83	Beautification Parks & Open Space Small Businesses City living such as parks and restaurants	10/11/2023 8:43 PM
84	Walkability/Bikeability More pedestrian friendly trails and walkable areas.	10/11/2023 3:16 PM
85	Fewer Apartments Creative uses of vacant or deteriorating spaces instead of more rentals	10/10/2023 11:47 AM
86	Gov't/Communication Keep up with the “little things”. Code enforcement, parking enforcement .	10/9/2023 5:02 PM
87	Fewer Apartments Make Addison a home. Less transient. We are a very unique place; it needs to remain special.	10/9/2023 2:51 PM
88	Innovation Staying relevant with the changing social dynamic.	10/9/2023 2:36 PM
89	Education Small Businesses Education and more businesses in Addison circle	10/9/2023 2:23 PM
90	Large Businesses Redevelopment Small Businesses Attracting redevelopment so that empty businesses and hotels can become thriving business.	10/9/2023 1:43 PM
91	Updated/new infrastructure Infrastructure, roads & traffic	10/9/2023 1:05 PM

92	Fewer Apartments Home Ownership Less apartments and more single family homes	10/9/2023 1:00 PM
93	Innovation Redevelopment Revitalizing existing areas that have seen office and retail vacancies	10/9/2023 12:51 PM
94	Rental Housing Provide more rental housing so people can also live/play in the area.	10/9/2023 10:46 AM
95	Home Ownership Increased single family residential development.	10/9/2023 9:12 AM
96	Fewer Apartments Stop new apartment development.	10/9/2023 7:33 AM
97	Redevelopment Get Addison Cit filled again!	10/8/2023 3:18 PM
98	Large Businesses Redevelopment Small Businesses We need more Class A office space and we need to resurrect our lower class office space..	10/8/2023 2:05 PM
99	Community Amenities, Character & Diversity Continue and expand on special events (Kaboomtown, Taste, etc.)	10/8/2023 10:02 AM
100	Safety More police presence - need more patrols, visibility in neighborhoods.	10/7/2023 4:45 PM
101	Manage construction to a livable level	10/7/2023 1:12 PM
102	Fewer Apartments No more apartments	10/7/2023 12:53 PM
103	Gov't/Communication Properly train city council members	10/7/2023 10:45 AM
104	Gov't/Communication Listening to the residents and voting according to what the residents want.	10/7/2023 10:15 AM
105	Not sure	10/7/2023 7:41 AM
106	Fewer Apartments Stop building apartments.	10/7/2023 6:22 AM
107	Fewer Apartments No more apartments so much traffic congestion and crime already	10/7/2023 3:37 AM
108	Fewer Apartments Home Ownership Reduction in apartments and increasing home, townhomes and condo ownership options.	10/6/2023 9:28 PM
109	Transit Walkability/Bikeability Walkable and in city transport	10/6/2023 7:54 PM
110	Senior Housing/Services Focus on seniors too	10/6/2023 7:42 PM
111	Updated/new infrastructure Infrastructure	10/6/2023 7:04 PM
112	Education Improved non-private education	10/6/2023 6:33 PM
113	Home Ownership Raising residential home ownership percentage	10/6/2023 5:03 PM
114	Community Amenities, Character & Diversity Have some missing community amenities like it’s own library	10/6/2023 4:48 PM
115	Fewer Apartments Less apartments	10/6/2023 4:04 PM
116	Attracting young people/families To engage youth and encourage families to live here	10/6/2023 3:52 PM
117	Hmmm	10/6/2023 3:47 PM
118	Fewer Apartments Safety more police presence, stop building non-ownership living (i.e., apts)	10/6/2023 3:18 PM
119	Redevelopment Transit New development - especially the TOD	10/6/2023 8:14 AM
120	Connectivity Connectivity between hubs within the city	10/5/2023 10:03 PM
121	Redevelopment attract developers to fill vacant land and rebuild/improve older areas.	10/5/2023 3:23 PM
122	Fewer Apartments Safety No more apartments, More Law Enforcement Officers	10/5/2023 3:03 PM
123	Opportunity to make Addison better place to live	10/4/2023 2:19 PM
124	Redevelopment Some of the towns buildings need to be updated.	10/4/2023 10:39 AM
125	Gov't/Communication Consolidating as many town services as possible - too spread out	10/4/2023 9:51 AM

126	Gov't/Communication Employee compensation is abysmal compared to surrounding communities.	10/4/2023 9:02 AM
127	Gov't/Communication Transparency of information and Town processes used by residents and businesses.	10/4/2023 8:35 AM
128	Beautification Redevelopment Revitalize older buildings, enforcing appearance codes with penalties for non-compliance	10/3/2023 9:32 PM
129	Redevelopment Small Businesses Focusing on development on the west side of town to bring vibrant businesses	10/3/2023 9:14 PM
130	Gov't/Communication Redevelopment Better Public buildings.	10/3/2023 3:53 PM
131	Community Amenities, Character & Diversity Promote racial reconciliation	10/3/2023 3:39 PM
132	Transit Cotton Belt Trail and DART Silverline	10/3/2023 3:36 PM
133	Take advantage of location Town has become infill and centrally located	10/3/2023 2:06 PM
134	Walkability/Bikeability Better walk ability	10/3/2023 1:01 PM

Tags


Affordable Housing
2.99%
4
Attracting young people...
2.24%
3
[illegible]
2.24%
3
Community Amenities, ...
4.48%
6
Connectivity
5.22%
7
[illegible]
4.48%
6
Fewer Apartments
19.4%
26
Gov't/Communication
8.96%
12
Home Ownership
4.48%
6
Innovation
5.22%
7
[illegible]
2.99%
4
Parks & Open Space
1.49%
2
Redevelopment
11.94%
16
Rental Housing
2.24%
3
Safety
3.73%
5
Senior Housing/Services
2.99%
4
[illegible]
8.96%
12
Take advantage of locati...
2.24%
3
Transit
5.97%
8
Update/renew infrastruct...
5.22%
7
[illegible]
14.18%
19
Untagged
8.21%
11

Q11 In a short phrase, please describe what you feel the Town's biggest opportunity to improve is.



Q12 In a short phrase, please describe what you feel the Town's biggest challenge is.



Q12 In a short phrase, please describe what you feel the Town’s biggest challenge is.

Answered: 134 Skipped: 24

#	RESPONSES	DATE
1	Aging citizens	10/23/2023 4:02 PM
2	Revitalization of unproductive areas and fee simple ownership	10/23/2023 1:31 PM
3	Getting the younger people involved	10/23/2023 1:19 PM
4	We need to make balanced data-driven decisions	10/23/2023 8:07 AM
5	Attracting new large employers	10/22/2023 8:13 PM
6	Ensuring that we keep building apartments and engage renters in local politics	10/22/2023 9:41 AM
7	Balancing amenities with the exploding population	10/21/2023 1:11 PM
8	Senior services	10/21/2023 7:47 AM
9	We need to stand out and differentiate ourselves from Frisco and Plano.	10/21/2023 7:28 AM
10	Too much group think by a small group of residents who want to control this town.	10/20/2023 6:37 PM
11	Vagrants and crime taking over	10/19/2023 8:46 PM
12	Competing with other nearby suburbs	10/19/2023 1:44 PM
13	Traffic management.	10/19/2023 8:16 AM
14	Follow through by leadership and employees.	10/18/2023 10:25 PM
15	Prioritizing funding of projects. Not all can be financially done short term.	10/18/2023 9:04 PM
16	Insufficient number of young people. Current population is mostly aging.	10/18/2023 8:02 PM
17	Preserve town's character and safety while influx of (aging!) rental units.	10/18/2023 7:42 PM
18	Incoming dart line and maintaining current quality of AC Park	10/18/2023 6:24 PM
19	Traffic congestion and thoughtful development of multi-family housing	10/18/2023 4:48 PM
20	Defeating the “not in my backyard” voices so that apartments can be built by investors	10/18/2023 3:40 PM
21	too many town employees	10/18/2023 2:33 PM
22	Reduction in crime	10/18/2023 11:06 AM
23	Staying committed to premium office space.	10/17/2023 2:07 PM
24	Community outreach	10/17/2023 11:11 AM
25	Stop apartment developers from running the show! Do better business developmnt on failed properties!	10/17/2023 9:51 AM
26	Keeping up with infrastructure improvements.	10/17/2023 8:16 AM
27	Too many apartments, rising crimes	10/17/2023 7:53 AM
28	Public school system will prevent young families from staying in the city long term.	10/16/2023 8:06 PM
29	Participation/civic engagement	10/16/2023 6:32 PM
30	Traffic and parking during large events and rush hour	10/16/2023 6:04 PM
31	Public education.	10/16/2023 6:02 PM

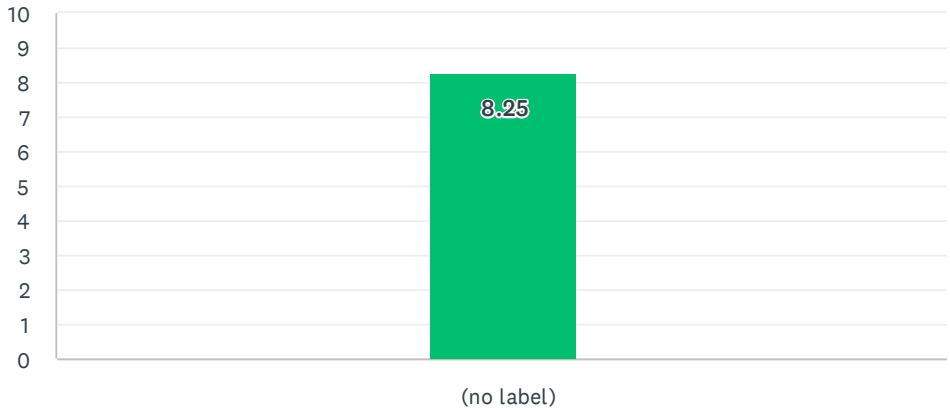
32	Traffic	10/16/2023 1:20 PM
33	Too many apartments	10/16/2023 10:56 AM
34	Too many apartments. Lack of ability to build single family homes	10/16/2023 9:54 AM
35	Sustaining our major industry i.e. the restaurant businesses	10/16/2023 9:47 AM
36	Land locked!	10/16/2023 7:33 AM
37	Controlling apartments and growth	10/16/2023 4:26 AM
38	Strips of underused/closed businesses	10/15/2023 9:06 PM
39	Strong competition from newer areas attracting businesses.	10/15/2023 8:04 PM
40	Retaining young families, because of the school situation.	10/15/2023 2:07 PM
41	No more apartments	10/15/2023 2:04 PM
42	The challenge is NOT adding dense rental properties	10/15/2023 1:45 PM
43	To attract the right businesses, and to use the budget wisely.	10/15/2023 1:36 PM
44	How to move the town into the next century and not alienate everyone	10/15/2023 1:35 PM
45	Having people stay in Addison longer term and live here longer	10/15/2023 1:09 PM
46	Traffic on Belt Line	10/15/2023 1:09 PM
47	Crime, population	10/15/2023 12:19 PM
48	Maintaining infrastructure and city services without raising property tax.	10/15/2023 11:52 AM
49	Prioritize businesses, houses; current apartment & condo building seems excessive.	10/15/2023 10:25 AM
50	Finding good town leadership. We certainly don’t have it now.	10/15/2023 9:49 AM
51	Alartments	10/15/2023 8:30 AM
52	Some of the older motels/hotels and retail bldgs on Belt Line not visually appealing	10/15/2023 8:24 AM
53	Way too many apartments! Traffic is getting unbearable. Crime is increasing.	10/14/2023 8:18 PM
54	No more apartments	10/14/2023 2:48 PM
55	It has prioritized revenue over other quality of life factors.	10/14/2023 12:57 PM
56	Residential property ownership. Limited availability	10/14/2023 12:05 PM
57	Traffic	10/14/2023 10:28 AM
58	Street repair needs to be pursued vigorously.	10/14/2023 10:09 AM
59	Opposition apartments	10/14/2023 8:57 AM
60	Communication and citizen involvement	10/14/2023 8:44 AM
61	Over seeing out single family home neighborhoods	10/14/2023 5:58 AM
62	Transients -	10/14/2023 5:54 AM
63	Affordability of Housing	10/14/2023 4:18 AM
64	Housing for senior citizens	10/13/2023 8:29 PM
65	No more apartments or restaurants. Revitalize west side of town.	10/13/2023 7:54 PM
66	Aging infrastructure needs to be on a replacement schedule with funding allocated.	10/13/2023 7:35 PM
67	To get easy from A-B without a car or Uber or bycycle	10/13/2023 7:04 PM
68	Better education	10/13/2023 5:30 PM
69	Not sure	10/13/2023 4:01 PM

70	Employees need to challenged to improve their jobs.	10/13/2023 4:00 PM
71	Crime prevention, law enforcement and public safety	10/13/2023 3:39 PM
72	Crime is high	10/13/2023 3:25 PM
73	Involving the renters in the community and government	10/13/2023 3:11 PM
74	Attracting businesses that's not a restaurant	10/13/2023 3:10 PM
75	governance of a majority renter population being governed by a council consisting of home-owners	10/13/2023 11:52 AM
76	The Tollway splitting the Town in half	10/13/2023 8:33 AM
77	Security & the planning department incompetence, it is a shame what it is happening in Belt/Midway.	10/13/2023 7:34 AM
78	New green areas	10/12/2023 9:03 PM
79	Attracting bars and restaurants that appeal to gen Y, Z	10/12/2023 8:55 PM
80	Balance between homes and apartments	10/12/2023 8:16 PM
81	limit apartment growth	10/12/2023 4:02 PM
82	Limited space; older, run down properties that no longer fit the community profile	10/12/2023 8:44 AM
83	Competing with other suburbs	10/11/2023 8:43 PM
84	Village on the Parkway should be more walkable and less surface-lot parking lots.	10/11/2023 3:16 PM
85	No more apartment/townhome rentals even if it means raising taxes	10/10/2023 11:47 AM
86	Remaining relevant and innovative.	10/9/2023 5:02 PM
87	Balancing homeownership vs others; and poor code enforcement. More to say, but no space.	10/9/2023 2:51 PM
88	Keeping your up and coming talent local.	10/9/2023 2:36 PM
89	Rising rent prices	10/9/2023 2:23 PM
90	A minority of outspoken residents who vocally fight redevelopment, apartments, etc.	10/9/2023 1:43 PM
91	With the increase in population, traffic and crime are the biggest challenges.	10/9/2023 1:05 PM
92	Attracting families	10/9/2023 1:00 PM
93	Addison has little undeveloped land so the challenge is to keep existing properties "vibrant'	10/9/2023 12:51 PM
94	unfounded theories from the community about the negative impact rental housing has	10/9/2023 10:46 AM
95	Available developable land.	10/9/2023 9:12 AM
96	Too many apartment residents.	10/9/2023 7:33 AM
97	Too slow to react, setup advocacy group desperately for those w/spec. i.e., disabled...	10/8/2023 3:18 PM
98	We have a few hotels operating like apartments. We need to enforce Town Ordinance NO. 019-010.	10/8/2023 2:05 PM
99	Residential hotels	10/8/2023 10:02 AM
100	Police enforce the current ordinances. Limit apartments.	10/7/2023 4:45 PM
101	Maintaining the small town feel while growing population	10/7/2023 1:12 PM
102	Council listens to staff more than its citizens	10/7/2023 12:53 PM
103	No tax breaks to developers building multi-family housing	10/7/2023 10:45 AM
104	TOO MANY APARTMENTS, NOT ENOUGH CONDOS & SINGLE FAMILY HOMES	10/7/2023 10:15 AM
105	Balancing housing and business needs	10/7/2023 7:41 AM
106	Elected leaders not following the wishes of the people.	10/7/2023 6:22 AM

107	Crime and traffic	10/7/2023 3:37 AM
108	Not enough long term investments	10/6/2023 9:28 PM
109	Density and the city services needed	10/6/2023 7:54 PM
110	Overcome the NIMBY attitude of the most wealthy citizens	10/6/2023 7:42 PM
111	Homeless, drugs, and crime	10/6/2023 7:04 PM
112	Residence owner engagement when it comes to new development	10/6/2023 6:33 PM
113	Encouraging developers to develop fee-simple housing	10/6/2023 5:03 PM
114	Keeping crime fairly low	10/6/2023 4:48 PM
115	Too many apartments	10/6/2023 4:04 PM
116	People who do want to be involved are not effectively utilized	10/6/2023 3:52 PM
117	Hmmm	10/6/2023 3:47 PM
118	Traffic has increased substantially with the growth in apartments - crime along with it.	10/6/2023 3:18 PM
119	NIMBY attitudes of some	10/6/2023 8:14 AM
120	Reducing commercial vacancies	10/5/2023 10:03 PM
121	gain consensus among the residential pockets with very different perspectives and demographics	10/5/2023 3:23 PM
122	Density, congestion and crime	10/5/2023 3:03 PM
123	Reduction of crime	10/4/2023 2:19 PM
124	Land locked. Homeless seems to be on the rise	10/4/2023 10:39 AM
125	Keeping up with growth - funding staffing to continue to meet needs.	10/4/2023 9:51 AM
126	Old, outdated Town buildings. Woefully inadequate facilities.	10/4/2023 9:02 AM
127	Residents desires don't match the market demands.	10/4/2023 8:35 AM
128	N/A	10/3/2023 9:32 PM
129	Residents who attempt to suppress progressive development of the town	10/3/2023 9:14 PM
130	Aging public buildings. Not equipped for the future.	10/3/2023 3:53 PM
131	Attracting churches and a religious community	10/3/2023 3:39 PM
132	Overpopulation of restaurants which eventually die	10/3/2023 3:36 PM
133	Lack of vacant land so we have to redevelop to grow.	10/3/2023 2:06 PM
134	Traffic control	10/3/2023 1:01 PM

Q13 On a scale of 1 to 10, with 10 being the most committed, how committed are you to making your community the best it can be?

Answered: 134 Skipped: 24



	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)	8 (8)	9 (9)	10 (10)	TOTAL	WEIGHTED AVERAGE
(no label)	0.75% 1	0.75% 1	0.75% 1	0.75% 1	6.72% 9	5.22% 7	13.43% 18	16.42% 22	24.63% 33	30.60% 41	134	8.25

BASIC STATISTICS				
Minimum	Maximum	Median	Mean	Standard Deviation
1.00	10.00	9.00	8.25	1.81

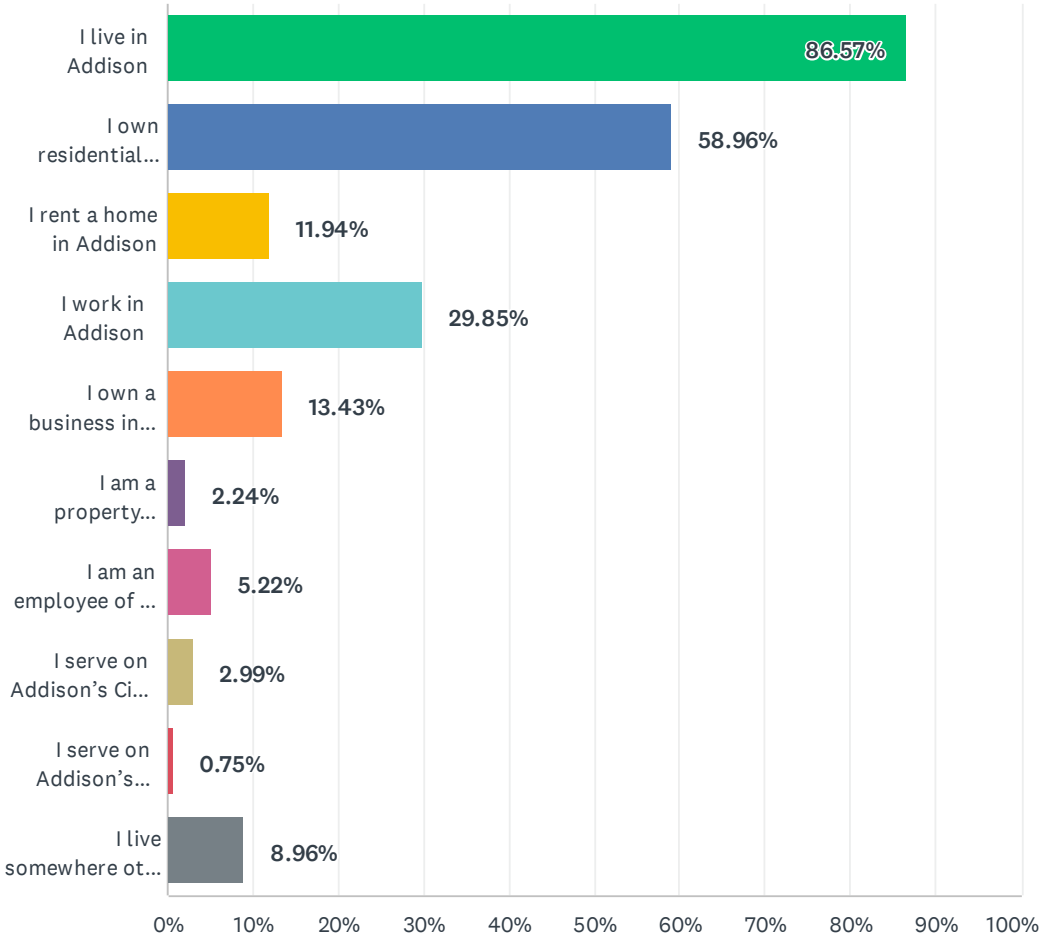
#	IF YOU RATED YOUR COMMITMENT AN 8 OR BELOW, WHAT IS NEEDED TO MOVE IT INTO THE 9 OR 10 RANGE?	DATE
1	More opportunities	10/23/2023 1:19 PM
2	Think it is too difficult to break up the group think of these controlling residents who want to run this town.	10/20/2023 6:37 PM
3	Listen to the citizens who live West of the Dallas Pkwy!	10/18/2023 10:25 PM
4	I am not much of a social person to help and if had more money would support town more, but income is really tight. Tax increase would be good though.	10/18/2023 9:04 PM
5	If by commitment you mean volunteering in the community or joining a committee, I am unable to do so at this time.	10/18/2023 4:48 PM
6	lower taxes, less public employees, lower crime	10/18/2023 2:33 PM
7	Communication	10/18/2023 11:06 AM
8	As the owner of Addison Automotive I want to continue to see Addison grow and expand. Addison Automotive has been a successful small business in Addison for 46 years	10/17/2023 11:11 AM
9	Listen to residents when they show up at meetings to protest apartments. Many people are giving up and don't care now. Is that what the town wants?	10/17/2023 9:51 AM
10	Execution	10/17/2023 8:16 AM
11	Town run by few people, don't act on opinions other than small group of insiders	10/17/2023 7:53 AM
12	I support Addison continuing to improve, but my home/family life is more important to me than	10/16/2023 8:06 PM

	spending time/energy focused on city engagement	
13	Starting a family here.	10/16/2023 6:32 PM
14	More attention paid by Council to homeowners.	10/16/2023 10:56 AM
15	A little more time. I'm new to the area. Information about opportunities	10/16/2023 9:54 AM
16	Better understanding of direction and commitments needed.	10/16/2023 7:33 AM
17	Have town council listen and act on the citizens' suggestions. Not just give lip service and then do what they want.	10/15/2023 2:04 PM
18	Transparency and better communication	10/15/2023 1:36 PM
19	Finding time	10/15/2023 1:35 PM
20	More resources for the community to grow	10/15/2023 1:09 PM
21	I am a cog a wheel and unless you're connected you are not going to have a chance to move the needle. Sad and true.	10/15/2023 12:19 PM
22	Surveys such as this one that gets my input. Especially surveys from city council folks that should represent the will of the people who elected them.	10/15/2023 11:52 AM
23	I've given up. Town council doesn't listen to citizens and neither do the professionals that work for the city. It's just a waste of time. A losing battle.	10/15/2023 9:49 AM
24	Listen to ALL residents-not just your buddies/upscale neighbors	10/14/2023 2:48 PM
25	I would want to be inspired by efforts by those in city management, including those on Council. You do surveys and let us put little stickers on pictures, but I still don't see enhancement in walkability, beauty, emphasis & efforts for ecosystem quality, reduction in car mess, including during Kaboom Town, etc. Show me real, innovative, vision and I'll be at 9 or 10. I'm turned off by the increase in multi-family construction, in some cases virtually adjacent to the street. If you consider the lovely places to visit, dine, shop, or live, anywhere, it's not where there's concrete upon concrete with lots of cars and few trees. Take more responsibility for reducing carbon emissions in Addison. Show me efforts to encourage businesses to implement recycling. Put bins for recycling in the parks.	10/14/2023 12:57 PM
26	Commitment to improving livability beyond just catering to business interests	10/14/2023 10:28 AM
27	My church, doctors, and other daily activity centers are located outside Addison. These focal points of my life are under the control of others for their choice of location. I would probably be more involved in making Addison the best it can be if equivalent activity centers were located in Addison, but they are not.	10/14/2023 10:09 AM
28	I have reached out to the city about my concerns and I always get the same answer. We can't fix it. We don't have codes that enforce single family homes.	10/14/2023 5:58 AM
29	The Ability to afford a house here	10/14/2023 4:18 AM
30	?	10/13/2023 8:29 PM
31	To be committed to a community, you have to feel part of the community. Addison is no longer a community, it is just another City dealing with the day to day business.	10/13/2023 7:54 PM
32	Take town meetings serious. It seems that voices are not heard, and it seems that decisions have been already reached, e.g. developments	10/13/2023 7:04 PM
33	The public dialouge at these Town meetings is a disgrace. It is a clown show. No shame at all however.	10/13/2023 3:39 PM
34	Faster moving government	10/13/2023 3:11 PM
35	Belief that the Town governance could flex to include representation from among the majority renters.	10/13/2023 11:52 AM
36	I am very committed, but feels like the tools and means are not there; for example, I am architect willing to work with the city, I am sure there are hundreds of professionals willing to do the same within the the Town.	10/13/2023 7:34 AM

37	Looking for more opportunities to become involved in the community	10/12/2023 8:44 AM
38	Change the votes to build even more rentals instead of condo/home ownership units by existing home/condo neighborhoods. Recent votes have me wanting to move as soon as I can.	10/10/2023 11:47 AM
39	Clear definition of mission and vision through the community.	10/9/2023 2:36 PM
40	So much of Addison is business oriented that I feel unqualified to have much effect on economic development. At the residential level, I participate in feedback and elections, but not much engagement beyond that. I guess more free time from job demands would allow more time to commit to communication efforts, but not in the near term	10/9/2023 12:51 PM
41	I don't live in the community.	10/9/2023 9:12 AM
42	Stop new apartment development.	10/9/2023 7:33 AM
43	More business nerd to move here it's so far sfter the peak of COVID19 yet no retail looks like a ghost town figure it out and soon!!	10/8/2023 3:18 PM
44	I expect to move out of state in 3 years.	10/7/2023 1:12 PM
45	Listen to residents not staff	10/7/2023 12:53 PM
46	The council doesn't listen to the desires of the residents: the White Rock Chapel zoning should have been approved and the mixed use/apartments on Surveyor should have been voted down.	10/7/2023 10:15 AM
47	Not sure	10/7/2023 7:41 AM
48	More hours in a day. My full time job is a time eater	10/6/2023 7:42 PM
49	Personal lifestyle changes	10/6/2023 6:33 PM
50	Taking real strategic approaches to overcoming challenges, instead of simply waiving guidelines each time a specific case arises	10/6/2023 5:03 PM
51	Need more time but stay pretty busy	10/6/2023 4:48 PM
52	To feel like it is worth my time	10/6/2023 3:52 PM
53	Hmmm	10/6/2023 3:47 PM
54	N/A	10/3/2023 9:32 PM

Q14 Please check all that apply.

Answered: 134 Skipped: 24



ANSWER CHOICES	RESPONSES	
I live in Addison (1)	86.57%	116
I own residential property in Addison (2)	58.96%	79
I rent a home in Addison (3)	11.94%	16
I work in Addison (4)	29.85%	40
I own a business in Addison (5)	13.43%	18
I am a property developer in Addison (6)	2.24%	3
I am an employee of the Town of Addison (7)	5.22%	7
I serve on Addison's City Council (8)	2.99%	4
I serve on Addison's Planning and Zoning Commission (9)	0.75%	1
I live somewhere other than Addison (10)	8.96%	12
Total Respondents: 134		

BASIC STATISTICS

Minimum	Maximum	Median	Mean	Standard Deviation
1.00	10.00	2.00	2.70	2.24

Appendix C: City Council and Planning and Zoning Commission Pre-Meeting Survey Results

	Opportunity #1	Opportunity #2	Opportunity #3	Challenge #1	Challenge #2	Challenge #3
CC #1	Developing unique, creative, and innovative destinations to keep Addison in the forefront of the attention of locals and visitors. Vibrant and relevant TOD needs to be a major focus area.	Implementing people-moving systems to provide various methods of connectivity throughout the Addison entertainment/dining district.	Taking advantage of Addison's excellent location within the region and vibrant lifestyle opportunities in order to attract more businesses, while having a generous pool of talent available for hire within the community.	Oversupply of less desirable office space during a time of decreasing demand from businesses which will likely be ongoing.	Areas of declining appeal and value due to under-performing commercial properties.	Dealing with issues around the homeless population, generally surrounding Addison and frequently becoming an issue for police and residents/businesses to contend with.
CC #2	Drive economic vibrancy positioning Addison to attract businesses and restaurants	Further walkability to restaurants and retail	Building form/scale and streetscape design	Balance housing types and ownership/rental mix	Aging developments and infrastructure	Gathering resident input and educating residents
CC #3	Creating a better vision for the Inwood Road Corridor.	Consideration of other options once currently owned Town Facility properties are vacated such as the Finance Building and Town Hall.	Consider adding more airport related zoning on the west side of the airport. The extension of Taxiway Bravo should provide us more land use opportunities.	Staying committed to premium office space.	Locking down what we want the Belt Line Road Corridor to be.	Better illustrate the conceptual look and feel of our various districts.
CC #4	Create a more robust comprehensive plan without being too prescriptive	leverage the UDC codes in the plan.	Reinforce the vision, path and development of the vibrant urban setting we have been and continue to be.	How will the town participate in sustainable growth and urban planning while allowing top level services for its citizens to continue.	Public safety must be a consideration in all action items.	Engagement of Addison Business. Unite business with residential for a more aligned understanding of staying economically strong.
CC #5	Look at underutilized areas/space; address redevelopment issues such as vacant office, declining Inwood Rd corridor, west Beltline, etc.	Develop strong Economic Development plan	Connectivity/mobility	Addressing Town facilities and aging infrastructure	educating on Housing issues	Fiscal and economic growth in a highly uncertain and challenging market.
CC #6	Transit Oriented Development	Change in noise corridors for Airport (Inwood Road)	Redevelopment of West Addison	Limited single family home options	Transit Oriented Development	Residents aging and resistant to change
PZ #1	Maintaining the residential appeal of Addison	Building the Inwood Road corridor	Updating Addison Town Center	Ridding the town of rundown hotels/motels	Being mindful of traffic congestion	Being mindful of construction fatigue in the area
PZ #2	Business development around new transit station	airport development and viability	Marketing the town and drawing in young families	housing mix/rentals and public opinion	extended stay rentals	Retail revitalization west of midway
PZ #3	Fiscal Sustainability	Growth and development	Infrastructure and mobility	Housing	Social amenities	Infrastructure and mobility
PZ #4	Redevelopment/Revitalization	improving mixed use or adjacent uses where appropriate	changes from a suburb to an infill location as the MSA population grows	Lack of developable land	changes of demand for specific types of real estate	aging buildings/infrastructure

	Policy Priority #1	Policy Priority #2	Policy Priority #3	Policy Priority #4	Policy Priority #5	Policy Priority #6	Policy Priority #7
CC #1	Economic growth and resiliency	Redevelopment, reinvestment (public and private), and neighborhood enhancement	Transportation network (streets and public transit)	Parks and recreation, and Town facilities	Trail and sidewalk connectivity	Housing types and ownership/rental mix	Building form/scale and streetscape design
CC #2	Economic growth and resiliency	Redevelopment, reinvestment (public and private), and neighborhood enhancement	Building form/scale and streetscape design	Housing types and ownership/rental mix	Parks and recreation, and Town facilities	Trail and sidewalk connectivity	Transportation network (streets and public transit)
CC #3	Economic growth and resiliency	Building form/scale and streetscape design	Parks and recreation, and Town facilities	Transportation network (streets and public transit)	Housing types and ownership/rental mix	Redevelopment, reinvestment (public and private), and neighborhood enhancement	Trail and sidewalk connectivity
CC #4	Economic growth and resiliency	Redevelopment, reinvestment (public and private), and neighborhood enhancement	Parks and recreation, and Town facilities	Transportation network (streets and public transit)	Trail and sidewalk connectivity	Housing types and ownership/rental mix	Building form/scale and streetscape design
CC #5	Economic growth and resiliency	Redevelopment, reinvestment (public and private), and neighborhood enhancement	Parks and recreation, and Town facilities	Trail and sidewalk connectivity	Transportation network (streets and public transit)	Building form/scale and streetscape design	Housing types and ownership/rental mix
CC #6	Economic growth and resiliency	Redevelopment, reinvestment (public and private), and neighborhood enhancement	Housing types and ownership/rental mix	Parks and recreation, and Town facilities	Transportation network (streets and public transit)	Building form/scale and streetscape design	Trail and sidewalk connectivity
PZ #1	Housing types and ownership/rental mix	Redevelopment, reinvestment (public and private), and neighborhood enhancement	Economic growth and resiliency	Building form/scale and streetscape design	Trail and sidewalk connectivity	Parks and recreation, and Town facilities	Transportation network (streets and public transit)
PZ #2	Economic growth and resiliency	Housing types and ownership/rental mix	Redevelopment, reinvestment (public and private), and neighborhood enhancement	Parks and recreation, and Town facilities	Transportation network (streets and public transit)	Building form/scale and streetscape design	Trail and sidewalk connectivity
PZ #3	Economic growth and resiliency	Transportation network (streets and public transit)	Parks and recreation, and Town facilities	Redevelopment, reinvestment (public and private), and neighborhood enhancement	Trail and sidewalk connectivity	Building form/scale and streetscape design	Housing types and ownership/rental mix
PZ #4	Economic growth and resiliency	Redevelopment, reinvestment (public and private), and neighborhood enhancement	Parks and recreation, and Town facilities	Housing types and ownership/rental mix	Building form/scale and streetscape design	Transportation network (streets and public transit)	Trail and sidewalk connectivity

Appendix D: Survey #2 - Vision, Values, and Priority Outcomes Survey

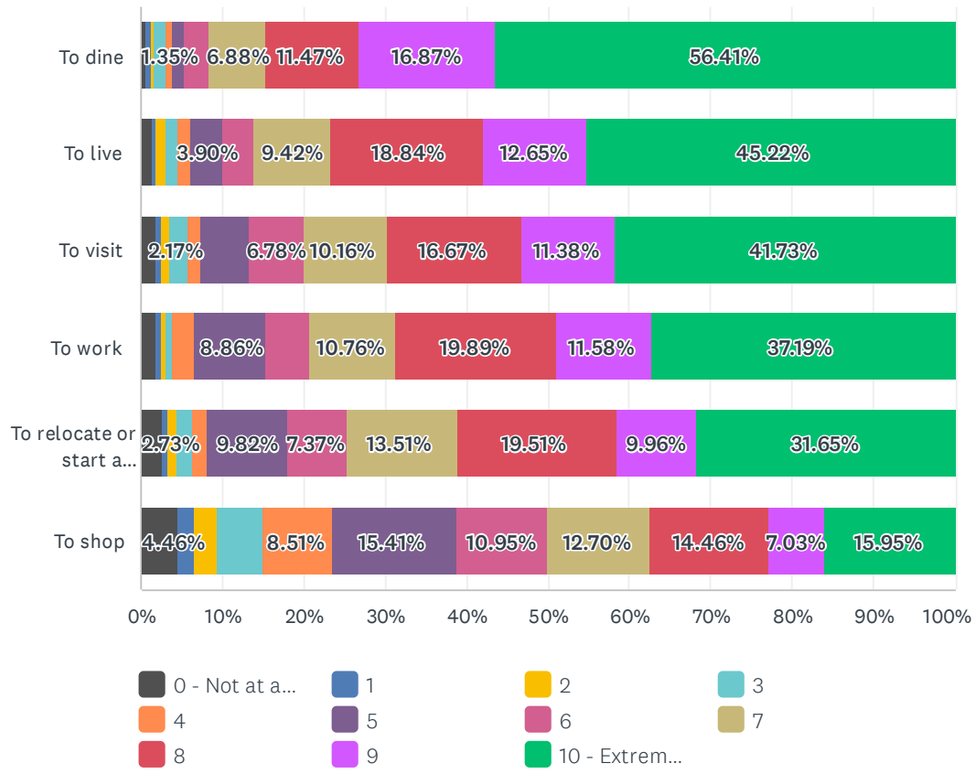
ADVANCE ADDISON 2050

SURVEY 2

ALL DATA

Q1 Compared to other places in the region, how likely are you to recommend Addison as a place:

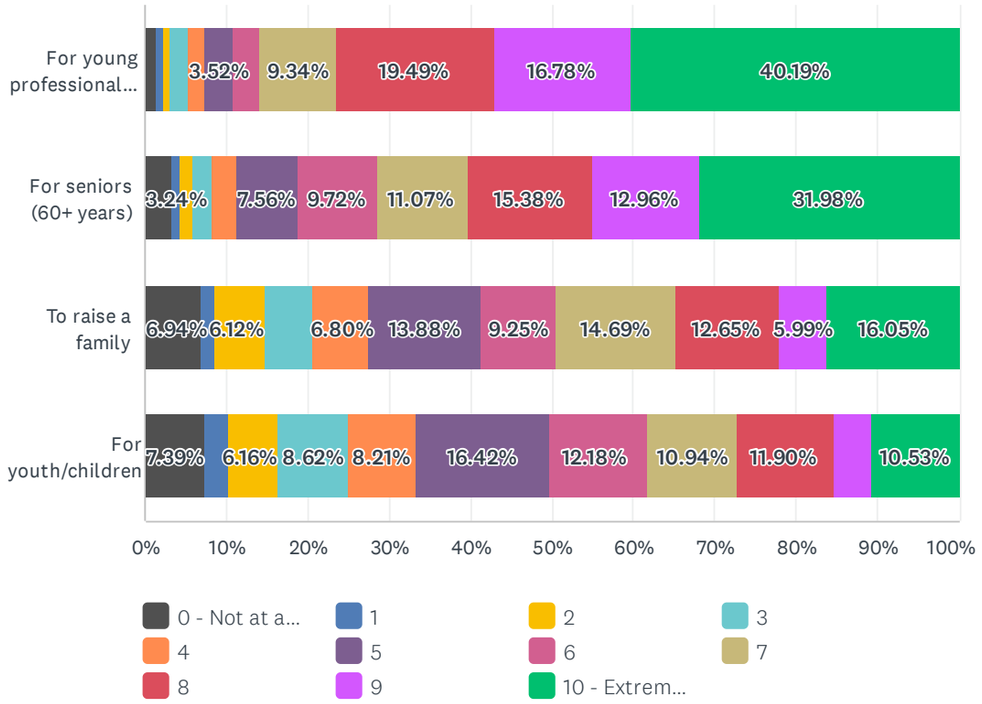
Answered: 745 Skipped: 4



	0 - NOT AT ALL LIKELY	1	2	3	4	5	6	7	8	9	10 - EXTREMELY LIKELY	T
To dine	0.67% 5	0.54% 4	0.40% 3	1.35% 10	0.94% 7	1.48% 11	2.97% 22	6.88% 51	11.47% 85	16.87% 125	56.41% 418	
To live	1.35% 10	0.54% 4	1.21% 9	1.48% 11	1.48% 11	3.90% 29	3.90% 29	9.42% 70	18.84% 140	12.65% 94	45.22% 336	
To visit	1.76% 13	0.68% 5	1.08% 8	2.17% 16	1.76% 13	5.83% 43	6.78% 50	10.16% 75	16.67% 123	11.38% 84	41.73% 308	
To work	1.77% 13	0.68% 5	0.54% 4	0.82% 6	2.72% 20	8.86% 65	5.18% 38	10.76% 79	19.89% 146	11.58% 85	37.19% 273	
To relocate or start a business	2.73% 20	0.55% 4	1.23% 9	1.77% 13	1.91% 14	9.82% 72	7.37% 54	13.51% 99	19.51% 143	9.96% 73	31.65% 232	
To shop	4.46% 33	2.03% 15	2.97% 22	5.54% 41	8.51% 63	15.41% 114	10.95% 81	12.70% 94	14.46% 107	7.03% 52	15.95% 118	

Q2 Compared to other places in the region, how likely are you to recommend Addison as a place:

Answered: 744 Skipped: 5

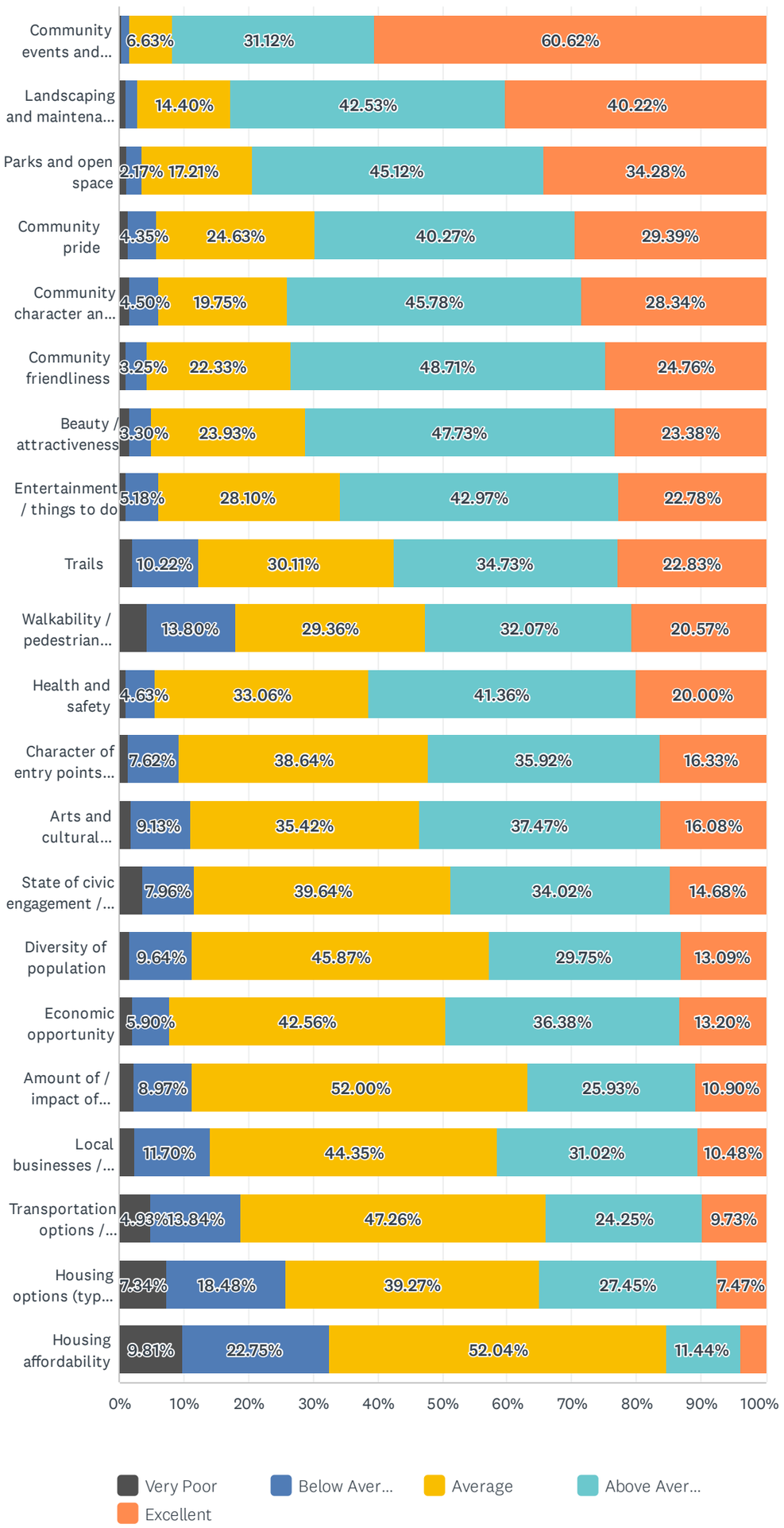


	0 - NOT AT ALL LIKELY	1	2	3	4	5	6	7	8	9	10 - EXTREMELY LIKELY
For young professionals (18-35 years)	1.49% 11	0.81% 6	0.68% 5	2.30% 17	2.03% 15	3.52% 26	3.38% 25	9.34% 69	19.49% 144	16.78% 124	40.19% 297
For seniors (60+ years)	3.24% 24	1.08% 8	1.62% 12	2.29% 17	3.10% 23	7.56% 56	9.72% 72	11.07% 82	15.38% 114	12.96% 96	31.98% 237
To raise a family	6.94% 51	1.63% 12	6.12% 45	5.99% 44	6.80% 50	13.88% 102	9.25% 68	14.69% 108	12.65% 93	5.99% 44	16.05% 118
For youth/children	7.39% 54	2.87% 21	6.16% 45	8.62% 63	8.21% 60	16.42% 120	12.18% 89	10.94% 80	11.90% 87	4.79% 35	10.53% 77

Q3 How would you currently rate Addison on the following?

Answered: 740 Skipped: 9

Please select a response for each item using the dropdown.

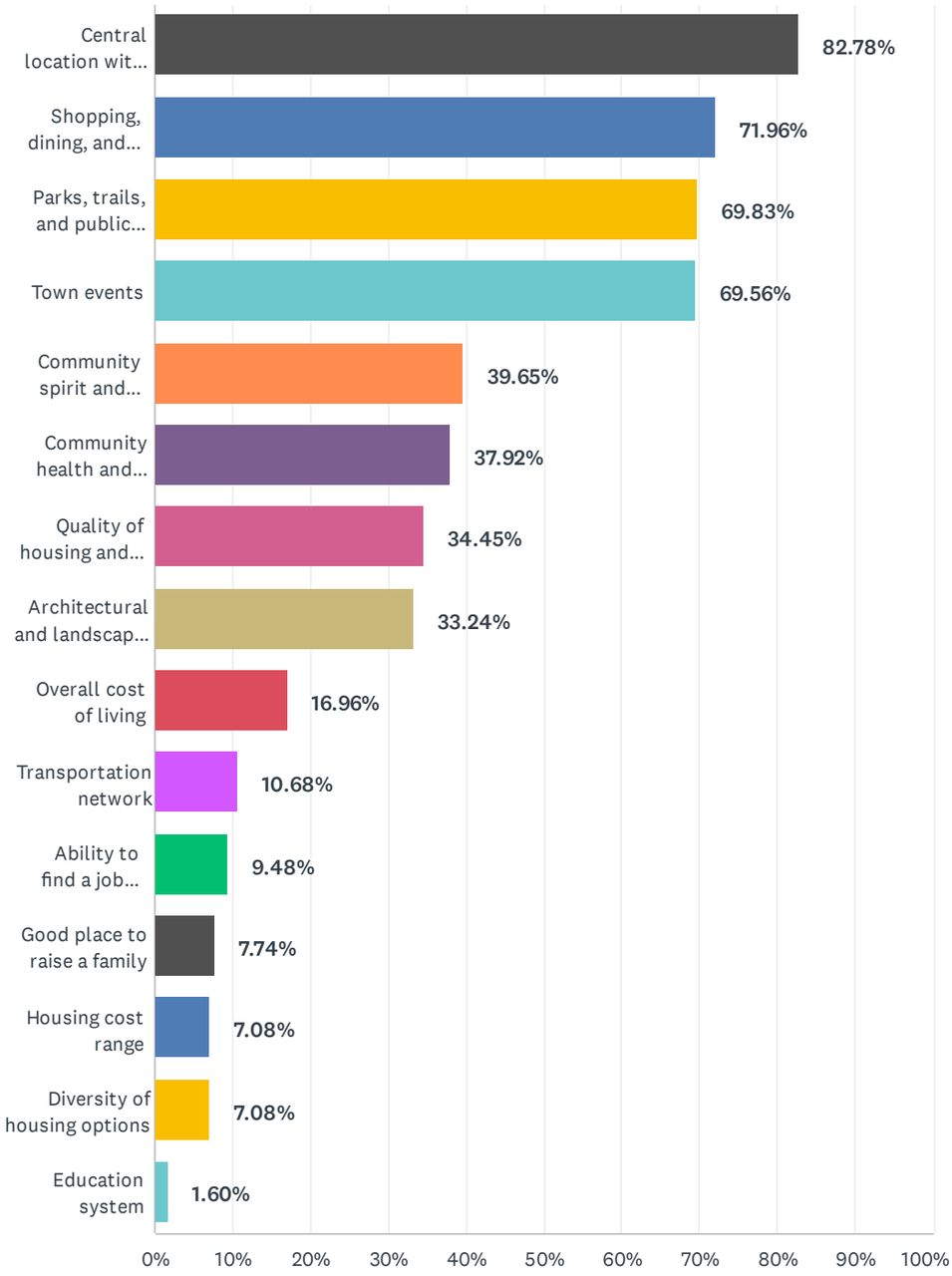


Please select a response for each item using the dropdown.

	VERY POOR	BELOW AVERAGE	AVERAGE	ABOVE AVERAGE	EXCELLENT	TOTAL
Community events and festivals	0.41% 3	1.22% 9	6.63% 49	31.12% 230	60.62% 448	739
Landscaping and maintenance of public areas and properties	0.95% 7	1.90% 14	14.40% 106	42.53% 313	40.22% 296	736
Parks and open space	1.22% 9	2.17% 16	17.21% 127	45.12% 333	34.28% 253	738
Community pride	1.36% 10	4.35% 32	24.63% 181	40.27% 296	29.39% 216	735
Community character and appeal	1.63% 12	4.50% 33	19.75% 145	45.78% 336	28.34% 208	734
Community friendliness	0.95% 7	3.25% 24	22.33% 165	48.71% 360	24.76% 183	739
Beauty / attractiveness	1.65% 12	3.30% 24	23.93% 174	47.73% 347	23.38% 170	727
Entertainment / things to do	0.95% 7	5.18% 38	28.10% 206	42.97% 315	22.78% 167	733
Trails	2.10% 15	10.22% 73	30.11% 215	34.73% 248	22.83% 163	714
Walkability / pedestrian connectivity	4.19% 31	13.80% 102	29.36% 217	32.07% 237	20.57% 152	739
Health and safety	0.95% 7	4.63% 34	33.06% 243	41.36% 304	20.00% 147	735
Character of entry points into the community	1.50% 11	7.62% 56	38.64% 284	35.92% 264	16.33% 120	735
Arts and cultural amenities	1.91% 14	9.13% 67	35.42% 260	37.47% 275	16.08% 118	734
State of civic engagement / involvement	3.70% 27	7.96% 58	39.64% 289	34.02% 248	14.68% 107	729
Diversity of population	1.65% 12	9.64% 70	45.87% 333	29.75% 216	13.09% 95	726
Economic opportunity	1.97% 14	5.90% 42	42.56% 303	36.38% 259	13.20% 94	712
Amount of / impact of community organizations & non-profits	2.21% 16	8.97% 65	52.00% 377	25.93% 188	10.90% 79	725
Local businesses / unique retail	2.45% 18	11.70% 86	44.35% 326	31.02% 228	10.48% 77	735
Transportation options / mobility	4.93% 36	13.84% 101	47.26% 345	24.25% 177	9.73% 71	730
Housing options (type and quality)	7.34% 54	18.48% 136	39.27% 289	27.45% 202	7.47% 55	736
Housing affordability	9.81% 72	22.75% 167	52.04% 382	11.44% 84	3.95% 29	734

Q4 What do you love about Addison? Choose your top 5 reasons from the list below.

Answered: 749 Skipped: 0



ANSWER CHOICES	RESPONSES	
Central location within the region	82.78%	620
Shopping, dining, and entertainment options	71.96%	539
Parks, trails, and public spaces	69.83%	523
Town events	69.56%	521
Community spirit and culture	39.65%	297
Community health and safety	37.92%	284
Quality of housing and neighborhoods	34.45%	258
Architectural and landscape character	33.24%	249
Overall cost of living	16.96%	127
Transportation network	10.68%	80
Ability to find a job and/or start a business in Addison	9.48%	71
Good place to raise a family	7.74%	58
Housing cost range	7.08%	53
Diversity of housing options	7.08%	53
Education system	1.60%	12
Total Respondents: 749		

Q5 In one word, what should Addison be known for?

Answered: 618 Skipped: 131

#	RESPONSES	DATE
1	vibrancy	1/31/2024 11:12 PM
2	Hospitality	1/31/2024 5:47 PM
3	Connectivity	1/30/2024 3:38 PM
4	Destination	1/30/2024 3:27 PM
5	Alluring	1/30/2024 1:31 PM
6	Friendly	1/29/2024 4:49 PM
7	Trees	1/29/2024 3:41 PM
8	highdensity	1/29/2024 11:13 AM
9	Trolley	1/29/2024 11:07 AM
10	Community	1/29/2024 8:52 AM
11	Dining	1/28/2024 12:48 PM
12	Restaurants	1/27/2024 4:32 PM
13	Vibrant	1/27/2024 1:51 PM
14	Community	1/27/2024 9:58 AM
15	Central	1/27/2024 8:41 AM
16	Events	1/27/2024 8:20 AM
17	Uniqueness	1/26/2024 8:24 PM
18	energetic	1/26/2024 5:29 PM
19	Art, the Artwork	1/26/2024 4:03 PM
20	Dining	1/26/2024 3:38 PM
21	Entertainment	1/25/2024 6:28 PM
22	Excitement	1/25/2024 5:45 PM
23	Accessibility	1/25/2024 5:33 PM
24	Hospitality	1/25/2024 3:55 PM
25	events	1/25/2024 12:32 PM
26	Vibrant	1/25/2024 12:07 PM
27	Community	1/25/2024 11:40 AM
28	Utopia	1/24/2024 8:28 PM
29	Oktoberfest	1/24/2024 7:54 PM
30	Oktoberfest	1/24/2024 7:53 PM
31	Safety	1/24/2024 3:43 PM
32	Food	1/24/2024 7:49 AM
33	Location	1/23/2024 8:01 PM
34	lifestyle	1/23/2024 7:30 AM
35	location	1/22/2024 9:19 AM
36	Urban	1/21/2024 2:51 PM
37	Cleanliness	1/21/2024 11:38 AM
38	Community	1/21/2024 9:11 AM
39	Community	1/20/2024 2:32 PM
40	mixed use/urbanism	1/20/2024 10:32 AM
41	Families	1/19/2024 6:13 PM
42	Centrality	1/19/2024 4:27 PM
43	Food	1/19/2024 4:11 PM
44	Action	1/19/2024 3:34 PM

45	exciting	1/19/2024 3:14 PM
46	parks	1/18/2024 8:45 PM
47	Safety	1/18/2024 2:42 PM
48	Programming	1/18/2024 1:21 PM
49	Walkability	1/18/2024 12:03 PM
50	Safe Place To Live	1/18/2024 11:53 AM
51	Accessibility	1/18/2024 10:41 AM
52	friendly	1/17/2024 6:12 AM
53	Hospitality	1/16/2024 1:27 PM
54	Friendliness	1/15/2024 9:50 PM
55	Safety	1/15/2024 3:58 PM
56	Community	1/15/2024 9:06 AM
57	Community	1/14/2024 6:33 PM
58	Entertainment	1/14/2024 4:36 PM
59	Walkability	1/14/2024 10:10 AM
60	Parks	1/13/2024 7:09 PM
61	Community	1/12/2024 6:04 PM
62	Hospitality	1/12/2024 5:06 PM
63	Entertainment	1/12/2024 4:15 PM
64	Service	1/12/2024 3:53 PM
65	Food	1/12/2024 1:48 PM
66	Quality	1/12/2024 7:20 AM
67	Food	1/11/2024 8:06 PM
68	Construction	1/11/2024 10:05 AM
69	Beauty	1/11/2024 7:51 AM
70	Culture	1/10/2024 5:56 PM
71	Events	1/10/2024 9:20 AM
72	Urbanism	1/9/2024 8:32 PM
73	Livability	1/9/2024 10:43 AM
74	Quality	1/8/2024 9:20 PM
75	Prosperity	1/7/2024 5:58 PM
76	Events	1/7/2024 8:43 AM
77	location	1/7/2024 8:14 AM
78	safe	1/6/2024 3:42 PM
79	Quality	1/6/2024 11:48 AM
80	Coziness	1/6/2024 8:27 AM
81	Small town feel	1/5/2024 8:44 PM
82	Fun	1/5/2024 6:38 PM
83	Entertainment	1/5/2024 6:34 PM
84	Hones	1/5/2024 5:33 PM
85	Overcrowding	1/5/2024 4:17 PM
86	Loyalty	1/5/2024 4:15 PM
87	Value	1/5/2024 3:37 PM
88	Restaurants	1/5/2024 3:29 PM
89	startups	1/4/2024 10:18 PM
90	Fiberoptics	1/4/2024 9:04 AM
91	Safety	1/3/2024 1:24 PM
92	Comfort	1/3/2024 12:40 PM
93	Community	1/3/2024 10:54 AM
94	Collaboration	1/2/2024 1:36 PM

95	restaurants	12/31/2023 9:34 PM
96	Party	12/31/2023 6:14 PM
97	Livability	12/31/2023 3:41 PM
98	Welcoming	12/31/2023 3:37 PM
99	friendliness	12/31/2023 2:40 PM
100	Inclusivity	12/31/2023 1:51 PM
101	Entertainment	12/31/2023 1:37 PM
102	Modernization	12/31/2023 12:41 PM
103	Advantage	12/31/2023 10:47 AM
104	Party!	12/31/2023 10:27 AM
105	Entertainment	12/31/2023 8:29 AM
106	greatness	12/31/2023 5:13 AM
107	Dining	12/30/2023 11:02 PM
108	Macro	12/30/2023 10:24 PM
109	Commerce	12/30/2023 5:06 PM
110	Kind	12/30/2023 2:36 PM
111	Unique	12/30/2023 12:07 PM
112	location	12/30/2023 9:59 AM
113	Events	12/30/2023 9:50 AM
114	Engaging	12/30/2023 8:37 AM
115	Secluded	12/30/2023 12:27 AM
116	Events	12/29/2023 8:07 PM
117	security	12/29/2023 6:31 PM
118	Entertainment	12/29/2023 5:45 PM
119	Festivals	12/29/2023 4:22 PM
120	Class	12/29/2023 4:17 PM
121	parks	12/29/2023 10:22 AM
122	Nature	12/29/2023 9:48 AM
123	Events	12/29/2023 9:31 AM
124	Colorful!	12/28/2023 5:47 PM
125	Oktoberfest	12/28/2023 1:59 PM
126	Beauty of Community	12/28/2023 8:45 AM
127	Apartment City.	12/27/2023 6:35 PM
128	Uniqueness	12/26/2023 11:34 PM
129	Walkability	12/26/2023 8:07 PM
130	Lifestyle	12/26/2023 11:41 AM
131	Entertainment	12/26/2023 10:53 AM
132	community	12/26/2023 10:18 AM
133	Unique	12/26/2023 9:10 AM
134	Centralized	12/25/2023 7:56 PM
135	Innovation	12/24/2023 7:24 PM
136	Quaint-ness	12/24/2023 6:32 PM
137	Park	12/24/2023 7:31 AM
138	Live, Eat, Fun, Shop	12/23/2023 7:58 PM
139	Sustainable	12/23/2023 6:09 PM
140	Dining	12/23/2023 2:24 PM
141	Multifarious	12/23/2023 1:07 PM
142	community	12/23/2023 11:28 AM
143	Fun	12/23/2023 8:56 AM
144	Safety	12/23/2023 8:07 AM

145	Events	12/23/2023 7:29 AM
146	Restaurants	12/23/2023 7:05 AM
147	Gym	12/22/2023 7:41 PM
148	Progressive	12/22/2023 7:38 PM
149	Welcoming	12/22/2023 5:58 PM
150	safety	12/22/2023 4:58 PM
151	nightlife	12/22/2023 4:46 PM
152	Amenities	12/22/2023 4:20 PM
153	City Services.	12/22/2023 4:12 PM
154	Vibrant	12/22/2023 3:28 PM
155	Parks	12/22/2023 3:26 PM
156	Fun	12/22/2023 3:17 PM
157	Location	12/22/2023 1:47 PM
158	Events	12/22/2023 12:34 PM
159	Accessibility	12/22/2023 12:16 PM
160	Food	12/22/2023 8:30 AM
161	Urbanlivingatitsbest	12/22/2023 7:58 AM
162	Fun and safe	12/21/2023 11:04 PM
163	Special Events	12/21/2023 1:29 PM
164	Community	12/21/2023 12:43 PM
165	livable	12/21/2023 9:28 AM
166	Dining	12/21/2023 9:15 AM
167	Restaurants	12/21/2023 8:28 AM
168	Safety	12/21/2023 7:28 AM
169	Food	12/20/2023 10:38 PM
170	Atmosphere	12/20/2023 6:20 PM
171	Safe	12/20/2023 5:50 PM
172	Restaurants and bars	12/20/2023 5:48 PM
173	Entertainment	12/20/2023 11:06 AM
174	Lively	12/20/2023 10:42 AM
175	Parks	12/19/2023 6:24 PM
176	Dining	12/19/2023 5:47 PM
177	Neighborhoods	12/19/2023 3:04 PM
178	Resturants	12/19/2023 1:37 PM
179	Lively	12/19/2023 1:17 PM
180	Connectedness	12/18/2023 9:44 PM
181	efficiency	12/18/2023 7:42 PM
182	Pretty	12/18/2023 4:13 PM
183	Services	12/18/2023 3:33 PM
184	Family	12/18/2023 2:23 PM
185	Events	12/18/2023 10:38 AM
186	Seclusion	12/18/2023 9:21 AM
187	quality	12/17/2023 8:58 PM
188	Dining	12/17/2023 6:27 PM
189	Location	12/17/2023 3:45 PM
190	Entertainment	12/17/2023 1:41 PM
191	Central	12/17/2023 1:39 PM
192	Dining	12/17/2023 12:55 PM
193	AFFORDABLE	12/17/2023 8:55 AM
194	Vibrance	12/17/2023 8:10 AM

195	Trails	12/17/2023 7:20 AM
196	Vibrant	12/17/2023 1:31 AM
197	Walkability	12/16/2023 7:24 PM
198	Entertainment	12/16/2023 7:09 PM
199	Dining	12/16/2023 4:07 PM
200	Beauty	12/16/2023 3:47 PM
201	Ease	12/16/2023 12:17 PM
202	walkability	12/16/2023 12:04 PM
203	Walking	12/16/2023 11:06 AM
204	Food	12/16/2023 11:05 AM
205	Walkability	12/16/2023 9:43 AM
206	Entertainment	12/16/2023 9:37 AM
207	Food	12/16/2023 9:35 AM
208	Events	12/16/2023 9:33 AM
209	Vibe	12/16/2023 7:58 AM
210	quiet	12/15/2023 10:57 PM
211	Convenience	12/15/2023 5:32 PM
212	Culture	12/15/2023 4:59 PM
213	Hospitality	12/15/2023 4:27 PM
214	Diversity	12/15/2023 4:22 PM
215	Convenience	12/15/2023 2:55 PM
216	Bars	12/15/2023 2:22 PM
217	Community	12/15/2023 1:55 PM
218	Walking paths	12/15/2023 1:06 PM
219	Livability	12/15/2023 1:00 PM
220	Character	12/15/2023 10:53 AM
221	Integrity	12/15/2023 9:50 AM
222	Being a hidden gem	12/15/2023 7:47 AM
223	Services	12/15/2023 7:16 AM
224	Dining	12/15/2023 6:40 AM
225	Easy	12/14/2023 5:38 PM
226	Convenience	12/14/2023 4:00 PM
227	Pretty	12/14/2023 3:48 PM
228	Quality	12/14/2023 2:53 PM
229	Convenient	12/14/2023 1:47 PM
230	Safe	12/14/2023 12:31 PM
231	Tollwayaccess	12/14/2023 12:22 PM
232	Restaurants	12/14/2023 10:44 AM
233	Restaurants	12/14/2023 7:18 AM
234	Addison park	12/13/2023 9:14 PM
235	Community	12/13/2023 8:25 PM
236	service	12/13/2023 6:09 PM
237	Beauty	12/13/2023 5:41 PM
238	Culture	12/13/2023 5:08 PM
239	Food	12/13/2023 4:54 PM
240	Safety	12/13/2023 4:17 PM
241	Booming	12/13/2023 1:12 PM
242	Walkability	12/13/2023 11:30 AM
243	Dining	12/13/2023 5:58 AM
244	Safety	12/12/2023 9:07 PM

245	Comfort	12/12/2023 5:50 PM
246	Food	12/12/2023 5:46 PM
247	Everything	12/12/2023 4:53 PM
248	Safety	12/12/2023 4:45 PM
249	Inclusion	12/12/2023 4:19 PM
250	Affluence	12/12/2023 4:02 PM
251	Vitality	12/12/2023 2:39 PM
252	Healthy	12/12/2023 2:33 PM
253	Restaurants	12/12/2023 2:33 PM
254	Events	12/12/2023 11:33 AM
255	Diversity	12/12/2023 11:14 AM
256	Business	12/11/2023 4:40 PM
257	Expensive	12/11/2023 4:29 PM
258	Food	12/11/2023 3:40 PM
259	Fun	12/11/2023 1:54 PM
260	Apartments	12/11/2023 12:27 PM
261	Home	12/11/2023 12:20 PM
262	Location	12/11/2023 12:07 PM
263	Opportunity	12/11/2023 11:10 AM
264	Location	12/11/2023 10:01 AM
265	Safety	12/11/2023 9:29 AM
266	community	12/11/2023 9:21 AM
267	Inclusivity	12/11/2023 8:37 AM
268	Safety	12/11/2023 8:34 AM
269	Business	12/11/2023 7:52 AM
270	Entertainment	12/11/2023 7:50 AM
271	Quality	12/11/2023 7:07 AM
272	Community	12/11/2023 6:54 AM
273	Apartments	12/11/2023 6:19 AM
274	Pedestrian	12/11/2023 12:04 AM
275	Dinning	12/10/2023 11:08 PM
276	Culture	12/10/2023 10:12 PM
277	Community	12/10/2023 8:50 PM
278	Quality	12/10/2023 8:09 PM
279	Walkability	12/10/2023 6:15 PM
280	dining	12/10/2023 6:01 PM
281	Engagement	12/10/2023 4:38 PM
282	entertainment	12/10/2023 3:51 PM
283	Opportunity	12/10/2023 3:51 PM
284	Art	12/10/2023 2:59 PM
285	Location	12/10/2023 1:38 PM
286	Parks	12/10/2023 12:44 PM
287	Best place to live	12/10/2023 12:07 PM
288	Fun	12/10/2023 11:38 AM
289	Childless	12/10/2023 9:12 AM
290	Safe	12/10/2023 7:53 AM
291	Central	12/10/2023 6:27 AM
292	Urban Diversity	12/10/2023 5:57 AM
293	Parks	12/10/2023 5:35 AM
294	Peace	12/9/2023 10:46 PM

295	Beautiful	12/9/2023 7:20 PM
296	location	12/9/2023 6:15 PM
297	Being excellent	12/9/2023 5:11 PM
298	Dining	12/9/2023 5:00 PM
299	Apartments	12/9/2023 4:44 PM
300	Walkability	12/9/2023 4:33 PM
301	Food	12/9/2023 4:31 PM
302	Safe	12/9/2023 4:29 PM
303	Uniqueness	12/9/2023 4:20 PM
304	Pride of ownership	12/9/2023 3:05 PM
305	Restaurants	12/9/2023 3:00 PM
306	Restaurants	12/9/2023 2:57 PM
307	Parks	12/9/2023 2:43 PM
308	Bars and restaurants	12/9/2023 2:27 PM
309	Safety	12/9/2023 1:15 PM
310	Distinction	12/9/2023 1:05 PM
311	Safe	12/9/2023 12:56 PM
312	Dining Destination	12/9/2023 12:38 PM
313	Fun	12/9/2023 10:30 AM
314	Convenient	12/9/2023 9:52 AM
315	Lifestyle	12/9/2023 9:18 AM
316	solid	12/9/2023 9:07 AM
317	Community	12/9/2023 8:36 AM
318	Walkability	12/9/2023 8:33 AM
319	community	12/9/2023 8:27 AM
320	Safety	12/9/2023 8:11 AM
321	Great	12/9/2023 7:58 AM
322	Community	12/9/2023 7:32 AM
323	Vibe	12/9/2023 2:06 AM
324	Bustling	12/8/2023 10:55 PM
325	Safety	12/8/2023 10:07 PM
326	value	12/8/2023 9:37 PM
327	Weakness	12/8/2023 9:05 PM
328	Community	12/8/2023 8:32 PM
329	Entertainment	12/8/2023 8:23 PM
330	Entertainment	12/8/2023 6:53 PM
331	Charm	12/8/2023 6:47 PM
332	Life	12/8/2023 5:51 PM
333	Apartments	12/8/2023 5:26 PM
334	Quality	12/8/2023 5:02 PM
335	Walkability	12/8/2023 4:46 PM
336	restaurants	12/8/2023 4:28 PM
337	Dining	12/8/2023 4:04 PM
338	Dining	12/8/2023 4:03 PM
339	Business	12/8/2023 3:43 PM
340	Restaurant	12/8/2023 3:38 PM
341	Too many festivals	12/8/2023 3:22 PM
342	Promising	12/8/2023 3:20 PM
343	Restaurant	12/8/2023 3:17 PM
344	safety	12/8/2023 2:52 PM

345	Engagement	12/8/2023 2:45 PM
346	Variety	12/8/2023 2:33 PM
347	Restaurants	12/8/2023 2:26 PM
348	Community	12/8/2023 1:36 PM
349	It’s event life	12/8/2023 12:47 PM
350	Safety	12/8/2023 11:36 AM
351	Creativity	12/8/2023 10:52 AM
352	Lifestyle	12/8/2023 10:29 AM
353	Maintenance	12/8/2023 9:22 AM
354	Entertainment	12/8/2023 9:03 AM
355	Pleasant	12/8/2023 8:50 AM
356	Entertainment/Dining	12/8/2023 8:47 AM
357	TooManyApartments	12/8/2023 6:16 AM
358	Dining	12/7/2023 10:30 PM
359	BETTER	12/7/2023 8:39 PM
360	Walkability	12/7/2023 8:27 PM
361	Urbanism	12/7/2023 8:27 PM
362	livability	12/7/2023 8:18 PM
363	Excellence	12/7/2023 8:13 PM
364	Parks!	12/7/2023 8:02 PM
365	Inclusion	12/7/2023 5:36 PM
366	Circle park	12/7/2023 5:04 PM
367	Restaurants	12/7/2023 4:58 PM
368	Community	12/7/2023 4:57 PM
369	Events	12/7/2023 4:44 PM
370	Diversity	12/7/2023 4:20 PM
371	Community	12/7/2023 4:20 PM
372	Ugly	12/7/2023 4:16 PM
373	Events	12/7/2023 4:05 PM
374	Apartments	12/7/2023 4:05 PM
375	Very safe	12/7/2023 4:04 PM
376	Dining	12/7/2023 3:55 PM
377	Restaurants	12/7/2023 3:47 PM
378	diversity	12/7/2023 3:29 PM
379	Progressive	12/7/2023 3:27 PM
380	entertainment	12/7/2023 3:18 PM
381	Community	12/7/2023 3:04 PM
382	Community	12/7/2023 2:39 PM
383	Dining	12/7/2023 2:20 PM
384	Beautiful	12/7/2023 1:17 PM
385	Thriving	12/7/2023 12:04 PM
386	Friendly	12/7/2023 10:31 AM
387	Community	12/7/2023 7:50 AM
388	Changed	12/7/2023 5:13 AM
389	Community	12/6/2023 11:54 PM
390	Connectivity	12/6/2023 6:39 PM
391	Events	12/6/2023 4:53 PM
392	Community	12/6/2023 3:20 PM
393	Food	12/6/2023 1:41 PM
394	Family	12/6/2023 12:39 PM

395	community	12/6/2023 12:31 PM
396	Community	12/6/2023 10:08 AM
397	Food	12/6/2023 9:13 AM
398	Community	12/6/2023 8:51 AM
399	Clean	12/6/2023 8:47 AM
400	innovation	12/6/2023 8:42 AM
401	Restaurants	12/6/2023 8:36 AM
402	Opportunity	12/6/2023 7:27 AM
403	Community	12/6/2023 6:34 AM
404	Cool	12/5/2023 6:28 PM
405	Accessability	12/5/2023 5:31 PM
406	Convenient	12/5/2023 5:10 PM
407	Food	12/5/2023 4:31 PM
408	Parks	12/5/2023 3:25 PM
409	Clean	12/5/2023 2:18 PM
410	Festive	12/5/2023 1:40 PM
411	Parks	12/5/2023 12:48 PM
412	Too Many Apartments!	12/5/2023 12:14 PM
413	Dining	12/5/2023 12:08 PM
414	Events	12/5/2023 11:44 AM
415	Exceptional	12/5/2023 11:44 AM
416	Community	12/5/2023 11:36 AM
417	Location	12/5/2023 11:12 AM
418	Food	12/5/2023 10:12 AM
419	Comfort	12/5/2023 9:56 AM
420	Innovative	12/5/2023 9:43 AM
421	4th of july	12/5/2023 9:15 AM
422	Wuality	12/5/2023 9:14 AM
423	Walkability	12/5/2023 9:13 AM
424	Restaurants	12/5/2023 8:59 AM
425	Friendliness	12/4/2023 9:34 PM
426	location	12/4/2023 1:21 PM
427	PARTIES	12/4/2023 1:08 PM
428	Community	12/4/2023 12:38 PM
429	Safe	12/4/2023 12:11 PM
430	Friendliness	12/4/2023 12:09 PM
431	Innovation	12/4/2023 10:45 AM
432	Community	12/4/2023 10:42 AM
433	Chapel	12/4/2023 10:37 AM
434	Being well-run.	12/4/2023 10:27 AM
435	Safety	12/4/2023 10:26 AM
436	Fun	12/4/2023 10:24 AM
437	Exciting	12/4/2023 6:27 AM
438	Events	12/3/2023 7:53 PM
439	Entertainment	12/3/2023 6:52 PM
440	Parks	12/3/2023 4:24 PM
441	Best Restaurants	12/3/2023 3:28 PM
442	Location	12/3/2023 3:21 PM
443	Food	12/3/2023 3:14 PM
444	Walkability	12/3/2023 2:32 PM

445	Efficient	12/3/2023 2:25 PM
446	Community	12/3/2023 2:05 PM
447	Culture	12/3/2023 1:01 PM
448	Clean parks	12/3/2023 12:42 PM
449	Fun	12/3/2023 9:42 AM
450	failure	12/3/2023 8:44 AM
451	Community	12/3/2023 8:13 AM
452	Central	12/3/2023 7:50 AM
453	Boomtown	12/3/2023 6:56 AM
454	Community	12/2/2023 7:26 PM
455	Parks	12/2/2023 7:04 PM
456	walkable	12/2/2023 4:12 PM
457	Safety	12/2/2023 3:51 PM
458	Parks	12/2/2023 3:49 PM
459	Walkability	12/2/2023 2:11 PM
460	Diversity	12/2/2023 1:08 PM
461	Food	12/2/2023 12:37 PM
462	accessibility	12/2/2023 10:13 AM
463	Events	12/2/2023 7:55 AM
464	Convenience	12/2/2023 12:58 AM
465	Friendliness	12/1/2023 10:53 PM
466	Community	12/1/2023 9:34 PM
467	Dinning out	12/1/2023 9:17 PM
468	Fun	12/1/2023 8:42 PM
469	Active	12/1/2023 7:11 PM
470	Dining	12/1/2023 5:00 PM
471	Caring	12/1/2023 4:46 PM
472	Kaboomtown	12/1/2023 4:26 PM
473	Community	12/1/2023 3:58 PM
474	Safety	12/1/2023 3:34 PM
475	Opportunity	12/1/2023 3:18 PM
476	Centrality	12/1/2023 3:15 PM
477	Entertainment	12/1/2023 10:46 AM
478	Location	12/1/2023 7:20 AM
479	Pride	11/30/2023 8:42 PM
480	Potential	11/30/2023 7:04 PM
481	Community-centered	11/30/2023 6:28 PM
482	Oktoberfest	11/30/2023 5:02 PM
483	Kaboom Town	11/30/2023 3:23 PM
484	Food	11/30/2023 3:06 PM
485	Festivals	11/30/2023 5:31 AM
486	Memories	11/29/2023 9:28 PM
487	Community	11/29/2023 8:55 PM
488	Vibrancy	11/29/2023 4:27 PM
489	Quality	11/27/2023 11:36 AM
490	community	11/27/2023 8:08 AM
491	Livability	11/25/2023 8:31 PM
492	Entertainment	11/24/2023 11:55 AM
493	Energy	11/23/2023 8:28 AM
494	Home ownership	11/23/2023 8:09 AM

495	Fun	11/23/2023 7:40 AM
496	Welcoming	11/23/2023 5:48 AM
497	Engaging	11/23/2023 4:13 AM
498	Beauty	11/23/2023 12:31 AM
499	Energy	11/22/2023 9:26 PM
500	Sustainability	11/22/2023 8:34 PM
501	Resort	11/22/2023 6:06 PM
502	Unique	11/22/2023 5:15 PM
503	Uniqueness	11/22/2023 4:44 PM
504	Restaurants	11/22/2023 3:58 PM
505	Parks	11/22/2023 3:50 PM
506	Central	11/22/2023 3:47 PM
507	Safety	11/22/2023 3:29 PM
508	Quality	11/21/2023 3:07 PM
509	Development	11/20/2023 7:32 AM
510	Events	11/19/2023 8:32 PM
511	Entertainment	11/19/2023 8:13 PM
512	Uniqueness	11/19/2023 6:47 AM
513	Location	11/18/2023 10:13 PM
514	Accessible (not Ada)	11/18/2023 1:49 PM
515	Sacety3	11/18/2023 11:00 AM
516	Integrity	11/18/2023 1:28 AM
517	Safety	11/17/2023 8:07 PM
518	Location	11/17/2023 5:33 PM
519	friendliness	11/17/2023 4:47 PM
520	Spirit	11/17/2023 4:25 PM
521	safety	11/17/2023 4:20 PM
522	Restaurants	11/17/2023 4:10 PM
523	Fun	11/17/2023 3:35 PM
524	Liveability	11/17/2023 3:16 PM
525	Safety low crime	11/16/2023 5:41 AM
526	Community	11/15/2023 8:19 PM
527	Fireworks	11/15/2023 12:34 PM
528	Entertainment	11/15/2023 9:43 AM
529	Accessibility	11/15/2023 8:04 AM
530	Lifestyle	11/14/2023 9:51 PM
531	Safety	11/14/2023 4:27 PM
532	Forward Thinking	11/14/2023 11:25 AM
533	Restaurants	11/14/2023 10:07 AM
534	Apartments too many	11/14/2023 8:54 AM
535	Business	11/14/2023 8:48 AM
536	Community	11/14/2023 8:42 AM
537	Restaurants	11/13/2023 1:00 PM
538	Innovation	11/12/2023 4:19 PM
539	Entertaining	11/11/2023 1:01 PM
540	Trees	11/11/2023 12:11 PM
541	Safety	11/11/2023 8:26 AM
542	Community	11/11/2023 8:05 AM
543	Town	11/11/2023 6:56 AM
544	Fun	11/11/2023 6:54 AM

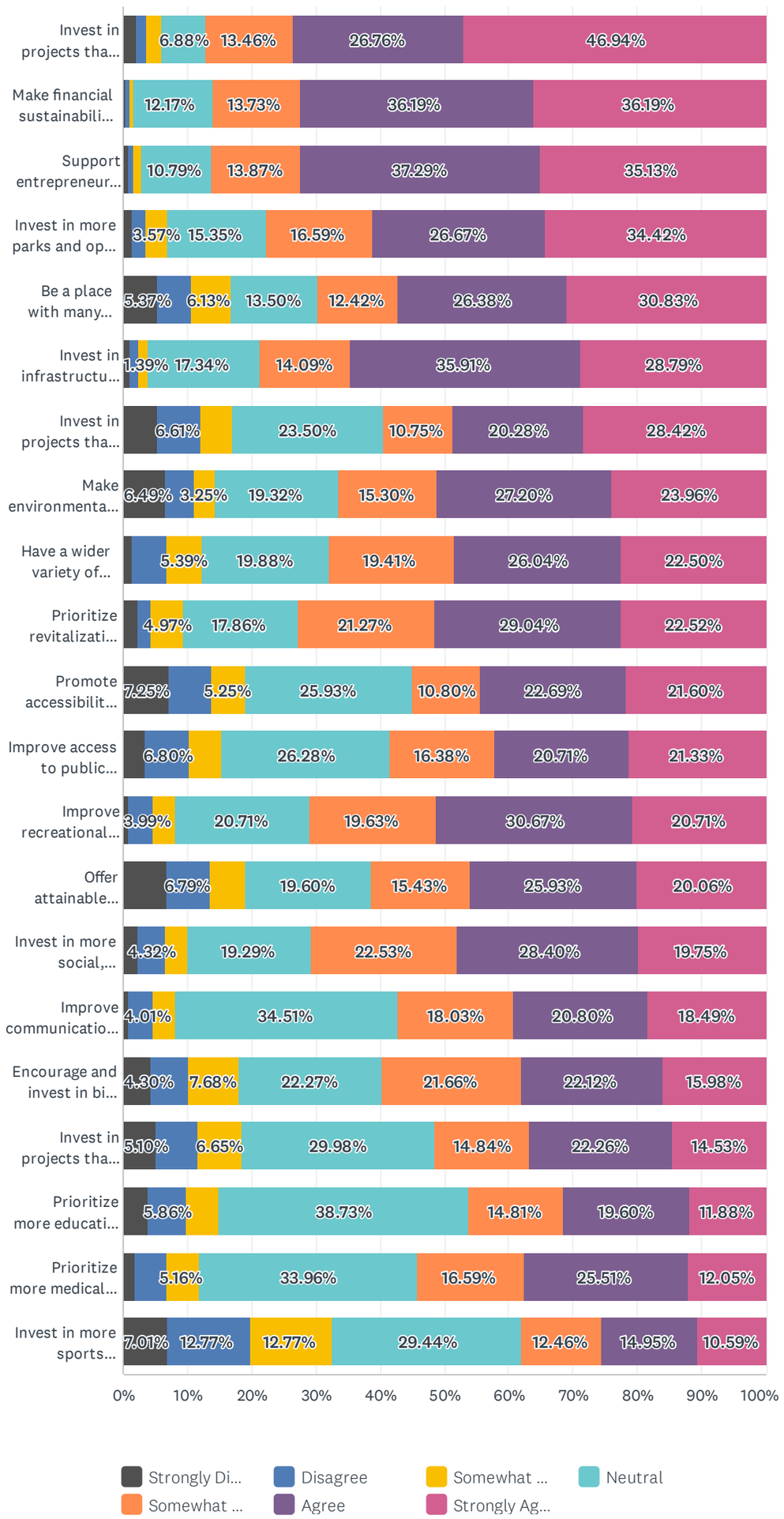
545	Kaboom Town	11/11/2023 6:25 AM
546	Liveable	11/10/2023 10:16 PM
547	Location	11/10/2023 10:08 PM
548	Friendliness	11/10/2023 9:35 PM
549	Bars and crime	11/10/2023 4:43 PM
550	Convenience	11/10/2023 4:19 PM
551	Festival	11/9/2023 2:52 AM
552	Lifestyle	11/7/2023 8:48 PM
553	Outdoor living	11/7/2023 2:06 PM
554	Dining	11/7/2023 11:56 AM
555	UNIQUE	11/7/2023 10:56 AM
556	Safety	11/7/2023 8:21 AM
557	Community	11/6/2023 10:05 PM
558	Events	11/6/2023 11:23 AM
559	Living	11/5/2023 9:00 AM
560	Community	11/5/2023 6:35 AM
561	TreeCity	11/4/2023 6:18 PM
562	quality	11/4/2023 2:53 PM
563	Security	11/4/2023 2:33 PM
564	Resiliant	11/4/2023 11:49 AM
565	Quality	11/4/2023 9:44 AM
566	Entertainment	11/4/2023 6:32 AM
567	Exuberence	11/4/2023 5:43 AM
568	Service	11/3/2023 10:01 PM
569	Safety	11/3/2023 8:59 PM
570	Food	11/3/2023 8:28 PM
571	Small-town feel	11/3/2023 8:10 PM
572	Restaurants	11/3/2023 7:13 PM
573	restaurants	11/3/2023 6:03 PM
574	Culture	11/3/2023 5:55 PM
575	Culture	11/3/2023 5:28 PM
576	Unique	11/3/2023 5:24 PM
577	Quality	11/3/2023 5:21 PM
578	Fairness	11/3/2023 4:49 PM
579	Destination	11/3/2023 3:32 PM
580	Fun	11/3/2023 2:01 PM
581	Affordable housing	11/3/2023 10:09 AM
582	Entertainment	11/3/2023 9:31 AM
583	Unique	11/3/2023 9:15 AM
584	Fun	11/2/2023 10:07 PM
585	Quality	11/2/2023 6:46 PM
586	Food	11/2/2023 5:34 PM
587	Excellence	11/2/2023 5:26 PM
588	Innovation	11/2/2023 1:58 PM
589	Entertainment	11/2/2023 1:42 PM
590	Community	11/2/2023 12:41 PM
591	Active	11/2/2023 12:00 PM
592	Community	11/2/2023 11:56 AM
593	Community	11/2/2023 11:20 AM
594	Convenient	11/2/2023 11:05 AM

595	Trees	11/2/2023 10:39 AM
596	Community	11/2/2023 10:31 AM
597	Walkability	11/2/2023 10:28 AM
598	Events	11/2/2023 10:18 AM
599	Revitalized	11/2/2023 10:15 AM
600	Parks	11/2/2023 9:56 AM
601	GREAT COMMUNITY	11/1/2023 8:02 PM
602	Walkability	11/1/2023 7:08 PM
603	Jobs	11/1/2023 5:08 PM
604	Overcrowding	11/1/2023 4:11 PM
605	Classy	11/1/2023 2:57 PM
606	opportunity	11/1/2023 2:46 PM
607	comunity	11/1/2023 2:41 PM
608	urban, walkable city	11/1/2023 2:41 PM
609	Food	11/1/2023 2:19 PM
610	Innovative	11/1/2023 2:02 PM
611	Unique	11/1/2023 1:37 PM
612	Connection	11/1/2023 10:07 AM
613	Accessible	11/1/2023 8:41 AM
614	connectivity	11/1/2023 7:42 AM
615	Cozy	10/31/2023 6:30 PM
616	Opportunity	10/31/2023 10:23 AM
617	fun	10/31/2023 9:55 AM
618	Walkable	10/30/2023 8:22 PM

Q6 Addison should...

Answered: 657 Skipped: 92

Please select a response for each item using the dropdown.



Please select a response for each item using the dropdown.

	STRONGLY DISAGREE	DISAGREE	SOMEWHAT DISAGREE	NEUTRAL	SOMEWHAT AGREE	AGREE	STRONGLY AGREE	TOTAL
Invest in projects that improve connectivity, safety and convenience for people walking	1.99% 13	1.68% 11	2.29% 15	6.88% 45	13.46% 88	26.76% 175	46.94% 307	654
Make financial sustainability a priority	0.31% 2	0.62% 4	0.78% 5	12.17% 78	13.73% 88	36.19% 232	36.19% 232	641
Support entrepreneurship and local businesses	0.77% 5	0.92% 6	1.23% 8	10.79% 70	13.87% 90	37.29% 242	35.13% 228	649
Invest in more parks and open space	1.40% 9	2.02% 13	3.57% 23	15.35% 99	16.59% 107	26.67% 172	34.42% 222	645
Be a place with many different types of housing options for all different stages of life	5.37% 35	5.37% 35	6.13% 40	13.50% 88	12.42% 81	26.38% 172	30.83% 201	652
Invest in infrastructure maintenance	0.93% 6	1.55% 10	1.39% 9	17.34% 112	14.09% 91	35.91% 232	28.79% 186	646
Invest in projects that improve cycling	5.38% 35	6.61% 43	5.07% 33	23.50% 153	10.75% 70	20.28% 132	28.42% 185	651
Make environmental sustainability a priority	6.49% 42	4.48% 29	3.25% 21	19.32% 125	15.30% 99	27.20% 176	23.96% 155	647
Have a wider variety of shops and restaurants	1.39% 9	5.39% 35	5.39% 35	19.88% 129	19.41% 126	26.04% 169	22.50% 146	649
Prioritize revitalization and redevelopment	2.33% 15	2.02% 13	4.97% 32	17.86% 115	21.27% 137	29.04% 187	22.52% 145	644
Promote accessibility, cultural diversity and inclusivity	7.25% 47	6.48% 42	5.25% 34	25.93% 168	10.80% 70	22.69% 147	21.60% 140	648
Improve access to public transit options	3.40% 22	6.80% 44	5.10% 33	26.28% 170	16.38% 106	20.71% 134	21.33% 138	647
Improve recreational and active lifestyle opportunities	0.77% 5	3.99% 26	3.53% 23	20.71% 135	19.63% 128	30.67% 200	20.71% 135	652
Offer attainable housing for key community members such as teachers, service industry workers, and public safety officers	6.79% 44	6.79% 44	5.40% 35	19.60% 127	15.43% 100	25.93% 168	20.06% 130	648
Invest in more social, cultural and entertainment opportunities	2.16% 14	4.32% 28	3.55% 23	19.29% 125	22.53% 146	28.40% 184	19.75% 128	648
Improve communication efforts from government agencies and departments	0.77% 5	4.01% 26	3.39% 22	34.51% 224	18.03% 117	20.80% 135	18.49% 120	649
Encourage and invest in big, aspirational ideas and projects	4.30% 28	5.99% 39	7.68% 50	22.27% 145	21.66% 141	22.12% 144	15.98% 104	651

Invest in projects that improve vehicular mobility	5.10% 33	6.65% 43	6.65% 43	29.98% 194	14.84% 96	22.26% 144	14.53% 94	647
Prioritize more education options	3.86% 25	5.86% 38	5.25% 34	38.73% 251	14.81% 96	19.60% 127	11.88% 77	648
Prioritize more medical options	1.88% 12	4.85% 31	5.16% 33	33.96% 217	16.59% 106	25.51% 163	12.05% 77	639
Invest in more sports facilities/leagues	7.01% 45	12.77% 82	12.77% 82	29.44% 189	12.46% 80	14.95% 96	10.59% 68	642

Q7 As the community evolves and grows, what key words or phrases do you think should be part of Addison's long-range vision statement and guiding principles?

Answered: 560 Skipped: 189

#	RESPONSES	DATE
1	progressive, modern, dynamic, small town with big attitude, walkability, beautiful, full of character, worldly, small town pride.	1/31/2024 11:12 PM
2	welcoming inclusive business opportunity	1/31/2024 5:47 PM
3	Sustainability, Flexibility, Connectivity, Reinvestment	1/30/2024 3:38 PM
4	Diversity, safety, accessibility	1/30/2024 3:27 PM
5	Walk-ability & accessibility for a semi small town feel in the thriving DFW metropolis.	1/30/2024 1:31 PM
6	Connectivity; Tree Lined Streets;Outstanding Parks and Recreational Areas for Families and all residents	1/29/2024 4:49 PM
7	Economic stability and maintain the city of trees.	1/29/2024 3:41 PM
8	mixed use neighborhoods, walkability, access to parks and trails, variety of retail options	1/29/2024 11:13 AM
9	Creating a community that doesn't require cars to move around.	1/29/2024 11:07 AM
10	More housing options and less apartments. Finish Midway!	1/29/2024 8:52 AM
11	Nature, trails, events, entertainment	1/28/2024 12:48 PM
12	Affordablility and safety	1/27/2024 4:32 PM
13	Vibrant, and accessible in a safe environment!	1/27/2024 1:51 PM
14	Community feel with long term vision	1/27/2024 9:58 AM
15	Iconic	1/27/2024 8:41 AM
16	The circle should be a shopping food destination. A place to come for events fun and the entertainment hub of Dallas	1/27/2024 8:20 AM
17	No more apartments, restaurants or extended stay hotels. More creative economic development including development that would encourage people to visit or live in Addison.	1/26/2024 8:24 PM
18	Integrity, Value, Quality	1/26/2024 5:29 PM
19	entertainment, food, modern, artistic, scenic, modurban, the circle, parks, outdoors	1/26/2024 4:03 PM
20	Safety for all ages and walks of life	1/26/2024 3:38 PM
21	Remain competitive with other areas in the region to remain a great place to work and offer multiple entertainment options	1/25/2024 6:28 PM
22	Increase quality of life, access to local businesses, and maintain roads and public transportation	1/25/2024 5:45 PM
23	Inclusive	1/25/2024 5:33 PM
24	Family values	1/25/2024 3:55 PM
25	customer service	1/25/2024 12:32 PM
26	Revolutionary, intentional, inclusive, accessible, exciting	1/25/2024 12:07 PM
27	Walkability	1/25/2024 11:40 AM
28	Environmental friendly, modern, safe, economic development, sustainable, pet friendly	1/24/2024 8:28 PM
29	Oktoberfest, walkability	1/24/2024 7:54 PM
30	Oktoberfest and more unique dining options	1/24/2024 7:53 PM
31	Safety(police), high quality public services (fire, emergency, trash) , trail's & recreation, excellent dining options	1/24/2024 3:43 PM
32	We are available to listen to you	1/24/2024 7:49 AM
33	Cozy	1/23/2024 8:01 PM
34	growth with purpose	1/23/2024 7:30 AM
35	opportunity, inclusiveness, modern amenities, community safety, continue great city services	1/22/2024 9:19 AM
36	Addison should prioritize its central location in the metroplex, its clean streets and safety, and should emphasize opportunity for young professionals.	1/21/2024 11:38 AM
37	Diversity of options across industries	1/21/2024 9:11 AM

38	Together	1/20/2024 2:32 PM
39	more mixed use development & walkability	1/20/2024 10:32 AM
40	Stop the building of more apartments/condos and concentrate on single family homes. Addison is losing its character and becoming "apartment city".	1/19/2024 6:13 PM
41	Fun for everyone from everywhere.	1/19/2024 4:27 PM
42	a highly desirable community to live, learn, work and relax. Maintained its close community feel while maturing into an attractive, vibrant, and sustainable city.	1/19/2024 4:11 PM
43	Entertainment	1/19/2024 3:34 PM
44	financial transparency; project execution	1/19/2024 2:41 PM
45	Safety Great rec center Beautiful neighborhoods	1/18/2024 2:42 PM
46	Inclusive / Accessible / Multi-Dimensional (live, work, play, experience)	1/18/2024 1:21 PM
47	Affordable housing, walkability, connections to public transportation to reduce traffic, pet and child friendliness, maybe more unique shopping/dining as I've been told we are very commercial so that might attract people outside of Addison	1/18/2024 12:03 PM
48	Safety - Housing Balance	1/18/2024 11:53 AM
49	inclusive, smart growth and revitalization, commmunity and data driven	1/16/2024 1:27 PM
50	diversity, equity and inclusion; affordable housing	1/15/2024 9:50 PM
51	Safety, security	1/15/2024 3:58 PM
52	Walkability, fiscal responsibility, quiet	1/15/2024 9:06 AM
53	Growth, Opportunity, Involvement, Community	1/14/2024 6:33 PM
54	Entertainment, unique food options (non-chain), SHOPPING.	1/14/2024 4:36 PM
55	Safe place to live every stage of life Unique places to visit Addison a small town in the big city	1/14/2024 10:10 AM
56	European Architecture	1/13/2024 7:09 PM
57	Connection - connecting residents, business, and visitors	1/12/2024 6:04 PM
58	Small Town feel within a large city.	1/12/2024 5:26 PM
59	IDK	1/12/2024 5:06 PM
60	Quality of life Affordable Entertainment	1/12/2024 4:15 PM
61	Modern	1/12/2024 3:53 PM
62	Inclusivity	1/12/2024 1:48 PM
63	Transparency, accountability, fail-safe planning, testing/research of those plans, economic sustainability, resiliency,	1/12/2024 7:20 AM
64	Experimentation, curiosity, openness	1/11/2024 8:06 PM
65	The construction is AWEFUL. It never ends.	1/11/2024 10:05 AM
66	Great place to work,play,visit abd live	1/11/2024 7:51 AM
67	See bright future	1/10/2024 5:56 PM
68	Urbanism, TOD, Walkability, Friendliness, Architecture	1/9/2024 8:32 PM
69	maintain Addison's small town mentality	1/9/2024 10:43 AM
70	Family, Diversity, Inclusivity,	1/8/2024 9:20 PM
71	Adaptability, forward thinking, visionary, game changer	1/7/2024 5:58 PM
72	Government that listens to its citizens	1/7/2024 8:14 AM
73	The place to be	1/6/2024 3:42 PM
74	. remain friendly . supportive . easy to access people, facilities, and events	1/6/2024 11:48 AM
75	Walkability, nature preservation, quiet, community :)	1/6/2024 8:27 AM
76	Quaint and safe	1/5/2024 8:44 PM
77	Safety/sustainable/fun/high tech	1/5/2024 6:38 PM
78	No more apartments	1/5/2024 6:34 PM
79	Safety	1/5/2024 5:33 PM
80	Safe, secure and engaging	1/5/2024 4:38 PM
81	Less density of apartments	1/5/2024 4:17 PM
82	Affordability of housing	1/5/2024 4:15 PM
83	great "bang for the buck" regardless living here or owning a business here.	1/5/2024 3:37 PM
84	In-migration	1/4/2024 10:18 PM

85	Excellence. (Make city comparisons to University Park, Highland Park, other Texas cities of excellence not the 13 cities that make us look good.)	1/4/2024 9:04 AM
86	Public transport, safety, housing.	1/3/2024 12:40 PM
87	Addison should be more financially and fiscally conservative. More frugal. Only undertake those projects that have a PROVABLE payback and then prove it--with harf facts. No opinions or guesses.	1/2/2024 4:31 PM
88	Business Forward; Entertainment Central; Centrally Located; Gateway Stay & Play; Citizen Friendly; Foodtastic	1/2/2024 1:36 PM
89	invest in Addison for life. live, work retire and thrive here.	12/31/2023 9:34 PM
90	Create an affordable place to live in DFW	12/31/2023 6:14 PM
91	emphasis on positive "The Addison Way"	12/31/2023 3:37 PM
92	law abiding citizens; extremely safe place to live; very responsive community services like fire, EMS, police, city services etc. strong Christ centered community; many restaurant options both in taste and price range	12/31/2023 2:40 PM
93	Continuing the inclusivity, eclectic approach. Maintaining current businesses, while supporting small businesses. Ensuring community members are greatly involved in voting, and ensuring the longevity of such a great city.	12/31/2023 1:51 PM
94	community envolvement; safe, kind enviroment to live; global awareness	12/31/2023 1:37 PM
95	Addison should be the gold standard for how all cities should invest in their citizens, offer high standard of living, showcase walk ability, safety and world class parks, trails and outdoor spaces.	12/31/2023 12:41 PM
96	Affordability, Diversity, Fiscal Responsibility, Transportation	12/31/2023 10:47 AM
97	Maintain our success and invest on West side infrastructure. SHUT DOWN the extended stays off Beltline!	12/31/2023 10:27 AM
98	Pride in where you call home	12/31/2023 8:29 AM
99	More revenue from sales tax	12/31/2023 5:13 AM
100	Remember the small people who made the diversity that started the town. Small business owners looking for a good, complex business opportunity in a town, outside of one the largest metropolitan areas in the US.	12/30/2023 10:24 PM
101	Fewer apartments	12/30/2023 5:06 PM
102	Walkability, friendly, environmentally conscious, unique local businesses	12/30/2023 2:36 PM
103	Addison's unique ability to be urban, yet suburban, with amazing facilities for everyone	12/30/2023 12:07 PM
104	availability to all	12/30/2023 9:59 AM
105	Vibrant	12/30/2023 8:37 AM
106	Environmentally sustainable.	12/30/2023 12:27 AM
107	Public transportation, inclusiveness, sustainability	12/29/2023 8:07 PM
108	safety.	12/29/2023 6:31 PM
109	Entertainment, accessibility, revitalization, business-friendly, entrepreneurial	12/29/2023 5:45 PM
110	Urban village	12/29/2023 4:22 PM
111	Elite	12/29/2023 4:17 PM
112	diverse, nature, healthy, walking	12/29/2023 10:22 AM
113	Preserve historical landmarks alongside development	12/29/2023 9:48 AM
114	Accessible community for all socioeconomic groups	12/29/2023 9:31 AM
115	Vibrant, inclusive, safe, accessible.	12/28/2023 5:47 PM
116	Affordability, welcoming, clean, maintained (road construction & potholes), less tolls, less traffic congestion, affordable rent, affordable rent, giving people all over access to their own special park, events, restaurants, grocery, shopping, cleaning up areas of higher crime, bringing back anchor businesses & restaurants, new restaurants & businesses, record/movie shop, keep the Addison improv!	12/28/2023 1:59 PM
117	No more multi-family apartment living.	12/28/2023 8:45 AM
118	No more apartments.	12/27/2023 6:35 PM
119	Sustainability, reliability, character	12/26/2023 11:34 PM
120	Walk ability and accessibility	12/26/2023 8:07 PM
121	Safety, Leading Edge, Convenient, Aspirational	12/26/2023 11:41 AM
122	Unique repurposing of existing, outdated commercial/residential real estate	12/26/2023 10:53 AM
123	Solid infrastructure. Great restaurants and parks.	12/26/2023 10:18 AM
124	Community, convenience and comfort.	12/26/2023 9:10 AM

125	Welcoming to all Core services offered Well maintained & safe	12/25/2023 7:56 PM
126	Sustainability, innovation, community and quality of life.	12/24/2023 7:24 PM
127	An adorable, small, and safe community where everyone is welcome.	12/24/2023 6:32 PM
128	Diversity, welcoming, accessibility, community outreach, sustainability	12/24/2023 7:31 AM
129	We are happy and proud to be here.	12/23/2023 7:58 PM
130	Sustainable, recreation, walkability	12/23/2023 6:09 PM
131	Financial responsibility of government	12/23/2023 2:24 PM
132	Growing through Civic Engagement	12/23/2023 1:07 PM
133	smart growth, mixed use development, access to parks and recreation	12/23/2023 11:28 AM
134	Parking, staying relevant, don't try to be everything to everybody—keep Addison what it is.	12/23/2023 8:56 AM
135	Reduction in airport traffic and apartment building.	12/23/2023 8:07 AM
136	Local businesses	12/23/2023 7:29 AM
137	?	12/22/2023 7:41 PM
138	Ever-evolving to remain a leader in the DFW metroplex	12/22/2023 7:38 PM
139	Addison: A home for everyone to live, work and play.	12/22/2023 5:58 PM
140	Attract businesses other than retail/restaurant/service industry to promote higher earning careers.	12/22/2023 4:58 PM
141	Arts, Entertainment, Diversity, Cultural destination	12/22/2023 4:46 PM
142	vision statement not important	12/22/2023 4:40 PM
143	Community, diversity, growing	12/22/2023 4:20 PM
144	Focus on providing services for it's limited citizenry to make it especially appealing to younger families.	12/22/2023 4:12 PM
145	environmental sustainability and community	12/22/2023 3:26 PM
146	Focus, revitalization, community	12/22/2023 3:17 PM
147	Please don't let it grow too much, let's not tear down parks to build apartments	12/22/2023 1:47 PM
148	Na	12/22/2023 12:34 PM
149	For every stage of life - (single, family, elderly)	12/22/2023 12:16 PM
150	We need a City Center.	12/22/2023 8:30 AM
151	More housing ownership vs rentals and motels	12/22/2023 7:58 AM
152	Safety, community, accessibility	12/21/2023 11:04 PM
153	Attract small, and medium businesses, and develop an art/artist community similar to Dallas.	12/21/2023 1:29 PM
154	Age diversity Middle class to upscale Healthy Niche	12/21/2023 12:43 PM
155	safe affordable convienent	12/21/2023 9:28 AM
156	Safe, Great, and Affordable	12/21/2023 7:28 AM
157	Employ Addison residents to work for the Town of Addison. Helps to have actual residents to develop the town	12/20/2023 10:38 PM
158	Innovation, development, active, family-oriented	12/20/2023 6:20 PM
159	Redevelopment More permanent housing No more apts More police Better safety like it used to be Pay the police more Get rid of the old apts and cheap hotels and motels Upgrade Addison to where it used to be	12/20/2023 5:50 PM
160	Entertainment, Live / Work / Play	12/20/2023 5:48 PM
161	Inclusivity, creativity, positivity, and growth. "Change is a direction, not a destination"	12/20/2023 11:06 AM
162	More single family homes and condominiums and townhomes that are all owned not leased	12/20/2023 10:42 AM
163	Cultural hub	12/19/2023 6:24 PM
164	A Place of the Future	12/19/2023 5:47 PM
165	Great neighborhoods	12/19/2023 3:04 PM
166	Affordable housing	12/19/2023 1:37 PM
167	Greenery Lively neighborhood Sports and cultural livelyhood	12/19/2023 1:17 PM
168	Great amenities, best of both natural and built environments	12/18/2023 9:44 PM
169	Inclusiveness with safety. Quiet culture.	12/18/2023 4:13 PM
170	Sustainable, fiscally responsible growth and services, with walkability being a guiding principle for traffic management	12/18/2023 3:33 PM

171	Diverse Town that welcomes everyone	12/18/2023 2:23 PM
172	Family	12/18/2023 9:21 AM
173	community a city for everyone to enjoy	12/17/2023 8:58 PM
174	Finically responsibility	12/17/2023 6:27 PM
175	Convenience	12/17/2023 3:45 PM
176	vibrant community thriving hospitality the Manhattan of DFW	12/17/2023 1:41 PM
177	Balanced development with a focus on arts and recreation	12/17/2023 1:39 PM
178	Sustainability, adaptability and financial stability	12/17/2023 12:55 PM
179	Affordable housing	12/17/2023 8:55 AM
180	The place to be. A night out. Quaint and never boring. Relaxation and peace. Fit and educated.	12/17/2023 8:10 AM
181	Friendly-healthy lifestyle	12/17/2023 7:20 AM
182	Future-proof (tech and infrastructure)	12/17/2023 1:31 AM
183	Friendly people welcome!	12/16/2023 4:07 PM
184	Character community restaurants beauty trails Outdoors safety	12/16/2023 3:47 PM
185	Ease, access, variety, living well	12/16/2023 12:17 PM
186	Density, walkability, transit connectivity, and socio-economic diversity. We need more affordable "missing middle" housing options (condos, rowhouses, duplexes, fourplexes, etc).	12/16/2023 12:04 PM
187	Walking city sidewalks connect	12/16/2023 11:06 AM
188	Increase population density, decrease car dependency.	12/16/2023 11:05 AM
189	Walk ability	12/16/2023 9:43 AM
190	Leader of entertainment, dining, and recreational activities. Advice: keep townhome and other rental prices down. Last 3 years has been tough to continue to stay here.	12/16/2023 9:37 AM
191	Unique community	12/16/2023 9:35 AM
192	Schools	12/16/2023 9:33 AM
193	Acceptance, accessible	12/16/2023 7:58 AM
194	It'snice and quiet leave it alone	12/15/2023 10:57 PM
195	Working on all the empty commercial spaces we have instead of seeking big businessesmoving into our community. Get rid of STR hotels. Clean up the homelessness along Dallas Parkway & more focus on crime at our existing busy shopping & dining areas	12/15/2023 5:32 PM
196	"The Addison Way"	12/15/2023 4:59 PM
197	All are Welcome, safety, healthy.	12/15/2023 4:27 PM
198	Diverse, Safety, Business Opportunities, Transportation, Education, Connectivity	12/15/2023 4:22 PM
199	'One stop' town. Affordable housing and renting. Permanent residency. Sports and recreational options. Open, variety of parks.	12/15/2023 2:55 PM
200	Restrict smoking regulations	12/15/2023 2:22 PM
201	Addison has a unique opportunity to be a hub for people to gather with all the parks, events, things to do etc. Parts of Addison have great walkability but others are lacking. We need to find ways to have safe walkable and bikeable paths from the circle to vitruvian or the resturant district and grocery stores. Pedestrian bridges over the toll road. Better sidewalks. This would make Addison so appealing for the next generations. Also help it stand out in the concrete driving hellscape that is Dallas.	12/15/2023 1:55 PM
202	Safety and offering of medical health facilities for its citizens.	12/15/2023 1:06 PM
203	Affordable urbanism, density/walkability, sustainable development	12/15/2023 1:00 PM
204	Biggest small city in DFW	12/15/2023 10:53 AM
205	Diversity Unity Growth	12/15/2023 9:50 AM
206	Safety, family, welcoming, practice the golden rule	12/15/2023 7:47 AM
207	Responsiveness	12/15/2023 7:16 AM
208	Family, food, fun	12/15/2023 6:40 AM
209	Parks, walkable, business	12/14/2023 5:38 PM
210	More pedestrian friednly!	12/14/2023 3:48 PM
211	High Quality of Living Sense of community Public Safety Economic hub Best place to live and work for quality of life Outdoorsy Diverse and Innovative	12/14/2023 2:53 PM
212	Safety	12/14/2023 1:47 PM
213	Financial transparency and accountability.	12/14/2023 12:31 PM
214	Listen to your citizens	12/14/2023 12:22 PM

215	Modernization	12/14/2023 10:44 AM
216	Supporting locally owned businesses	12/14/2023 7:18 AM
217	Local businesses	12/13/2023 8:25 PM
218	Stop apartments. If there is space make it a park.	12/13/2023 6:09 PM
219	Continue to grow, slow and solid communities.	12/13/2023 5:41 PM
220	Better housing options and environment sustainability	12/13/2023 5:08 PM
221	Cultural hub catering to all	12/13/2023 4:54 PM
222	Safe for all, No more apartments, no congested side roads, improved compassion for animals both domestic & wildlife, no loose dogs, pride in home ownership, open space, relaxed, entertaining	12/13/2023 4:17 PM
223	Continuous growth and opportunity	12/13/2023 1:12 PM
224	Walkability, Condos, More home ownership, subsidized businesses	12/13/2023 11:30 AM
225	Forward Thinking Ecologically Responsible	12/13/2023 5:58 AM
226	Make it more environmentally friendly and investing careless ways to get around, bike, walk, trails and public transportation	12/12/2023 9:07 PM
227	Safety, mobility, maintain property values, walking trails	12/12/2023 5:50 PM
228	Stability	12/12/2023 5:46 PM
229	Be the place in DFW that says "yes" -- to housing, entrepreneurs, and businesses.	12/12/2023 4:53 PM
230	Modern, Progressive, Clean, Sustainable, Safe, Inclusive	12/12/2023 4:45 PM
231	Community inclusivity should be a vision that Addison strive for long-term.	12/12/2023 4:19 PM
232	Not everyone can live, enjoy, and have a desirable home or living area. Work hard to live in a desirable neighborhood.	12/12/2023 4:02 PM
233	Multi-generational community	12/12/2023 2:39 PM
234	Healthy living	12/12/2023 2:33 PM
235	Connected, involved, innovative	12/12/2023 2:33 PM
236	Young Family event-oriented	12/12/2023 11:33 AM
237	Optimize land space. Keep Addison green. Diverse population. Excellent public transportation. Excellent gym to encourage active life style. Excellent parks.	12/12/2023 11:14 AM
238	Value based sustainability	12/11/2023 4:40 PM
239	Affordable living	12/11/2023 4:29 PM
240	Safety Parks Home ownership Open Markets	12/11/2023 3:40 PM
241	Inclusive	12/11/2023 1:54 PM
242	Apartments or Bust.	12/11/2023 12:27 PM
243	Sustainable living, affordability working parents & seniors	12/11/2023 12:20 PM
244	Everyone is welcome here	12/11/2023 12:07 PM
245	Opportunity, innovation, community	12/11/2023 11:10 AM
246	Location, walkability (ex: across DNT such as deck park), very business friendly, redevelop along DNT to be a leading location.	12/11/2023 10:01 AM
247	City development should not rely solely on adding more apartments.	12/11/2023 9:29 AM
248	Addison should be a safe friendly all inclusive community	12/11/2023 9:21 AM
249	Growth, environmentalism, eventful	12/11/2023 8:37 AM
250	opportunity, education and safety	12/11/2023 7:52 AM
251	Less apartments	12/11/2023 7:50 AM
252	public safety, beauty, friendliness, clean	12/11/2023 7:07 AM
253	-Special needs friendly city. -Diversity training for city staff. -Educational opportunities with APD & AFD to help prepare residents.	12/11/2023 6:54 AM
254	Protecting neighborhoods from zoning violations	12/11/2023 6:19 AM
255	NOT building Amli's new project on Festival Way that (greedy government cares or not) will DESTROY the Addison circle park as it's known to currently be. Ppl as myself live in Addison for a reason, because it's NOT shops at legacy, uptown, etc. We live here for the healthy parks, the safety, the clean grounds etc. Amlis new project will destroy everything we love about the healthy, pedestrian friendly, safe, green grounds of Addison Circle Park. If we wanted to be surrounded by high rises I guarantee we wouldn't be living here!. Shame on Chow and everyone else 2 yrs ago who was apart of that deal.	12/11/2023 12:04 AM
256	Not raise rent for current residents. Help homeless.	12/10/2023 11:08 PM

257	Sustainability, affordability, nature-centric spaces.	12/10/2023 10:12 PM
258	Safety, building community, ensuring property ownrrs' safety and maintain housing integrin while keeping any additional residential apartments kit of Addison	12/10/2023 8:50 PM
259	Maintain the highest quality residential neighborhoods, businesses and parks.	12/10/2023 8:09 PM
260	Walkability and integrated community	12/10/2023 6:15 PM
261	safety, accessibility to outdoor activities, parks, walkability, single family home ownership	12/10/2023 6:01 PM
262	Connectivity, Retool office building for next stage of development (i.e. work form home), adopt a more offense style development plan	12/10/2023 4:38 PM
263	Affordable diverse housing	12/10/2023 3:51 PM
264	Opportunity Community Engagement Pride of Ownership	12/10/2023 3:51 PM
265	Y'all Means All.	12/10/2023 2:59 PM
266	Maintain and enhance the aesthetics of the city (think Coppell). Maintained/beautify medians, require business to maintain exterior/presentable appearance. When you enter Addison, it should be noticeable from Carrollton and Dallas as you enter.	12/10/2023 11:38 AM
267	no increase in population, don't promote to families, decrease homeowner's taxes	12/10/2023 9:12 AM
268	A safe place to live Hub for entrepreneurs	12/10/2023 7:53 AM
269	Hub to DFW Central meeting place Work, live, play	12/10/2023 6:27 AM
270	Safety	12/10/2023 5:57 AM
271	Protect home owners	12/10/2023 5:35 AM
272	Cleanliness, beauty, peaceful	12/9/2023 10:46 PM
273	healthy lifestyle	12/9/2023 7:20 PM
274	A gem in the middle of the metroplex	12/9/2023 6:15 PM
275	Safety: make the city more pedestrian friendly, especially at night. More lighting and better sidewalks. It would be nice to be able to walk to a restaurant, to the movie theater, etc.	12/9/2023 5:00 PM
276	Govt. transparency, safety (lower crime rate), more single family/owner occupied homes, top notch senior living	12/9/2023 4:44 PM
277	Walkability density mixed-use up-zoning	12/9/2023 4:33 PM
278	Local Community and Transportation	12/9/2023 4:31 PM
279	Safe, clean, civic pride	12/9/2023 4:29 PM
280	diversity, sustainability, open spaces	12/9/2023 4:20 PM
281	Progressive. Inclusive. Transparent.	12/9/2023 3:05 PM
282	The place to be!	12/9/2023 3:00 PM
283	"We will eventually pave the roads, especially Keller Springs between Addison Road and Tollway"	12/9/2023 2:57 PM
284	Opportunities for all	12/9/2023 2:43 PM
285	Something for everyone	12/9/2023 2:27 PM
286	Build more houses and less condos and apartments. The infrastructure cannot support our current population.	12/9/2023 1:15 PM
287	Great place to live, work and play	12/9/2023 1:05 PM
288	Clean, safe, stable, financially strong, forward-looking	12/9/2023 12:56 PM
289	Don't know	12/9/2023 12:38 PM
290	A fun place to live work and play	12/9/2023 10:30 AM
291	Cultural and entertainment hub; Fun and safe; Accessibility;	12/9/2023 9:18 AM
292	financial strength, citizen respect and consideration by city staff and elected officials,	12/9/2023 9:07 AM
293	Climate sustainability	12/9/2023 9:02 AM
294	Safe, walkable/easy access, community focused.	12/9/2023 8:36 AM
295	Culture Walkability	12/9/2023 8:33 AM
296	character, small town in a big city	12/9/2023 8:27 AM
297	Public Safety	12/9/2023 8:11 AM
298	Vibrant	12/9/2023 7:58 AM
299	Increase true ownership and community involvement	12/9/2023 7:32 AM
300	More support for small businesses.	12/9/2023 2:06 AM
301	Pushing Forward with Innovative Technology	12/8/2023 10:55 PM

302	No more apartments!!!	12/8/2023 10:07 PM
303	make Addison more affordable	12/8/2023 9:37 PM
304	Support the current citizens that pay taxes	12/8/2023 9:05 PM
305	safe, community, clean, central	12/8/2023 8:32 PM
306	Entertaining and culturally diverse	12/8/2023 8:23 PM
307	more affordable housing	12/8/2023 5:56 PM
308	Think you should listen to the people regarding apartments and white rock church and other subjects. You don't listen to the public's wishes at all. I am so disappointed in the council and mayor.	12/8/2023 5:26 PM
309	Internal connectivity, non-car transport options	12/8/2023 4:46 PM
310	Sustainable	12/8/2023 4:04 PM
311	Affordable housing; traffic improvements	12/8/2023 3:43 PM
312	Greater sensitivity to resident concerns, better police visibility, better ordinances, clearer thinking around the scheduling of events.	12/8/2023 3:22 PM
313	Embrace Tomorrow - A Town for All Ages, Incomes, and Races	12/8/2023 3:20 PM
314	Reduce the building of apartments	12/8/2023 3:17 PM
315	Big-town amenities, small-town community	12/8/2023 2:52 PM
316	Not too big. Tight Neighborhood feeling. Activities & festivals.	12/8/2023 2:45 PM
317	More bike paths/trails	12/8/2023 2:33 PM
318	Entertainment, local businesses, high end, prestige	12/8/2023 2:26 PM
319	Home owners	12/8/2023 1:36 PM
320	Innovation and culture	12/8/2023 12:47 PM
321	Addison should be a place that has it all. Safety, beauty, outdoors, entertainment, shopping, good public schools. Family friendly. Good for all phases of life.	12/8/2023 11:36 AM
322	Stop building high-rise apartments	12/8/2023 10:58 AM
323	Diversity, inclusion, sustainability, art, creativity	12/8/2023 10:52 AM
324	Destination	12/8/2023 10:29 AM
325	A City with the of people	12/8/2023 9:22 AM
326	The gem inside Dallas.	12/8/2023 9:03 AM
327	Forward-thinking	12/8/2023 8:50 AM
328	Keep it clean neat and crime free	12/8/2023 8:47 AM
329	Nature within the metroplex. We need more parks and space for walking. Stop all the apartments going up. This is getting ridiculous!	12/8/2023 6:16 AM
330	Safe, friendly, entertainment center	12/7/2023 10:30 PM
331	Clean, progressive, inclusive, affordable, diverse, more walkable spaces and publictransportation, sustainable, healthy	12/7/2023 8:39 PM
332	Walkable, safe, diverse town with excellent schools	12/7/2023 8:27 PM
333	Vanguard, urban ,	12/7/2023 8:27 PM
334	Excellence in urban planning	12/7/2023 8:13 PM
335	Beautiful scenery, diverse community, safe streets, and great food!	12/7/2023 8:02 PM
336	More viable retail. Inclusivity. Addressing homelessness.	12/7/2023 5:36 PM
337	Public transport, walkability, multifamily housing, pedestrian safety	12/7/2023 5:04 PM
338	Addison is an open place where any and everyone are welcome and able to live comfortably.	12/7/2023 4:58 PM
339	Life work play the Addison way	12/7/2023 4:57 PM
340	Improve public education. Bush Elementary is NOT a good place to send kids to school and the #1 reason young families leave Addison	12/7/2023 4:44 PM
341	Inclusivity multicultural diversity inclusion - great place to live and grow - glow up with Addison glow and drown with Addison	12/7/2023 4:20 PM
342	Growth through Change for People	12/7/2023 4:20 PM
343	Get rid of those Dart buses and cycling and lean more towards cars. Entrepreneurship, business investing, and jobs.	12/7/2023 4:16 PM
344	Friendly	12/7/2023 4:05 PM
345	Clean up all the homeless that are just sleeping in the sidewalks and under the bridges	12/7/2023 3:47 PM
346	Forward thinking, leadership, opportunity, exceptionalism, aspirational.	12/7/2023 3:27 PM

347	Include senior living	12/7/2023 2:39 PM
348	More business industrial development along Inwood Road	12/7/2023 2:20 PM
349	Safety, stability, vital, trusted	12/7/2023 1:17 PM
350	Thriving, growing, vibrant, upscale, modern, creative, cutting edge, quality of life, clean, beauty, prosperity, productivity, professionalism, business	12/7/2023 12:04 PM
351	Community in action	12/7/2023 7:50 AM
352	Get rid of those metal statues and stop building apartments. You have ruined the character of the town. I moved into 30 years now ago. Plus there is too much maintenance going on and planting flowers that are gonna die anyway and I'm paying taxes for flowers that are going to die. There are too many Addison maintenance vehicles on the roads and I hate it.	12/7/2023 5:13 AM
353	Community & family first	12/6/2023 11:54 PM
354	Connecting People, Cultures and Business	12/6/2023 6:39 PM
355	Inclusive	12/6/2023 4:53 PM
356	Visionary, walkable, transform	12/6/2023 3:20 PM
357	Freedom to thrive as a community with the least amount of government interference as possible. Freedom to thrive as a commnuty who values business with the least amount of government interference as possible. Freedom to be a community that values God, Family, and Country.	12/6/2023 12:39 PM
358	Accessibility, inclusivity, viability, culturally diverse	12/6/2023 12:31 PM
359	community	12/6/2023 10:08 AM
360	affordable housing	12/6/2023 9:13 AM
361	Engagement	12/6/2023 8:51 AM
362	Together	12/6/2023 8:47 AM
363	open to all, financial sustainability, revitalize, continue to set example	12/6/2023 8:42 AM
364	Community / Respect / Safety / Character	12/6/2023 8:36 AM
365	Accessibility, ending car-dependence, walk ability, renters' rights	12/6/2023 7:27 AM
366	Inclusion	12/6/2023 6:34 AM
367	Establish a free trolley service to reduce traffic and lack of parking issues. With all the apartments (one to two cars per units), the hotels, and resturants, shopping, special events, a trolley in Addison would be a great asset to our community	12/6/2023 6:02 AM
368	Environmental sustainability, empowering sustainable change, improved public health outcomes, healthy open spaces.	12/5/2023 5:31 PM
369	Fun, healthy, convenient	12/5/2023 5:10 PM
370	Safety, invest in parks	12/5/2023 3:25 PM
371	Addison in the long run	12/5/2023 2:18 PM
372	more festivals, a lot more christmas decoration and a tree, other engaging festivals like business meet up, chamber of commerce events, affordable cost of living	12/5/2023 1:40 PM
373	Grvg	12/5/2023 12:48 PM
374	Lower Taxes (Property tax increased 42% over last 3-yrs)	12/5/2023 12:14 PM
375	Neighborhood	12/5/2023 12:08 PM
376	Culture, Entrepreneurship, Events, Economic development	12/5/2023 11:44 AM
377	Affordable housing to own with long-term residential options (duplexes, villas, garden homes) Stop building so many apartments-- people rent and Addison is known for transient folks. Sustain the beautiful parks, trails for community activities, fitness and healthy lifestyles. Walking options to annual events.	12/5/2023 11:44 AM
378	Community events and entertainment	12/5/2023 11:36 AM
379	Affordability	12/5/2023 11:12 AM
380	Diversity and sustainability	12/5/2023 10:12 AM
381	Stop building so many apartment complexes	12/5/2023 9:56 AM
382	Innovation, inviting to live and entertain in the town, better ingress/road maintenance into the town aside from only using Beltline Rd.	12/5/2023 9:43 AM
383	support local business,make it eaisier for the work environment.	12/5/2023 9:15 AM
384	Welcome	12/5/2023 9:14 AM
385	Walkability, active, safety	12/5/2023 9:13 AM
386	Economic development, Open, Entrepreneurial, Unique, Equal opportunity, Transparent administration and governance, Central to the region	12/5/2023 8:59 AM

387	Home town feel, connected community, safe, friendly, helpful	12/4/2023 9:34 PM
388	Safety for all.	12/4/2023 3:14 PM
389	no more apartments	12/4/2023 1:21 PM
390	SOULD BE: "Elected Officials Listen to Addison Citizens!"	12/4/2023 1:08 PM
391	Give strong support for your tax paying citizens not outsiders who do not live in ADDISON AND WANT TO CHANGE OUR CITY WE HAVE LIVED IN 25 years. We should count but we know we are not. Why has this report come out on the date of the VOTE on WRC - Event Center!!!!!!!!!	12/4/2023 1:04 PM
392	Providing citizens with strong police and fire services and invest in ways to help with homelessness and the shortage of affordable housing. Provide healthy lifestyle options for citizens like the athletic club.	12/4/2023 12:38 PM
393	Safe place to live	12/4/2023 12:11 PM
394	Keep town services as good and strong as they are now, as this makes Addison stand out in the north Texas area.	12/4/2023 12:09 PM
395	Thriving and Inclusive, Sustainable and Forward-thinking, Healthy and Engaged, Unleashing creativity and innovation, Economic vibrancy and resilience, Smart infrastructure and connectivity, Safety and Security	12/4/2023 10:45 AM
396	Place for all people to thrive	12/4/2023 10:42 AM
397	Future	12/4/2023 10:37 AM
398	Crime, getting out of DISD, cleanliness.	12/4/2023 10:27 AM
399	Grow local businesses, keep it safe, keep traffic down	12/4/2023 10:26 AM
400	Inclusive	12/4/2023 10:24 AM
401	Innovative	12/4/2023 6:27 AM
402	Cleanliness in Some of these delapidated apartments.	12/3/2023 6:52 PM
403	Open space, parks, nature, clean, traditional not modern	12/3/2023 4:24 PM
404	Growth, vitality, beauty	12/3/2023 3:28 PM
405	Be a welcome home for all young professions!	12/3/2023 3:21 PM
406	People in apartments are the lifeblood of this community. Prioritize renter happiness, not just homeowners'.	12/3/2023 2:32 PM
407	Sustainable, relevant, great place to live, nice, convenient	12/3/2023 2:05 PM
408	Culture. Diversity, cutting edge, innovative, creative, arts	12/3/2023 1:01 PM
409	Diversity, sustainability, and education.	12/3/2023 9:42 AM
410	Focus on the tax paying citizens of Addison. Not what outside businesses or individuals who don't live, work or pay taxes in Addison want.	12/3/2023 8:44 AM
411	No more apartments.	12/3/2023 7:50 AM
412	future urban lifestyle	12/3/2023 6:56 AM
413	Walkability connectedness ease of community enjoyment	12/2/2023 7:26 PM
414	Walkability Equity Third spaces Uplifting community members	12/2/2023 7:04 PM
415	To live enjoyably.	12/2/2023 4:12 PM
416	Lifestyle Safety, Friendly, Active Lifestyle Community Activities	12/2/2023 3:51 PM
417	QUALITY OF LIFE SAFETY HOME OWNERSHIP PARKS AND TRAILS	12/2/2023 3:49 PM
418	Connected, build community through third places, human-powered, shared spaces, human/pedestrian-friendly transportation, mixed transportation to meet mixed needs.	12/2/2023 2:11 PM
419	Sustainable development Improved pedestrian access and safety	12/2/2023 1:08 PM
420	accessibility, people centric rather than car centric	12/2/2023 10:13 AM
421	Unique, convenient, beautiful	12/2/2023 12:58 AM
422	Inclusivity	12/1/2023 10:53 PM
423	Be more connected - Addison has lots of lovely pockets but you have to drive. When events occur, parking is a nightmare.	12/1/2023 9:34 PM
424	Entertainment, outdoor opportunities, walkability	12/1/2023 9:17 PM
425	Relevant	12/1/2023 8:42 PM
426	Become known as a pillar of outdoor active living in North Texas	12/1/2023 7:11 PM
427	Practically and fiscal prudence	12/1/2023 5:04 PM
428	Better place to raise a family. Right not schools are so bad around here not a place people can afford to raise a family.	12/1/2023 5:00 PM

429	Great place to work, play, and live	12/1/2023 4:46 PM
430	Community Easy access Safety	12/1/2023 3:58 PM
431	Safety, green space, traffic control, growth	12/1/2023 3:34 PM
432	Excellence in governance	12/1/2023 3:18 PM
433	Offer more individual housing spaces for home ownership and less apartments	12/1/2023 3:15 PM
434	No more apartment buildings. I have many friends and family members that love the location and small town feel of Addison but are completely turned off by the amount of apartments.	12/1/2023 7:20 AM
435	Sustainable growth, long term considerations, fiscal responsibility. Thoughtful planning. Pausing. Patience.	11/30/2023 8:42 PM
436	Arts, youth, Brooklyn-style housing, nature, theatre. Also, better parking in Addison circle.	11/30/2023 7:04 PM
437	Community centered, community openness, and community friendly. More public art work, trails, parks, events, etc	11/30/2023 6:28 PM
438	Les Big Comnercial projects - too many apartments already & traffic has become huge issue	11/30/2023 3:23 PM
439	Togetherness The place for any person, any activity during any season	11/30/2023 3:06 PM
440	Safe and fun! A happening community that is thriving. This is where you wanna be!	11/30/2023 5:31 AM
441	Inclusive community Innovation and technology Sustainable development Economic growth Cultural enrichment Quality of life Accessibility and connectivity Community engagement Safety and security Green spaces and recreation, including EV charging options	11/29/2023 9:28 PM
442	Safety, community, togetherness, fun, enriching.	11/29/2023 8:55 PM
443	Growth	11/29/2023 4:27 PM
444	Quality of Life, Financial stability, desirable place to work & live	11/27/2023 11:36 AM
445	luxury living walkable community local owned business	11/27/2023 8:08 AM
446	Inclusive of all socio / economic groups. Opportunities and locations for interaction with other residents.	11/25/2023 8:31 PM
447	Addison-the best Metroplex destination	11/24/2023 11:55 AM
448	Consistent quality-continued quick response from police and fire-include people across Addison in key government roles (vast majority are from the west side)	11/23/2023 8:28 AM
449	Home ownwrship	11/23/2023 8:09 AM
450	Fun for every stage of life	11/23/2023 7:40 AM
451	Welcoming to all Conveniently located Family Friendly Serving All Ages	11/23/2023 5:48 AM
452	Community pride. Thoughtful growth	11/23/2023 4:13 AM
453	Continuously strive to be a vibrant, safe, welcoming community for people of all ages	11/22/2023 9:26 PM
454	Cool, culture, inspiration, fun, togetherness, friends, safe, everything you need it here.	11/22/2023 6:06 PM
455	less trying to look like Dallas - no more apartments/housing and more green spaces. Addison as rapidly losing its special character and is beginning to look like any other big town	11/22/2023 5:43 PM
456	Invest in public Art	11/22/2023 5:15 PM
457	Safety	11/22/2023 3:58 PM
458	Lifestyle	11/22/2023 3:50 PM
459	Community involvement	11/22/2023 3:47 PM
460	Sustainability	11/22/2023 3:29 PM
461	Honesty	11/21/2023 4:49 PM
462	Sustainable impact, protect neighborhoods, maintain quality services	11/21/2023 3:07 PM
463	Transit Orientated Developments, Incremental Development, Multimodal, accessible and active transportation.	11/20/2023 7:32 AM
464	-town, not urban -events -financial strength -parks	11/19/2023 8:32 PM
465	Desirable to visit and enjoy	11/19/2023 8:13 PM
466	senior living facilities	11/19/2023 7:59 AM
467	Sustainability Addison Way	11/19/2023 6:47 AM
468	Nature refuges included	11/18/2023 10:13 PM
469	Steady and selective/exclusive. Let demand outpace availability.	11/18/2023 1:49 PM
470	Quit building aoartments! We DONT NEED ANY MORE APARTMENTS at all. Let's NOT be apartment city USA!	11/18/2023 11:00 AM
471	Listen to citizen concerns with regard to housing area & development of projects that adversely impact existing residential areas.	11/18/2023 1:28 AM
472	Safe and friendly environment	11/17/2023 8:07 PM

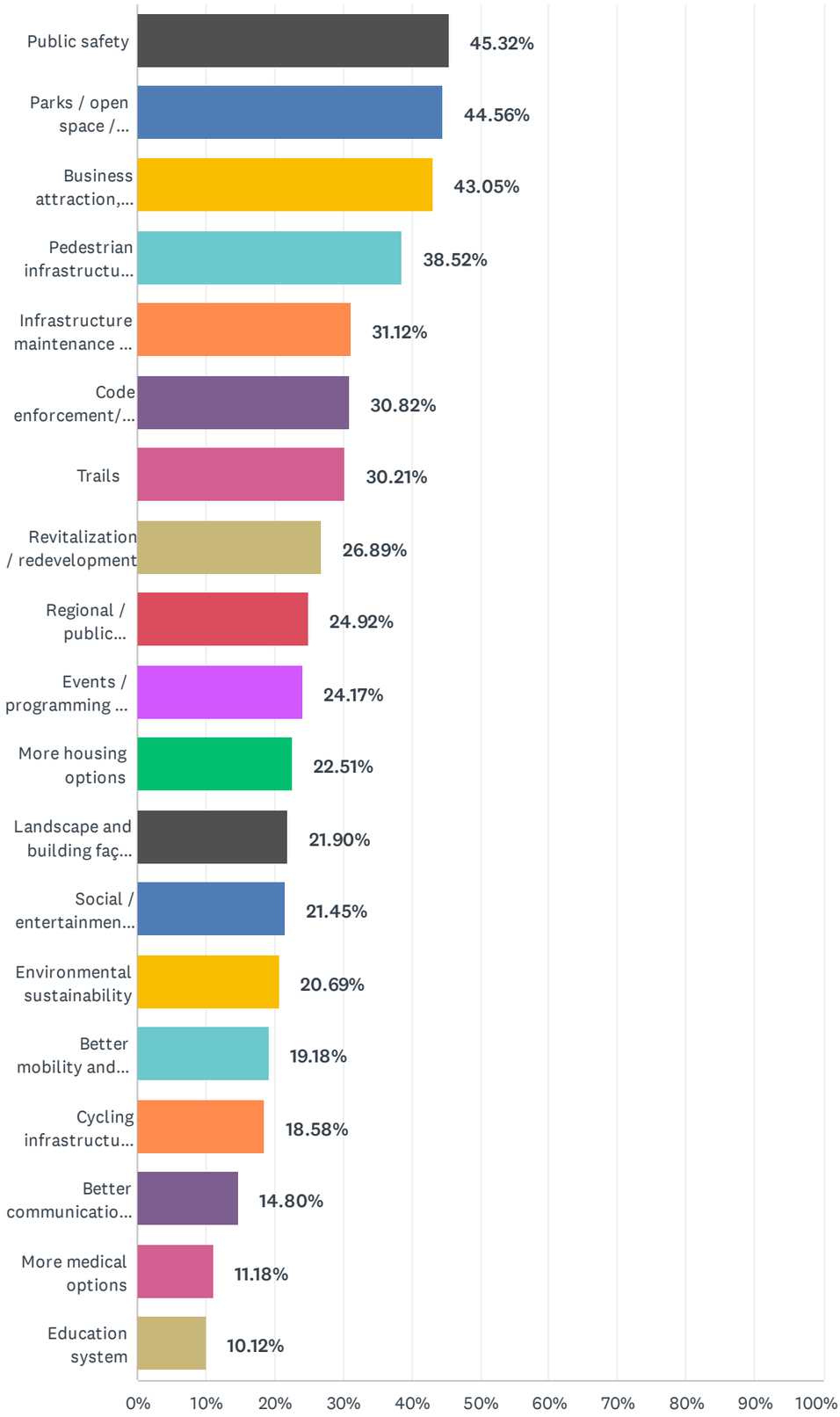
473	Stop multi-unit housing growth	11/17/2023 5:33 PM
474	try to create a small-town atmosphere in the midst of a big city	11/17/2023 4:47 PM
475	Convenient, Welcoming, Active, Provides variety, Vibrant	11/17/2023 4:25 PM
476	Continue to make Addison a great and safe place to live.	11/17/2023 4:20 PM
477	Less Apartments	11/17/2023 4:10 PM
478	Affordability, inclusivity, ways to be more green with transportation options with DART with ways to get to the transit center to use the train in 2026-forward	11/17/2023 3:35 PM
479	Financially sound Walkable	11/17/2023 3:16 PM
480	Low crime	11/16/2023 5:41 AM
481	Growth, high-end housing areas, entertainment districts	11/15/2023 12:34 PM
482	Improve recreational and active lifestyle opportunities	11/15/2023 9:43 AM
483	Community	11/15/2023 8:04 AM
484	Improve what is old and outdated. Make it safer for pedestrians to walk. As new business's develop, improve landscaping and beautify parking lots. Move ugly gas stations/convenience stores behind landscaped ingress/egress so it looks less like a Route 1 mish mash.	11/14/2023 9:51 PM
485	Family	11/14/2023 4:27 PM
486	Best in class technology. Safety is priority. High Level Support of Addison residents. Destination for shopping and entertainment.	11/14/2023 11:25 AM
487	Hip	11/14/2023 10:07 AM
488	No moreapartments	11/14/2023 8:54 AM
489	Greater real estate options for home ownership , excluding apartments.	11/14/2023 8:48 AM
490	Strength in Diversity and Variety, A Unique Community at the Crossroads of Dallas, A great place to live, work and play. You can eat, drink, and be merry in Addison!	11/14/2023 8:42 AM
491	Maintain what we currently have as opposed to building more	11/13/2023 1:00 PM
492	Environment priority; Reduction of rentals; Community focus	11/12/2023 4:19 PM
493	A place to work, live and play. A place that can offer both Urban holistic lifestyle or a suburban oasis	11/11/2023 1:01 PM
494	Oasis. Trees. Ecosystem wisdom & beauty. Art. No-car zones. Quiet. Spaciousness. Design with Nature. Innovative solutions that are inspired. Fresh air.	11/11/2023 12:11 PM
495	Affordability, walkability, ethical government	11/11/2023 8:26 AM
496	Families, safety, affordability	11/11/2023 8:05 AM
497	I do not know.	11/11/2023 6:56 AM
498	More housing developments. Not apartments. Also, in the future, I think there should be "quiet" hours for single engine planes as laid out by the ATC because they're extremely loud.	11/11/2023 6:54 AM
499	Pursue developers & land use for single family, owner occupied homes and senior living	11/11/2023 6:25 AM
500	Senior living and more green space	11/10/2023 10:08 PM
501	We welcome new residents Your business will thrive here We encourage your participation	11/10/2023 9:35 PM
502	Fairness for all	11/10/2023 4:43 PM
503	Diverse, safe, a place to call home, we love our residents	11/9/2023 2:52 AM
504	Single family homes that bring in tax revenue and no more apartments. Non chain restaurants- focus on unque restaurants that Dallas has.	11/7/2023 10:56 AM
505	Community	11/7/2023 8:21 AM
506	I think Addison should think about preserving its past. So much has been torn down or plans to remove.	11/6/2023 10:05 PM
507	Livability	11/6/2023 11:23 AM
508	No more apartments	11/5/2023 7:02 AM
509	A great place to live, work, and play.	11/5/2023 6:35 AM
510	don't need key anything. less large corporate and multifamily. there is enough. Traffic is bad and construction is noisy and never ending. create a more lakewood or highland park environment with living, social, shop eat school and park/trail environment. Stop with the multifamily corporate projects. The stick fence on Beltway is cheap and will not last. Please build a wall to hide it. Many home properties are run down and need inspection for viability. Town meetings should be on zoom and open to slido. There are those that can't attend due to long work hours and other commitments. Why did the Trammell Crow project get approved and that church did not get approved? This new council seems to be similar to the past council in approvals without guidance.	11/4/2023 2:53 PM
511	Low density and Senior apartments only	11/4/2023 2:33 PM

512	Be Pro-active	11/4/2023 11:49 AM
513	The Addison way. Trees. Quality. More home ownership. Monitor existing apartment management for quality	11/4/2023 9:44 AM
514	family-friendly and safety	11/4/2023 6:32 AM
515	Inclusive	11/4/2023 5:43 AM
516	Provocative, engaged, innovative, courageous	11/3/2023 10:01 PM
517	NO MORE APARTMENTS!!!	11/3/2023 8:59 PM
518	Houses	11/3/2023 8:28 PM
519	Community, green spaces, visitors	11/3/2023 8:10 PM
520	Better and more responsive police	11/3/2023 7:13 PM
521	too many apartments - no more!	11/3/2023 6:03 PM
522	Safe, clean, beautiful, cultural, active	11/3/2023 5:55 PM
523	Outdoorsy, cultural powerhouse, loft and ambitious goals	11/3/2023 5:28 PM
524	AddVision	11/3/2023 5:24 PM
525	Live up to your previous housing commitments.	11/3/2023 5:21 PM
526	We are a community with 10, 15, 25 year plans. We do this through the proper mix of affordable apartments And homes, With the proper mix of businesses.	11/3/2023 4:49 PM
527	Visionary and competitive	11/3/2023 3:32 PM
528	Dynamic accessible welcoming thriving innovative walkable	11/3/2023 9:31 AM
529	Easy to work with. Quality projects not trends.	11/3/2023 9:15 AM
530	Fun, vibrant, fiscal strength, community	11/2/2023 10:07 PM
531	Quality	11/2/2023 6:46 PM
532	Not being overcrowded by apartment complexes.Helping to ensure safety and quietness	11/2/2023 5:34 PM
533	Traffic issues, management of road repair/replacement (timeframe of Midway was ridiculous)	11/2/2023 5:26 PM
534	Innovation, competitiveness, balancing the "wants" of a few residents against the needs of the entire community.	11/2/2023 1:58 PM
535	Lifestyle options	11/2/2023 1:42 PM
536	Fiscal responsibility	11/2/2023 12:41 PM
537	Revitalize and renovate. Balance of business, working, living, and transportation.	11/2/2023 12:00 PM
538	Safety, stay true to roots, prioritize community	11/2/2023 11:56 AM
539	Fewer apartments and multi family living places. Control traffic. Maintain high level of Town of Addison services. Keep our first responders great, like they are now.	11/2/2023 11:05 AM
540	Quality Built Environment, Environmentally sensitive development, Protect the Trees and Canopy streets, Realistic Housing Development Expectations	11/2/2023 10:39 AM
541	Leader in non-vehicular transportation. Modern return to urban living without cars.	11/2/2023 10:28 AM
542	yes	11/2/2023 10:18 AM
543	Addison Revitalized!	11/2/2023 10:15 AM
544	Future, proud, responsibility, satisfaction	11/2/2023 9:56 AM
545	redevelopment or aging infrastructure improved walk ability	11/1/2023 8:02 PM
546	- Walkable - Safe - Fiscally sustainable - Environmentally sustainable - Friendly & inviting - Enjoyable	11/1/2023 7:08 PM
547	Promote good paying professional jobs and not just service industry jobs.	11/1/2023 5:08 PM
548	Safe small town feeling	11/1/2023 4:11 PM
549	vibrant, welcoming,walkable,dining and entertainment, dynamic	11/1/2023 2:46 PM
550	Diversity Accessibility Environmental stability	11/1/2023 2:41 PM
551	sustainable, walkable, safe, small businesses	11/1/2023 2:41 PM
552	low taxes, free-markets	11/1/2023 2:19 PM
553	Quick, Innovative, Decisive, Invest big now for a better tomorrow	11/1/2023 2:02 PM
554	Responsible Development. It seems Addison's leaders have turned their backs on the voters.	11/1/2023 1:37 PM
555	Sustainability, resiliency, walkability, transit, active lifestyles	11/1/2023 10:07 AM
556	Financial prudence Acknowledging this is a city	11/1/2023 8:41 AM
557	Environmental Stewardship, Preparedness, A place for All, Best of DFW, Connectivity, world class entertainment	11/1/2023 7:42 AM

558	Support local business. Revitalization should be a focus. A lot of vacant/unkept buildings	10/31/2023 6:30 PM
559	Needs to be the destination to go to for surrounding communities or place to stop for those going up and down tollway.	10/31/2023 9:55 AM
560	Peaceful	10/30/2023 8:22 PM

Q8 In planning for the future, what should Addison focus on?Choose your top 5 priorities from the list below.

Answered: 662 Skipped: 87



ANSWER CHOICES	RESPONSES	
Public safety	45.32%	300
Parks / open space / recreation facilities	44.56%	295
Business attraction, retention, and development (economic development)	43.05%	285
Pedestrian infrastructure and amenities	38.52%	255
Infrastructure maintenance / replacement	31.12%	206
Code enforcement/neighborhood preservation	30.82%	204
Trails	30.21%	200
Revitalization / redevelopment	26.89%	178
Regional / public transportation (rail station, trolley, shuttle, etc.)	24.92%	165
Events / programming / tourism	24.17%	160
More housing options	22.51%	149
Landscape and building façade upgrades / public art	21.90%	145
Social / entertainment opportunities	21.45%	142
Environmental sustainability	20.69%	137
Better mobility and connectivity	19.18%	127
Cycling infrastructure and amenities	18.58%	123
Better communication efforts from government agencies	14.80%	98
More medical options	11.18%	74
Education system	10.12%	67
Total Respondents: 662		

Q9 What are your big ideas for the future of Addison?

Answered: 512 Skipped: 237

#	RESPONSES	DATE
1	Continue to be a dynamic place for both businesses and residents while maintaining its beautiful surroundings, walkability and active spaces.	1/31/2024 11:12 PM
2	Less traffic congestion by improving cycling, access to public transportation and perhaps a trolley/shuttle.	1/31/2024 5:47 PM
3	Create a network of Complete Streets radiating from the DART Station, including removing car lanes along Addison Road and Arapaho. Encourage larger scale mixed use development along Beltline to replace existing single story buildings. Remove all parking minimums. Work with Mary Kay and other land owners to expand Addison Circle to the north. Offer additional incentives such as increased density or height to developers willing to build for sale housing (as opposed to condos).	1/30/2024 3:38 PM
4	Addison being an all in place where you can raise a family & stay for your retirement without getting lost in all the shuffle that can happen in bigger cities.	1/30/2024 1:31 PM
5	Connect our residents enhancing the Addison community. Clearly Special Events is a pillar of Addison's success. And in Addison's own words, Addison Special Events "produces quality events designed to attract tourism and enhance the spirit and brand of Addison." Another way to enhance the spirit of Addison, is to connect our communities. Improved sidewalk / cycle paths/ public transportation can also serve as a connector to our residents. Currently Addison residents rely on individual automobile transportation to our shopping, services, entertainment and the primary park district - Addison Circle. Our part time residents, office and other workers, are regularly seen walking along one of the busier corridors - Belt Line. Worse, these individuals, often attempt to cross this primary Addison thoroughfare. Developing a shuttle program from Marsh to Preston, connecting Addison residents to our various services and shopping, will help create a connection between the east and west sides of the city as well as provide a safer mode of transportation for our community. Easier access may also encourage shopping local and develop a connections between Addison residents and our business communities.	1/29/2024 4:49 PM
6	Addison: A place to visit, a place to stay, a place to live.	1/29/2024 3:41 PM
7	Traveling in Addison does not require car - bike, ped, and transit connectivity rivalsthe car infrastructure	1/29/2024 11:13 AM
8	There should be a trolley on Quorum! Connect the Addison circle with the apartments North on Quorum to the Addison circle, then down to the DART station, and even further down to Belt Line where there are more shops and restaurants. It would be a great way to get folks from other Dallas suberbs to spend their money here, and a great reason to move to Addison. Connecting it to the DART station would make Addison one of the most public transportation accessible places in Dallas (because there is no city / suberb in Dallas that is easily accessible via public transportation). Having a community that does not require cars opens up doors for so much development and diversity. It makes our community safer and less noisy. We already have the big DART station, and when the silver line is complete it will stop in Addison. INVEST IN TRAINS AND TROLLEYS!	1/29/2024 11:07 AM
9	Have mor options for home ownership instead of rental. Enforce laws and codes to keep neighborhoods clean and safe.	1/29/2024 8:52 AM
10	Improving transportation options between Addison and Dallas	1/27/2024 4:32 PM
11	I don't have any big ideas but whatever we do going forward do it well! We cannot have everything that everyone wants. Several times in this survey you have requested for us to identify the top priorities from much to choose from. Whatever the top five are do them WELL! Nothing is free in this world we have to pay for everything and I suspect not everyone in town will be up for that!	1/27/2024 1:51 PM
12	Support development in the Addison circle area. A lot of vacant buildings. Focus more on filling vacant spots over building more	1/27/2024 9:58 AM
13	Add/Improve sidewalks and and add trails.	1/27/2024 8:41 AM
14	The circle should be the spot for entertainment shopping etc. we need to invest promote advertise. And fill up the empty store fronts.	1/27/2024 8:20 AM
15	Different types of Senior housing and more destination businesses/museums to draw visitors to Addison. Something that makes Addison unique again. We lost our identity and uniqueness when we re-branded and have become just any old city.	1/26/2024 8:24 PM
16	Improve Quality of businesses in Addison	1/26/2024 5:29 PM
17	more art. Bigger traffic jams. many lights. food and more food. outdoor events, octoberfest, best 4th of july.	1/26/2024 4:03 PM
18	To become more involved	1/26/2024 3:38 PM
19	More unique non-chain restaurants and developing an actual nightlife, with clubs and bars	1/25/2024 5:45 PM
20	I would like to help Addison to become multi generation	1/25/2024 3:55 PM

21	More opportunities for young professionals to connect within Addison, more town events, more local businesses, and programs to help our local homeless community.	1/25/2024 12:07 PM
22	Have it be the Barcelona of Dallas	1/25/2024 11:40 AM
23	Help the environment by enforcing more eco friendly living conditions. Welcome businesses to improve economy and entertainment. Organize more neighborhood events to become a more diverse and open minded community. Provide safety to current and future residents by increasing police patrols and surveillance technology.	1/24/2024 8:28 PM
24	Increase in affordable housing and walkable areas	1/24/2024 7:54 PM
25	Oktoberfest and walkability	1/24/2024 7:53 PM
26	Possibly a well designed senior living facility?	1/24/2024 3:43 PM
27	A place for every one not just a few	1/24/2024 7:49 AM
28	Grow while keeping it small	1/23/2024 8:01 PM
29	Make SAFE our montra. Safety Addison First Everyway	1/23/2024 7:30 AM
30	keep the strong city identity and leadership going!!	1/22/2024 9:19 AM
31	I think Addison is doing great work overall. I believe Addison should try to develop housing where possible. I would also maybe like to see an increase in local fields such as baseball and softball fields for the youth. Lastly, I would like to see Addison continue to emphasize how critical it is to the metro area.	1/21/2024 11:38 AM
32	Do it the Addison way	1/20/2024 2:32 PM
33	I think Addison can be THE go to example of a high quality, strong urban town in Texas. Addison should continue to promote density, walkability, transit, etc. There is a lot of demand for this kind of living, however most cities in the DFW metroplex appeal to car centric, single family neighborhoods. I think a good goal for the City would be to strive to develop "15 minute neighborhoods". Areas where most daily necessities and services, such as work, shopping, education, healthcare, and leisure can be easily reached by a 15-minute walk, bike ride, or public transit ride.	1/20/2024 10:32 AM
34	Keeping the city's character by stopping the building of more and more apartments.	1/19/2024 6:13 PM
35	Ride your bike EVERYWHERE!!	1/19/2024 4:27 PM
36	I have lived here for 5 years and love it! I just hope I can afford a house one day to build my family! I think more unique restaurants and less chains would also up our appeal! Architectural forefront when developing should be important as well.	1/19/2024 4:11 PM
37	Less Apartments	1/19/2024 3:34 PM
38	Continued modernization of streets and infrastructure, with an eye toward realistic project timelines and financial stewardship. Business attraction and development while prioritizing home ownership (regardless of type) versus more rental units (which appear to be detracting from the Addison experience).	1/19/2024 2:41 PM
39	revitalization	1/18/2024 8:45 PM
40	Less apartments. Less big box stores. More restaurants, gastropubs, live music, live theater. More outdoor events during Spring and Fall when the weather is nice	1/18/2024 2:42 PM
41	Needs to be inclusive and welcoming for new community members, visitors, and those who WORK here.	1/18/2024 1:21 PM
42	I would love it if people outside of Addison could use public transportation get here and just walk anywhere and have events or places they would want to come to. I think it would bring money to the area and be good for the people who are already here	1/18/2024 12:03 PM
43	A more walkable, liveable community with character	1/16/2024 1:27 PM
44	Having more affordable housing available for lower income residents to increase diversity of economic backgrounds of residents, allowing Budget Suites residents to use Addison Athletic Club and participate in Addison special events, have residents from a wide range of economic backgrounds participate in future planning, promoting equity instead of criticizing it	1/15/2024 9:50 PM
45	Stop allowing zoning changes to quiet neighborhoods.	1/15/2024 3:58 PM
46	Walkable, quiet and well maintained	1/15/2024 9:06 AM
47	More trails and public green spaces	1/14/2024 6:33 PM
48	An outdoor shopping center. Building a Central Market	1/14/2024 4:36 PM
49	Not having to use a car and have all my destinations within walking distance	1/14/2024 10:10 AM
50	European style planning, where nature meets architecture	1/13/2024 7:09 PM
51	No more apartments!!!	1/13/2024 1:30 AM
52	The only place for Addison residents to all connect as a community is the AAC. Unfortunately it is not easily accessible to all in the community - especially 18 year-olds or older living with their parents unless they are going to college which is discriminatory. I believe since there are not churches or a central school system where community usually connects. We need a larger community center that welcomes all stages of life as there is not room for many programs.	1/12/2024 6:04 PM
53	More fee simple housing in the future of Addison!	1/12/2024 5:26 PM

54	Affordable housing	1/12/2024 5:06 PM
55	Addison is competition with newer communities to the north such as Frisco, Allen, and Prospser. We need to improve our infrastructure such as roads, internet availability, walking paths, and cycling paths.	1/12/2024 4:15 PM
56	Improve communication	1/12/2024 3:53 PM
57	No MORE Construction. More diverse events for people of color.	1/11/2024 10:05 AM
58	Equal housing and work	1/11/2024 7:51 AM
59	Tourism and education	1/10/2024 5:56 PM
60	Build more houses or condos, not just apartments and townhomes	1/10/2024 9:20 AM
61	Grocery store in Addison Circle!! Pedestrian thoroughfare across DNT, Belt line, Montfort!!	1/9/2024 8:32 PM
62	Provide a safe pedestrian and cycling avenue to the surrounding retail areas	1/9/2024 10:43 AM
63	A place that welcomes all and has options for everyone at all stages in life it have a balanced, healthy life.	1/8/2024 9:20 PM
64	Make Addison a place people want to come to and live in.	1/7/2024 5:58 PM
65	Listen to the citizens	1/7/2024 8:14 AM
66	no more apts.	1/6/2024 3:42 PM
67	Focus on those 50-years old and more as people live and are active longer, work longer (including from home or local spots), and socialize locally.	1/6/2024 11:48 AM
68	work w/either private or public to bring pickleball facility to Addison	1/6/2024 9:10 AM
69	I would love for Addison to be the example of suburban walkability and coexistence with nature and wildlife! It's pretty good in those areas already but when I worked on quorum and Verde valley, I would have loved to be able to walk as it's only about a mile from my house, but there are some sections of belt line that made that really difficult. But as for my immediate neighborhood, pedestrian lights were recently installed that I think are brilliant! So continuing in that direction throughout Addison would be great I think. Something else I love that I've seen around Irving is letting nature go in the spring at least - the wildflowers and natural grasses (even weeds) are much nicer to look at than mowed, yellow turfgrass and the sound of lawn mowers most mornings is not ideal.	1/6/2024 8:27 AM
70	Stop the absorption of space by building apartments and utilize it for something appealing like a park or single family homes. Addison has become just like North Dallas with all the apartment saturation. Crime has increased and it needs to stop. It is no longer an exclusive community.	1/5/2024 8:44 PM
71	We would like a state-of-the-art Library. JSX Airlines or comparable to Addison Airport. Four Seasons Hotel to Addison.	1/5/2024 6:38 PM
72	Slow the building of apartments	1/5/2024 6:34 PM
73	Safety	1/5/2024 5:33 PM
74	Stop building apartments.	1/5/2024 4:17 PM
75	Make Midway and Beltline more of a gateway to Addison	1/5/2024 4:15 PM
76	Get rid of low-rate hotels	1/5/2024 3:29 PM
77	1. Work with Oncor and others to harden our electric grid against extreme heat or possible attacks. This might include a local network using EVs and PowerWalls. 2. Be able to market Addison as an ALL fiberoptic, multi-gigabit/sec, town.	1/4/2024 9:04 AM
78	Safety	1/3/2024 1:24 PM
79	Many more sidewalks, cycling paths, buses/trains, non-single-family homes (family condos, townhomes).	1/3/2024 12:40 PM
80	That Addison stops permitting the building of any more apartments. Period.	1/2/2024 4:31 PM
81	Fun stay & play as the Gateway between cities.	1/2/2024 1:36 PM
82	I'd like to see some retirement options so we keep our talent in town.	12/31/2023 9:34 PM
83	Cost of housing reduced	12/31/2023 6:14 PM
84	Keep the growth limited especially the high rise apartments.	12/31/2023 3:41 PM
85	Need a retirement community here	12/31/2023 3:37 PM
86	We moved here 30 years ago because of Addison's safety record, its low crime statistics and the incredible responsiveness of the Addison town hall departments, fire department, police department, EMS, etc. This must be maintained!	12/31/2023 2:40 PM
87	A renewed sense of appreciation for our neighbors, rich or poor. A striving of our government city officials to reach out and ensure the public voice is being heard. With this survey being an amazing start to it all!	12/31/2023 1:51 PM
88	safe trails and parks; a place where you can grow, love and be kind. To not worry about theft.	12/31/2023 1:37 PM
89	Addison has the opportunity to create an ideal modern city who invests in its residents and offers above and beyond amenities and entertainment.	12/31/2023 12:41 PM

90	Maintain the small community feel in a growing city.	12/31/2023 10:47 AM
91	Attract businesses, rehabilitate Beltline west of Midaway and shut down the Extended Stays on Beltline!	12/31/2023 10:27 AM
92	Focus on keeping the town clean and safe	12/31/2023 8:29 AM
93	Less taxes on residents and more on bursiness	12/31/2023 5:13 AM
94	A place where a healthy community, rotates through with small business values. This continues on, with your young professional community growing through the established community that teaches.	12/30/2023 10:24 PM
95	Fewer apartments. Replace aging apartments with owner-occupied housing. Make more of airport. Attract businesses.	12/30/2023 5:06 PM
96	Safe and walkable	12/30/2023 2:36 PM
97	Continue in way you are moving	12/30/2023 12:07 PM
98	convention center rental options for non profits at low price and availability, this would bring many organizations to Addison to eat and socialize before and after events/meetings	12/30/2023 9:59 AM
99	Contract negotiations. It seems prices are on the rise and no one is thinking about cutting costs. Ex: Trash pick up. Plano and Frisco have trash pick up once a week and Addison has it every three days. We don't need it and it could save the residents money if the contract was renegotiated. Save the residents some money not just forward the expenses every year.	12/30/2023 9:50 AM
100	fostering community involvement	12/30/2023 8:37 AM
101	Not to be crowded.	12/30/2023 12:27 AM
102	more one level housing, and senior facilities with all levels of care.	12/29/2023 6:31 PM
103	Transform Belt Line Road into a grand boulevard similar to other great cities.	12/29/2023 4:22 PM
104	Integrate independent and senior, living options alongside other stages of life.	12/29/2023 9:48 AM
105	As a teacher myself, I really like the idea of focusing on creating housing for members of society that may be priced out in other North Texas areas, such as teachers and firefighters. I would love to live in Addison permanently (this is my fourth year in an apartment here) but assumed I was priced out of owning a home here and had planned on looking elsewhere once I start home buying in the future. I always think of Addison as businesses and apartments rather than accessible neighborhoods- but perhaps if there was a focus on mid-range family friendly housing opportunities, Addison could be seen as more of a place to settle for the many who are looking for homes in North Texas. With more families settling, there would then be more interest and buy-in when it comes to events, arts, culture, recreation, local government, and more money spent in the local economy.	12/29/2023 9:31 AM
106	A safe, affordable, optimistic environment.	12/28/2023 5:47 PM
107	I'd love to see areas cleaned up, construction finished, roads widened, ability to get around without 40-80$ tolls!! Cheaper rent, more things to do, new restaurants, cool stores, a barcade, LESS HIGHWAY/ROAD/ENGINE NOISE ALL DAY EVERYDAY. Buses change lanes by us and it sounds like I'm having a heart attack, all day and night there's racing on the tollway, I've worn earplugs for 5 years, my gf too. We wanted to move here, settle down & have a kid but rent won't stop going up, no one hires locally, I love Addison-I was born in Carrollton. Addison is just short of being the greatest place around without being the richest, the fanciest, we have plenty to be thankful for & we are modest & most of us are nice.	12/28/2023 1:59 PM
108	No more multi-family apartment dwelling	12/28/2023 8:45 AM
109	Keeping it walkable and accessible for everyone, somewhere where public transportation can take you everywhere	12/26/2023 8:07 PM
110	Uniquely desirable	12/26/2023 11:41 AM
111	I'd love Addison to be the European city of Dallas. Great walkability, bike-able, healthy citizens, with trails, parks, and strategically-placed shops and restaurants.	12/26/2023 10:53 AM
112	A town that maintains it's roads and infrastructure. A place that attracts businesses during the day and people looking for a good dining at night. Great neighborhoods that are safe, clean, and walkable.	12/26/2023 10:18 AM
113	Maintenance of appeal as a centrally located clean ,safe oasis with conveniences of dining, shopping.	12/26/2023 9:10 AM
114	Better grocery stores- Kroger on Beltline is a mess and embarrassment for our community and corporate Kroger should be ashamed. Tom Thumb nicer looking but store is poorly run and stocked . HEB should be allowed in!	12/25/2023 7:56 PM
115	Continued development that promotes pedestrian friendly options.	12/24/2023 7:24 PM
116	The hub where everyone comes and hangs out, almost akin to Deep Ellum, but more laid back. Affordable and safe, making it an ideal area for people to live right outside the city.	12/24/2023 6:32 PM
117	Recycling! A more inclusive and sustainable future for everyone. Social programs for the homeless population.	12/24/2023 7:31 AM
118	Beautiful modern city.	12/23/2023 7:58 PM
119	Need long, uninterrupted biking trails	12/23/2023 6:09 PM

120	Public safety and police engagement must be a priority.	12/23/2023 2:24 PM
121	Expand commuting options.	12/23/2023 1:07 PM
122	environmentally sustainable growth that focuses on walkable, mixed used development. increasing nightlife and entertainment options would be great for young professionals, and increasing access to nature would be great for families	12/23/2023 11:28 AM
123	Addison is for active people. Pickleball community is a perfect example of this. Need more parking to support local businesses.	12/23/2023 8:56 AM
124	Police enforcement	12/23/2023 8:07 AM
125	Revitalize/Tear down and replace the crown plaza hotel. It is an eye sore and security concern the longer is stays derelict	12/23/2023 7:29 AM
126	"bridging" either side of the tollway over Beltline would be great, so walking is safe.	12/23/2023 7:05 AM
127	Better quality restaurants - not so many chains - and more shopping. Nicer hotels.	12/22/2023 7:41 PM
128	Redevelop Inwood Road area, maybe into a small indoor/outdoor concert/food truck area	12/22/2023 7:38 PM
129	???	12/22/2023 5:58 PM
130	???? Give me a break.	12/22/2023 4:40 PM
131	More trails, greenery, ponds	12/22/2023 4:20 PM
132	Elevate city services to the highest in the state. Go next level w regards to beautification, education, after school initiatives, early childhood development...leveraging partnerships w local entities such as DISD, Collin College, Greenhill, TCA etc.	12/22/2023 4:12 PM
133	Improve restaraunt scene in Addison Circle.	12/22/2023 3:28 PM
134	expansion of parks and green spaces through trails, biking, and walkways.	12/22/2023 3:26 PM
135	More events!	12/22/2023 1:47 PM
136	Na	12/22/2023 12:34 PM
137	Walking trails like the Katy trail with a cushioned track surface that's better for joints.	12/22/2023 12:16 PM
138	A City Center. Addison at this time is not a destination town. Maybe a trolley system would help.	12/22/2023 8:30 AM
139	More ownership options condos, townhomes single family better landscaping of roads and housing communities better lighting. Needs to feel upscale modern urban living. More greenary required - people visiting Addison should feel like this is the best place in Dallas to visit and live in.	12/22/2023 7:58 AM
140	Definitely a walkable city. We needs to add glass to our recycling program.	12/21/2023 11:04 PM
141	Addison expands into more of a creator and creative community that adds to the fabric of the workforce.	12/21/2023 1:29 PM
142	More shopping and a few more nicer/unique dinning options. Free weights at gym	12/21/2023 12:43 PM
143	I hope that crime rates decrease, that people keep Addison clean by properly disposing of their trash, and that a park will be built for the children in our community.	12/21/2023 7:28 AM
144	More events. They do great and people love Addison Circle	12/20/2023 10:38 PM
145	More cultural events (i.e., plays, theatrical events, music events)	12/20/2023 6:20 PM
146	Redevelopment with more permanent housing Get rid of the old apts More police Better paid police More new and less old	12/20/2023 5:50 PM
147	More homeowners, enough rentals. Maximize great location but do any redevelopment more strategically - less reliance on out of town developers who make a ton then are gone and we are left with apartments with limited life cycle and changes to our community culture through transience just for a bump on property taxes that is likely not sustainable.	12/20/2023 5:48 PM
148	To become the next Bishop Arts with better infrastructure and environmental consciousness	12/20/2023 11:06 AM
149	Better government that does cvs what the tax paying citizens want.	12/20/2023 10:42 AM
150	More community involvement and local businesses	12/19/2023 6:24 PM
151	Community that's Family	12/19/2023 5:47 PM
152	Protect neighborhoods from overdevelopment	12/19/2023 3:04 PM
153	Alamo drafthouse	12/19/2023 1:37 PM
154	Increased housing options (rental and ownership) without compromising on open space or amenities	12/18/2023 9:44 PM
155	Add some local transportation opportunities, like shuttles, between neighborhoods and walking trails.	12/18/2023 7:42 PM
156	Make it a safe,intellectually stimulating and happy place for residents and visitors, rich or poor.	12/18/2023 4:13 PM
157	Compete to stay relevant in the metroplex. We are now the more urban so make it a more walkable area and limit the quantity of large apartment complexes	12/18/2023 3:33 PM
158	Affordable single-family housing.	12/18/2023 2:23 PM

159	Buying a house	12/18/2023 9:21 AM
160	More trails	12/17/2023 3:45 PM
161	Addison is known for the festivals and events, as well as the airport and restaurants. But what about why people choose to live here? * It's a small community surrounded by a large metro area * It's a great place for different stages of life - from beginning your career to downsizing; * Walk ability to restaurants and trails is good; Addison is a vibrant community that is unique in North Texas. That's why we call it "The Manhattan of DFW."	12/17/2023 1:41 PM
162	Be the center and hub of greater Dallas	12/17/2023 1:39 PM
163	Environmental sustainability, continued business interaction and innovation and community development	12/17/2023 12:55 PM
164	For people of all economic backgrounds to have a safe space to live	12/17/2023 8:55 AM
165	I'd say Addison has slipped from being a cultural hub of entertainment and happenings to an aged crowd with mediocre dining/entertainment. I didn't grow up here, but I hear stories about how lively this place used to be. Seems like all the major happenings are up north. Look at frisco, legacy west area etc. Addison is not competitive for dining and entertainment in that regard. Addison came first and then it shifted elsewhere. Addison needs to reclaim. Connecting the train to downtown and ensuring safety is a major selling point to those that want to go out downtown but don't want to drive. Addison has great centrality. Let's bring exciting business here. Let's build a concert hall or a sports facility close by. Let's highlight all of Addison and expand it vs just the circle area. Truthfully, I don't know if this should become a place to raise families. This should be a place of fun for 20-40 somethings. Become a cultural highlight and you'll bring the $$ with it. Look at some of the efforts deep ellum is doing with their Friday nights. Connect the community to the people!	12/17/2023 8:10 AM
166	Better connect / align residential area around the Athletic Center with Addison Circle's charm. Also, ensure all areas in Addison have access to the highest internet speeds (currently restricted to 100Mbps) due to restricted infratstructure in Townhomes of Addison neighborhood. This is critical for small business owners and those of us who WFH	12/17/2023 1:31 AM
167	World class cancer center	12/16/2023 4:07 PM
168	A beautiful inviting space of community and safety With beautiful outdoor possibilities for recreation and rest	12/16/2023 3:47 PM
169	Tear down the old strip malls on Belt Line that make Addison look cheap and outdated Belt Line and Midway). Help those businesses move into other existing spaces in the town (like the Trader Joe's shopping center). Turn that newly freed space on Belt Line into green spaces that lend well to walking throughout the town.	12/16/2023 12:17 PM
170	I think increasing population density without taking up acreage is key to economic sustainability. I think Addison can be a foodie mecca sitting inbetween downtown Dallas/Uptown and Frisco but local population would butter the bread. Oktoberfest and Taste of Addison can do only so much. Maybe a Farmer's Market region like downtown (by Cesar Chavez) and a self-driving, hop on/hop off trolly system to increase resident usage without corresponding increase in traffic.	12/16/2023 11:05 AM
171	I'd like it to be a place where it's easy to walk from my apartment/townhouse/house to the dog park/restaurant/coffee shop with my dog	12/16/2023 9:43 AM
172	Growth along new dart rail line.	12/16/2023 9:37 AM
173	I think having another bar or some type of night life would be a good idea in the circle, there's just nothing really to do with the population that lives here being the perfect age for night life	12/16/2023 9:35 AM
174	Schools	12/16/2023 9:33 AM
175	A library would be awesome, and a safer way to walk around the areas outside of Addison circle. Crossing over DNT doesn't really feel safe I think making pedestrian safety there would be key. Also affordable/emergency housing to help provide shelter for those experiencing homelessness	12/16/2023 7:58 AM
176	More pickleball courts	12/15/2023 10:57 PM
177	Better communication from Town of Addison. Less focus on environment since we have the world's largest small airport - Airplanes!!! Focus on improving traffic issues, roads & crime! Less focus from Town council on pushing to sell real estate to bigger businesses & focus on leasing all the empty buildings on Inwood. Crime, crime, crime needs to be #1 focus and returning Addison to a safe bedroom community	12/15/2023 5:32 PM
178	No comment. Jeez. This survey doesn't give opportunity, here or in the beginning, for people to NOT answer. For example, I have no children so how can I comment on whether this is a good place to raise children and have a family. Also here. I tried to leave it blank but could not. Your survey is too strict.	12/15/2023 4:59 PM
179	I'm definitely excited about the rail system coming through Addison.	12/15/2023 4:27 PM
180	Mid to high rise mix-use buildings. Community plazas for gatherings/events.	12/15/2023 2:55 PM
181	Restrict smoking	12/15/2023 2:22 PM
182	More walkability. I live in Addison circle and being able to talk to a park, cafe, salon, theater, or dinner greatly improves my quality of life. It gets people outside more, exercising more, and you feel more connected and engaged in your community. I love being able to live my life without heavily relying on a car. People love the area and the events and I want those aspects of the community to spread throughout the rest of Addison. People of all ages seem to benefit	12/15/2023 1:55 PM

	greatly and the community donsn't want more car centric infrastructure. I think Addison with continue to thrive if they strive for that. It will help it truly stand out from so many of the highway dominated suburbs.	
183	Attract money with upscale shopping, dining and events and anything is possible.	12/15/2023 1:06 PM
184	Get rid of or drastically reduce parking minimums for most types of buildings; gradually eliminate single-family zoning in favor of broadly permitting dense, mixed-used developments (preferably with minimum allotments for affordable housing); consider alternative, smaller-scale options for local public transportation such as streetcars or trolleys; halt any new road/lane expansion projects and put those resources towards better biking and walking infrastructure; explore the adoption of a Land Value Tax (or certain elements of one) to naturally encourage development and economically productive uses of land	12/15/2023 1:00 PM
185	I just want the midway construction to conclude and see how well the changes work. I would love to have a park on Addison rd in that empty field on excel. So many apartments right here in Addison rd and a new one being built. A park or SPLASH PAD would be huge for us 500+ families in this small area.	12/15/2023 10:53 AM
186	More town hall meetings, and housing development	12/15/2023 9:50 AM
187	Very happy with our little town, but wish we had more shopping options.	12/15/2023 7:47 AM
188	Hold off on more apartments until current ones come online and we see how they impact infrastructure.	12/15/2023 7:16 AM
189	Renovating certain locations	12/15/2023 6:40 AM
190	I'm excited for the trail system	12/14/2023 3:48 PM
191	Ideas submitted directly to the Advance Addison 2050 Committee.	12/14/2023 2:53 PM
192	More single family housing , no more apartments!!!!	12/14/2023 1:47 PM
193	Safety, not just a "throughfair, more Police,	12/14/2023 12:22 PM
194	Improve recreation and recreational facilities	12/14/2023 10:44 AM
195	More local shopping and businesses	12/13/2023 8:25 PM
196	Stop the airport expanding. Unnecessary spending - Addison has too much	12/13/2023 6:09 PM
197	Keeping it clean and family-friendly.	12/13/2023 5:41 PM
198	Make it a Crime free town	12/13/2023 5:08 PM
199	More Addison circle like communities - I currently live in one and it's the closest to Europe I'll get!	12/13/2023 4:54 PM
200	Replace apartments with home ownership, open space, and/or arts/entertainment venues.	12/13/2023 4:17 PM
201	I believe we should make an extenstion to the gym in the circle. Majority of people in the city live in the circle and it encourages walking to the gym which will help businesses in the circle who struggle with the main walking being dogs right now	12/13/2023 11:30 AM
202	Stop building apartments	12/13/2023 5:58 AM
203	Bike trails, I would love to go all around Addison without a car	12/12/2023 9:07 PM
204	Focus on things that will make Addison a desirable place to live, work, and play.	12/12/2023 5:50 PM
205	Housing prices and affordability	12/12/2023 5:46 PM
206	Belt Line should be mixed use with a streetcar	12/12/2023 4:53 PM
207	I would love to have more single family residential homes/townhomes/condos available in the area. Would love to stay here long term and I'm pretty sure others feel the same way!	12/12/2023 4:45 PM
208	An improve transportation system that includes a train station to travel to other cities. More collaboration with DART or another transit.	12/12/2023 4:19 PM
209	Keep Addison a desirable area. Stop approving rental that allow younger and potential undesirable people into the area. Based on rental approvals the police department will need growth and recruitment.	12/12/2023 4:02 PM
210	Keen attention to aging neighborhoods & need for proactive enforcement of building codes etc	12/12/2023 2:39 PM
211	Instead of apt co work. We should have a coffee shop that allows people to work if they need to, wait for there pet to get groomed, smoothies for the gym. Etc	12/12/2023 2:33 PM
212	For Addison to become the new Frisco.	12/12/2023 2:33 PM
213	Young professionals and young business owners should want to move to Addison for opportunity	12/12/2023 11:33 AM
214	Make it look more aesthetically pleasing. The dense apartments on south side of Belt line are a mistake. There are ways of making apartment complexes look less dense. Addison failed here. The office space on Landmark, south of Belt Line needs investment. It's prime land that is not utilized. Stop the apartment craze and invest in small, single level houses.	12/12/2023 11:14 AM
215	To redevelop to remain vibrant and relevant as leader of small urban communities.	12/11/2023 4:40 PM
216	Work/Live walkability	12/11/2023 3:40 PM
217	Less apartments, more houses. More local shops and walkable areas	12/11/2023 1:54 PM

218	Instead of a temporary pit stop, a place where people can live their entire lifespan; larger, more homey and affordable apartments/condos designed for long-term occupancy; a place to be young, raise children & to grow old.	12/11/2023 12:20 PM
219	We need the elderly residents to stop whining about apartments. Home ownership is too expensive for many people today and talking down on people who make up the majority of our residents is not the right answer	12/11/2023 12:07 PM
220	Attract and retain small, minority-owned businesses to the area.	12/11/2023 11:10 AM
221	Deck park across DNT to connect to Village on the parkway. Consolidated Towne Center Redevelop buildings along DNT High rise Condos along DNT Capitalize and promote WTT	12/11/2023 10:01 AM
222	Women generally prioritize safety	12/11/2023 9:29 AM
223	holistic community services, sustainability, pedestrian friendly place	12/11/2023 9:21 AM
224	Continue to serve the community	12/11/2023 8:37 AM
225	professional sports team	12/11/2023 7:52 AM
226	Revitalize all the abandoned office buildings. Turn into senior living. A new hospital other medical offices. Less apartments more single family homes.	12/11/2023 7:50 AM
227	Walkability, street safety, Welcoming to visitors	12/11/2023 7:07 AM
228	Diversity training for all.	12/11/2023 6:54 AM
229	No more multi family developments	12/11/2023 6:19 AM
230	Read above.	12/11/2023 12:04 AM
231	Put funds towards helping the panhandlers and homeless get jobs. More events in the circle. Promote Addison theatre company and help other less known entities be discovered. Encourage businesses to promote more.	12/10/2023 11:08 PM
232	Please fix the roads before anything else.	12/10/2023 10:12 PM
233	stopping any additional residential apartments from moving into Addison and instead maintaining the integrity of the homeowners residential properties and ensuring the safety of residential homeowners so that the city allocations and services can go towards the residential owners who pay property taxes	12/10/2023 8:50 PM
234	Continual increase in home values— a sought after place to live that is maintained beautifully and highly desirable — like Highland Park.	12/10/2023 8:09 PM
235	more home ownership rather than rental communities to promote community involvement	12/10/2023 6:01 PM
236	1) Make Beltline walkable and improve connectivity with Addison Circle and Village on the Parkway, Support office developers with programs to amenities to compete with newer projects in Plano/Frisco	12/10/2023 4:38 PM
237	more housing options put a limit to owners greediness in raising rent	12/10/2023 3:51 PM
238	Path connections to balance of DFW Encourage economic development Limit Apartment Construction Invest in Single Family homes	12/10/2023 3:51 PM
239	Get rid of budget suites. Turn the area on Addison road south of beltline into a sports complex with softball fields. Redevelop crown plaza into high end condos	12/10/2023 1:38 PM
240	Less apartments - perception before moving here was that it was just apartments and corporate buildings. More unique, locally owned shopping and restaurants. New developments or current shopping areas should be lush and promote hanging out outside during any season (including coverage for sun in the summer). Adding a unique coffee shop or two, in a mature setting (on a trail, near a park, etc).	12/10/2023 12:44 PM
241	Stop apartment buildings, make Addison safer	12/10/2023 12:07 PM
242	Make Addison Circle a destination. The area is looking dated and is not really a destination other than the planned events.	12/10/2023 11:38 AM
243	No more housing units. Addison has enough people. Quit spending all the extra money you have and cut our taxes. Cut the police force in half. They only wrote 13 DWI's last year. How can that be?	12/10/2023 9:12 AM
244	Needs more investment in beautification, opportunities for entrepreneurs, and lighting in streets that are too dark	12/10/2023 7:53 AM
245	Better trails connecting the city (east to west) Sopping/multi use gathering areas	12/10/2023 6:27 AM
246	Safety and exclusivity	12/10/2023 5:57 AM
247	Do not allow city council to destroy existing neighborhoods	12/10/2023 5:35 AM
248	None	12/9/2023 10:46 PM
249	Higher quality in everything about Addison.	12/9/2023 7:20 PM
250	Make it a choice option for living, not an apartment haven.	12/9/2023 6:15 PM
251	I see Addison Airport expanding, because people want to come to Addison to disconnect for a couple of days. People want to come here because we have the best restaurants, the best parks, the best entertainment, our streets and walkways are safe and clean; people can just	12/9/2023 5:00 PM

	walk to the stores, to restaurants, we have background music on every corner, we have the happiest and friendliest citizens, who are proud to live in Addison.	
252	None	12/9/2023 4:44 PM
253	Increase number and safety of pedestrian crossings Eliminate zoning that promotes excess parking Increased density with mixed use developments Less car dependence	12/9/2023 4:33 PM
254	Make it safe and clean! Vitruvian trail has so much trash in the woods and river.	12/9/2023 4:29 PM
255	An oasis in the region of urban sameness, unique, diverse, safe, supportive of youg and old, knowing we can't be all things to all people	12/9/2023 4:20 PM
256	Na	12/9/2023 3:00 PM
257	ELIMINATE THE PERSONAL PROPERTY TAX ON LEASED VEHICLES FOR PERSONAL USE!!!!!!!!!!!!!!!!!!!!!!!!!!	12/9/2023 2:57 PM
258	Addison is very well located, we can increasingly make it the best city, with more job opportunities, more housing opportunities and more public safety.	12/9/2023 2:43 PM
259	We want neighborhoods where people can know their neighbors, watch out for each other. Gather and celebrate together. All the apartments and condos are providing is more traffic and crime. The apartments have high crime in the parking structures that are not monitored well. Please make Addison a safe place to live.	12/9/2023 1:15 PM
260	Work with current land owners to update run down chunks of land and buildings into useful and productive development for goods and services for residents.	12/9/2023 1:05 PM
261	(1) Must have walkability and bicycle-ability. Be known for that. (2) make Marsh 3 lanes - it is ridiculous that it is choked down to 2 lanes for 1/2 mile	12/9/2023 12:56 PM
262	Leave	12/9/2023 12:38 PM
263	Listen to the citizens, especially ones that have lived here for decades...and the ones that consistently vote.	12/9/2023 10:30 AM
264	Addison needs a Farmers Market. I have lived in NYC and Washington DC that had amazing markets and I miss it very much.	12/9/2023 9:52 AM
265	Use TOD as gateway to Addison - the transit stop should excite people to get off the train and see Addison. Use visual landmarks (public art, building facades, landscape and lighting) as well as unique food and drink venues to create a fun entertainment destination.	12/9/2023 9:18 AM
266	Connect all of Addison on both sides of tollway. Grow walkability/shopping aspects ... similar to a hp village,	12/9/2023 8:36 AM
267	I think more opportunities for small business (shops, coffee shops, restaurants, etc) at Addison circle should be provided. There are so few business some buildings feel like a ghost building with only offices.	12/9/2023 8:33 AM
268	I'd love to see the areas on belt line be more accessible and safe if you choose to walk.	12/9/2023 8:27 AM
269	I love Addison and plan to stay and enjoy my community.	12/9/2023 7:58 AM
270	No more apartments. I live around all of the new apartments and see the negatives aspects they bring with people not being invested in preserving or enhancing the community. If building any new housing, it should be ownership, not rentals. We should also limit the amount of new housing and preserve and expand greenspace and parks.	12/9/2023 7:32 AM
271	More small businesses which will help create more and help preserve culture of the town.	12/9/2023 2:06 AM
272	St Patricks Day Parades	12/8/2023 10:55 PM
273	Keep the integrity of our community.	12/8/2023 10:07 PM
274	more value for your dollars spent in Addison, things have gotten very pricey here.	12/8/2023 9:37 PM
275	More police protection as crime increases. FBI stats show Addison has more crime than Dallas !	12/8/2023 9:05 PM
276	To attract more residents, housing options are the key.	12/8/2023 8:32 PM
277	Continued community events	12/8/2023 6:47 PM
278	great	12/8/2023 5:56 PM
279	Our streets are over run we cars from apartments. Less REZONING.	12/8/2023 5:26 PM
280	A place where you can move about - from the restaurant world SE of Beltline and the tollway, to Addison Circle, to the Athletic club, and down Midway - without a car.	12/8/2023 4:46 PM
281	None	12/8/2023 3:43 PM
282	Fewer apartments, more zero lot line single family residences, better access to healthcare, one story neighborhoods.	12/8/2023 3:22 PM
283	Encourage redevelopment of obsolete/aging office and retail to spur economic development. Showing friends what Addison Circle can be and the existing shops/dining options at Village on the Parkway is convincing newlyweds and younger couples with high incomes to consider moving into the town.	12/8/2023 3:20 PM
284	spending of tax dollars	12/8/2023 3:17 PM
285	A location of small businesses and restaurants including entertainment options. Keeping living	12/8/2023 2:26 PM

	options low and highlighting the entertainment.	
286	Less rentals and senior living	12/8/2023 1:36 PM
287	Have more affordable housing for first time buyers	12/8/2023 12:47 PM
288	A great place to raise a family and and great place to enjoy life. More single family home options. No more apartments!!! Make it a place people want to live long term. Make people want to move here for the good public schools, outdoor options, and the shopping/dining amenities. And close to work! Convenient, beautiful, and safe.	12/8/2023 11:36 AM
289	Your questions are too advanced for the average individual. I doubt they understand the questions	12/8/2023 10:58 AM
290	Outdoor mall entertainment venue	12/8/2023 10:29 AM
291	To maintain the integrity of Addison	12/8/2023 9:22 AM
292	Bury the power lines. Redevelop Inwood Road.	12/8/2023 9:03 AM
293	A more-expansive trail network would be awesome. I live in Southwest Addison and spend a lot of time walking down Beltway Drive, on Redding Trail, on Virtruvian Way, through Vitruvian Park, and around Dallas College Brookhaven. It's a pleasant walk, but I'd love more variety or more trail options.	12/8/2023 8:50 AM
294	safe attractive community	12/8/2023 8:47 AM
295	We need more parks and stop apartments in every space still available. I have seen an increase in crime over the past 17 years. The new Dart station is only going to increase crime. Therefore, we need to stop building more apartments. These tenants do not live here long term and create huge traffic problems and crime. The town of Addison needs to stop further apartments. Addison has lost it's charm.	12/8/2023 6:16 AM
296	That it maintains its community events & friendly style even with all the apartment growth.	12/7/2023 10:30 PM
297	AFFORDABLE,Environmentally friendly, sustainable, clean, more walkable spaces and public transportation	12/7/2023 8:39 PM
298	Please make the schools better so that families with children don't have to move to another city.	12/7/2023 8:27 PM
299	Addison should be know for its architecture, the city scape or street frontage is carefully designed, there should be areas like bishop arts district with variety od cute shops and coffee houses and cool bars.	12/7/2023 8:27 PM
300	The city has to invest and spend time in quality urban planning, this is not a survey thing, this is professional and very serious issue. This is not something that is going to be solved by super expensive incompetente civil engineering firms. This is not about widening roads and filling every empty lot with ugly apartments and motels. This needs real urban planners and architects.	12/7/2023 8:13 PM
301	Streetcar network! Also pedestrian bridges over Belt Line from DNT to Marsh. Connect our superblocks!	12/7/2023 8:02 PM
302	The infrastructure is deteriorating. The roads and lane markings are poorly maintained and surprisingly inadequate considering the city budget.	12/7/2023 5:36 PM
303	Make Addison walkable and car-lite. Vitruvian park should get a bus station with buses going all directions (currently nearest station is 1mile away). Connect Vitruvian park to Addison circle park via bus and safe bike/ped infrastructure (currently Arapaho bridge narrow bike lane & Crossing beltline is scary, make a better safer arrangement). Lower speed limits (20-25mph) & traffic calming curbs on neighborhood streets so biking will be safer. BAN RIGHT TURN ON RED, enforce traffic laws for cars, educational campaigns for drivers. Fully interconnected network of bikepaths extending to neighboring cities' trails. Encourage developers to build multifamily housing (duplexes to condos) that's for sale in addition to the current rental units.	12/7/2023 5:04 PM
304	Better traffic flow. It's like there isn't enough street for all the cars there are.	12/7/2023 4:58 PM
305	A strong community that supports our individual talents and dreams	12/7/2023 4:57 PM
306	We need improvement in the public school before young families will stay	12/7/2023 4:44 PM
307	Feeding children and proving more jobs to help people help themselves	12/7/2023 4:20 PM
308	More of why Addison is already a great place to live!	12/7/2023 4:20 PM
309	I wish I could select 1 for question 8 and that answer is Parks. My big ideas for Addison? To be honest I want to get out of Addison. However, all your parks are not kid friendly they all have trails for old people instead. There are park or two that have a kid play area but it is for toddlers. What about pre-teens and young teenagers? Also what is with all those "art" metal structures around Addison? They look hideous.	12/7/2023 4:16 PM
310	More multifamily	12/7/2023 4:04 PM
311	Convenient shuttle buses to train station	12/7/2023 3:29 PM
312	Regional leadership. Vision. Modernization.	12/7/2023 3:27 PM
313	the return of family style restaurants; downplay of drinking establishments in favor of more home style cooking; a return to nature and removal of unnatural painted metallic "artwork" eyesores.	12/7/2023 3:18 PM
314	Senior living	12/7/2023 2:39 PM

315	Attract corporations, to headquarter here, same for restaurant chains	12/7/2023 2:20 PM
316	Do everything to be a Town, not a City, that offers everything	12/7/2023 1:17 PM
317	Keep it clean, safe, and a model city for quality of living	12/7/2023 12:04 PM
318	Safety	12/7/2023 10:31 AM
319	Promote and recruit Charter schools that have a proven success of education	12/7/2023 7:50 AM
320	Get rid of the current government and stop building apartments and go back to the way it was 30 years ago	12/7/2023 5:13 AM
321	Retain existing parks and public space. Do not build on every piece of empty land. There are enough apartments.	12/6/2023 11:54 PM
322	Build a more walkable and connected community. Connect the west side with the east side with a pedestrian bridge overthe toll road. Connect the west sid with the east side with a path beneath the power line from Redding Trail to the east side. Somehow build a more walk able community whiel maintaining one of our key points is easy access to downtown or Plano/Frisco	12/6/2023 6:39 PM
323	Increased emphasis on walkable communities and connectivity	12/6/2023 4:53 PM
324	Smart planning and redevelopment	12/6/2023 3:20 PM
325	Government's presence should be as facilitator for dialogue. The development of independent family housing for permanent residency not the development of more apartments or government funded housing. Government, should allow small business/business as a whole to thrive in the community. Homeless encampments should be removed immediately and not allowed to remain, AND Repopulate; thereby, setting the standard that The City of Addison is here to thrive as a city, and community who cares for the safety of their fellow residence.	12/6/2023 12:39 PM
326	houses for rent at 1000 per month for 2 bedroom	12/6/2023 9:13 AM
327	new development of housing	12/6/2023 9:09 AM
328	Public transport!!	12/6/2023 8:51 AM
329	Street important	12/6/2023 8:47 AM
330	educate residents to support apartment living	12/6/2023 8:42 AM
331	Connect to the Dart System / Become more walkable / Trolly down Beltline Rd.	12/6/2023 8:36 AM
332	Addison should be a tenant's paradise	12/6/2023 7:27 AM
333	A trolley system, as stated in #7	12/6/2023 6:02 AM
334	Preserving current outdoor spaces and preserve currently undeveloped areas to preserve a balance of native wildlife and environment and ensure that all development projects ensure that native wildlife and flora are preserved to the best of our ability. Less apartment complexes and houses and more open spaces and dog parks. Utilize sustainable products and when building new structures ensure that they are built to last and are well-maintained. Affordable cost of living needs to be a focus. Housing should not be allowed to inflate and force out excellent community members simply because they can no longer afford to live here.	12/5/2023 5:31 PM
335	Focus on landscaping more and more luxury apartments	12/5/2023 3:25 PM
336	Golf carts, using both side of beltline rd and build bridges to cross street with golf cart, walking, cycling	12/5/2023 2:18 PM
337	a lot more christmas decoration and a tree, crowd pulling lights and fairs, other engaging festivals like business meet ups, chamber of commerce events, affordable cost of living, the apartments and condos are way over priced for the sq footage, more safety provisions and lights in and around the dog park, there are so many bars and restaurants but any gaming business, like escape room or games that do not always to include alcohol	12/5/2023 1:40 PM
338	Ejjjejrb	12/5/2023 12:48 PM
339	Stop Over Spending! Stop Over Crowding!	12/5/2023 12:14 PM
340	Less apartments - maintain single family neighborhoods - update shopping center & more retail shops	12/5/2023 12:08 PM
341	Affordable homes for first time buyers. Addison should be a place where people live and not just rent – then leave to other towns. Addison is known for various entertainment options, businesses, restaurants etc...and it's huge rental community. Places need to be revitalized into more appealing options where people invest in purchases. More businesses can have offices in Addison- places people can commute close to work. Stop building so many apartments! We need to sustain our parks & trails. Entertainment is good in Addison. Would like to see more involvement with our local Fire & Police dept with community events and activities. The residents can engage and get to know our local first responders. Perhaps do a training on CPR or Fire Hazards. Addison should be a big/small town with people who invest in living & working here.	12/5/2023 11:44 AM
342	Increased public spaces; more pickleballs courts (covered); basketball courts, nature trails for walking; improved dog parks with more features	12/5/2023 11:36 AM
343	More affordability in housing	12/5/2023 11:12 AM
344	Growing community through progressive and inclusive opportunities	12/5/2023 10:12 AM

345	That Addison continue to grow but not by flooding it with apartment complexes	12/5/2023 9:56 AM
346	To work with Dallas PD on the homelessness that has gotten really bad at several intersections near the tollway and Preston, and I have recently seen the no panhandling signs which I hope helps. With the additional people moving to the city, safety and accessibility to mass transit are huge for me coming back to Addison.	12/5/2023 9:43 AM
347	Destination for live, work, shop. Good original idea that seems to have fallen by the wayside. Look at Addison Circle and all the empty storefronts.	12/5/2023 9:14 AM
348	Addison has a unique opportunity to transform itself into one of the biggest and only walkable/bikeable communities in Texas. With so many restaurants, venues, and parks so close together, the city should set itself apart from the rest of the metroplex and be a haven for walkability and bike friendly infrastructure. Focusing on creating more car centric infrastructure would be an expensive mistake that the rest of the state has already made. Please add more pedestrian centric infrastructure to truly make Addison stand out from the rest of the state.	12/5/2023 9:13 AM
349	A magnet that draws both residents and non-residents for business, transportation, entertainment and events.	12/5/2023 8:59 AM
350	Sidewalks from North Addison, to South Addison. Add a skyway from the airport to Addison Circle, Add an upscale hotel across from the airport. Add requirements to current hotels they need to stay on top of remodeling sooner. Develop land for one story homes, no more 3 story condos and apts. Bring in more retail shops to Addison Circle and other buildings that have retail space below Apts. Ie; decorative plant shop, specialty home decor & candle shop, Lulu lemon, kids clothing, bicycle shop, athletic clothing shop (Luke's locker, Run On, etc)	12/4/2023 9:34 PM
351	Make sure Addison stays a safe environment - that will benefit residential and commercial areas	12/4/2023 3:14 PM
352	keep safe	12/4/2023 1:21 PM
353	I have none since the elected officials I did not vote for have a completely different direction for this city.	12/4/2023 1:04 PM
354	More police officers to keep Addison safe	12/4/2023 12:11 PM
355	A senior living facility, such as Traditions. With Independant living the main focus, but possibly a nursing and memory component.	12/4/2023 12:09 PM
356	stop building apartments	12/4/2023 10:58 AM
357	Addison needs to be more than just a great place to eat and drink surrounded by apartment buildings. Thriving and Inclusive: Green spaces and vibrant community: Emphasize the importance of parks, trails, and public areas that foster connections and well-being. Multifaceted cultural tapestry: Celebrate the diversity of Addison's residents and actively cultivate an inclusive environment for everyone. Intergenerational harmony: Bridge the gap between generations by creating opportunities for shared experiences and learning. Sustainable and Forward-thinking: Environmental stewardship: Prioritize responsible development, renewable energy, and green initiatives that combat climate change. Smart infrastructure and connectivity: Embrace technological advancements to improve traffic flow, public transportation, and digital access for all. Economic vibrancy and resilience: Foster a diversified and innovative economy that attracts businesses, entrepreneurs, and future generations. Healthy and Engaged: Wellbeing for all: Promote physical and mental health through accessible healthcare, recreational activities, and a strong sense of community. Lifelong learning: Encourage a culture of continuous learning through diverse educational opportunities and support for the arts. Active citizenry: Empower residents to participate in shaping Addison's future through open communication, transparency, and active engagement. Beyond these core themes, we need to capture the unique spirit of Addison: Charming small-town feel: Preserve the warmth and neighborly character that distinguishes Addison. Family-friendly haven: Prioritize the needs of families at every stage of life. Unleashing creativity and innovation: Encourage artistic expression, entrepreneurial ventures, and out-of-the-box thinking.	12/4/2023 10:45 AM
358	Senior housing facility	12/4/2023 10:42 AM
359	Projects that give outsiders a reason to live/visit Addison.	12/4/2023 10:37 AM
360	more walking paths and bike paths	12/4/2023 10:26 AM
361	Make it more walkable!	12/4/2023 10:24 AM
362	Autonomous transportation from the new Silver Line to dining, entertainment, hotels and residential areas.	12/4/2023 6:27 AM
363	Connect the east side and west side of DNT at Belt Line Rd with an attractive pedestrian bridge over Dallas Parkway and DNT. The bridge should be wide enough for art displays.	12/3/2023 7:53 PM
364	Cleanliness.	12/3/2023 6:52 PM
365	Keep it the same with updated structures that are traditional similar to what is there and more parks, clean, lots of walkability, not tourist	12/3/2023 4:24 PM
366	Free highway connecting to 635 or 75 or I-30	12/3/2023 3:21 PM
367	Trails	12/3/2023 3:14 PM
368	Rent-controlled housing, low income housing, better sidewalks, more frequent buses, shaded bus stops with seating, and finish the damn Silver Line already.	12/3/2023 2:32 PM
369	Re-pave Keller Springs	12/3/2023 2:25 PM

370	More affordable housing, place that people want to visit	12/3/2023 2:05 PM
371	Exciting cultural events	12/3/2023 1:01 PM
372	Invest in schools, have more flying school programs for residents, get community involved in supporting non-profit organizations, etc.	12/3/2023 9:42 AM
373	Finding council members who care more about the citizens of Addison than they do about outsiders.	12/3/2023 8:44 AM
374	Stop building apartments. The neighborhoods are great but more apartments will bring in more people that truly do not care about the community.	12/3/2023 7:50 AM
375	Balance	12/3/2023 6:56 AM
376	I love how Addison circle is still walkable and the roads are shared with pedestrians and living here means we can walk to parks and restaurants. It's causal and it's still relaxed and quiet. I'd love to see more boutiques around here and better restaurants. Some day I'd love to be able to take the train to the medical center! I love living in Addison and I love the small community feeling of living here and I hope it stays that way!	12/2/2023 7:26 PM
377	Walkability! Addison does this really well in some areas (near the circle) but is lacking in others- belt line I always see people dangerously crossing the street because there aren't safe places to cross. Let's build a walkable community that prioritizes third spaces which help people live happier lives. Community events especially free ones are also crucial. I appreciate that our local government wants to hear our ideas in these surveys (also love the newsletter!)	12/2/2023 7:04 PM
378	More diverse shops near housing (e.g. florist, escape room, board games - basically not just restaurants and bars); less cars on roads in the residential area - lots of speeding recently; more walkability; maybe a lid with a park over Dallas North Tollway, instead of a pedestrian bridge; rooftop gardens; library/indoor communal space for reading/working (it's mostly too hot in Texas to be outside all the time!).	12/2/2023 4:12 PM
379	KEEP / INCREASE GREEN SPACE; BALANCE ECONOMIC DEVELOPMENT WITH QUALITY OF LIFE; PERMANENT FARMERS MARKET; RE-THINK ENTIRE TOD AREA AND BETTER BLEND WITH ORIGINAL EUROPEN DEVELOPMENT VISION OF ADDISON CIRCLE	12/2/2023 3:49 PM
380	Connected bike paths and trails that enable all residents in the area to access all corners of Addison, including bus/dart stations and primarily-pedestrian areas, so that everyone can access all the benefits of the different parts of town. Make it easier for all members of the community to meet and enjoy the feeling of being out in the public with other members if the public. Allow car usage, but limit it in ways that make streets safer, wider, and quieter for pedestrians and bikes. Quiet, car-limited/free streets that are green and have plenty of people walking and biking encourage local restaurants, cafes, and other stores to put seating outside which further enhances the friendly community atmosphere and makes it easier for people of all ages to meet and network. Give Addison a college campus feel, with dense and varied housing, open spaces and trails, bike/pedestrian friendly streets, and interesting varieties of beloved local shops. Make it easier for those interested in starting a business to rent temporary stalls/spaces within an entrepreneur hub/building while they work on establishing themselves more permanently - a central location like this gives people hunting for interesting work or goods/services somewhere to look and connect.	12/2/2023 2:11 PM
381	It would be great to have a trolly system that connected the major points of Addison and the dart rail station so that we are truly connected.	12/2/2023 1:08 PM
382	more affordable housing	12/2/2023 10:13 AM
383	More business, not more restaurants, fill the empty retail stores	12/2/2023 7:55 AM
384	Transit hub, dining destination, quiet urban oasis	12/2/2023 12:58 AM
385	A small amusement park	12/1/2023 10:53 PM
386	What about a trolley from Addison circle to Vitruvian park? Or some way to connect the two. Also, I would love love love to see some kind of fresh water source in Addison circle for our wildlife. I see them drinking from the strongly chlorinated fountains and it breaks my heart.	12/1/2023 9:34 PM
387	Revitalization of Beltline west of Midway. Inwood road revitalization, removal of extended stays on Beltline	12/1/2023 8:42 PM
388	Attract businesses and residents who value active outdoor living with its unique park and trail system in North Texas	12/1/2023 7:11 PM
389	Improve diversity of age ranges in single family homes	12/1/2023 5:00 PM
390	Continue to invest to improve the quality of life for its residents.	12/1/2023 4:46 PM
391	Neighborhood clean up. Leaves, trash, etc. Help find quality tenants for vacant commercial properties. Limit the building of more apartments Encourage the building of senior care housing facilities instead of apartments.	12/1/2023 4:26 PM
392	Would like more living options for seniors. Many of us moved here for convenience, etc. and love Addison. But as we age, we need more living and medical options so we don't have to leave Addison.	12/1/2023 3:58 PM
393	I think we need more density in housing to attract more people. How else can we grow in population.	12/1/2023 3:34 PM
394	Withdraw from DISD and join RISD.	12/1/2023 3:18 PM
395	Offer more land for home builders to build house for ownership (not condos or townhouses). No	12/1/2023 3:15 PM

	more apartments!	
396	No more apartments!!!!!!!!! The Les lac and Waterford neighborhoods are wonderful and they are getting swallowed by traffic brought on by high occupancy housing. It's awful. NO MORE APARTMENTS!!!!	12/1/2023 7:20 AM
397	Leaving some open space, not overspending and reacting to it by jumping at the first opportunity. Hitting pause. Not responding to loud city council members and residents who push for pet projects	11/30/2023 8:42 PM
398	Two big ideas: housing is pricing out all the younger professionals. That needs to get under control soon and not be controlled by MAA, but potentially rather, by the average income in Addison. Second big idea: I want to see a dance festival here in watertower theatre.	11/30/2023 7:04 PM
399	Weekly weekend events in Addison circle park Better traffic management/infrastructure More public art	11/30/2023 6:28 PM
400	Improve the high crime rate, homelessness at all Dallas/Addison borders. Less commercial & apartments	11/30/2023 3:23 PM
401	I think hosting more annual events in Addison circle park would be great! They don't need to be big and flashy but maybe themed movie night series in the park once a month. Encourage own food and drinks but will create community togetherness	11/30/2023 3:06 PM
402	I love Addison, have lived here for 8 years. I would love more festivals and more walking paths that make it easier to walk around town.	11/30/2023 5:31 AM
403	In the "near future" it would be great to see a trolley or streetcar type loop start and stop at the upcoming dart silver line station and making a loop down belt line, allowing access to all the areas, shops, restaurants, and entertainment to any visitors who might be partaking and utilizing the excellent dart transportation system. It would also be lovely to see a way to bridge the the east and west sides of Addison divided by the tollway. Some sort of pedestrian enhancements that makes crossing that intersection easier. I drive through that every intersection every day and see the struggle that many tourists hotel guests have crossing over the tollway. I think that a cleaned up pedestrian bridge like structure, really connecting both sides of Addison and creating a sense of unity would be awesome to see, and I think it also be a great gateway kind of signage area for visitors, arriving in Addison off of the beltline exit off of the tollway.	11/29/2023 9:28 PM
404	To promote safety for our residents, pedestrians and cyclers. To create more recreational parks and spaces accessible for everyone. To enforce the laws and policies of the city. To get more locally owned business in and big box retailers out.	11/29/2023 8:55 PM
405	Grow into an urban centre with its own downtown and great connectivity and walkability	11/29/2023 4:27 PM
406	become more walkable	11/27/2023 11:36 AM
407	Big events (like Kaboomtown) but also smaller resident focused events. Make Addison a place where people who don't want to have a car can easily live.	11/25/2023 8:31 PM
408	Promote Dart station	11/24/2023 11:55 AM
409	Fix the streets!!	11/23/2023 8:28 AM
410	Less rental housing	11/23/2023 8:09 AM
411	More high density mixed use housing and retail for a walkable, fun Addison.	11/23/2023 7:40 AM
412	Support organizations that will bring people in surrounding areas to Addison to celebrate positive events	11/23/2023 5:48 AM
413	Water features at major entrances to Addison.	11/23/2023 4:13 AM
414	Keep Addison a destination for young people and entrepreneurs. Keep the town beautiful and safe. Maintain sound infrastructure and fiscal policy. Keep Dallas crime at bay.	11/22/2023 9:26 PM
415	I'd like to see side walks that properly connect residential areas to shopping areas	11/22/2023 8:34 PM
416	Keep the quaint little European feel.	11/22/2023 6:06 PM
417	Jump On/ Jump Off Trolley that goes continuously up and down Beltline on Friday and Saturday nights	11/22/2023 5:15 PM
418	Open spaces	11/22/2023 3:58 PM
419	Continue with wonderful parks and public art	11/22/2023 3:50 PM
420	Addison senior living facilities	11/22/2023 3:47 PM
421	Safety	11/22/2023 3:29 PM
422	Remove people from power who have outweighed their welcome	11/21/2023 4:49 PM
423	redevelopment to create destination retail	11/21/2023 3:07 PM
424	The redevelopment of Belt line toad to be like a Milwaukie Street in Chicago,	11/20/2023 7:32 AM
425	Keep Addison social and inviting. The towns personality is great, we just need to update what we have, and stay modern like we've always been.	11/19/2023 8:32 PM
426	To have thriving businesses across all areas of the city	11/19/2023 8:13 PM
427	get a senior living facility	11/19/2023 7:59 AM

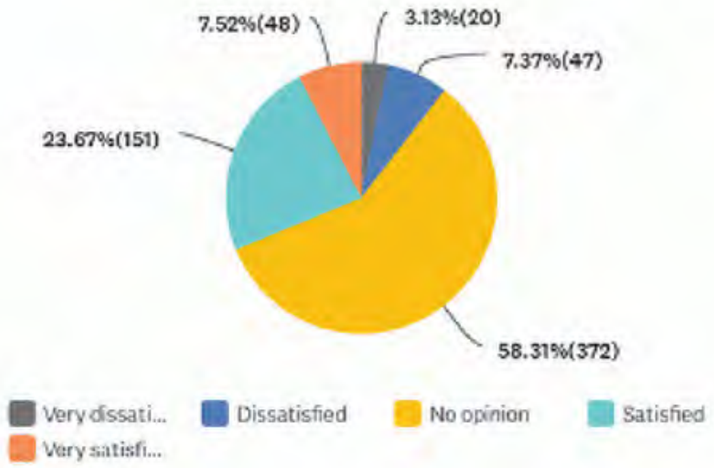
428	Less noise pollution from airport	11/18/2023 10:13 PM
429	Establishing tax incentive financing zones to maintain quality of infrastructure and encourage redevelopment specifically along Inwood road (farmers branch redevelopment initiative) Promoting school/community partnerships (public and private) raising standards back above industry norm to remain a premier location. Understand the towns size limitations and avoid trying to be everything to everyone. This includes partnering with other surrounding cities to cover weaknesses (library, sports facilities, etc...) Prepare space for multi modal transportation through evtol transportation ideally at Addison toc.	11/18/2023 1:49 PM
430	QUIT BUILDING APARTMENTS!	11/18/2023 11:00 AM
431	Remain focused on the things that have contributed to Addison being "the place to live".There is. In some cases, a distrust in city government's decisions regarding the development process & a true understanding of their concerns. Many citizens do not feel that the city is listening & is processing various planning projects & ignoring citizen input.	11/18/2023 1:28 AM
432	No more apartments. Build some senior condominiums. More law enforcement visibility in residential areas	11/17/2023 8:07 PM
433	Restore dismally lost quality of life and quality of restaurant establishments to regain a par with surrounding regions	11/17/2023 5:33 PM
434	connect the south side of Belt Line road with the north side to allow access/walkability to Addison circle for more people	11/17/2023 4:47 PM
435	Redevelopment of the west end of Beltline Road	11/17/2023 4:25 PM
436	See if there is any way to create more single-family dwellings during redevelopment.	11/17/2023 4:20 PM
437	Stop saturation of apartments. Increase police protection. Addison is now just like North Dallas. Traffic is a negative result and so is crime.	11/17/2023 4:10 PM
438	Very excited to use the train for work, hope that the four square miles we have is better served with roadwork improvement so traffic is alleviated some how with all the people moving here.	11/17/2023 3:35 PM
439	Usable, non-mud-covered sidewalks on all streets, so the entire city is walkable	11/17/2023 3:16 PM
440	Safe place to live	11/16/2023 5:41 AM
441	More trails and improving our sidewalks. If we can really focus on this, it can be a pedestrian friendly town. For example, Village on the Parkway does not need that many surface parking spaces - lets create a second parking garage and make the area more pedestrian friendly and less car congested.	11/15/2023 9:43 AM
442	Less apartments	11/15/2023 8:04 AM
443	Heart of the DFW metroplex. Live - Work - Play. Make it beautiful so you know when you enter Addison. Upgrade the Whole Foods... they don't offer the full extent of what they could.	11/14/2023 9:51 PM
444	No more apartments!	11/14/2023 10:07 AM
445	Quit building apartments we need more stable housing than rentals. That could be condos, houses or townhouses we have built a move in move out community not good for long term stability	11/14/2023 8:54 AM
446	A complete lifestyle for all ages.	11/14/2023 8:48 AM
447	Addison is centrally located, yet it is a small community. More people come into Addison every day than those that live here. There are two prongs I recommend: 1. Reminding people why they visit Addison, and 2. Introducing those that don't know about our community with what we have to offer.	11/14/2023 8:42 AM
448	Reinvest in Addison Circle as the original intent of an urban center. Better restaurants, shopping, a big name grocer in the lower level of apartments or condos. Make it a holistic community. Big names, not places that will be out of business in a year. Look at Legacy West or Uptown. That should have been Addison. Reinvest in Events that gave Addison a name. Oktoberfest and Taste Addison are disappointing shells of pre-Covid years. Limited vendors/merchants (Taste Addison restaurant participation has been embarrassing for the last 2 years) no charity partnership (5K or fun run) no amusements, no elevated experiences like the Chamberlains dinner. Other cities have taken the concept and perfected it creating better options and more competition. Oktoberfest should be about more than perpetuating drunkenness.	11/11/2023 1:01 PM
449	My big idea is that the emphasis shift away from all the multi-level apartment construction and toward true quality of life for residents as well as visitors. That includes using a lot more vision with regard to areas that are along Belt Line and Midway and Inwood. Depth of vision: the former Quadrangle on Routh Street; walkable, beautiful shopping areas (away from cars) in small towns; mini-prairies in unexpected places; fountains, waterways through the town; what would be calming and beautiful? Less cars, more trees, more safe walkability.	11/11/2023 12:11 PM
450	Fewer apartments! Fewer rentals! More permanent housing and/or neighborhoods.	11/11/2023 8:26 AM
451	Get rid of huge empty hotels and replace with another business	11/11/2023 8:05 AM
452	Take care of the tax payers in Addison that live in Addison and not so much with Dallas taxpayers that do not live here. Think Celestial road.	11/11/2023 6:56 AM
453	Hire me for $2/hr + tips to write tickets to people who don't pick up thier dog poop. I'll only be stationed at addison circle park. I'm serious	11/11/2023 6:54 AM
454	None	11/11/2023 6:25 AM

455	More businesses that will bring regional traffic to town (Entertainment/museums/activities)	11/10/2023 9:35 PM
456	More control on how bars are run	11/10/2023 4:43 PM
457	Be more diverse, friendly police, more opportunities for people of color in local government	11/9/2023 2:52 AM
458	Create entertainment district at TOD	11/7/2023 8:48 PM
459	Make Addison a destination for outdoor lifestyle activities	11/7/2023 2:06 PM
460	I get sick of hearing how many restuarants Addison has, but most are fast food or chains. I go to Dallas to eat.	11/7/2023 10:56 AM
461	I often find myself heading to Dallas on the weekends, mainly for the free daily/weekly events they hold at parks like Klyde Warren, or AT&T Discovery District. Addison Circle and Vitruvian are both GORGEOUS parks and I would like to see them host more events than what they currently do.	11/7/2023 8:21 AM
462	To be a place that is welcoming to all stages of life from being single to family to aging. Right now I feel families/ children are not as supported in our community.	11/6/2023 10:05 PM
463	Continue to offer events and livability	11/6/2023 11:23 AM
464	Focus on owner-occupied single family homes.	11/5/2023 7:02 AM
465	We have so much close by in the way of education, so let's concentrate on increasing the quality of life for those living in Addison... healthy restaurants, paths, parks, both indoor and outdoor entertainment events, etc.	11/5/2023 6:35 AM
466	Less apartments, more green (park) spaces and improved roads and traffic, i.e. restring existing main roads (Highly necessary)	11/4/2023 6:18 PM
467	less multifamily and construction unless there is a better way to address contractor vehicle traffic, noise and mess. This invites more speeders and less that stop and yield to pedestrians and more crime. Less of a nice community feel and more urban and crime. Homeless attracted as well to that weekly/daily rate project. Why did Planned Parenthood have to remove the sign? There is not enough planning for projects. Appears to be blanket/open approval. No bigger plan with a variety of visions. Same people driving direction.	11/4/2023 2:53 PM
468	Provide for accessibility during construction	11/4/2023 2:33 PM
469	Keep the spirit. Quality of life more important than adding to the tax rolls as main goal. Bigger isn't always better	11/4/2023 9:44 AM
470	More houses and less apartments	11/4/2023 6:32 AM
471	Place where singles, seniors, non traditional families can come together and make a difference in each others lives.	11/4/2023 5:43 AM
472	NO MORE APARTMENTS	11/3/2023 8:59 PM
473	Road safety	11/3/2023 8:28 PM
474	I hope we can find ways to keep single family housing. I feel it's crucial for that small-town feel. It's very hard to create that with apartment complexes. I also hope we can continue to foster local small business creation.	11/3/2023 8:10 PM
475	Revitalize and bring more entertainment options	11/3/2023 7:13 PM
476	I want a safe environment, not crowded by too many apartments, and fun things to do.	11/3/2023 6:57 PM
477	More owner occupied homes	11/3/2023 6:03 PM
478	Fully walkable and connected trails, an unmistakable sense of place, cultural significance in DFW	11/3/2023 5:28 PM
479	The use of golf carts to get from A to B, using trails and pedestrian walkways	11/3/2023 5:24 PM
480	The areas on beltline that are very dated. But this is delicate as there are a long-term businesses there, so maybe we could help them with the facelift	11/3/2023 4:49 PM
481	Trolley - bring in more city wide to Addison.	11/3/2023 3:32 PM
482	Addison is a mecca for restaurants, but we should be able to afford to live here too. I make 70k, but cannot afford a buy. I know the rich are worried about the riff/raff, but they also want me teaching. I wish to live where I work. Townhomes are not the answer, nor are they obtainable by those who work here.	11/3/2023 10:09 AM
483	Walkable bike-able city feel and neighborhood/district areas with distinct character	11/3/2023 9:31 AM
484	No big ideas just steady, incremental progress. Keep it simple and stay fiscally responsible.	11/2/2023 10:07 PM
485	Return to historical levels of quality	11/2/2023 6:46 PM
486	That we not try to be like downtown Dallas and be crammed full of apartment complexes	11/2/2023 5:34 PM
487	Better management	11/2/2023 5:26 PM
488	If the town doesn't take care of the town employees, it won't matter how big anyone's ideas are... No one will be here to execute the ideas.	11/2/2023 1:58 PM
489	Growth in entertainment and cultural festivals	11/2/2023 1:42 PM
490	Walkable neighborhoods with convenient amenities	11/2/2023 12:41 PM

491	Keep Addison safe from crime, prioritizing community	11/2/2023 11:56 AM
492	We have a enough restaurants for addison to grow as a community we need to focus on growing retail business. In addition, we need to focus on building more houses versus multi-tenant property's and revitalize/update existing multi-tenant property's that are slowly decaying over time. If we do not focus on these things once mid-town is built Addison will no longer be #1 north Dallas location for working and living.	11/2/2023 11:20 AM
493	Keep the city convenient and residential focused. Focus on public safety. Keep taxes low.	11/2/2023 11:05 AM
494	More development diversity with mixed use. Protect and enhance the tree canopy. Better interactive policing. Put Economic Development Offices in an office building and bring back the Conference Center. Create an arts district around Addison Circle Park. Examine the goals and effectiveness of present special events and what they are costing and producing for the town. Refine the level of services the town offers, focus on the details. Do something for safer pedestrian crossings at the intersection of the Tollway and Beltline. Create more pocket parks throughout town on small undeveloped tracts. Take time and do more to celebrate the Town's successes!	11/2/2023 10:39 AM
495	I want to see much more value placed on walkability and biking. The businesses in addison would benefit greatly by having regular foot traffic.	11/2/2023 10:28 AM
496	Make Addison relevant again.....Look at Legacy West it took and old Plano area and made that area a go to for business and leisure...	11/2/2023 10:15 AM
497	Continued improvement of the airport. Less apartments	11/1/2023 8:02 PM
498	- Be able to walk safely & comfortably between major areas of Addison - Be able to live in Addison without a car (biggest remaining piece is a grocery store in walking distance from Addison Circle) - Continue expanding on Addison Circle + the new development around the silver line as a safe/walkable hub	11/1/2023 7:08 PM
499	Medical and professional jobs not just service industry jobs.	11/1/2023 5:08 PM
500	Slow down apartment growth. Focus on retail, restaurant, office	11/1/2023 4:11 PM
501	Urban amenities with a small town feel. Business friendly with accessible government services.	11/1/2023 2:46 PM
502	Affordable and appropriate living places for seniors Diverse neighborhoods, shopping, dining Accessible parks, trails, open spaces	11/1/2023 2:41 PM
503	walkable city full small businesses owned by community members	11/1/2023 2:41 PM
504	Less taxes, smaller government	11/1/2023 2:19 PM
505	the Town's unique characteristics with plentiful retail/shopping/dining/entertainment options should continue to attract business investment and bring talent into the area. How do you retain the talent and attract further investment.	11/1/2023 2:02 PM
506	Addison should rediscover what made it unique, but it seems to be following the urban pack. People are looking to escape the crime and over-crowding of urban areas. We should get back to the Addison Way.	11/1/2023 1:37 PM
507	Addison is well positioned to be a proper urban village, with great walkability, trails, urban parks, and a range of housing from single family to town homes to medium to large apartment developments to condo towers. With the coming Silver Line as well, and increased bus connections serving as a natural transfer between downtown Dallas and Legacy West and DFW airport, Addison can also greatly benefit from it's location between these other important nodes in the region if Addison can push DART to improve bus and train frequencies. Better walking connections will make it easier for people to go out without a car, helping provide transportation options that don't involve sitting in traffic, and alleviating congestion so that only those that have to drive from another part of DFW have to drive, not those who live in Addison	11/1/2023 10:07 AM
508	Get around without a car without feeling like a second-class citizen. I have a car only because the built environment forces me to.	11/1/2023 8:41 AM
509	We become the model city for environmental sustainability and preparedness. When the polar vortexes and extended heatwaves come, our community is ready. Lives are saved, businesses are preserved, and we are also able to help surrounding cities. To build something like that means also creating world class amenities for pedestrians, cyclists, and transit riders. Tree lined, protected walking and cycling paths make the car free feel safe and happy to travel that way. The Transit Oriented developments bring in amazing shopping and entertainment options that are accessible by bus and rail. A second community garden is opened in the Addison Circle neighborhood and is cherished by caretakers and residents. Trails connect the entire town, residents can be within a short walk to grocery stores in each neighborhood. The airport continues to thrive but fairly uses its funds and profits to make the airport and the town for environmentally focused. Addison has the cleanest water, the most vibrant parks, and safest streets in the DFW area. All kinds of people can find a good place to live here, and feel confident that the town leadership is doing their best to protect and serve the community	11/1/2023 7:42 AM
510	Highlight Addison airport , trails and restaurants/bars around airport . Roof top restaurant/bar would be awesome.	10/31/2023 6:30 PM
511	More high rise apartments, make Midway and Inwood more of a destination. Add a third fire station. Maybe Addison Fire fund a Careflite base for medical helicopter. Addison add a second Aircraft Rescue 1500 or 3000 (probably 3000) that is used for airport, car crashes, structure fires as a first response vehicle and not just for aircraft rescue.	10/31/2023 9:55 AM
512	Walk and Bike anywhere in Addison and surrounding communities easily and safely	10/30/2023 8:22 PM

Q10 How satisfied are you with the ways the Town is currently supporting families with kids?

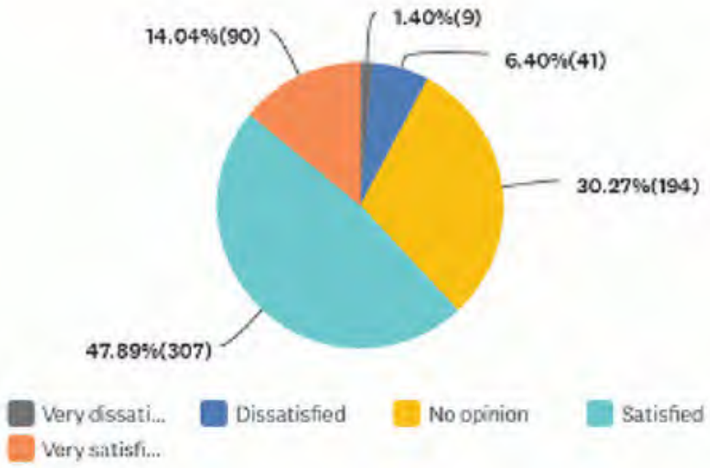
Answered: 638 Skipped: 111



	VERY DISSATISFIED	DISSATISFIED	NO OPINION	SATISFIED	VERY SATISFIED	TOTAL	WEIGHTED AVERAGE
(no label)	3.13% 20	7.37% 47	58.31% 372	23.67% 151	7.52% 48	638	3.25

Q11 How satisfied are you with the ways the Town is currently supporting young professionals?

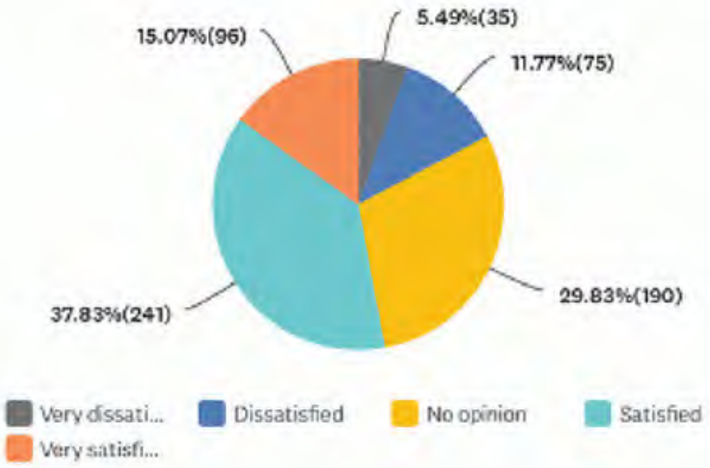
Answered: 641 Skipped: 108



	VERY DISSATISFIED	DISSATISFIED	NO OPINION	SATISFIED	VERY SATISFIED	TOTAL	WEIGHTED AVERAGE
(no label)	1.40% 9	6.40% 41	30.27% 194	47.89% 307	14.04% 90	641	3.67

Q12 How satisfied are you with the ways the Town is currently supporting seniors?

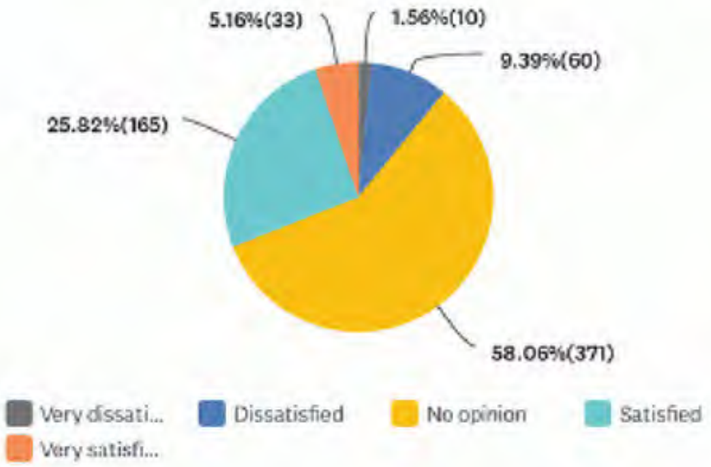
Answered: 637 Skipped: 112



	VERY DISSATISFIED	DISSATISFIED	NO OPINION	SATISFIED	VERY SATISFIED	TOTAL	WEIGHTED AVERAGE
(no label)	5.49% 35	11.77% 75	29.83% 190	37.83% 241	15.07% 96	637	3.45

Q13 How satisfied are you with the ways the Town is currently supporting service industry and frontline workers?

Answered: 639 Skipped: 110



	VERY DISSATISFIED	DISSATISFIED	NO OPINION	SATISFIED	VERY SATISFIED	TOTAL	WEIGHTED AVERAGE
(no label)	1.56% 10	9.39% 60	58.06% 371	25.82% 165	5.16% 33	639	3.24

Q14 What do you believe can be done to better support the groups you marked as dissatisfied/very dissatisfied?

Answered: 358 Skipped: 391

#	RESPONSES	DATE
1	I'm new to Addison so I'm not sure if we need another school. Maybe more parks and daycare businesses to encourage more families to move here. Seems like there is an imbalance with mostly young professionals and seniors, and not as many families with young children.	1/31/2024 5:50 PM
2	Provide more missing middle housing that could be affordable to local service workers and young families.	1/30/2024 3:44 PM
3	We raised our family here and would love more option to keep young families here for the long haul.	1/30/2024 3:31 PM
4	Just make people aware of the options & resources that are available to them that they might not know about.	1/30/2024 1:33 PM
5	We should have a high-end senior living option. When you need help, your only option for staying is in-home care (read, very expensive), otherwise you have to leave Addison.	1/29/2024 3:44 PM
6	I dont know anything that the town is doing for these groups so maybe figure a way of communicating this information	1/29/2024 12:27 PM
7	Invest in public transportation!	1/29/2024 11:47 AM
8	Rent adjustment based on service industry jobs. All these restaurants are great but if the staff who work there can't afford this town, it's not good for them.	1/28/2024 12:49 PM
9	Making more affordable housing options	1/27/2024 4:33 PM
10	NA	1/27/2024 1:54 PM
11	Support	1/27/2024 10:12 AM
12	Invest in services community programs and attract businesses people and events to the circle	1/27/2024 8:21 AM
13	Add more types of senior housing and review the senior property tax exemption.	1/26/2024 8:41 PM
14	N/A	1/26/2024 3:40 PM
15	Not much, they do most things right.	1/25/2024 5:46 PM
16	Affordable housing, library and place to network, connect, affordable child care and elder care	1/25/2024 3:59 PM
17	More promotion of current programs and establishing new opportunities for diverse young professionals	1/25/2024 12:10 PM
18	Bring a good school district for current and future families. Improve safety and amenities for children/pedestrians	1/24/2024 8:41 PM
19	Lower prices for housing, support workers with rent issues	1/24/2024 7:55 PM
20	Make Addison more affordable	1/24/2024 7:54 PM
21	Engage them and listen to them	1/24/2024 7:50 AM
22	I do not know what the community is doing to support industry and frontline workers.	1/23/2024 7:33 AM
23	a bit more emphasis on senior citizen activity/services	1/22/2024 9:25 AM
24	I did not mark any dissatisfied. I think Addison does a good job with most of these groups.	1/21/2024 11:40 AM
25	More affordable housing options for frontline/service industry workers who do not make a ton of money	1/21/2024 9:13 AM
26	See that first responders are adequately paid. Have more activities for seniors. Consider building a senior center by visiting and consulting Richardson Senior Center	1/19/2024 6:17 PM
27	I think Addison is doing a fairly good job of having diverse housing options for all stages of life.	1/19/2024 4:13 PM
28	More senior activities	1/19/2024 3:36 PM
29	Everyone seems to be supported satisfactorily.	1/19/2024 2:45 PM
30	Families have events, playgrounds and facilities at the rec center, they are GREAT! However - we don't have our own library or schools, so how are those "communities" and important social destinations incorporated or supported in Addison? I don't feel service/frontline workers are supported in addison bc there is no limited multimodal connectivity on major roadways and pedestrian connectivity from shopping strip to shopping strip. There needs to be major signage/lighting/striping/material changes to give big visual ques along these major corridors if you are going to encourage pedestrians and promote safety. Also, housing options - lots of NIMBYs saying no to apartments, but if you're adding more service jobs @ Addison Circle and the airport redevelopment area and office/businesses -- would be ideal for some of those folks to live nearby and contribute to the local economy too.	1/18/2024 1:31 PM
31	I would like them all to be supported, and I think community would help all them, but I haven't	1/18/2024 12:07 PM

	heard enough about what's currently happening to have a real opinion	
32	More programs and activities	1/18/2024 10:42 AM
33	Better parks/educational options. Better senior housing options.	1/16/2024 1:30 PM
34	provide more affordable housing	1/15/2024 9:53 PM
35	N/A	1/15/2024 9:08 AM
36	NA	1/14/2024 4:43 PM
37	Safety and better business selection.	1/13/2024 7:11 PM
38	First of all to recognize that kids do call Addison home and to welcome families. To offer a kids' version of Citizens Academy to help connect families. To have a resource book for families with school choices, etc.	1/12/2024 6:07 PM
39	I feel like the pay commission for all our first responders should to at lease up to the surrounding areas.	1/12/2024 5:31 PM
40	More playgrounds, less dog parks. Public schools. More activities and outreach for families with children and seniors.	1/12/2024 5:09 PM
41	We need more affordable houses and less apartments.	1/12/2024 4:22 PM
42	This place is seen as a white, entertainment district. Similar to Sundance square. You need more POC's opinion on your staff and in leadership positions	1/11/2024 10:07 AM
43	Equality housing and employment for everyone. Give se ond chances	1/11/2024 7:54 AM
44	Support in advertisements	1/10/2024 5:58 PM
45	N/A	1/9/2024 8:33 PM
46	None	1/9/2024 10:44 AM
47	Addison does not have very good options for schools for children. It would be nice if either Addison found a way to work with Greenhill to make it more affordable for residents to send their children to school there or had other options other than DISD.	1/8/2024 9:25 PM
48	not sure	1/6/2024 3:43 PM
49	I don't really identify as any if the above so I'm not sure what has been done for them aside from what I see in newsletters - I don't remember seeing anything for front line and service workers	1/6/2024 8:29 AM
50	Addison is a place for kids. To many young single residents.	1/5/2024 8:47 PM
51	More senior activities	1/5/2024 6:36 PM
52	More police, better pay for police and fire department. Less apartments. Go back to being a safe neighborhood. Stop the apartments and public transportation!	1/5/2024 5:38 PM
53	N/A	1/5/2024 4:39 PM
54	Safe senior living places	1/5/2024 4:18 PM
55	I don't feel safe and apt complex looking worn out externally	1/3/2024 1:26 PM
56	More dense housing, more buses and trains need to be added.	1/3/2024 12:43 PM
57	I think all groups are treated well. What is the rue responsibility to these groups. Everyone should be treated equally anfd fairly.	1/2/2024 4:36 PM
58	Marked "Families" as no opinion since I enjoy Addison yuppy and senior vibe.	1/2/2024 1:40 PM
59	develop senior housing options	12/31/2023 9:37 PM
60	Make housing more affordable	12/31/2023 6:15 PM
61	affortable apartments and transporttion for workers	12/31/2023 3:40 PM
62	No opinion on the groups who I cannot relate too. Being a young, single professional, I don't have the same needs as Senior Citziens or those with children.	12/31/2023 1:54 PM
63	N/A	12/31/2023 12:45 PM
64	Not sure how to make housing affordable for service workers and frontline professionals, maybe tax incentives?	12/31/2023 10:29 AM
65	Public schools are a problem	12/31/2023 8:31 AM
66	Assisting living options for retired residents	12/31/2023 5:15 AM
67	Making separate communities more accessible. Possibly a bus going through town, take residents on weekends, nights, around town at designated spots.	12/30/2023 10:30 PM
68	Plenty of housing in Dallas and Carrollton for service workers.	12/30/2023 5:08 PM
69	NA	12/30/2023 2:37 PM
70	na	12/30/2023 12:08 PM
71	discounts to local establishments	12/30/2023 10:02 AM
72	None	12/30/2023 8:53 AM

73	need more one story housing specifically like condominiums	12/29/2023 6:33 PM
74	Didn't have any of those groups	12/29/2023 9:51 AM
75	Again, high rent makes it hard on any age or occupation except those that have $$. We haven't had kids since we moved here because it's always another issue, the noise of the tollway keeps us awake every night. I want a quiet, affordable home. I work in the film production industry & even if I searched all year I still have to travel far away to go work. I would love if there were some way I could apply my knowledge to a more local well paying stable job.	12/28/2023 2:04 PM
76	Stop developing multi-family apartments.	12/28/2023 8:52 AM
77	I'm just un happy with all the apartments that have been stuffed into our town.	12/27/2023 6:40 PM
78	Somehow, housing needs to be more affordable	12/26/2023 11:43 AM
79	I am not a part of all these groups. N/A	12/26/2023 10:56 AM
80	I have no opinion about families with kids since my children are older and attended RISD. I think Addison is better suited for young professionals and people in their next life chapters.	12/26/2023 9:16 AM
81	N/A	12/24/2023 6:35 PM
82	N/A	12/24/2023 7:33 AM
83	Build new modern senior centers.	12/23/2023 8:06 PM
84	Na	12/23/2023 6:10 PM
85	N/A	12/23/2023 11:31 AM
86	Better housing for seniors	12/23/2023 8:10 AM
87	I only commented on the group I belong to	12/23/2023 7:30 AM
88	Addison is simply not a place for families. That is what it is. I'm not sure it needs correction per se there's too much competition and outlying suburbs.	12/23/2023 7:07 AM
89	Attract employers they can work for.	12/22/2023 7:47 PM
90	Na	12/22/2023 7:42 PM
91	Work with developers of senior housing options	12/22/2023 7:40 PM
92	I believe that I cannot give an opinion on a group that I am not part of.	12/22/2023 6:00 PM
93	n/a	12/22/2023 3:28 PM
94	Na	12/22/2023 1:59 PM
95	Na	12/22/2023 12:35 PM
96	Activities	12/22/2023 8:33 AM
97	N/A	12/21/2023 11:05 PM
98	Not Applicable.	12/21/2023 1:32 PM
99	More local casual and upper scale dining	12/21/2023 12:46 PM
100	Please pay attention to the needs and perspectives of both the elderly and children. Everything here seems to be designed for young adults or pets. It would be great if you could create something specifically for children and provide opportunities for families to bond. Additionally, we need more accessible options for the elderly.	12/21/2023 7:33 AM
101	Find ways to make housing affordable	12/20/2023 10:40 PM
102	N/A	12/20/2023 6:20 PM
103	Better safety Newer permanent housing options Clean up Addison Regarded as a non safe place that brings in bad elements	12/20/2023 5:54 PM
104	Apartment life is less than ideal for families, especially when you have redeveloped away most of the affordable ones. A lot of "young professionals" overpaying for tiny expensive apartments here and leaving when leases are up. No entry level housing to buy, so fewer embrace the community. Smart senior living was said out loud on the plan but apartments seem the only thing happening.	12/20/2023 5:54 PM
105	Open job opportunities. Have outreach programs for people trying to enter the workforce	12/20/2023 11:10 AM
106	More opportunities catered to them	12/19/2023 6:25 PM
107	Protect neighborhoods	12/19/2023 3:05 PM
108	I think ensuring that people can afford to stay in their homes, no matter the age is lovely	12/19/2023 1:39 PM
109	Incentivize workforce housing and prioritize access to public transportation	12/18/2023 9:51 PM
110	Offer industry nights at various restaurants.	12/18/2023 2:26 PM
111	Na	12/18/2023 9:21 AM
112	People's trash outside during the week and weekend. No code enforcement of weekend trash.	12/17/2023 6:30 PM
113	NA	12/17/2023 1:40 PM

114	nA	12/17/2023 12:57 PM
115	Allows supportive and safe housing for everyone	12/17/2023 8:56 AM
116	This place needs to get more hip. See point number 9 for comparison. No one talks about a night out in addison now unless you're 45-65 with kids.	12/17/2023 8:13 AM
117	Senior centers.	12/16/2023 4:08 PM
118	If we can continue to prioritize teachers and First responders we will continue to build up a positive community that is safe and inviting and helping those who serve but are limited with their own personal income in these challenging financial times of inflation.	12/16/2023 3:49 PM
119	I don't know much on kids but on seniors I think walkways around town are aesthetically pleasing but kind of murder on feet. I'm not a senior citizen but I have poor balance and arthritis in my ankles and feet and the unevenness of the brick and cobblestone make it easy to fall or roll an ankle. On frontline workers, when I moved here 8 years ago rent was $930 and is now $1520 and not a lot has been added to the town. I imagine this is not a good direction for frontline employees given that they have not seen similar wage growth.	12/16/2023 11:29 AM
120	Kid friendly	12/16/2023 11:07 AM
121	Communication and public town halls	12/16/2023 9:39 AM
122	Schools	12/16/2023 9:34 AM
123	As a newer resident I haven't had the chance to really look at all these groups critically	12/16/2023 8:00 AM
124	n/a	12/15/2023 10:59 PM
125	More focus on matters that truly matter & less focus on selling to big business & medical field.	12/15/2023 5:35 PM
126	I don't know.	12/15/2023 5:00 PM
127	N/A	12/15/2023 2:56 PM
128	None	12/15/2023 2:23 PM
129	I don't think people are dissatisfied with the support. I think finding ways to keep Addison an affordable place to live is important for all.	12/15/2023 2:03 PM
130	No answer	12/15/2023 10:53 AM
131	Addison is doing great. Keep making our community better. This is a great town. I just wish there were more parks for family's. It would be great if we could have something similar to AT&T district Downtown Dallas.	12/15/2023 9:55 AM
132	I am a young professional and would like to be involved in the community more but a lot of the events seem to be geared towards seniors or non-working parents. There were many events (especially sponsored by the rec center) that I was interested in that happened primarily M-F between 9 and 5. An example was the self defense class. (They offered a few weekend spots but a lot more weekday ones).	12/14/2023 3:50 PM
133	Communicate respectfully. Listen to their concerns and issues and be responsive.	12/14/2023 2:57 PM
134	N/A	12/14/2023 12:45 PM
135	Actually listen to citizens and not bypass them	12/14/2023 12:24 PM
136	Families with children need need larger parks and recreational things for children	12/14/2023 10:48 AM
137	Quit catering to the young professionals. Cater to established professionals, families and seniors	12/13/2023 6:15 PM
138	Create more walking trails with safety features and lighting for walking and biking in the early evening hours (after dark) in the fall and winter.	12/13/2023 5:44 PM
139	Stop negatively impacting their hard earned property and neighborhoods with apartment development next door to them.	12/13/2023 4:24 PM
140	Having a gym walkable accessible to people in the circle	12/13/2023 11:32 AM
141	N/A	12/13/2023 5:59 AM
142	N/A	12/12/2023 5:53 PM
143	N/A	12/12/2023 5:47 PM
144	N/A	12/12/2023 4:46 PM
145	N/A	12/12/2023 4:22 PM
146	There are many citizens of Addison that are voicing their opinion, regarding the approval of rental property, construction, and those voices are being ignored.	12/12/2023 4:07 PM
147	Retired seniors like me are interested in options that might help us continue to live in Addison —maybe by selling a single family home & buying a townhome or condo that isn't multilevel as one example.	12/12/2023 2:47 PM
148	Better service	12/12/2023 2:38 PM
149	N/A	12/12/2023 11:33 AM
150	Na	12/11/2023 4:44 PM
151	More housing diversity	12/11/2023 4:31 PM

152	Less apartments	12/11/2023 1:55 PM
153	Families & Children: In my area (Ledgemont Lane & Addison Circle) there are zero amenities for children: no playgrounds, clubs, sports teams, playing fields, nothing Seniors: No sustainable living options or freedom of movement for middle aged or senior renters: no rent stability, no senior designated housing.	12/11/2023 1:10 PM
154	NA	12/11/2023 12:29 PM
155	After attending several town meetings it is discouraging to see so many elderly residents disparaging multifamily housing. You can no longer buy or develop homes that are baseline affordable.	12/11/2023 12:16 PM
156	Programs and outreach to young professionals. Learn what is important to them and go that direction.	12/11/2023 10:06 AM
157	Seniors that own homes want to maintain the area as a neighborhood and support fee simple development, not more apartments	12/11/2023 9:45 AM
158	better communication about services provided	12/11/2023 9:24 AM
159	More senior citizen activities and outreach	12/11/2023 8:43 AM
160	First Responders priority programs	12/11/2023 7:53 AM
161	NA	12/11/2023 6:56 AM
162	Better working wage! Service industry STILL only make $2.13 an hour. Ludicrous.	12/11/2023 12:09 AM
163	ensure the protection and integrity of current residential homeowners, who pay the taxes in the city of Addison	12/10/2023 8:54 PM
164	NA	12/10/2023 4:40 PM
165	reasonable rent	12/10/2023 3:52 PM
166	More events geared at the younger working professionals	12/10/2023 3:52 PM
167	Lower taxes for seniors	12/10/2023 1:41 PM
168	Better education system. Know people that didn't move to Addison as they didn't want their kids to have to go to the school district.	12/10/2023 12:45 PM
169	Improve safety	12/10/2023 12:08 PM
170	Don't promote Addison to families. The citizens don't want kids here, that's why we live here.	12/10/2023 9:14 AM
171	We need to take care of the citizens tahtbare already living here	12/10/2023 7:54 AM
172	Make Addison safer.	12/10/2023 5:59 AM
173	City council must be convinced to follow their oaths of office and start protecting existing neighborhoods.	12/10/2023 5:44 AM
174	N/A	12/9/2023 5:11 PM
175	Pursue good quality senior housing, pursue single family home development (it may be too late)	12/9/2023 4:48 PM
176	Increase density and scale of housing options near places of work through mixed use developments	12/9/2023 4:35 PM
177	Available, affordable, appropriate housing. I've lived in Addison 30 and I don't ever want to move but I will not be able to handle upkeep on a house.	12/9/2023 4:23 PM
178	A dedicated seniors center.	12/9/2023 3:08 PM
179	I don't know what the city is or isn't doing to support these groups.	12/9/2023 3:02 PM
180	Gotta offer affordable housing options for the service workers in our town. They need to be able to live here and raise a family here	12/9/2023 12:56 PM
181	Don't know	12/9/2023 12:39 PM
182	N/A. This is not a town for young families. There's nothing wrong with that.	12/9/2023 10:32 AM
183	N/A	12/9/2023 9:21 AM
184	recruit senior housing developer interest in providing senior housing locations.	12/9/2023 9:10 AM
185	N/a	12/9/2023 8:34 AM
186	N/A	12/9/2023 2:07 AM
187	It's a matter of investment and financial spending for facilities isn't it OR using/re-purposing existing infrastructure.	12/8/2023 9:44 PM
188	Listen to the citizens who vote . Listen to people who tell you our issues ! Don't vote politics!	12/8/2023 9:09 PM
189	More involvement	12/8/2023 6:52 PM
190	do not know	12/8/2023 5:57 PM
191	Again, listen to the opinions of the residents and stop rezoning for apartments.	12/8/2023 5:30 PM
192	Advance planning and appropriate bond issues	12/8/2023 5:12 PM

193	N/A	12/8/2023 3:44 PM
194	Support families	12/8/2023 3:40 PM
195	City council must do a better job of taking heed of resident concerns	12/8/2023 3:25 PM
196	Incentivize homeownership for first time homebuyers. Allow for multifamily development in certain pockets. Incentivize new construction homes as well similar to what Farmer's Branch is doing for demos and new builds. It is very tough for young professionals with choosing a home base, and I believe Addison could cater to that group with new rentals, and housing that can be relatively attainable compared to other locations.	12/8/2023 3:24 PM
197	N/A	12/8/2023 2:29 PM
198	Better schools	12/8/2023 1:37 PM
199	Didn't have one	12/8/2023 12:49 PM
200	Better public schools	12/8/2023 11:41 AM
201	I doubt you can think of anything to help seniors.	12/8/2023 11:00 AM
202	I am not sure at this time	12/8/2023 9:24 AM
203	I prefer the invisible hand to do this, not government.	12/8/2023 9:12 AM
204	It's hard to compete with most of Dallas, but there needs to be a network for young professionals in Addison, especially singles (LGBTQ and straight).	12/8/2023 8:52 AM
205	Stop building apartments. The traffic and crime are out of control!	12/8/2023 6:18 AM
206	Actually make an effort to change them. Make things more affordable	12/7/2023 8:41 PM
207	Better public schools	12/7/2023 8:28 PM
208	The city has to develop programs that favor local young professionals entrepreneurship	12/7/2023 8:16 PM
209	Encouraging unionization, making the streets safer to walk and bike on, and of course affordable housing.	12/7/2023 8:07 PM
210	These workers need to be a priority.	12/7/2023 5:38 PM
211	For young professionals - more housing options, more mobility options, more bars/pubs that can be reached without driving.	12/7/2023 5:09 PM
212	I would not want my grandmother to live here. It's too hard to get around. Too much bottle neck traffic. No worthy access to safe and established walk-ways. No easily accessible public transportation for the locality either. Like an Addison street car or something. I feel like that could help seniors as well as cut down on the traffic congestion.	12/7/2023 5:02 PM
213	More marketing fit these kind of groups	12/7/2023 4:58 PM
214	Make a huge investment in making the elementary school as great on the inside as it is on the outside (support teachers steadily)	12/7/2023 4:48 PM
215	A food and sports program to give them an outlet. Along with homework assistance.	12/7/2023 4:22 PM
216	None marked as such	12/7/2023 4:22 PM
217	Put play areas for kids and not just be another useless trail park. Why do they have cameras on every pole? Seems your diversity messages are attracting thugs here.	12/7/2023 4:18 PM
218	None	12/7/2023 4:05 PM
219	Not sure of the impact on any of the mentioned segments other than seniors. I think segments need to voice realistic concerns and be willing to pay for the improvements.	12/7/2023 3:33 PM
220	nothing	12/7/2023 3:24 PM
221	Provide senior living in Addison	12/7/2023 2:41 PM
222	N/S	12/7/2023 2:22 PM
223	Access to the best school options	12/7/2023 7:56 AM
224	Go back to the way it was for crying out loud	12/7/2023 5:14 AM
225	Emphasis on creating an affordable community that doesn't contribute to the cost of living crisis.	12/6/2023 4:54 PM
226	Know that the service worker will likely commute to Addison, better walk ability	12/6/2023 3:23 PM
227	none	12/6/2023 9:13 AM
228	Na	12/6/2023 8:52 AM
229	N/a	12/6/2023 8:49 AM
230	help restaurants offer English classes to Spanish speakers; develop the "village" concept so widows can remain in their homes with community support, transportation, repairs, etc.	12/6/2023 8:48 AM
231	N/A	12/6/2023 8:38 AM
232	Housing affordability - rent controls	12/6/2023 7:28 AM
233	Establish AFFORDABLE housing for seniors	12/6/2023 6:22 AM

234	not a lot of engagement for seniors	12/5/2023 7:18 PM
235	Minimum wage increase to support those who work in our community to also live here. The more we invest in our most essential service providers the better our community will be. Make our community one where we do not have to look outside of it for what we need. Improve what we have before building something new.	12/5/2023 5:44 PM
236	Better public transit and focus on safety	12/5/2023 3:26 PM
237	N/a	12/5/2023 2:20 PM
238	Yeuh	12/5/2023 12:49 PM
239	Seniors on fixed income are being priced out of Addison. 41% increase in Property Taxes over 3-years is too much! Congestion and overcrowding everywhere. Cut the Aparment Growth!	12/5/2023 12:18 PM
240	Need senior nursing home & assisted living situations	12/5/2023 12:10 PM
241	This is a very transient community--known for all the renting options. Because Addison is close to all major highways we understand why...But Addison should be known as a place people "LIVE" permanently. A place they call home. A place where people can build families, attend schools, attend Churches, etc.. And get to know our local community. People don't know one another in Addison because it's a rental town- the College is nearby– Vitruvian is all renters. People don't stay. They have annual leases and leave.	12/5/2023 11:53 AM
242	Affordability	12/5/2023 11:12 AM
243	I think Addison could create more opportunities for youth	12/5/2023 10:13 AM
244	Stop building apartment complexes	12/5/2023 9:57 AM
245	N/A – No opinion for kids or young professionals.	12/5/2023 9:45 AM
246	N/A	12/5/2023 9:01 AM
247	I don't know what the town is doing for young professionals-do you have outings/gatherings? What programs and events are happening at the athletic club?	12/4/2023 9:41 PM
248	Senior Living Options	12/4/2023 1:10 PM
249	Pay attention to what people are telling you.	12/4/2023 1:09 PM
250	More safety for seniors	12/4/2023 12:14 PM
251	Build a senior facility, or redesign one of the larger and now empty hotels into apartments for seniors. A hotel redevelopment allows for common dining and recreational areas in place of the ball and meeting rooms. Two or three rooms can be combined into a one or two bedroom apartment with a kitchen. Hotels are designed as fairly narrow buildings allowing for windows in every room, and plumbing, thereby making a remodeling process fairly economical.	12/4/2023 12:09 PM
252	More housing opportunities	12/4/2023 10:43 AM
253	Housing options	12/4/2023 10:41 AM
254	better housing and transportation options	12/4/2023 10:29 AM
255	more multifamily housing options	12/4/2023 6:28 AM
256	Action need to be taken	12/3/2023 6:55 PM
257	More affordable housing.	12/3/2023 3:23 PM
258	Buses should run every 15 minutes, not every hour, and they should be on time. Outside of Addison Transit Center, bus stops are inhospitable. Try standing in the sun for an hour at the bus stop with no sidewalk. There need to be more grocery options for people without cars. If you live in Addison Circle, the only options are walking across the tollway to Walmart or taking the bus to Kroger. This community needs an affordable bodega.	12/3/2023 2:39 PM
259	N/A	12/3/2023 2:06 PM
260	N/a	12/3/2023 1:02 PM
261	Not much schools support	12/3/2023 9:43 AM
262	N/A	12/3/2023 8:47 AM
263	Addison has a lot of opportunities for seniors and a good variety of options for children 6-12 at the athletic club, but not as many options for young people. They did start pickleball that includes under 60 but many programs are limited to 60 or 50+ age group and are even restricted to that. I am 33 and I also feel people my age do not come to addison to live because of the lack of good education system. The only reason I agreed to live in addison was because I am a teacher and my future children can come to school with me. However, if you cannot afford private school your kids would be going to DISD which is not preferable.	12/3/2023 8:15 AM
264	N/a	12/3/2023 7:52 AM
265	I'd love for more community events for young professionals but also I'd love a library or some sort of third space for each of these groups to be able to meet with each other etc.	12/2/2023 7:29 PM
266	I think for everyone- rent control (even if it's just limiting how much it can increase by each year). I've lived here three years and my rent has gone up by about 50% over that time. At this rate it will be unsustainable to continue living here. The apartments aren't even making any changes that warrant increased rent prices.	12/2/2023 7:11 PM

267	Maybe a playground for kids somewhere in the Addison Circle park area	12/2/2023 4:16 PM
268	More homeowner single floor condos or a senior living facility; possibly a dedicated senior center for activities / AAC seems to be becoming a hybrid.	12/2/2023 3:50 PM
269	NA	12/2/2023 2:19 PM
270	More affordable housing aka apartments.	12/2/2023 1:11 PM
271	more ramps for both the disabled and those with strollers	12/2/2023 10:19 AM
272	Rent cost has gone through the roof, better prices for service industry workers	12/2/2023 8:04 AM
273	Maine clean up the parks one extra day a week? But it's really not too bad	12/1/2023 10:54 PM
274	Not sure	12/1/2023 9:35 PM
275	NA	12/1/2023 9:18 PM
276	Don't favor one group (seniors)	12/1/2023 8:44 PM
277	Improve public schools, encourage senior living options	12/1/2023 7:14 PM
278	Better schools around here other than private schools	12/1/2023 5:01 PM
279	N/A	12/1/2023 4:47 PM
280	Too many apartments and high rise buildings which may not be senior friendly and/or affordable.	12/1/2023 4:02 PM
281	Better public schools	12/1/2023 3:34 PM
282	Schools	12/1/2023 3:19 PM
283	Improve and expand the Addison Athletic Club gym facility, i.e. offer more equipment upstairs including weight benches and more free weights. The population growth has made competition for equipment rather unpleasant at busy times.	12/1/2023 3:18 PM
284	Make housing affordable. Also, lean into how noisy the festivals are. As someone who teaches workout classes at 5:15am on the weekends, not being able to sleep until after midnight is awful. It literally affected my heart and my career. Can we get an option to go somewhere if the city causes it to be too loud, like a refuge hotel or something?	11/30/2023 7:10 PM
285	Nothing. You can't satisfy everyone. Addison is a young and lively place, geared more towards young professionals 18~35 I would say. I believe it should stay the same in that sense. And not let that get ruined by trying to accommodate for everyone	11/30/2023 6:31 PM
286	More affordable townhomes!	11/30/2023 5:03 PM
287	NA	11/30/2023 3:09 PM
288	N/A	11/29/2023 9:32 PM
289	Make Addison more accessible and multigenerational friendly. Housing is very expensive and our senior citizens and young professionals cannot afford to stay here. We are driving people out left and right as big name apartment communities are buying out properties- as well as out of state folks taking up the price for our community. Rent stabilization, housing costs laws, rent increase laws can all help. Also creating a more safe community with speed bulbs, traffic lights and signals, bike lanes, crosswalks, etc.	11/29/2023 9:00 PM
290	N/A	11/27/2023 2:50 PM
291	none	11/27/2023 8:08 AM
292	Na	11/24/2023 11:56 AM
293	No opinion as I don't know the specific current programs.	11/23/2023 8:30 AM
294	Unkown	11/23/2023 8:11 AM
295	More affordable housing	11/23/2023 7:45 AM
296	N/A	11/23/2023 5:54 AM
297	Senior housing please	11/22/2023 9:27 PM
298	I don't know	11/22/2023 5:16 PM
299	Affordable housing	11/22/2023 3:59 PM
300	N/a	11/22/2023 3:52 PM
301	Within Addison there isn't a senior living facility	11/22/2023 3:51 PM
302	Didn't mark any	11/22/2023 3:30 PM
303	More affordable/ work force housing and transit options.	11/20/2023 7:33 AM
304	get a senior living facility	11/19/2023 8:01 AM
305	Families - not relying solely on private schools for education. Increasing communication on family programs to perspective residents.	11/18/2023 1:49 PM
306	I believe that seniors are, for the most part, not treated equally. I realize the demographics of the town show a higher percentage of youth vs seniors, but the benefits of listening to all citizens no matter their age, serves the entire community.	11/18/2023 1:28 AM

307	Condominiums for seniors that prefer more socialization vs home owners. Also, remove gym activities fees for seniors	11/17/2023 8:10 PM
308	redevelop current multiple unit housing for affordable housing	11/17/2023 5:35 PM
309	It would be nice to have some activities that are specifically for "adults", not necessarily "seniors"	11/17/2023 4:49 PM
310	I think the Silver Line will help. It would be nice if they could afford to live here, but with DART there will be a way to have them come work here at a minimum.	11/17/2023 4:27 PM
311	Accept the fact that not everyone shares your opinions	11/17/2023 4:13 PM
312	No opinion	11/15/2023 8:06 AM
313	Blank	11/14/2023 8:57 AM
314	A senior center in/or near Addison. Programs geared to support the needs and interests of the elderly. We shouldn't rely on private for profit care facilities to provide these. There are active, independent elders living in Addison that would find value in such support.	11/14/2023 8:54 AM
315	Rezone vacant or underutilized commercial property for senior living.	11/14/2023 8:50 AM
316	I did not select dissatisfied or very dissatisfied	11/13/2023 1:03 PM
317	The Athletic club offers activities and clubs for seniors but not for young professionals who do not have a family. The same should be offered for that group. The town should offer discounts to local businesses or events for service industry and frontline workers.	11/12/2023 4:23 PM
318	I feel the city offers a lot of athletic and event options for all ages. Good housing is a bit elevated in price. Rarely are there 'houses' if you are the type of person for that suburban life.	11/11/2023 1:07 PM
319	Less apartments and transitory living spaces	11/11/2023 8:28 AM
320	Tell us how you are supporting these groups	11/11/2023 8:07 AM
321	75001 isn't really for kids. I don't even think a school bus goes through here	11/11/2023 6:57 AM
322	Pursue top-notch senior living, encourage more private schooling	11/11/2023 6:35 AM
323	Senior living and transportation	11/10/2023 10:10 PM
324	N/A	11/10/2023 9:38 PM
325	Pay more attention to this growing population. Most events that are held are at night. Offer a dog park on the north side of town.	11/9/2023 2:55 AM
326	N/A	11/7/2023 2:07 PM
327	I think that the AAC has expanded programs - but as far as guidance as to how to tap into resources for each stage in life - everyone has to reinvent the wheel. I have known many who have left our town not aware of what they needed was a resource available to them	11/6/2023 10:46 PM
328	At this time, it's not clear the town is doing anything proactive to support these groups.	11/5/2023 9:02 AM
329	Nothing, we already have too many housing options for renters/young professionals.	11/5/2023 7:08 AM
330	senior housing is basically non existent and is definitely needed.	11/4/2023 6:21 PM
331	na - not in favor of expanding Vitruvian - very strange living conditions and UDR is a less than responsive landlord - lived there for 1 yr and it was not a good experience - already see as evolving into affordable housing -balconies on Marsh demonstrate this need to promote Brookhaven college and that campus and activities more	11/4/2023 2:59 PM
332	Provide more outdoor living space for children.	11/4/2023 2:35 PM
333	Don't know	11/4/2023 9:48 AM
334	none	11/4/2023 6:33 AM
335	Promote events better; I never find out about events until after they occur. The communication is abysmal!	11/3/2023 9:01 PM
336	Create options for senior housing , stop building apartments	11/3/2023 8:29 PM
337	I just moved here in September. It's early November, so I haven't had enough of a chance of exploring how this is going for mg fellow townspeople in order to give an informed opinion.	11/3/2023 8:13 PM
338	NA	11/3/2023 7:30 PM
339	Provide senior housing options, both rental and for sale	11/3/2023 6:04 PM
340	More activities and events	11/3/2023 5:56 PM
341	affordable housing. To be able to buy not only rent. Perhaps a tiny home lot, or 1200sq houses, not mansions!	11/3/2023 10:14 AM
342	Mine very was about supporting younger families. You can't really do anything about it unless you can fix DISD. If my house was in a different school district, it would be worth 30% more.	11/2/2023 6:51 PM
343	Focus needs to be more on them and what they need as they've been long time residents.	11/2/2023 5:37 PM
344	Senior housing, stop building multi unit developments that create traffic nightmares	11/2/2023 5:29 PM
345	Housing options, school district choices are prohibitive and unattractive for families with school age children. Cost of living in/around Addison is too expensive for most service industry and	11/2/2023 2:05 PM

	frontline workers, forcing most of them to live far away from Addison, and at some point they will do the math and stop coming all the way to Addison for sub-standard pay and opportunity. Too many dollars and too many man-hours are spent making sure the 100 or so very vocal senior citizens are "happy" and continue to have ridiculous amenities like an amazing athletic club that they pay nothing for. It's insane that the town has 40yr old city buildings and yet can spend millions every year on the athletic club (that caters to a very small percent of the residents).	
346	Develop restaurant space in Addison Circle area, empty offices and restaurants make it look sad	11/2/2023 1:44 PM
347	N/A	11/2/2023 12:42 PM
348	N/A	11/2/2023 10:29 AM
349	Create a Legacy West or Star venue here in Addison!	11/2/2023 10:17 AM
350	NA	11/1/2023 7:41 PM
351	Attract businesses that offer higher paying jobs in medicine, law, etc.	11/1/2023 5:11 PM
352	None marked	11/1/2023 4:13 PM
353	Include seniors in new housing areas, many more than 35 new apartments (new Amli area; these 35 are appreciated but woefully below what is needed)	11/1/2023 2:46 PM
354	somehow have a registry of what resources (professionals) we have in the community and engage them in a productive way, it is the people who work the ones that can't attend the meetings and you keep getting input from very old people with old/dated ideas and needs.	11/1/2023 2:44 PM
355	lower taxes	11/1/2023 2:21 PM
356	Housing density is an issue. Perceptions of for-rent housing.	11/1/2023 2:06 PM
357	Addison has been talking about senior living, but has failed to bring anything more than talk to the table.	11/1/2023 1:40 PM
358	Make good housing options available!! If our service workers can't afford to live in the community they work for, that means Addison isn't really a community, it's a theme park.	11/1/2023 7:51 AM

Q15 What issues or concerns do you have that may impact growth and development in Addison over the next 10-15 years?

Answered: 508 Skipped: 241

#	RESPONSES	DATE
1	Affordability of housing options for both renters and owners. Over-development of big apartment projects and crime, traffic, loss of open green spaces and pedestrian safety which may be a turn off for future residents and businesses.	1/31/2024 11:17 PM
2	traffic congestion and the accompanying pollution	1/31/2024 5:50 PM
3	Limited remaining vacant land. Housing stock, both apartments and single family, continuing to age and needing renovation/replacement. How to move Addison to a less car-centric transportation network.	1/30/2024 3:44 PM
4	We used to have police patrols through our neighborhood at least three times a day. I miss that. There have been more car break ins lately and I don't remember that in the past.	1/30/2024 3:31 PM
5	Keeping up with the congestion with new apartment & retail complexes going in & saving space where needed.	1/30/2024 1:33 PM
6	Housing. Transportation. Infrastructure.	1/29/2024 4:50 PM
7	Climate change, fiscal constraints.	1/29/2024 3:44 PM
8	I fear that the anti-density/apartment people will actually bring bad development to town. By being stubborn about not wanting high density instead of negotiating a higher quality development by allowing the density desired by the market we will be harming the future investment and return on that investment.	1/29/2024 12:27 PM
9	Life is hard an expensive. Finances will be hard for everyone in the coming years. However you can mitigate that, will help	1/29/2024 11:47 AM
10	Renter heavy. Need more ownership options.	1/29/2024 8:54 AM
11	Increasing COL	1/27/2024 4:33 PM
12	We don't know what we don't know. We must be prepared for any and everything which means we need to be financially strong as we are today! Priority Numero Uno!	1/27/2024 1:54 PM
13	Maintaining the beauty of Addison (community feel) while growing organically	1/27/2024 10:12 AM
14	Lake of investment in infrastructure, sidewalks and trails.	1/27/2024 8:42 AM
15	We need to continually think k about the space in the circle - make it better then Frisco and legacy !	1/27/2024 8:21 AM
16	No creative economic development. We just build more apartments or replace a restaurant with another restaurant. The whole west side of Addison along Beltline Rd is under-utilized. We need to plan development to make Addison sustainable through a strong tax base while keeping tax rates low. Infrastructure needs to be addressed for streets, sewer, water and buildings so that they are maintained on a consistent basis. Get back to the basics and proceed with the "nice to have" after taking care of the basics.	1/26/2024 8:41 PM
17	excessive apartment building. crowding, poor traffic. Maximizing space, and keeping parks and nature a primary focus.	1/26/2024 4:05 PM
18	Construction continues to be dangerous for pedestrians. Addison Circle Running Club has noticed this issue	1/26/2024 3:40 PM
19	Connections to public transportation	1/25/2024 5:46 PM
20	Not sure	1/25/2024 3:59 PM
21	None at the moment	1/25/2024 12:10 PM
22	Affordable housing.	1/25/2024 11:41 AM
23	More thriving businesses should be welcomed in order to prevent our town from a falling economy in the future. environment sustainability should be enforced to prevent our natural resources from decaying, improve the health of the town and set an example to the surrounding communities/towns/cities.	1/24/2024 8:41 PM
24	Cost of living vs housing quality	1/24/2024 7:55 PM
25	Encroachment of Dallas	1/24/2024 7:54 PM
26	I'd like to see fewer apartments being built.	1/24/2024 3:46 PM
27	Dont have any	1/24/2024 7:50 AM
28	Infrastructure deteriorating	1/23/2024 8:02 PM
29	safety	1/23/2024 7:33 AM
30	keeping the city architecturally attractive, manage traffic flow, maintain as many of the great city services as possible while not raising taxes, continue to look at alternative housing	1/22/2024 9:25 AM

	options. Have a real understanding of how many residents can the city service and support within the existing geographical boundaries.	
31	I think Addison is set up well for the next 10-15 years, because it will only continue to attract young professionals. The Athletic Club is a wonderful attraction that makes me want to continue to live in Addison. I think Addison being a part of Dallas ISD might discourage some families from moving here vs. a Plano, Carrollton-Farmers Branch, or Frisco ISD address, but I am not sure how the town could specifically address this.	1/21/2024 11:40 AM
32	That Addison would lose it's smaller community feel because it is trying to do things that are not meant for smaller communities	1/21/2024 9:13 AM
33	I am very concerned that the council will continue to approve the building of more and more apartment buildings which are currently more of an eyesore than anything.	1/19/2024 6:17 PM
34	The lack of connectivity options across Midway Road between east and west Addison	1/19/2024 4:29 PM
35	I want to stay in Addison so I hope it doesnt become to difficult to own a home here. I also think we need to build back in some charm to the city! Over by Addison circle has character that we should expand on and not let chains take over and commercialize everything	1/19/2024 4:13 PM
36	To many Apartments	1/19/2024 3:36 PM
37	What to do with office space which will likely continue to have weaker demand in the future? Can the city work with developers to repurpose some of these buildings? What is the future financial value of the airport versus the potential tax revenue by converting to residential or commercial development?	1/19/2024 2:45 PM
38	Costs to replace major city owned buildings--police, fire, city hall, courts	1/18/2024 8:47 PM
39	Too many apartments and big box stores are degrading the value of the area. Good restaurants are relocating to newer areas such as Frisco. Need to attract them by inviting higher income people into the neighborhood.	1/18/2024 2:44 PM
40	perception of local government is a major barrier and challenge that needs to have a direct strategy for addressing and remediating before long-term success and cooperation can be achieved. the city is there for the community and vice versa, they act like enemies/victims at this point in time.	1/18/2024 1:31 PM
41	Environmentalism and walkability. I love our trails and how we have wild life. I know we're building more housing, but if it's not accessible financially and we don't create alternatives to vehicles, it's going to get very congested and uncomfortable if we even get anyone because they have to afford it	1/18/2024 12:07 PM
42	Apartments - Outdated Motels/ Hotels - Class C Office Buildings	1/18/2024 11:53 AM
43	Housing is expensive and the homes are outdated	1/18/2024 10:42 AM
44	Educational options - DART TOD - People moving further north and out of the city. Staying seen as a thriving entertainment hub when some restaurants still allow smoking.	1/16/2024 1:30 PM
45	provide affordable housing for service industry and frontline workers to ensure they don't commute long distances	1/15/2024 9:53 PM
46	Stop allowing apartments to be built. After 20years they typically are not maintained to Addison standards. Short term thinking.	1/15/2024 4:00 PM
47	Making the town overcrowded with infrastructure that does not support normal flow of traffic	1/15/2024 9:08 AM
48	Prioritizing too much growth leading to more backed up roads, investing in public transit will help with that, pushing the new rail line should be a priority and the more cars off the road the better	1/14/2024 6:35 PM
49	Car theft related issues. Low income retail locations that no longer serve the demographic (I.e. should replace the Dollar Tree, Rainbow and Ross next to Target with something like Sephora, Living Spaces and TJMaxx. Honestly, replace 99% of shops in that plaza, there is a middle-upper class demographic and a lot of those retail and restaurant locations serve an outdated demographic and do not serve the current demographic (Ross, Dollar Tree, Rainbow) so we have to drive elsewhere. Addison should be known as a destination for all the shops middle upper class demographics know and love. If you invested in replacing the shops in that plaza you would better attract the right demographic. With the plaza where the Whole Foods is, you have the right idea. Revamp the plaza with the Target to be similar vibe to that.	1/14/2024 4:43 PM
50	Affordability	1/14/2024 10:11 AM
51	Housing prices, entertainment options.	1/13/2024 7:11 PM
52	No more apartments. More OWNER-OCCUPIED housing.	1/13/2024 1:31 AM
53	That there is no land available for future projects.	1/12/2024 6:07 PM
54	Too densely populated with apartments. This causing more problems with speed and heavy traffic on the roads, along with more crime in the small amount of residential communities.	1/12/2024 5:31 PM
55	Inflation, DART rail, Public Safety	1/12/2024 5:09 PM
56	Addison is looking "old" compared to the newer cities to the north of us. I have lived in Addison since 1985. We need to make walkability a priority. The Tollway is an asset (provides easy access to other parts of DFW) and it's a liability (it cuts our town in half and creates complex access between the two halves). Some of our buildings and facades look old and tired. Remaining power lines along Belt Line Rd. makes the town look cluttered. Our best asset is the Addison Recreation Center.	1/12/2024 4:22 PM

57	There's only so much room so higher density is important	1/12/2024 3:54 PM
58	Maintenance of roads/utilities, enough police, crime in surrounding areas/towns, jobs,	1/12/2024 7:21 AM
59	All available land seems to be turning into expensive apartments. I'd like to see more mixed zoning development to create more diversity and improve walkability	1/11/2024 8:07 PM
60	Limit construction to areas you have been working on for years. Josey. Belt line. It's horrible for the past 6 years.	1/11/2024 10:07 AM
61	its becoming more like a meto setting to large life living for the rich while the lower classes get overlooked	1/11/2024 7:54 AM
62	Education	1/10/2024 5:58 PM
63	Traffic from lack of viable alternatives to driving	1/9/2024 8:33 PM
64	The aging of the multifamily projects within the Town.	1/9/2024 10:44 AM
65	Too much growth in apartment complexes and do not feel the infrastructure of the city can handle it. Concerned it makes the town full of people who have no investment in Addison.	1/8/2024 9:25 PM
66	Land cost, no growth movements, closed minded individuals	1/7/2024 6:00 PM
67	Too many apartments. They are the slums of the future. Government that ignores citizen issues	1/7/2024 8:16 AM
68	tax	1/6/2024 3:43 PM
69	Aging populations alongside medical and information systems capabilities will provide either the downfall or continued healthy growth of Addison.	1/6/2024 11:49 AM
70	auto thefts are huge problem and need to be addressed way too much multi-family housing crime is up	1/6/2024 9:11 AM
71	I think apartments are needed, but too many of them in a pretty car centric society seems like it will eventually cause congestion problems unless publishers transport is increased and super encouraged	1/6/2024 8:29 AM
72	Addison has no room for expansion. All available space is used for multifamily.	1/5/2024 8:47 PM
73	%of homeowners vs renters	1/5/2024 6:41 PM
74	Way to many apartments	1/5/2024 6:36 PM
75	I hate all the apartments and crime! Put more lights and safety on the trails. More police!	1/5/2024 5:38 PM
76	Safety and no more apartments	1/5/2024 4:39 PM
77	Too many apartment buildings will over-populate and therefore overwhelm every aspect of Addison living.	1/5/2024 3:42 PM
78	Code and law enforcement	1/5/2024 3:31 PM
79	Multistory apartments with minimum street setbacks creating a canyon effect over our streets. Also, the whole idea of 'growth' needs to be questioned. Why can't anyone on the Town staff tell us a net $ amount it costs the Town in services and infrastructure for each additional resident?	1/4/2024 9:14 AM
80	Bad folks moving in	1/3/2024 1:26 PM
81	We need more mixed use developments, have grocery stores and retail stores under condos and apartments. Remove parking minimums. Bring in more DART buses/trains. We need sustainable growth and car centric development is not the way to do it.	1/3/2024 12:43 PM
82	Be fiscally responsible. Stop playing the city manager leap frog game that city managers play. Run a very lean and mean city government. Do not waste our tax dollars. Lower tax rate.	1/2/2024 4:36 PM
83	Make Dart Rail a positive as a stop between cities/transit but maintain high standards of security.	1/2/2024 1:40 PM
84	help seniors age in town so retain their wisdom, volunteering Tims and experience.	12/31/2023 9:37 PM
85	How the infrastructure and city services will handle the growth of all the new apartments.	12/31/2023 6:55 PM
86	Housing costs reduced	12/31/2023 6:15 PM
87	maintaince of the neighborhoods.	12/31/2023 3:40 PM
88	As Addison becomes more and more a town of young professionals, working families without children, seniors, and empty nesters, it is important the town provide what is most important to these populations which we believe is easy access to a plethora of restaurants, entertainment options, shopping, medical/dental care and home health care options.	12/31/2023 2:44 PM
89	The public safety, especially with metro transit coming in shortly. The mass movement of people on a regular basis greatly increases the risk of crime. Already had my car broken into shortly after the 4th of July, due to unsavory characters being able to hide in the shadows of the towns busyness.	12/31/2023 1:54 PM
90	Addison losing it's culture of investing in its long-term homeowners.	12/31/2023 12:45 PM
91	Cost of living for many, lack of transport for all	12/31/2023 10:49 AM
92	The continued decline of Addison West of Beltline and the crime from the extended stays.	12/31/2023 10:29 AM

93	Public schools, safety, homelessness population, aging facilities and infrastructure	12/31/2023 8:31 AM
94	No assisting living options in apparments or nursing homes	12/31/2023 5:15 AM
95	Don't rely on DART rail to bring more people to Addison day to day outside of those possibly using it to commute but even that will be limited as industry/businesses are not adjacent to the DART station. Addison will need to add more festivals or events at Addison Circle park or to the associated planned development near the DART station to ensure that the new planned development and existing Addison Circle businesses thrive.	12/30/2023 11:15 PM
96	Growth of renters vs owners in the community. Owners will sell, have excellent real estate. We need to find a way for younger couples to buy in. Real estate has a big play, need more smaller communities houses. Addison, is not the place to raise a young family of 3 children from what I've seen. However, we can kick start that momentum with young renting and established growing out with new views coming in.	12/30/2023 10:30 PM
97	Too many apartments and aging apartments. Going to become a ghetto.	12/30/2023 5:08 PM
98	There are fewer and fewer residents vs renters. Renters don't always care for the space the same.	12/30/2023 2:37 PM
99	The increase in crime	12/30/2023 12:08 PM
100	streets to congested, e.g. Beltline beautify beltline and other major streets discount use of the tunnel on weekends restaurants with great views of airport for watching planes, etc. More parking and easier 'drop off' at transit center for the future	12/30/2023 10:02 AM
101	Keeping sight of the costs that resident incur.	12/30/2023 9:51 AM
102	I am concerned with recent renovations at the Addison Athletic Club. It seems that vast majority funding was spent on esthetics of facility instead of practical repair or upgrade for the safety and utility. Also, whoever monitored the contractor work did poor job obviously since the facility is constantly in warranty repairs since renovation. This is indicative of incompetent Addison leadership and stewardship.	12/30/2023 8:53 AM
103	Sustenability	12/30/2023 12:28 AM
104	safety security	12/29/2023 6:33 PM
105	Aggregation of land for larger mixed use development	12/29/2023 4:23 PM
106	Disproportionate number of apartments	12/29/2023 9:51 AM
107	There is a trend in North Texas to only create new housing that is high end- whether it is new homes or apartments- that are high income brackets. This is concerning as there is an entire middle class of North Texans who need accessible housing and who are thriving members of the community. I hope Addison considers middle and lower income citizens when developing new housing.	12/29/2023 9:34 AM
108	Traffic, midway construction, construction, tollway cost & loud noise day & night, pot holes, some areas don't have access to stores & key businesses that everyone else does. Addison needs to keep some things the same, others need a redo, without spending all the $$. Slow and steady, making sure traffic can easily access new business. If construction takes over our town, businesses close.	12/28/2023 2:04 PM
109	The lack of vision from our community leaders on handling our growth and lack of police officers to deal with crime.	12/28/2023 8:52 AM
110	I worry about the decay of older apartments decaying.	12/27/2023 6:40 PM
111	Enough multi-family housing density already!	12/26/2023 11:43 AM
112	I'm concerned with too many high-end housing options being built and not keeping some diversity in home prices. But I also worry about huge divides in "rich" areas and "poor" areas.	12/26/2023 10:56 AM
113	I fear an over-emphasis on multi-family housing. While we need a good mix of development, it seems that town gets sucked into this type of development too often in recent years and is, perhaps, listening to other voices more than the residents of the town on this issue.	12/26/2023 10:22 AM
114	Traffic control, over development of multiple housing, maintenance of older apartment, and safety	12/26/2023 9:16 AM
115	Development in/around the airport.	12/24/2023 7:26 PM
116	I see it pushing lower income groups out because it is such a nice area and it is still reasonably affordable right now. Addison is a city for everyone right now and I do not want it to become a boujee area that excludes others just because of individual financial restraints.	12/24/2023 6:35 PM
117	Not enough affordable housing	12/24/2023 7:33 AM
118	There is no excellent thing in Addison.	12/23/2023 8:06 PM
119	Road construction	12/23/2023 6:10 PM
120	Safety and security are a major concern in the future.	12/23/2023 2:29 PM
121	Commuting to Addison is becoming more time consuming.	12/23/2023 1:09 PM
122	i have concerns that rent will become too expensive and young emerging professionals will be forced to relocate. I also have concerns that more priority will be given to car-centric development, instead of pedestrian oriented development.	12/23/2023 11:31 AM
123	More programs for people in their 50's. Needs are different than for those in their 70's.	12/23/2023 8:57 AM

124	Code and police enforcement of traffic laws	12/23/2023 8:10 AM
125	Lack of a good public school system or affordable private school options	12/23/2023 7:30 AM
126	The substantial amount of commercial real estate that can get affected by things like the pandemic.	12/23/2023 7:07 AM
127	It needs a more diverse business base.	12/22/2023 7:47 PM
128	Too many seniors. Terrible public education.	12/22/2023 7:42 PM
129	That the city continues to be welcoming towards everyone.	12/22/2023 6:00 PM
130	Too many apartments.	12/22/2023 3:29 PM
131	Limited housing options	12/22/2023 3:28 PM
132	Overdevelopment of apartments and not single family homes, townhomes or condos. We need more options that aren't apartments, and we need to revitalize older buildings or building left empty (Inwood Rd as an example)	12/22/2023 3:21 PM
133	The policing is quite hard for a twin this small. I haven't had issues but it can be a bit off putting.	12/22/2023 1:59 PM
134	Na	12/22/2023 12:35 PM
135	Traffic, parking, safety as Addison grows	12/22/2023 8:33 AM
136	Worried about degradation. Need to consistently maintain the clean and new feel that people get when they visit Addison (similar to Las Colinas, Klyde Warren Park, Legacy West, Highland Park, etc around Dallas metroplex)	12/22/2023 8:00 AM
137	Cost of living Walkable city, accessibility Glass recycling	12/21/2023 11:05 PM
138	Loss of quality restaurants and unaffordable housing, increase in population density, and overuse of infrastructure.	12/21/2023 1:32 PM
139	Attractiveness for younger families or young/Middle Ages professionals.	12/21/2023 12:46 PM
140	Stop building apartments. The percentage of apartments to homes is to great and will negatively effect home prices in the future!	12/21/2023 9:30 AM
141	There has been an increase in crime at the Addison apartment complex. It would make me feel much safer if police officers regularly patrolled our neighborhoods.	12/21/2023 7:33 AM
142	Housing affordability and road development. It's necessary but the construction does prove an obstacle	12/20/2023 10:40 PM
143	N/A	12/20/2023 6:20 PM
144	Way to many apartments Decline in safety and police Needs to get rid of all old apts and replace them with newer permanent housing Get rid of all the cheap motels Addison getting reputation of not being good and being a town of old apts and bad elements	12/20/2023 5:54 PM
145	More get-some-developer-rich-quick not great ideas that add value fir folks that really live here - that is all I expect from you at this point.	12/20/2023 5:54 PM
146	Growing number in children and unlivable wages	12/20/2023 11:10 AM
147	Crime	12/20/2023 10:42 AM
148	Younger professionals moving to Addison	12/19/2023 6:25 PM
149	We have fewer and fewer homeowners.	12/19/2023 3:05 PM
150	The roads are terrible	12/19/2023 1:39 PM
151	Increased housing prices and car dependency as DFW population continues to grow. Difficulties sustaining/supporting local businesses and restaurants.	12/18/2023 9:51 PM
152	Make sure to keep crime in check.	12/18/2023 7:43 PM
153	Traffic contol	12/18/2023 4:14 PM
154	Traffic and the demand for the office space that has supported the city over the last 20 years. Do not just plop another apartment complex in the town but try for owners, people who care about the Town long term.	12/18/2023 3:35 PM
155	Too many apartments and not enough single-family homes.	12/18/2023 2:26 PM
156	Na	12/18/2023 9:21 AM
157	Redevelopment of properties that have closed and are sitting empty.	12/17/2023 6:30 PM
158	Empty office buildings or older commercial properties that are not redeveloped thoughtfully.	12/17/2023 1:42 PM
159	Traffic and infrastructure	12/17/2023 1:40 PM
160	Homelessness, regulations and stagnant thinking	12/17/2023 12:57 PM
161	I think that Addison will get to a place where diversity and equity will never become a forefront in the community. There needs to be better, landlord engagement and more compassion for those that are experiencing hardships in their life.	12/17/2023 8:56 AM
162	How do we compete with the expansion of the north? Corporations are going back to office, how can addison be marketed as the central point for those that would work downtown but	12/17/2023 8:13 AM

	prefer to live here or work in the north and prefer to live here. Keep crime low and address homelessness. You'd need to show me some of your data to truly weigh in beyond my perceptions..	
163	Tech infrastructure	12/17/2023 1:32 AM
164	Overpopulation	12/16/2023 4:08 PM
165	Safety and drug use continue to be something I see on a daily basis at gas stations and people walking through neighborhoods to hang out and do drug trades. we need to have more eyes on the community and make sure the people living in the apartments that are hanging outside of gas stations are not dealing drugs.	12/16/2023 3:49 PM
166	Traffic issues, over development, homelessness, lack of code/non criminal law enforcement	12/16/2023 12:19 PM
167	Neighboring towns create a lot of competition. Addison has some advantages like the parks and events, the transit center and upcoming silver line, the plentiful hotels and restaurants, the airport, and a great central location within the area. Stop accentuating those unique positives and I think it could curtail growth.	12/16/2023 11:29 AM
168	I think the way that Addison orients itself and local businesses around the green spaces will impact the desirability of living in Addison	12/16/2023 9:44 AM
169	Concerned about the dart rail and what consumers/business it may attract.	12/16/2023 9:39 AM
170	That too many low income areas will move in a homeless will continue to cause safety concerns	12/16/2023 9:36 AM
171	Schools	12/16/2023 9:34 AM
172	Housing prices continuing to rise would make it impossible for people who work average paying jobs to live in a nicer community like this one	12/16/2023 8:00 AM
173	The dart rail coming here will have a bad effect on the town. Gonna bring in low lifes to our town.	12/15/2023 10:59 PM
174	Town council pushing big business in areas that are already too congested, cleaning up empty buildings on Addison Road & Beltline	12/15/2023 5:35 PM
175	Traffic.	12/15/2023 5:00 PM
176	Traffic. Lack of land for housing development.	12/15/2023 2:56 PM
177	Smoking	12/15/2023 2:23 PM
178	Repeating myself only because I truly think this is important. If too much focus is put in car centric transportation vs public transit and walkability, I truly believe Addison will become a drive through town. It will no longer be a hub for all of these amazing events, art, and resturants. The community aspect is so rare around here and we have to find ways to grow while still prioritizing that. We value the nature and the events and things to do. Making that more and more accessible to all of us will keep the community feeling strong and connected.	12/15/2023 2:03 PM
179	Homelessness - vagrants. Do what downtown Ft Worth (Sundance Square) does and not allow it. Pay your Police Officers more.	12/15/2023 1:09 PM
180	The north DFW area will continue to grow, but Addison's borders will not. Traffic is already pretty bad here, and I cannot imagine how much worse it will get in a decade. Continual densification and investment in all forms of transportation besides the personal automobile will be absolutely crucial for Addison's sustained growth and development.	12/15/2023 1:06 PM
181	Just population growth really.	12/15/2023 10:53 AM
182	limited amount of land in the town limits the development of new housing unless it is multi-family. People in the town don't seem to understand that limitation.	12/15/2023 10:03 AM
183	The cost of living, and low paying jobs.	12/15/2023 9:55 AM
184	Crime	12/15/2023 7:49 AM
185	None	12/14/2023 3:50 PM
186	Traffic, safety/crime, noise, and incompatible regionalism (given Addison's borders) undermining quality of life	12/14/2023 2:57 PM
187	Stop apartments	12/14/2023 1:48 PM
188	Lack of financial expertise within city government combined with a seeming lack of adequate project management to complete projects on-time and on-budget. Grand visions are worthless without the ability to execute. A perfect example is the inability to complete construction on a one-mile stretch of Midway road, now in its third year. The survey is cleverly worded in a way to solicit affirmative responses - who wouldn't want improved infrastructure, accessibility, sustainability, etc., but current city government has not yet demonstrated the ability to fulfill these visions. I hope they can, but there seems to be a reluctance to issue regular, transparent financial updates (and yes, I'm discounting the freshman-level "financial reports" issued the week before elections that contain no income statements or balance sheets). Almost everyone I know is in favor of continued development and improvement, but updates are necessary (e.g., how much incremental tax revenue have the new Vitruvian developments generated this year? Last year?)	12/14/2023 12:45 PM
189	No more Apartments, to much traffic right now	12/14/2023 12:24 PM
190	Gridlock with traffic	12/14/2023 10:48 AM

191	So many apartments is going to strain and currently strains our law enforcement and Addison is not doing anything except promoting more crime. That is one reason residents are moving away from Addison. The City Council DOE NOT listen residents. They already have their minds made up prior to the public hearings. Addison is becoming a joke where it use to be that the City Council listened to the residents.	12/13/2023 6:15 PM
192	If it grows too quickly, and urban nightmare might occur: ie-snarling traffic and less public safety	12/13/2023 5:44 PM
193	Limited or no space to expand	12/13/2023 5:09 PM
194	With the dart train comes more unknowns - better police presence	12/13/2023 4:55 PM
195	Too many people living in such a confined area as Addison that will redult in many more cars on roads, will need increased number of first responders, strain on existing dog parks, trails/open spaces, and just overall general needs of our small community. Its inevitable to overwhelm everybody and everything.	12/13/2023 4:24 PM
196	Traffic and construction issues	12/13/2023 1:12 PM
197	I believe that MAA is charging too much for Rent in the circle for both people and businesses. I am very afraid how this is going to long term impact the city. I think we need more condos and also that the government should purchase the business spaces from MAA so that we can charge a reasonable rent and keep these places in business. Shopping has completely died out of the circle	12/13/2023 11:32 AM
198	Infrastructure. Too many apartments.	12/13/2023 5:59 AM
199	Getting behind on building trails and sports and parks. Current parks are very nice but need more connecting trails to go to places like AAC,without having to have a car. AAC renovations were very nice	12/12/2023 9:10 PM
200	I don't like all the apartments, they attract undesirable renters who don't care about the community that they live in. I LOVE Addison, and I don't want its great character to be ruined by overpopulation.	12/12/2023 5:53 PM
201	Pedestrian accessibility and housing prices	12/12/2023 5:47 PM
202	Redevelopment of commercial properties for more modern facilities / housing. Reduction of parking in favor of more "place". Connection between retail-commercial-residential without a car	12/12/2023 4:56 PM
203	Affordable housing (overall in the United States)	12/12/2023 4:46 PM
204	With the implementation of expanding the transportation system, there is concern of maintenance and the free rider issue. However, I believe an improved transportation system will invite a larger audience to visit Addison with reducing the issue of limited parking spots.	12/12/2023 4:22 PM
205	Addison does not have a growth problem. Addison's focus should be on sustaining the desirable location and what brings people to visit Addison. In every example across large cities in America went to many rental properties exist in a specific area, crime will increase and the area will begin to become undesirable.	12/12/2023 4:07 PM
206	No more multi-family residential complexes (apartments)	12/12/2023 3:16 PM
207	Aging neighborhoods that are allowed to decline due to shabby fences, neglected lawns, rise in on street parking, etc	12/12/2023 2:47 PM
208	Better cost of living for everyone	12/12/2023 2:38 PM
209	None	12/12/2023 2:34 PM
210	N/A	12/12/2023 11:33 AM
211	1. The homeless. The City Council seems not do anything about this especially near the tollway areas. What will happen once the Silver line gives access to more people hopping off in Addison to pan handle? 2. The fact that we lost power for 18 hours straight in the winter of 2021 and Addison town had no way of dealing with it was a disgrace. The electric grid issue was a shameful situation that reverberated around the country. Will Addison have a better control over power outages in the future?	12/12/2023 11:21 AM
212	Redevelopment is expensive, slow and time consuming. Need have creative planning and favorable entitlement process to compete.	12/11/2023 4:44 PM
213	Excessive traffic due to the higher density projects	12/11/2023 4:31 PM
214	rezoning	12/11/2023 3:41 PM
215	Too many apartments	12/11/2023 1:55 PM
216	Addison should concentrate on renter longevity over luxury high-cost rentals. Uncertain the economy can sustain high-cost rentals indefinitely. Paychecks are not increasing at the rate of rentals. The hordes of renters moving into DFW can move out just as easily. Addison may be stuck with deserted luxury apartment meccas.	12/11/2023 1:10 PM
217	Traffic, Traffic, and too many apartments.	12/11/2023 12:29 PM
218	Improved pedestrian and bike infrastructure would be a great way to insure the roads are not overly crowded. I would walk to more stuff in town if I was not worried about having to die every time I cross a street.	12/11/2023 12:16 PM
219	Climate change, economy	12/11/2023 11:21 AM

220	continued suburban sprawl creating newer centers of business such as Frisco, etc. Continued congestion/parking in popular areas such as Village on the Parkway. Make it easy; trolley, etc. Work from home / remote killing office space tenancy other factors impacting office space tenancy	12/11/2023 10:06 AM
221	The City hasn't done a good job planning for increased traffic despite continuing to add highly dense apartment complexes	12/11/2023 9:45 AM
222	providing a better balance of housing types and availability. not just affordable but perhaps larger for families but maybe vertical on smaller plots to increase density. this also requires a better public transportation network	12/11/2023 9:24 AM
223	Not enough houses, too many apartments going up	12/11/2023 8:34 AM
224	homelessness	12/11/2023 7:53 AM
225	traffic	12/11/2023 7:08 AM
226	Access to pediatric emergency	12/11/2023 6:56 AM
227	The priority seems to be on building businesses not enhancing quality of life for residents	12/11/2023 6:20 AM
228	Rent prices rising. Inflation. Interest rates being so high. Gas prices. Grocery prices.	12/11/2023 12:09 AM
229	Read prior page. That Amli project by dart on Festival Way will destroyyyyy every single reason resident of Addison have chosen to live here. This isn't shops at legacy, and we would like to keep it that way. Quit being greedy	12/11/2023 12:06 AM
230	concerned with the incoming apartment traffic and worried that our police and fire will be diverted to the new apartment renters who are not paying the city of Addison's property taxes. As a single Ident, homeowner here in Towne Lake, I value and saved up for 10 years to live here. However, I am disappointed to see how the rental property has been diverting necessary services away from the residential homeowners as many are transient, and or for our living in one apartment. The springs a different element of economic stability and mischief to our area that I was hoping Addison could have maintained better. As a daughter of a 88 year-old Dallas police officer, I respect what our current Addison police and firefighters put up with on a daily basis. I have lived on both sides as a daughter of a police officer, and now as a homeowner. I am hoping that our city council will not become enamored with the financial attractive deals , and instead think clearly as to how their decisions affect Addison's property owners not only now, but in the next 20 years.	12/10/2023 8:54 PM
231	Lack of ability to attract quality retail, particularly west of the tollway and east of Marsh. Addison town center needs significant improvement and does not reflect my standard for shopping like the retail available in Plano/Highland Park/Southlake. Very poor quality.	12/10/2023 8:15 PM
232	the proportion of apartments/rentals is too high compared to ownership. Creates a sense of a transient community rather than one where you feel you know your neighbors	12/10/2023 6:04 PM
233	Aging office inventory, reliance on restaurants on Beltline, risk of apartment decline due to disinvestment	12/10/2023 4:40 PM
234	availability of land	12/10/2023 3:52 PM
235	Current population, in homes, although getting younger is still fairly old. All new development is in large apartment communities. People who do not own have less invested interest in community	12/10/2023 3:52 PM
236	Budget suites need to go. Panhandling should removed. And the area around motel 6 And the old black eye oea are becoming eyesores	12/10/2023 1:41 PM
237	Crime and overpopulation	12/10/2023 12:08 PM
238	Some of the apartment complexes are aging and can affect home pricing especially in the circle. Review and talk with property owners on their 5-10 year road map on the properites. Would prefer they don't drop to class-c apts.	12/10/2023 11:40 AM
239	We don't need growth. We are just fine where we are. No move living units. Growth just makes politicians look good, it doesn't make things better for citiezens.	12/10/2023 9:14 AM
240	Crime	12/10/2023 7:54 AM
241	Connecting city with proper walkways and bike lanes to encourage more pedestrian traffic	12/10/2023 6:28 AM
242	City staff will convince more city council's to destroy more of Addison	12/10/2023 5:44 AM
243	Addison is getting too congested with too many apartments. Apartments will lead to more crime.	12/9/2023 7:22 PM
244	Upkeep of roads, rec center and other infrastructure. I am concerned about adding more apartment units because the spirit of the city will continue to disappear.	12/9/2023 6:18 PM
245	I have concern that too much emphasis is being put on developing apartment complexes/short-term housing and not enough on expanding or building new neighborhoods. I think providing more "permanent" housing options helps to build a stronger community and I feel that Addison does not have enough permanent housing options at this time.	12/9/2023 5:24 PM
246	We need to maintain the streets, infrastructure, sidewalks; take advantage of unused spaces to build more recreational areas. Take a look at downtown Miami, for example, they are using the spaces under the bridges to build parks and attractions.	12/9/2023 5:11 PM
247	Crime rate, predominance of apartments, rezoning issues	12/9/2023 4:48 PM
248	Excess car dependence and maintenance cost of huge parking lots Opportunity cost of	12/9/2023 4:35 PM

	inefficient land use, especially the airport	
249	Safety is a huge issue.	12/9/2023 4:29 PM
250	infrastructure, traffic, environmental sustainability	12/9/2023 4:23 PM
251	Overcrowding and traffic.	12/9/2023 3:08 PM
252	The influx of homeless and crime is rampant and extremely concerning.	12/9/2023 3:02 PM
253	Pave the terrible roads and potholes that cause flat tires and bent rims	12/9/2023 2:59 PM
254	We need better infrastructure. Marsh road is a nightmare. Can no one decide if it is supposed to be a 2 or 3 lane road!! Please fix it!!! And stop all the work at 7:30 in the morning on that road making it a one lane road. They are always cutting grass, trees or bushes! Marsh is a nightmare.	12/9/2023 1:18 PM
255	Roads. Are there enough for all the apartments being built?	12/9/2023 12:56 PM
256	Increase population	12/9/2023 12:39 PM
257	Land use is a the biggest factor. Traffic patterns, infrastructure and current neighborhoods need to be taken into account before expanding or re-zoning	12/9/2023 10:32 AM
258	Not improving public parks, trails etc. Attract more unique restaurants and boutiques	12/9/2023 9:56 AM
259	Maintaining a safe environment. Crime and homelessness are rising in Addison and surrounding communities. Also concerned about increasing density of population and maintaining quality of housing, amenities and public safety.	12/9/2023 9:21 AM
260	Too much concern about environment and diversity.	12/9/2023 9:10 AM
261	Safety and parking/traffic issues.	12/9/2023 8:38 AM
262	Traffic	12/9/2023 8:34 AM
263	Everyone being priced out. This isn't necessarily an Addison issue so much as all of DFW but affordability is a real issue as the average age to be able to afford owning a home has shot up to over 40yrs.	12/9/2023 8:29 AM
264	Crime, homeless, street/ parking lot beggars	12/9/2023 8:15 AM
265	Too many apartments.	12/9/2023 7:33 AM
266	N/A	12/9/2023 2:07 AM
267	Cleanness	12/8/2023 10:56 PM
268	No more apartments.	12/8/2023 10:08 PM
269	Addison will just be gentrified for only the very rich	12/8/2023 9:44 PM
270	DEI and ESG will kill our city if you let it seep into our culture . Stay sane ! Think for yourself ! Don't follow the leftist views - it's killing our country	12/8/2023 9:09 PM
271	Civic engagement. I hope Addison encourages people to vote more.	12/8/2023 8:34 PM
272	Continued home unaffordability.	12/8/2023 8:23 PM
273	too many apartments	12/8/2023 5:57 PM
274	Too many apartments and your fear of being sued over white rock church instead of being afraid of the public you should represent.	12/8/2023 5:30 PM
275	Lack of available land for development	12/8/2023 5:12 PM
276	Traffic. It would be nice that instead of everyone coming to Kaboom town in a car, they had more real alternatives to get here that didn't require a car.	12/8/2023 4:47 PM
277	Code enforcement	12/8/2023 3:44 PM
278	No more land for homed. We have many apartments.	12/8/2023 3:40 PM
279	More apartments added to too many already. These are the slums of the future and attract unstable people who don't really care about addison	12/8/2023 3:25 PM
280	Footprint of Addison is constrained and without incentives, redeveloping aging office and retail will be very difficult for a developer to revitalize.	12/8/2023 3:24 PM
281	Taxes	12/8/2023 3:18 PM
282	Density and traffic	12/8/2023 2:53 PM
283	I enjoy the small town feel that Addison has in the middle of this huge metroplex. I fear one day it will become blended in with the surrounding areas and lose that charm.	12/8/2023 2:46 PM
284	Bringing in the rail opens up the community to negative impact which can already be seen by increase of homeless population walking around and sleeping in the Circle park and others in the vicinity. The amount of debris has also increased since the beginning of the project.	12/8/2023 2:29 PM
285	Educational system.	12/8/2023 1:37 PM
286	While it's not an extremely expensive to live here, it's borderline getting there for my generation between ages of 30 to 40	12/8/2023 12:49 PM
287	Too many apartments. Traffic. Not enough long term residents. Mediocre public schools. Not	12/8/2023 11:41 AM

	enough police/firemen per capita.	
288	stop trying to make Addison a destination. There are too many apartments for this small town	12/8/2023 11:00 AM
289	Homelessness and public safety	12/8/2023 10:30 AM
290	Too many apartments being built	12/8/2023 9:24 AM
291	Government going out of its scope.	12/8/2023 9:12 AM
292	I'm very annoyed by the lawn signs that say no more apartments. I'm a millenial making six figures and I'm priced out of the homes these people want to protect. I'd buy a house in a heartbeat... if I could afford one in Addison.	12/8/2023 8:52 AM
293	Apartments are being squeezed in every available inch of land still available in Addison. This must stop. In 20 years it will be a jungle around here and the values will decrease. Build more parks and trails in the remaining available space.	12/8/2023 6:18 AM
294	Concerned about the increased traffic with increased population density.	12/7/2023 10:33 PM
295	The homeless population! Like come on they're everywhere and no one e is helping them	12/7/2023 8:41 PM
296	Poor development. (housing developments) Low key hotels that bring unpleasant people to the area	12/7/2023 8:29 PM
297	Better public schools. Safety / crime reduction	12/7/2023 8:28 PM
298	Full of cheap motels and the incompetence of the planning department allowing buildings that are a detriment to the urban scape	12/7/2023 8:16 PM
299	Lack of reliable transit and unsafe streets to walk and bike on is harder for any demographic. Older folks need to be chauffeured, children the same, and everyone between being forced into driving. We're getting hotter AND colder every year!	12/7/2023 8:07 PM
300	Roads and infrastructure are inadequate.	12/7/2023 5:38 PM
301	Addison like all DFW cities is currently excessively car dependent. Unless public transport is improved, the traffic issues currently seen on beltline and DNT will get worse. Young professionals looking to buy their first house/townhouse/condo are priced out of the market.	12/7/2023 5:09 PM
302	Traffic. Only more people are coming to the area. Traffic is only going to get more full and bottle-necked. Gotta do somethin about that.	12/7/2023 5:02 PM
303	Cost of living and housing	12/7/2023 4:58 PM
304	Our population is so Senior, what happens when they're not here anymore?	12/7/2023 4:48 PM
305	Increasing gun violence	12/7/2023 4:22 PM
306	Pricing Normal High Middle Class out of any ownership or rental property	12/7/2023 4:22 PM
307	Lack of jobs for warehouse and tech. Not everyone wants to work at a restaurant.	12/7/2023 4:18 PM
308	More multifamily	12/7/2023 4:05 PM
309	Affordable and diverse housing options. Many young professionals and seniors are priced out. We don't need more massive townhomes, apartments, houses. We need smaller more affordable options. 1BR with office areas/dens. There are a lot of singles both young/old.	12/7/2023 3:57 PM
310	Voter participation. Aging neighborhoods and neighbors. Lack of long term vision, what will the region look like in 10-15 years and where will Addison fit in. Small universe of citizens want to or actually do have outsized view of their relevance to the future.	12/7/2023 3:33 PM
311	I have seen drivers constantly cruise through stop signs on Beltway and Proton with barely a tap of their brakes. The same could be said of bicyclers who rarely observe traffic rules. More policing of these intersections must be done to assure everyone's safety.	12/7/2023 3:24 PM
312	Lack of senior living	12/7/2023 2:41 PM
313	Maximize traffic patterns	12/7/2023 2:22 PM
314	I am concerned about the growing sentiment opposing increased density. Additional housing opportunities are essential for increasing economic growth, lowering housing costs and ensuring the maintenance of excellent town services. While there needs to be a balance, uninformed opposition is a potential roadblock to future growth.	12/7/2023 1:26 PM
315	Crime, homelessness, the crawl of undesirable residents into numerous cheap apartments. We need LESS apartments and more homes. Homeowners take pride in the community's future; apartment renters don't.	12/7/2023 12:07 PM
316	Escalation of crime and overload of apartments and transit and lack of investment in this community	12/7/2023 7:56 AM
317	Stop trying to grow and go back to the Nicetown it used to be	12/7/2023 5:14 AM
318	Do not over build. Keep the community feel.	12/6/2023 11:56 PM
319	Financial and price gauging on apartments and homes	12/6/2023 4:54 PM
320	Redevelopment of older buildings.	12/6/2023 3:23 PM
321	Government overreach is always a concern. The least the government is involved in one's life the better. I am from California, and I am now a Texas resident. I came to Texas and found a permanent home here in Addison. I am here because I can see the effectiveness of freedom in	12/6/2023 12:44 PM

	a community. That word "Freedom" should be the bedrock to development of The City of Addison.	
322	Housing, too much emphasis on apartment mega-structures	12/6/2023 12:32 PM
323	none	12/6/2023 9:13 AM
324	Climate Change	12/6/2023 8:52 AM
325	Apartment	12/6/2023 8:49 AM
326	re-development of commercial areas (office buildings, retail), support for airport, land too expensive for single family housing but that's all residents want (they don't appreciate their favorable tax situation).	12/6/2023 8:48 AM
327	Homelessness / Age of homes / Aging population of long-term residences	12/6/2023 8:38 AM
328	The high volume of apartments/condos being built in Addison or ones already established. The lack of "permanent" residents with this type of housing, increase in crime.	12/6/2023 6:22 AM
329	cost of living is unnecessarily high compared to the apartment amenities, lack new innovative public engagements and not just the usual yearly festivals	12/5/2023 7:18 PM
330	Open spaces are decreasing, particularly around Vitruvian Park. We have to protect our environment from the smallest gnat to the oldest senior citizen. We do not need more luxury apartments. We need open spaces that are well maintained. Old structures that are unused can be demolished and replaced. Protect our natural environment and allow us to live alongside it safely. We need to invest in an increase of community focused healthcare that is affordable. We need smaller community hubs that are walkable for each little neighborhood. Little corner/grocery stores, primary care physicians, etc. Walkable and accessible.	12/5/2023 5:44 PM
331	Limited space, not enough essential retail, grocery in walkable distances.	12/5/2023 5:12 PM
332	Maybe too much congestion and traffic	12/5/2023 3:26 PM
333	Running out of land.	12/5/2023 2:20 PM
334	None	12/5/2023 12:49 PM
335	Will be too expensive for Seniors to live here. Overcrowding and Congestion is big issue	12/5/2023 12:18 PM
336	Will be a town of apartments with no sense of community	12/5/2023 12:10 PM
337	The same I have now...no investment opportunities to stay in Addison. People hardly own anything in Addison.. The places available for purchase are unaffordable. Plus there's no place to raise a family in concrete- urban living townhomes. The spaces that are up for new construction are more apartments for lease. Addison should not be attracting more renters but more buyers. Businesses should have more offices in Addison offering local residents commuting ease..	12/5/2023 11:53 AM
338	no room to grow	12/5/2023 11:45 AM
339	The residential neighborhoods homes are too close together. Not friendly for single family residential and young families to raise children	12/5/2023 11:37 AM
340	None	12/5/2023 10:13 AM
341	That Addison is going to try to make us like downtown and Grandma's full of nothing but apartment complexes and we will be overrun and overcrowded and our safety will become a big concern	12/5/2023 9:57 AM
342	Affordability, safety and with the traffic that comes with the growth in the 4 square miles of town space, more options for mass transit to alleviate the congestion.	12/5/2023 9:45 AM
343	City is not keeping up with older areas, like Addison Circle by not supporting stores and businesses.	12/5/2023 9:15 AM
344	I'm concerned that the city will focus on adding more car centric infrastructure. This would be destructive and would not solve any issues. So many other cities have tried this and it creates urban hellscapes.	12/5/2023 9:15 AM
345	Limited real estate, crowded streets	12/5/2023 9:01 AM
346	I am very concerned about the vertical landscape regarding condos and apts. We need more single family one-story homes or patio homes. I am very concerned about filling/retaining retail space below Apt. buildings.	12/4/2023 9:41 PM
347	Very concerned in the rise of crime due to the increase of multi-family developments and not the same growth in police department.	12/4/2023 3:16 PM
348	short sighted Town Officials with private agendas	12/4/2023 1:10 PM
349	Your focus is not on what the citizens want which will cause this town to go down a slippery slope real fast where all the elected officials will be long gone and not pay a price for their decisions - but left to each and every homeowner to deal with.	12/4/2023 1:09 PM
350	as the apartments age, the crime around them will worsen affecting services in other areas of the city.	12/4/2023 12:50 PM
351	The impact of affordable housing.	12/4/2023 12:39 PM
352	Get rid of low rental hotel across the street from Krogers behind Beltline	12/4/2023 12:14 PM
353	Relying on a very heavy apartment component, with its transitory population, results in an	12/4/2023 12:09 PM

	uninvolved community. This is experienced every year when there is an election of local council members and mayor. The percentage of voters is miserable compared to the total population. Efforts should be made to locate good single family home developers to build in the very few remaining opportunities for such, or look at some redevelopment opportunities in ageing office projects.	
354	There are too many apartment buildings in Addison. There is too much noise pollution from airplanes and cars. More should be done to prevent this, e.g. change the air traffic routes to disallow large aircraft to enter the airspace above Addison and start giving out more noise violations to the very loud vehicles that travel through Addison.	12/4/2023 10:49 AM
355	Financial accountability	12/4/2023 10:43 AM
356	Livability sustainability	12/4/2023 10:41 AM
357	Do not let the permit pass for the White Rock Chapel. Do not let it open up to large crowds of people and traffic	12/4/2023 10:29 AM
358	Allowing a small minority of very outspoken people to dictate the direction of the Town.	12/4/2023 6:28 AM
359	Addison has to refresh Belt Line Rd to compete with other communities and retain its position as a primary dining venue. Some parts of Belt Line Rd look dated.	12/3/2023 7:57 PM
360	Clean up old dirty apartments.	12/3/2023 6:55 PM
361	We don't want it to turn into a crazy crowded modern community like other areas. More neighborhood feel with lots of nature. Peaceful not crazy. We like to get away to addison because it's not like uptown. We have a young family	12/3/2023 4:26 PM
362	Better transportation that can faster connecting to the major highways.	12/3/2023 3:23 PM
363	NIMBYs holding up development of the Silver Line. Investment in big, ambitious transport projects when what would really help is more frequent, punctual buses.	12/3/2023 2:39 PM
364	Lack of affordable housing, low supply of housing to purchase, heavily reliant on commercial taxes, ability to attract new residents	12/3/2023 2:06 PM
365	There are empty buildings Attract businesses	12/3/2023 1:02 PM
366	The White Rock "church" is going to destroy the neighborhood and endanger the lives of the children at Anne Frank Elementary School.	12/3/2023 8:47 AM
367	I worry about safety when the rail station opens. We have an extremely safe community now. APD does a great job but I am concerned for the future.	12/3/2023 7:52 AM
368	Overgrowth	12/3/2023 6:58 AM
369	I'm worried the new builds near Addison circle park will bring more traffic and reduce our current use of the green space there. I am concerned it will be more and more noisy and chaotic.	12/2/2023 7:29 PM
370	The only thing I can think is people being priced out of their apartments. Maybe that there's not a ton of single family homes, but I think townhomes or more condos will also encourage people to settle in more permanently in addison instead of moving away to other suburbs (boo urban sprawl)	12/2/2023 7:11 PM
371	The interior of the apartments in Addison Circle are outdated - less attractive to young professionals.	12/2/2023 4:16 PM
372	Need more home ownership options. Reduce multi family development	12/2/2023 3:53 PM
373	The continued reliance / push for apartments; public safety with Dart rail station;	12/2/2023 3:50 PM
374	Lack of electric vehicle charging, especially for apartments. Unwillingness to embrace housing/commercial density or the need for protected bike and pedestrian paths. Poor design during the initial implementation of new ideas (such as bike and pedestrian infrastructure) that hurts the adoption of their usage or their effectiveness. Failure to adopt mixed-use zoning, which would mean it is harder for areas to become dense and walkable since things like work, groceries, residences, and entertainment would be separated.	12/2/2023 2:19 PM
375	Homeowners blocking progress of building out and redevelopment causingAddison to loose major growth and sustainability to other neighboring cities.	12/2/2023 1:11 PM
376	i am worried about legislation focused more on profit and less on the people living in the city	12/2/2023 10:19 AM
377	Density of multi-family housing and the connection of that density to street and property crime	12/2/2023 12:59 AM
378	Hoodlums	12/1/2023 10:54 PM
379	Cost of living. Rent is too high and not sustainable.	12/1/2023 9:35 PM
380	None	12/1/2023 9:18 PM
381	The no apartment movement could be detrimental	12/1/2023 8:44 PM
382	Space constraints; will require redevelopment	12/1/2023 7:14 PM
383	Infrastructure and roads around here. Midway is taking 2 years to improve... with the rate of building townhomes and apartments were and tear on midway will need to be resurfaced again in 10 years.	12/1/2023 5:01 PM
384	The need for town leadership to continue to invest in infrastructure and quality of life for its residents.	12/1/2023 4:47 PM

385	Bring in more quality restaurants and retail stores. Help retailers and hospitality businesses fill unoccupied space. Too many empty restaurant spaces and hotel spaces. The empty space makes Addison look like a slowly deteriorating town where no one wants to invest their money.	12/1/2023 4:32 PM
386	Again, too many apartments which will continue to add to the traffic congestion and potential crime/safety issues. Don't feel that Addison is the safe environment we enjoyed when we moved here about 15 years ago.	12/1/2023 4:02 PM
387	Quality of public schools and resistance to development of apartments, condos and townhouses.	12/1/2023 3:34 PM
388	Over building of rental housing, lack of responsiveness to residents.	12/1/2023 3:19 PM
389	Addison's staff and elected officials have no interest in listening to existing home owners, i.e. residents about stopping the ridiculous number of apartment communities.	12/1/2023 3:18 PM
390	Too many apartments Traffic Safety/crime	12/1/2023 7:21 AM
391	The city council thinks apartment dwellers don't use the gym and the courts and they do. We are outgrowing our community space. We are selling out too early when land is precious. Taking deals today. We spend way too much money.	11/30/2023 8:44 PM
392	-The retail price is too high and no one can afford to stay in business. - Dallas North Tollway is a hot mess and it's always a nightmare at peak times by 635. It keeps people out of this part of town. -there is nowhere to park.	11/30/2023 7:10 PM
393	Nearly none, but if I was to provide two it would be cost of living and the homeless population. Neither are currently a problem but could possibly be a problem in time to come with the construction of the new transit and economic downfall	11/30/2023 6:31 PM
394	The cost of living	11/30/2023 5:03 PM
395	Too many apartments and push on big commercial projects within town counsel	11/30/2023 3:25 PM
396	There is limited family homes that are reasonably priced that it will eventually move all of the young professionals out of Addison come the next 10-15 years. My partner and I would love to buy a family home in Addison because we love this city but due to the challenges I listed above we know that we will soon have to move to Plano, Frisco, etc. Addison has a lot of activities and places to eat but it does not caterer to families to live here and I don't see that changing	11/30/2023 3:09 PM
397	I'm concerned that we won't remain a safe private neighborhood because of the dart train that will be coming here now.	11/30/2023 5:33 AM
398	Reduction in the amount of individuals that work in office buildings. With so many office spaces in Addison my worries become vacant buildings or lots the don't add to the image that Addison is trying to convey. I understand this is not exclusive to Addison but with such a large density of aging office space in dense area the concern raises higher.	11/29/2023 9:32 PM
399	The people MAA is attracting. The circle has become a dump since they bought our Post Addison. This will invite people who don't appreciate Addison's community and don't care about our city's environment and it will turn into east plano if we let it. Also safety- we need speed bumps, bike lanes, light up crosswalks, enforcement of vehicular laws. People go way to fast here and endanger everyone. We need more focus on upholding the standards of our city.	11/29/2023 9:00 PM
400	Aging population, lack of real estate space for new growth, lack of senior housing	11/27/2023 2:50 PM
401	too many apartments	11/27/2023 8:08 AM
402	Increasing prices for housing and apartment rents could hamper growth	11/25/2023 8:32 PM
403	Improve infrastructure. Maintain uniform appearance	11/24/2023 11:56 AM
404	Asset maintenance Keeping Addison Way Keeping Taxes reasonable	11/24/2023 10:01 AM
405	Traffic-crime-cleanliness	11/23/2023 8:30 AM
406	Rental housing	11/23/2023 8:11 AM
407	The NIMBY-minded people who want Addison to be Farmers Branch or Highland Park have a loud voice and I worry that they will successfully hinder the development we need to financially thrive.	11/23/2023 7:45 AM
408	We should support the development of condo/apartment growth in recognition of changing demographics. At the same time, we should protect all existing neighborhoods offering single family residences.	11/23/2023 5:54 AM
409	Concerned that Addison is becoming known as an apartment community and not a destination for homeownership. Also concerned about rapid increase in panhandling.	11/23/2023 4:20 AM
410	Crime, homelessness, lack of code enforcement, apartment blight	11/22/2023 9:27 PM
411	Crime, over growth, too many people	11/22/2023 6:08 PM
412	less new housing on postage stamp properties, more open spaces to keep Addison special (what it used to be famous for. Addison now is losing fast all credibility)	11/22/2023 5:47 PM
413	Diversity	11/22/2023 5:16 PM
414	Road infrastructure with new multi family developments	11/22/2023 4:45 PM
415	Apartments overcrowding	11/22/2023 3:59 PM

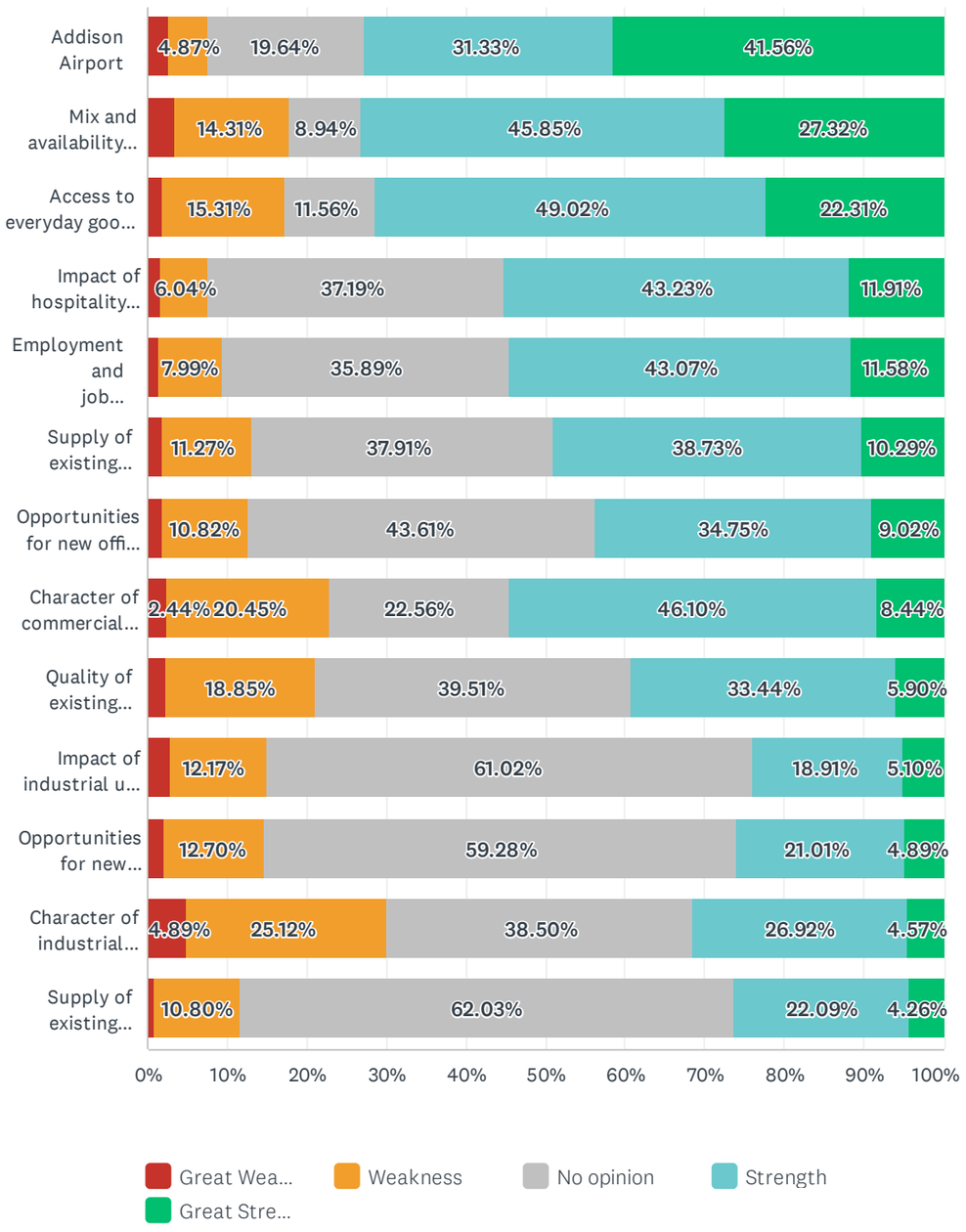
416	Keep the quality of Addison	11/22/2023 3:52 PM
417	To develop senior facilities	11/22/2023 3:51 PM
418	Safety	11/22/2023 3:30 PM
419	Development activities in our neighboring cities which abut Addison but are not compatible with our brand.	11/21/2023 3:09 PM
420	Addison becoming unfordable to young professionals.	11/20/2023 7:33 AM
421	We are a active professional community that has thrived off of the events and attractions. I fear we may loose that as many of our mature citizens who once enjoyed that fearure years ago, forget that, and want Addison to age with them.	11/19/2023 8:41 PM
422	you are chasing away seniors by not having a senior living facility	11/19/2023 8:01 AM
423	Noise pollution b/o airport is my major criticism	11/18/2023 10:15 PM
424	Competition from surrounding cities and the "center" of the metroplex moving away from Addison. Town events ("kaboom town") losing or no longer being an attractant.	11/18/2023 1:49 PM
425	We do NOT need more apartments. We don't want to be apartment town USA. Please stop those and build town character other ways, with parks and landscaoing and code enforcement.	11/18/2023 11:03 AM
426	Planning & Zoning has shown that they are not handling projects in a manner that best serves the future of Addison. They are not at a high level in their due diligence when investigating ALL the facts that affect the outcome of an application put before them. This causes the passing of inadequate & sometimes erroneous information to the Council. The whole process must be tightened up to make absolutely sure that every stone has been turned to discover ALL the pertinent facts...thus achieving the test outcome for all.	11/18/2023 1:28 AM
427	Too many apartments causing really bad traffic and increase crime	11/17/2023 8:10 PM
428	Loss of attractiveness as destination for the metroplex	11/17/2023 5:35 PM
429	too many apartments, renters who have a short-term investment in community	11/17/2023 4:49 PM
430	Lack of forward thinking and short-sightedness of older residents.	11/17/2023 4:27 PM
431	Some way to have more single-family dwellings.	11/17/2023 4:22 PM
432	We are already saturated with multi family units. This has created an environment that is not conducive to family's or senior citizens.	11/17/2023 4:13 PM
433	With such a small footprint I am not sure how we can continue to grow and still be able to get around town	11/17/2023 3:36 PM
434	A city cannot sustain itself with only rental housing - Addison much increase the percentage of fee-simple housing (including dense fee-simple housing) and must find a way to incentivize developers to this end	11/17/2023 3:17 PM
435	As more individuals move to Addison, there should be a push to improve existing infrastructure. This includes sidewalks, cross walks, street lights, create more trails, reducing congestion, etc.	11/16/2023 10:33 AM
436	Too mNy apartments planned. rise in crime. Over supply causes low rents	11/16/2023 5:43 AM
437	No opinion	11/15/2023 8:06 AM
438	My concern is proliferation of trashy strip centers and gas stations/convenience stores	11/14/2023 9:52 PM
439	Safety	11/14/2023 4:29 PM
440	This rail system will bring homeless and crime to addison. Beef up law enforcement	11/14/2023 10:09 AM
441	The transferability of apartment living and transient nature of apartment living along with upkeep of buildings and overburden on services because of crime.	11/14/2023 8:57 AM
442	The Silver Line is a great opportunity for growth and development in Addison. Utilizing this transit connection for large events will aid in parking and crowd management. It will also provide an opportunity to introduce greater Dallas with what is offered in Addison. The growth it generates will be the challenge for the future.	11/14/2023 8:54 AM
443	Lifestyle options for seniors.	11/14/2023 8:50 AM
444	Maintain what we have as opposed to building more at a higher tax rate	11/13/2023 1:03 PM
445	Infrastructure and town development. Roads should continually be monitored to ensure they are safe and maintain visual appeal. Older buildings/businesses should be updated, but no more apartments!!!	11/12/2023 4:23 PM
446	I love the train but feel without close monitoring of tickets it will bring a larger Homelessness, vagrancy and trafficking presence.	11/11/2023 1:07 PM
447	I believe a concern for Addison is the amount of people in the multi-level residential buildings, in addition to the way Addison is gridlocked within so much concrete and with increasing traffic. The greatest concern is the quality of life & health for those who live, visit, & work here. Addison is only 4 miles square. If you keep building upward, you're putting greed over real care to the quality of life of those here. Also you can be more spirited & creative about encouraging recycling, trash pickup in the parks, valuing all aspects of nature. Be inspired by creative solutions in other areas, and see what can be done here.	11/11/2023 12:19 PM
448	Too many rentals compared to permanent residences. Addison is 84% rental!	11/11/2023 8:28 AM

449	Finishing road construction ASAP taking too long	11/11/2023 8:07 AM
450	Maybe lower rent. I'm the circle, I'm paying $1,600 for a 1br 1 bath	11/11/2023 6:57 AM
451	It's too late. Too much rented living space.	11/11/2023 6:35 AM
452	No green spaces Poor choices of businesses	11/10/2023 10:10 PM
453	Too much concern about adding apartments in a changing world	11/10/2023 9:38 PM
454	Crime and the buses/train. Homelessness is starting to be an issue	11/9/2023 2:55 AM
455	Public safety	11/7/2023 8:51 PM
456	Too much focus on apartment/townhouse dwellings - need to have other options	11/7/2023 2:07 PM
457	A larger athletic club is needed because of the increased number of apartments	11/7/2023 11:59 AM
458	I think in the next 10 years Addison home values will decrease as a result of apartments and condos.	11/7/2023 10:57 AM
459	Creating inclusive community with a welcome packet like we used to have for when you moved to the community.	11/6/2023 10:46 PM
460	Lack of long term residents	11/6/2023 11:24 AM
461	Addison has too many rental units leaving no room for owner-occupied single family homes. Renters have no connection to Addison and are transient. Apartments only benefit the owners and builders of apartments at the detriment of owners.	11/5/2023 7:08 AM
462	Way too many apartment buildings are being built which totally eliminates the initial charm Addison once had and was famous for.	11/4/2023 6:21 PM
463	affordability decline into numerous affordable housing projects less quality living increase traffic, construction education the majority of us don't live where we work as we don't want to live that close or in a corporate atmosphere- if people do they live downtown or near a corporate campus	11/4/2023 2:59 PM
464	Stop high density appartments.	11/4/2023 2:35 PM
465	Lack of space to build new single family homes, and parks.	11/4/2023 11:51 AM
466	Town pleasing developers over citizens. Quality of life over growing tax rolls. Apartments have gotten way to big	11/4/2023 9:48 AM
467	Too many apartments and not enough houses.	11/4/2023 6:33 AM
468	Decay of office buildings	11/3/2023 10:03 PM
469	Too many apartments and multifamily building	11/3/2023 9:01 PM
470	Apartments	11/3/2023 8:29 PM
471	I fear that adding even more apartment complexes will take away our small town feel. It's the reason I moved here . I'd hate to see that go away and instead find the same impersonality I can find in the rest of big cities.	11/3/2023 8:13 PM
472	Too many apartments and not enough homes. Apartments run down over time. Also, no more hotels. They start to run down and can't be rebrand/flagged.	11/3/2023 7:30 PM
473	Too many apartments means people moving in and out that don't care about the town. Bring in more nice restaurants and shops so that people will once again think of Addison as a destination.	11/3/2023 7:01 PM
474	too many non-owners living here	11/3/2023 6:04 PM
475	Homeless	11/3/2023 5:56 PM
476	Aging demographic - octogenarian leadership.	11/3/2023 5:30 PM
477	Fluctuation due to too many apartments servicing younger people that move away once they start a family.	11/3/2023 5:26 PM
478	Traffic and crime	11/3/2023 5:23 PM
479	How to remain a community that has a homey feeling, but yet is still modern	11/3/2023 4:51 PM
480	If we want to keep up the pace, housing is the biggest issue. I love Addison, and I wish I could live here too. We could be innovators in this sector! Tiny Houses/ Parks could be a great idea!	11/3/2023 10:14 AM
481	Office space surplus when more people have remote or hybrid jobs	11/3/2023 9:32 AM
482	Urban sprawl. People are moving north to Frisco and other nearby suburbs.	11/2/2023 10:09 PM
483	1. Homeless people on our doorstep. This is the single biggest think that would cause me to move my home and business out of Addison. 2. Redeveloping aging developments, apartments, etc. 3. Public safety, particularly the need to upgrade policing.	11/2/2023 6:51 PM
484	I feel that the city sets all these meetings for the residents but has actually no intention of listening to what the residents have to say. You're doing far too many rezoning trying to turn everything into apartments and Retail. Retail is fine but we're tired of the apartments and don't want to be overcrowded.	11/2/2023 5:37 PM
485	Roads, building controls, fix up existing buildings	11/2/2023 5:29 PM
486	Crumbling city facilities, service level drops associated with ever-increasing city staff	11/2/2023 2:05 PM

	shortages, and a small but vocal resident population who wants to pretend that Addison is still a "boom town" and they are entitled excessive amenities without paying for them.	
487	Not keeping up with infrastructure	11/2/2023 1:44 PM
488	Transportation infrastructure for additional housing-I don't believe the Silver Line will be a success	11/2/2023 12:42 PM
489	Addison is mostly built out, so existing land use must be managed and maintained well. There are some run down areas that need to be uplifted. transportation and congestion are ongoing issues that will have increasing challenges as population grows.	11/2/2023 12:03 PM
490	Building of many apartments and giving land to big corporations that can lead to unsafe conditions in the town & rising costs of living. Already seeing unsafe conditions on roads due to not properly marked construction. Excessive traffic and excessive use of unsafe driving conditions.	11/2/2023 11:58 AM
491	The new dart project was a terrible idea and was designed horribly. With the Dallas population growing in numbers Addison will be a traffic nightmare over time since the rail is cutting across major road ways	11/2/2023 11:22 AM
492	Public safety, low taxes, over crowding, traffic.	11/2/2023 11:07 AM
493	Maintaining a quality environment and services in town. Don't dumb down services to where we are like everyone else. Continue to make Addison extraordinary among cities.	11/2/2023 10:42 AM
494	Space for new developments.	11/2/2023 10:29 AM
495	Not hip anymore....	11/2/2023 10:17 AM
496	Addison has many office towers that might face a lower number of tenants due to the rise of remote work. As they are a large part of the tax base the city will need to work with these companies to make sure they stay around, or come up with a plan if they become financially unviable	11/1/2023 7:41 PM
497	Too many rental properties.	11/1/2023 5:11 PM
498	Overcrowding due to influx of apartments. Crime will continue to increase as will taxes	11/1/2023 4:13 PM
499	Discord between residents and neighborhoods, especially regarding future use of our limited available land. Little single family owner support for any proposed change.	11/1/2023 2:51 PM
500	Too much traffic. loss of seniors due to lack of housing affordability, loss of small businesses	11/1/2023 2:46 PM
501	that you are basing this new plan on the input of the seniors of addison	11/1/2023 2:44 PM
502	taxes and growth of government	11/1/2023 2:21 PM
503	Housing density restrictions and lack of options for service professionals and public workers that make and retain talent and make Addison a wonderful place to live.	11/1/2023 2:06 PM
504	Addison leaders have turned their backs on the voters as it relates to density development. We are already experiencing over-crowding issues and with the pipeline of high to mid-density rental units, it's only going to get worse.	11/1/2023 1:40 PM
505	As millennials and Gen-Z get older, it's important for housing options, including smaller and more affordable options, be available for housing, especially housing that can be owned, even if it's in the form of basic condos without bells and whistles. It's also important to be able to provide diverse transportation options, including making walking a preferred option for shorter, more local trips. A full grocery store at Addison Circle/near the Addison Transit center would be awesome	11/1/2023 11:22 AM
506	Housing crisis, if wages don't match housing price increases... Just who do you expect to live here going forward? Heat waves and strong storms that put pressure on our grid. The crime that usually follows bad housing policy and lack of disaster preparedness. Stagnation in the office real estate economy has Work From Home continues to reduce the need for office leasing.	11/1/2023 7:51 AM
507	Ensuring the dart station does not attract homelessness	10/31/2023 6:31 PM
508	Addison maybe should consider buying land now before prices become much higher and in shorter supply down the road for resplacement city facilities like city hall, fire dept station 1 and station 2. Also for redevelopment of new apartments and office buildings.	10/31/2023 9:58 AM

Q16 When considering Addison's existing commercial and industrial areas, identify if each of the following is a strength or weakness for the community today.

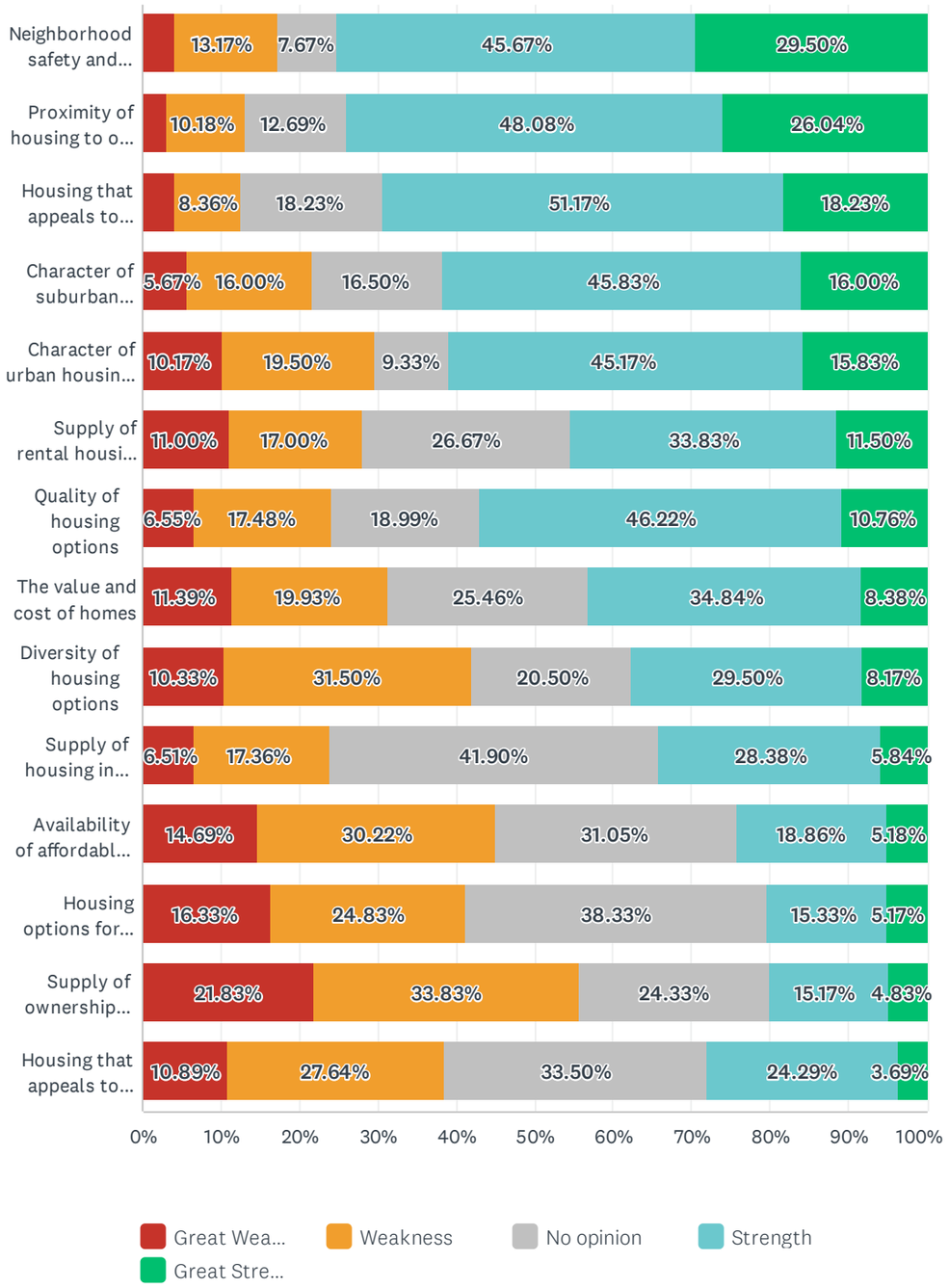
Answered: 616 Skipped: 133



	GREAT WEAKNESS	WEAKNESS	NO OPINION	STRENGTH	GREAT STRENGTH	TOTAL
Addison Airport	2.60% 16	4.87% 30	19.64% 121	31.33% 193	41.56% 256	616
Mix and availability of shopping and dining options	3.58% 22	14.31% 88	8.94% 55	45.85% 282	27.32% 168	615
Access to everyday goods and services	1.79% 11	15.31% 94	11.56% 71	49.02% 301	22.31% 137	614
Impact of hospitality uses on the community	1.63% 10	6.04% 37	37.19% 228	43.23% 265	11.91% 73	613
Employment and job opportunities	1.47% 9	7.99% 49	35.89% 220	43.07% 264	11.58% 71	613
Supply of existing commercial space	1.80% 11	11.27% 69	37.91% 232	38.73% 237	10.29% 63	612
Opportunities for new office and employment uses	1.80% 11	10.82% 66	43.61% 266	34.75% 212	9.02% 55	610
Character of commercial areas (size and scale of buildings, setbacks, design and materials, landscaping and open space, maintenance, etc.)	2.44% 15	20.45% 126	22.56% 139	46.10% 284	8.44% 52	616
Quality of existing commercial and industrial areas	2.30% 14	18.85% 115	39.51% 241	33.44% 204	5.90% 36	610
Impact of industrial uses on the community	2.80% 17	12.17% 74	61.02% 371	18.91% 115	5.10% 31	608
Opportunities for new industrial development	2.12% 13	12.70% 78	59.28% 364	21.01% 129	4.89% 30	614
Character of industrial areas (size and scale of buildings, setbacks, design and materials, landscaping and open space, maintenance, etc.)	4.89% 30	25.12% 154	38.50% 236	26.92% 165	4.57% 28	613
Supply of existing industrial space	0.82% 5	10.80% 66	62.03% 379	22.09% 135	4.26% 26	611

Q17 When considering existing housing and residential areas, identify if each of the following is a strength or weakness for Addison today.

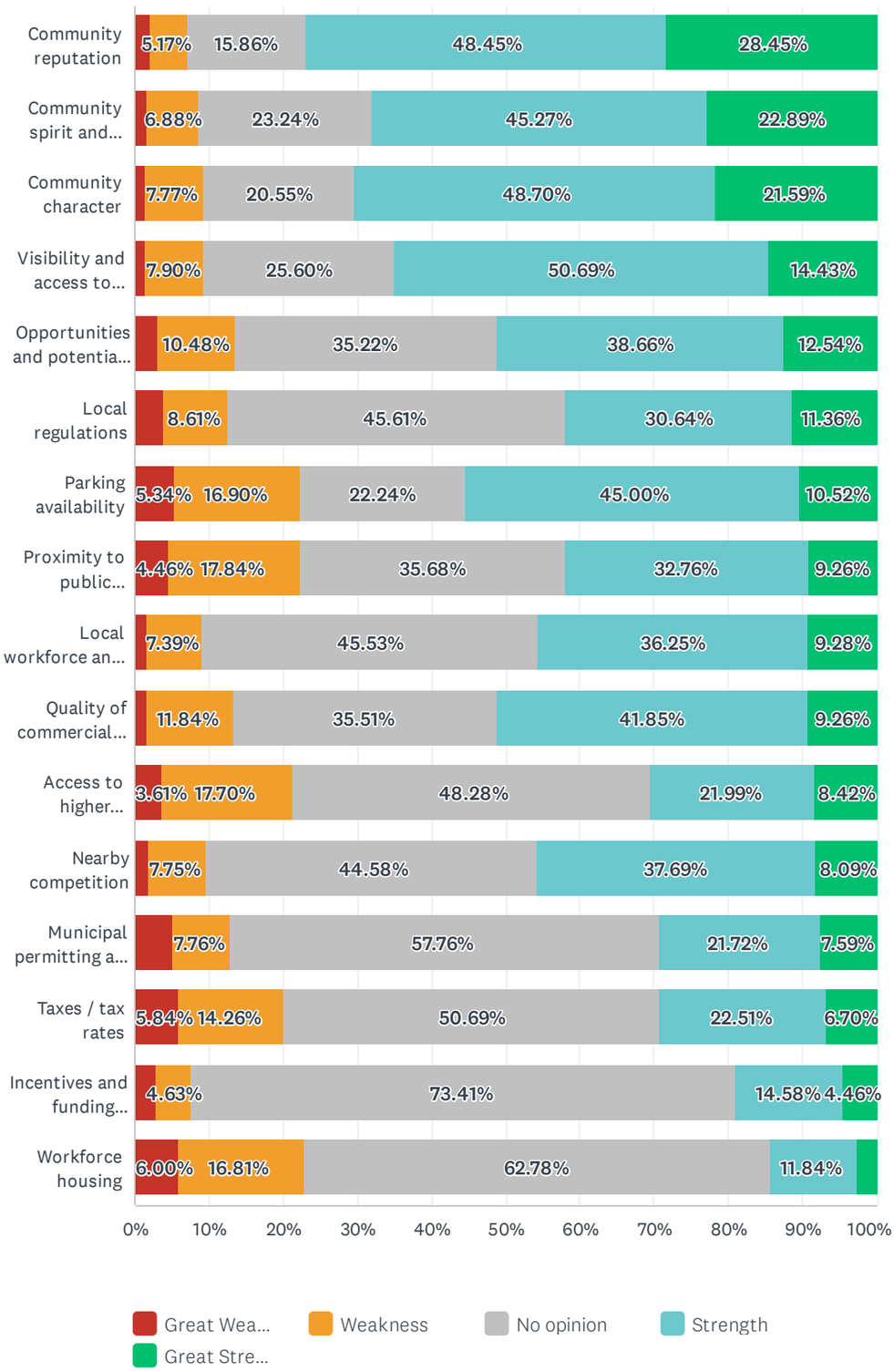
Answered: 603 Skipped: 146



	GREAT WEAKNESS	WEAKNESS	NO OPINION	STRENGTH	GREAT STRENGTH	TOTAL
Neighborhood safety and walkability	4.00% 24	13.17% 79	7.67% 46	45.67% 274	29.50% 177	600
Proximity of housing to open space and amenities	3.01% 18	10.18% 61	12.69% 76	48.08% 288	26.04% 156	599
Housing that appeals to young professionals	4.01% 24	8.36% 50	18.23% 109	51.17% 306	18.23% 109	598
Character of suburban housing - detached homes (architectural style, building materials, size and scale of buildings, open space, etc.)	5.67% 34	16.00% 96	16.50% 99	45.83% 275	16.00% 96	600
Character of urban housing - multifamily, condos, and townhomes (architectural style, building materials, size and scale of buildings, open space, etc.)	10.17% 61	19.50% 117	9.33% 56	45.17% 271	15.83% 95	600
Supply of rental housing options	11.00% 66	17.00% 102	26.67% 160	33.83% 203	11.50% 69	600
Quality of housing options	6.55% 39	17.48% 104	18.99% 113	46.22% 275	10.76% 64	595
The value and cost of homes	11.39% 68	19.93% 119	25.46% 152	34.84% 208	8.38% 50	597
Diversity of housing options	10.33% 62	31.50% 189	20.50% 123	29.50% 177	8.17% 49	600
Supply of housing in mixed-use neighborhoods	6.51% 39	17.36% 104	41.90% 251	28.38% 170	5.84% 35	599
Availability of affordable housing options	14.69% 88	30.22% 181	31.05% 186	18.86% 113	5.18% 31	599
Housing options for seniors	16.33% 98	24.83% 149	38.33% 230	15.33% 92	5.17% 31	600
Supply of ownership housing options	21.83% 131	33.83% 203	24.33% 146	15.17% 91	4.83% 29	600
Housing that appeals to young families	10.89% 65	27.64% 165	33.50% 200	24.29% 145	3.69% 22	597

Q18 Identify if each of the following is a strength or weakness to operating a business in Addison today.

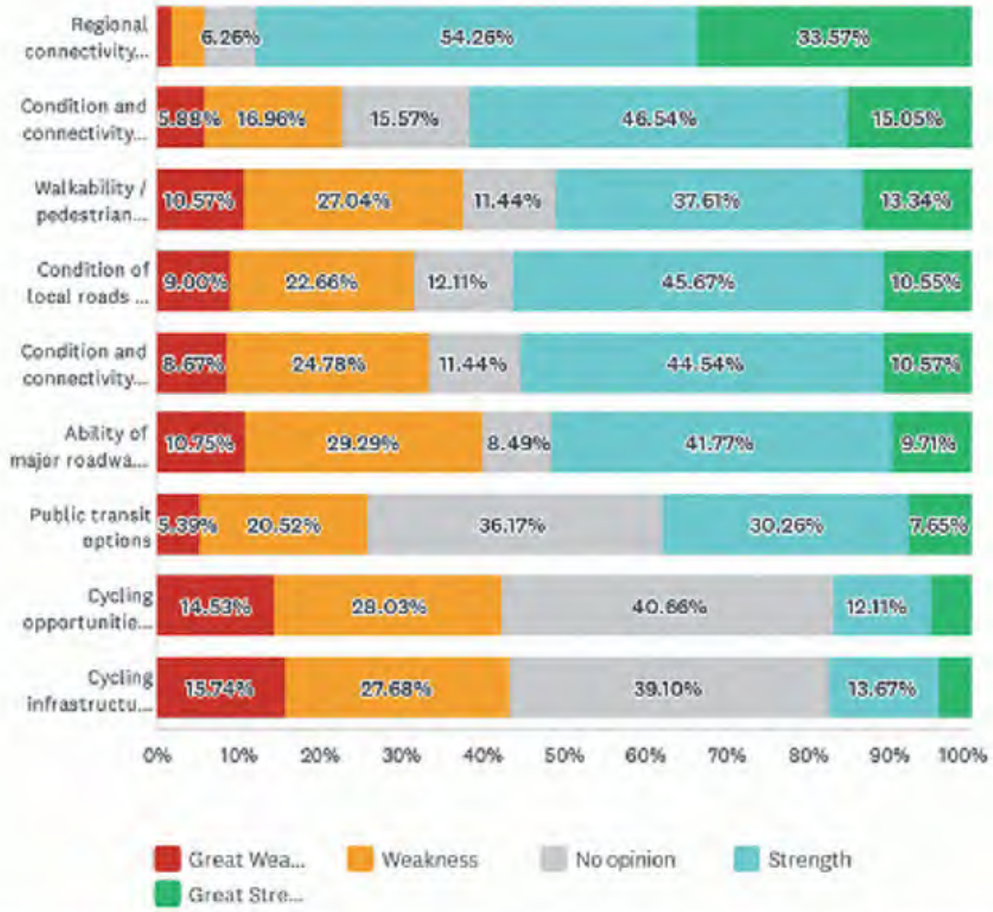
Answered: 583 Skipped: 166



	GREAT WEAKNESS	WEAKNESS	NO OPINION	STRENGTH	GREAT STRENGTH	TOTAL
Community reputation	2.07% 12	5.17% 30	15.86% 92	48.45% 281	28.45% 165	580
Community spirit and culture	1.72% 10	6.88% 40	23.24% 135	45.27% 263	22.89% 133	581
Community character	1.38% 8	7.77% 45	20.55% 119	48.70% 282	21.59% 125	579
Visibility and access to customers	1.37% 8	7.90% 46	25.60% 149	50.69% 295	14.43% 84	582
Opportunities and potential for new development / revitalization	3.09% 18	10.48% 61	35.22% 205	38.66% 225	12.54% 73	582
Local regulations	3.79% 22	8.61% 50	45.61% 265	30.64% 178	11.36% 66	581
Parking availability	5.34% 31	16.90% 98	22.24% 129	45.00% 261	10.52% 61	580
Proximity to public transportation	4.46% 26	17.84% 104	35.68% 208	32.76% 191	9.26% 54	583
Local workforce and talent pool	1.55% 9	7.39% 43	45.53% 265	36.25% 211	9.28% 54	582
Quality of commercial buildings and properties	1.54% 9	11.84% 69	35.51% 207	41.85% 244	9.26% 54	583
Access to higher education	3.61% 21	17.70% 103	48.28% 281	21.99% 128	8.42% 49	582
Nearby competition	1.89% 11	7.75% 45	44.58% 259	37.69% 219	8.09% 47	581
Municipal permitting and approval	5.17% 30	7.76% 45	57.76% 335	21.72% 126	7.59% 44	580
Taxes / tax rates	5.84% 34	14.26% 83	50.69% 295	22.51% 131	6.70% 39	582
Incentives and funding mechanisms available to businesses	2.92% 17	4.63% 27	73.41% 428	14.58% 85	4.46% 26	583
Workforce housing	6.00% 35	16.81% 98	62.78% 366	11.84% 69	2.57% 15	583

Q19 When considering Addison's existing transportation networks, identify if each of the following is a strength or weakness for the community today.

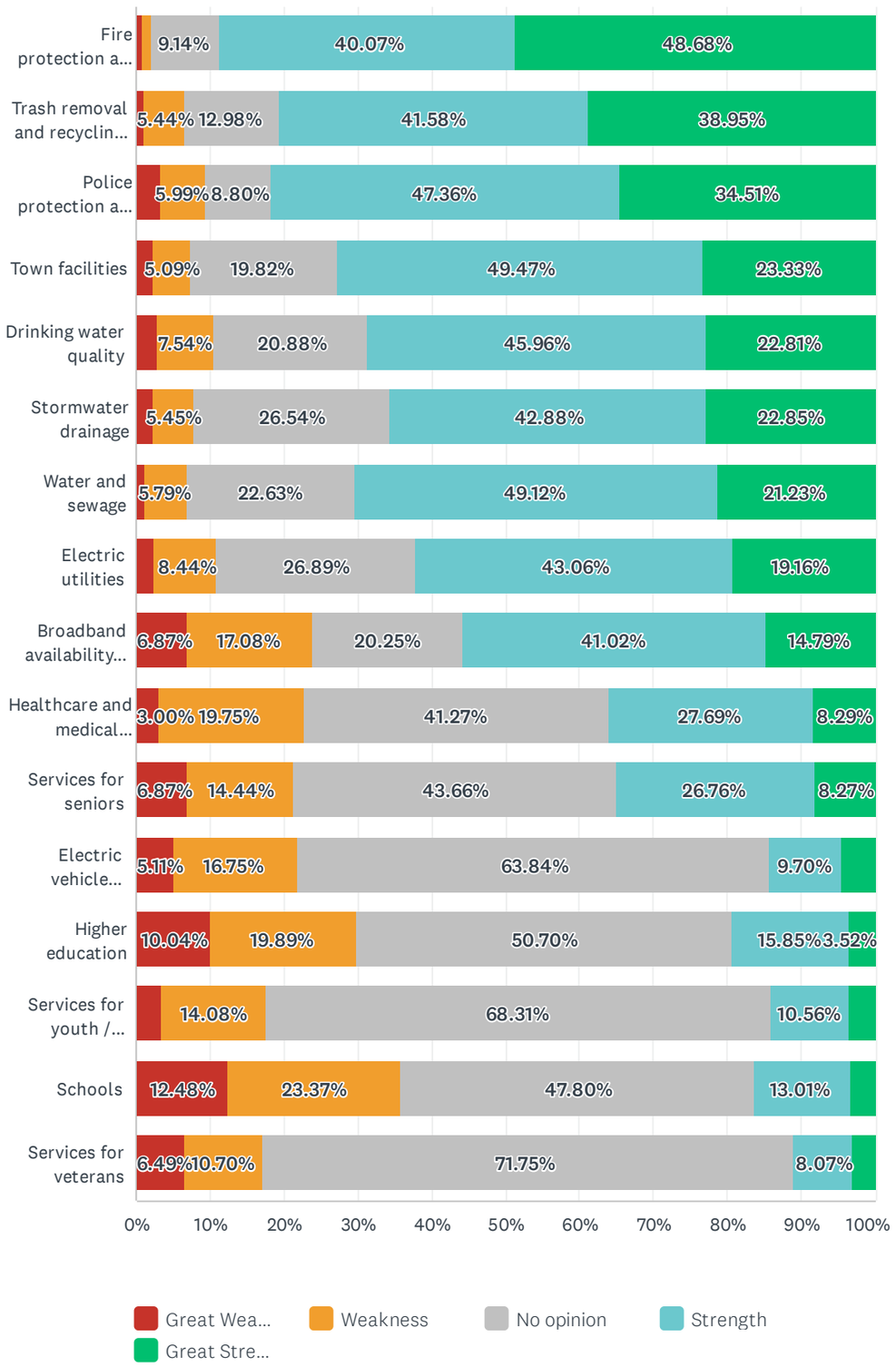
Answered: 579 Skipped: 170



	GREAT WEAKNESS	WEAKNESS	NO OPINION	STRENGTH	GREAT STRENGTH	TOTAL
Regional connectivity and access to major highways/tollways	1.74% 10	4.17% 24	6.26% 36	54.26% 312	33.57% 193	575
Condition and connectivity of greenways and trails	5.88% 34	16.96% 98	15.57% 90	46.54% 269	15.05% 87	578
Walkability / pedestrian safety	10.57% 61	27.04% 156	11.44% 66	37.61% 217	13.34% 77	577
Condition of local roads and streets	9.00% 52	22.66% 131	12.11% 70	45.67% 264	10.55% 61	578
Condition and connectivity of sidewalks and other pedestrian amenities	8.67% 50	24.78% 143	11.44% 66	44.54% 257	10.57% 61	577
Ability of major roadways to handle traffic	10.75% 62	29.29% 169	8.49% 49	41.77% 241	9.71% 56	577
Public transit options	5.39% 31	20.52% 118	36.17% 208	30.26% 174	7.65% 44	575
Cycling opportunities / safety	14.53% 84	28.03% 162	40.66% 235	12.11% 70	4.67% 27	578
Cycling infrastructure and amenities	15.74% 91	27.68% 160	39.10% 226	13.67% 79	3.81% 22	578

Q20 When considering Addison's existing community facilities and services, identify if each of the following is currently a strength or weakness.

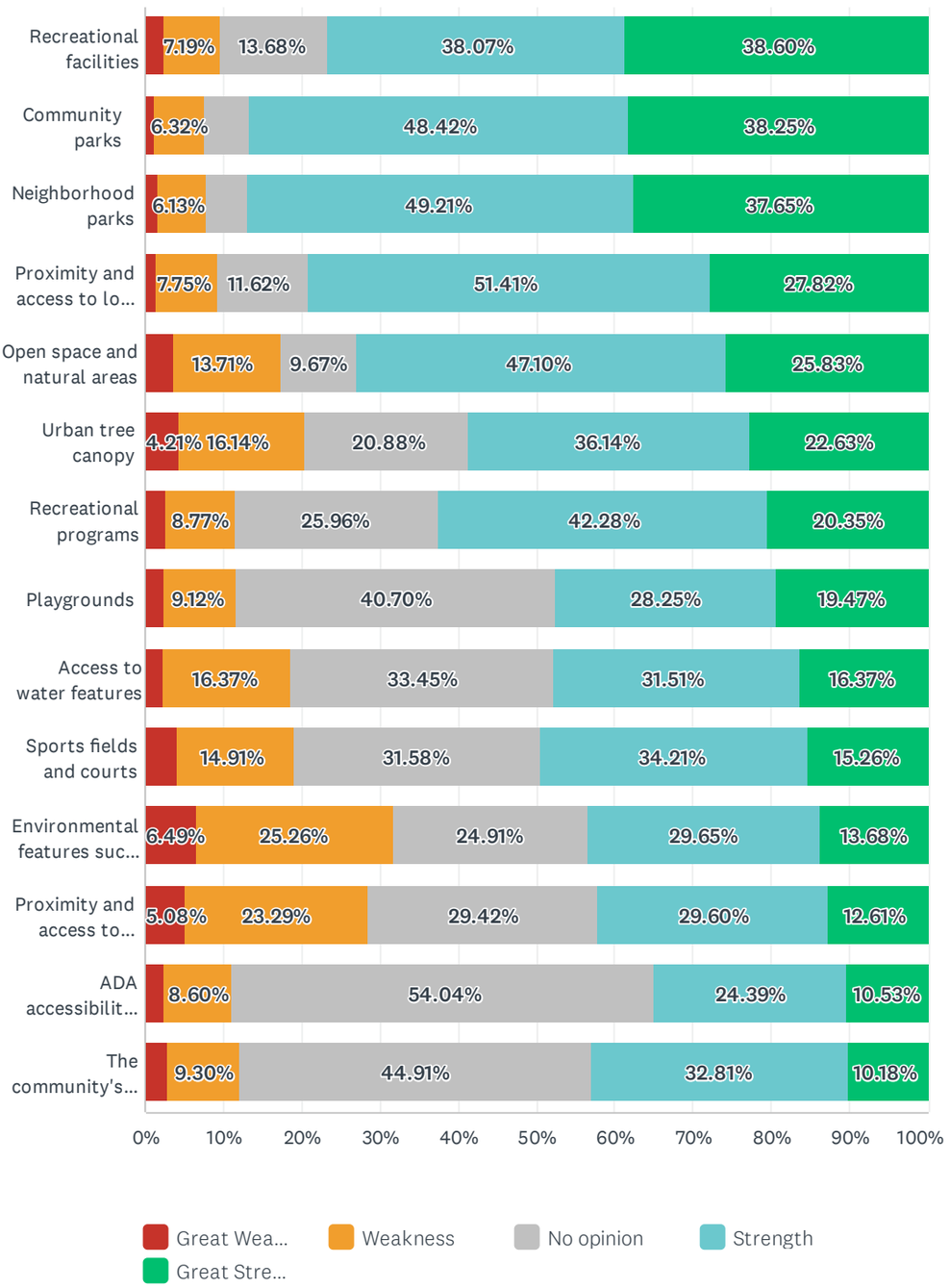
Answered: 571 Skipped: 178



	GREAT WEAKNESS	WEAKNESS	NO OPINION	STRENGTH	GREAT STRENGTH	TOTAL
Fire protection and emergency response	0.88% 5	1.23% 7	9.14% 52	40.07% 228	48.68% 277	569
Trash removal and recycling services	1.05% 6	5.44% 31	12.98% 74	41.58% 237	38.95% 222	570
Police protection and public safety	3.35% 19	5.99% 34	8.80% 50	47.36% 269	34.51% 196	568
Town facilities	2.28% 13	5.09% 29	19.82% 113	49.47% 282	23.33% 133	570
Drinking water quality	2.81% 16	7.54% 43	20.88% 119	45.96% 262	22.81% 130	570
Stormwater drainage	2.28% 13	5.45% 31	26.54% 151	42.88% 244	22.85% 130	569
Water and sewage	1.23% 7	5.79% 33	22.63% 129	49.12% 280	21.23% 121	570
Electric utilities	2.46% 14	8.44% 48	26.89% 153	43.06% 245	19.16% 109	569
Broadband availability and reliability	6.87% 39	17.08% 97	20.25% 115	41.02% 233	14.79% 84	568
Healthcare and medical services	3.00% 17	19.75% 112	41.27% 234	27.69% 157	8.29% 47	567
Services for seniors	6.87% 39	14.44% 82	43.66% 248	26.76% 152	8.27% 47	568
Electric vehicle charging	5.11% 29	16.75% 95	63.84% 362	9.70% 55	4.59% 26	567
Higher education	10.04% 57	19.89% 113	50.70% 288	15.85% 90	3.52% 20	568
Services for youth / childcare	3.52% 20	14.08% 80	68.31% 388	10.56% 60	3.52% 20	568
Schools	12.48% 71	23.37% 133	47.80% 272	13.01% 74	3.34% 19	569
Services for veterans	6.49% 37	10.70% 61	71.75% 409	8.07% 46	2.98% 17	570

Q21 When considering Addison’s existing parks and recreation facilities, identify if each of the following is a strength or weakness for the community today.

Answered: 572 Skipped: 177



	GREAT WEAKNESS	WEAKNESS	NO OPINION	STRENGTH	GREAT STRENGTH	TOTAL
Recreational facilities	2.46% 14	7.19% 41	13.68% 78	38.07% 217	38.60% 220	570
Community parks	1.23% 7	6.32% 36	5.79% 33	48.42% 276	38.25% 218	570
Neighborhood parks	1.58% 9	6.13% 35	5.43% 31	49.21% 281	37.65% 215	571
Proximity and access to local parks and recreation facilities	1.41% 8	7.75% 44	11.62% 66	51.41% 292	27.82% 158	568
Open space and natural areas	3.69% 21	13.71% 78	9.67% 55	47.10% 268	25.83% 147	569
Urban tree canopy	4.21% 24	16.14% 92	20.88% 119	36.14% 206	22.63% 129	570
Recreational programs	2.63% 15	8.77% 50	25.96% 148	42.28% 241	20.35% 116	570
Playgrounds	2.46% 14	9.12% 52	40.70% 232	28.25% 161	19.47% 111	570
Access to water features	2.29% 13	16.37% 93	33.45% 190	31.51% 179	16.37% 93	568
Sports fields and courts	4.04% 23	14.91% 85	31.58% 180	34.21% 195	15.26% 87	570
Environmental features such as creeks or unique topography	6.49% 37	25.26% 144	24.91% 142	29.65% 169	13.68% 78	570
Proximity and access to regional open spaces (preserves, state parks, etc.)	5.08% 29	23.29% 133	29.42% 168	29.60% 169	12.61% 72	571
ADA accessibility of parks and recreation facilities	2.46% 14	8.60% 49	54.04% 308	24.39% 139	10.53% 60	570
The community's efforts toward sustainability	2.81% 16	9.30% 53	44.91% 256	32.81% 187	10.18% 58	570

Q22 If you have any additional comments regarding the Town's commercial/industrial areas, housing and neighborhoods, business environment, transportation network, parks, trails, and community facilities, please provide them below.

Answered: 274 Skipped: 475

#	RESPONSES	DATE
1	While I understand how important and vital the Addison airport is, I hope it doesn't expand to handle even more jets and bigger planes as noise levels become more of a concern to folks like me who live close by to the airport.	1/31/2024 11:33 PM
2	We need safer crosswalks throughout the trail system.	1/30/2024 3:37 PM
3	I have many comments, but why bother? The survey was tilted to get the answers you wanted and gave no place (except for this) to address why we answered questions as we did. Good luck.	1/30/2024 7:48 AM
4	More Parks. Less industrial. Adaptation of office buildings which may be more empty than full. Less transient hotels and improved mid market hotels for visitors. Cars drive Addison - it would be nice if people drove Addison. Getting to and from the Addison Circle is a design for driving outsiders - more difficult for residents to access (by foot).	1/29/2024 4:59 PM
5	Build on the existing public transportation network!	1/29/2024 11:51 AM
6	We love Addison. Frustrated with the time spent on Midway Rd construction.	1/29/2024 9:05 AM
7	Thank you for allowing all residents to express their opinions!	1/27/2024 2:01 PM
8	The condition and connectivity of sidewalks and other pedestrian amenities are deficient on certain roads. Take, for instance, the southwest corner of Addison Circle Park. When attempting to walk to the Beltline restaurants from this location, there is an immediate absence of a sidewalk at the city-owned property on Addison Road and Festival Way. Despite the city acquiring this property over a decade ago, a simple sidewalk has not been added. The existing policy relies on unknown development timelines, prioritizing development plans over pedestrian safety. A more effective strategy would involve prioritizing pedestrian safety initially by constructing sidewalks on vacant lots, especially if the city owns the property. Subsequently, when the property is developed, any necessary sidewalk rebuilding costs would be covered by the new development. To further illustrate, the sidewalk abruptly terminates at the Dart rail, even after a crossing rebuild. Unfortunately, there is a lack of consideration for pedestrians on that side of the street. Continuing, the sidewalk abruptly ends again in front of the Minol building. As a final example, consider Lindbergh Dr. There is no sidewalk at all on either side. These instances underscore clear examples where pedestrian movement is hindered due to inadequate infrastructure.	1/27/2024 9:11 AM
9	The circle is a gem. An opportunity to make it a diversity magnet to Dallas. Put more events in the circle park. Bring in more stores. Restaurants. Make it the the cool hip revival to rival legacy west.	1/27/2024 8:29 AM
10	Town should factor environmental impacts in all development decisions. For example, how much concrete is being added in developments and how many trees and landscape are being included to offset the heat dome and carbon footprint. Concrete walls, planters, pavers etc. add to the heat dome and increase the overall temperature. Trees that are removed should be replaced in the same general area, not in another section of Town. Traffic light signaling should be reviewed on a more frequent basis. Idling at signal lights for 2 minutes or longer is only adding to the environmental impact in Addison and increasing the ozone. North Texas Council of Governments would agree that traffic needs to clear lights and not be grouped from signal light to signal light. Reference the January 18th Editorial in the Dallas Morning News.	1/26/2024 9:15 PM
11	N/a	1/26/2024 3:44 PM
12	Some parts of the town are still under construction, especially the roads. Hopefully, that will change things for the better in the near future	1/25/2024 5:50 PM
13	We need to keep working on making Addison a unique, safe and beautiful place to live in.	1/24/2024 9:10 PM
14	Fix Keller springs between quorum and DNT. The potholes are ridiculous.	1/24/2024 8:04 PM
15	Please fix Keller Springs between DNT and Quorum, it is in absolute shambles	1/24/2024 7:58 PM
16	Possibly more single family homes verses apartments.	1/24/2024 4:05 PM
17	I am happy with the police services however the general crime is a concern. Keeping crime out of apartment parking garages is a problem. We need more security cameras. Trolly systems is a great idea and a good way to connect the community and move people around.	1/23/2024 7:52 AM
18	I believe the town is doing a great job in all area. We need to continue to look into future housing/mixed use development while protecting the single-family home neighborhood concept as it exists today. Attracting light industrial to occupy some of the existing industrial park areas should also be emphasized.	1/22/2024 9:36 AM
19	I have enjoyed living in Addison for half of a year now. I would like to see continued upgrades to the Athletic Club such as spots for squatting, bench press, etc. I feel Addison is a very nice	1/21/2024 11:46 AM

	spot overall. Village on the Parkway needs more parking for weekend nights. I would also like to see an increased effort to supply NACS electric vehicle chargers in apartment complexes and in the larger community. This is the way electric vehicle charging is going, and as someone who wants to purchase an electric vehicle in the somewhat near future, I would like to see this happen.	
20	If there's any way to speed up the construction of redoing the streets/roadways (such as Midway), that would be great. It's a pain in the rear.	1/21/2024 9:22 AM
21	Please, please, please stop building more and more ugly apartment/condo buildings.	1/19/2024 6:30 PM
22	Addison is right in the middle of everything. Act like it!!	1/19/2024 4:36 PM
23	The town should build more character into development and keep the "small town" Community feel like some of the character near Addison circle. The old warehouse areas could use some work/appeal. More bike paths would be great! Grocery stores are terrible in Addison. The kroger and Target are cheap knock off versions and the whole foods is small. Cough cough HEB hehe	1/19/2024 4:21 PM
24	Need to attract higher income residents. Addison is not able to keep/attract the best restaurants, bars, anymore. This is due to the fact that higher income residents are moving out of the area due to a much larger growth in the percentage of renters in the last 10 years or so	1/18/2024 2:51 PM
25	More natural spaces might be a good idea but I mostly concerned with transportation networks that allow for walkability and making sure that housing is affordable	1/18/2024 12:18 PM
26	NO MORE APARTMENTS !!	1/18/2024 11:54 AM
27	Some commercial/industrial areas have more parking than others. Need more affordable housing. Transportation network is not adequate. Bus stops are moved without notice. As long as there is no affordable housing, will need better transportation networks, perhaps a local transport to take people from the bus stop to their job location. Business environment is designed for high-end, digital jobs—not lower-end service industries. Parks are not designed with soccer fields which are popular with Hispanic workers if they could afford to live here.	1/15/2024 10:11 PM
28	Please don't make a shortsighted decision to try and develop a higher tax base at the expense of green areas, pedestrians, and decent traffic flow.	1/15/2024 9:14 AM
29	The Athletic CLub is the absolute jewel crown of Addison, such a beautiful facility with so many outstanding amenities, and the staff there are always rock stars! Extremely friendly and always willing to answer questions, love the wide range of activities and events there, really makes you feel a part of the community	1/14/2024 6:39 PM
30	STOP developing Vitruvian park, it is one of the great things about Addison to have all of that open land and now you're just building over everything, we need a large park with LAND. We don't have that anywhere else	1/14/2024 4:48 PM
31	Keep the parks and trails a priority Maintain high pay for police and fire personnel	1/14/2024 10:22 AM
32	The community it wonderful except for the number of apartment rentals - way too many.	1/13/2024 1:40 AM
33	The town is rather disjointed with its structure and it is reflected in the community not being connected with the different parts of town	1/12/2024 6:13 PM
34	Too many high rise apartments is causing over population.	1/12/2024 5:19 PM
35	Men's locker room on athletic club has quality control issues. Contractor skimped on leveling tile floor so has slimy puddles in shower stalls, by lockers, already rusty shower curtain rods, pipes spin that shouldn't around some shower heads. I'd recheck their work very closely. Perhaps the women's locker room had the more skilled/detailed contractors doing the work.	1/12/2024 7:28 AM
36	Build more single family homes and a new condominium building; especially on Marsh. Traffic and parking are an issue in the Town. Consider better walking conditions for pedestrians. With all of the traffic, it's not safe to walk and most streets are dark.	1/11/2024 3:04 PM
37	Again, I'm harping on this as I live here. The road construction every year especially during the busiest time, i.e. the Christmas holiday season, summer time is some of the worst and on/going than other MAJOR cities. It's not fun to live here.	1/11/2024 10:15 AM
38	There should be more park	1/10/2024 6:02 PM
39	Please expand Addison Circle, add a grocery store, more affordable housing units, and connect other keys parts of the city to it in a safe way that's not a car!	1/9/2024 8:41 PM
40	Wish you would break out shopping and restaurant questions. Restaurant quality and variety great. Shopping needs some help.	1/7/2024 6:06 PM
41	I would love to see the roads get re-done. I'm not sure who is responsible for Keller-springs (between Addison road and DNT), but that road has to be one of the worst roads in the Addison area. For how heavily it is traveled, re-doing or expanding it for higher volume of vehicles would be beneficial for the area!	1/7/2024 8:50 AM
42	no more apts	1/6/2024 3:49 PM
43	Good use of the land on Inwood between Belt Line and Spring Valley	1/6/2024 9:18 AM
44	To many apartments	1/5/2024 6:42 PM
45	A long time ago, the town always took care of the gardens and trails with fliwer and bushes. Now almost nothing is cared for well or flowers planted.	1/5/2024 5:45 PM
46	We need more walkability, density, and public transportation. Please stop expanding streets and make sure dense areas like Vitruvian Park are covered by DART.	1/3/2024 12:48 PM

47	Items relative to family life do not pertain to us as we are considered seniors. Therefore, the elements of schools would be NA for us. We prefer the non-family less school zones!	1/2/2024 4:37 PM
48	Building too many apartments.	12/31/2023 8:23 PM
49	Housing costs and taxes need to be reduced immediately and maintained at affordable levels	12/31/2023 6:23 PM
50	The pond at Les Lacs is severely in need of revitalization! I do not know what can be done about it but traffic on Beltline at rush hour is really bad. Anything we do should be with the mind set that Addison approaches every issue with "out of the box" thinking . Addison does things many steps above what other cities do. We go above and beyond in our city services, in our restaurant and entertainment options, in our safety and protection —— in just every way in which we support the citizens of Addison.	12/31/2023 2:58 PM
51	Thank you for the opportunity to participate.	12/31/2023 10:57 AM
52	Need senior living care facilities	12/31/2023 5:24 AM
53	More wide trails needed. Too many apartments. Petty crime increasing a problem.	12/30/2023 5:21 PM
54	NA	12/30/2023 2:45 PM
55	Moving to Addison has been great. I enjoy the walking trails, parks, recreation center, fitness center and how accessible Addison is to everything.	12/30/2023 12:14 PM
56	parking for visiting parks and trails more tree canopy removal of street lights in center islands on beltline to create more open visual space...lighting still needed midway is a nightmare new city hall needed with meeting space available for non profits, hoa and other groups...be community friendly	12/30/2023 10:12 AM
57	love addison. but as we age we will more choices of level of care. facilities or we will have to move.	12/29/2023 6:45 PM
58	Addison has always been an urban city and has never been a suburban "bedroom community" like many of our surrounding cities.....this is our DNA!	12/29/2023 4:35 PM
59	Please do something about the panhandling problem	12/29/2023 4:29 PM
60	Addison is doing a great job	12/29/2023 3:35 PM
61	We need more bike trails, preferably Across the city with nature features i.e. Katy Trail	12/28/2023 5:26 PM
62	Tell dart to stop changing lanes on quorum drive right before Keller springs, it causes the loudest bumps that shake the apartment every 5-20 mins. Also tollway noise has to stop, no more racing or loud engines, drive them out or ticket racers. I like my park but you cut down a ton of trees. I'd like to be closer to more parks, stores, restaurants, movie theaters but you must drive 15-25 mins to get anywhere.	12/28/2023 2:23 PM
63	Police protecting the stealing of packages delivered to homes and meetings on ways to keep theft from happening.	12/27/2023 6:53 PM
64	We need garden home / patio home options (that aren't 35+ years old).	12/26/2023 12:11 PM
65	There are so many industrial park areas in Addison and so few housing areas that Addison seems like it's mostly a hub for other communities to come spend their money on nights out. It seems like very few people live here. Alternatively, it seems like Addison is the place people earn their "suburban training wheels" before they relocate to Frisco or Plano to raise a family. Which is fine by me. I think Addison should be a good transition point between urban and suburban living with more focus on entry-level, affordable, young professional homes, like brownstones and smaller homes (2,2 1/2) with low-maintenance yards. This set-up would also work well for seniors.	12/26/2023 11:14 AM
66	The town has always had great parks. Keep that up! I appreciate the work on storm drain and Midway improvements. Keller Springs Rd is in dire need of improvement.	12/26/2023 10:32 AM
67	Town invests in maintaining public areas, roads, and Athletic Center which is much appreciated and drew me to the area.	12/25/2023 8:08 PM
68	Addison Circle is an underutilized asset and could benefit from some innovative development in/around the new train station. An outdoor shopping plaza like the Century City Mall in Los Angeles. In a lot of ways, Addison and Century City are very similar.	12/24/2023 7:35 PM
69	N/A	12/24/2023 6:42 PM
70	For the young professionals, more dog parks, walking trails, and biking trails. Addison circle is great and more opportunities for similar features for home owners would be great	12/23/2023 6:16 PM
71	Improve public transportation options.	12/23/2023 1:15 PM
72	Addison may not be affordable for everyone, but I wouldn't want low income housing. It may not be great for small children, but it is perfect for adults!	12/23/2023 9:06 AM
73	More trees, eg on Beltline. Landscape at each tree (this is very poor on Quorum Drive). More speed enforcement on Quorum Drive. overall though the Town does a solid job	12/23/2023 7:15 AM
74	Accessibility to the Addison Conference and Theatre Centre for people with mobility issues is difficult. The handicapped parking is a very long walk on uneven walkways.	12/22/2023 4:52 PM
75	n/s	12/22/2023 3:32 PM
76	Please don't build a lot of apartments. Even if they are high end, they could go bad and once they are built there is no getting rid of them.	12/22/2023 2:03 PM

77	Survey attached security with how walkable is the city. We need to improve the walkable part and extend those sidewalks that get you nowhere.	12/21/2023 11:22 PM
78	Maintaining all of the above to prevent decline while incrementally, adding, and expanding, into new areas other local suburbs and Dallas have found successful.	12/21/2023 1:43 PM
79	Overall very happy with the city's programs and employees. Would like to see a greater police presence and more enforcement of traffic regulations (speed limits, stop signs, etc.)	12/21/2023 9:41 AM
80	Addison is great and the Rec Center is great. I have concern with housing since the town is small. The housing options at times fell limited to Addison Circle or Virtruvian Park at times. Expansion is needed but concerned with how-to rather than easier effective strategies such as affordable housing and investments in parks	12/20/2023 10:47 PM
81	Public art is nice, but trees are more important. You turned our most natural, lovely area into a concrete landscaped place that might as well have a roof and be inside a building. Leave green spaces natural, not contrived and manicured. Apartments galore do not add to the character or culture; "more" is not as good an answer as "better".	12/20/2023 6:07 PM
82	Addison is in trouble I feel that town officials from the past have sold this community out by no long term planning Addison so riddled with old apts and cheap motels that produce a lot of problems mainly crime and other More long term housing should have been built with ownership and not renting Police needs to be expanded and more new restaurants need to come here ; no more chain restaurants and no more apts Make the old apts upgrade and clean out the hotels that produce crime Hold all of them accountable and force them to redevelop and keep their properties new and safe Addison is in trouble when it comes to reputation and getting beaten by legacy west and others in the north Do something soon or Addison will be a city that once was great Stop bowing to development and only let responsible development come in with long term buying options Where there is land left out in condos and townhomes with only purchase options with no rental in the future Tear down apts and old apts and build houses Make Addison relevant again	12/20/2023 6:06 PM
83	No additional comments	12/20/2023 11:15 AM
84	Make commercial land into single family homes.	12/20/2023 10:56 AM
85	Preserve and protect remaining single family residential neighborhoods. No more apartments.	12/19/2023 3:10 PM
86	N/A	12/19/2023 2:13 PM
87	All areas look well-kept, except for the area of Inwood/Addison Rd between Belt Line and Spring Valley. There are a lot of abandoned businesses and now there is the empty Tuesday Morning.	12/18/2023 7:52 PM
88	Work on making the town first class on services but also figure out how to make it more pedestrian friendly. Can you cross beltline without risking your life? cross the tollway without risking your life? you should be able to do both walking or on a bike.	12/18/2023 3:44 PM
89	None	12/18/2023 9:26 AM
90	This survey takes much longer than 20 minutes and the survey designer should put only the questions relevant to residents. There are too many questions. Please allow scooters in city parks and trails.	12/17/2023 1:49 PM
91	Great city with shopping, dining and business options. Parks and facilities are great. Connie to be innovative, communicate and adaptive to changing conditions	12/17/2023 1:03 PM
92	Just kindness and compassionate for people and their housing needs	12/17/2023 9:02 AM
93	Addison needs to find its new way to be unique again. It has had its flare and needs a way to get hot again. I'm not too attached here to leave	12/17/2023 8:19 AM
94	Restrict size of festivals. Get a VA Clinic.	12/16/2023 4:37 PM
95	Safety safety please continue to notice Where we can add more poliece presence and safety especially In areas where apartments exist and drive through the apartment complex is and around those locations more frequently....	12/16/2023 4:00 PM
96	Addison city council needs to get out into the community and see the issues that are not the most pressing, but are having an impact on the community. Simple things like changing the light timing depending on the time of day at Belt Line and Midway or towing abandoned eyesore vehicles. Also, if you want to fix your homelessness problem, help homeless PEOPLE. Don't just put up signs telling drivers to not give them money. The money you spent on those signs should have been put to a better use to help the homeless population.	12/16/2023 12:28 PM
97	Increase supply of housing to limit demand to drive costs down.	12/16/2023 9:44 AM
98	I think adding more pickleball courts and intramural sports or activities to help people meet eachother would be a good idea!	12/16/2023 9:42 AM
99	This town need a school. If you add a good public school desire will go up	12/16/2023 9:37 AM
100	Build more pickleball courts	12/15/2023 11:07 PM
101	As an Addison resident for 24 years I have watched it deteriorate very badly. Neglect on Addison Road & many businesses on Beltline. Too many STR hotels & it seems the town council wants to sell to big businesses & real estate for profit of some sort. Too many "art pieces" placed where honestly nobody cares & tax dollars. There's so many things that could be done to existing spaces. Pushing bicycles in a small city with bad traffic is not smart & many people don't commute via bike as is. Pushing "environmental policies" in a tiny town with the world's smallest airport is laughable - sorry BUT true! Focus on cleaning up our city & crime is key right now! The restaurant scene has gone from 100% & go to area to prolly 30%	12/15/2023 5:52 PM

	nobody feels safe or wants to go to a chain. We used to be unique! Very sad & disappointed with what has become of our beloved little town. Greed makes everything ugly! And before committing to a bunch of charging stations - actually look at how electric car purchases are fading. Less big apartment buildings. We're full -Both Kellersprings & Beltline can't handle anymore. That is all	
102	Regulated smoking	12/15/2023 2:26 PM
103	Please keep the focus on improving the community for current Addison residents. It's really easy to want to grow and grow but focusing only on growth can lead to downfall. If you continue to improve this community and continue your marketing efforts, the growth will flood in all on it own. So many of us truly love it here and would love to have easier access to all aspects of this town. Also maybe we can brainstorm more ways to help the homeless in our area or build a couple shelters so that some of these great profits from our community help our fellow neighbors get back on their feet!! Thank you for listening and please continue to keep everyone involved. As a marketing professional I'm really impressed in you all stepping up your game over the past few years keeping everyone up to date on things. Us youngish folks really care about this community and would love to see if grow and improve!	12/15/2023 2:21 PM
104	Whenever with my husband or I say we just bought a home in Addison they are surprised are surprised. They only thought Addison has apartments.	12/15/2023 2:01 PM
105	Addison's walkability and density relative to other towns north of Dallas is a big reason I like living here. I think the city has great potential to capitalize upon its best qualities and create a truly unique and livable urban space - and in many ways it really has to in order to keep up with population growth.	12/15/2023 1:19 PM
106	Just more parks! Excel and Addison rd lot would be an amazing spot for a public splash pad!	12/15/2023 10:59 AM
107	Addison is a Great Place to live and visit. A few adjustments need to be made but overall I love Addison	12/15/2023 10:06 AM
108	I love the rec center and the amount of events they sponsor!	12/14/2023 3:54 PM
109	Protect and ensure high quality of life in defined residential neighborhoods.	12/14/2023 3:05 PM
110	Too many vacant commercial buildings	12/14/2023 1:57 PM
111	Na	12/14/2023 12:31 PM
112	Wish there were more local shops to Addison! Think fire department response time could seriously improve as well	12/13/2023 8:32 PM
113	Overall, I love Addison! Best town I have lived in. And I have lived in several towns in Ohio, Minnesota, Illinois, and Texas.	12/13/2023 5:21 PM
114	I really think MAA is starving the circle of available businesses and shopping. The circle has WAYYYY too much open commercial space. I think we should incentivize them to rent these spaces at a reasonable price by penalizing them for leaving them open. I also think this should be paired with opening a local branch of the gym in the circle. This will increase walking traffic in the circle helping out businesses	12/13/2023 11:38 AM
115	We love the trails for walking our dog and just being outdoors. The industrial area kind of sucks, but I know it serves a purpose. No more apartments, please.	12/12/2023 6:09 PM
116	Home ownership promotes pride in the area in which we live in the town in which we live. I would suggest approving projects that build housing for ownership and refrain from approving rental property in attempt to bring in additional residence. Addition is known for being of affluence and desirable place to live. Building a large number of rental properties will not bring in residents that respect their neighbors and surrounding area. Thus creating a less desirable place and overburdened police force.	12/12/2023 4:24 PM
117	Thank you for inviting citizen input!	12/12/2023 2:57 PM
118	N/A	12/12/2023 11:57 AM
119	There are a number of commercial buildings that are not occupied and they all lend to the run-down atmosphere in those parts of Addison especially near Inwood road. Please do not build apartment complexes as dense as the ones SW of Midway and Belt Line. A better plan for rolling outages so no one has to be without power for extended periods of time.	12/12/2023 11:32 AM
120	It seems Addison is more concerned about businesses than it's habitants. I wonder who will use the DART train if it is running from west to east instead of north to south. I found no logic on that. Also aviation schools propeller airplanes fly all the time over.	12/11/2023 4:37 PM
121	Texas is hot. Please consider lining all walkable sidewalks with shade trees.	12/11/2023 1:24 PM
122	I'm very concerned about the traffic and safety concerns that all the new apartments will cause.	12/11/2023 12:40 PM
123	Many commercial and industrial areas are currently looking run down and in disrepair. There is a lot of housing in progress and that is good. I believe that redevelopment opportunities should be encouraged and explored for dated and vacant areas.	12/11/2023 12:20 PM
124	Perhaps include more focus on the Airport as it is a huge part of Addison. Water Tower Theater is an underutilized /underrealized asset. Need to focus some there.	12/11/2023 10:14 AM
125	It's time for the City to place an emphasis on fee simple housing development and place a moratorium on apartment / mixed use building	12/11/2023 10:00 AM
126	Improved safety regarding homelessness	12/11/2023 7:58 AM

127	keep up the good work. Thank you.	12/11/2023 7:15 AM
128	I love Addison! Would like more community gatherings limited to reside nts.	12/11/2023 7:03 AM
129	Things can always be worse but, they can also always be better! Please try to make it better for those of us that already reside here!	12/11/2023 12:21 AM
130	Read all previous.	12/11/2023 12:10 AM
131	Please fix the roads. Most of the roads around the Addison Circle/airport area are riddled with potholes and terrible to drive through. Thank you.	12/10/2023 10:21 PM
132	I'd like to see the city of Addison Dan better commercial properties and business. Not pleased to see businesses off of Inwood like Tuesday morning suffer and become parking. Lots of a vast abysmal storefront. It makes Addison look poor and almost south Dallas like. We know better, and can do better.	12/10/2023 9:00 PM
133	We need to obtain/attract high end retail similar to what can be found in southlake, Plano, frisco and park cities. So much of the town's development seems to have focused on the village on the parkway but even that doesn't have much retail. I don't want to have to leave Addison to find quality shopping!!!	12/10/2023 8:38 PM
134	Reiterate - too many apartments, rental housing developments being approved. More ownership housing is needed. Traffic on Montfort and Beltline is out of control. Jets leaving Addison airport are not following rules regarding noise and flying over neighborhoods. Would like to see more police patrolling East Addison neighborhoods. East Addison needs safe pedestrian walkways and connectivity to shops/restaurants. Homeless on corners creates a sense of a lack of security .	12/10/2023 6:26 PM
135	Commercial areas are aging, Beltilne as a restaurant row faces sever competition form Tower projects, Apartment housing stock requires significant continual investment to stay fresh. Addison has the prime location in the North Dallas corridor which is a huge plus. The city staff is very focused on dealing with significant issues.	12/10/2023 4:48 PM
136	no comment	12/10/2023 3:55 PM
137	NA	12/10/2023 12:48 PM
138	Please stop new high density apartments	12/10/2023 12:14 PM
139	Maintenance and infrastructure updates are great, but need to maintain exterior aesthetics as well. Again think Coppell. Drive the main roads, drive through business and distribution parks, look at restaurant & business fronts. I perceive Addison as a nicely maintained but dated community - - other than the Vitruvian area. I love Addison, but would like to see improved drive up appeal.	12/10/2023 12:01 PM
140	We need to fire all the department heads and start over. I don't want Addison to grow. I liked it like it was 13 years ago when I bought my home. The city couldn't get a project done on time if any one's life depended on it. Example, the intersection of Belt Line and Surveyor was redone 3 times in 10 years. There are 2 benches on Surveyor that no one has ever sat in. Look at the park under the utilities and how the hedges on the east site are trimmed. The park guys told me the parks director told them to trim them like that. Who does that.	12/10/2023 9:22 AM
141	The December 4 vote by the Addison City Council showed that all good plans and goals for the future may be destroyed by by a single vote. Despite universal opposition by the home owners, the council voted to destroy one very beautiful neighborhood by allowing spot zoning in a residual neighborhood. So, apparently the only thing Addison wants is commercial buildings and apartments .	12/10/2023 6:23 AM
142	Less Apartments	12/10/2023 6:14 AM
143	I've been a resident of Addison for 24 years and know a lot of homeowners and we are all disgusted with the ugly, crowded apartments that the town officials keep allowing to be built. Traffic and crime are getting higher. The town used to be beautiful, but is getting crowded and ugly with so many apartments. We should allow higher quality homes to be built with bigger yards. We also need more trees, flowers, green space. Quality and beauty should be our priority in everything we do. It will be a magnet for attracting top-notch business and restaurants. People will pay for quality.	12/9/2023 7:59 PM
144	Addison is a gem. Continue to care for it and attract new business and permanent residents, not transient like apartment dwellers.	12/9/2023 6:26 PM
145	I have a lot of comments which these questions didn't help me at all so don't pay attention to my answers, but I moved here when you had that nice gazebo on beltline, and now you have turned it into an apartment monstrosity with people that are not the original residents living here and taking over restaurants were the original owners don't want to go to because it has ruined the charm of the city. Thank you very much.	12/9/2023 5:39 PM
146	Not protecting the family neighborhoods that exist. Attracting only millennials and uninvested residents/organizations.	12/9/2023 5:00 PM
147	1. Pave Keller Springs Rd and be more mindful of the deteriorating roads in the Town that develop GIANT potholes that devour car tires. Why is the Public Works office closed on Friday? 2. Eliminate the Personal Property Tax on Leased Vehicles for personal use. Most other communities in our area have done this! 3. Have Town Council members reach out to their constituents via email or letter to discuss the issues. Knocking on front doors is ineffective in this day and age, we are afraid to open our door!	12/9/2023 3:13 PM
148	Fix marsh road Build new and more single family homes. Very few new homes in Addison, they are all in need of repair work.	12/9/2023 1:28 PM

149	I know that we are planning on putting a cover on the pickleball courts, but before that is do e the courts need to be leveled and resurfaced to get rid of the cracks.	12/9/2023 1:16 PM
150	Overall I think Addison is a good place to live. I Think it will a great place to live if the city somehow could regulate the amount of low budget hotels in the area that are attracting some unpleasant people to our comunity .	12/9/2023 12:13 PM
151	The recent approval of the SUP for White Rock Chapel was extremely disappointing. It clearly demonstrated that the current council and mayor are not listening to citizens that voted them into office. I hope that can change after the next election. We need people in office that actually represent the citizens of Addison and not out of town entities.	12/9/2023 10:39 AM
152	Addison is a great place to live but needs to revitalize some areas and continue to bring in unique dining and entertainment venues. Maintaining high level of services, amenities and public safety is very important to residents. The TOD is a great opportunity to create a cool, distinct entertainment district that will attract people to Addison.	12/9/2023 9:32 AM
153	N/A	12/9/2023 2:16 AM
154	Please....no more apartments.	12/8/2023 10:16 PM
155	who's getting the lions share of the towns spending? maybe we can do a better job of spreading it around.	12/8/2023 10:00 PM
156	Addison is not a safe place to live anymore. The city cares more about making money on restaurants than tax paying residents .	12/8/2023 9:20 PM
157	My biggest encouragement is to focus on housing options, public safety, parks, and encourage people to vote.	12/8/2023 8:38 PM
158	none	12/8/2023 6:02 PM
159	You seem to be for overcrowding our facilities and streets. You spent 3 years working on Midway at a great inconvenience to the public just to overcrowd it with more apartments and cars. You refuse to hear the public so this is a waste of my time!!!	12/8/2023 5:48 PM
160	Cut down the trees on midway for a sidewalk. Very sad. Lost the beauty of the city	12/8/2023 3:32 PM
161	No further comments	12/8/2023 3:30 PM
162	N/A	12/8/2023 2:40 PM
163	Need more patrol of police	12/8/2023 1:52 PM
164	We have a lot of empty commercial/industrial, needs to change.	12/8/2023 1:12 PM
165	I think over all I love Addison and I can see the potential within it as time passes by. I wish I could afford a house in this area. So far I'm renting a town home but would love to make Addison my permanent home.	12/8/2023 12:56 PM
166	No more apartments. More single family homes.	12/8/2023 11:47 AM
167	No more apartments, this creates too much traffic	12/8/2023 9:37 AM
168	As I stressed earlier, I'm worried about tensions between misguided homeowners with the "No More Apartments" lawn signs and everyone else who would jump at the opportunity to own an affordable home. They are trying to shut me out of the American dream they didn't have to fight for.	12/8/2023 8:58 AM
169	We need to stop all the concrete and build more green areas in the city. We are surrounded by Dallas and we do not want to be a giant concrete paradise.	12/8/2023 6:24 AM
170	Love the flowers, especially the tulips. They bring joy & make this an extra attractive place to live.	12/7/2023 10:53 PM
171	Sustainability, environmental friendliness, cleanliness, affordability, public transportation, and cultural diversity all need major work. And for God's sake help the homeless people! Come on.	12/7/2023 9:09 PM
172	Better quality public schools will make Addison an ideal place to live.	12/7/2023 8:35 PM
173	Honestly, the place is very ugly, it is like any other strip mall plagued city with a little more trees, in addition now it is full of ugly apartment buildings built up to the property line. Please find competent urban planners, rewrite the entire zoning ordinance, find people with vision.	12/7/2023 8:27 PM
174	The Silver Line coming to Addison is a great start! Addison is an awesome place to live for all ages, but could be a world class place with a few minor changes. Access to reliable transit, safer streets, limited parking requirements, and affordable housing!	12/7/2023 8:17 PM
175	The quality of the streets need addressed. Poorly maintained.	12/7/2023 5:49 PM
176	Make Addison more urban rather than suburban. Young professionals prefer downtown vibe over suburbia.	12/7/2023 5:20 PM
177	Please keep cyclists off the road.	12/7/2023 4:19 PM
178	Take care of the Homeless and pan handlers on the streets	12/7/2023 3:53 PM
179	I think the hacking up of the oaks growing under power lines is horrible. I'd rather see the town cut those trees down and replant with something that doesn't want to grow as tall. I realize the electric company is doing the hacking, but the town should have a plan to improve this unsightly issue. In addition, the town should not allow new oak and tall tree planting in new landscaping under power lines. Encourage landscaping that can grow to its full adult size and shape without need for regular maintenance.	12/7/2023 3:45 PM

180	Many of the business related properties south of Beltway Marsh and Inwood Road seem to be vacant or in decline, which reflects poorly on Addison. A concerted effort needs to be made to upgrade.	12/7/2023 1:36 PM
181	Increase dog parks and build dog park at Vitruvian Park.	12/7/2023 10:42 AM
182	As an Veteran, I value the pursuit of happiness. It is my opinion that Freedom is at the core of this journey. The "woke" culture that has destroyed California is a plague upon any society. The City of Addison, is better off when the government place their citizens first. To quote Ronald Reagan, the 9 scariest word an American will hear are "I'm from the government and I'm here to help." Let us keep Addison beautiful and if possible expand on its beauty. Focus on public safety, business expansion, and independent family housing. Thank you, for this opportunity to provide you with my opinion.	12/6/2023 1:02 PM
183	na	12/6/2023 9:15 AM
184	Cycling is a nightmare. I don't have a car so I ride my bike everywhere and I love that the town is compact enough and zoned well enough that I can do it but riding on beltline is terrifying and I've been hit repeatedly. We need bike infrastructure	12/6/2023 7:49 AM
185	Town of Addison could enforce dog leasing when not in the dog parks, the circle could use sprucing up during holiday seasons, more networking opportunities could be created than just bars and restaurants, so many unsold business units, they could definitely use a lot unique crowd attracting businesses and more local convenience shops could be added	12/5/2023 7:27 PM
186	No	12/5/2023 12:52 PM
187	In summary, tax increases are too high (41% over 3-years), congestion is an issue and better control of spending is needed. Cycling/Walking - look at NEED, not just feel good things.	12/5/2023 12:27 PM
188	Need more sidewalks on some of the roads like Beltway	12/5/2023 12:24 PM
189	Please consider making Addison a place people live and work. Not just renters. Consider affordable houses & duplexes & villas. Not just apartments homes. The parks/facilities need maintenence and care. Walkable options should be considered. Young family and adult home ownership is desperately needed..We have TOO MANY apartments.	12/5/2023 12:05 PM
190	Cost of living is getting to high. Too many signs saying no kore apartments when average condo is $500,000 in area	12/5/2023 11:17 AM
191	I believe the community does a good job for different economic statuses as well as public transportation. My only opinion, and one of the reasons we don't live in Addison is the congestion and aesthetics. It's starting to look pretty rundown.	12/5/2023 10:32 AM
192	I really wish the city of Addison would stop trying to make us like downtown. If I wanted to live in a incredibly tight space with no parking and overrun my people I would have moved there instead of here. The joy of this city is that we have a lot to do but it's not over run by chaos and cars and people. Also Beltline is a disaster to drive on and until you guys can figure out a way to make traffic easier and smoother flowing we sure don't need to be adding more apartment complexes to add more people to the city	12/5/2023 10:20 AM
193	Hoping we do not become a concrete jungle, and maintain green space and plant trees rather than tearing down buildings and making more and more mixed use spaces. One of the best things about Addison when I first moved here almost 20 years ago was all the trees. It would be a shame to just build another uptown-like city wherein it's nothing but buildings.	12/5/2023 9:53 AM
194	I cannot stress enough how much Addison would benefit from more walkability. Everything is so close together yet the car centric infrastructure makes walking even a mile extremely dangerous. Please allow us to use other modes of transportation other than cars. This will improve quality of life and Addison will be a regional leader of alternative modes of transportation.	12/5/2023 9:28 AM
195	So many areas make Addison look old and tired, Addison Road south of Beltline, old industrial parks, homeless camping out at Arapaho and tollway. Areas where you enter Addison should be upgraded to be more welcoming.	12/5/2023 9:23 AM
196	Several of the municipal buildings are dispersed, outdated and non purpose built for their functions	12/5/2023 9:11 AM
197	commericial area on Inwood needs to be addressed. Need revitalization there or re-zone for single family housing	12/4/2023 9:55 PM
198	This is a divided city and it needs to change so one side of town does not always have the voting rights because of population/housing. The east side of Addison needs equal representation by divided districts so voting is fair.	12/4/2023 1:26 PM
199	More activities for seniors	12/4/2023 12:25 PM
200	Sidewalks and small park areas are not accessible in many cases. Many sidewalks are in disrepair. Ramps are poor or non-existent.	12/4/2023 12:10 PM
201	Need to have more connections that can be connected to major highways and more affordable housing options and more trails or nature parks.	12/3/2023 3:33 PM
202	Keep doing what you are doing with keeping the community safe. I never feel endangered walking my dog at 5am and that's rare in the metroplex.	12/3/2023 7:56 AM
203	Neighborhood parks are semiprivate and should be designated as such. And community taxpayers should not have to support them without accessibility.	12/3/2023 7:15 AM
204	Industrial areas are a little ugly, but I'd rather have money go towards improving residential areas. Some sidewalks need repair/ there are gaps in areas that have sidewalks which make it	12/2/2023 7:22 PM

	difficult/ dangerous to actually walk places even if they are close enough to walk to. Some roads (Keller springs) have big potholes that should be fixed	
205	The pedestrian walt to cross Beltline via South Quorum drive takes a long time, and the sidewalk on one side of the road disappears, making it less convenient to access the shops and restaurants on the other side. It might be difficult, but it'd be great to have more consistent walkability quality in all of Addison, instead of just select areas. It'd also be great to have a grocery store in Addison Circle! Not a convenience store like Addison Market, but an actual grocery store for accessibility.	12/2/2023 4:47 PM
206	Investment in, and maintenance of common areas and facilities is a major element of what makes Addison great	12/2/2023 1:07 AM
207	Just that I hope the town prioritizes affordability, greenways/trails, care for our homeless friends who frequent the parks, and fresh water sources for the animals. Also, many many streets don't have good sidewalks and are not very walkable. Especially on Addison Road. Thank you.	12/1/2023 9:43 PM
208	Need less Addison employees... don't need to change flowers in neighborhood flowerbeds monthly... waste of man power and how many vehicles custom made with Addison letter do we need? Seems like wealthy town so lessen taxes and remove some of the extras addison has. Not needed	12/1/2023 5:05 PM
209	Please don't forget the loyal residents of Addison. Feel there is too much focus on younger people which leads to too many rentals. Again, Addison has changed greatly from what attracted us initially and we are in discussions as to whether or not we should leave Addison for the next phase of our lives.	12/1/2023 4:09 PM
210	This survey is so poorly constructed as to be meaningless and a waste of resources and will be used to construct any outcome desired by its creators. Nicely played.	12/1/2023 3:27 PM
211	Key is listen to homeowners who are long term residents ... enough apartments.	12/1/2023 3:24 PM
212	Stop building mixed use apartments and retail. Almost all of Addison Circle retail is empty and constantly changing. No more apartments!!!!	12/1/2023 7:28 AM
213	I've lived - owned condo in Addison for the last 23 years and sadly I no longer feel safe shopping or going out after dark. Too many homeless encampment bordering our city up & down the tollway. Apts allowing too many families in single units. Too many large scale apts being built & pushed on our community. Too many old empty -"dead restaurants from years ago just sitting too many weekly hotel rentals on Beltline & way too much focus on art purchases placed in areas people don't go or care about- those dollars could be used on so many other improvements	11/30/2023 3:38 PM
214	Na	11/30/2023 3:16 PM
215	Please get MAA out of here. That have raised the rent immensely and have attracted a group of individuals who do not care about safety, cleanliness, or the city. Additionally, please install speed bumps and flashing lights in Beckert Park- people run those stop signs by Addison Market and SW everytime I am outside. They are driving at least 45-50 mph in the circle. Please install more pedestrian friendly crosswalks with lights and posts. Please install bike lanes for our cyclers. Residents should not have to fear they will get run over when they are just walking their dogs.	11/29/2023 9:07 PM
216	Addison needs more walkability (crossroads especially) and more mixed use housing along the avenues and beltline.	11/29/2023 4:33 PM
217	Commercial/industrial area south of Beltline along Inwood is in dire need of a facelift and new business activity.	11/27/2023 2:56 PM
218	Some areas are great for walking (like Addison Circle) but some neighborhoods don't even have sidewalks or there are mailboxes / lamp posts / etc. in the middle of the sidewalk.	11/25/2023 8:38 PM
219	None	11/23/2023 8:37 AM
220	More safe walkable options near the single family homes, especially the area between Midway and Marsh.	11/23/2023 7:54 AM
221	Clean up of litter on sidewalks and streets needs to be prioritized. Also landscape maintenance on trails with regular replacement of trees and shrubs- not just during major renovations projects.	11/23/2023 4:37 AM
222	Enforce apartment codes, parking on streets, red light running, speeding - Addison is getting more congested and dangerous. Not pedestrian or bicycle friendly at all. Focus on seniors - no retirement housing, quality medical care or special programs	11/22/2023 9:37 PM
223	Keep Addison as the quaint European village it always has been.	11/22/2023 6:17 PM
224	City Council Officials need a special professional training program in order to understand their roles in city government.	11/22/2023 5:24 PM
225	Residential code needs to be stricter on visible clutter (excessive flower pots, bird baths, dog toys, trashy lawn chairs, etc) in front and side lawn areas. Code also needs to be stricter on homeowners putting reflectors/barriers on their property that detracts from the aesthetics of the neighborhood. There are several properties in the Waterford Park neighborhood that are ruining the appeal of the area.	11/22/2023 5:01 PM
226	Great parks department	11/22/2023 4:00 PM
227	reduced parking minimums !!!	11/20/2023 7:37 AM
228	Having restrooms in a few more parks like Addison Circle has would be nice.	11/19/2023 8:56 PM

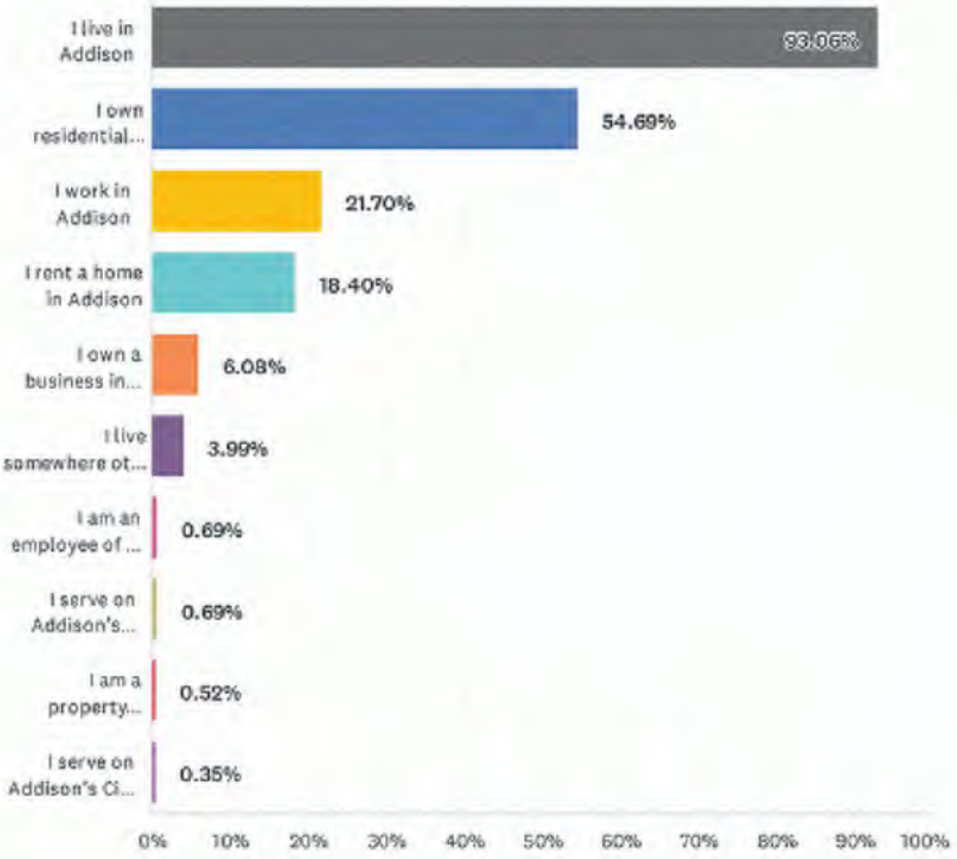
229	Addison is forcing seniors to leave as they get older because there is no senior living facility for them to transition to	11/19/2023 8:08 AM
230	The answers may vary widely across the town so certain features could be a weakness on one side but a strength elsewhere. Adding new commercial/restaurant areas to medium desirable areas while existing areas in preferred areas are struggling dilutes the supply and may create struggling business in the future. Maintaining a free below average community center at essentially no cost is less desirable than an average center with some reoccurring cost. The artwork across town is unique and interesting but it includes no public evolvement and appears to have little consistency/branding/appeal.	11/18/2023 7:41 PM
231	Addison needs to quit building apartment buildings. Beltline looks terrible with 5 story buildings towering over the street. Now Midway south of there will look terrible too with a gigantic 5 story building! We don't want to have the highest percentage of apartments in TX and US! This is destroying the character of the "Town" of Addison. There are better ways to build the tax base!	11/18/2023 11:23 AM
232	Take a broader view of what the Towns true needs are. While commercial revenue provides the better part of the total...stretch your mental reach to give more balanced consideration to the citizens needs & desires.	11/18/2023 1:29 AM
233	More water fountains in trails and poop bags and trash areas. Water and taxes go up annually, getting unaffirdable	11/17/2023 9:01 PM
234	While single family homes would be ideal, it is unrealistic.	11/17/2023 4:33 PM
235	Addison has lost all its charm , due to all the massive building that has been done	11/17/2023 4:20 PM
236	I am thankful I have a job that allows me to pay the rent that is a nationwide problem, but seniors and those without high paying jobs can't move here. The arbor foundation and the Parks & Rec dept. take great care of the city and it's a shame not everyone gets to see anything except just the Circle for events.	11/17/2023 3:45 PM
237	I would like the Town to really focus on more urban tree canopy along Belt Line Road (a beautification project of sorts). In addition, we need brighter lighting at night - the current street lights are too dimmed and most of the light is coming from cars headlights or nearby restaurants. Lastly, creating more trails and parks would be amazing and a vast improvement for Addison.	11/16/2023 10:37 AM
238	Safety & reputation of town threatened by huge new apartment complexes	11/16/2023 5:54 AM
239	No more rentals	11/15/2023 8:16 AM
240	Wishing the Addison Airport would commence flights no earlier than 8-8:30am as I hear them as early as 5am. Consider this. Upgrade Beltline!!!	11/14/2023 9:58 PM
241	No more apartments they are destroying the city with over crowding on roads only going to get worse. Will also cause future hardship on police department	11/14/2023 9:05 AM
242	I appreciate the desire to question where we are, and where we need to go. This is a good step.	11/14/2023 9:05 AM
243	Keep taxes low. Real Estate values are increasing so there should be no reason to raise tax rates	11/13/2023 1:15 PM
244	Embrace what made Addison great. Upgrade events so they create multi-day engagement. Reinvest in the spaces we have. Stop with small strip centers/mixed use that are occupied with short-term businesses. Solicit bigger name retailers for Beltline, the Circle and Vitruvian. Make them top notch urban centers like Uptown and Legacy. The airport is highly aesthetic for it's purpose and makes this city unique. Solicit a high end new modern hotel for business travelers. There is plenty of rental living. Solicit businesses/retailers to support so we don't go to Dallas, Plano or Frisco.	11/11/2023 1:28 PM
245	If you look throughout the Metroplex, the homes with beautiful trees are the ones that are most valued and sell for the higher prices. I encourage you to be inspired and work to design areas that will be a true blessing to people of any age, as well as to urban wildlife (butterflies, birds, mammals, insects, etc.) Additionally, so much more creativity could be brought forward for the areas facing Inwood, Belt Line, & Midway.	11/11/2023 12:36 PM
246	No more rentals or apartments! Higher crime, more traffic, more congestion, less connection to community.	11/11/2023 8:35 AM
247	No comments	11/11/2023 8:12 AM
248	Addison cannot be restored to its previous residential superiority. We can only wish it wouldn't keep getting worse. Stop the rezoning and catering to developers!	11/11/2023 7:18 AM
249	There are several areas that need revitalization and redevelopment especially in the western part of Town. With increasing density we need to maintain building and public safety standards. There are several reports on Next Door regarding car thefts and break-ins.	11/7/2023 9:11 PM
250	Continuous sidewalks, not sidewalks that end abruptly so we have to walk in the grass or on the road. There is also a lack of tennis courts and basketball courts. Also, why are so many businesses leaving Addison Circle?	11/7/2023 8:33 AM
251	We have torn down trees and buildings that had history and meaning to the community. Things happen behind the scenes and agreements made without community knowledge. Apathy happens when residents are not fully informed and do not feel as if what they share or want is heard and honored. I am not happy with the extent of our land that has been dedicated and committed to apartments - but it does not matter because commitments were made and things torn out before anyone could say anything. Dovey's, Hope Realty, I hear the Edward Baumann	11/6/2023 11:00 PM

	building. large trees - everywhere you look a planned apartment community is being brought in while the Circle has struggled to keep MAA retail and apartments occupied. There are so many empty storefronts in the Circle - yet we are tearing down and committing our limited land to more storefronts and apartments. It is gluttonous expansion without regard to what residents have requested.	
252	housing opinion survey was unclear - currently have too much multifamily and council propensity to approve more which will evolve into affordable housing projects. Too many single family rentals as well. Landlords are not monitored for poor upkeep. We don't need education on homeless - needs to be addressed and monitored. Especially on freeway traffic lights under tollway - joint collab with city of Dallas to solution it - relocate them to the Bridge and other areas that support them.	11/4/2023 3:15 PM
253	I would like to see more family-style condos and housing instead of rental apartments in the area. I would also like to see more restaurants with outdoor seating and more pleasing views of nature and parks. Not just building more apartments. This needs to be addressed!!!	11/4/2023 6:46 AM
254	Addison needs to stop building apartment complexes. This continued effort my the town to replace unused buildings with apartments is unnecessary. There is no consideration to the additional traffic in the residential read and there is no additional police presence on those roads that are highly travelled because of additional residences in the apartments, I.e. Beltway. This street is dangerous to walk or even cross the road due to the mismanaged police presence to control speed violators.	11/3/2023 8:41 PM
255	No more 5 story multi family housing, only catering to a specific group of people, that for sure are going to leave Addison after a couple of years.	11/3/2023 5:42 PM
256	The parks and restaurants are what make Addison great! But both could stand to see additional improvements, especially by connecting the parks and paths	11/3/2023 5:35 PM
257	Renting is not the answer. The under 40 crowd wants to own as well. We have decent jobs and work in the area, but cannot afford to live here. Addison should not just be happy to " train-in" the talent. You want to be young with families, but most are priced out. It would be amazing if tiny living could be a thing in Addison. HOA ran- tiny house/home communities!	11/3/2023 10:21 AM
258	Stop with the apartments 10 feet from the street all of same industrial appearance. Be proud of the Addison Town Hall and the Finance Center, maintain them as needed but they are a part of the character of 'Addison'. Huge mistake to go to big bland campus this way town staff has reasons to go to different parts of the town.	11/3/2023 9:25 AM
259	This survey was very poorly designed. It appears to be designed to deliver a certain outcome. If I was on the committee, I would have to disregard it. Yep, it's that bad. Kind of sorry that I spent 20 minutes on it if you did not really want to know my opinion.	11/2/2023 7:00 PM
260	I'm just going to say the same thing that I have and many people in the town have been saying since Todd Meyer was in office and that is to stop building apartment complexes!! If you want to build retail centers or something like that that's perfectly fine. But the city has no intention of listening to its residents and I feel that it has become specifically about money and not what the residents want or need. If it puts money in your pockets you're happy about that and that's your only concern. I have lost a lot of faith in our city that I have lived in for over 17 years. At this point I would consider moving it's getting out of hand! Not that I feel anybody will read this or listen to this.	11/2/2023 5:54 PM
261	Keep bicycles off of our roads, make neighborhoods more walkable with sidewalks, more trees and more roundabouts instead of traffic signs.	11/2/2023 12:47 PM
262	Continue to maintain our parks and trails. They are our strength and diversify Addison apart from other towns	11/2/2023 12:06 PM
263	I am concerned that bike trails be attractive without being an eye sore or disrupting the tranquil nature of our streets. I haven't seen many in other cities that have been done well.	11/2/2023 10:51 AM
264	Please do add any more car centric infrastructure. The traffic within Addison is manageable. Adding bike lanes and better pedestrian infrastructure would set Addison apart from the surrounding areas and will bring in more active people.	11/2/2023 10:37 AM
265	When need some higher end shopping and dining! Better entertainment venue-get rid of old Improv building and get a new and improved Improv with other entertainment around it...We already have lost dueling piano and Sherlocks because they are too old....	11/2/2023 10:27 AM
266	Renting to young professionals and young families will be critical to the future development and economic success of the town.	11/2/2023 10:03 AM
267	Grocery Store: - A grocery store is planned for the ToD but it's currently a tenative plan in the final stage. Meaning it wouldn't be completed for several years at best. I would love to have it earlier as a current Addison Circle resident so I could walk to groceries throughout the week Connectivity: - There are many restaurants, retail, etc. that are within a reasonable walking distance from Addison Circle but they're not easily accessible due to large road barriers that are not very safe to cross like DNT and Belt Line. Making these crossings safer for pedestrians would increase connectivity significantly. - Important connections that people currently cross but aren't very safe or convenient: Belt Line x Quorum, Belt Line x DNT, Arapaho x DNT. These areas have food/retail on one side and housing on the other - Reasons why they're unsafe: long crossing (8 - 9 lanes), cars often pull up onto the pedestrian zebra crossing, if everyone is stopped then cars doing a right-on-red turn might not have good visibility or think about the pedestrian and almost hit them - Making walkways from the backside of restaurants so that pedestrians can access them without having to walk right next to Belt Line would be nice as well - The sidewalk on Quorum is very inconsistent and in some places like in front of Ida Claire it's less safe. I hope the upcoming Quorum dr reconstruction addresses this	11/1/2023 8:24 PM

268	We need more non-rental housing and more professional jobs.	11/1/2023 5:18 PM
269	Traffic congestion will be eased by the infrastructure projects currently underway, but it will not be adequate as the population (both daytime and residential) increases.	11/1/2023 3:05 PM
270	it is embarrassing what the P&Z commission is allowing to happen in Addison, so many ugly new apartment buildings right on the setback	11/1/2023 2:48 PM
271	N/A	11/1/2023 2:11 PM
272	At one time, Addison was vibrant and unique with homes, restaurants, and new businesses. Businesses and homeowners wanted to be part of Addison. Over the years, with feeble economic development, we have seen multiple businesses closing or dwindling. To make up for those tax dollar losses, apartments are being built at an rapid rate. Our identity is fading and Carrollton 2.0 is our future. Addison seems to discriminate against people who want residential ownership in the Town.	11/1/2023 1:55 PM
273	The heat and the storms that are driven to extremes by climate change can kill people and kill businesses. The town needs to be ready. Protecting the environment isn't a sacrifice, it's an investment. It will make the community better regardless of the length of the heat waves or the strength of the storms. We have much to gain and a lot to lose over the next two decades. Make an environmental plan, that covers disaster readiness, and sustainable infrastructure investments. Make it trackable, and make the town accountable to the citizens on actually executing it.	11/1/2023 8:03 AM
274	Revitalization is key. I see too many vacant spaces and unkept properties . A lot of opportunity here	10/31/2023 6:38 PM

Q23 Please check all that apply.

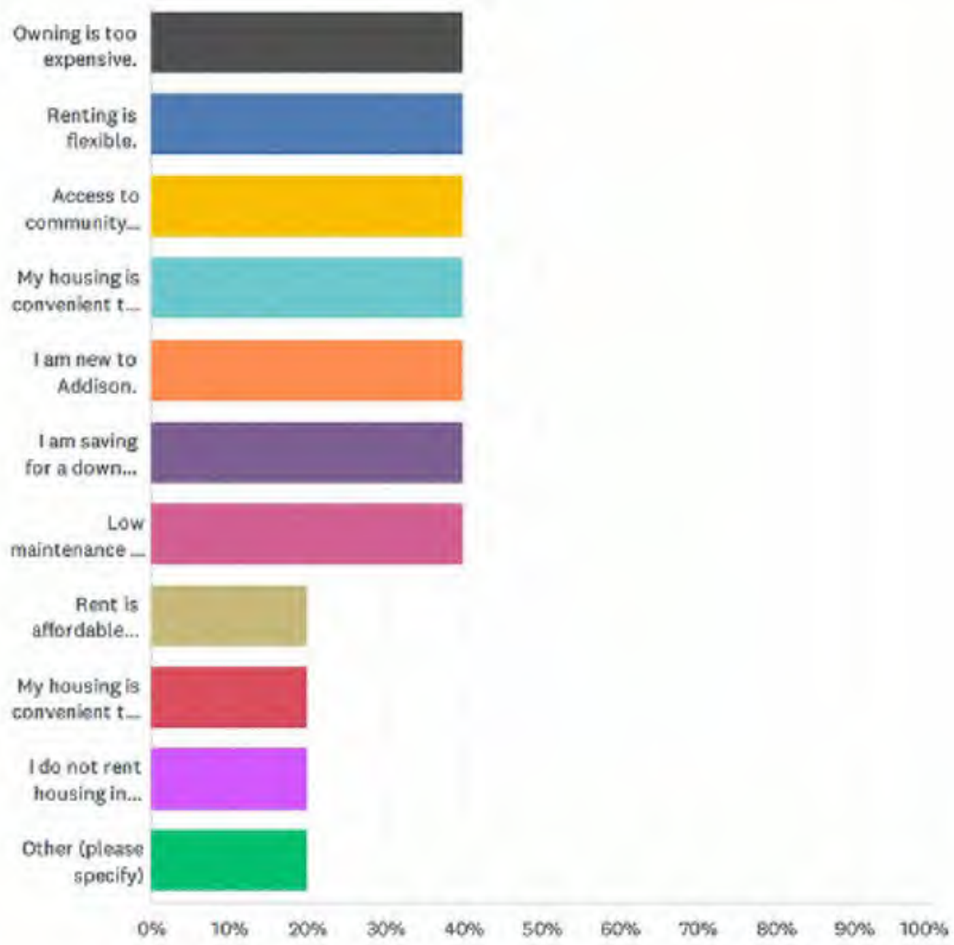
Answered: 576 Skipped: 173



ANSWER CHOICES	RESPONSES	
I live in Addison	93.06%	536
I own residential property in Addison	54.69%	315
I work in Addison	21.70%	125
I rent a home in Addison	18.40%	106
I own a business in Addison	6.08%	35
I live somewhere other than Addison	3.99%	23
I am an employee of the Town of Addison	0.69%	4
I serve on Addison's Planning and Zoning Commission	0.69%	4
I am a property developer in Addison	0.52%	3
I serve on Addison's City Council	0.35%	2
Total Respondents: 576		

Q24 Why do you choose to rent in Addison? Select all that apply.

Answered: 5 Skipped: 744

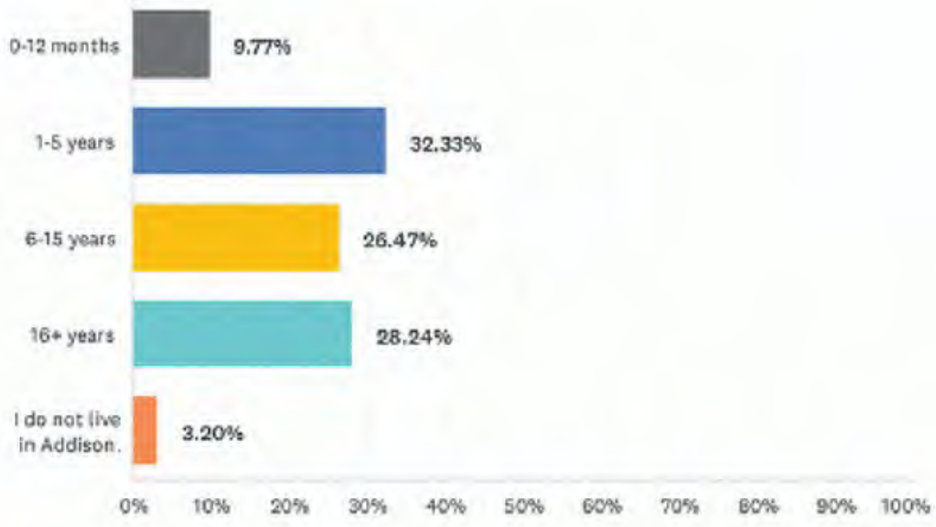


ANSWER CHOICES	RESPONSES	
Owning is too expensive.	40.00%	2
Renting is flexible.	40.00%	2
Access to community amenities.	40.00%	2
My housing is convenient to my job.	40.00%	2
I am new to Addison.	40.00%	2
I am saving for a down payment on a home.	40.00%	2
Low maintenance of renting.	40.00%	2
Rent is affordable compared to other cities I'm interested in.	20.00%	1
My housing is convenient to shopping, dining, and/or entertainment options.	20.00%	1
I do not rent housing in Addison.	20.00%	1
Other (please specify)	20.00%	1
Total Respondents: 5		

#	OTHER (PLEASE SPECIFY)	DATE
1	Seperated	12/26/2023 9:23 AM

Q25 How long have you lived in Addison?

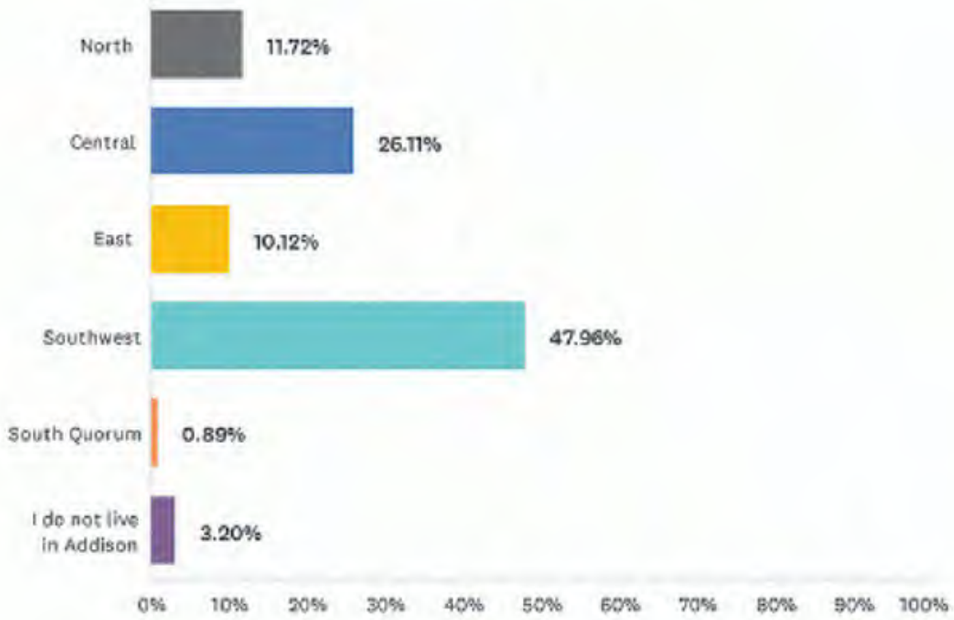
Answered: 563 Skipped: 186



ANSWER CHOICES	RESPONSES	
0-12 months	9.77%	55
1-5 years	32.33%	182
6-15 years	26.47%	149
16+ years	28.24%	159
I do not live in Addison.	3.20%	18
TOTAL		563

Q26 Which part of Addison do you live in?Please refer to the map above.

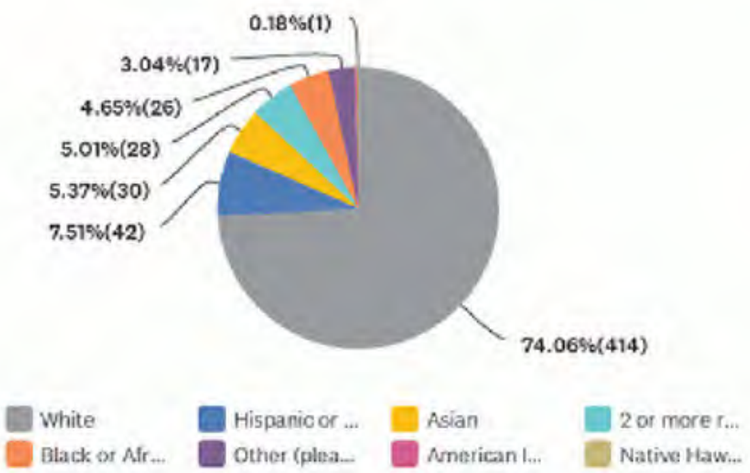
Answered: 563 Skipped: 186



ANSWER CHOICES	RESPONSES	
North	11.72%	66
Central	26.11%	147
East	10.12%	57
Southwest	47.96%	270
South Quorum	0.89%	5
I do not live in Addison	3.20%	18
TOTAL		563

Q27 Which do you most identify with?

Answered: 559 Skipped: 190

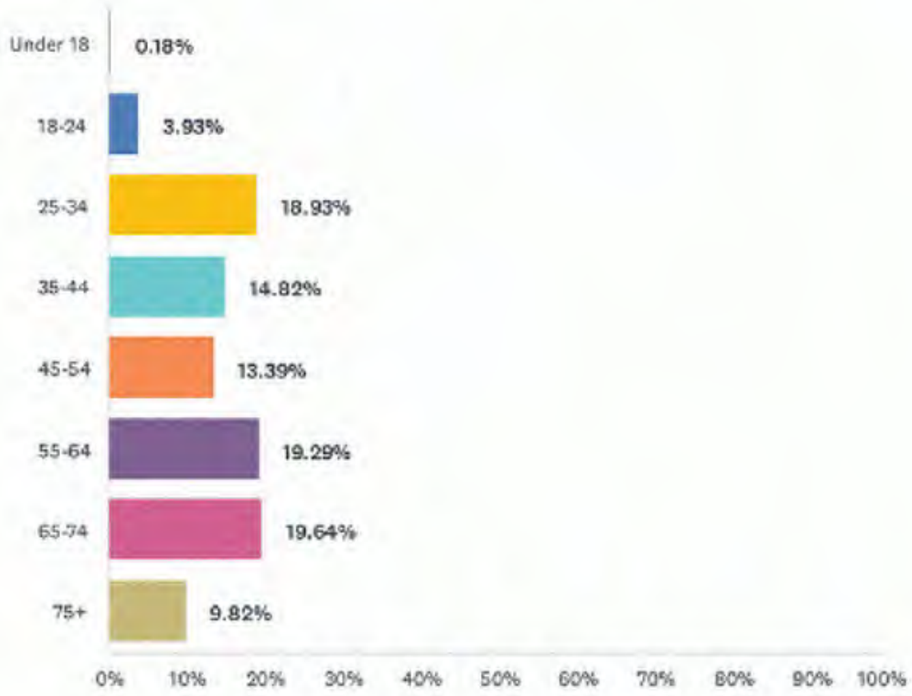


ANSWER CHOICES	RESPONSES	
White	74.06%	414
Hispanic or Latino	7.51%	42
Asian	5.37%	30
2 or more races	5.01%	28
Black or African-American	4.65%	26
Other (please specify)	3.04%	17
American Indian or Alaska Native	0.18%	1
Native Hawaiian or Other Pacific Islander	0.18%	1
TOTAL		559

#	OTHER (PLEASE SPECIFY)	DATE
1	European	1/26/2024 4:11 PM
2	You are being racist. That should not matter.	1/2/2024 4:47 PM
3	That question is irrelevant	12/29/2023 3:37 PM
4	Does this really matter	12/28/2023 9:41 AM
5	All of the above	12/18/2023 4:31 PM
6	Euro American	12/16/2023 4:39 PM
7	Melanin & Latina	12/15/2023 10:14 AM
8	Not your business	12/14/2023 12:33 PM
9	I oppose this question	12/13/2023 6:25 PM
10	My most identity is not relevant. We all are humans	12/11/2023 4:39 PM
11	Asian Indian	12/11/2023 7:04 AM
12	White and American Indian	12/4/2023 1:29 PM
13	n/a	12/3/2023 8:55 AM
14	Doesn't make any difference	11/18/2023 1:30 AM
15	prefer not to answer	11/4/2023 3:18 PM
16	I	11/3/2023 10:12 PM
17	I'm a white Hispanic. For future surveys please state 2 or more ethnicities. Hispanic is not a race.	11/3/2023 8:26 PM

Q28 How old are you?

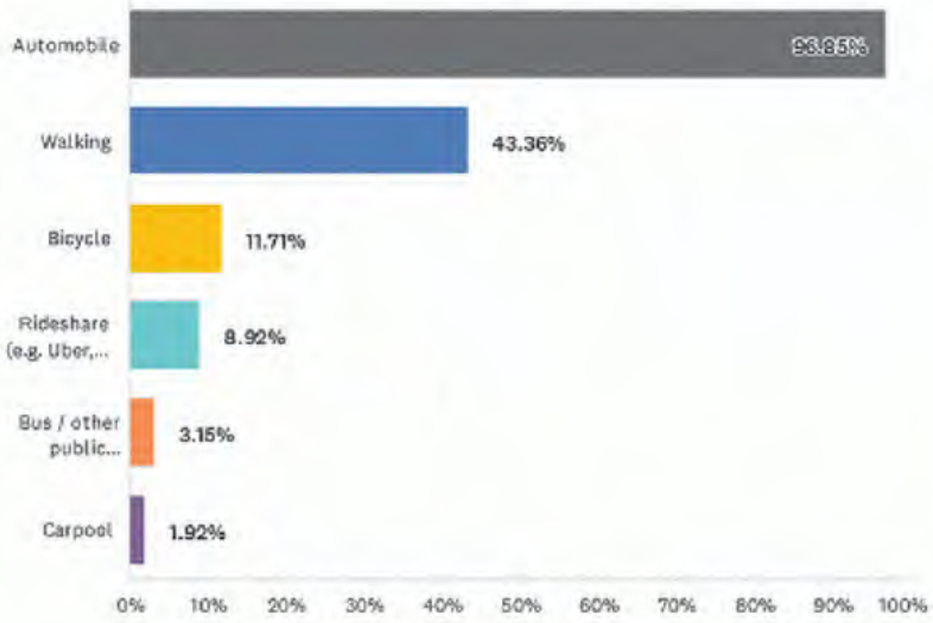
Answered: 560 Skipped: 189



ANSWER CHOICES	RESPONSES	
Under 18	0.18%	1
18-24	3.93%	22
25-34	18.93%	106
35-44	14.82%	83
45-54	13.39%	75
55-64	19.29%	108
65-74	19.64%	110
75+	9.82%	55
TOTAL		560

Q29 What are your primary modes of transportation?Select all those you use on a weekly basis.

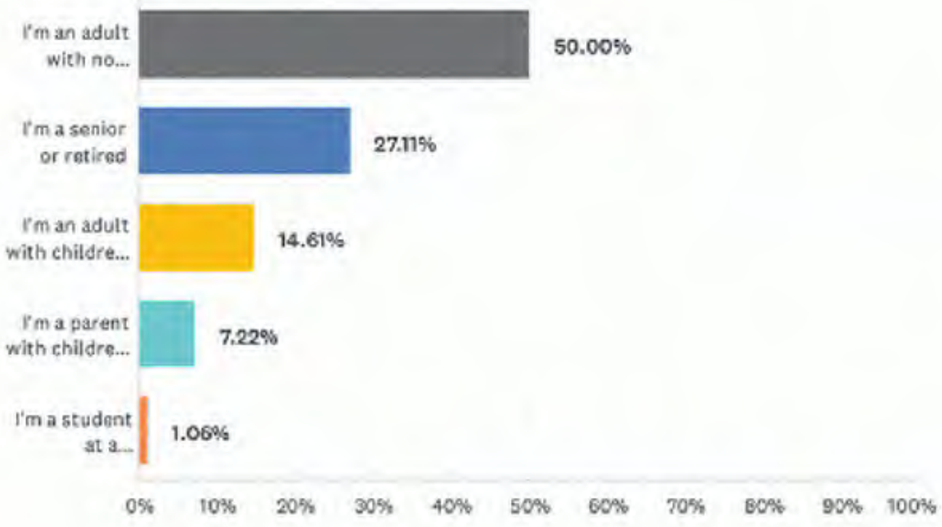
Answered: 572 Skipped: 177



ANSWER CHOICES	RESPONSES	
Automobile	96.85%	554
Walking	43.36%	248
Bicycle	11.71%	67
Rideshare (e.g. Uber, Lyft)	8.92%	51
Bus / other public transportation	3.15%	18
Carpool	1.92%	11
Total Respondents: 572		

Q30 Which best describes you?

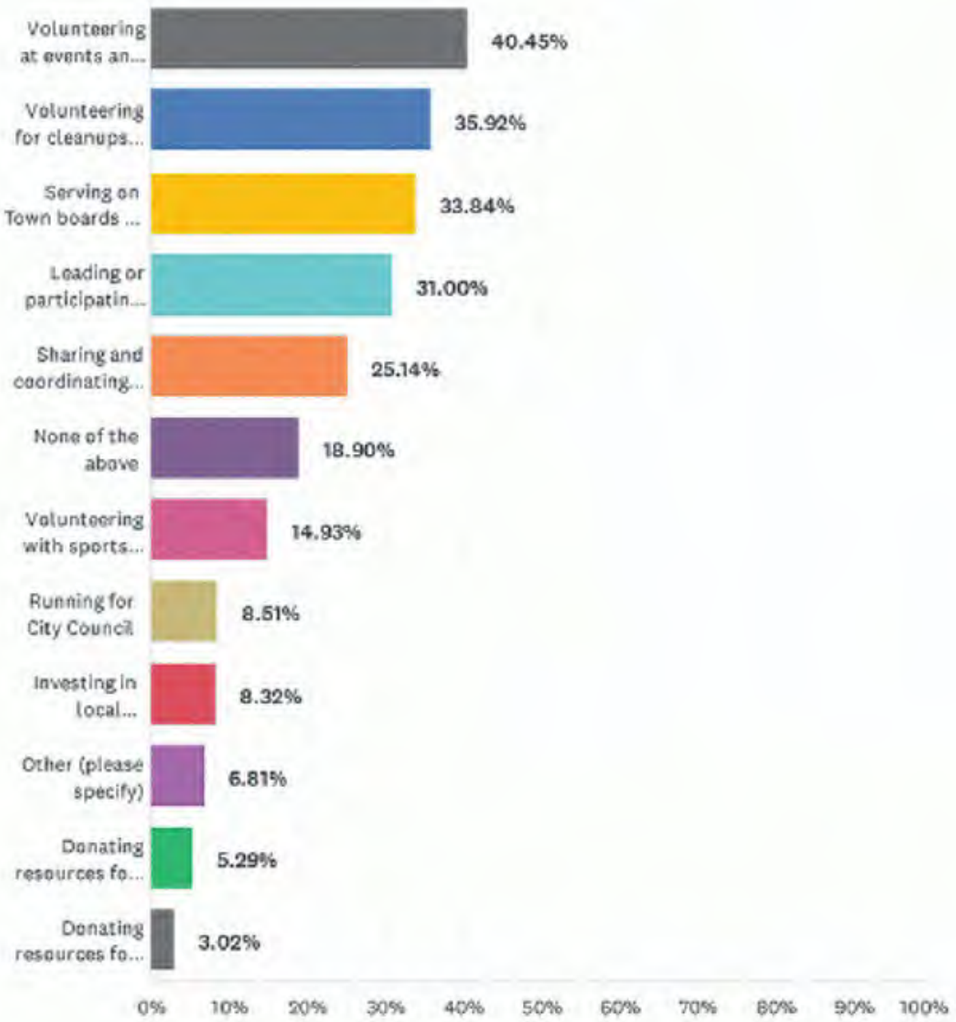
Answered: 568 Skipped: 181



ANSWER CHOICES	RESPONSES	
I'm an adult with no children	50.00%	284
I'm a senior or retired	27.11%	154
I'm an adult with children who are grown or do not live at home	14.61%	83
I'm a parent with children living at home	7.22%	41
I'm a student at a post-secondary school (undergraduate programs or similar)	1.06%	6
TOTAL		568

Q31 In what ways would you be willing to invest more of your time, energy, or money into making Addison better? Please select all that apply.

Answered: 529 Skipped: 220



ANSWER CHOICES	RESPONSES	
Volunteering at events and festivals	40.45%	214
Volunteering for cleanups, painting, and maintenance projects that benefit the community	35.92%	190
Serving on Town boards and commissions	33.84%	179
Leading or participating in neighborhood initiatives	31.00%	164
Sharing and coordinating information from the Town	25.14%	133
None of the above	18.90%	100
Volunteering with sports events and leagues	14.93%	79
Running for City Council	8.51%	45
Investing in local entrepreneurs and small developers	8.32%	44
Other (please specify)	6.81%	36
Donating resources for events and festivals	5.29%	28
Donating resources for sports events and leagues	3.02%	16
Total Respondents: 529		

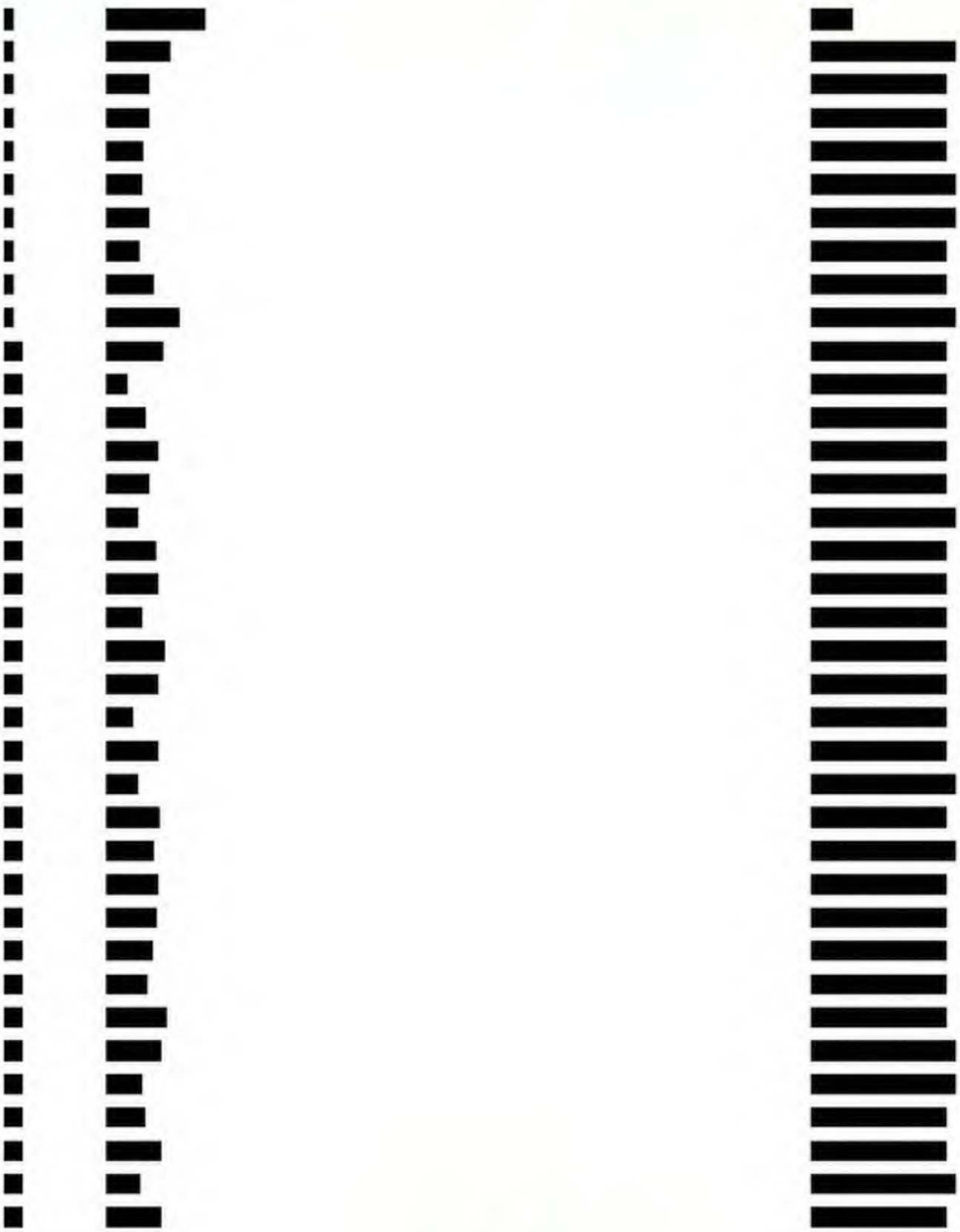
#	OTHER (PLEASE SPECIFY)	DATE
1	Town Meetings, Surveys and using Addison shopping/dinning/entertainment	1/27/2024 9:16 AM
2	currently a Rotarian	1/22/2024 9:40 AM

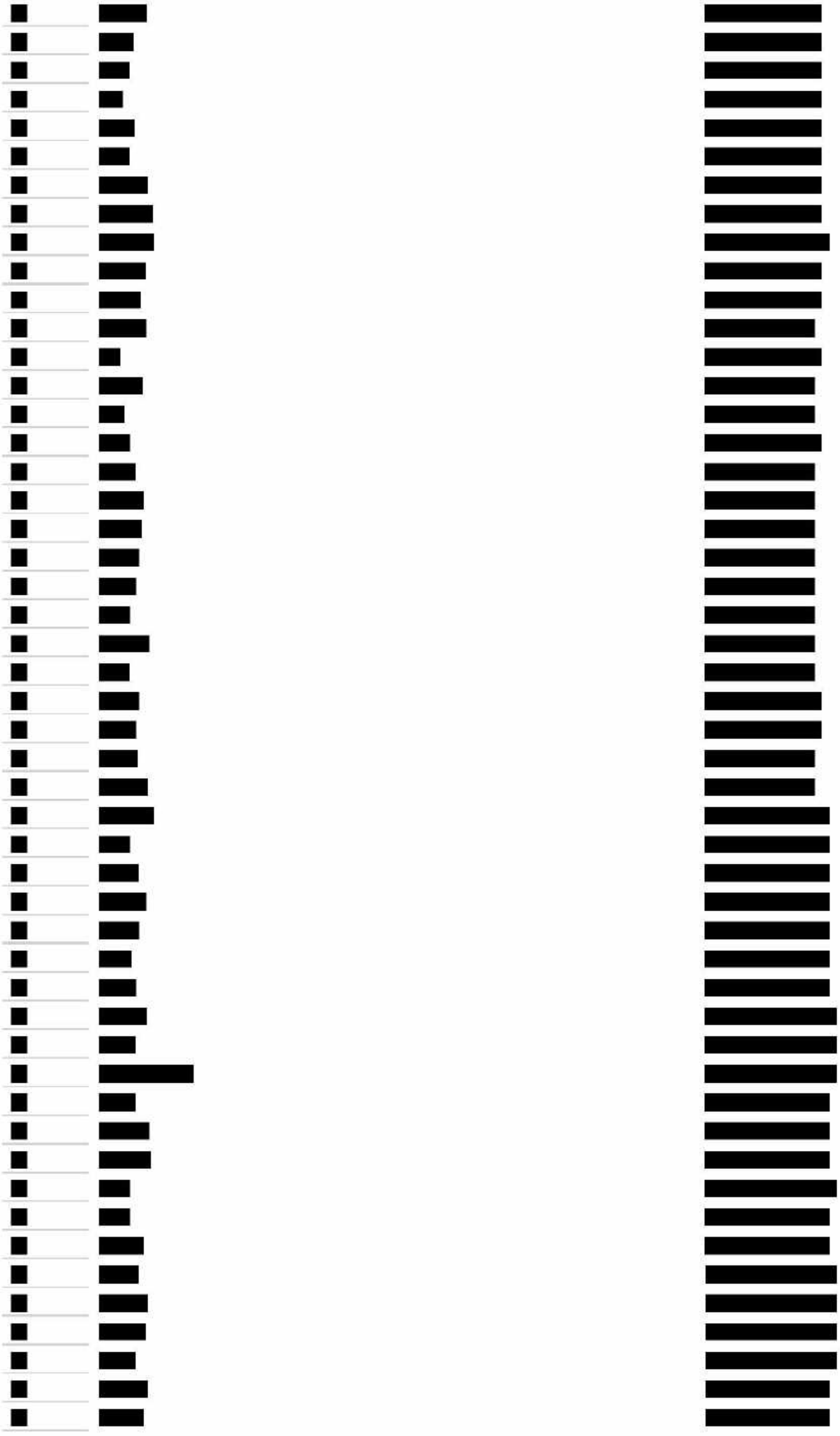
3	Assisting local families with living in Addison	1/12/2024 6:16 PM
4	Repeat.....we are retired	1/7/2024 8:28 AM
5	Welcome package for new members at gym	12/31/2023 5:28 AM
6	helping schools	12/30/2023 10:14 AM
7	too old	12/29/2023 6:50 PM
8	Supporting Addison businesses	12/24/2023 6:44 PM
9	Giving feedback on what needs to be done for the future	12/20/2023 6:08 PM
10	My engagement depends on the time prospects. Busy schedule	12/17/2023 8:22 AM
11	Finding ways to help homeless in our community	12/15/2023 2:24 PM
12	Potentially interested in getting more involved with the local government to help push ideas into reality	12/12/2023 4:56 PM
13	Unable to give of my time due to being a single parent working full time and child with some medical concerns.	12/11/2023 7:06 AM
14	I currently don't have available time to help, but do go to some town meetings to keep updated on important decisions.	12/10/2023 12:04 PM
15	Don't spend money to spend money. Addison is just fine how it is.	12/10/2023 9:24 AM
16	I am used to volunteer, but I will never volunteer for anything in the summer for crying out loud. I hate it. I would volunteer absolutely but I can't stand what this council has done to this town.	12/9/2023 5:41 PM
17	Serving seniors in community	12/9/2023 8:46 AM
18	we'll see if my health allows	12/8/2023 10:06 PM
19	I already pay exorbitant taxes, isn't that enough	12/8/2023 8:59 AM
20	Promoting the city.	12/8/2023 6:26 AM
21	Invest in Helping the homeless	12/7/2023 9:12 PM
22	Do you help entrepreneurs startup?	12/7/2023 4:24 PM
23	Tvrcrc	12/7/2023 12:20 PM
24	Veteran volunteer	12/6/2023 1:06 PM
25	Unique events coordinator	12/5/2023 7:30 PM
26	Events ad I'm able	12/5/2023 12:29 PM
27	None at this time	12/4/2023 12:59 PM
28	Anything related to paperwork/computer work	12/2/2023 4:54 PM
29	Once retired	11/23/2023 4:40 AM
30	surveys and brainstorming sessions	11/22/2023 5:27 PM
31	done most of the above	11/17/2023 4:30 PM
32	I do vplunteer	11/16/2023 5:56 AM
33	Helping encourage the inspiration & vision.	11/11/2023 12:40 PM
34	no time	11/4/2023 3:18 PM
35	Provide my input	11/3/2023 9:26 AM
36	supporting Bush Elementary	11/1/2023 3:09 PM

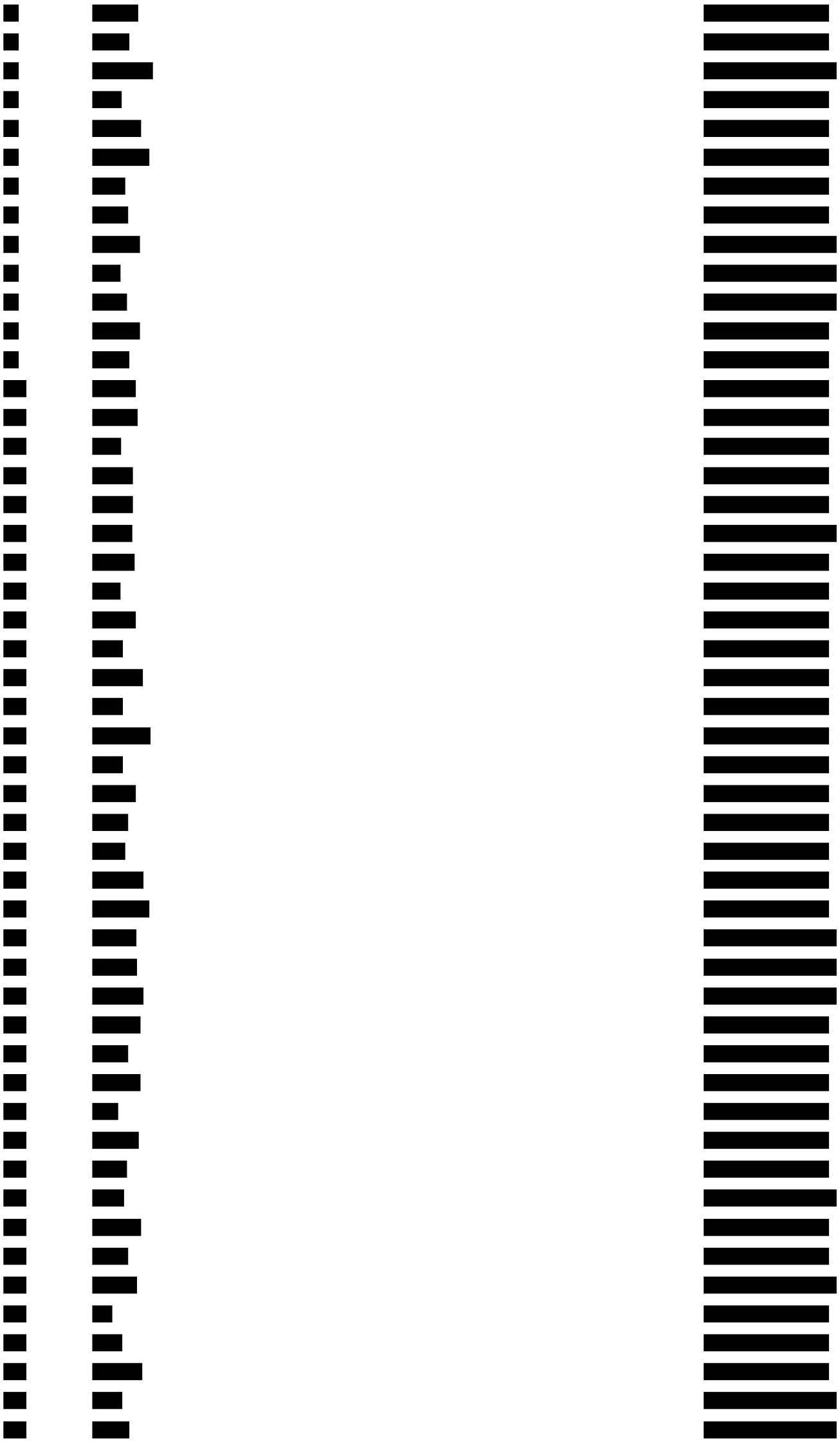
Q32 Enter your name for a chance to win a $50 gift card to an Addison business! (optional)You must also enter your email address in the next question to be eligible to win.

Answered: 378 Skipped: 371

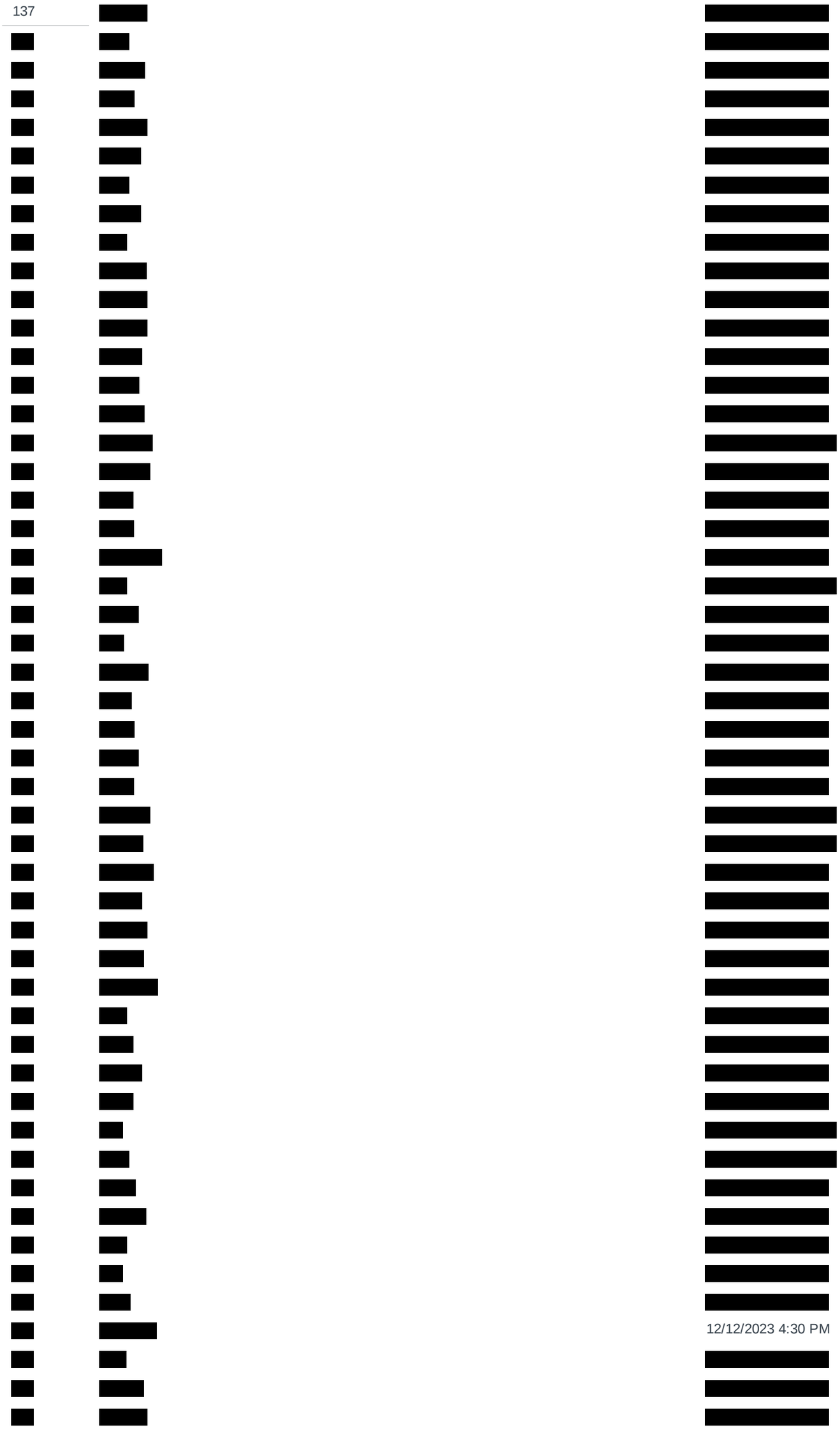
ANSWER CHOICES	RESPONSES	
First name	100.00%	378
Last name	100.00%	378
	0.00%	0
	0.00%	0
	0.00%	0



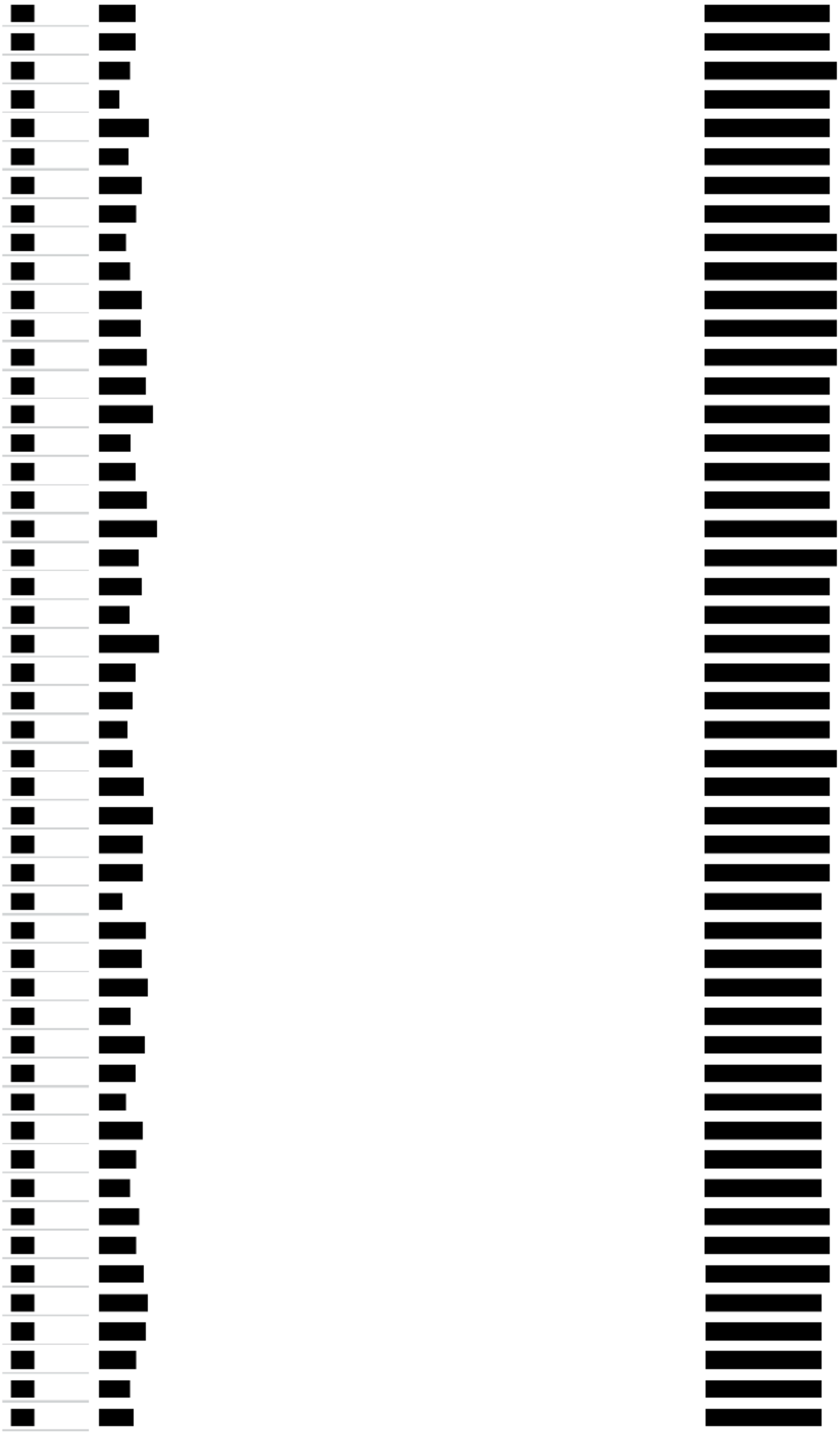




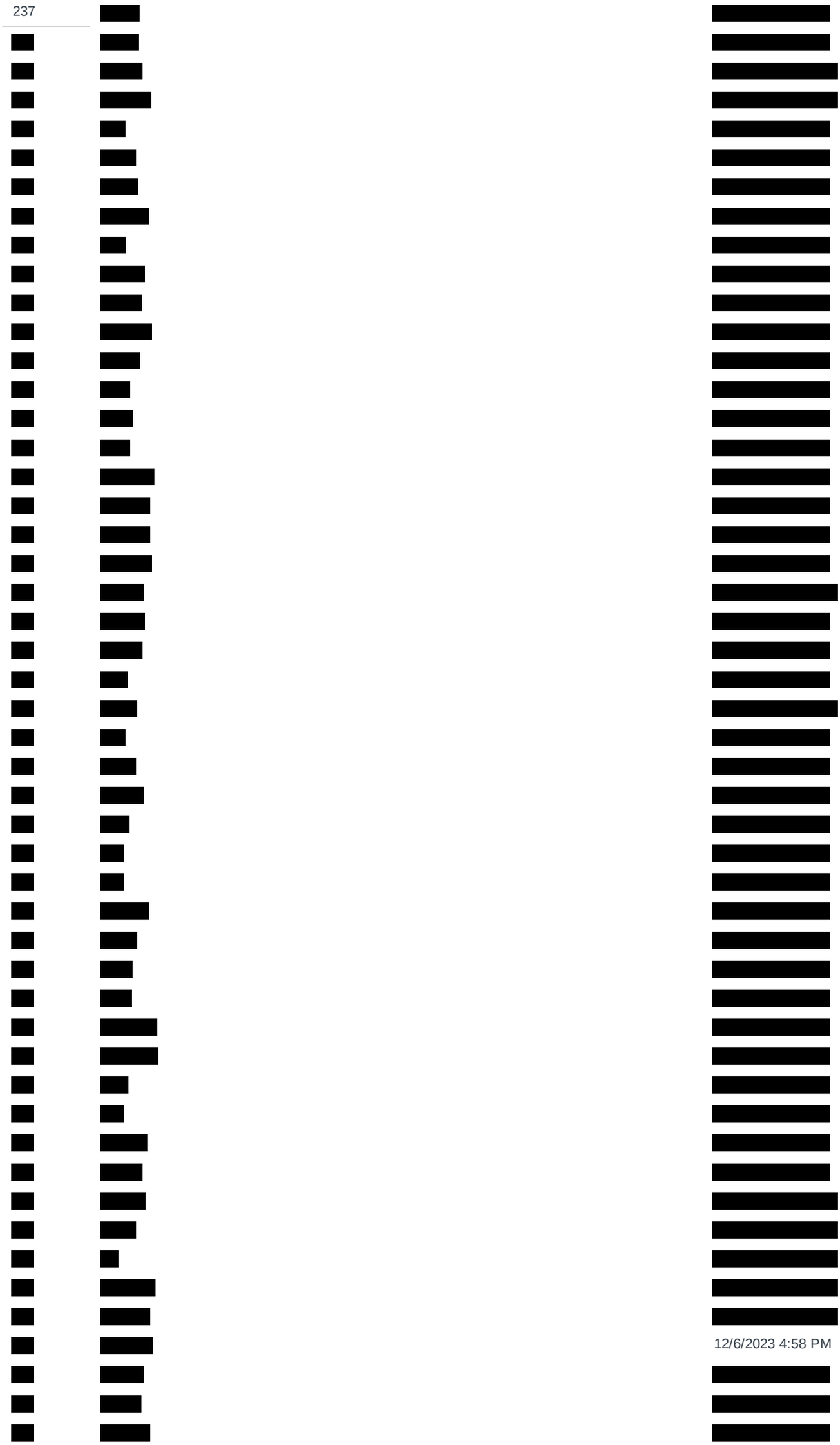
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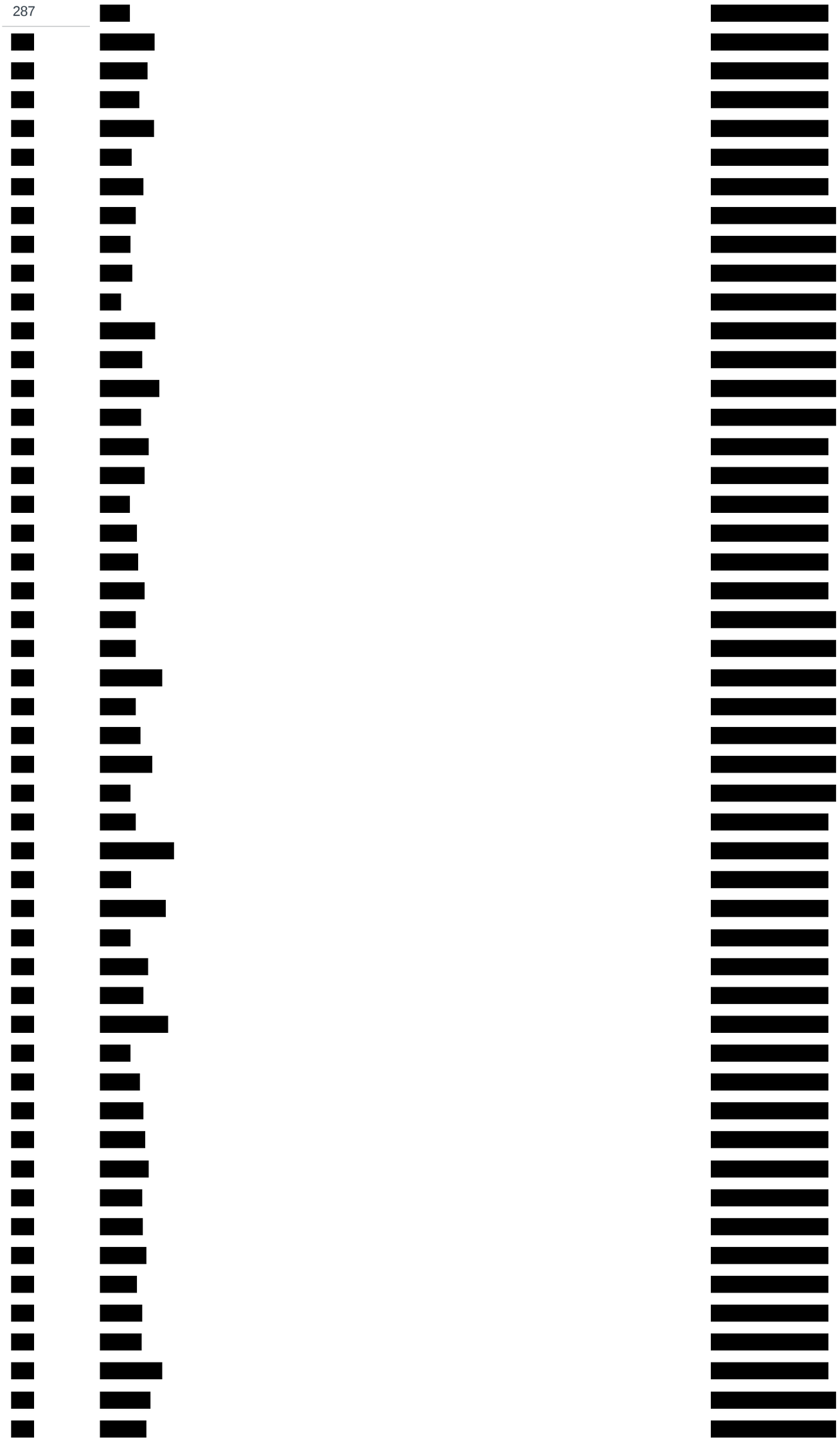
12/12/2023 4:30 PM

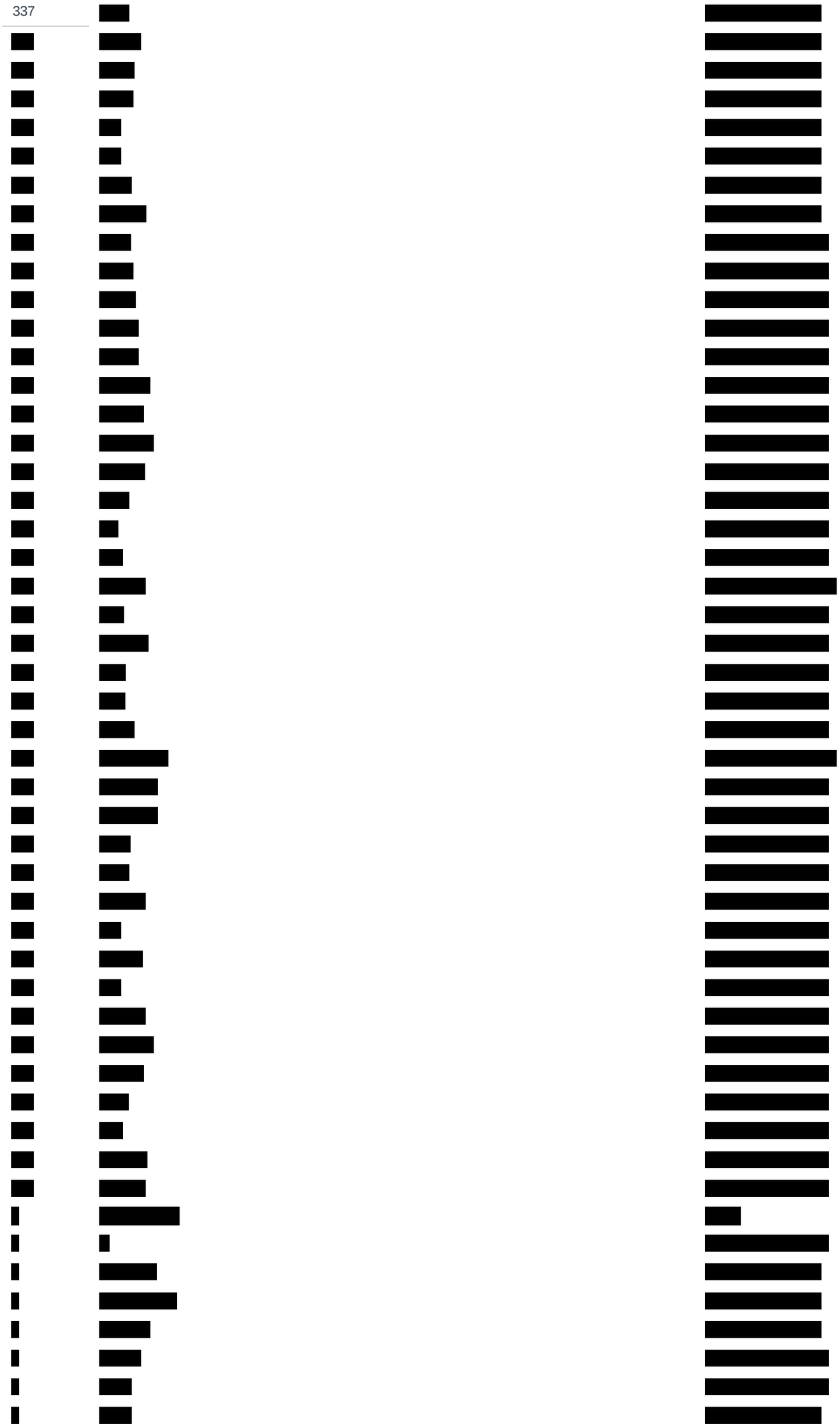


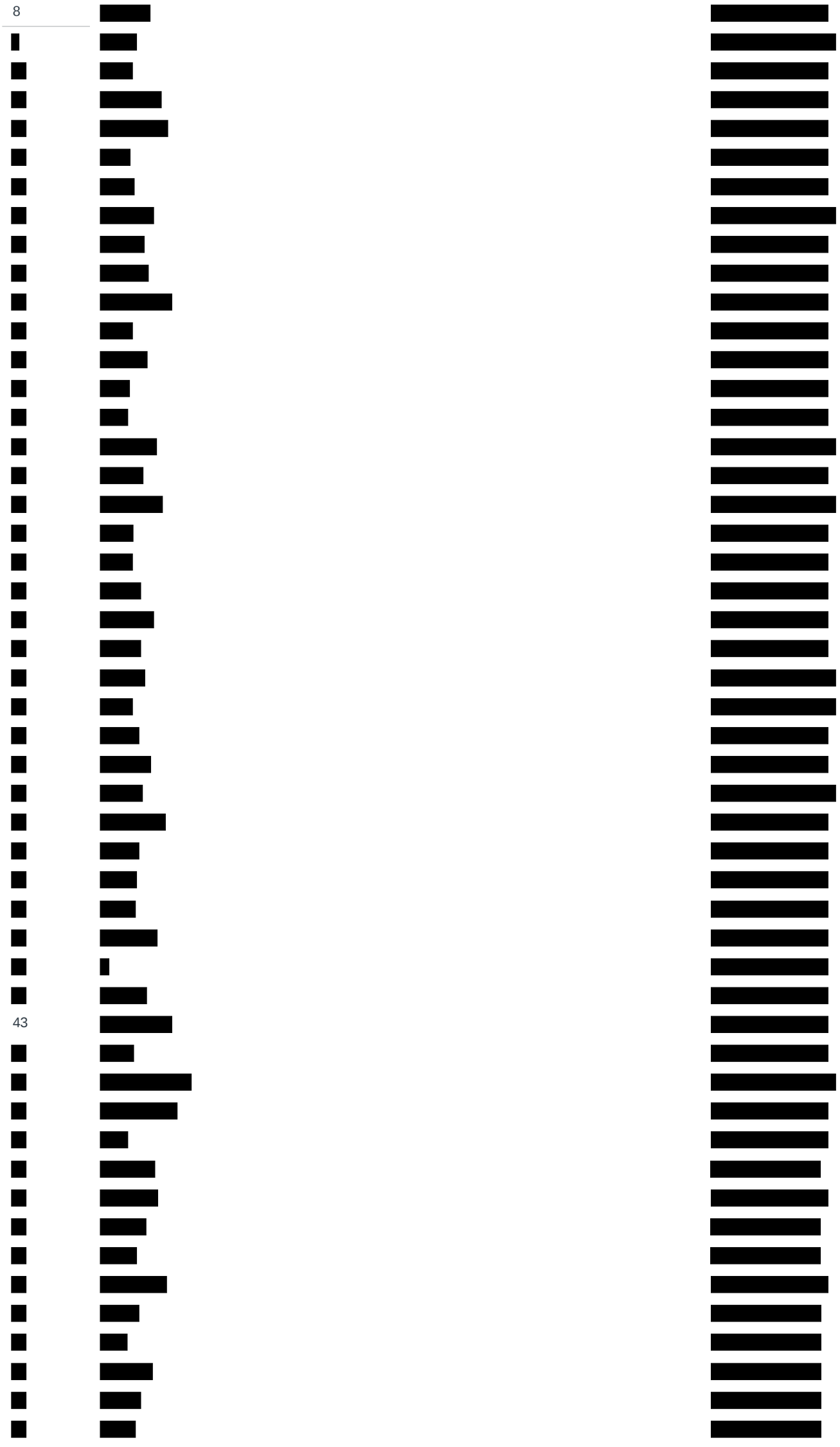
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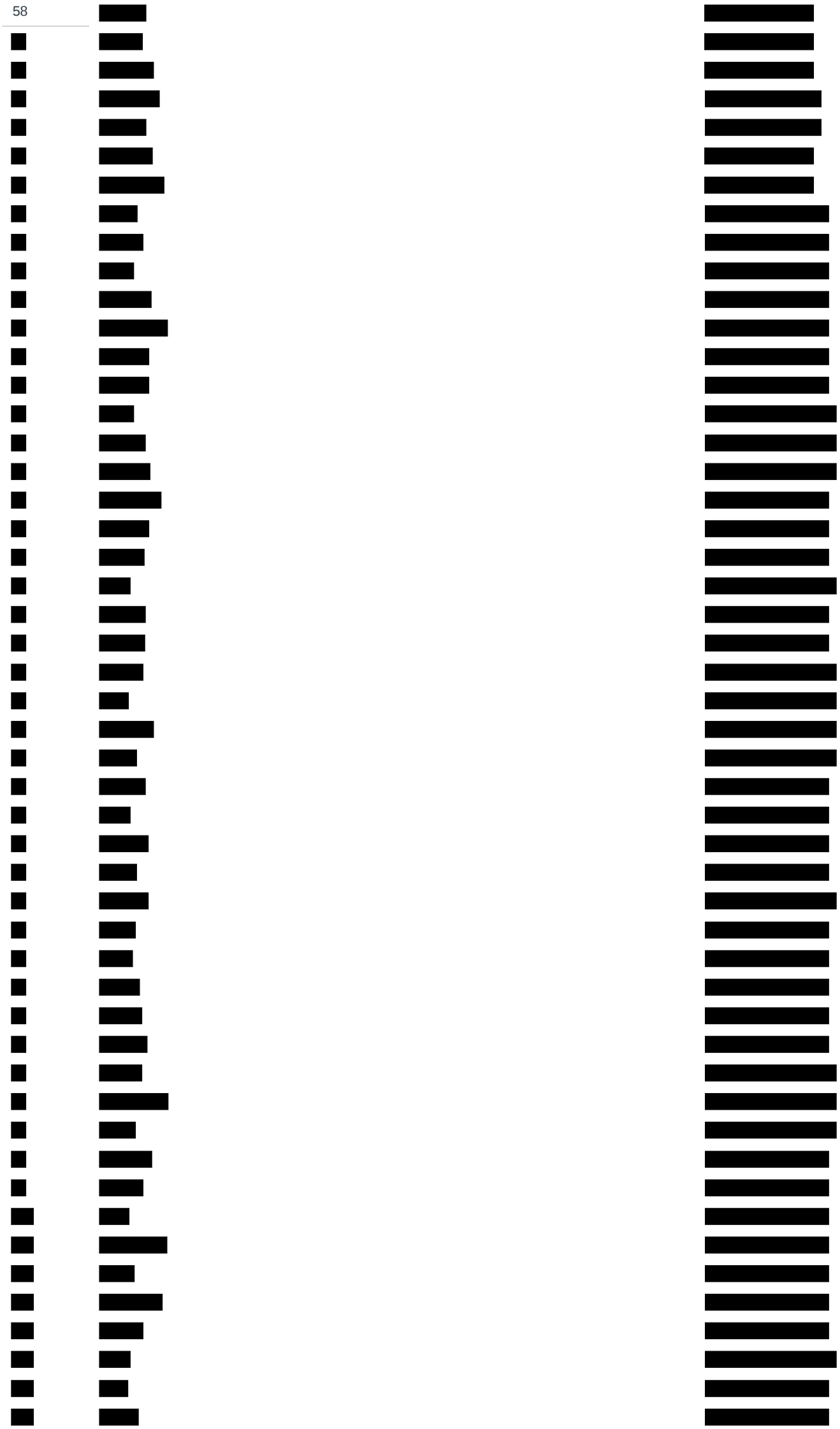


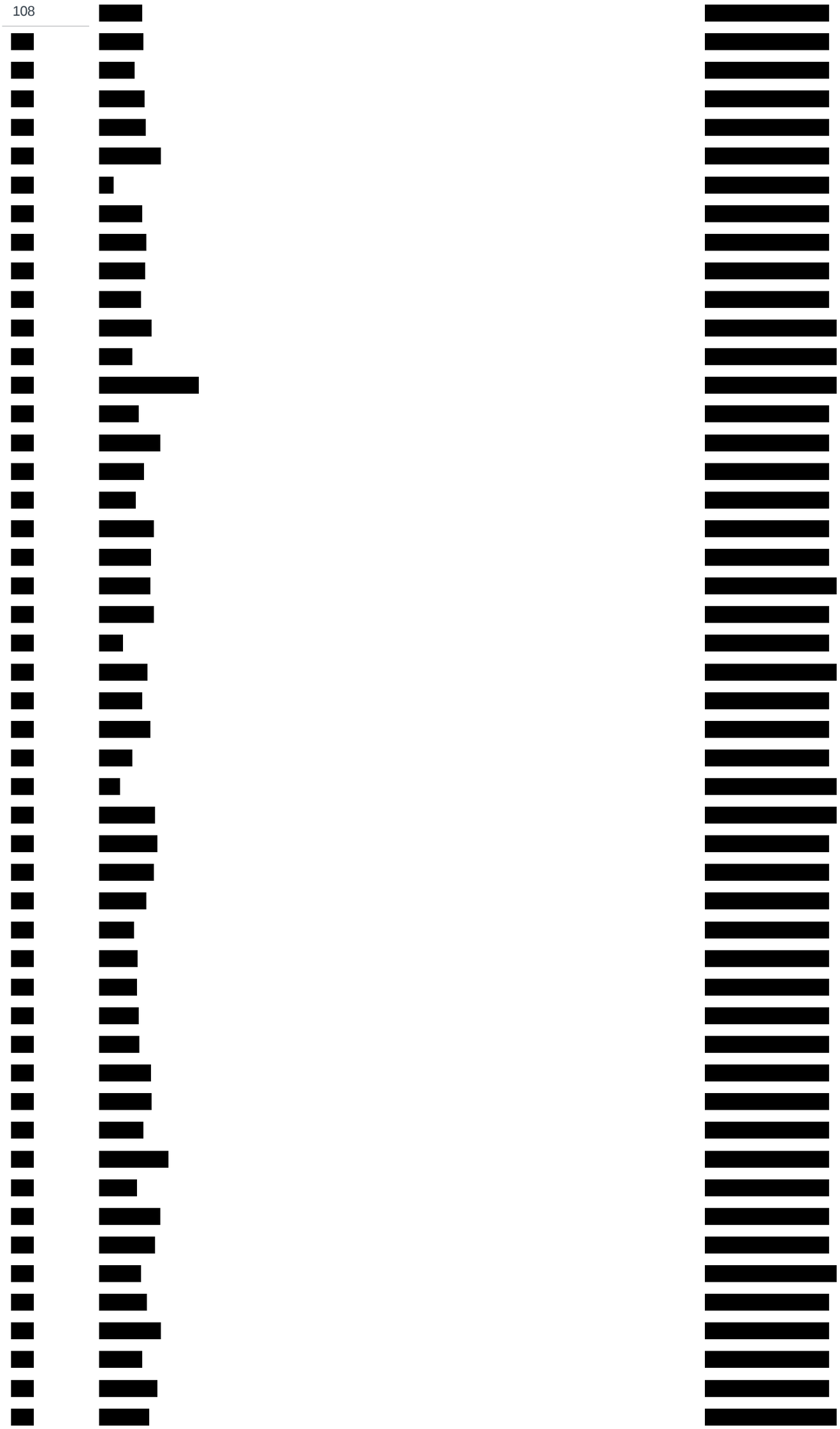
12/6/2023 4:58 PM

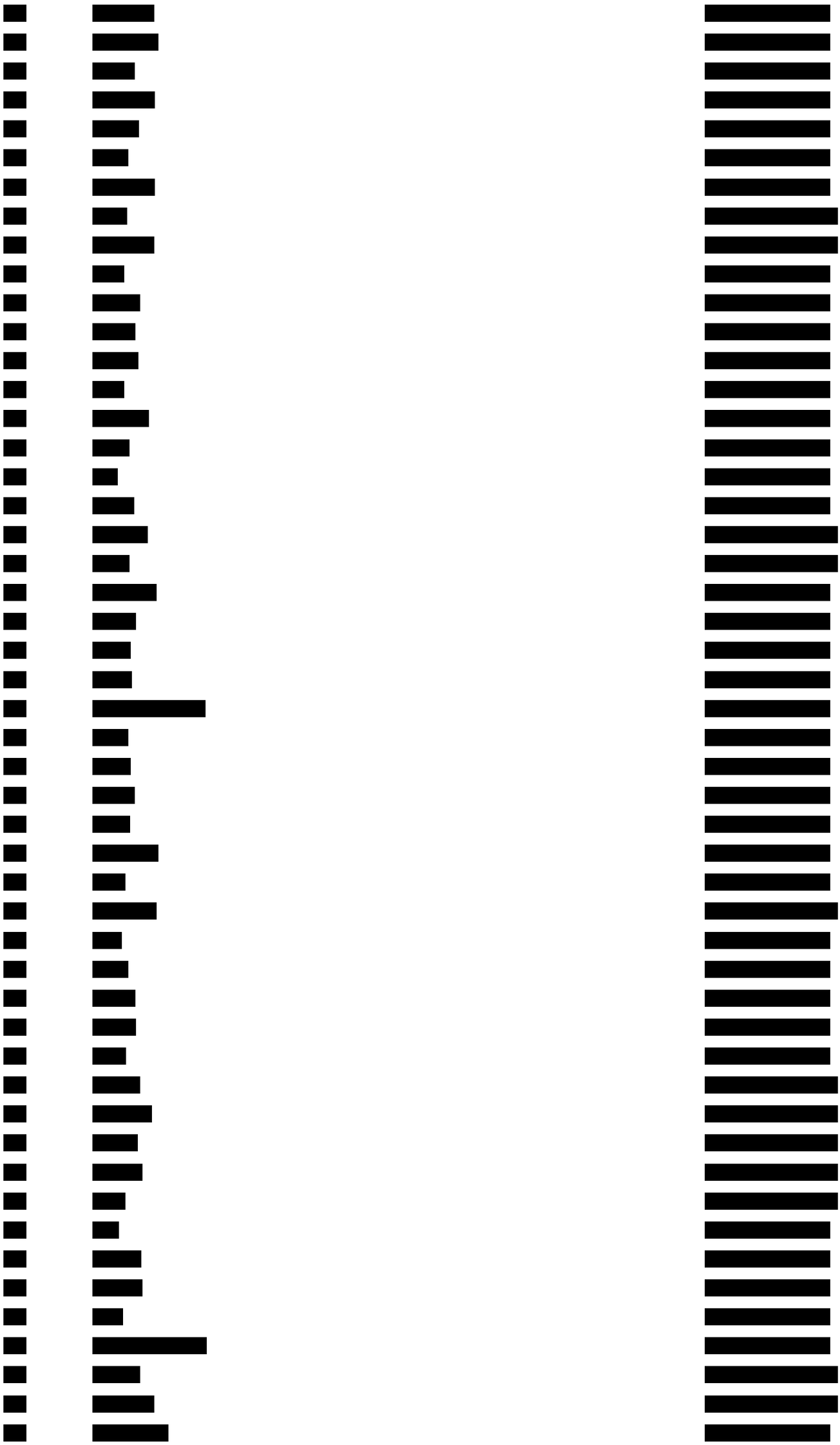

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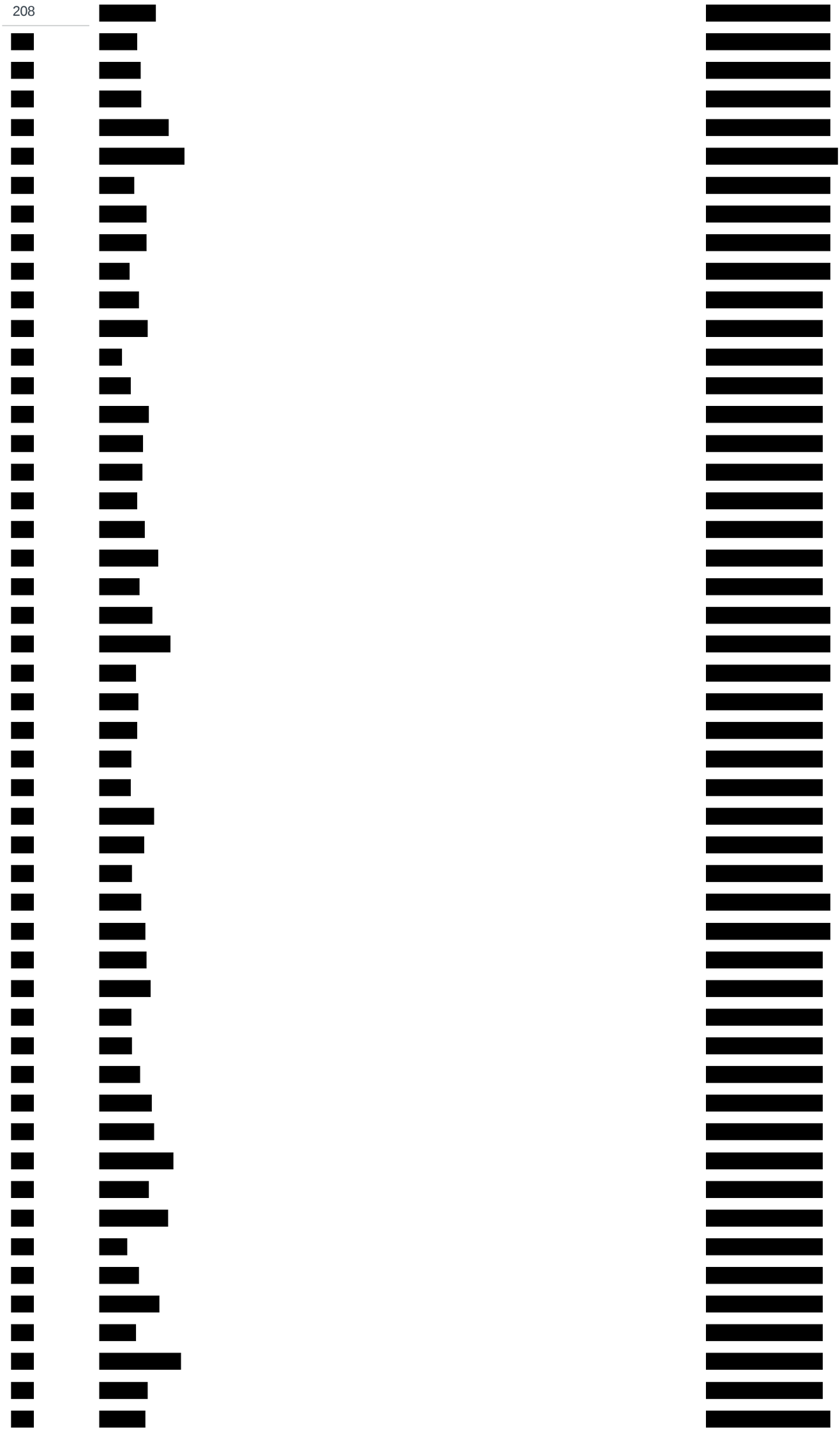

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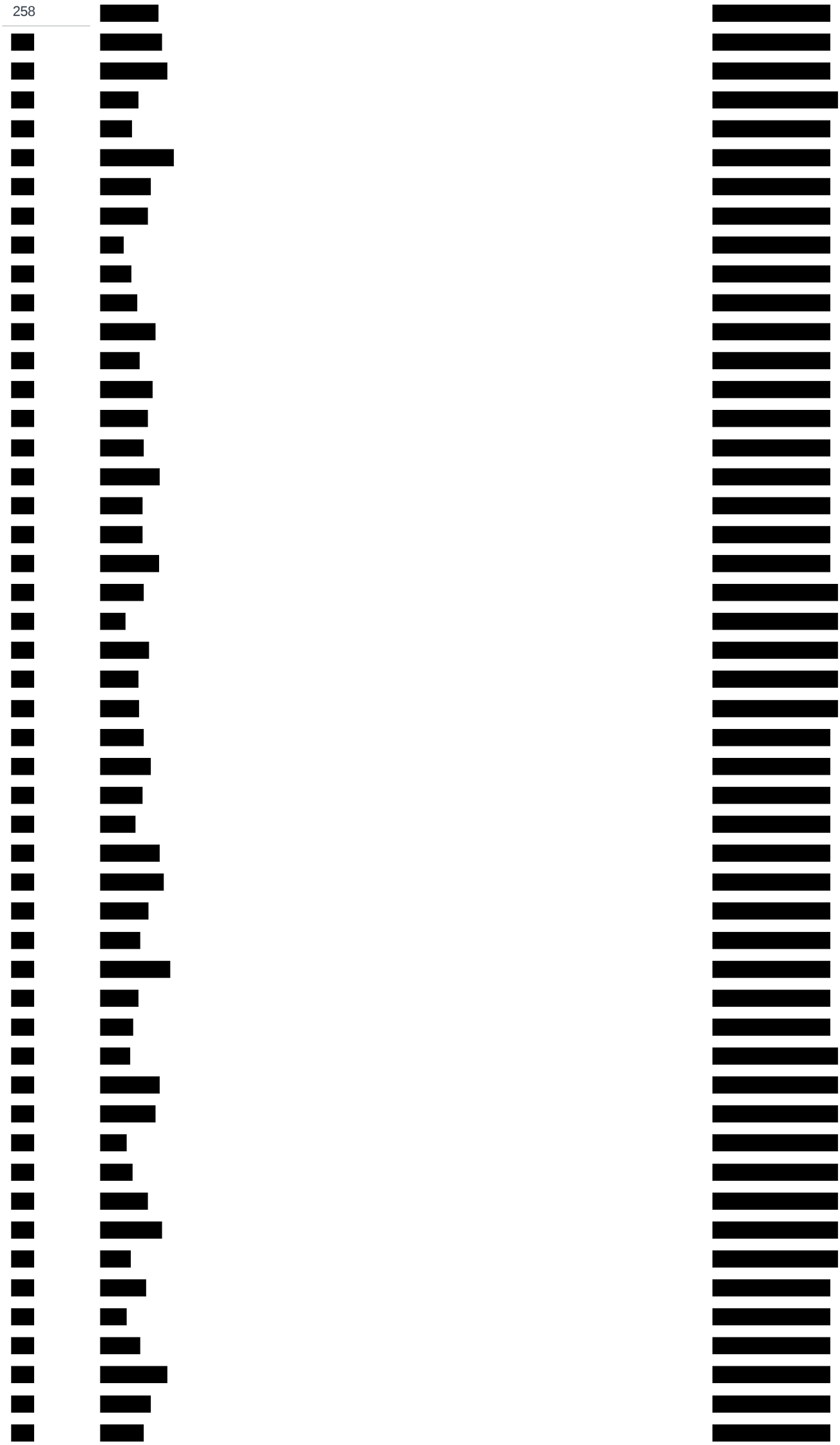

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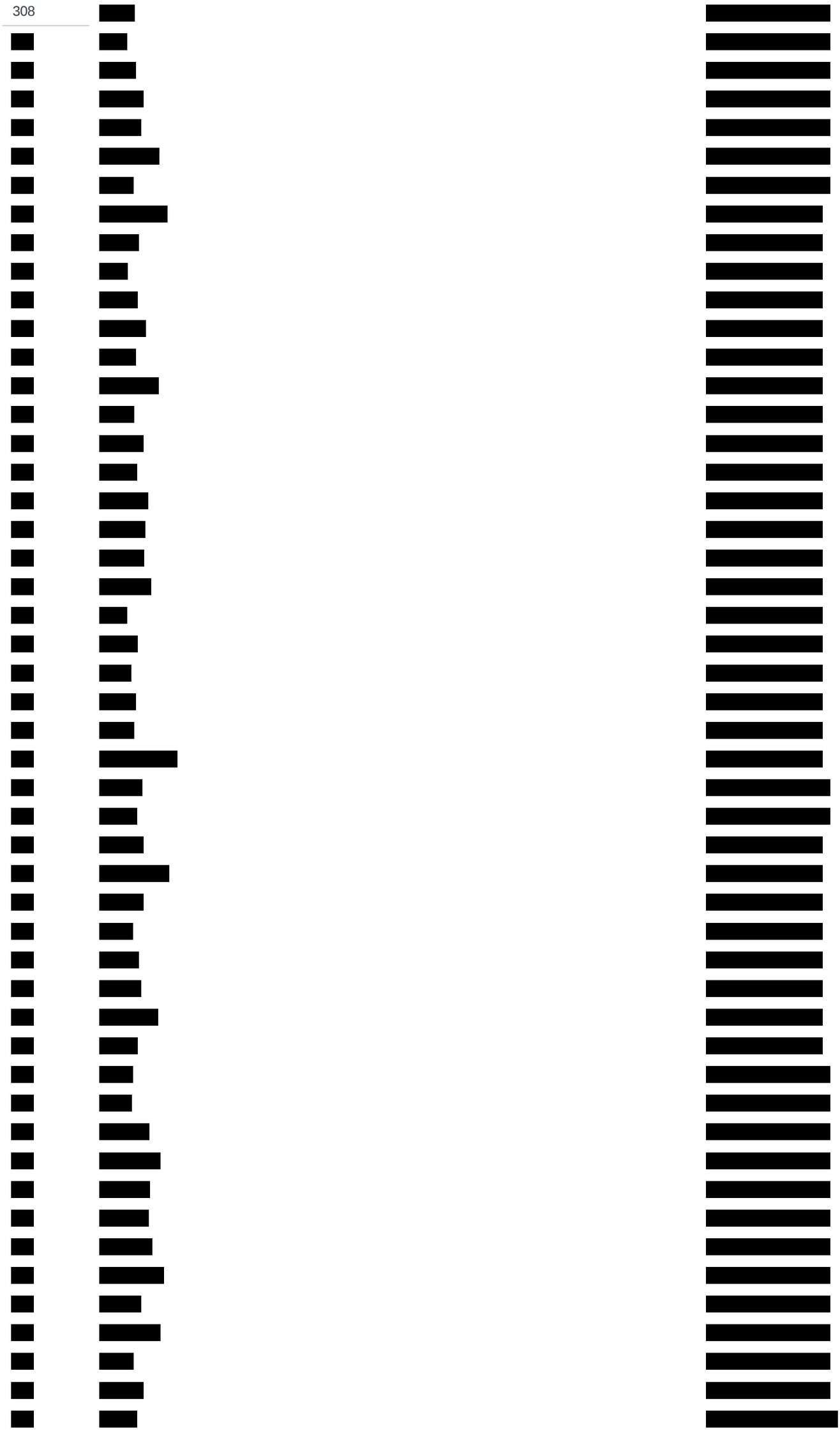

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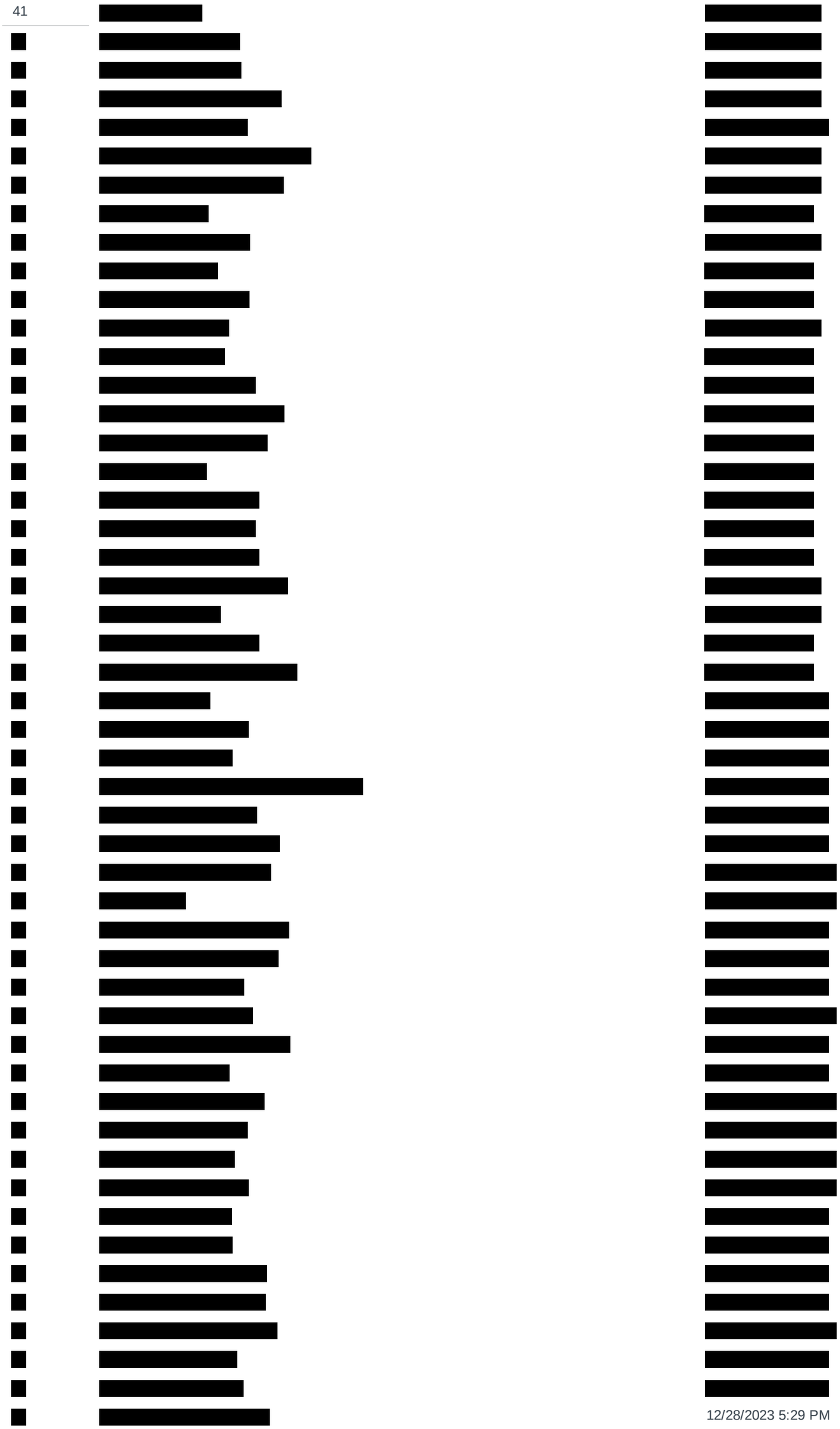
#		DATE
	There are no responses.	
#		DATE
	There are no responses.	
#		DATE
	There are no responses.	

Q33 Email address (optional)By providing your email address, you will be signed up for project notifications. Your personal information will never be sold or shared with outsiders, or attributed to your response to this survey.You must enter your email address for a chance to win the $50 gift card.

Answered: 411 Skipped: 338

#	RESPONSES	DATE
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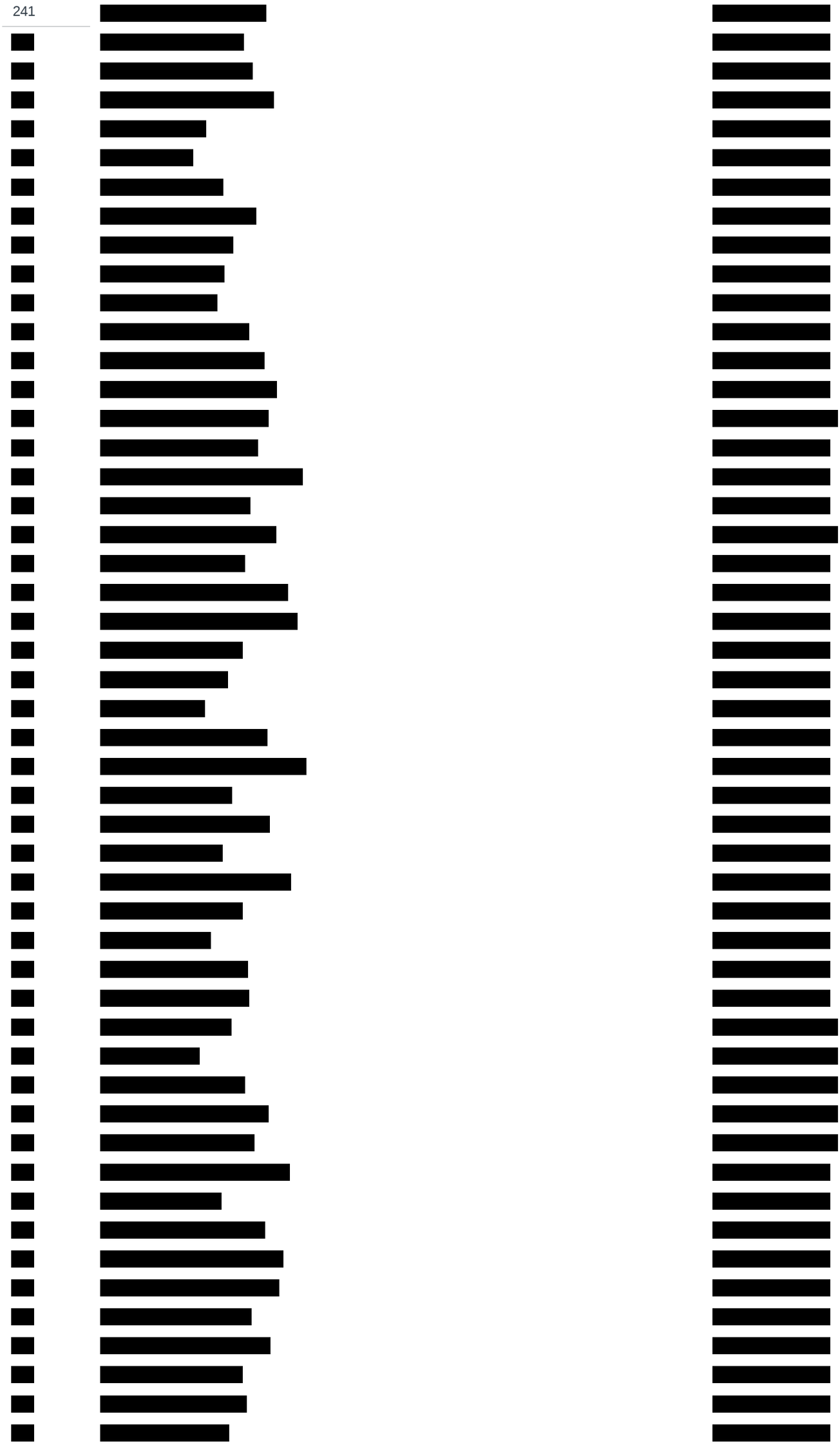


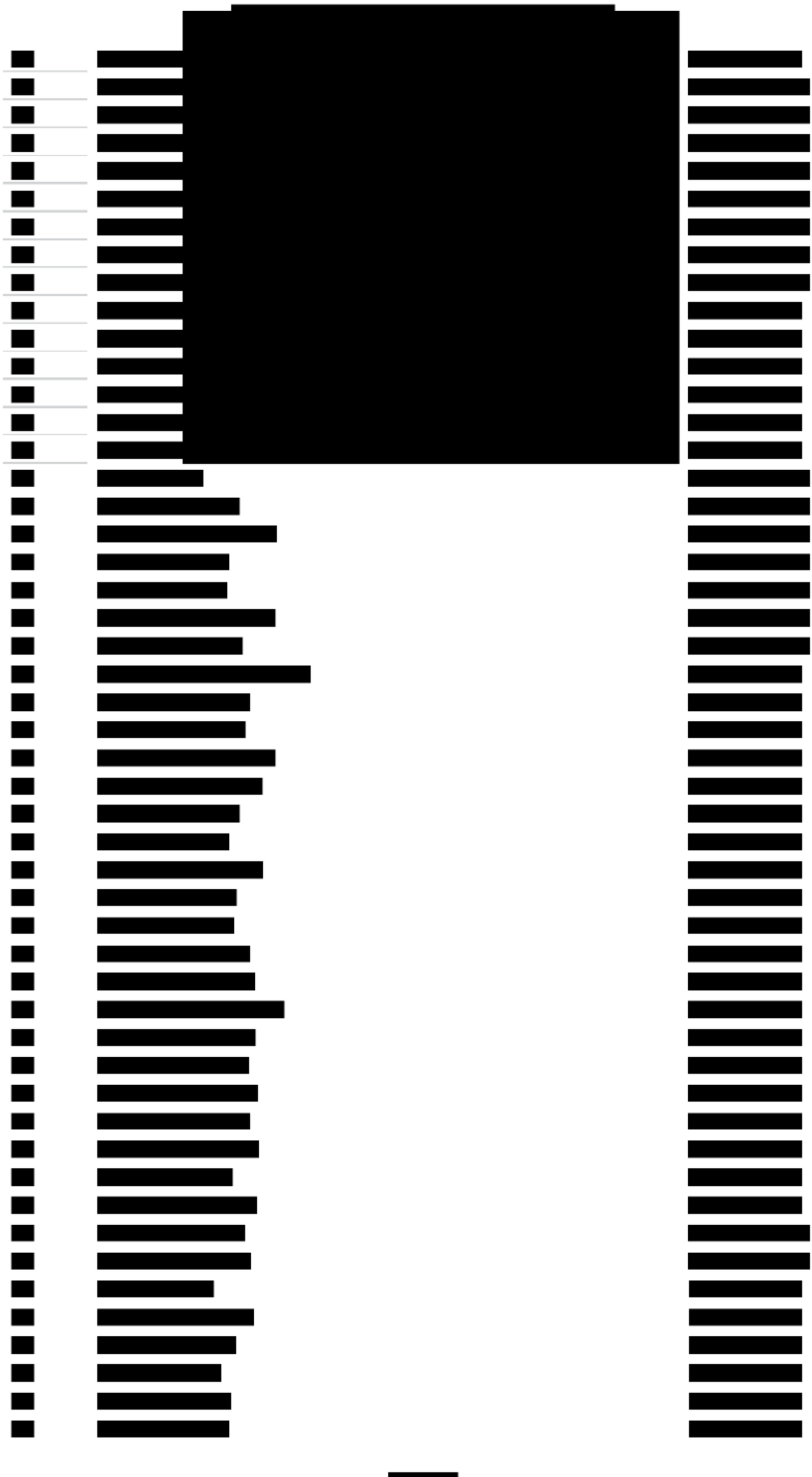
12/28/2023 5:29 PM

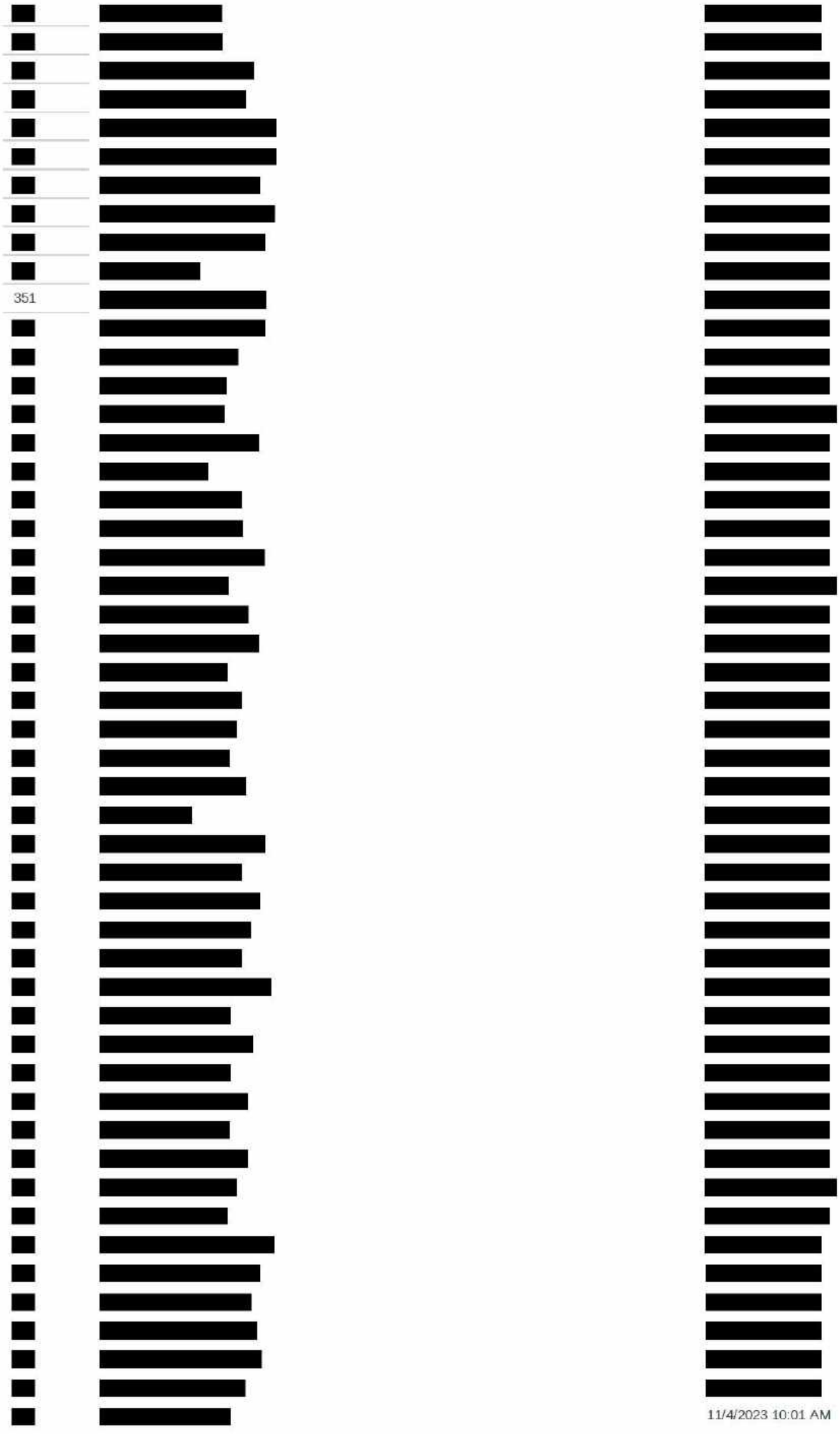

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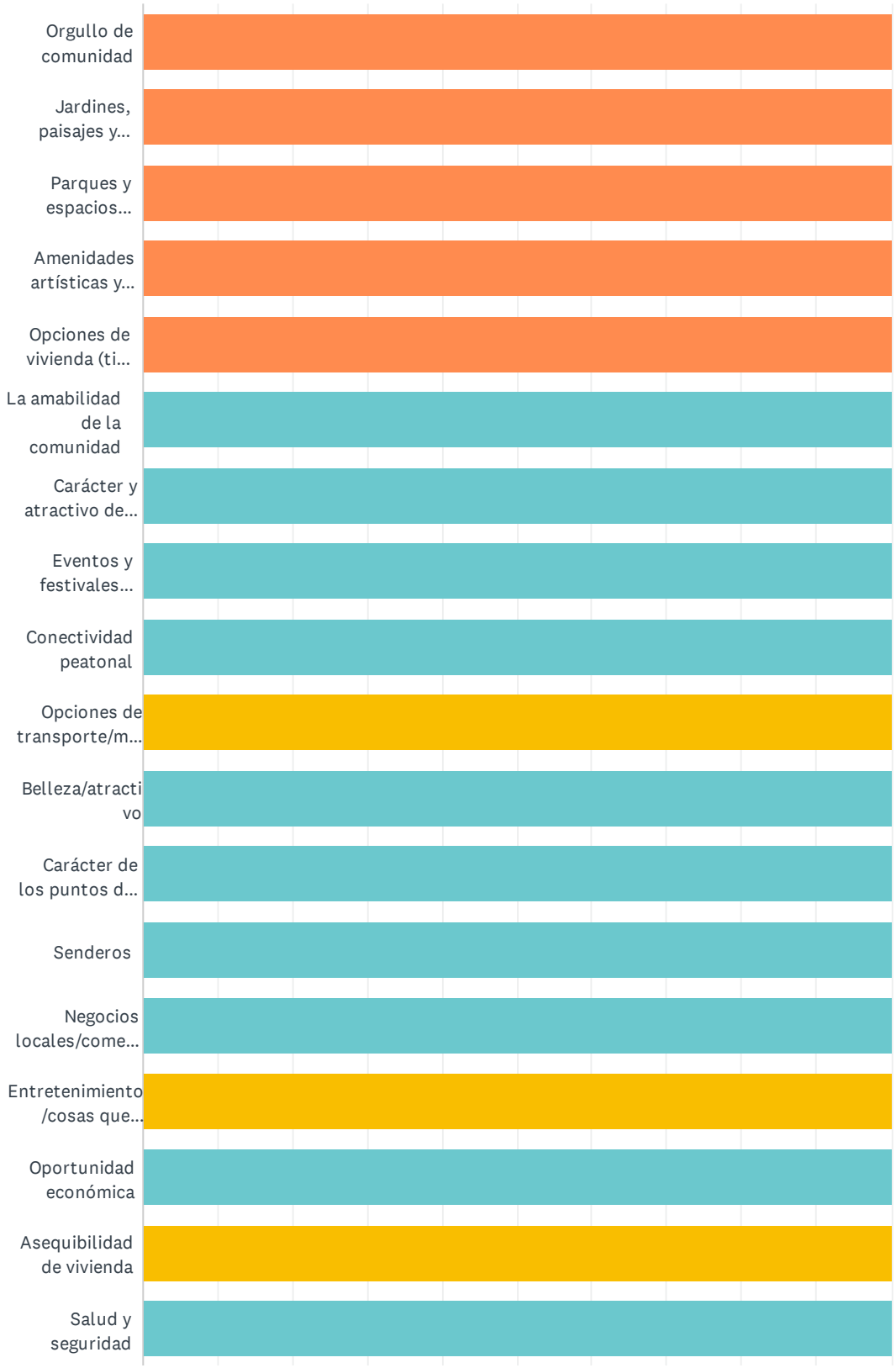
11/4/2023 10:01 AM

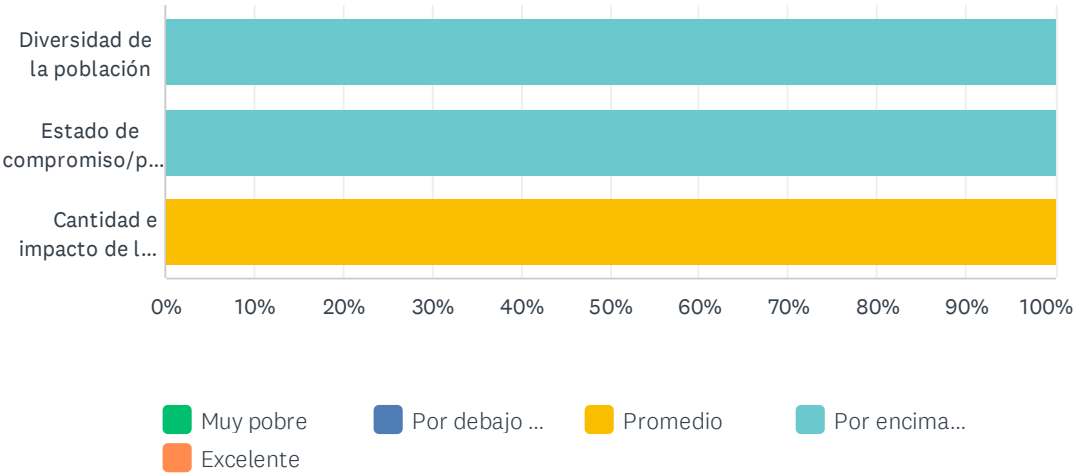


Q1 ¿Cómo califica actualmente a Addison en lo siguiente?

Answered: 1 Skipped: 0

Seleccione una respuesta para cada elemento utilizando el menú desplegable.



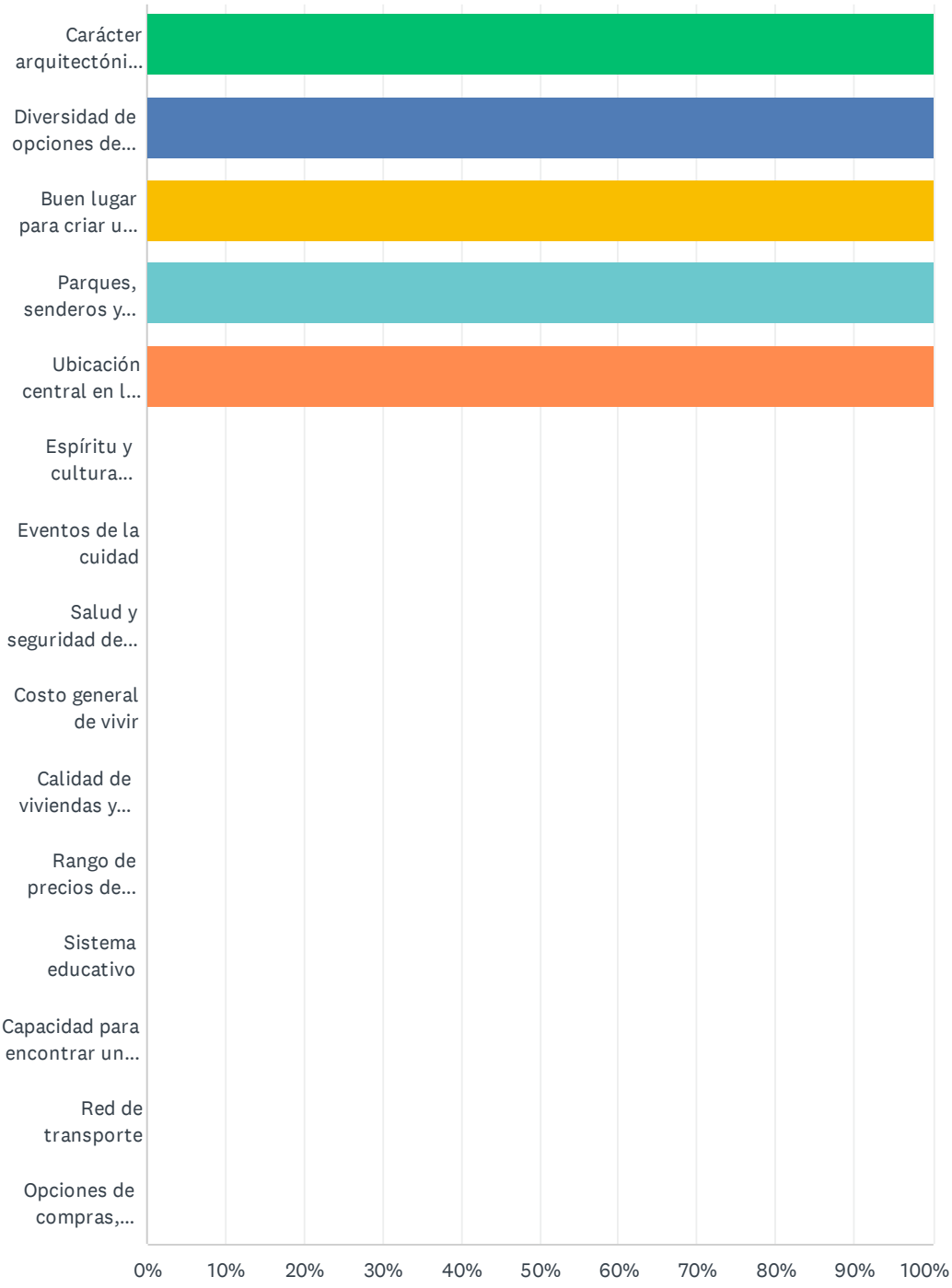

Diversidad de la población
Estado de compromiso/p...
Cantidad e impacto de l...
0%
10%
20%
30%
40%
50%
60%
70%
80%
90%
100%
Muy pobre
Por debajo ...
Promedio
Por encima...
Excelente

Seleccione una respuesta para cada elemento utilizando el menú desplegable.

	MUY POBRE	POR DEBAJO DE LA PROMEDIO	PROMEDIO	POR ENCIMA DE LA PROMEDIO	EXCELENTE	TOTAL
Orgullo de comunidad	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 1	1
Jardines, paisajes y mantenimiento de áreas públicas y propiedades	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 1	1
Parques y espacios abiertos	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 1	1
Amenidades artísticas y culturales	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 1	1
Opciones de vivienda (tipo y calidad)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 1	1
La amabilidad de la comunidad	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Carácter y atractivo de la comunidad	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Eventos y festivales comunitarios	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Conectividad peatonal	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Opciones de transporte/movilidad	0.00% 0	0.00% 0	100.00% 1	0.00% 0	0.00% 0	1
Belleza/atractivo	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Carácter de los puntos de entrada a la comunidad	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Senderos	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Negocios locales/comercio único	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Entretenimiento/cosas que hacer	0.00% 0	0.00% 0	100.00% 1	0.00% 0	0.00% 0	1
Oportunidad económica	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Asequibilidad de vivienda	0.00% 0	0.00% 0	100.00% 1	0.00% 0	0.00% 0	1
Salud y seguridad	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Diversidad de la población	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Estado de compromiso/participación cívica	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Cantidad e impacto de las organizaciones comunitarias y sin fines de lucro	0.00% 0	0.00% 0	100.00% 1	0.00% 0	0.00% 0	1

Q2 ¿Qué es lo que más le gusta de Addison? Elija sus 5 razones principales de la lista a continuación.

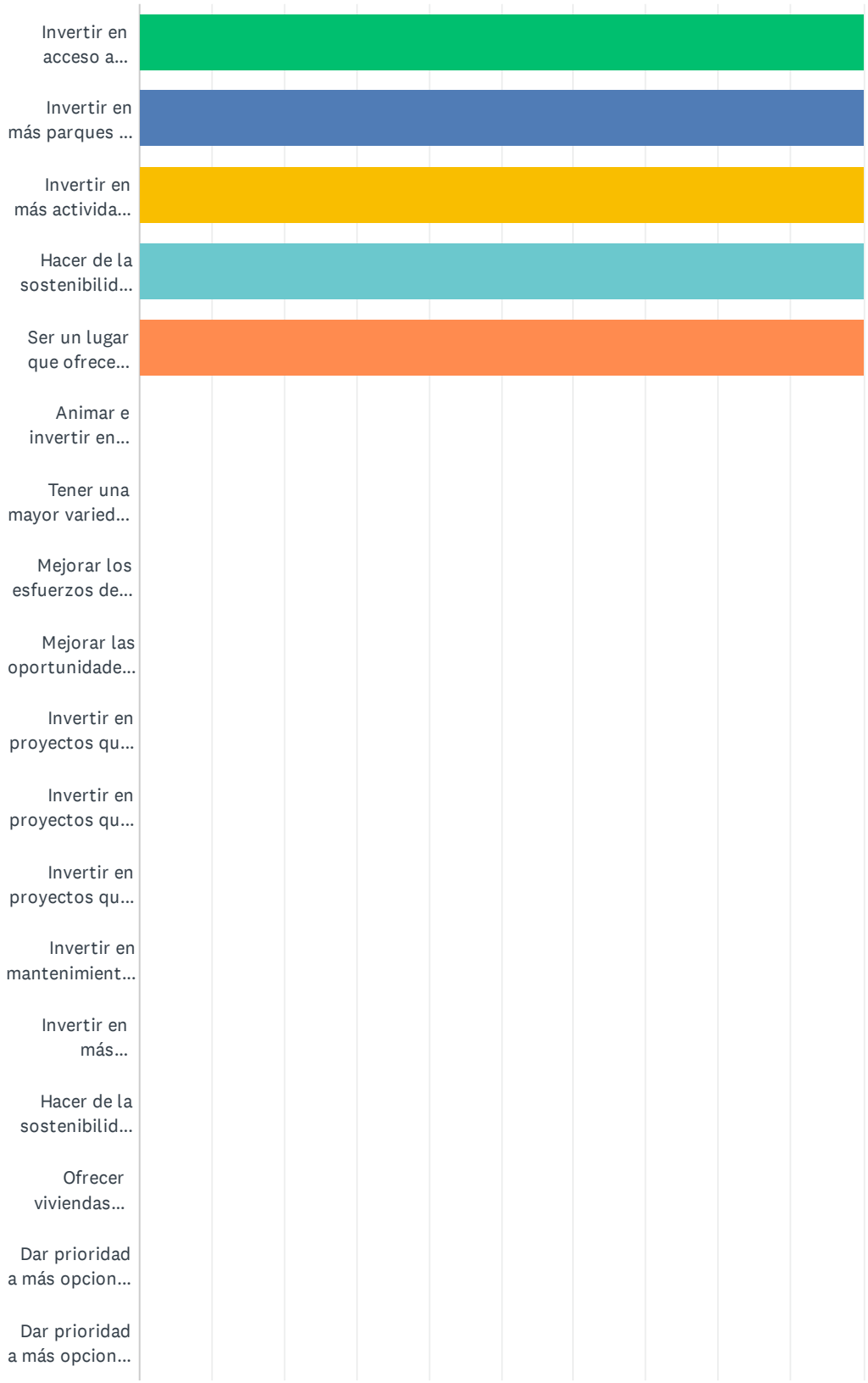
Answered: 1 Skipped: 0

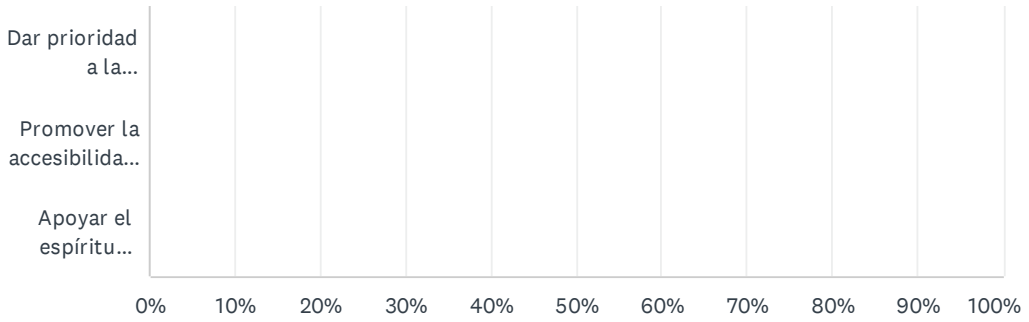


ANSWER CHOICES	RESPONSES	
Carácter arquitectónico y paisajístico	100.00%	1
Diversidad de opciones de viviendas	100.00%	1
Buen lugar para criar una familia	100.00%	1
Parques, senderos y espacios públicos	100.00%	1
Ubicación central en la región	100.00%	1
Espíritu y cultura comunitario	0.00%	0
Eventos de la cuidad	0.00%	0
Salud y seguridad de la comunidad	0.00%	0
Costo general de vivir	0.00%	0
Calidad de viviendas y vecindarios	0.00%	0
Rango de precios de viviendas	0.00%	0
Sistema educativo	0.00%	0
Capacidad para encontrar un empleo o comenzar un negocio en Addison	0.00%	0
Red de transporte	0.00%	0
Opciones de compras, restaurantes y entretenimiento	0.00%	0
Total Respondents: 1		

Q3 Al planificar el futuro, ¿en qué debería centrarse Addison? Elija sus 5 prioridades principales de la lista a continuación.

Answered: 1 Skipped: 0

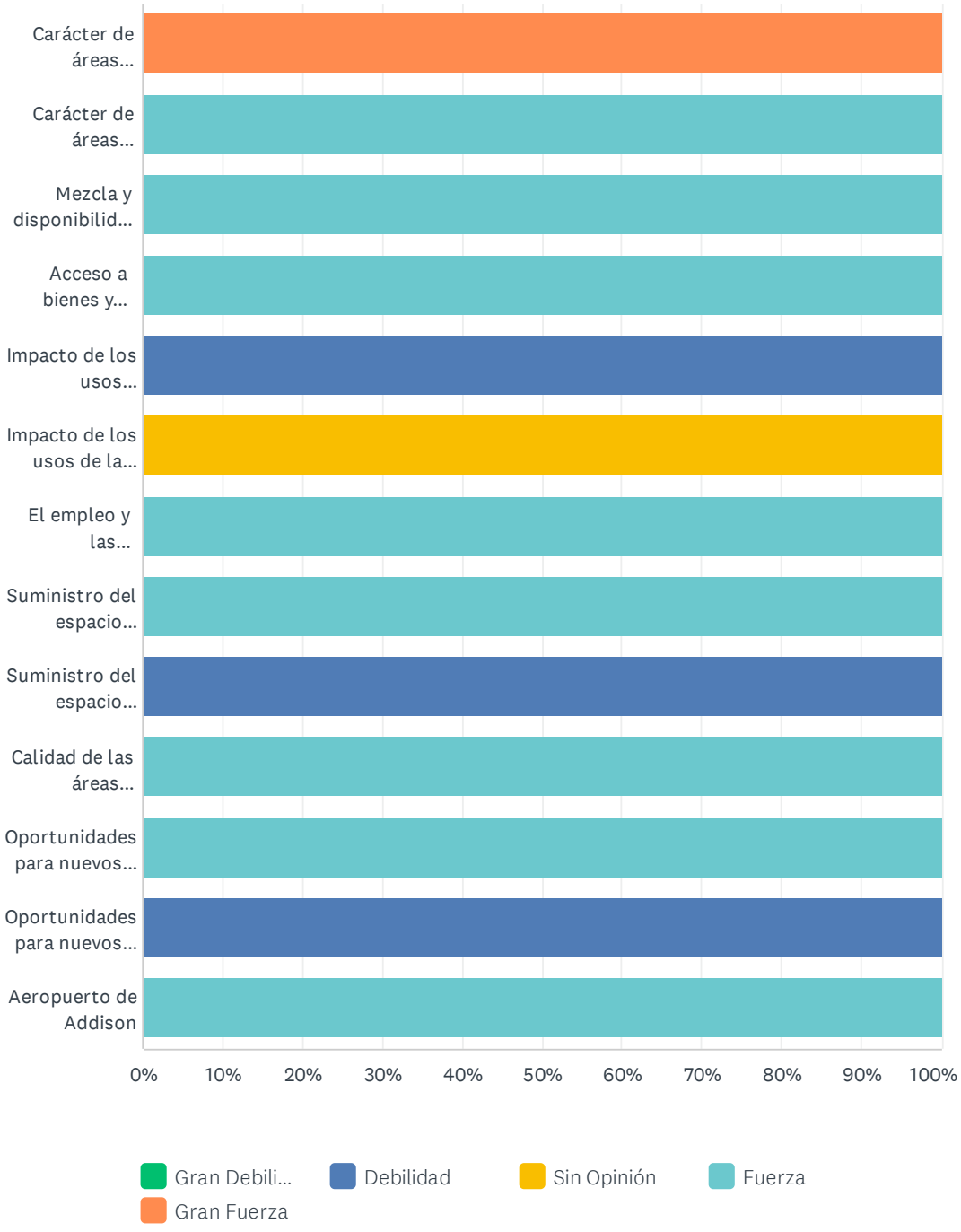




ANSWER CHOICES	RESPONSES	
Invertir en acceso a opciones de transporte público	100.00%	1
Invertir en más parques y espacios abiertos	100.00%	1
Invertir en más actividades sociales, culturales y de entretenimiento	100.00%	1
Hacer de la sostenibilidad ambiental una prioridad	100.00%	1
Ser un lugar que ofrece diferentes tipos de vivienda para todas las etapas de la vida	100.00%	1
Animar e invertir en ideas y proyectos grandes y aspiracionales	0.00%	0
Tener una mayor variedad de tiendas y restaurantes	0.00%	0
Mejorar los esfuerzos de comunicación de las agencias y departamentos gubernamentales	0.00%	0
Mejorar las oportunidades de vida recreativa y activa	0.00%	0
Invertir en proyectos que mejoren la movilidad vehicular	0.00%	0
Invertir en proyectos que mejoren la conectividad, seguridad y comodidad para las personas que caminan	0.00%	0
Invertir en proyectos que mejoren el ciclismo	0.00%	0
Invertir en mantenimiento de infraestructura	0.00%	0
Invertir en más instalaciones/ligas deportivas	0.00%	0
Hacer de la sostenibilidad financiera una prioridad	0.00%	0
Ofrecer viviendas asequibles para miembros claves de la comunidad, como maestros, trabajadores de la industria de servicios y oficiales de seguridad pública.	0.00%	0
Dar prioridad a más opciones de educación	0.00%	0
Dar prioridad a más opciones médicas	0.00%	0
Dar prioridad a la revitalización y el desarrollo	0.00%	0
Promover la accesibilidad, diversidad cultural e inclusividad	0.00%	0
Apoyar el espíritu empresarial y los negocios locales	0.00%	0
Total Respondents: 1		

Q4 Al considerar las áreas comerciales e industriales existentes de Addison, identifique si cada una de las siguientes es una fortaleza o debilidad para la comunidad actual.

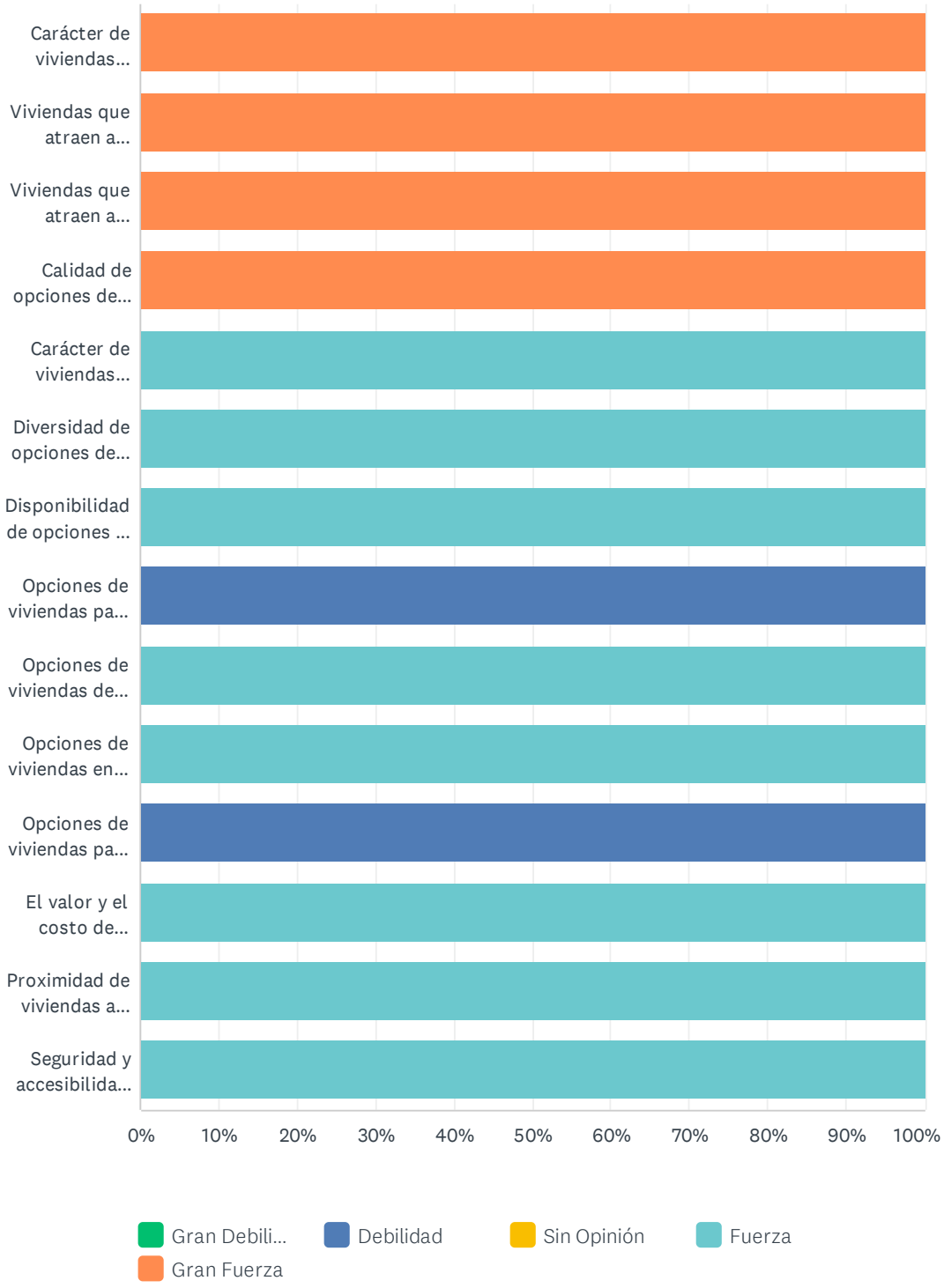
Answered: 1 Skipped: 0



	GRAN DEBILIDAD	DEBILIDAD	SIN OPINIÓN	FUERZA	GRAN FUERZA	TOTAL
Carácter de áreas comerciales (tamaño y escala de edificios, distancias mínimas, diseño y materiales, ajardinamiento, espacio abierto, mantenimiento, etc.)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 1	1
Carácter de áreas industriales (tamaño y escala de edificios, distancias mínimas, diseño y materiales, ajardinamiento, espacio abierto, mantenimiento, etc.)	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Mezcla y disponibilidad de opciones de tiendas y restaurantes	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Acceso a bienes y servicios cotidianos	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Impacto de los usos industriales a la comunidad	0.00% 0	100.00% 1	0.00% 0	0.00% 0	0.00% 0	1
Impacto de los usos de la hostelería a la comunidad	0.00% 0	0.00% 0	100.00% 1	0.00% 0	0.00% 0	1
El empleo y las oportunidades de trabajo	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Suministro del espacio comercial existente	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Suministro del espacio industrial existente	0.00% 0	100.00% 1	0.00% 0	0.00% 0	0.00% 0	1
Calidad de las áreas comerciales e industriales existentes	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Oportunidades para nuevos usos de oficina y usos de empleo	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Oportunidades para nuevos desarrollos industriales	0.00% 0	100.00% 1	0.00% 0	0.00% 0	0.00% 0	1
Aeropuerto de Addison	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1

Q5 Al considerar las existentes viviendas y las áreas residenciales, identifique si cada uno de los siguientes es una fortaleza o debilidad para Addison hoy.

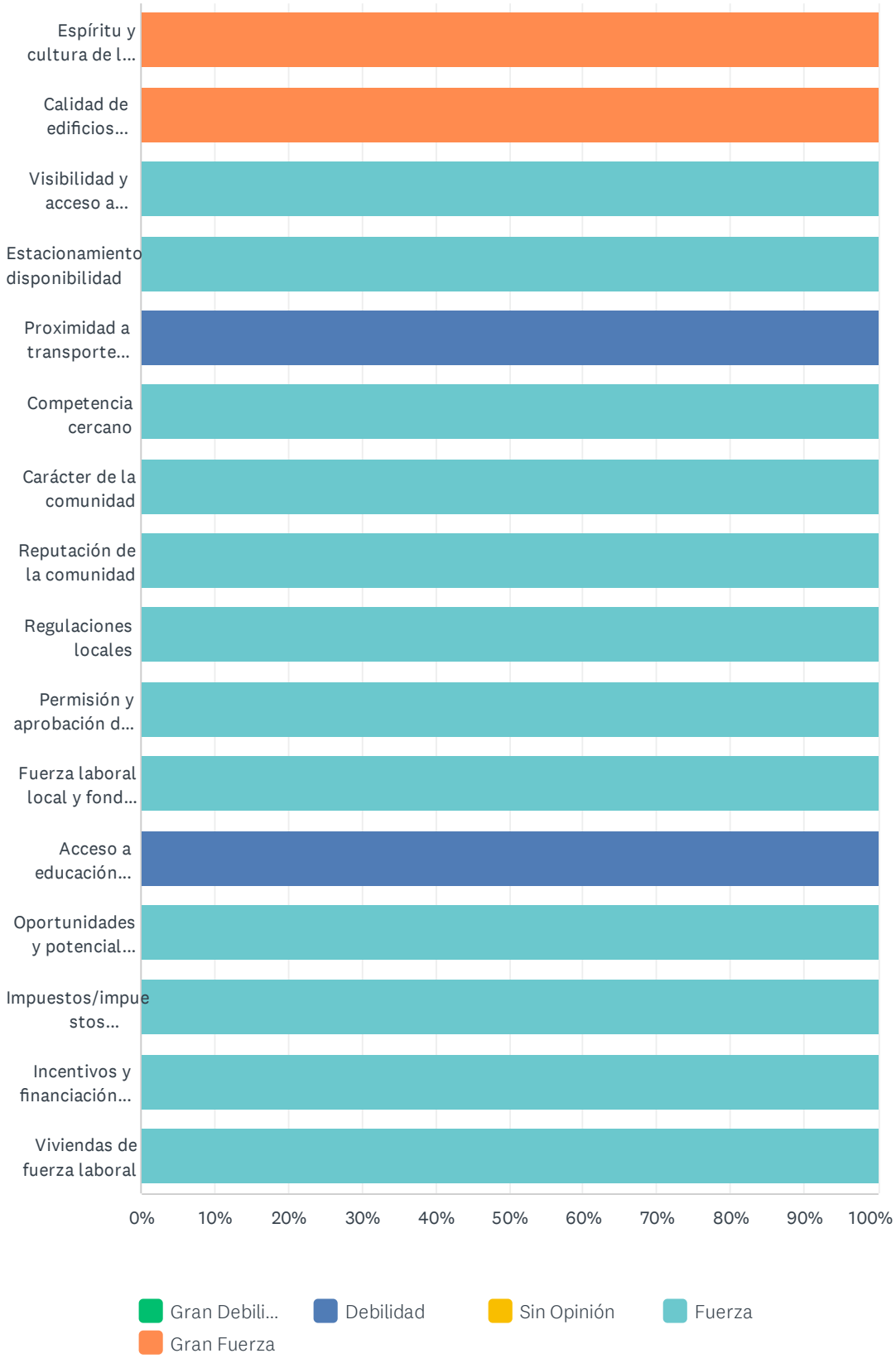
Answered: 1 Skipped: 0



	GRAN DEBILIDAD	DEBILIDAD	SIN OPINIÓN	FUERZA	GRAN FUERZA	TOTAL
Carácter de viviendas urbanas - multifamiliar, condominios y casas adosadas (estilo arquitectónico, materiales de construcción, tamaño y escala de edificios, espacios abiertos, etc.)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 1	1
Viviendas que atraen a familias jóvenes	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 1	1
Viviendas que atraen a profesionales jóvenes	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 1	1
Calidad de opciones de viviendas	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 1	1
Carácter de viviendas suburbanas - viviendas independientes (estilo arquitectónico, materiales de construcción, tamaño y escala de edificios, espacio abierto, etc.)	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Diversidad de opciones de viviendas	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Disponibilidad de opciones de vivienda asequible	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Opciones de viviendas para ser propietarios	0.00% 0	100.00% 1	0.00% 0	0.00% 0	0.00% 0	1
Opciones de viviendas de alquiler	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Opciones de viviendas en vecindarios de uso mixto	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Opciones de viviendas para personas mayores	0.00% 0	100.00% 1	0.00% 0	0.00% 0	0.00% 0	1
El valor y el costo de hogares	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Proximidad de viviendas a espacios abiertos y servicios	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Seguridad y accesibilidad para caminar en la vecindad	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1

Q6 Identifique si cada uno de los siguientes es una fortaleza o debilidad para operar un negocio en Addison hoy.

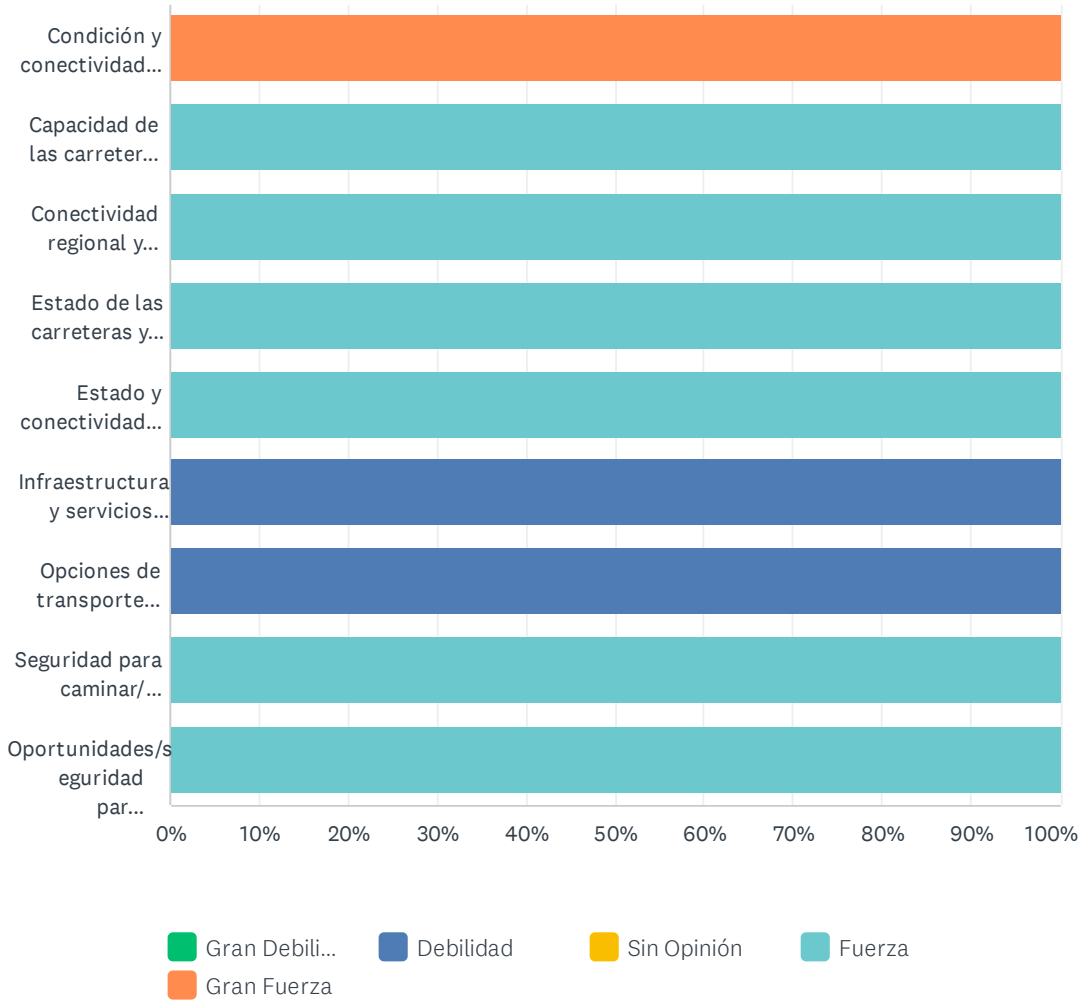
Answered: 1 Skipped: 0


Espíritu y cultura de l...
Calidad de edificios...
Visibilidad y acceso a...
Estacionamiento disponibilidad
Proximidad a transporte...
Competencia cercano
Carácter de la comunidad
Reputación de la comunidad
Regulaciones locales
Permisión y aprobación d...
Fuerza laboral local y fond...
Acceso a educación...
Oportunidades y potencial...
Impuestos/impuestos...
Incentivos y financiación...
Viviendas de fuerza laboral
0%
10%
20%
30%
40%
50%
60%
70%
80%
90%
100%
Gran Debili...
Debilidad
Sin Opinión
Fuerza
Gran Fuerza

	GRAN DEBILIDAD	DEBILIDAD	SIN OPINIÓN	FUERZA	GRAN FUERZA	TOTAL
Espíritu y cultura de la comunidad	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 1	1
Calidad de edificios comerciales y propiedades	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 1	1
Visibilidad y acceso a clientes	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Estacionamiento disponibilidad	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Proximidad a transporte público	0.00% 0	100.00% 1	0.00% 0	0.00% 0	0.00% 0	1
Competencia cercano	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Carácter de la comunidad	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Reputación de la comunidad	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Regulaciones locales	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Permisión y aprobación del municipio	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Fuerza laboral local y fondo de talento	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Acceso a educación superior	0.00% 0	100.00% 1	0.00% 0	0.00% 0	0.00% 0	1
Oportunidades y potencial para nuevo desarrollo/revitalización	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Impuestos/impuestos impositivas	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Incentivos y financiación de mecanismos disponibles para negocios	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Viviendas de fuerza laboral	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1

Q7 Al considerar las redes de transporte existentes de Addison, identifique si cada uno de los siguientes son una fortaleza o debilidad para la comunidad actual.

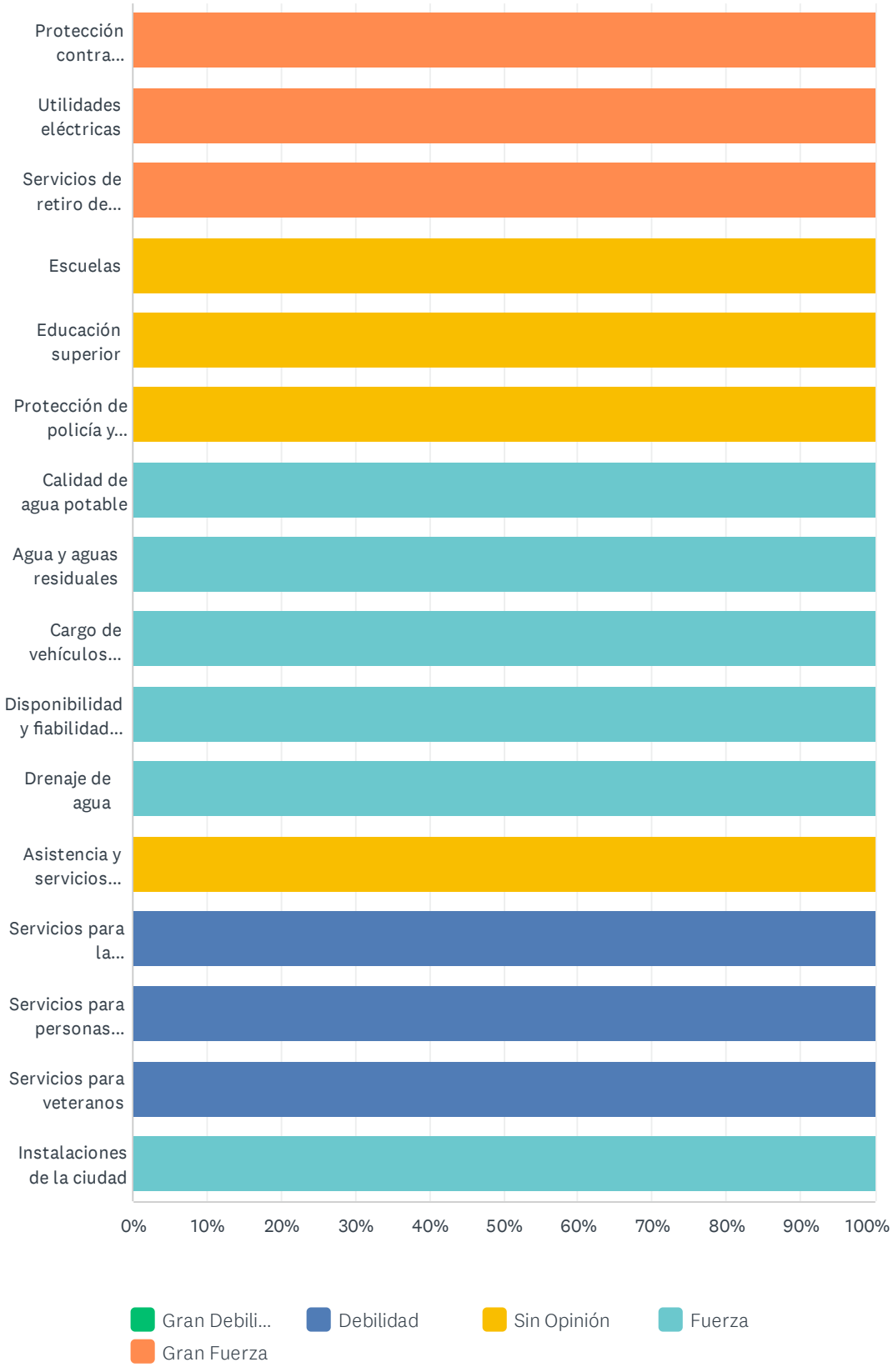
Answered: 1 Skipped: 0



	GRAN DEBILIDAD	DEBILIDAD	SIN OPINIÓN	FUERZA	GRAN FUERZA	TOTAL
Condición y conectividad de las aceras y otras amenidades peatonales	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 1	1
Capacidad de las carreteras principales para gestionar el tráfico	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Conectividad regional y acceso a las autopistas principales y de peaje	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Estado de las carreteras y calles locales	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Estado y conectividad de las vías verdes y senderos	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Infraestructura y servicios para ciclistas	0.00% 0	100.00% 1	0.00% 0	0.00% 0	0.00% 0	1
Opciones de transporte público	0.00% 0	100.00% 1	0.00% 0	0.00% 0	0.00% 0	1
Seguridad para caminar/ peatonal	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Oportunidades/seguridad para ciclistas	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1

Q8 Al considerar las instalaciones y servicios comunitarios existentes de Addison, identifique si cada uno de los siguientes es actualmente una fortaleza o debilidad.

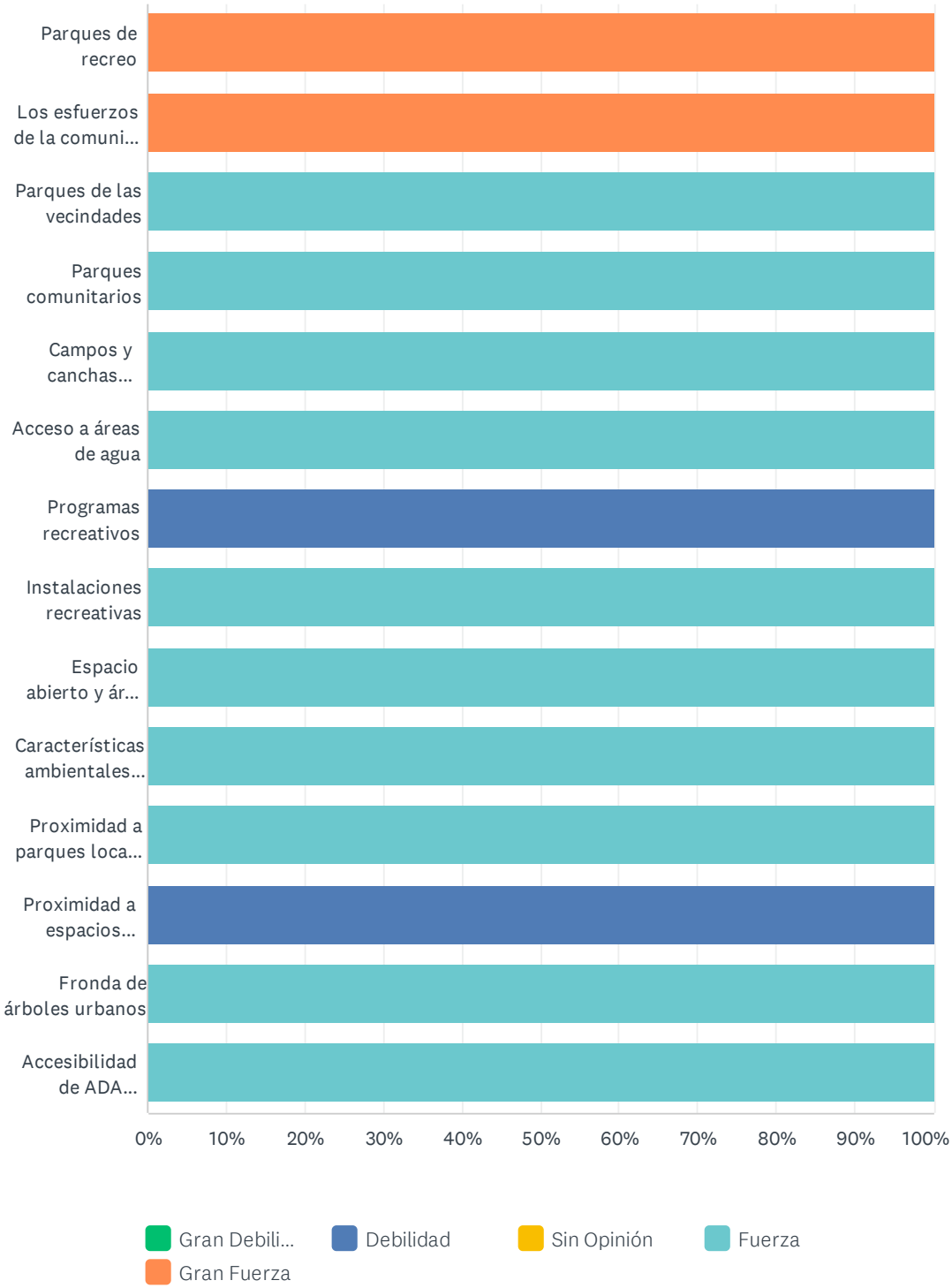
Answered: 1 Skipped: 0


Protección contra...
Utilidades eléctricas
Servicios de retiro de...
Escuelas
Educación superior
Protección de policía y...
Calidad de agua potable
Agua y aguas residuales
Cargo de vehículos...
Disponibilidad y fiabilidad...
Drenaje de agua
Asistencia y servicios...
Servicios para la...
Servicios para personas...
Servicios para veteranos
Instalaciones de la ciudad
0%
10%
20%
30%
40%
50%
60%
70%
80%
90%
100%
Gran Debili...
Debilidad
Sin Opinión
Fuerza
Gran Fuerza

	GRAN DEBILIDAD	DEBILIDAD	SIN OPINIÓN	FUERZA	GRAN FUERZA	TOTAL
Protección contra incendios y reacción inmediata	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 1	1
Utilidades eléctricas	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 1	1
Servicios de retiro de basura y reciclaje	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 1	1
Escuelas	0.00% 0	0.00% 0	100.00% 1	0.00% 0	0.00% 0	1
Educación superior	0.00% 0	0.00% 0	100.00% 1	0.00% 0	0.00% 0	1
Protección de policía y seguridad pública	0.00% 0	0.00% 0	100.00% 1	0.00% 0	0.00% 0	1
Calidad de agua potable	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Agua y aguas residuales	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Cargo de vehículos eléctricos	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Disponibilidad y fiabilidad de banda ancha (Broadband)	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Drenaje de agua	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Asistencia y servicios médicos	0.00% 0	0.00% 0	100.00% 1	0.00% 0	0.00% 0	1
Servicios para la juventud/cuidado de niños	0.00% 0	100.00% 1	0.00% 0	0.00% 0	0.00% 0	1
Servicios para personas mayores	0.00% 0	100.00% 1	0.00% 0	0.00% 0	0.00% 0	1
Servicios para veteranos	0.00% 0	100.00% 1	0.00% 0	0.00% 0	0.00% 0	1
Instalaciones de la ciudad	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1

Q9 Al considerar los parques y las instalaciones recreativas existentes de Addison, identificar si cada uno de los siguientes es una fortaleza o debilidad para la comunidad de hoy.

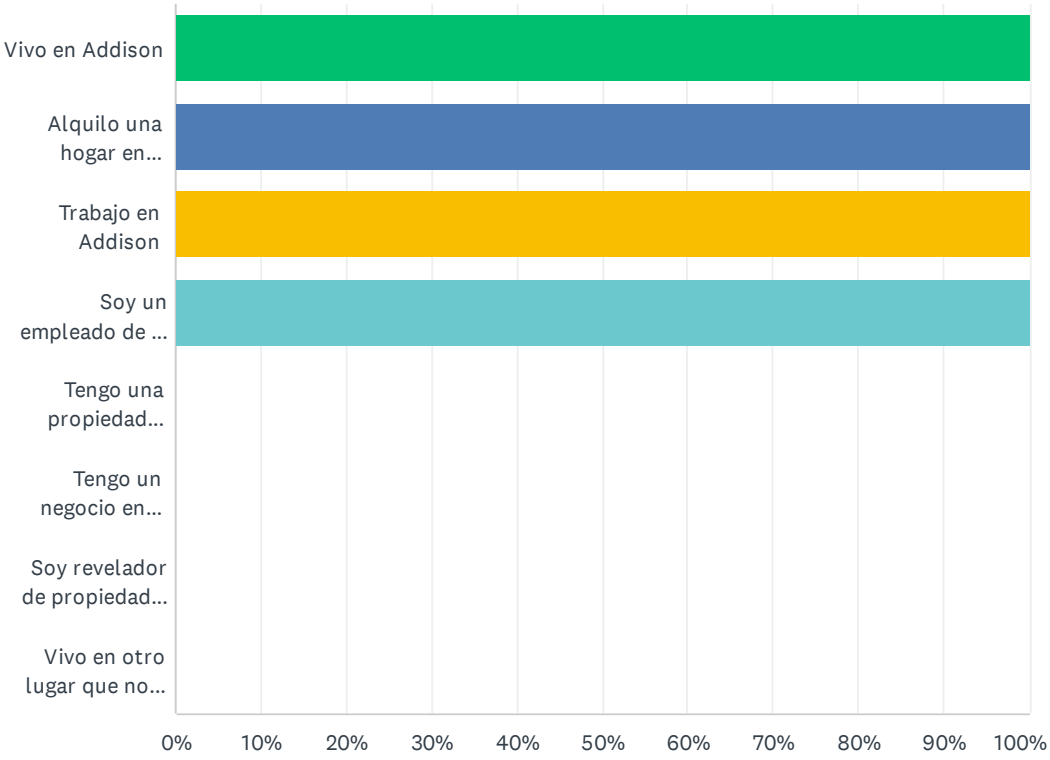
Answered: 1 Skipped: 0



	GRAN DEBILIDAD	DEBILIDAD	SIN OPINIÓN	FUERZA	GRAN FUERZA	TOTAL
Parques de recreo	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 1	1
Los esfuerzos de la comunidad hacia la sostenibilidad	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 1	1
Parques de las vecindades	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Parques comunitarios	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Campos y canchas deportivas	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Acceso a áreas de agua	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Programas recreativos	0.00% 0	100.00% 1	0.00% 0	0.00% 0	0.00% 0	1
Instalaciones recreativas	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Espacio abierto y áreas naturales	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Características ambientales como arroyos o topografía única	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Proximidad a parques locales e instalaciones recreativas	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Proximidad a espacios abiertos regionales (áreas de reservas, parques estatales, etc.)	0.00% 0	100.00% 1	0.00% 0	0.00% 0	0.00% 0	1
Fronda de árboles urbanos	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1
Accesibilidad de ADA accesibilidad a parques e instalaciones recreativas	0.00% 0	0.00% 0	0.00% 0	100.00% 1	0.00% 0	1

Q10 Por favor, marque todo lo que corresponda.

Answered: 1 Skipped: 0



ANSWER CHOICES	RESPONSES	
Vivo en Addison	100.00%	1
Alquilo una hogar en Addison	100.00%	1
Trabajo en Addison	100.00%	1
Soy un empleado de la ciudad de Addison	100.00%	1
Tengo una propiedad residencial en Addison	0.00%	0
Tengo un negocio en Addison	0.00%	0
Soy revelador de propiedades en Addison	0.00%	0
Vivo en otro lugar que no es Addison	0.00%	0
Total Respondents: 1		

Q11 ¿Por qué elige alquilar en Addison? Seleccione todas las que correspondan.

Answered: 0 Skipped: 1

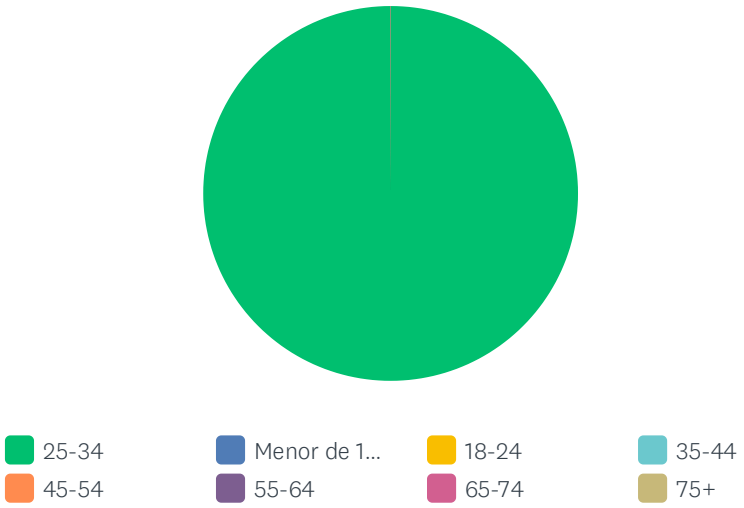
⚠ No matching responses.

ANSWER CHOICES	RESPONSES	
El alquiler es asequible en comparación con otras ciudades que me interesan.	0.00%	0
Ser propietario es demasiado caro.	0.00%	0
Al alquiler es flexible.	0.00%	0
Acceso a amenidades comunitarios.	0.00%	0
Mi vivienda es cercana a tiendas, restaurantes y/o opciones de entretenimiento.	0.00%	0
Mi vivienda esta cercana a mi trabajo.	0.00%	0
Soy nuevo a Addison.	0.00%	0
Estoy ahorrando para el pago inicial de una casa.	0.00%	0
Bajo mantenimiento de alquiler.	0.00%	0
No alquilo hogar en Addison.	0.00%	0
Otro (por favor, especifique)	0.00%	0
Total Respondents: 0		

#	OTRO (POR FAVOR, ESPECIFIQUE)	DATE
	There are no responses.	

Q12 ¿Cuantos años tiene?

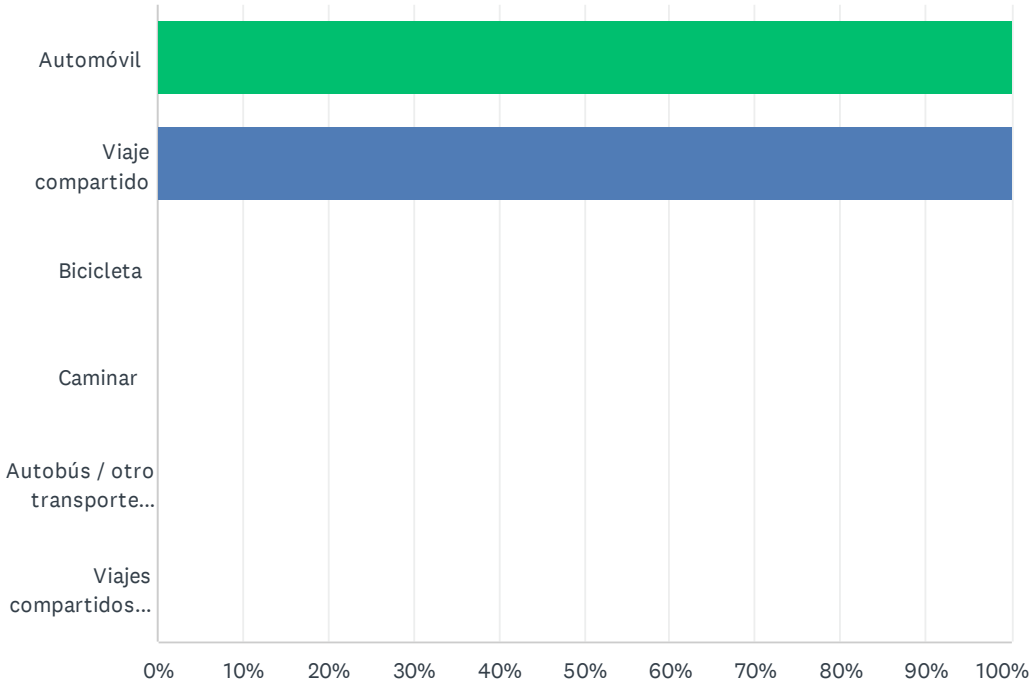
Answered: 1 Skipped: 0



ANSWER CHOICES	RESPONSES	
25-34	100.00%	1
Menor de 18 años	0.00%	0
18-24	0.00%	0
35-44	0.00%	0
45-54	0.00%	0
55-64	0.00%	0
65-74	0.00%	0
75+	0.00%	0
TOTAL		1

Q13 ¿A cuáles son sus medios de transporte principales? Selecciona todos los que usa semanalmente.

Answered: 1 Skipped: 0

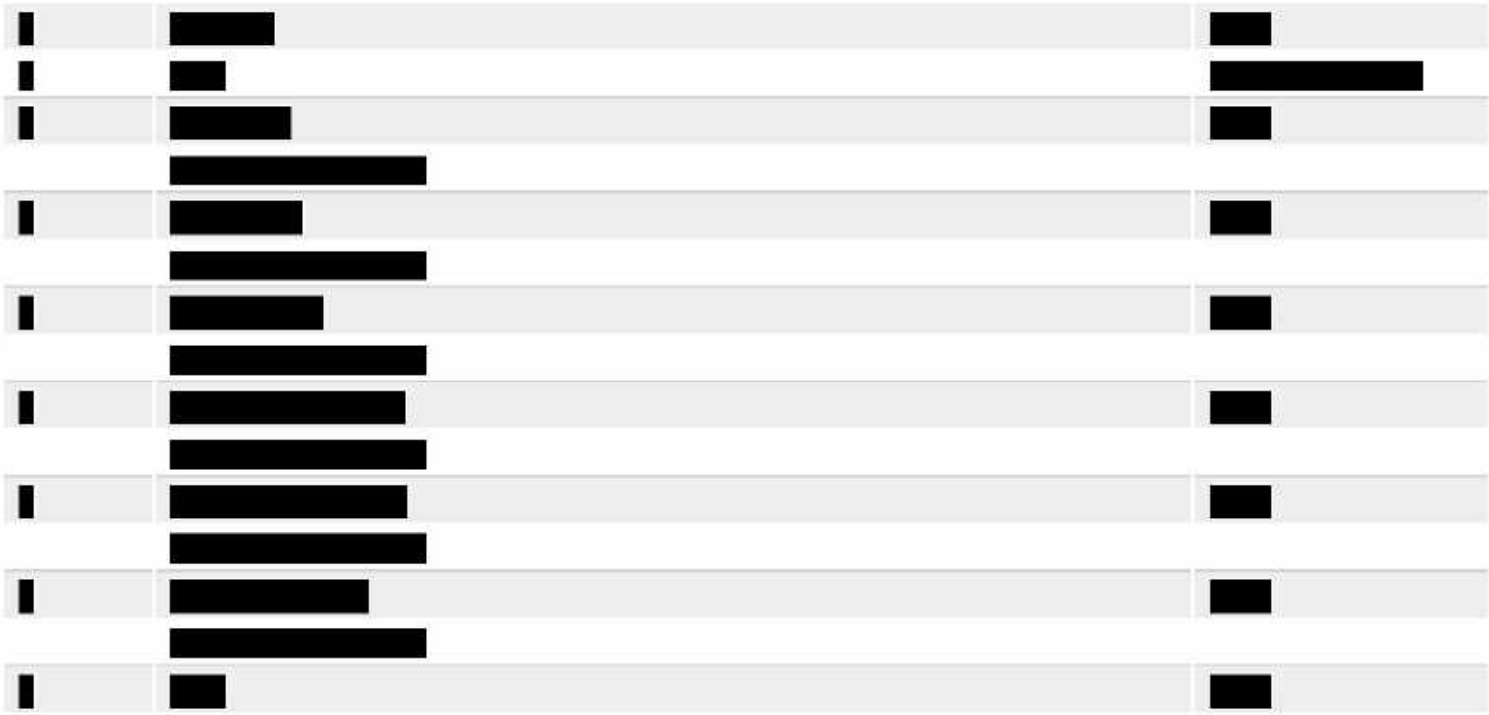


ANSWER CHOICES	RESPONSES	
Automóvil	100.00%	1
Viaje compartido	100.00%	1
Bicicleta	0.00%	0
Caminar	0.00%	0
Autobús / otro transporte público	0.00%	0
Viajes compartidos (por ejemplo, Uber, Lyft)	0.00%	0
Total Respondents: 1		

Q14 (Opcional)¡Ingrese su nombre para tener la oportunidad de ganar una tarjeta de regalo de $50 de un negocio en Addison! Al proporcionar su dirección de correo electrónico, se registrará para recibir notificaciones del proyecto. Su información personal nunca será vendida ni compartida con personas ajenas o atribuida a su respuesta a esta encuesta.Debe ingresar su dirección de correo electrónico para tener la oportunidad de ganar la tarjeta de regalo de $50.

Answered: 1 Skipped: 0

ANSWER CHOICES	RESPONSES	
Nombre	100.00%	1
Empresa	0.00%	0
Dirección	0.00%	0
Dirección 2	0.00%	0
Ciudad/Localidad	0.00%	0
Estado/Provincia	0.00%	0
Código postal	0.00%	0
País	0.00%	0
Dirección de correo electrónico	100.00%	1
Número de teléfono	0.00%	0



There are no responses.

[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
	[redacted]	

Appendix E: Hawes Hill Market Position Report



TOWN OF ADDISON MARKET POSITION REPORT

August 2024

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Introduction 2

Establishing Current Market Position 10

Local Economic Infrastructure 46

Recommendations 52

UNDERSTANDING MARKET POSITION

Communities are in constant competition. They are consistently vying to bring in new residents, businesses, and employment opportunities. They compete to keep their current population, business owners and employees content. They consistently attempt to draw in visitors along with their sales tax revenue and their hotel occupancy tax revenue. Those communities that are competitive will enjoy a level of stability or growth. Those that do not are risking stagnation and loss.

A community that understands this also knows that to be successful it must be "market competitive." To best be market competitive a community must understand its current market position - where it sits in today's marketplace and what it is capable of becoming.

From the perspective of the marketplace a community is the sum of:

- The "Products" it has to offer including the type and quality of places to live, to develop, to shop or dine, to work, to play and more.
- Experiences - the perceived level of satisfaction that the investor thinks will result of investing in the products and services offered by the community.

The combination of what the community offers and the level of investment it draws, particularly in comparison to both peers and its own potential is a community's market position.

Terms Important to Understanding Market Position

Investor

Any individual with an interest in investing time, effort and/or money into a community. The greater the level of investment an individual is willing to make, the greater the impact on local economic prosperity. Investors can range from a person looking for a concert or dinner to a resident deciding whether to move or remodel, a developer with a specific product and target market, or a business owner with a vision for future growth.

Existing Market Position

The sum of all products and experiences offered by Addison and the willingness of individuals to invest in them, particularly in comparison to other communities or places. The existing market position is a "line in the sand" that allows a community to understand where it exists in the marketplace in the eyes of investors, who is investing and how much. By looking at peers, it also provides a glimpse into what they are doing differently and the results.

Preferred Market Position

Every community has something special to offer that could make it unique and uniquely interesting in comparison to peers. The Preferred Market Position represents the suite of products and experiences Addison should strive for in order to better realize its market potential and to stand out - for the right reasons - in the marketplace.

Market Competitive

A community that is capable of actively competing with peers for attention and investment.

INTENT

The Market Position Report is intended to allow the Town of Addison to discover where it currently stands in the overall marketplace and where it has the possibility standing if it were to build upon its unique set of strengths.

This report is constructed as a companion document to Advance Addison 2050, the long range comprehensive plan for the community. As such it provides additional depth and awareness of existing conditions and helps to guide recommendations toward an Addison that can compete for investment for decades to come.

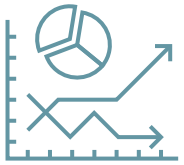
THE METHODOLOGY

Evaluating Addison's current market position requires an honest assessment of the community and its various products, its current character and conditions, any other critical or unique considerations and how they stack up to the competition. That honest assessment cannot be completely understood through statistics or opinions alone. It requires looking at the community holistically through a variety of lenses. To get the most accurate representation, the market position report includes data collection, comparison to peer communities or places, constituent and stakeholder interviews, examination of relevant market trends, and professional observations.



INTERVIEWS AND COMMENTARY

An overview of perceptions, challenges and opportunities as experienced and expressed by community investors, stakeholders and topic area specialists.



DATA ANALYSIS

A snapshot of the current market conditions in the Town and various noted places.



PEER PLACE REVIEW

A physical and statistical comparison with select other places.



TRENDS ANALYSIS

Statement of specific trends that are important to the district and its primary activities and industries.



OBSERVATIONS

Professional observations made by the consultant team with regards to economic challenges and opportunities facing Addison.

CATEGORIES OF COMPETITIVENESS

The Market Position of Addison is measured by analysis of three key areas: Built Environment, Audiences, and Business Environment.



Audiences

The various traits of residents and employees that invest in Addison



Business Environment

The mix and traits of local businesses including local destinations, major employers, business composition and sales

Built Environment

The physical aspects that impact Addison's marketability from location and proximity to various traits of office, retail, multifamily and industrial structures and sites



A GLIMPSE OF PEER PLACES SELECTED FOR COMPARISON

Traditionally a community is measured against other communities as peers. Addison is different - literally by design. Put simply, analysis against other communities would be complicated by the traits of Addison and its core in Addison Circle. For that reason, peer analysis for Addison is place based.

The list of select places considered competition were compiled based upon the perceptions of staff and key local investors. In total six communities were selected based upon commonalities in some cases and local competitive conditions in others.

Analysis of the Built Environment was based upon the core of each place. For example, Legacy Town Center and the area surrounding it is expansive, as is Las Colinas. However, each has a central core. In Addison, the core is Addison Circle.

Measures for Audiences and the Business Environment were completed by drive time. In this case, both were captured within a five minute drive of the center of the core.

What about Uptown Dallas?

The Uptown area of Dallas was not among the final places selected for peer place analysis following discussion with staff and local investors due in part to its close association with the center of Dallas and the associated market factors; however it was still recognized by many to be an important place in the Metroplex and potential competition for Addison Circle.
To address this concern yet still maintain the integrity of the initial analysis, high level data was collected for Uptown and discussed where appropriate throughout this document.

Peer Places at a Glance

LAS COLINAS IRVING TX	**LEGACY TOWN CENTER** PLANO TX	**PRESTON CENTER** DALLAS TX	**THE DOMAIN** AUSTIN TX	**WEST 7TH STREET** FORT WORTH TX	**BUCKHEAD VILLAGE** ATLANTA GA
					
Las Colinas is a master planned community in all senses of the term. Initiated in 1973, the community offers a large scale mix of residential and commercial uses, including office, retail and dining. The core of Las Colinas includes amenities such as Mandalay Canal and the Toyota Music Factory. Las Colinas is served by DART and accessible by SH 114. Visit Irving dubs Las Colinas as the "Ultimate Entertainment District" for its numerous restaurants and activities, including trails and numerous lakes.	As noted by the Congress for New Urbanism, "Legacy Town Center represents the first instance of a new urban town center being applied to an existing corporate office development." Constructed in 2001, LTC is a highly walkable location that injects a dynamic mix of shopping, dining, and entertainment, urban residential and office space combined with outdoor activities and open spaces. The strong success of LTC has spurred similar development in nearby areas including LTC North and Legacy West.	Preston Center has been an established office and retail center for north Dallas since the 1950s. The area has evolved over that time to adapt and remain competitive. Like Addison, Preston Center is located along the North Dallas Tollway. Unlike other peer areas, the core of Preston Center currently lacks an urban residential component; however, a recent proposal for redevelopment could add both residential and additional office space.	The Domain was constructed in 2007 on property previously owned and occupied by IBM. Described by local economic development leaders as "transformative", The Domain introduced a new luxury retail and dining center to Austin with a unique mix of national and local brands. Built over three phases, The Domain includes a mix of residential, office and retail activities as well as ample open space that together make it a successful destination both day and night.	The core of West 7th Street was constructed in 2010 on property that previously served in part as the headquarters for Acme Brick. Redevelopment helped to transform West 7th into a pedestrian-focused mixed use center that has become one of Fort Worth's key areas for entertainment. The success of the initial development continues to make surrounding properties ripe for reinvestment, including interest for additional residential. The area of study includes redeveloped and adjacent areas.	A portion of Buckhead Village was developed in 2014 as part of a master plan to create a "heart" of Buckhead that features urban densities and a vibrant mix of uses intended for live, work and play. Buckhead Village benefits by its location at the intersection of several major roadways, as well as the buying power of surrounding Buckhead neighborhoods. The area of study selected for analysis is a reflection of both old and new development and is part of recent efforts to remain competitive.

A LOOK INTERNALLY

Discussions with investors highlighted a number of key areas within Addison, each performing a different role for the community. In addition to analysis of peer communities those areas were also measured to gain better insight into how the market works within the community.

Addison Circle

The mixed use heart of the community and soon to be home to the DART Silver Line station and accompanying transit oriented development.

Office Corridor

The area primarily along the North Dallas Tollway that features the majority of highly visible office buildings in Addison.

Village on the Parkway

The well known and highly frequented development featuring many of Addison's highest performing restaurants clustered within a single area.

Restaurant Row

The commercial strip along Belt Line Road that has historically been known to house Addison's restaurants and shopping opportunities.

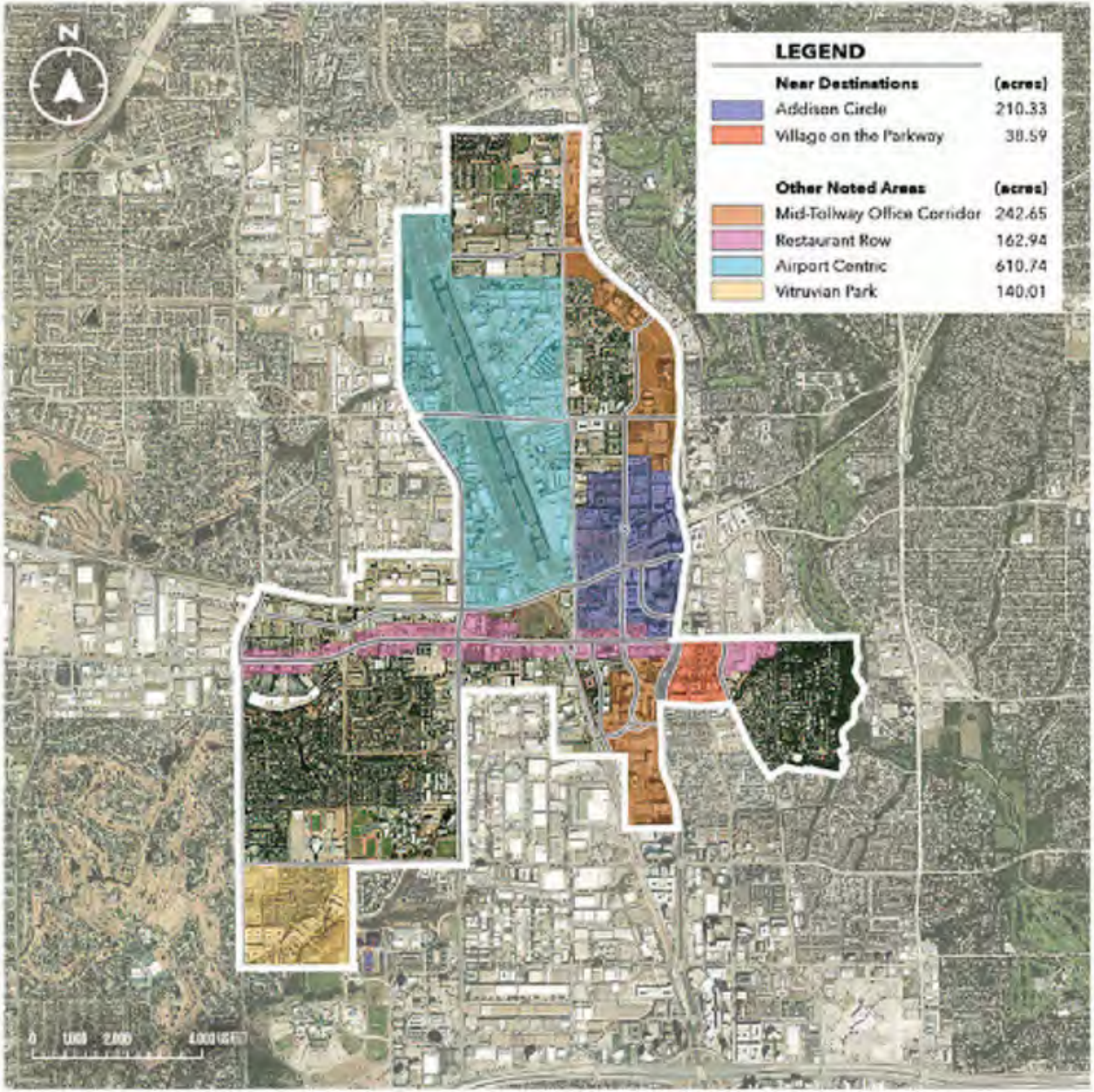
Airport Centric

The large area that includes the airport as well as surrounding industrial and heavy commercial activity.

Vitruvian Park

The ongoing, large scale mixed use development located along the edge of Addison near Farmer's Branch.

Addison Internal Areas of Study



ESTABLISHING CURRENT MARKET POSITION

WHAT INVESTORS SAY

Understanding local market position begins with what people say and think about Addison, particularly those parties that have historically or actively invested in the community. The following represents a summary of the feedback from business owners, brokers, developers and more. Together they represent investors in a variety of products in Addison, including housing, office space, retail and restaurants, and the airport.

Proximity and Location Matters

Addison's location was cited by a number of investors as a benefit and a reality check for the community.

- Adjacency to Dallas allows investors to "be in Dallas without being in Dallas". Said another way, "Addison feels more like an extension of Dallas than a suburb"
- Location along the North Dallas Tollway continues to be a benefit.
- Addison is not in the hottest market along the Tollway (investors noted Plano and Frisco as examples) but it is strategically placed between downtown and north Dallas.
- Office woes in downtown Dallas can actually be beneficial to Addison.
- Location along the "Mid Tollway" is desirable, but not as prime as other areas and that is reflected in value and rates, particularly away from the Tollway and in the case of retail also Belt Line Road.

Walkability and Experience are Increasingly Crucial to Investors of all Types

Without question, the single most consistent point made by interviewed investors was the growing importance of connectivity, walkability and experiences. They largely noted this as an area of need for Addison.

- Addison, particularly in the office sector, is impacted by the "flight to quality" to places with newer structures, high walkability, amenities (inside and outdoors) and critical mass. The flight to quality was accelerated as a result of COVID.
- One investor noted that Addison "needs a believable walkable story". Another reinforced that by saying that the "one thing the market is looking for is walkability - period."
- Today's residents that seek out an urban living environment expect easy walkable access to shops, dining and entertainment.
- While investors lauded local efforts to program spaces such as Addison Circle and local dining options, they also pointed out Addison struggled to offer the quality of entertainment found in competing places.

The Addison Product Could Also Use a Change

A number of investors spoke to the need for transition to remain competitive with other communities and places. Importantly, this was recognition that Addison is losing ground to newer, amenitized places, but that the community can and should adapt.

- Much of the local office market was noted to lack the amenities needed to be competitive against peer places.
- Local hotels are "tired" and ready for major reinvestment.
- Belt Line Road was once "the place to be" but now it is tired and fading - but that could be an opportunity in waiting.
- One investor noted that it is time to "reinvent what Addison is today." Another stated a start would simply be to "begin with Addison Circle and connect the dots."
- One investor noted that Addison is one of the last communities where smoking is permitted at local dining establishments - which is not considered to match today's preferences.

Arrival of the DART Station, Multimodal Travel and Accompanying TOD Adds to Addison

The arrival of the DART station and the accompanying transit oriented development as seen by many to be a positive for Addison with limited concerns.

- Addition of the DART station was viewed by many as a potential new competitive advantage for Addison.
- Addison Circle was described to have somewhat of a "black eye" that stems from being the first in the area at urban footprint mixed development. The transit oriented development associated with the DART Station is anticipated to bring new energy and buying power into the core of the town.
- Connectivity between the DART station and the airport can either be a freshly innovative approach to multimodal travel or a missed opportunity.
- One investor noted that slightly increased criminal activity could be an issue for leadership to watch and address if needed.

The Airport is a Definite Asset - For the Most Part

The presence of the airport and the possibilities associated with it were a part of the discussion among multiple investors.

- The Airport is seen as both "a blessing and a curse" only from the perspective that development in the community is limited by its presence (but could also be buoyed by it).
- Airport related investors noted local airport staff as very highly responsive and local policies friendly to flight-related businesses.
- The local airport is not always considered the "first choice" by investors but it is considered the "best choice" after the fact.
- The airport is seen by some as an opportunity for major investors to see Addison and all that it has to offer. As one individual pointed out "the CEO may not choose to live in Addison, but it is the perfect location for staff, flight crews and similar professionals."
- The airport lacks an MRO (Maintenance and Repair Operations) that could make the airport even more competitive.

Market Forces at Work

Local investors noted traits about Addison and its current market.

- Daytime activity in Addison is greater than in the evening, largely as a result of the substantial number of employees in the area.
- Addison is known for its selection of restaurants. One individual noted that Addison might have more restaurants per capita than any other city.
- The housing market is diversifying, particularly in the areas of multifamily and townhomes. Units that would have traditionally been marketed toward a younger generation (both married and single) are now interesting to a larger audience. This is due in part to changes in lifestyle, work, and amenities available.
- Local housing markets remain strong while the office market is struggling in the same manner it is nationally.
- Rental rates available to Addison and the Mid Tollway area are lower than competing areas and that helps to dictate the type of product that is developable or the level of redevelopment.

Town Staff are Great but Codes and Policies Could use Clarity

The town staff take tremendous pride in their level of customer service and it shows in the feedback from local investors. At the same time, several individuals noted that some of that effort would not be necessary if codes and policies were more clear.

- Individuals unanimously noted the professional and collaborative culture among Addison staff. One individual called coordination with staff "a breath of fresh air" in comparison to other cities.
- Some developers noted a lack of clarity regarding town policies without "guidance" from staff. Similarly policies do not always translate to current codes or incentives. As an example, the city has a general policy to promote owner-occupied housing but limited detail and no clear code or incentive equivalent to help an investor understand the requirement or opportunity.
- Addison was not considered particularly proactive in pursuit of desired development compared to other communities including capital improvements, incentives and more.

RELEVANT NATIONAL & REGIONAL TRENDS

Four years after its rise, the Global Pandemic and the steps taken to keep the economy afloat and businesses open have resulted in a new version of "normal" that is continuing to reshape almost every sector. In addition industries are evolving to respond to impacts of technology, the availability of new outlets, the rise of augmented reality, and a growing focus on social and environmental well being, as well as overall changes in behavior and preferences.

Trends such as the Flight to Quality and the desire for "a unique, highly walkable experience" over "available anywhere convenience" were already well underway. Ironically it was that desire for placemaking that resulted in Addison Circle. Those trends were accelerated by the pandemic.

All of this is critical to Addison. It directly contributes to the community's current market position. Equally important, trends that are expected to have long term traction are an opportunity.

Following is a list of trends by sector that are important to Addison.

In General

- Place based development continues to grow in importance, particularly among younger age groups. Fortunately, Addison embraced placemaking long before many other communities but the level of detail, composition and urban form has changed dramatically since the development of Addison Circle.
- The concept of "place" is also adapting. Destinations remain the pinnacle of place based activity with the necessary critical mass to result in a robust shopping, dining and entertainment experience. At the same time increasing focus on access by foot or bike is resulting in the return of local "hangouts" as well as the continued push for incorporation of residential into mixed use development.
- The global pandemic caused a rush to the suburbs that is expected to splinter as younger age groups seek a return to the amenities of urban living and as both central cities and suburbs evolve to meet that demand.

Office

- Work from Home in some capacity is here to stay for many professions and is particularly expected by younger employees.
- There has been a "rebound" in that businesses have increasingly required a return to the office; however, even the most ardent of economists now acknowledge that the number of office employees in the office at any time or overall will be smaller and the more likely scenario will most often be a hybrid.
- Amenities, adaptable space and increased opportunities for both privacy and socialization have become important for tenants as people look for a more satisfying sense of experience at work that complements or exceeds what is available at home.
- The concept of onsite open space has moved from "attractive" to "attractive and active". Employees are increasingly expecting outdoor amenities available onsite and/or in easily walkable proximity.
- The Flight to Quality is a movement to quality, engaging and highly walkable "places" as much as it is about the quality of the onsite office environment.

- Nationally tenants are taking a cautionary approach with leases that are smaller and for shorter terms but often with increased demands for the types of amenities desired by employees.
- The concept of "office space" will continue to transform to include options that fit between work from home and the traditional central office. This could ultimately range from space in a coworking environment to decentralized/satellite offices located closer to home.
- Global Entrepreneurship Monitor indicates that entrepreneurship is at its highest level since they began measuring it in 1999. Business incubators, accelerators and maker spaces are proving to be an essential ingredient for communities seeking to capture those businesses from the ground up. Affordable space for entrepreneurs provides another method of filling vacant space where appropriate.
- Office conversion is a rising topic as a means of diversifying office areas, particularly to include all or more of existing structures into residential units. Experts warn that only a limited percentage of office units are able to be converted.

Shopping, Entertainment & Services

- E-commerce and social media created a revolution in retail that is now indispensable. Retailers have settled into an omnichannel approach and home based businesses have blossomed as a result of online retail.
- Brick and mortar storefronts are changing in footprint and format to create a smaller, more intimate focus on experience with purchase optional in-store or online.
- Interest in retail as part of a larger experience has bolstered clustered, highly walkable retail such as is available in downtowns and mixed use centers. However, there is some caution in areas like Addison where the retail experience could be impacted by the reduced workforce regularly in the office.
- Experience is increasingly tied to open spaces, entertainment, and social opportunities, including the incorporation of "instagrammable" art and space.
- Direct to consumer retailers are opening brick and mortar stores.
- The concept of a "storefront" has evolved to incorporate alternatives that allow for more affordable entry into the market and a different user experience, including:
  - Shared retail allows multiple small vendors to share a larger space with options from clearly delineated space to an area with a single experience and shared staff.
  - Temporary markets such as evening markets, art markets and more that require limited commitment while building upon an event.
  - Pop-up retail allows for temporary retail to "try out" a concept or rotate locations.
  - Containers, trucks and similar concepts allow for temporary (or permanent) arrangements.
- Inline "strip" retail has stabilized and is enjoying success by also improving appearance and focusing on a level of experiential retail with intention given to complementary tenants.
- Vacant inline retail spaces, including anchor sites, are increasingly occupied by services ranging from healthcare and education to fitness and activity centers.
- Convenience stores are expected to see the next transformation as they adapt to the lengthier wait time required for EV charging.

Food & Beverage

- People are eating out in record numbers, particularly with the rise in online delivery services.
- Meal delivery services have become a staple of the food and beverage industry and are expected to become even more integral to successful service.
- Similar to retail, the food and beverage industry has expanded beyond storefronts to a variety of concepts that allow for increasingly easy entry and expansion into the marketplace, including:
  - Markets
  - Pop-up venues
  - Rotating restaurants
  - Food halls
  - Food trucks and other temporary concepts
  - Food-focused business incubators
- Similar to retail, changes in the marketplace and lifestyle preferences have created a surge in specialty home-based businesses.
- Shared kitchen and ghost kitchen concepts have seen popularity as a result of the increase in meal delivery service demand.
- Consumers are increasingly seeking unique dining and drinking experiences and turning away from some of the previously popular national brands that fail to pivot.
- Health and wellness play an increasingly popular role in the restaurant and bar industry. Menus are becoming increasingly diversified to address allergies and lifestyle preferences.
- Farm to table continues to be popular in response to healthier living, environmental concerns and rising supply costs.
- As with retail, building a social media following is playing an increasing role as a means of attracting customers.
- Restaurants, bars and similar food and beverage concepts are playing an increasing role in creating walkable destinations, alongside retail, entertainment and possibly office and residential activity.

Residential

- The housing market continues to adapt to lifestyle changes, most particularly as people continue to work from home.
- With the exception of Boomers, all ages are indicating an increasing desire for the ability to choose whether to walk, bike, take transit or drive. The percentage increases among the youngest age groups seeking housing. Many indicate a willingness to accept a smaller amount of personal green space and a higher cost if it means close proximity to places and activities.
- Housing of all types continues to be in short supply with the multifamily market continuing to be the strongest. Owner occupied demand continues to be impacted by interest rates.
- Housing affordability is an issue plaguing all groups involved in the industry and opening the opportunity for a variety of housing options. While the tiny homes concept has ebbed, it has been replaced by increasing demand for accessory dwelling units (ADUs), missing middle housing and other more creative solutions.

- National market trends see the average size of a home decreasing with a reduction in the number of bedrooms and greater focus on entertainment. Townhouses are expected to continue to remain a popular option to subdivisions.
- The rental market continues to diversify as empty nesters and others in larger numbers are choosing to rent rather than own. This is not an issue of affordability as these households bring plenty of disposable income to the table along with a demand for amenities.
- The multifamily market, particularly "urban footprint" development, is adding amenities that make working from home easier, including work stations, meeting rooms, and better programmed outdoor spaces.
- Technology and environmental awareness play a continuously increasing role in housing from the "smart home" to building in a manner that reduces utility costs.

Industry & Flex Space

- The concept of "location, location, location" may still apply but its meaning is changing. A global pandemic and conflicts throughout the world have proven that supply chains require greater diversity. In many cases this also means closer proximity.
- Reshoring and "near shoring" have resulted in the return of a number of industries from overseas. Near shoring may place those industries in Mexico or South America but in closer proximity, again as a means of improving supply chain options.
- Technology and automation are not new trends to industry but they are continuing to be important, including as a response to labor pool shortages.
- Augmented Intelligence and the "Internet of Things"are coming as quickly to industry as other markets and the impact is expected to be substantial, particularly by allowing companies to operate more efficiently and enhance their ability to successfully pivot when needed.
- Industry is increasingly aware of environmental impacts and seeking ways to be more sustainable and energy efficient from facilities and sites to products.
- All of the above trends are resulting in a newer market product - microfactories. These smaller, smarter facilities allow for facilities to be located in a number of different areas with a substantially smaller footprint. Microfacilities allow an industry to be closer to supply chains or destinations and fit into locations that would have otherwise been inaccessible.
- Flex space, while most commonly associated with industrial activity, is increasingly providing an alternative location for retail and office activities. As a result, it is impacted by many of the same trends in space demand seen in all three sectors from a stronger focus on experience, increased opportunity to coworking, and logical consideration for microfactories.

General Aviation Airports

- Airports and operators are expected to place greater emphasis on a more highly customized Passenger Experience from luggage pickup and delivery to enhanced airport amenities.
- Digitization, Augmented Intelligence and other technological advances will continue to advance and change the way that a customer makes arrangements, a service provider maintains inventory, vehicles are maintained and much more.
- Airports are increasingly interested in intermodal connectivity from the perspective of the movement of both people and goods. This is particularly relevant to a community like Addison with an extensive training program and a transit station within clear view of the airport.
- The advanced air mobility (AAM) industry segment continues to evolve and additional innovations are expected as technology continues to advance with increasing focus on “last mile” services by companies such as Walmart and Amazon, among others.

THE BUILT ENVIRONMENT

Location & Proximity

The community has strength in location and proximity. Location mid-tollway and adjacent to Dallas places Addison in a prime location – if not the most prime. The trendiest places in the Dallas region and those to which the Flight to Quality is directed tend to be north of Addison, including communities such as Plano and Frisco (homes of Legacy Town Center and Legacy West, respectively).

A Bit About Performance Measures

Analysis of the built environment is largely based upon a series of industry accepted performance measures. Those measures may include (but are not limited to):

- Volume. most often Square Feet or Units
- Density. square feet or units per acre
- Vacancy and Occupancy Rates. including the square footage or units that are currently empty or occupied in an area or structure.
- Market Rent per Square Foot. defined in more detail on page 21.
- Product Under Construction
- Age. traditionally broken down by decade built
- Building Quality Rating. discussed in more detail to the right.

Traditional Building Class System

The quality of Office, Retail, Multifamily and Industrial structures have all historically been measured by an ABC system. That system tends to be specific to a specific market and industry but is largely based upon factors of location, building age and condition, level and type of amenities available, and attractiveness/aesthetics. An "A" Class Office building is considered to be the highest classification in comparison to peer office structures in that market. However, the parameters that make an Office structure an "A" Class building may differ somewhat to criteria for Multifamily or Industrial space.

CoStar Building Rating System

CoStar offers an alternative rating system based upon a variety of character traits with an aim for consistency regardless of type or location. The system ranks buildings on a scale of 5 to 1 with a "5" as the highest rated structure. Unlike the traditional rating system, the CoStar Rating System is designed to measure all structures across all sectors across the nation using the same criteria. Therefore a Retail structure rated a "4" is measured using the same criteria as a multifamily structure or as a similar structure in another area of the country.

Office Market

Addison is an Employment Focused community. Office activity consumes the large majority of commercial space in Addison confirming the community as an employment hub. Local office space exceeds retail space by a margin of 4.4 to 1. Approximately 73 percent of office space is located along or near the North Dallas Tollway. The Airport Centric area includes an additional 6 percent.

Office & Retail Space in Addison Compared

	Office SF	Retail SF	Total Office + Retail SF	Office to Retail Ratio	Percent Total Office	Percent Total Retail
Town of Addison	12,121,661	2,781,379	14,903,040	4.4		
Addison Circle	2,866,953	171,890	3,038,843	16.7	24%	6%
Village on the Parkway	-	682,000	682,000	0.0	0%	25%
Restaurant Row	214,000	840,000	1,054,000	0.3	2%	30%
Office Corridor	5,999,661	14,600	6,014,261	410.9	49%	1%
Airport Centric	736,000	147,000	883,000	5.0	6%	5%
Vitruvian Park	30,758	121,000	151,758	0.3	0%	4%
Total In Areas of Study	9,250,515	1,935,448	11,185,963	4.8	93%	98%

Source: CoStar, April 2024

Office Compared to Peers

The original area known as Addison Circle is smaller than peers included in the analysis in terms of area and volume of product; however addition of adjacent sites such as Spectrum Center and Millennium Tower bring the area to the "middle of the pack". Density of office product also becomes third highest with the addition of adjacent sites. Asking market rents in Addison Circle however, rank fifth among peer places and appear to reflect both the type of product available and the location "mid-tollway". Uptown Dallas, in comparison, boasts roughly 7.5 million square feet of space and demands a market asking rent of over $55 per square foot.

A Quick Note About Rental Rates

Rental rates used in the Market Position Report are for purposes of comparative analysis. Office rates are based upon full service, gross lease and on the asking market rate. They are also subject to a level of estimation by the data source (in this case CoStar). In reality, lease agreements take many forms and the expected and negotiated rental rate will be lower. Investors in Addison have noted that triple net lease rates in the area are below $30 per square foot.

Office Space Inventory, Density and Rent in Peer Places by the Numbers

	Existing SF	SF / Building	Density (SF/Ac)	Market Rent / SF*
Addison Circle	**2,866,953**	**143,348**	**13,631**	**$34.30**
Las Colinas	6,600,000	235,714	10,548	$32.21
Legacy Town Center	6,159,052	307,953	15,351	$40.62
Preston Center	3,902,849	111,510	38,947	$47.24
The Domain	1,558,529	129,877	9,179	$53.80
West 7th St	1,774,083	34,117	2,004	$30.98
Buckhead Village	1,219,875	19,998	9,625	$39.72

** See note on Rental Rates*

Source: CoStar, April 2024

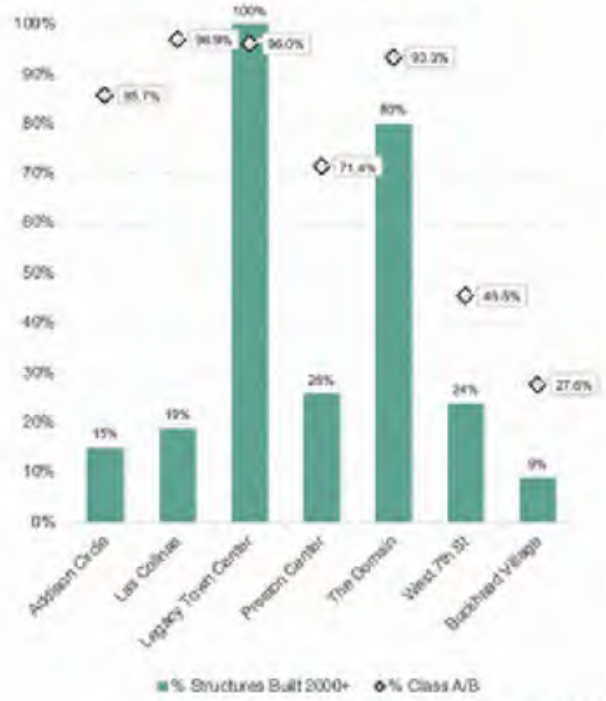
Office Space Inventory, Density and Rent in Peer Places Ranked

	Existing SF	SF / Building	Density (SF/Ac)	Market Rent / SF*
Addison Circle	**4**	**3**	**3**	**5**
Las Colinas	1	2	4	6
Legacy Town Center	2	1	2	3
Preston Center	3	5	1	2
The Domain	6	4	6	1
West 7th St	5	6	7	7
Buckhead Village	7	7	5	4

Source: CoStar, April 2024

Addison Circle office space has the highest vacancy rates among peer places and a comparative age that reflects the 1990s construction of the original area of Addison Circle. Building class fares better than half of peer places. Overall, places such as Legacy Town Center and The Domain fared better in all categories.

Office Class vs Age by Peer Place



Source: CoStar, April 2024

Office Space Vacancy, Age & Class by the Numbers

	Vacancy Rate	Market Rent / SF*	% Structures Built 2000+	% Building Class A/B
Addison Circle	**27.0%**	**$34.30**	**10.0%**	**85.7%**
Las Colinas	25.8%	$32.21	19.0%	96.9%
Legacy Town Center	9.2%	$40.62	100.0%	96.0%
Preston Center	13.3%	$47.24	26.0%	71.4%
The Domain	5.6%	$53.80	80.0%	93.3%
West 7th St	5.1%	$30.98	24.0%	45.5%
Buckhead Village	15.8%	$39.72	9.0%	27.6%

** See note on page 21 regarding Rental Rates*

Source: CoStar, April 2024

Office Space Inventory, Density and Rent in Peer Places Ranked

	Vacancy Rate	Market Rent / SF*	% Structures Built 2000+	% Building Class A/B
Addison Circle	**7**	**5**	**6**	**4**
Las Colinas	6	6	5	1
Legacy Town Center	3	3	1	2
Preston Center	4	2	3	5
The Domain	2	1	2	3
West 7th St	1	7	4	6
Buckhead Village	5	4	7	7

Source: CoStar, April 2024

Office In Addison

The Office Corridor has, by far, the highest density of office space in Addison and, along with Addison Circle, represents the majority of office towers in the community. While the majority of structures in Addison are considered Class A or B, they are aging and follow a development pattern that is not reflective of the walkable, outdoor-focused, highly amenitized places prized by tenants and their employees. Only 17 percent of all office structures in Addison were constructed since 2000. Roughly 76 percent of office space in the Office Corridor was constructed in the 1980s and the majority of Addison Circle was constructed in the 1990s.

Vacancy rates throughout Addison are nearly 20 percent and only slightly lower along the North Dallas Tollway. While asking market rents for Addison Circle are lower than other peer places, they represent the highest of any area in Addison. Rents drop markedly away from the tollway.

Overall, Addison has a strong collection of office space and it is likely to remain competitive for a specific market and for a period of time. However, age, development patterns and the Flight to Quality may make it increasingly difficult to compete for prime office users.

Office Space by Addison Area of Study

	Existing SF	SF / Building	Density (SF/Ac)	Market Rent / SF*	Vacancy Rate	% Structures Built 2000+	% Building Class A/B
Town of Addison	12,121,661	103,604	4,369	$29.28	19.8%	17%	87%
Addison Circle	2,866,953	143,348	5,162	$34.30	27.0%	15%	86%
Village on the Parkway	-	-	-	-	-	-	-
Restaurant Row	214,000	53,500	1,313	$20.24	22.6%	0%	67%
Office Corridor	5,999,661	206,885	24,726	$29.33	14.4%	14%	100%
Airport Centric	736,000	38,737	1,205	$24.44	16.6%	16%	68%
Vitruvian Park	30,758	30,758	220	$25.25	0.0%	100%	100%

** See note on page 21 regarding Rental Rates*

Source: CoStar, April 2024

Retail Market

Clustered, walkable areas of Addison command higher rents in comparison to similar linear retail and office space. Office market asking rents, for example, in Addison Circle are higher than the remainder of the Office Corridor and the town as a whole. Similarly, retail rents in Village on the Parkway are higher than the rest of Restaurant Row or the town. Unfortunately, the same cannot be said of retail rents in Addison Circle, despite being considered the heart of the community and the most walkable area of town.

Urban Form and Market Asking Rent*

	Near Destination/Cluster		Mixed Use	Linear Development		Industrial	Community
	Addison Circle	Village on the Parkway	Vitruvian Park	Office Corridor	Restaurant Row	Airport Centric	Town of Addison
Office	**$34.30**	N/A	$25.25	**$29.33**	$20.24	$24.44	$29.28
Retail	$24.54	**$34.79**	$22.83	$21.61	**$26.46**	$22.08	$27.38

** See note on page 21 regarding Rental Rates*

Source: CoStar, April 2024

Retail Compared to Peers

Addison Circle does not appear to have the critical mass of retail space that is found in peer places, nor does it command the same level of rent. Addison Circle ranks next to last in terms of density, falling well below areas such as The Domain, Buckhead Village or Preston Center. Similarly, market asking rent for retail space in Addison Circle is $24.50 per square foot - substantially lower than all peer places. In comparison, Uptown Dallas offers approximately 816,000 square feet of retail space that demands a higher market asking rent ($48.30 per square foot) than any of the peer places.

Retail Space Inventory, Density and Rent in Peer Places by the Numbers

	Existing SF	SF / Building	Density (SF/Ac)	Market Rent / SF*
Addison Circle	**171,890**	**17,189**	**817**	**$24.54**
Las Colinas	386,588	77,318	618	$28.58
Legacy Town Center	696,726	38,707	1,737	$33.72
Preston Center	798,568	14,788	7,969	$40.65
The Domain	2,233,601	54,478	13,154	$30.70
West 7th St	1,558,790	19,010	1,761	$28.97
Buckhead Village	1,205,533	15,456	9,512	$45.64

** See note on page 21 regarding Rental Rates*

Source: CoStar, April 2024

Retail Space Inventory, Density and Rent in Peer Places Ranked

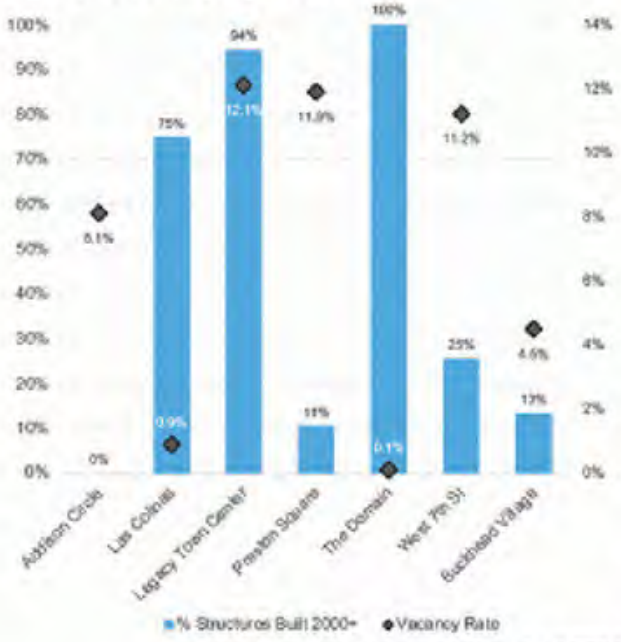
	Existing SF	SF / Building	Density (SF/Ac)	Market Rent / SF*
Addison Circle	**7**	**5**	**6**	**7**
Las Colinas	6	1	7	6
Legacy Town Center	5	3	5	3
Preston Center	4	7	3	2
The Domain	1	2	1	4
West 7th St	2	4	4	5
Buckhead Village	3	6	2	1

** See note on page 21 regarding Rental Rates*

Source: CoStar, April 2024

Addison Circle's retail space may be limited by volume, but it falls in the middle of peer communities as it relates to vacancy rates, including a rate that is lower than both Legacy Town Center and Preston Center. Lack of new retail development following 2000 means that some buildings may be missing amenities desired by customers. Despite the age of structures, nearly 90 percent of Addison Circle retail is rated Class A or B.

Age vs Vacancy by Peer Place



Source: CoStar, April 2024

Retail Space Vacancy, Age & Class by the Numbers

	Vacancy Rate	Market Rent / SF*	% Structures Built 2000+	% Building Class A/B
Addison Circle	**8.1%**	**$24.54**	**0.0%**	**88.9%**
Las Colinas	0.9%	$28.58	75.0%	100.0%
Legacy Town Center	12.1%	$33.72	94.4%	94.4%
Preston Center	11.9%	$40.65	10.5%	38.6%
The Domain	0.1%	$30.70	100.0%	89.5%
West 7th St	11.2%	$28.97	25.5%	39.6%
Buckhead Village	4.5%	$45.64	13.3%	52.1%

** See note on page 21 regarding Rental Rates*

Source: CoStar, April 2024

Retail Space Inventory, Density and Rent in Peer Places Ranked

	Vacancy Rate	Market Rent / SF*	% Structures Built 2000+	% Building Class A/B
Addison Circle	**4**	**7**	**7**	**4**
Las Colinas	2	6	3	1
Legacy Town Center	7	3	2	2
Preston Center	6	2	6	7
The Domain	1	4	1	3
West 7th St	5	5	4	6
Buckhead Village	3	1	5	5

** See note on page 21 regarding Rental Rates*

Source: CoStar, April 2024

Retail In Addison

While the Town of Addison is most obviously recognized for its office towers, it has also long been known for its number and quality of restaurants. Village on the Parkway, the retail cluster of Addison, is easily the most successful retail space throughout the community with a mix of restaurants and entertainment that represents one-quarter of all retail in town in an area that also carries the greatest retail density and the highest rents. An additional 30 percent of all retail in town is located along Belt Line Road in the area known locally as "Restaurant Row." While the area includes the second highest densities of retail space in town, they are substantially lower than Village on the Parkway and limited by the linear development pattern. Restaurant Row has been described as "tired" by investors and that is reflected in the age and character of structures and a market asking rent that is substantially lower than Village on the Parkway (but higher than Addison Circle). Retail has been described as "difficult" outside of Belt Line Road and that is reflected in market asking rents that are lower than those in Village on the Parkway or along Restaurant Row.

Retail Space by Addison Area of Study

	Existing SF	SF / Building	Density (SF/Ac)	Market Rent / SF*	Vacancy Rate	% Structures Built 2000+	% Building Class A/B
Town of Addison	2,781,379	16,265.37	1,003	$27.38	4.4%	16%	67%
Addison Circle	171,890	17,189.00	1,185	$24.54	8.1%	0%	89%
Village on the Parkway	682,000	42,625.00	17,673	$34.79	11.7**	16%	75%
Restaurant Row	840,000	10,909.09	5,155	$26.46	8.0%	18%	69%
Office Corridor	14,600	7,300.00	60	$21.61	0.0%	0%	0%
Airport Centric	147,000	12,250.00	241	$22.08	0.0%	17%	23%
Vitruvian Park	121,000	17,285.71	864	$22.83	0.0%	25%	69%

** See note on page 21 regarding Rental Rates*

*** Retail Connection, a member of the Village on the Parkway ownership team, conducted a 2022 vacancy study following heavy reinvestment. Vacancies were noted to be high due to the transition to higher paying tenants.*

Sources: CoStar, April 2024 and Retail Connection, 2022

Multifamily Compared to Peers

Addison Circle is among the top peer places in regards to the number and density of multifamily units. Las Colinas and Legacy Town Center have substantially more units than the 2,487 available in Addison Circle. On the other hand, at an average of 622 units per building and a density of 11.8 units per acre, Addison Circle offers one of the greatest densities of dwelling units.

Similar to office and retail rents, those for multifamily in Addison Circle are among the lowest. Market rents in Addison Circle, The Domain and West 7th Street are separated by only $2 per square foot.

Uptown Dallas easily exceeds all of the peer places in terms of total units (12,888) and market rent ($2,485 per unit) while maintaining a vacancy rate that falls between those of the peer places (6.4%).

Multifamily Space Inventory, Density and Rent in Peer Places by the Numbers

	Existing Units	Units/ Building	Density (Units/Ac)	Market Rent/Unit
Addison Circle	**2,487**	**622**	**11.8**	**$1,766.00**
Las Colinas	7,376	369	11.8	$1,875.00
Legacy Town Center	4,938	549	12.3	$1,895.00
Preston Center	N/A	N/A	0.0	N/A
The Domain	952	476	5.6	$1,764.00
West 7th St	1,974	247	2.2	$1,745.00
Buckhead Village	1,787	298	14.1	$2,044.00

Source: CoStar, April 2024

Multifamily Space Inventory, Density and Rent in Peer Places Ranked

	Existing Units	Units/ Building	Density (Units/Ac)	Market Rent/Unit
Addison Circle	**3**	**1**	**3**	**4**
Las Colinas	1	4	4	3
Legacy Town Center	2	2	2	2
Preston Center	N/A	N/A	N/A	N/A
The Domain	6	3	5	5
West 7th St	4	6	6	6
Buckhead Village	5	5	1	1

Source: CoStar, April 2024

Multifamily vacancy rates at Addison Circle are much stronger than in the office or retail sectors. At 5.9 percent, it is second lowest among the peer places while Legacy Town Center is lowest at 5.7 percent. This is due, in part, to the age and quality of residential units. Roughly 75 percent of all units were constructed after 2000, a substantial difference from the office and retail sectors. In comparison, four of the peer communities still have newer product for investors to choose.

Multifamily Space Vacancy, Age & Class by the Numbers

	Vacancy Rate	Market Rent / Unit	% Structures Built 2000+	% Building Class A/B
Addison Circle	**5.9%**	**$1,766.00**	**75.0%**	**100.0%**
Las Colinas	6.6%	$1,875.00	95.0%	100.0%
Legacy Town Center	5.7%	$1,895.00	100.0%	88.9%
Preston Center	N/A	N/A	N/A	N/A
The Domain	7.1%	$1,764.00	100.0%	100.0%
West 7th St	14.6%	$1,745.00	62.5%	75.0%
Buckhead Village	6.4%	$2,044.00	83.3%	83.3%

Source: CoStar, April 2024

Multifamily Space Inventory, Density and Rent in Peer Places Ranked

	Vacancy Rate	Market Rent / Unit	% Structures Built 2000+	% Building Class A/B
Addison Circle	**2**	**4**	**5**	**1/2/3 tie**
Las Colinas	4	3	3	1/2/3 tie
Legacy Town Center	1	2	1/2 tie	4
Preston Center	N/A	N/A	N/A	N/A
The Domain	5	5	1/2 tie	1/2/3/ tie
West 7th St	6	6	6	6
Buckhead Village	3	1	4	5

Source: CoStar, April 2024

Multifamily In Addison

It is easy to see why some residents of Addison have voiced concern for the number of apartments in the community. While commercial markets remained relatively flat since 2000, the growth of apartments has been steady - largely as part of mixed use projects and, more recently, as a response to both the pandemic and a housing shortage. Roughly 43 percent of all multifamily units in the Town of Addison have been constructed since 2000. A great deal of those have been developed in Vitruvian Park where some of the oldest multifamily structures have been replaced with newer, more dense development. More than one-third of all Multifamily units in Addison are located there while an additional 27 percent are located in Addison Circle – both of which are designed to be mixed use and walkable with ample proximity to green space.

Multifamily Space by Addison Area of Study

	Existing Units	Units / Building	Density (Units/Ac)	Market Rent/ Unit	Vacancy Rate	% Structures Built 2000+	% Building Class A/B
Town of Addison	9,100	455	3	$1,627	5.8%	43%	80%
Addison Circle	2,487	622	19	$1,766	5.9%	75%	100%
Village on the Parkway	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Restaurant Row	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Office Corridor	324	324	1	$1,900	7.2%	100%	100%
Airport Centric	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Vitruvian Park	3,372	674	24	$1,623	4.0%	80%	80%

Source: CoStar, April 2024

Industrial Market

Local industry is a longstanding and quietly aging strength for Addison. The community boasts over 3 million square feet of industrial space with more than 62 percent constructed in the 1970s. Approximately 45 percent of all industrial activity is located in the Airport Centric area, including two of the three structures constructed since 2000. The majority of industrial structures are rated as Class C (65%) with the remainder considered Class B. The average asking market rent for industrial space in Addison is approximately $12.26 per square foot.

While industry has been a strength, the age and quality of structures may be a cause for consideration in comparison to trends and the ability to adapt to new demands for space (smaller) and technology.

Industrial Space by Addison Area of Study

	Existing SF	SF / Building	Density (SF/Ac)	Market Rent / SF*	Vacancy Rate	% Structures Built 2000+	% Building Class A/B
Town of Addison	3,059,849	40,261	1,103	$12.26	11.1%	3.8%	32.5%
Addison Circle	34,893	34,893	166	$10.45	0.0%	0.0%	100.0%
Village on the Parkway	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Restaurant Row	53,300	53,300	327	$21.96	0.0%	0.0%	0.0%
Office Corridor	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Airport Centric	1,400,000	33,333	2,292	$12.10	3.3%	4.8%	25.0%
Vitruvian Park	N/A	N/A	N/A	N/A	N/A	N/A	N/A

** See note on page 21 regarding Rental Rates*

Source: CoStar, April 2024

Flex Market

Flex space is designed to be highly adaptable and while it is most common in areas associated with industry it can be used for a variety of purposes, including warehouse as well as limited retail, medical or service activities. Addison boasts 2.7 million square feet of flex space with the majority (63 percent) classified with a CoStar rating of 3 and 54 percent rated as Class C. Approximately 29 percent of flex space is located in the Airport Centric area and a very small additional portion is located in Addison Circle. The remaining 66.5 percent is found in other areas of the community, such as along the Inwood corridor. In fact, a very substantial portion of vacancy in flex space is expected to be located along Inwood, including the large structures currently marketed as Inbound on Inwood (structures noted as North N2 + N3 are located within Addison town limits while the remainder of the project is located in Farmers Branch).

Flex Space by Addison Area of Study

	Existing SF	SF / Building	Density (SF/Ac)	Market Rent / SF*	Vacancy Rate	% Structures Built 2000+	% Building Class A/B
Town of Addison	2,720,292	29,568	980	$15.65	8.3%	11.6%	41.7%
Addison Circle	2,255	2,255	11	$15.90	0.0%	0.0%	100.0%
Village on the Parkway	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Restaurant Row	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Office Corridor	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Airport Centric	909,408	22,735	1,489	$16.67	8.5%	5.0%	29.3%
Vitruvian Park	N/A	N/A	N/A	N/A	N/A	N/A	N/A

** See note on page 21 regarding Rental Rates*

Source: CoStar, April 2024

Hotels and Hospitality

Addison's hotels were not considered an economic strength in discussion with local investors and that proves to be true. The local hotel industry totals 3,663 rooms with Revenue per Available Room (RevPAR) – a term used to show the level of success at filling rooms – is estimated at $68.54 compared to an Average Daily Rate of $105.70. Similar data was collected for each of the communities in which a peer place in Texas was located (Buckhead Village in Atlanta, Georgia was excluded) In comparison, the occupancy rate in Addison was only slightly higher than Dallas but lower than others. Both RevPAR and Average Daily Rate are among the lowest of all communities by a fairly substantial margin.

Of the hotel buildings in Addison, only 23 percent were constructed since 2000. All structures were considered to be Class B or C space.

Addison Hotels in Comparison

	Addison	Austin	Dallas	Ft Worth	Irving	Plano
Availability						
Occupancy Rate	64.8%	67.3%	63.7%	66.3%	67.7%	68.2%
Inventory						
Existing Properties	22	264	263	167	89	58
Existing Rooms	3,663	35,851	39,388	17,257	13,027	7,199
RevPAR	$68.54	$122.23	$95.27	$89.56	$83.96	$77.76
12 Month ADR	$105.70	$181.70	$149.67	$135.01	$123.94	$114.00
Market Sale Price per Room	$109,000	$234,000	$206,000	$160,000	$141,000	$122,000

Sources: CoStar, April 2024

Addison Airport

Addison Airport provides a valuable and growing array of services to the region and can serve as a catalyst for economic growth. The municipally owned airport projects an annual revenue of more than $6.8 million and is the regular recipient of federal funds that allow for continued repairs and upgrades. Airport users have evolved as the airport has upgraded and what was once a location for hobbyists now includes three fixed based operators and regularly serves executives.

According to private sector investors, the airport competes primarily with Dallas Love Field and Dallas Executive Airport for customers. Approximately 119,000 operations occur annually from Addison Airport. Customers, including executives, charters, pilots and pilots in training that choose Addison Airport enjoy an extensive array of services. Investors note that Dallas Love Field is the obvious first choice for many customers but those that use the services at Addison Airport see it as the right choice. Needs raised by investors include a large-scale Maintenance and Repair Operation and one or more food establishments with service on site.

Addison Airport in Comparison

	Addison Airport (ADS)	Dallas Executive Airport (RBD)	Dallas Love Field (DAL)
Airport Hours	24 hours daily	24 hours daily	24 hours daily
Management Hours	8 AM - 5 PM Mon-Fri	8 AM - 5 PM Mon-Fri	24 hours daily
Control Tower Operation	6 AM - 10 PM daily	7 AM - 9 PM daily	24 hours daily
Landing Fees	No	No	Yes
Runway Dimensions	7203 x 100 ft	7136 x 100 ft ; 3800 x 150 ft	7752 x 150 ft ; 8800 x 150 ft
Based Aircraft (an operation and airworthy aircraft and located at a designated airport)			
Single Engine (SE)	336	242	10
Multi Engine (ME)	85	47	84
Jet (J)	160	52	208
Helicopters	8	15	5
Total	589	356	307
Annual Operations (arrivals and departures from the designated airport)			
Air Carrier (capacity 60+ seats or payload capacity 18,000+ lbs)	54	0	141,103
Air Taxi	37,664	619	52,244
General Aviation Local	1,180	41,565	0
General Aviation Itinerant (outside of local area)	79,946	50,913	50,193
Military	221	95	756
Total	119,065	93,192	244,296
Avg Daily Operations	326	255	669

Sources: Airport websites (and embedded links/docs), AirNav.com, FAA's Airport Data & Information Portal (adip.faa.gov)

Addison Airport in Comparison (continued)

	Addison Airport (ADS)	Dallas Executive Airport (RBD)	Dallas Love Field (DAL)
Services			
Fixed-Base Operators (FBOs)	Atlantic Aviation, Million Air Dallas, Galaxy FBO	Ambassador Jet Center, Jet Access	Multiple
Flight Training	Yes	Yes	Yes
Charter / Executive Services	Yes	Yes	Yes
On site Maintenance	Cutter Aviation Dallas-Addison	Jet Access (FAA Part 145 certified) & RBR Aviation (FAA part 135 certified)	Multiple
Aircraft Sales	Yes	Yes	Yes
Onsite Customs Service for International Travel	Regular hours 10 AM - 7 PM Mon-Fri	N/A	Regular hours 8 AM - 5 PM Mon-Fri
Car Rental	Go Rental, Hertz	Enterprise, National, Hertz, Avis, Limo	Multiple
Onsite Food / Beverage / Shopping Amenities	FBOs offer Concierge Services, Refreshments Bar (catering available by request), conference rooms	Full service restaurant with aircraft and special events catering available; full-service Business Conference Center available to corporate & private travelers. Concierge Service.	Multiple dining & shopping (books, news, cosmetics, tech, snacks, etc) options

Sources: Airport websites (and embedded links/docs), AirNav.com, FAA's Airport Data & Information Portal (adip.faa.gov)

AUDIENCES

Residents

Approximately 35,000 people are located within a five minute drive of Addison Circle and nearly 26,000 of those are 25 years or older. Only Legacy Town Center and The Domain have a larger resident base. Residents surrounding Addison Circle tend to be young, well-educated and nearly half live alone. In comparison, while median age is in the middle among peer communities, Addison Circle rated fifth for average household size and among the highest for persons living alone. While well-educated, the resident pool surrounding Addison Circle rated nearly last in population with a bachelors degree or higher.

Audience Service Area

The Market Position Report measures residents and employees based upon their drive time to the center of the core of each peer place. For purposes of this study, an appropriate drive time was determined to be five minutes. The study ignores municipal boundaries. As a result, residents could live in any community within the five minute radius. Similarly, employees may or may not be located in the same community as the peer place.

Age, Household & Education Traits within 5 Minutes of Peer Place by the Numbers

	Median Age	Average Household Size	% Households 1 Person	% with Bachelors +
Addison Circle	**36.2**	**1.78**	**49.4%**	**57.5%**
Las Colinas	34.7	1.74	48.0%	75.1%
Legacy Town Center	33.9	2.17	35.0%	64.4%
Preston Center	47.0	2.38	32.6%	87.7%
The Domain	33.7	1.91	44.5%	56.4%
West 7th St	38.8	1.80	49.6%	63.6%
Buckhead Village	39.1	1.58	56.6%	79.3%

Source: ESRI, December 2023

Age, Household & Education Traits within 5 Minutes of Peer Place Ranked

	Median Age	Average Household Size	% Households 1 Person	% with Bachelors +
Addison Circle	**4**	**5**	**3**	**6**
Las Colinas	5	6	4	3
Legacy Town Center	6	2	6	4
Preston Center	1	1	7	1
The Domain	7	3	5	7
West 7th St	3	4	2	5
Buckhead Village	2	7	1	2

Source: ESRI, December 2023

Income among those living around Addison Circle is low which, from an economic development perspective, impacts disposable income and local buying power. A comparison of income and wealth variables consistently place Addison Circle next to last with The Domain at the bottom. Median household income in the area surrounding Preston Center exceeds $180,255 in comparison to $71,295 around Addison Circle.

Wealth Index is a measure created by ESRI to compare wealth in a specific area to wealth at the national level. It is a measure based upon a variety of financial indicators including income and net worth that contribute to the prestige and financial well-being of a household. A Wealth Index of 100 is considered equal to the nation. A Wealth Index above 100 indicates an area that is outperforming the nation in wealth. Unfortunately, the area surrounding Addison Circle is 64 – well below comparison to the national average.

Buying Power within 5 Minutes of Peer Place by the Numbers

	Median Household Income	Median Disposable Income	Median Net Worth	Wealth Index
Addison Circle	**$71,295**	**$59,124**	**$35,960**	**64**
Las Colinas	$93,685	$78,771	$60,760	79
Legacy Town Center	$94,826	$80,350	$72,524	106
Preston Center	$180,255	$143,742	$807,288	304
The Domain	$68,296	$57,954	$33,676	54
West 7th Street	$85,511	$71,860	$95,271	104
Buckhead Village	$110,339	$88,580	$127,623	126

Source: ESRI, December 2023

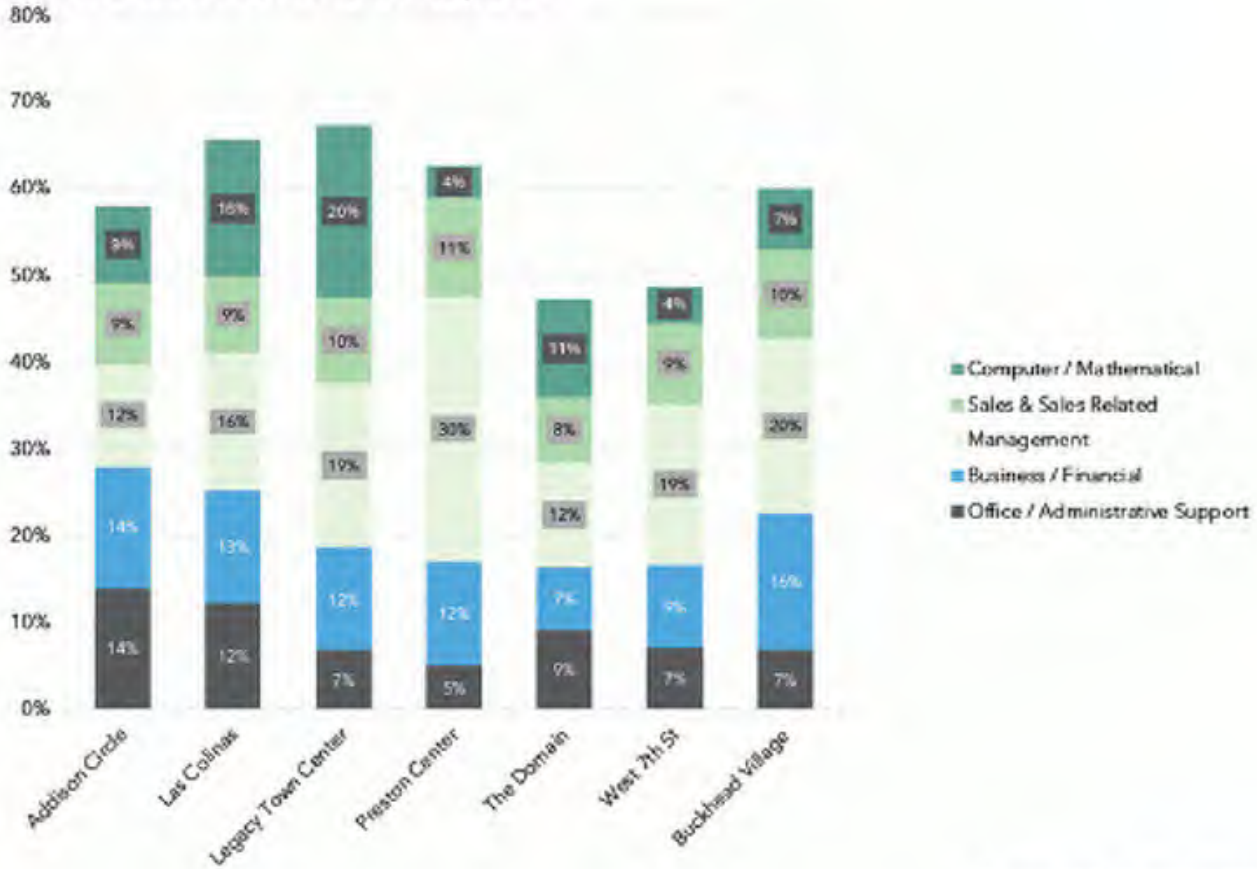
Buying Power within 5 Minutes of Peer Place Ranked

	Median Household Income	Median Disposable Income	Median Net Worth	Wealth Index
Addison Circle	**6**	**6**	**6**	**6**
Las Colinas	4	4	5	5
Legacy Town Center	3	3	4	3
Preston Center	1	1	1	1
The Domain	7	7	7	7
West 7th Street	5	5	3	4
Buckhead Village	2	2	2	2

Source: ESRI, December 2023

Among resident occupations, people surrounding Addison Circle are more likely to work in finance, healthcare support, protective service, office administration, or installation/maintenance repair than peer places. They are among the least likely to be employed in management, life/physical/social sciences, or as a healthcare practitioner/technician.

Top 5 Resident Occupations within 5 Minutes of Addison Circle Compared

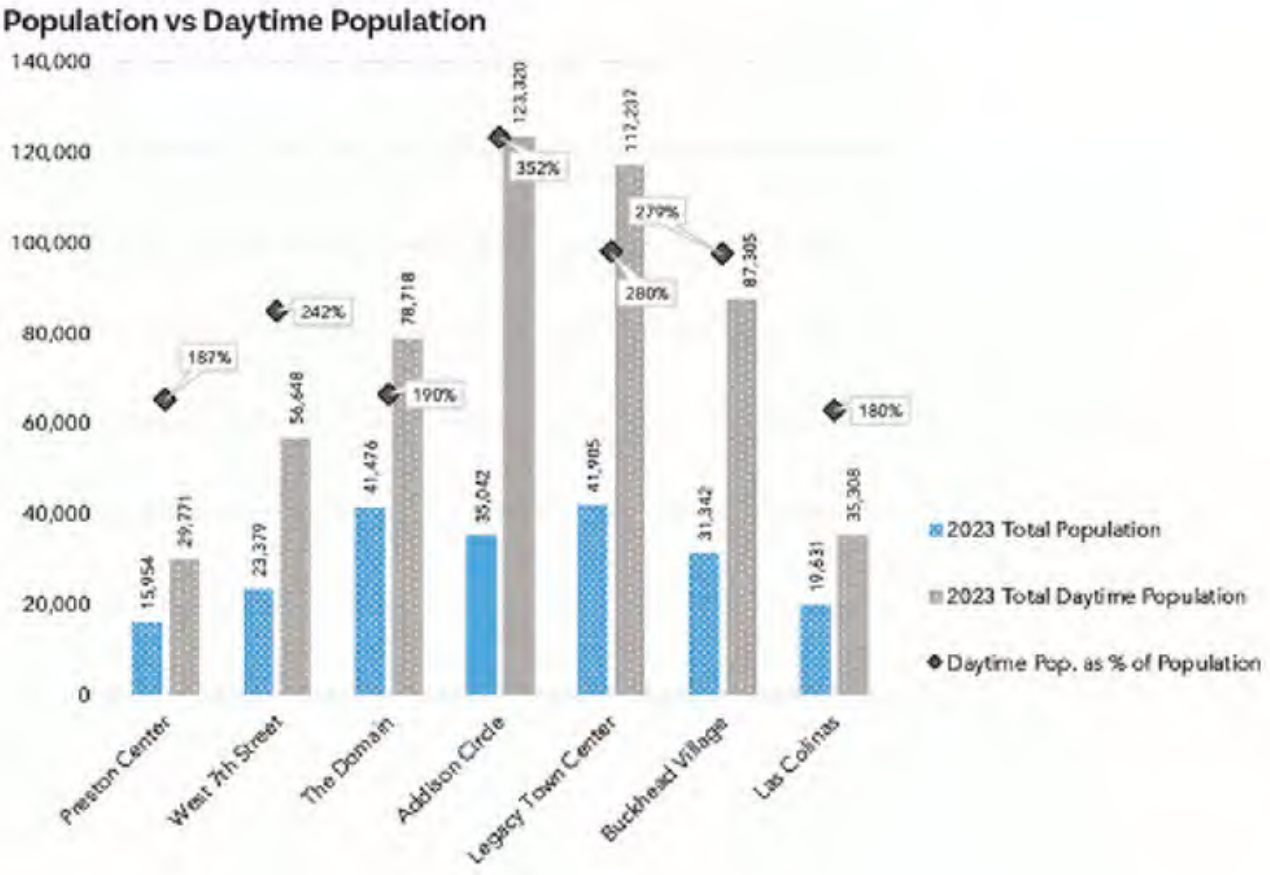


Source: ESRI, December 2023

Employees

The number of employees surrounding Addison Circle helps to confirm the community's role as an Employment Focused Community. **The area within a five-minute drive of Addison Circle includes approximately 88,977 employees providing an employee to resident ratio of 2.5 to 1.** Only the area surrounding Legacy Town Center had a higher number of employees.

The daytime population surrounding Addison Circle is a very impressive 123,230 people placing the area highest among peers. The substantial employment population explains investor comments that daytime service tends to be higher than evening service at local retail establishments. It is important to note that the five minute driving window includes areas outside of the Town of Addison. As a result, while the numbers are substantial, they are not all within the community.



Employee Traits within 5 Minutes of Peer Place by the Numbers

	2023 Total Employees	2023 Total Population	Employees per 100 residents	2023 Total Daytime Population	Daytime Pop. as % of Population	Employees as % of Daytime Population	2023 Unemployed Pop Age 16+	2023 Unemployment Rate
Addison Circle	**88,977**	**35,042**	**253.9**	**123,320**	**351.9%**	**72.2%**	**723**	**3.0%**
Las Colinas	28,183	19,631	143.6	35,308	179.9%	79.8%	269	1.8%
Legacy Town Center	97,643	41,905	233.0	117,237	279.8%	83.3%	592	2.2%
Preston Center	17,644	15,954	110.6	29,771	186.6%	59.3%	115	1.5%
The Domain	53,447	41,476	128.9	78,718	189.8%	67.9%	930	3.5%
West 7th Street	40,268	23,379	172.2	56,648	242.3%	71.1%	360	2.6%
Buckhead Village	67,688	31,342	216.0	87,305	278.6%	77.5%	507	2.6%

Source: ESRI, December 2023

Employee Traits within 5 Minutes of Peer Place Ranked

	2023 Total Employees	2023 Total Population	Employees per 100 residents	2023 Total Daytime Population	Daytime Pop. as % of Population	Employees as % of Daytime Population	2023 Unemployed Pop Age 16+	2023 Unemployment Rate
Addison Circle	**2**	**3**	**1**	**1**	**1**	**4**	**2**	**2**
Las Colinas	6	6	5	6	7	2	6	6
Legacy Town Center	1	1	2	2	2	1	3	5
Preston Center	7	7	7	7	6	7	7	7
The Domain	4	2	6	4	5	6	1	1
West 7th Street	5	5	4	5	4	5	5	3
Buckhead Village	3	4	3	3	3	3	4	3

Source: ESRI, December 2023

BUSINESS ENVIRONMENT

Definitions of "Place"

Visitors and locals alike are drawn to a variety of places. Depending upon the strength of the attraction, that draw can result in retail sales, overnight stays, or the reason that some choose to live or work in a particular area. For purposes of measuring economic potential, places are defined as **attractors**, **nodes** and **destinations**. An attractor can be a park, a very popular restaurant or business, an entertainment venue, or other amenity that is sufficiently unique and interesting that it draws people regularly on its own. A node is a combination of one or more attractors and complementary uses or amenities in a highly walkable, clustered area. The combination amplifies the magnetic draw of the place and the amount of time often spent there. A destination is a node with a particularly strong magnetic draw as the result of its combination of ten or more boutique shopping options, ten or more unique restaurants, and ten or more businesses that stay open after 6pm, in addition to amenities such as outdoor space or other social spaces. The combination of features amplifies the likelihood that guests will spend between 4-6 hours at the destination and visit multiple locations.



ATTRACTOR


NODE


DESTINATION

Addison's "Near Destinations"

The Town of Addison has a wide array of attractors, including a number park spaces in walkable areas. It has two very strong nodes in Addison Circle and Village on the Parkway with the possibility of a third node at Vitruvian Park. Addison Circle, while well designed, currently lacks the critical mass to be a destination but that may change once the DART station and transit oriented development are in place. Village on the Parkway is exceptional in its ability to draw traffic but it lacks the boutique shopping component, comfortable walkability and common outdoor space that promote lingering.

Businesses

Approximately 6,590 businesses are located within five minutes of Addison Circle, a number that is easily highest among peer places. In comparison Legacy Town Center and Buckhead Village follow with 4,235 and 4,227 businesses respectively. The average business surrounding Addison Circle is likely to be smaller than in other peer places. Businesses near Addison Circle employ an average of 13.5 people while businesses in Legacy Town Center tend to be largest at 23.1 persons per business.

Businesses within 5 Minutes of Peer Places by the Numbers

	2023 Total Businesses	2023 Total Employees	2023 Total Population	Employees per Business
Addison Circle	**6,590**	**88,977**	**35,042**	**13.5**
Las Colinas	1,580	28,183	19,631	17.8
Legacy Town Center	4,235	97,643	41,905	23.1
Preston Center	2,171	17,644	15,954	8.1
The Domain	3,625	53,447	41,476	14.7
West 7th Street	3,093	40,268	23,379	13.0
Buckhead Village	4,227	67,688	31,342	16.0

Source: ESRI, December 2023

Businesses within 5 Minutes of Peer Places Ranked

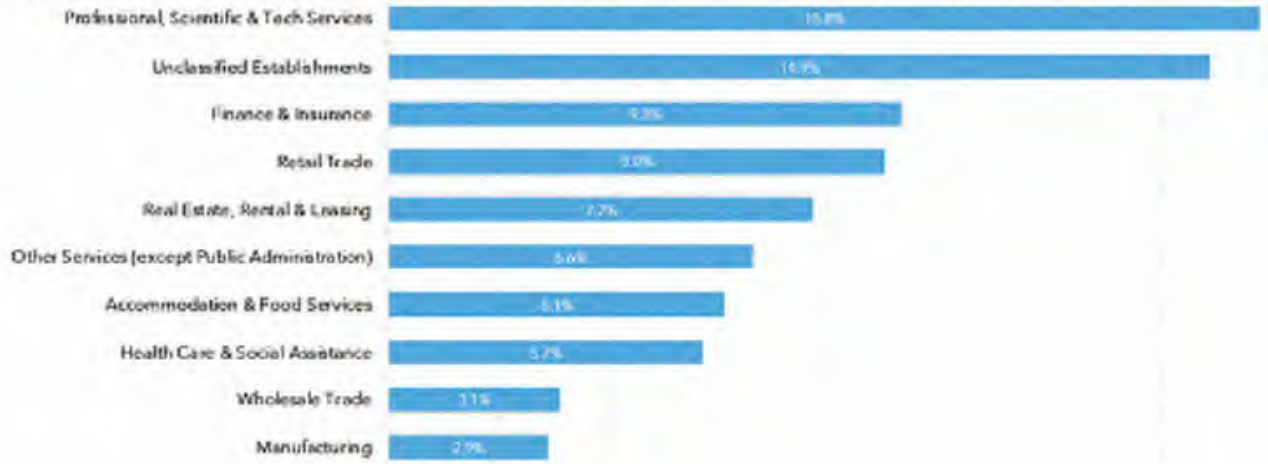
	2023 Total Businesses	2023 Total Employees	2023 Total Population	Employees per Business
Addison Circle	**1**	**2**	**3**	**5**
Las Colinas	7	6	6	2
Legacy Town Center	2	1	1	1
Preston Center	6	7	7	7
The Domain	4	4	2	4
West 7th Street	5	5	5	6
Buckhead Village	3	3	4	3

Source: ESRI, December 2023

Industries

A substantial amount of the business activity surrounding Addison Circle is a part of the Professional, Scientific & Tech Services Industry and it is not alone. The same industry ranked high across all peer places - always within the top three. Also ranking high among nearly all of the peer places was "Unclassified Establishments" - the term used to define all businesses that do not fit cleanly into an existing industry category. Retail trade was high in The Domain and Buckhead Village - both of which are considered major shopping destinations.

Top 10 Industries by Business Count within 5 Minutes of Addison Circle



Sales

Business sales are also healthy in the area around Addison Circle. **In 2023 total sales registered within a five minute drive time reached $16.4 billion – again the highest among peer places.** While not the highest, business and sales figures are sufficient to place the area around Addison Circle among the top performers in sales per business and sales per employee.

Sales figures for retail, food and beverage service within five minutes of Addison Circle are also strong, however not as strong as some other peer places. The more than $508.4 million spent on retail, food and beverages was sufficient to place fourth among peer places. However, when measured on a per acre basis, only Buckhead Village fared better. Thus while the city may lack a strong destination, it continues to see strong retail sales.

Sales within 5 Minutes of Peer Places by the Numbers

	2023 Total Sales	2023 Sales per Business	2023 Sales per Employee	Employees per Business
Addison Circle	**$16,439,547,071**	**$2,494,620**	**$184,762**	**13.5**
Las Colinas	$3,617,949,102	$2,289,841	$128,373	17.8
Legacy Town Center	$11,351,691,104	$2,680,447	$116,257	23.1
Preston Center	$3,060,633,905	$1,409,781	$173,466	8.1
The Domain	$11,425,290,390	$3,151,804	$213,769	14.7
West 7th Street	$6,919,431,961	$2,237,126	$171,835	13.0
Buckhead Village	$9,876,702,792	$2,336,575	$145,915	16.0

Source: ESRI, December 2023

Sales within 5 Minutes of Peer Places Ranked

	2023 Total Sales	2023 Sales per Business	2023 Sales per Employee	Employees per Business
Addison Circle	**1**	**3**	**2**	**5**
Las Colinas	6	5	6	2
Legacy Town Center	3	2	7	1
Preston Center	7	7	3	7
The Domain	2	1	1	4
West 7th Street	5	6	4	6
Buckhead Village	4	4	5	3

Source: ESRI, December 2023

2023 Retail, Food and Beverage Expenditures within 5 Minutes of Peer Places by the Numbers

	2023 Expenditures			2023 Expenditures per Acre		
	Retail Trade & Food/ Drink	**Retail Trade**	**Food Services & Drinking Places**	**Retail Trade & Food/ Drink**	**Retail Trade**	**Food Services & Drinking Places**
Addison Circle	**$508,388,848**	**$429,035,795**	**$79,353,053**	**$4,605,806**	**$3,886,898**	**$718,908**
Las Colinas	$376,195,024	$315,449,279	$60,745,745	$601,248	$504,162	$97,086
Legacy Town Center	$698,195,271	$589,063,950	$109,131,321	$1,740,224	$1,468,219	$272,005
Preston Center	$402,268,606	$342,017,037	$60,251,568	$4,014,256	$3,413,003	$601,253
The Domain	$509,854,354	$429,973,329	$79,881,025	$3,002,676	$2,532,234	$470,442
West 7th Street	$423,855,852	$358,386,669	$65,469,183	$478,809	$404,851	$73,957
Buckhead Village	$809,750,461	$681,211,734	$128,538,727	$6,389,068	$5,374,876	$1,014,192

Source: ESRI, December 2023

2023 Retail, Food and Beverage Sales within 5 Minutes of Peer Places Ranked

	2023 Expenditures			2023 Expenditures per Acre		
	Retail Trade & Food/ Drink	**Retail Trade**	**Food Services & Drinking Places**	**Retail Trade & Food/ Drink**	**Retail Trade**	**Food Services & Drinking Places**
Addison Circle	**4**	**4**	**4**	**2**	**2**	**2**
Las Colinas	7	7	6	6	6	6
Legacy Town Center	2	2	2	5	5	5
Preston Center	6	6	7	3	3	3
The Domain	3	3	3	4	4	4
West 7th Street	5	5	5	7	7	7
Buckhead Village	1	1	1	1	1	1

Source: ESRI, December 2023

LOCAL ECONOMIC INFRASTRUCTURE

NUDGING THE MARKET

A community that wants to grow in a certain manner or promote a specific set of development patterns or industries can "nudge" the market in a direction using a variety of tools. Examples of using resources to nudge the market in a desired direction include:

- Making strategic capital improvements in advance of development to spur desired private investment.
- Establishing a set of design standards in a designated area and offering incentives to investors to meet those standards.
- Making it more difficult to develop in a manner that is not fiscally sustainable.
- Offering incentives for private development to complete public improvements.
- Developing a study for an area or activity that clarifies desired uses, development patterns and improvements.
- Implementing a marketing campaign aimed at attracting a specific type of private investment to an area.

THE TOOLKIT

Economic Infrastructure can be likened to a toolkit. The community has a number of tools available in the toolkit that can be used to make new things happen or to fix something within the community that is not operating as it should. Each tool has a purpose that is slightly or substantially different than the others. Sometimes a single tool is all that is needed but often success requires using a number of tools - occasionally in very creative ways in order to get the desired outcome.

The Town of Addison has a number of resources available in its toolkit to motivate the market to move in specific and desirable directions ranging from clarifying direction through plans to direct intervention using incentives. Following is an examination of the most popular items used to nudge the market to a desired outcome. The list is by no means exhaustive or static.

Community Branding & Marketing

Addison does not currently offer a clearly communicated identity, brand or marketing program - but it is not working in an identity vacuum and development of the brand is underway.

"The Addison Way"

Addison does have a unique sense of self that is exhibited in the "Addison Way" - a culture of service delivery that is a reflection of values including kindness, innovation and solutions-focus.

Community Brand

Staff is currently collaborating with a consultant for purposes of developing a brand story for economic development. The brand story builds upon the concept of "The Addison Way" with a focus on success, drive and bold vision.

Logo and Tagline

The town has an established and well designed logo with clear design guidelines. A tagline for purposes of economic development is in development.

Policies and Standards

Policies and standards are an indication of a preference by the community - something that the town would like to see integrated into an improvement or development. On the other hand, neither policies or standards are typically a legal requirement - unless a law is passed that makes them so.

All communities have policies - some of which are formal and well documented and others that are less so. Similarly most communities have some established standards - most notably roadway design standards. Others may have design standards for structures, particularly if the community desires a specific "look and feel" in a given area.

Addison actively encourages developers to incorporate improvements into a project in order to meet community need or demand. Most obvious is the active promotion of homeownership in new development. Efforts to promote homeownership were reinforced by a formal policy approved by City Council in 2017.

Development Codes

The Town of Addison is currently in process of updating development codes through preparation of a Unified Development Code that bundles all subdivision, zoning and other development regulations into a single product. Use of a UDC has traditionally proven to simplify and speed up the development review process.

The current format is not anticipated to include incentives that promote specific character, development patterns or other efforts by relaxing requirements or allowing density bonuses.

Plans & Studies

While a plan does not have a direct impact on development it does have the ability to set the vision for both the community and investors. By developing and implementing a plan for the community, a segment of the market, or a special area the Town is laying the foundation for improvements and signaling to the development community that efforts matching the vision of the plan will be viewed more favorably.

The Town of Addison has been aggressive in planning both currently and in recent years.

Special Area Plans

The Town of Addison has undertaken a series of special area plans either intended to guide impending development or lay the foundation for future development activity. Special Area Plans undertaken in recent years include:

- *Inwood Enhancement Zone* (2017) addresses redevelopment opportunities for a portion of the town located along Inwood Road south of Belt Line Road and past Landmark Place.
- *Addison Circle Special Area Study* (2018) specifically envisioned development in two areas of Addison Circle defined as Addison Circle West and Addison Central, including the area to be developed as a DART station with accompanying transit oriented development.
- *Midway South Special Area Study* (2022) reimagines the area on the west side of Midway Road south of Belt Line Road and north of Hornet Road.

Economic Development

The Economic Development Strategic Plan (2019) for the Town of Addison offered an extensive assessment of the community and economic conditions. Ultimately, the plan recommended a focus on the Information Technology, Specialized Financial Services, Engineering & R&D Services, Consulting Services, and Creative Services markets. It further established four goals to:

- Promote Addison as a place of choice for talent looking to live, work and/or play in the Dallas-Fort Worth region
- Maintain a business climate that differentiates Addison and supports the needs of its existing and new corporate audiences in Addison's recommended targeted industries
- Promote Addison's key assets and points of difference to its targeted industries
- Leverage Addison's quality of place to support its "people" audiences (residents, employees, visitors)

Housing

In 2022 Addison completed development of a "Housing FAQ" designed to address the current housing inventory, policies in place that impact housing, and a report on trends for various types of housing.

Transportation

- *The Master Transportation Plan* (2016) focused largely on methods of enhancing the existing mobility network, including efforts to increase "mode choice" to allow for travel by bike, walking, commuter rail or other means without a personal automobile. The plan offered context sensitive design options on a variety of corridors and offered a series of design standards for types of roadways and circumstances.

Parks & Trails

- *Addison Circle Park Vision Plan* (2024) is an ongoing effort to examine Addison Circle Park and ways in which the park can be energized and amenitized and build upon momentum created by the new TOD.
- *Quorum Drive Placemaking Vision (2024)* is a nearly complete reimagination of Quorum Drive between Belt Line Road and Landmark Place. Conceptual design for the corridor is highly multimodal, activated and iconic
- *The Citywide Trails Master Plan* (2021) was developed to substantially expand connectivity throughout Addison by a series of trails, sidewalks, shared use paths, and bike lanes.
- *Parks, Recreation and Open Space Master Plan* (2019) assesses and expands upon the town's impressive system of parks while recognizing the role that the community's green spaces play in local quality of life, placemaking and tourism. The plan offered a number of placemaking-centric recommendations and paved the way for future plans as well as parkland dedication fees.

Facilities

- *Facilities Utilization Study Phase II* (2023) continued efforts to determine the most optimal means of housing the wide variety of community functions including administrative offices, fire stations, police facilities, municipal courts and service centers for public works and parks and recreation - among other government needs.

Airport

- *Airport Master Plan* (2016) was developed for purposes of overall improvement and management of infrastructure and facilities at Addison Airport (ADS). As noted in the plan, "with many of the major airfield projects complete, the emphasis of this master plan is on the landside facilities and management." The town is once again preparing to update the Airport Master Plan in 2024 as is regularly required to position the airport for continued financial support.
- *Texas Aviation Economic Impact Report* (2018) provides a detailed analysis of the overall impact that the aviation system has on the state. It also provided a sample of the economic impact of Addison Airport on the community including job creation, capital projects and visitors resulting from the presence of the airport.

Economic Incentives

Following is a list of available incentives at the local level and the way in which they are currently applied in Addison. While listed individually, many of these tools can be complementary and used with other resources, including incentives offered by the State of Texas.

Type A or B Sales Tax

What is it?

A portion of local sales tax dedicated for purposes of economic development. Type A is dedicated primarily to incentivizing industrial activities while Type B can also make allowed quality of life improvements.

How is it used in Addison?

The Town of Addison does not have an adopted Type A or Type B dedicated sales tax. Rather, the city provides funding for economic development services through the general fund.

Chapter 380

What is it?

Chapter 380 refers to the section of the Texas Local Government Code that allows communities such as Addison to grant or loan funds to a developer or business owner for purposes of economic development.

How is it used in Addison?

Addison has actively used its Chapter 380 powers to bring quality development to the community. Examples include agreements associated with Village on the Parkway, Addison Grove and relocation of Firehawk headquarters. According to the Texas Comptroller's Office, the Town has ten active Chapter 380 agreements.

Tax Abatement

What is it?

The ability to reduce or eliminate property tax to be paid by a property owner for a period of time up to ten years. Tax abatement can be used for purposes of attracting and retaining business.

How is it used in Addison?

The Town of Addison has no current tax abatement projects on record with the Texas Comptroller's Office.

Tax Increment Finance (TIF/TIRZ)

What is it?

Allows for capture of increase in property value (increment) within a designated "reinvestment zone" for capital improvements and efforts to spur private investment. Improvements may be made by a developer and reimbursed by a TIF/TIRZ. Debt may also be issued based upon TIF/TIRZ increment. A TIF/TIRZ may be created by a municipality or a county and most taxing entities may choose to participate.

How is it used in Addison?

The town does not have an active Tax Increment Reinvestment Zone.

Public Improvement District (PID)

What is it?

Allows for delivery of improvements, maintenance or specific services within a designated area that is paid by using an assessment on property owners. A developer may opt to use a PID to finance infrastructure improvements and receive reimbursement over time. Similarly a PID dedicated to maintenance or a specific service may cover expenses using assessment funds.

How is it used in Addison?

Hoteliers in Addison are discussing voluntarily participating in a tourism PID that supports efforts to increase tourism activity in the area.

Management District (MD)

What is it?

A Municipal Management District provides improvements and services to a designated area by collecting an assessment or tax. Services provided by a management district can be broad from marketing to security. Unlike other tools, an MD must be created by the State. The number of management districts in the Metroplex are relatively limited, but are more numerous elsewhere in Texas.

How is it used in Addison?

Addison does not have an active municipal management district.

RECOMMENDATIONS

FOCUS

Recommendations of the Market Position Report are intended for potential integration into the Comprehensive Plan, as well as other uses by town staff as deemed appropriate. They are a reflection of all preceding aspects of the Market Position Report including community character, needs and opportunities, and market trends. They build upon the prior work conducted by the town where appropriate, including the Economic Development Strategic Plan and various other studies and improvements.

The focus of report recommendations is on:

- Place-based economics,
- Maintaining and enhancing the local work force and Addison as a place for work, and
- Diversifying, to a degree, the local market and civic revenue streams.

OVERALL THEMES

Recommendations made in this report are, where appropriate, focused on the geographic areas recognized in the outset of the report. However, all recommendations can be traced back to the following seven overarching themes.

New Addison, Better than the Old Addison and Different from the Pack

Addison Circle was a trendsetter and a model for creating an exciting urban setting outside of downtown Dallas and Fort Worth. It was an alternative to surrounding suburbanization. Today, those communities have caught up and, in some cases, improved upon the model.

In truth, 1990s Addison was successful because it was different and, for many people, it was better. That is also the key to Addison's future success. The town doesn't need to "catch up". It needs to once again be different. Take the risk. Lead by example - the Addison Way.

Placemaking, Attractions and Destination Building

Addison needs more "places" and some of its current places need to transition into destinations. Village on the Parkway and Addison Circle both need to continue to evolve to become ever closer to places that can keep the interest of visitors for a period of four hours or more. Additionally, however, Addison needs to offer more to do and those activities need to be located in other areas of the community. Local hangouts, attraction-level commercial activities/venues, and place-focused centers in locations not traditionally known as places including Restaurant Row, the Office Corridor, and the industrial areas surrounding Addison Airport.

Walkability, Connectivity and Corridors

Walkability and connectivity are not only a logical evolution for Addison - they are literally critical to the future success of the community. Younger employees and residents want an environment that is highly walkable and both physically and visually connected.

Addison has the opportunity to not only be a well connected, walkable community, it has the chance to do so in a way that is highly marketable and incredibly visible - by strategically transforming Restaurant Row and the Office Corridor into places in their own right.

Addison as "The Office"

Addison has a history of being known as a place to office. New market trends may be changing the way that people choose to "office" but that has the strong potential to be to Addison's advantage. Addison, by most standards, is small. It already has great public spaces and is known for its sheer number of restaurants - both of which are increasingly places where people work outside of the traditional office. By connecting all the dots, filling gaps and applying a strong dose of marketing, Addison can be known as a community where someone can office from virtually anywhere - all without leaving town!

Addison Airport as an Economic Engine

The airport is an amenity that is unique to Addison among its peers - one that is highly respected in its industry and offers access to a wide variety of audiences from corporate executives to future pilots. More, it is already a revenue generator for the community in its current capacity.

The good news is that the airport is not only a strategic advantage but it is one on which Addison should capitalize, both from the perspective of "market capture" in terms of air traffic but also for purposes of expanding and growing the local business community.

Industry - Addison's Secret Weapon

The role of industrial activity in Addison cannot be missed - visually and financially. However, it is easily overshadowed by the prominence of Addison Circle, Village on the Parkway, the Office Corridor, Restaurant Row and even Addison Airport. Yet industry remains a substantial part of the community and one that can play an increasing role in the future of the community. Addison and its industrial stock are well positioned to take advantage of trends in technology, product distribution, and other changing dynamics.

Be Aggressive - Both Fast and Slow

To borrow from baseball terminology, not all games are won by home runs. Some are won by a good run of base hits. There will be specific recommendations of this report and the Comprehensive Plan that require substantial and relatively immediate commitment while others require a level of flexibility and patience. Placemaking in industrial areas and along Inwood Road, for example, may best occur in a more organic, incremental manner. On the other hand, the need to address improvements to Addison Circle and other high visibility, high reward areas cannot be understated.

ADDISON CIRCLE STRATEGIES

Strategies

1. Reconsider the roles and relationships of Addison Circle Park as part of the Vision Plan.
    - Add new energy and amenities to the space similar to the design of other successful urban social and recreational spaces.
    - Consider a location for food trucks, kiosks or other "pop-up" opportunities – perhaps in closer proximity to Addison Airport to meet airport service needs as well.
    - Consider methods of building a stronger visual connection between the park and Addison Airport.
2. Collaborate with property owners on a strategy for establishing a walkable destination cluster that includes 10 boutique shopping experiences, 10 unique restaurants and 10 locations that will stay open after 6pm.
    - Target specific businesses that may fill a gap in building critical mass and meet a community need.
    - Assess the viability of current retail space to competitively attract and keep new tenants
    - Consider a partnership with property owners to create a "discount package" to draw desired vendors into the area.
    - Update local wayfinding and navigation signage directing visitors to structured parking and local businesses.
    - Establish a tree maintenance program for Addison Circle that balances the benefits of a mature and healthy tree canopy with business visibility.
    - Assess lighting conditions and consider methods of integrating new lighting that adds to the experience of Addison Circle.
3. Make Addison Circle the ultimate "alternative office" experience
    - Coordinate with experts to define the traits needed for restaurants, coffee shops, open spaces, collaborative areas and more to be havens for office employees seeking a break from the formal or home office.
    - Collaborate with residential property owners on improvements/upgrades to spaces to allow for fully functional "work from home" opportunities.
    - Partner with office ownership to promote the "Addison as Office" concept to prospective tenants.

VILLAGE ON THE PARKWAY STRATEGIES

Strategies

4. Continue to cultivate a high quality mix of dining, beverage and entertainment activities.
    - Consider integrating limited scale "pop-up" boutique retail as an experiment to draw some level of shopping experience to Village on the Parkway.
    - Continue to seek out creative methods of integrating entertainment into Village on the Parkway without sacrificing the successful mix of dining and beverage activities.
    - Continue to pursue specialty retail as a complement to dining and entertainment opportunities.
5. Establish a series of amenitized pocket green/open spaces.
    - Promote creation of more outdoor dining options but also common spaces for small music or limited scale activities.
    - Consider creative integration of parking garages into Village on the Parkway in order to create more green space opportunities (potentially even associated with the parking garage).
    - Establish a series of strategically placed plazas and green spaces that add relief from the auto-intensive nature of the area.
    - Consider strategically supplementing existing dining and beverage activities with temporary, rotating venues through food trucks and "pop-ups".
6. Enhance connectivity and walkability.
    - Place emphasis on pedestrian pathways and connections within Village on the Parkway.
    - Build visual and physical connection to areas adjacent to Village on the Parkway to expand from a single property owner to a dining, beverage and entertainment district.
    - Creatively bridge the tollway to build a stronger connection between Village on the Parkway and other areas of Addison, including increased bike/ped access.

RESTAURANT ROW STRATEGIES

Strategies

7. Promote transition of activities along Restaurant Row from fully linear, convenience focused strip development to lifestyle and experience based centers.
    - Promote upgrading sites to multi-story residential/commercial mixed use where feasible.
    - Coordinate with business owners to incorporate "Addison as Office" amenities into establishments and to ensure that the types of establishments desired for remote work are available.
    - Where possible, "combine" sites to function as commercial centers with complementary uses and activities.
8. Redesign and update commercial activity along the corridor.
    - Promote integration of place-based amenities into sites, including outdoor dining, entertainment, green space, and more.
    - Encourage transition of parking spaces into outdoor space and green space where appropriate.
    - Consider a facade/site improvement grant to encourage architectural and site improvements.
9. Transform Belt Line Road into an actively multimodal, uniquely branded corridor "experience" .
    - Redevelop Belt Line Road into a multimodal thoroughfare with equal focus on short pedestrian trips between commercial areas and as a commuter spine.
    - Incorporate amenities that encourage walkability and cycling.
    - Build critical bike/ped connections to other areas as well as residential areas.

OFFICE CORRIDOR STRATEGIES

Strategies

10. Build a culture, reputation and experience of Entrepreneurship and Innovation within and among the towers of the Office Corridor.
    - Designate one or more locations along the corridor for purposes of business incubation using existing vacant space.
    - Integrate co-working and collaboration spaces into office towers.
    - Consider a town-led program to support startups, business innovation, and small business growth.
    - Promote Addison as the Metroplex's home for Innovation and Innovators as a means of building off the town's brand story.
11. Diversify the Office Corridor.
    - Consider a study that examines the feasibility of converting portions (or all) of one or more office towers into multi-use centers.
    - Promote infill activity throughout the corridor and where feasible to integrate residential, retail and institutional uses between office towers. This includes development of limited scale activity centers in areas distant from Addison Circle, Village on the Parkway and Restaurant Row that can serve as local "hangouts".
    - Promote efforts to upgrade existing towers with the necessary spaces and amenities to continue to attract tenants at marketable rents.
12. Build a well-connected, unique, multimodal experience along the corridor.
    - Reinvent lawns and landscaping between towers into inviting green spaces that are intended to be actively used by tenants and guests. The series of connected green spaces could developed in a way that they become a private contribution to the city's series of open spaces and natural areas (or a public/private partnership to add green activity nodes along the corridor).
    - Create methods of moving tenants along the Quorum Drive corridor and to other areas of Addison (particularly Addison Circle) without necessarily requiring a personal vehicle, including walking, cycling, scooters, or limited scale transit.
    - Enhance the corridor to improve visual appeal but to also provide an aesthetic, visual connection between offices and to also increase use by non-vehicular traffic.

AIRPORT CENTRIC & INDUSTRY STRATEGIES

Strategies

13. Continue to enhance Addison Airport to grow both its influence and its contribution to the Addison economy.
    - Acquire a Maintenance and Repair Operations entity to provide full maintenance service onsite.
    - Actively market Addison Airport as the right choice for executive travel and charter service.
    - Collaborate with airport users to pursue additional services that increase both air traffic and the level of customer service reflective of the Addison Way.
    - Create multimodal connections between the Airport, the DART Silver Line and adjacent areas, such as Addison Circle.
    - Prepare to capture a role in the advanced air mobility industry segment as it materializes to capitalize on the "first mile/last mile" service delivery strategy by building upon the current and recommended strengths of Addison Airport including proximity to customers, facilities, operator/pilot training and service/repair.
14. Integrate the concepts of Innovation, Technology and Entrepreneurship into Addison's industrial sector.
    - Pursue retrofitting or replacing existing industrial sites to accommodate micro-factory concepts and capture a portion of the fracturing distribution chain.
    - Attract and retain industrial activities that align with Addison's targeted market sectors as well as those that can build upon proximity to Addison Airport.
    - Allow incorporation of "mixed use" activities into industrial properties where appropriate and in a manner that is complementary to industrial activity.
    - Promote modernization of industrial facilities, including refreshing structures and site improvements.
    - Enhance the visual appeal of industrial areas through corridor enhancements and development of green spaces similar to other areas of the community.
15. Take a patient, incremental approach to reinvestment in strategic industrial areas such as along Inwood Road.
    - Present and promote the concept of low-scale incremental development, including mixed activities - including appropriate types of industrial uses.
    - Build sufficient flexibility into development codes in designated areas to allow for active experimentation by developers and investors.

VITRUVIAN PARK STRATEGIES

Strategies

16. Enhance connectivity to and activation within green spaces at Vitruvian Park.
    - Increase the perceived and physical connection between Vitruvian Park and other areas of Addison.
    - Increase bike/ped connectivity where and how appropriate to bring new users to the park and to draw residents to other sites in Addison.

CITYWIDE OR OTHER STRATEGIES

17. Coordinate with local hoteliers to determine efforts needed to increase hotel occupancy and the Addison hotel experience.
    - Conduct a study to define the feasibility of hotel activity in Addison, the steps needed to enhance hotel activity, and changes needed to make the hotel sector competitive.

18. Complete the Brand Story for the Town of Addison and a Marketing Program aimed both internally and externally.
    - Consider themes that are authentic to Addison while also building upon the innovative, entrepreneurial spirit of the community.
    - Integrate themes from the Brand Story into activities and events in Addison.
    - Build an aggressive market campaign capable of adaptation fitting to various target markets and priority audiences.

19. Actively and creatively use appropriate resources available in Addison's economic toolkit to implement strategies in the Market Position Report.
    - Consider creation of designated districts in Addison beginning with Addison Circle.
    - Consider use of a combination of special districts and tools, including Chapter 380, TIF/TIRZ, PID and more management districts where appropriate, including for support in making various capital improvements.



Prepared by **Hawes Hill & Associates**
as part of the **Advance Addison 2050** Comprehensive Plan process led by **Verdunity**.

Appendix F: Esri Tapestries

Tapestry Segmentation Area Profile

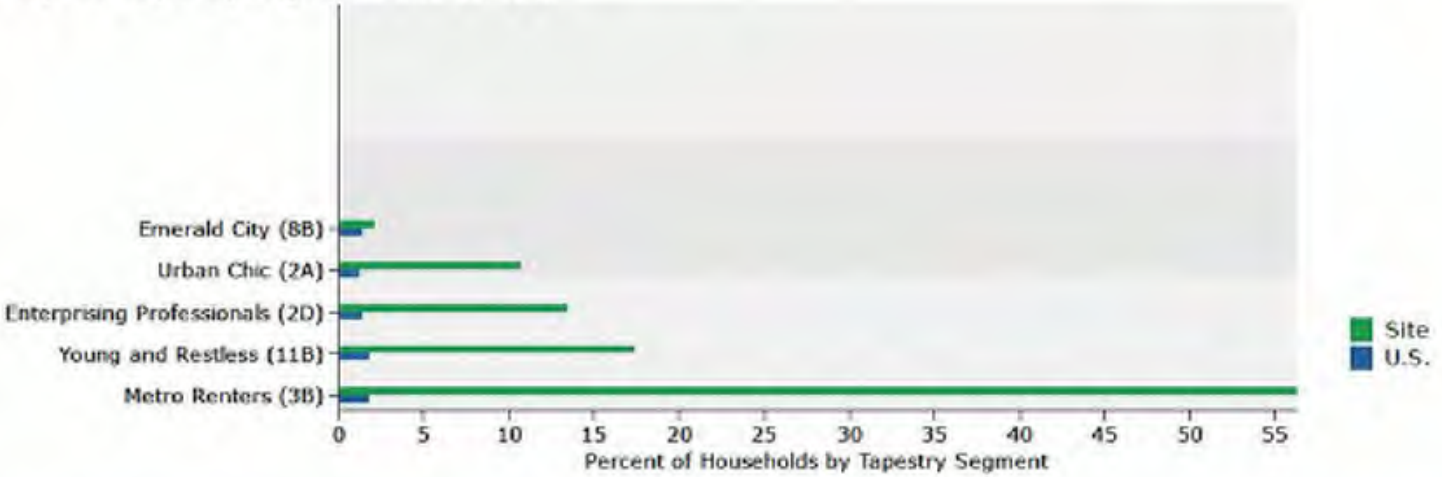
Addison Town, TX
Addison Town, TX (4801240)
Geography: Place

Prepared by Esri

Top Twenty Tapestry Segments

Rank	Tapestry Segment	2023 Households Percent	2023 Households Cumulative Percent	2023 U.S. Households Percent	2023 U.S. Households Cumulative Percent	Index
1	Metro Renters (3B)	56.3%	56.3%	1.8%	1.8%	3166
2	Young and Restless (11B)	17.4%	73.7%	1.8%	3.5%	982
3	Enterprising Professionals (2D)	13.5%	87.2%	1.5%	5.0%	918
4	Urban Chic (2A)	10.7%	97.9%	1.3%	6.3%	844
5	Emerald City (8B)	2.1%	100.0%	1.4%	7.7%	149
	Subtotal	**100.0%**		**7.8%**		
	Total	**100.0%**		**7.7%**		**1297**

Top Ten Tapestry Segments Site vs. U.S.



Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or Total Population 18+ in the area, by Tapestry segment, to the percent of households or Total Population 18+ in the United States, by segment. An index of 100 is the US average.
Source: Esri

November 22, 2023

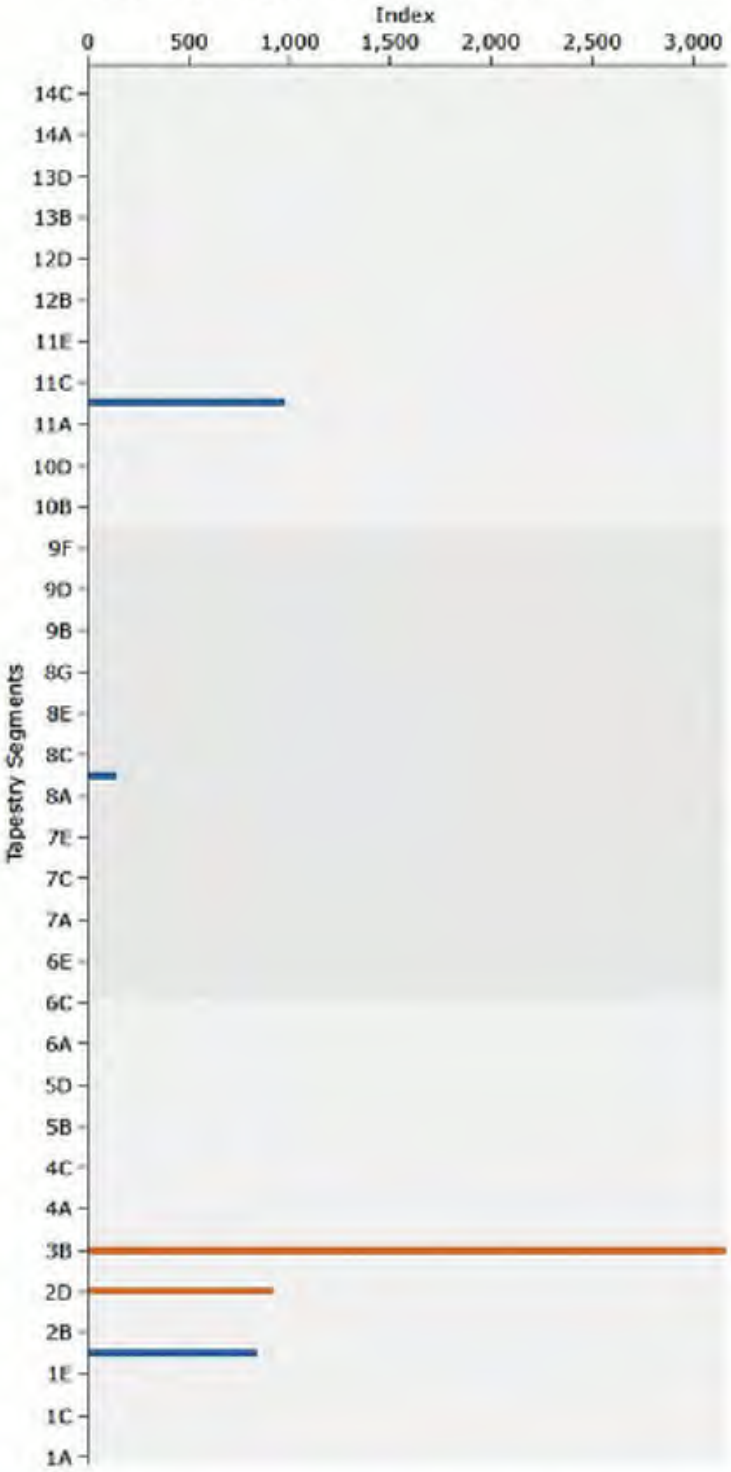
©2023 Esri

Tapestry Segmentation Area Profile

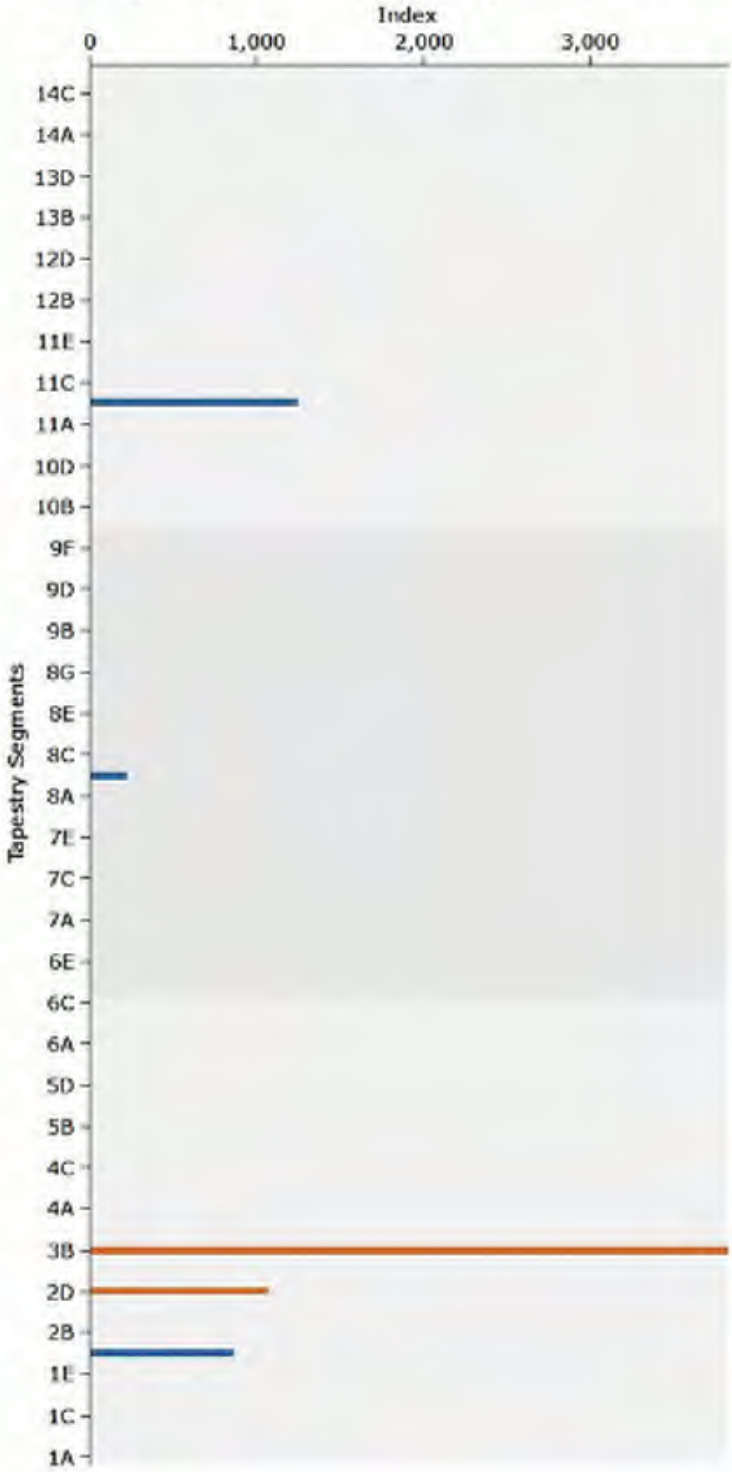
Addison Town, TX
Addison Town, TX (4801240)
Geography: Place

Prepared by Esri

2023 Tapestry Indexes by Households



2023 Tapestry Indexes by Total Population 18+



Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or Total Population 18+ in the area, by Tapestry segment, to the percent of households or Total Population 18+ in the United States, by segment. An index of 100 is the US average.
Source: Esri

November 22, 2023

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Tapestry Segmentation Area Profile

Addison Town, TX
Addison Town, TX (4801240)
Geography: Place

Prepared by Esri

Tapestry LifeMode Groups	2023 Households			2023 Adult Population		
	Number	Percent	Index	Number	Percent	Index
Total:	10,296	100.0%		15,560	100.0%	
1. Affluent Estates	**0**	**0.0%**	**0**	**0**	**0.0%**	**0**
Top Tier (1A)	0	0.0%	0	0	0.0%	0
Professional Pride (1B)	0	0.0%	0	0	0.0%	0
Boomburbs (1C)	0	0.0%	0	0	0.0%	0
Savvy Suburbanites (1D)	0	0.0%	0	0	0.0%	0
Exurbanites (1E)	0	0.0%	0	0	0.0%	0
2. Upscale Avenues	**2,489**	**24.2%**	**436**	**3,986**	**25.6%**	**436**
Urban Chic (2A)	1,104	10.7%	844	1,659	10.7%	863
Pleasantville (2B)	0	0.0%	0	0	0.0%	0
Pacific Heights (2C)	0	0.0%	0	0	0.0%	0
Enterprising Professionals (2D)	1,385	13.5%	918	2,327	15.0%	1,072
3. Uptown Individuals	**5,800**	**56.3%**	**1433**	**8,368**	**53.8%**	**1646**
Laptops and Lattes (3A)	0	0.0%	0	0	0.0%	0
Metro Renters (3B)	5,800	56.3%	3,166	8,368	53.8%	3,825
Trendsetters (3C)	0	0.0%	0	0	0.0%	0
4. Family Landscapes	**0**	**0.0%**	**0**	**0**	**0.0%**	**0**
Workday Drive (4A)	0	0.0%	0	0	0.0%	0
Home Improvement (4B)	0	0.0%	0	0	0.0%	0
Middleburg (4C)	0	0.0%	0	0	0.0%	0
5. GenXurban	**0**	**0.0%**	**0**	**0**	**0.0%**	**0**
Comfortable Empty Nesters (5A)	0	0.0%	0	0	0.0%	0
In Style (5B)	0	0.0%	0	0	0.0%	0
Parks and Rec (5C)	0	0.0%	0	0	0.0%	0
Rustbelt Traditions (5D)	0	0.0%	0	0	0.0%	0
Midlife Constants (5E)	0	0.0%	0	0	0.0%	0
6. Cozy Country Living	**0**	**0.0%**	**0**	**0**	**0.0%**	**0**
Green Acres (6A)	0	0.0%	0	0	0.0%	0
Salt of the Earth (6B)	0	0.0%	0	0	0.0%	0
The Great Outdoors (6C)	0	0.0%	0	0	0.0%	0
Prairie Living (6D)	0	0.0%	0	0	0.0%	0
Rural Resort Dwellers (6E)	0	0.0%	0	0	0.0%	0
Heartland Communities (6F)	0	0.0%	0	0	0.0%	0
7. Sprouting Explorers	**0**	**0.0%**	**0**	**0**	**0.0%**	**0**
Up and Coming Families (7A)	0	0.0%	0	0	0.0%	0
Urban Villages (7B)	0	0.0%	0	0	0.0%	0
Urban Edge Families (7C)	0	0.0%	0	0	0.0%	0
Forging Opportunity (7D)	0	0.0%	0	0	0.0%	0
Farm to Table (7E)	0	0.0%	0	0	0.0%	0
Southwestern Families (7F)	0	0.0%	0	0	0.0%	0

Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or Total Population 18+ in the area, by Tapestry segment, to the percent of households or Total Population 18+ in the United States, by segment. An index of 100 is the US average.
Source: Esri

November 22, 2023

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Tapestry Segmentation Area Profile

Addison Town, TX
Addison Town, TX (4801240)
Geography: Place

Prepared by Esri

Tapestry LifeMode Groups	2023 Households			2023 Adult Population		
	Number	Percent	Index	Number	Percent	Index
Total:	10,296	100.0%		15,560	100.0%	
8. Middle Ground	**218**	**2.1%**	**20**	**424**	**2.7%**	**27**
City Lights (8A)	0	0.0%	0	0	0.0%	0
Emerald City (8B)	218	2.1%	149	424	2.7%	220
Bright Young Professionals (8C)	0	0.0%	0	0	0.0%	0
Downtown Melting Pot (8D)	0	0.0%	0	0	0.0%	0
Front Porches (8E)	0	0.0%	0	0	0.0%	0
Old and Newcomers (8F)	0	0.0%	0	0	0.0%	0
Hometown Heritage (8G)	0	0.0%	0	0	0.0%	0
9. Senior Styles	**0**	**0.0%**	**0**	**0**	**0.0%**	**0**
Silver & Gold (9A)	0	0.0%	0	0	0.0%	0
Golden Years (9B)	0	0.0%	0	0	0.0%	0
The Elders (9C)	0	0.0%	0	0	0.0%	0
Senior Escapes (9D)	0	0.0%	0	0	0.0%	0
Retirement Communities (9E)	0	0.0%	0	0	0.0%	0
Social Security Set (9F)	0	0.0%	0	0	0.0%	0
10. Rustic Outposts	**0**	**0.0%**	**0**	**0**	**0.0%**	**0**
Southern Satellites (10A)	0	0.0%	0	0	0.0%	0
Rooted Rural (10B)	0	0.0%	0	0	0.0%	0
Economic BedRock (10C)	0	0.0%	0	0	0.0%	0
Down the Road (10D)	0	0.0%	0	0	0.0%	0
Rural Bypasses (10E)	0	0.0%	0	0	0.0%	0
11. Midtown Singles	**1,789**	**17.4%**	**278**	**2,782**	**17.9%**	**328**
City Strivers (11A)	0	0.0%	0	0	0.0%	0
Young and Restless (11B)	1,789	17.4%	982	2,782	17.9%	1,253
Metro Fusion (11C)	0	0.0%	0	0	0.0%	0
Set to Impress (11D)	0	0.0%	0	0	0.0%	0
City Commons (11E)	0	0.0%	0	0	0.0%	0
12. Hometown	**0**	**0.0%**	**0**	**0**	**0.0%**	**0**
Family Foundations (12A)	0	0.0%	0	0	0.0%	0
Traditional Living (12B)	0	0.0%	0	0	0.0%	0
Small Town Sincerity (12C)	0	0.0%	0	0	0.0%	0
Modest Income Homes (12D)	0	0.0%	0	0	0.0%	0
13. Next Wave	**0**	**0.0%**	**0**	**0**	**0.0%**	**0**
Diverse Convergence (13A)	0	0.0%	0	0	0.0%	0
Family Extensions (13B)	0	0.0%	0	0	0.0%	0
NeWest Residents (13C)	0	0.0%	0	0	0.0%	0
Fresh Ambitions (13D)	0	0.0%	0	0	0.0%	0
High Rise Renters (13E)	0	0.0%	0	0	0.0%	0
14. Scholars and Patriots	**0**	**0.0%**	**0**	**0**	**0.0%**	**0**
Military Proximity (14A)	0	0.0%	0	0	0.0%	0
College Towns (14B)	0	0.0%	0	0	0.0%	0
Dorms to Diplomas (14C)	0	0.0%	0	0	0.0%	0
Unclassified (15)	0	0.0%	0	0	0.0%	0

Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or Total Population 18+ in the area, by Tapestry segment, to the percent of households or Total Population 18+ in the United States, by segment. An index of 100 is the US average.
Source: Esri

November 22, 2023

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Tapestry Segmentation Area Profile

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Addison Town, TX (4801240)
Geography: Place

Prepared by Esri

Tapestry Urbanization Groups	2023 Households			2023 Adult Population		
	Number	Percent	Index	Number	Percent	Index
Total:	10,296	100.0%		15,560	100.0%	
1. Principal Urban Center	**5,800**	**56.3%**	**772**	**8,368**	**53.8%**	**799**
Laptops and Lattes (3A)	0	0.0%	0	0	0.0%	0
Metro Renters (3B)	5,800	56.3%	3,166	8,368	53.8%	3,825
Trendsetters (3C)	0	0.0%	0	0	0.0%	0
Downtown Melting Pot (8D)	0	0.0%	0	0	0.0%	0
City Strivers (11A)	0	0.0%	0	0	0.0%	0
NeWest Residents (13C)	0	0.0%	0	0	0.0%	0
Fresh Ambitions (13D)	0	0.0%	0	0	0.0%	0
High Rise Renters (13E)	0	0.0%	0	0	0.0%	0
2. Urban Periphery	**0**	**0.0%**	**0**	**0**	**0.0%**	**0**
Pacific Heights (2C)	0	0.0%	0	0	0.0%	0
Rustbelt Traditions (5D)	0	0.0%	0	0	0.0%	0
Urban Villages (7B)	0	0.0%	0	0	0.0%	0
Urban Edge Families (7C)	0	0.0%	0	0	0.0%	0
Forging Opportunity (7D)	0	0.0%	0	0	0.0%	0
Southwestern Families (7F)	0	0.0%	0	0	0.0%	0
City Lights (8A)	0	0.0%	0	0	0.0%	0
Bright Young Professionals (8C)	0	0.0%	0	0	0.0%	0
Metro Fusion (11C)	0	0.0%	0	0	0.0%	0
Family Foundations (12A)	0	0.0%	0	0	0.0%	0
Modest Income Homes (12D)	0	0.0%	0	0	0.0%	0
Diverse Convergence (13A)	0	0.0%	0	0	0.0%	0
Family Extensions (13B)	0	0.0%	0	0	0.0%	0
3. Metro Cities	**2,007**	**19.5%**	**108**	**3,206**	**20.6%**	**123**
In Style (5B)	0	0.0%	0	0	0.0%	0
Emerald City (8B)	218	2.1%	149	424	2.7%	220
Front Porches (8E)	0	0.0%	0	0	0.0%	0
Old and Newcomers (8F)	0	0.0%	0	0	0.0%	0
Hometown Heritage (8G)	0	0.0%	0	0	0.0%	0
Retirement Communities (9E)	0	0.0%	0	0	0.0%	0
Social Security Set (9F)	0	0.0%	0	0	0.0%	0
Young and Restless (11B)	1,789	17.4%	982	2,782	17.9%	1,253
Set to Impress (11D)	0	0.0%	0	0	0.0%	0
City Commons (11E)	0	0.0%	0	0	0.0%	0
Traditional Living (12B)	0	0.0%	0	0	0.0%	0
College Towns (14B)	0	0.0%	0	0	0.0%	0
Dorms to Diplomas (14C)	0	0.0%	0	0	0.0%	0

Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or Total Population 18+ in the area, by Tapestry segment, to the percent of households or Total Population 18+ in the United States, by segment. An index of 100 is the US average.
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	Number	Percent	Index	Number	Percent	Index
Total:	10,296	100.0%		15,560	100.0%	
4. Suburban Periphery	**2,489**	**24.2%**	**75**	**3,986**	**25.6%**	**77**
Top Tier (1A)	0	0.0%	0	0	0.0%	0
Professional Pride (1B)	0	0.0%	0	0	0.0%	0
Boomburbs (1C)	0	0.0%	0	0	0.0%	0
Savvy Suburbanites (1D)	0	0.0%	0	0	0.0%	0
Exurbanites (1E)	0	0.0%	0	0	0.0%	0
Urban Chic (2A)	1,104	10.7%	844	1,659	10.7%	863
Pleasantville (2B)	0	0.0%	0	0	0.0%	0
Enterprising Professionals (2D)	1,385	13.5%	918	2,327	15.0%	1,072
Workday Drive (4A)	0	0.0%	0	0	0.0%	0
Home Improvement (4B)	0	0.0%	0	0	0.0%	0
Comfortable Empty Nesters (5A)	0	0.0%	0	0	0.0%	0
Parks and Rec (5C)	0	0.0%	0	0	0.0%	0
Midlife Constants (5E)	0	0.0%	0	0	0.0%	0
Up and Coming Families (7A)	0	0.0%	0	0	0.0%	0
Silver & Gold (9A)	0	0.0%	0	0	0.0%	0
Golden Years (9B)	0	0.0%	0	0	0.0%	0
The Elders (9C)	0	0.0%	0	0	0.0%	0
Military Proximity (14A)	0	0.0%	0	0	0.0%	0
5. Semirural	**0**	**0.0%**	**0**	**0**	**0.0%**	**0**
Middleburg (4C)	0	0.0%	0	0	0.0%	0
Heartland Communities (6F)	0	0.0%	0	0	0.0%	0
Farm to Table (7E)	0	0.0%	0	0	0.0%	0
Senior Escapes (9D)	0	0.0%	0	0	0.0%	0
Down the Road (10D)	0	0.0%	0	0	0.0%	0
Small Town Sincerity (12C)	0	0.0%	0	0	0.0%	0
6. Rural	**0**	**0.0%**	**0**	**0**	**0.0%**	**0**
Green Acres (6A)	0	0.0%	0	0	0.0%	0
Salt of the Earth (6B)	0	0.0%	0	0	0.0%	0
The Great Outdoors (6C)	0	0.0%	0	0	0.0%	0
Prairie Living (6D)	0	0.0%	0	0	0.0%	0
Rural Resort Dwellers (6E)	0	0.0%	0	0	0.0%	0
Southern Satellites (10A)	0	0.0%	0	0	0.0%	0
Rooted Rural (10B)	0	0.0%	0	0	0.0%	0
Economic BedRock (10C)	0	0.0%	0	0	0.0%	0
Rural Bypasses (10E)	0	0.0%	0	0	0.0%	0
Unclassified (15)	0	0.0%	0	0	0.0%	0

Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or Total Population 18+ in the area, by Tapestry segment, to the percent of households or Total Population 18+ in the United States, by segment. An index of 100 is the US average.
Source: Esri

November 22, 2023

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LifeMode Group: Uptown Individuals

Metro Renters

3B

Households: 1,911,500

Average Household Size: 1.67

Median Age: 32.5

Median Household Income: $67,000

WHO ARE WE?

Residents in this highly mobile and educated market live alone or with a roommate in older apartment buildings and condos located in the urban core of the city. This is one of the fastest-growing segments; the popularity of urban life continues to increase for consumers in their late twenties and thirties. *Metro Renters* residents income is above the US average, but they spend a large portion of their wages on rent, clothes, and the latest technology. Computers and cell phones are an integral part of everyday life and are used interchangeably for news, entertainment, shopping, and social media. *Metro Renters* residents live close to their jobs and usually walk or take a taxi to get around the city.

OUR NEIGHBORHOOD

- Over half of all households are occupied by singles, resulting in the smallest average household size among the markets, 1.67.
- Neighborhoods feature 20+ unit apartment buildings, typically surrounded by offices and businesses.
- Renters occupy close to 80% of all households.
- Public transportation, taxis, walking, and biking are popular ways to navigate the city.

SOCIOECONOMIC TRAITS

- Well-educated consumers, many currently enrolled in college.
- Very interested in the fine arts and strive to be sophisticated; value education and creativity.
- Willing to take risks and work long hours to get to the top of their profession.
- Become well informed before purchasing the newest technology.
- Prefer environmentally safe products.
- Socializing and social status very important.

TAPESTRY SEGMENTATION
esri.com/tapestry

Note: The index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by MRI Simmons.

3B

LifeMode Group: Uptown Individuals

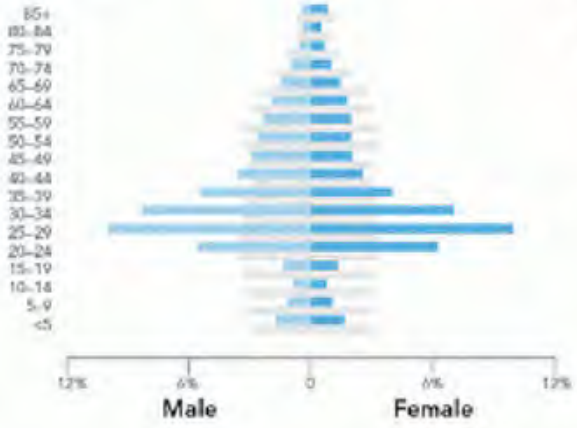
Metro Renters

TAPESTRY SEGMENTATION
esri.com/tapestry

AGE BY SEX (Esri data)

Median Age: 32.5 US: 38.2

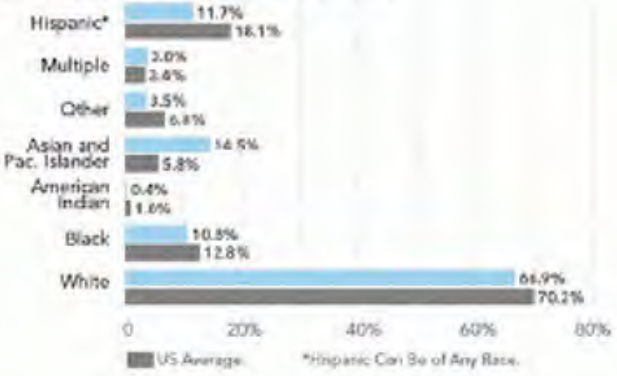
Indicates US



RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

Diversity Index: 61.9 US: 64.0



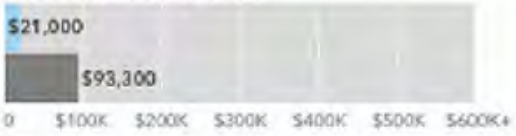
INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income

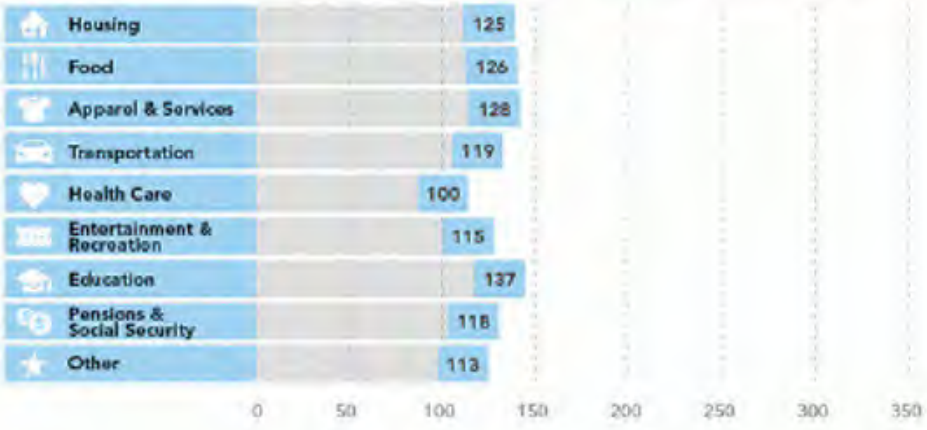


Median Net Worth



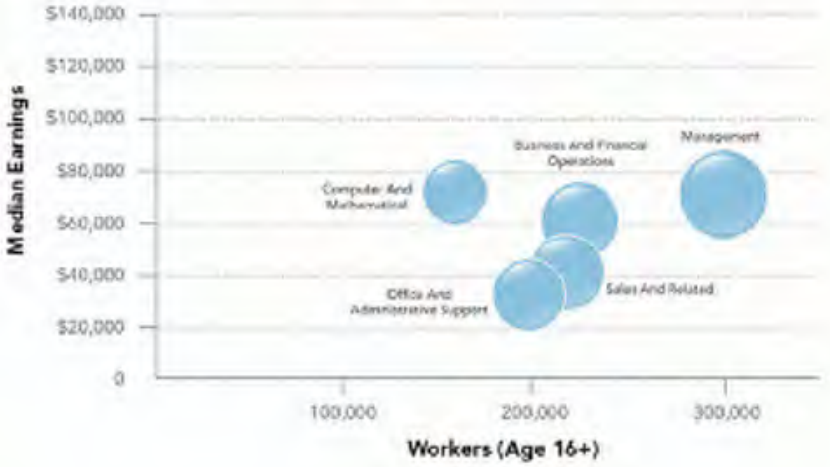
AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.



3B

LifeMode Group: Uptown Individuals

Metro Renters

TAPESTRY SEGMENTATION
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MARKET PROFILE (Consumer preferences are estimated from data by MRI-Simmons.)

- Enjoy wine at bars and restaurants.
- Shop at Trader Joe's and Whole Foods for groceries; partial to organic foods.
- Own a Mac computer and use it for reading/writing blogs, accessing dating websites, and watching TV programs and movies.
- Favorite websites: Facebook, Twitter, YouTube, and LinkedIn.
- Use a tablet for reading newspapers and magazines.
- Participate in leisure activities including yoga, Pilates, and downhill skiing.
- Shop for clothes at Banana Republic, The Gap, and Nordstrom.

HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



Typical Housing:
Multiunit Rentals

Average Rent:
$1,430

US Average: $1,038



POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.



3B

LifeMode Group: Uptown Individuals

Metro Renters

TAPESTRY SEGMENTATION
esri.com/tapestry

SEGMENT DENSITY

This map illustrates the density and distribution of the *Metro Renters* Tapestry Segment by households.







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LifeMode Group: Midtown Singles

Young and Restless

11B

Households: 2,131,500

Average Household Size: 2.04

Median Age: 29.8

Median Household Income: $40,500

WHO ARE WE?

Gen Y comes of age: Well-educated young workers, some of whom are still completing their education, are employed in professional and technical occupations, as well as sales and office and administrative support roles. These residents are not established yet, but striving to get ahead and improve themselves. This market ranks in the top 5 for renters, movers, college enrollment, and labor force participation rate. Almost one in five residents move each year. More than half of all householders are under the age of 35, the majority living alone or in shared nonfamily dwellings. Median household income is still below the US. Smartphones are a way of life, and they use the internet extensively. *Young and Restless* consumers typically live in densely populated neighborhoods in large metropolitan areas; over 50% are located in the South (almost a fifth in Texas), with the rest chiefly in the West and Midwest.

OUR NEIGHBORHOOD

- One of the youngest markets: More than half the householders under age 35; median age 29.8.
- Primarily single-person households (Index 163) with some shared households (Index 201).
- Highly mobile market, beginning careers and changing addresses frequently.
- One of the top 5 renter markets (Index 233).
- Apartment rentals popular: 44% in 5–19 unit buildings (Index 487), 27% in 20+ unit buildings (Index 318).
- Majority of housing built in 1970 or later (84%).

SOCIOECONOMIC TRAITS

- Education completed: More than two out of three have some college, an associate's degree, or a bachelor's degree or higher. Almost 14% are still enrolled in college (Index 175).
- Labor force participation rate is exceptionally high at 75.0%.
- These careful shoppers are aware of price and demonstrate little brand loyalty.
- Like to be the first to try new products, but prefer to do research before buying the latest electronics.
- Most of their information comes from the internet and TV rather than traditional media.
- Carry their cell phone everywhere they go.

TAPESTRY SEGMENTATION
esri.com/tapestry

Note: The index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by MRI Simmons.

11B

LifeMode Group: Midtown Singles

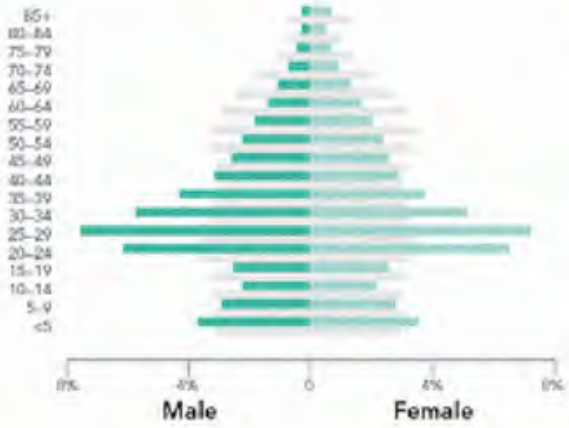
Young and Restless

TAPESTRY SEGMENTATION
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AGE BY SEX

Median Age: 29.8 US: 38.2

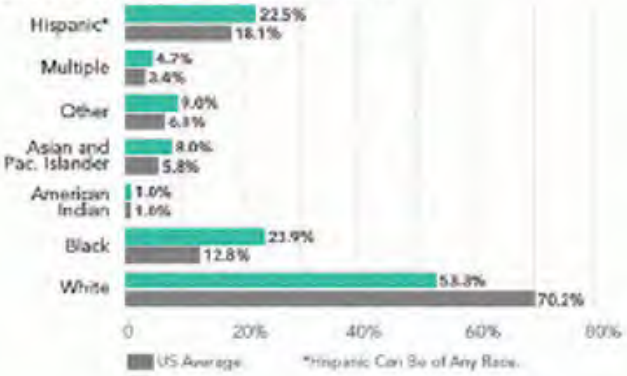
Indicates US



RACE AND ETHNICITY

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

Diversity Index: 77.4 US: 64.0



INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income

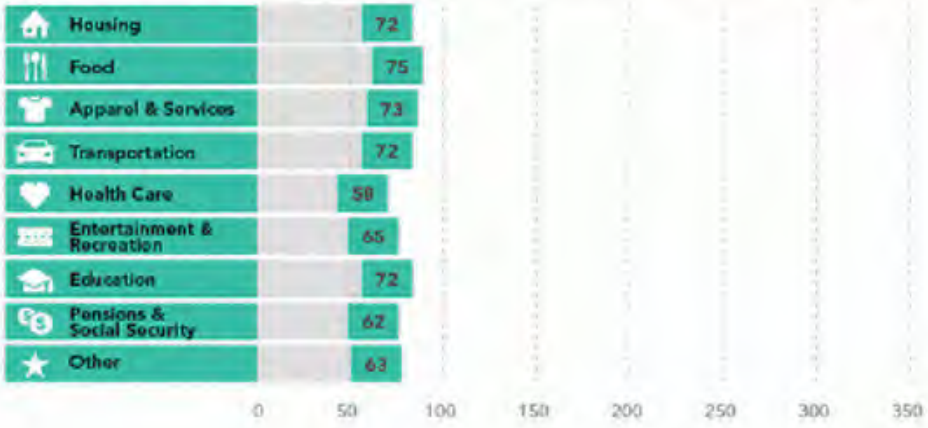


Median Net Worth



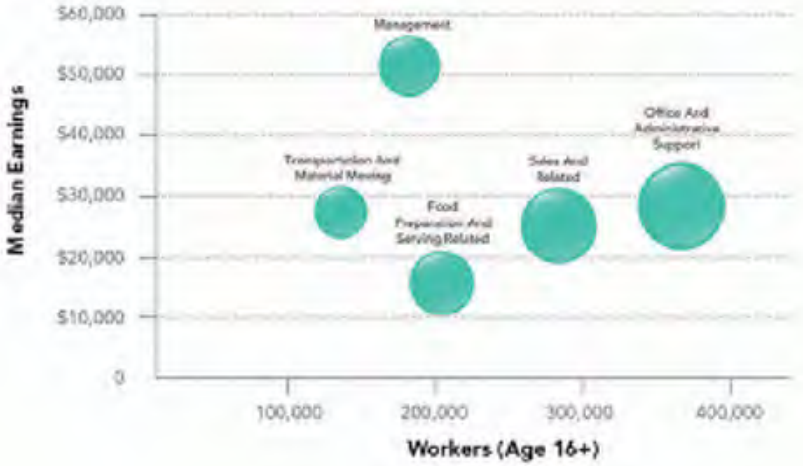
AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.



11B

LifeMode Group: Midtown Singles

Young and Restless

TAPESTRY SEGMENTATION
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MARKET PROFILE (Consumer preferences are estimated from data by MRI-Simmons.)

- No landline telephone for majority of householders, preferring a cell phone only.
- Use their cell phone to text, listen to music, pay bills, redeem coupons, look up directions, and access financial information.
- Online activities include banking (with paperless statements), purchasing items on eBay, accessing Twitter and Facebook, and watching movies and TV shows.
- Enjoy dancing, playing pool, watching VH1 and Comedy Central programs, and playing basketball and ping pong.
- Listen to contemporary hits, jazz, rap, hip-hop, and dance music.
- Purchase natural and organic food, but frequent fast-food restaurants.
- Residents like to read magazines, especially digital, covering topics ranging from news, fashion to music.

HOUSING

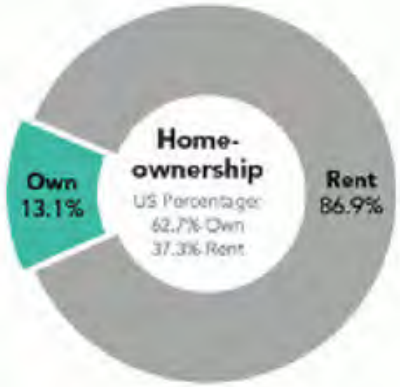
Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



Typical Housing:
Multiunit Rentals

Average Rent:
$958

US Average: $1,038



POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.



11B

LifeMode Group: Midtown Singles

Young and Restless

TAPESTRY SEGMENTATION
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SEGMENT DENSITY

This map illustrates the density and distribution of the *Young and Restless* Tapestry Segment by households.







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LifeMode Group: Upscale Avenues

Enterprising Professionals

2D

Households: 1,737,200

Average Household Size: 2.48

Median Age: 35.3

Median Household Income: $86,600

WHO ARE WE?

Enterprising Professionals residents are well educated and climbing the ladder in STEM (science, technology, engineering, and mathematics) occupations. They change jobs often and therefore choose to live in condos, townhomes, or apartments; many still rent their homes. The market is fast-growing, located in lower-density diverse neighborhoods of large metro areas. This young market makes over one and a half times more income than the US median, supplementing their income with investments. At home, they enjoy the internet and TV on high-speed connections with premier channels and services.

OUR NEIGHBORHOOD

- Almost half of households are married couples, and 29% are single-person households.
- Housing is a mixture of suburban single-family homes, row homes, and larger multiunit structures.
- Close to three quarters of the homes were built after 1980; 25% are newer, built after 2000.
- Renters make up nearly half of all households.

SOCIOECONOMIC TRAITS

- Median household income one and a half times that of the US.
- Over half hold a bachelor's degree or higher.
- Early adopters of new technology in hopes of impressing peers with new gadgets.
- Enjoy talking about and giving advice on technology.
- Use smartphones for news, accessing search engines, and maps.
- Work long hours in front of a computer.
- Strive to stay youthful and healthy, eat organic and natural foods, run and do yoga.
- Buy name brands and trendy clothes online.

TAPESTRY SEGMENTATION
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Note: The index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by MRI Simmons.

2D

LifeMode Group: Upscale Avenues

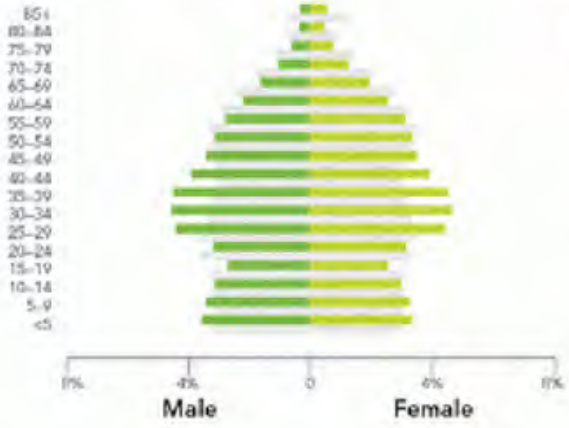
Enterprising Professionals

TAPESTRY SEGMENTATION
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AGE BY SEX (Esri data)

Median Age: 35.3 US: 38.2

Indicates US



RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

Diversity Index: 73.0 US: 64.0



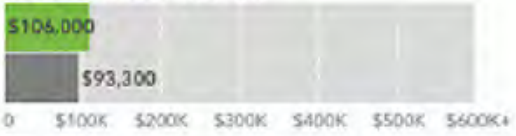
INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income

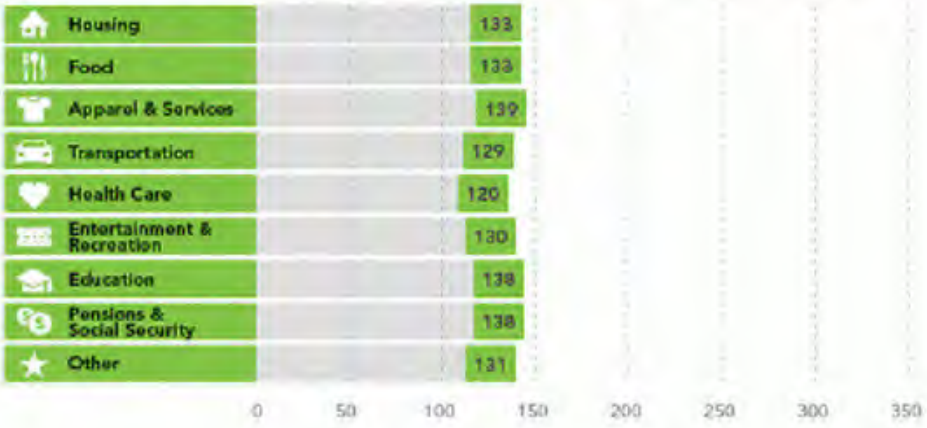


Median Net Worth



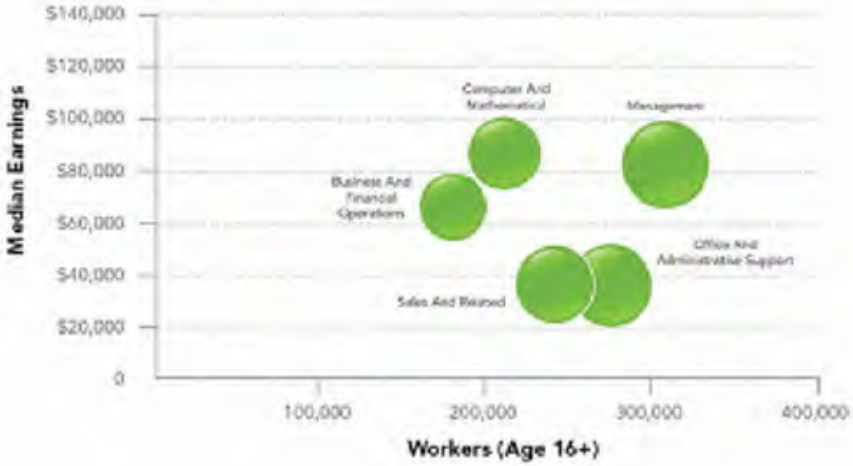
AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.



2D

LifeMode Group: Upscale Avenues

Enterprising Professionals

TAPESTRY SEGMENTATION
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MARKET PROFILE (Consumer preferences are estimated from data by MRI-Simmons.)

- Buy digital books for tablet reading, along with magazines and newspapers.
- Frequent the dry cleaner.
- Travel to foreign and domestic destinations common.
- Watch movies and TV with video-on-demand and HDTV over a high-speed connection.
- Convenience is key—shop at Amazon.com and pick up medicines at the Target pharmacy.
- Eat out at The Cheesecake Factory, Chipotle Mexican, and Panera Bread; drop by Starbucks for coffee.
- Leisure activities include trips to museums and the beach.
- Have health insurance and a 401(k) through work.

HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



Typical Housing:
Multiunits;
Single Family

Median Value:
$340,200

US Median: $207,300



POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.



2D

LifeMode Group: Upscale Avenues

Enterprising Professionals

TAPESTRY SEGMENTATION
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SEGMENT DENSITY

This map illustrates the density and distribution of the *Enterprising Professionals* Tapestry Segment by households.







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LifeMode Group: Upscale Avenues

Urban Chic

2A

Households: 1,635,200

Average Household Size: 2.39

Median Age: 43.3

Median Household Income: $109,400

WHO ARE WE?

Urban Chic residents are professionals that live a sophisticated, exclusive lifestyle. Half of all households are occupied by married-couple families and about 30% are singles. These are busy, well-connected, and well-educated consumers—avid readers and moviegoers, environmentally active, and financially stable. This market is a bit older, with a median age of 43 years, and growing slowly, but steadily.

OUR NEIGHBORHOOD

- More than half of *Urban Chic* households include married couples; nearly 30% are singles.
- Average household size is slightly lower at 2.39.
- Homes range from prewar to recent construction, high-rise to single family. Over 60% of householders live in single-family homes; more than one in four live in multiunit structures.
- Two-thirds of homes are owner occupied.
- Major concentrations of these neighborhoods are found in the suburban periphery of large metropolitan areas on the California coast and along the East Coast.
- Most households have two vehicles available. Commuting time is slightly longer, but commuting by bicycle is common (Index 252).

SOCIOECONOMIC TRAITS

- Well educated, more than 65% of residents hold a bachelor's degree or higher (Index 212).
- Labor force participation is higher at 68%.
- Residents are employed in white-collar occupations—in managerial, technical, and legal positions.
- Nearly 40% of households receive income from investments.
- Environmentally aware, residents actively recycle and maintain a "green" lifestyle.
- These busy, tech-savvy residents use PCs extensively for an array of activities such as shopping, banking, and staying current—a top market for Apple computers.

TAPESTRY SEGMENTATION
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Note: The index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by MRI Simmons.

2A

LifeMode Group: Upscale Avenues

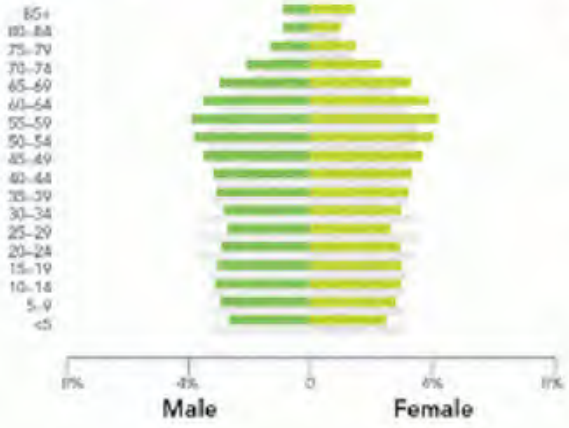
Urban Chic

TAPESTRY SEGMENTATION
esri.com/tapestry

AGE BY SEX [Esri data]

Median Age: 43.3 US: 38.2

Indicates US



RACE AND ETHNICITY [Esri data]

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

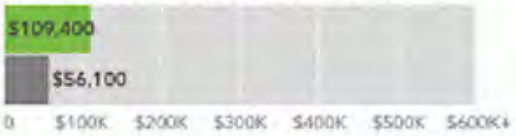
Diversity Index: 48.1 US: 64.0



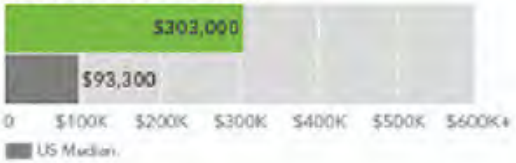
INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income

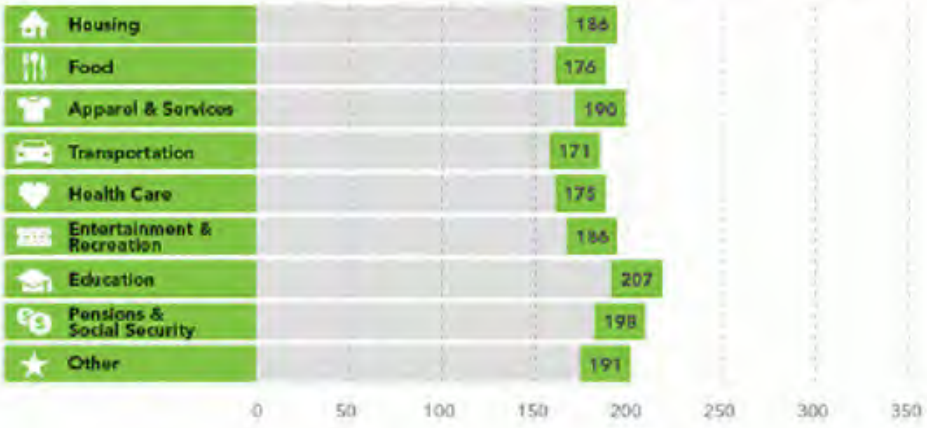


Median Net Worth



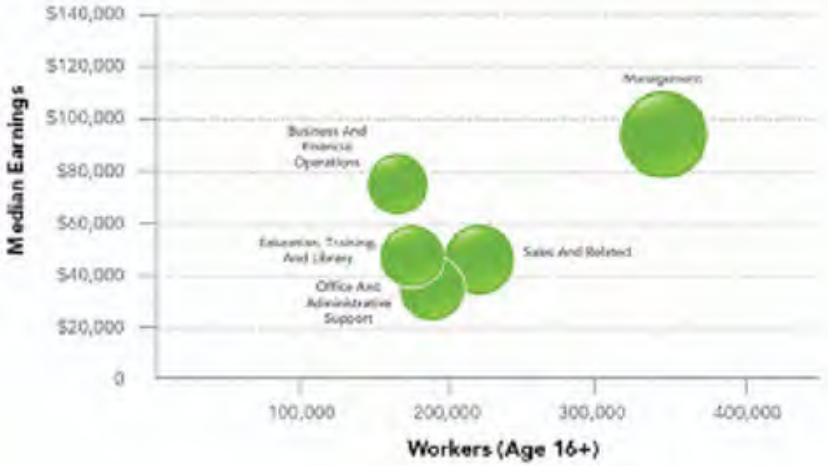
AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.



2A

LifeMode Group: Upscale Avenues

Urban Chic

TAPESTRY SEGMENTATION
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MARKET PROFILE (Consumer preferences are estimated from data by MRI Simmons.)

- Shop at Trader Joe's, Costco, or Whole Foods.
- Eat organic foods, drink imported wine, and truly appreciate a good cup of coffee.
- Travel extensively (domestically and internationally).
- Prefer to drive luxury imports and shop at upscale establishments.
- Embrace city life by visiting museums, art galleries, and movie theaters for a night out.
- Avid book readers of both digital and audio formats.
- Financially shrewd residents that maintain a healthy portfolio of stocks, bonds, and real estate.
- In their downtime, enjoy activities such as skiing, yoga, hiking, and tennis.

HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



Typical Housing:
Single Family

Median Value:
$623,400

US Median: $207,300



POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.



2A

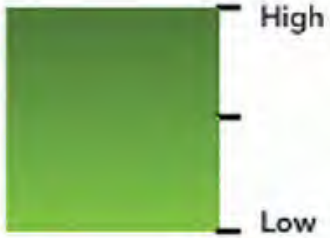
LifeMode Group: Upscale Avenues

Urban Chic

TAPESTRY SEGMENTATION
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SEGMENT DENSITY

This map illustrates the density and distribution of the *Urban Chic* Tapestry Segment by households.







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LifeMode Group: Middle Ground

Emerald City

8B

Households: 1,748,600

Average Household Size: 2.06

Median Age: 37.4

Median Household Income: $59,200

WHO ARE WE?

Emerald City's denizens live in lower-density neighborhoods of urban areas throughout the country. Young and mobile, they are more likely to rent. Half have a college degree and a professional occupation. Incomes close to the US median come primarily from wages, investments, and self-employment. This group is highly connected, using the internet for entertainment and making environmentally friendly purchases. Long hours on the internet are balanced with time at the gym. Many embrace the "foodie" culture and enjoy cooking adventurous meals using local and organic foods. Music and art are major sources of enjoyment. They travel frequently, both abroad and domestically.

OUR NEIGHBORHOOD

- There are mostly older, established neighborhoods with homes built before 1960; around 30% built before 1940.
- Just over half of all homes are renter occupied.
- Single-person and nonfamily types make up over half of all households.
- Median home value and average rent are slightly above the US levels; around half of owned homes are worth $150,000–$300,000.

SOCIOECONOMIC TRAITS

- Consumers research products carefully before making purchases.
- They buy natural, green, and environmentally friendly products.
- Very conscious of nutrition, they regularly buy and eat organic foods.
- Cell phones and text messaging are a huge part of everyday life.
- They place importance on learning new things to keep life fresh and variable.
- They are interested in the fine arts and especially enjoy listening to music.

TAPESTRY SEGMENTATION
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Note: The index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by MRI Simmons.

8B

LifeMode Group: Middle Ground

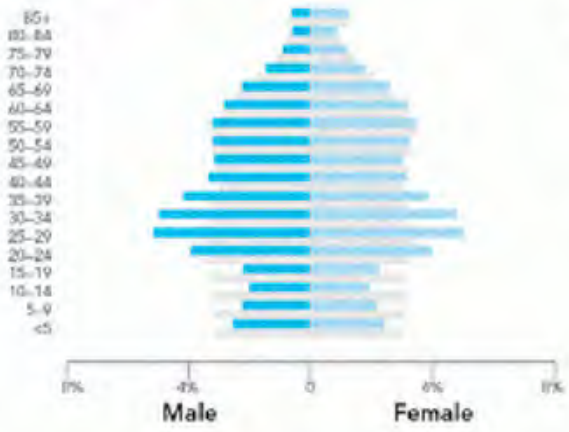
Emerald City

TAPESTRY SEGMENTATION
esri.com/tapestry

AGE BY SEX (Esri data)

Median Age: 37.4 US: 38.2

Indicates US



RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

Diversity Index: 50.6 US: 64.0



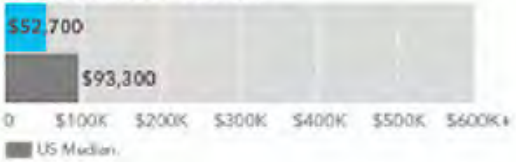
INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income

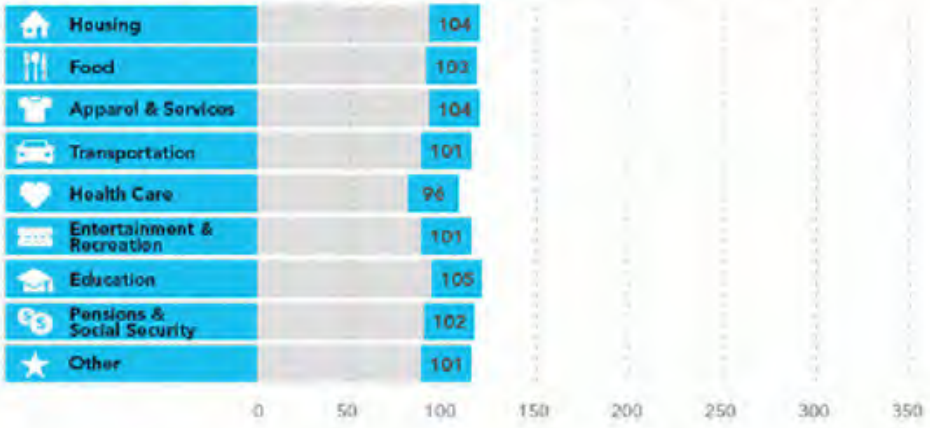


Median Net Worth



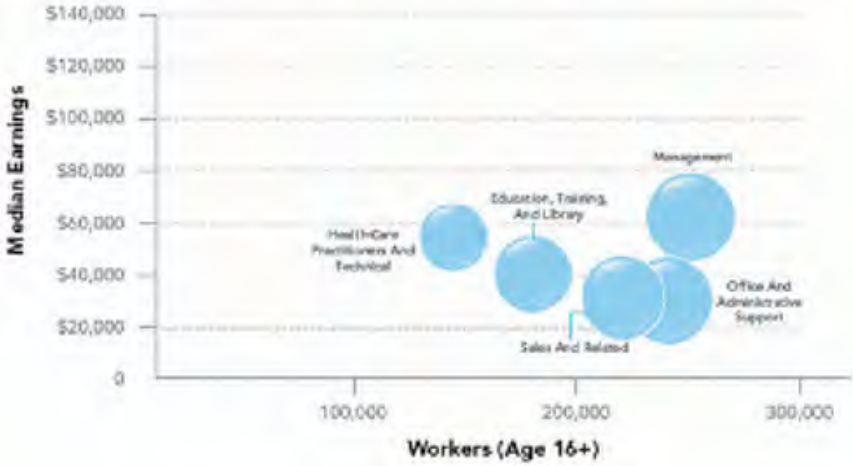
AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.



8B

LifeMode Group: Middle Ground

Emerald City

TAPESTRY SEGMENTATION
esri.com/tapestry

MARKET PROFILE (Consumer preferences are estimated from data by MRI-Simmons.)

- Liberal segment that contributes to NPR and PBS.
- Shop at Trader Joe's and Whole Foods.
- Budget time—utilize home cleaning services so there's time for yoga.
- Use the web for professional networking, blogging, making travel plans, shopping, and sports news.
- Read magazines and books on a tablet, sometimes while exercising at home.
- Attend venues like art galleries, museums, and concerts. At home they like to cook and bake.

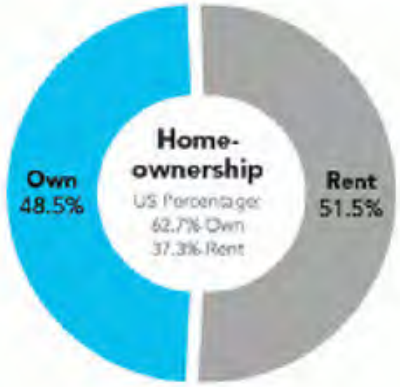
HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.

Typical Housing:
Single Family;
Multi-Units

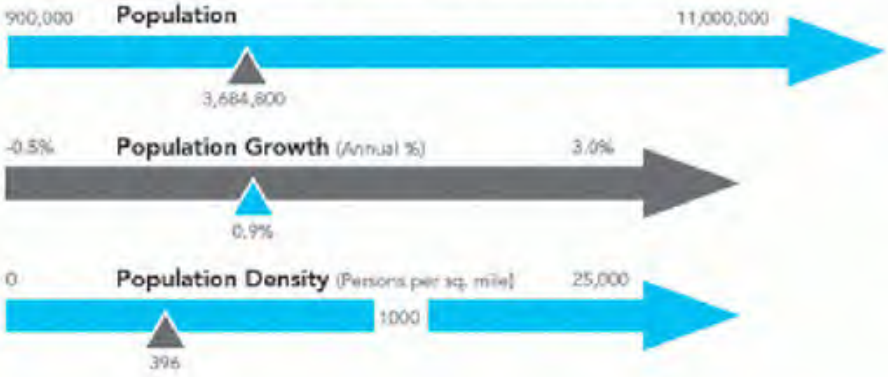
Average Rent:
$1,087

US Average: $1,038



POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.



8B

LifeMode Group: Middle Ground

Emerald City

TAPESTRY SEGMENTATION

esri.com/tapestry

SEGMENT DENSITY

This map illustrates the density and distribution of the *Emerald City* Tapestry Segment by households.



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esri.com

esri THE SCIENCE OF WHERE

2025 City Council Regular Meeting **4. b.**

Meeting Date: 11/18/2025
Department: Special Events
Key Focus Areas: Vibrant and Active Community

AGENDA CAPTION:

Present and discuss the operations and financial reconciliation for the 2025 Addison Oktoberfest.

BACKGROUND:

Addison Oktoberfest is a major festival produced annually by the Town that celebrates German culture, food, music and bier with a purely Texan twist. The event features four days of polka, lederhosen and dirndls to support the local economy and promote tourism. The festival was held September 18-21, 2025 at Addison Circle Park. The Special Events and Finance Departments have prepared a report to share the marketing, operational, and financial outcomes for the event.

FISCAL IMPACT

Addison Oktoberfest is funded by the Hotel Fund and was included in the FY2025 budget.

RECOMMENDATION

Information only. No action required.

Attachments

Presentation - Oktoberfest 2025 Wrap Up

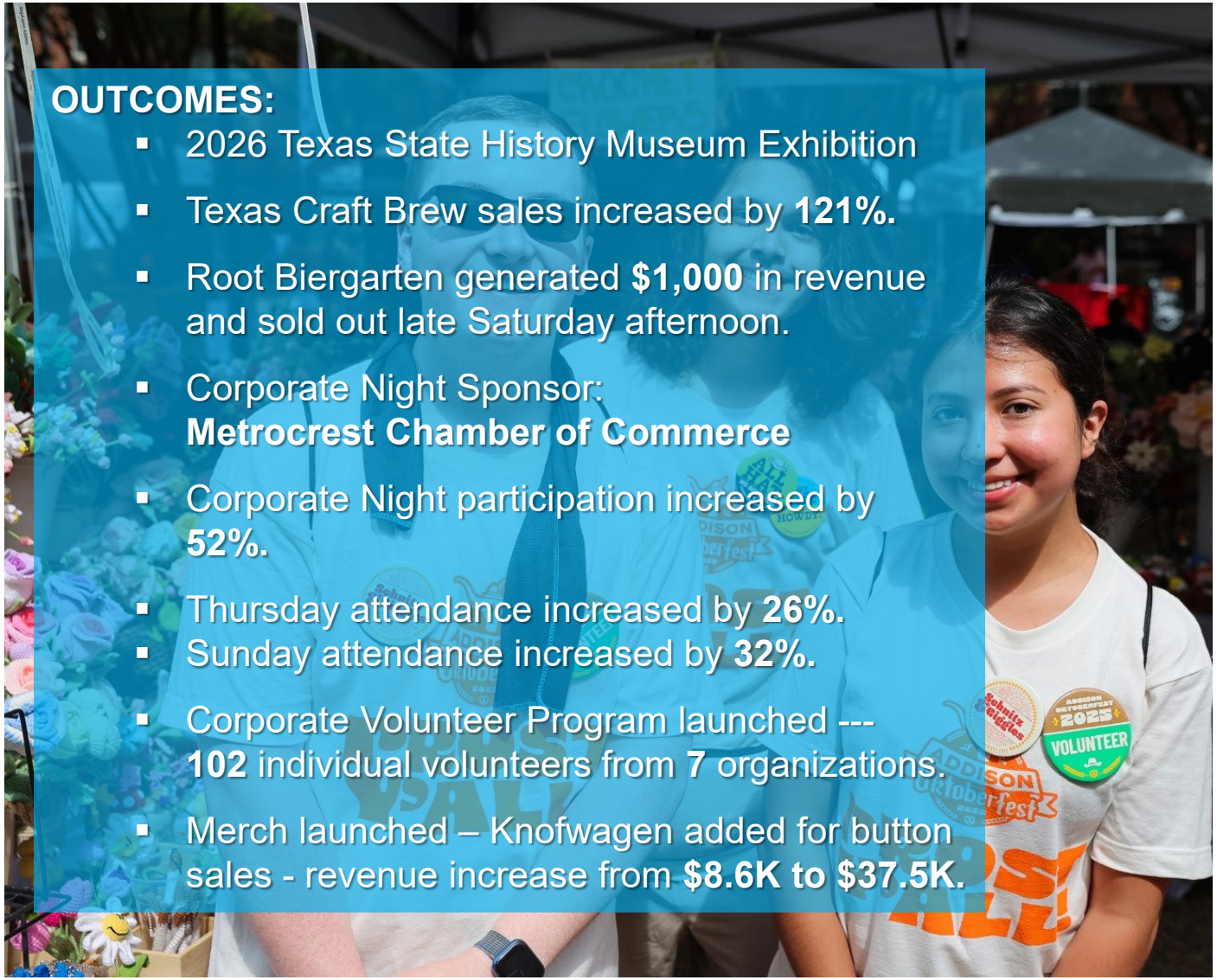


2025 Addison Oktoberfest Wrap-Up

November 18, 2025

Abby Morales, Director of Special Events & Theatre

GOALS



OUTCOMES:

- 2026 Texas State History Museum Exhibition
- Texas Craft Brew sales increased by **121%.**
- Root Biergarten generated **$1,000** in revenue and sold out late Saturday afternoon.
- Corporate Night Sponsor: **Metrocrest Chamber of Commerce**
- Corporate Night participation increased by **52%.**
- Thursday attendance increased by **26%.**
- Sunday attendance increased by **32%.**
- Corporate Volunteer Program launched --- **102** individual volunteers from **7** organizations.
- Merch launched – Knofwagen added for button sales - revenue increase from **$8.6K to $37.5K.**

PROGRAMMATIC:

- Lean into Texas component as differentiator.
- Enhance Texas Zwei Step area with partners to increase visibility & attendance.
- Enhance Kidsgarten to grow family-friendly identity.

ATTENDANCE:

- Increase attendance on Thursday & Sunday with Corporate Night & Hund Day programming.

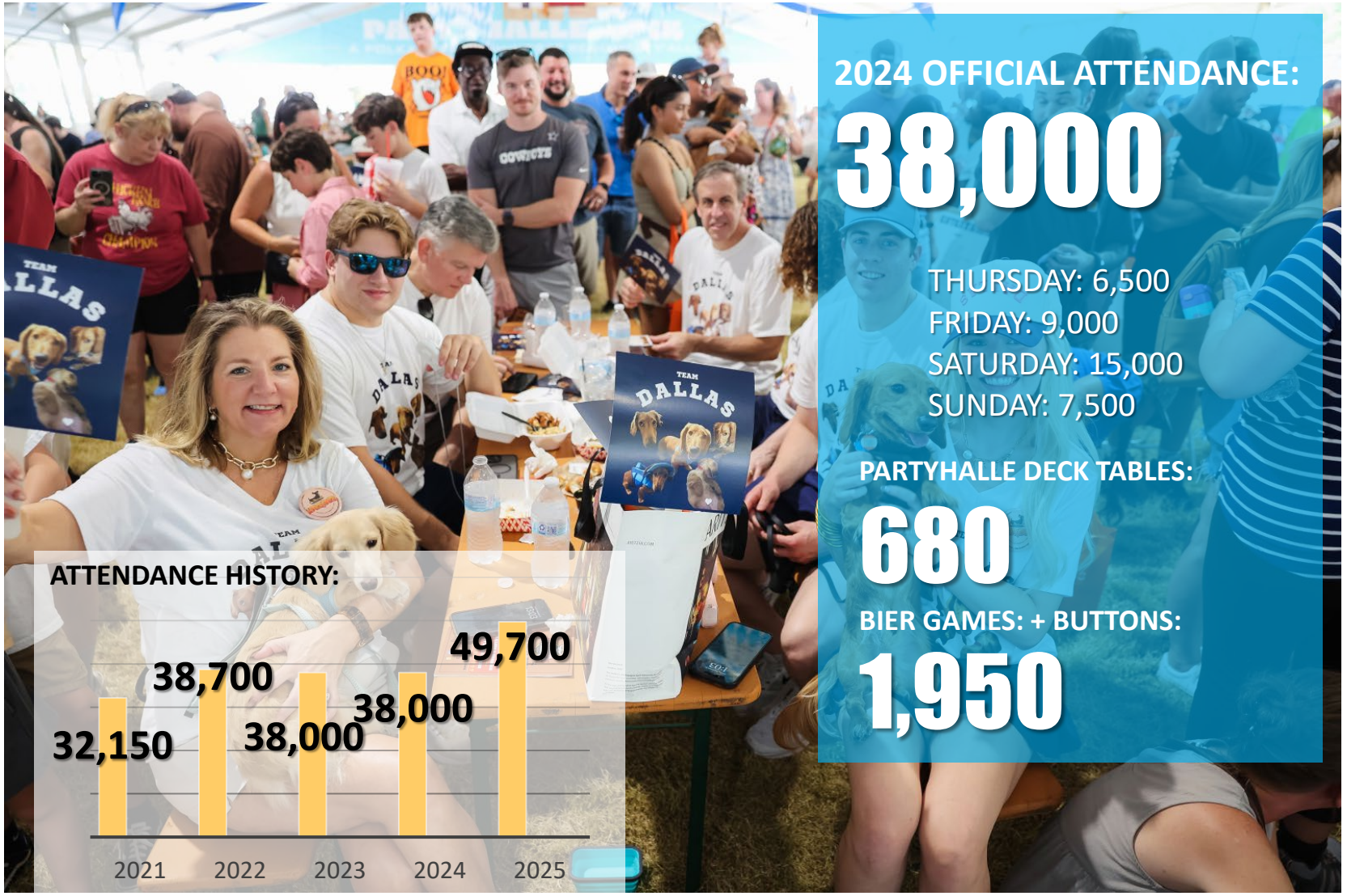
OPERATIONS:

- Launch Corporate Volunteer Program.

FINANCIAL:

- Increase Corporate Night participation by 30% and secure a sponsor.
- Launch merch program & create demand for buttons for additional revenue.
- Explore opportunities for major beverage sponsorship on Texas side.

ATTENDANCE



2024 OFFICIAL ATTENDANCE:

38,000

THURSDAY: 6,500
FRIDAY: 9,000
SATURDAY: 15,000
SUNDAY: 7,500

PARTYHALLE DECK TABLES:

680

BIER GAMES: + BUTTONS:

1,950

ATTENDANCE HISTORY:

2025 OFFICIAL ATTENDANCE:

49,700

THURSDAY: 8,200
FRIDAY: 8,100
SATURDAY: 23,500
SUNDAY: 9,900

PARTYHALLE DECK TABLES:

880

BIER GAMES: + BUTTONS:

5,905

REVENUE



$737,644
TOTAL REVENUE 2024

$416,422 — ON-LINE & ON-SITE PURCHASES — ADMISSION

$204,523 — CONCESSIONAIRE REV-SHARE (20%) — FOOD + BEVERAGE

$80,500 — CASH ONLY — SPONSORSHIP

$7,799 — MARKETPLACE & FOOD VENDOR FEES — VENDOR FEES

$8,629 — MERCH SALES, ATM & MISC. REVENUE — MISC

$808,233
TOTAL REVENUE 2025

$429,328 — ON-LINE & ON-SITE PURCHASES — ADMISSION

$233,400 — CONCESSIONAIRE REV-SHARE (20%) — FOOD + BEVERAGE

$74,800 — CASH ONLY — SPONSORSHIP

$33,200 — MARKETPLACE & FOOD VENDOR FEES — VENDOR FEES

$37,505 — MERCH SALES, ATM & MISC. REVENUE — MISC

EXPENDITURES

$1,172,422

TOTAL EXPENDITURES 2025

TENTS, RESTROOMS, FENCING, GOLF CARTS, GAMES, EQUIPMENT, DÉCOR

$419,278 RENTALS

$294,552 CONTRACTUAL SERVICES

TRASH, ELECTRIC, STAGE PROD, TICKET SCANNERS, PARKING

$121,925 STAFF COMPENSATION

$101,588 ENTERTAINMENT

PERFORMERS, AGENCY FEES, EMCEES

$83,254 SECURITY

SECURITY, OUTSIDE PD

$61,344 MISC

PRINTING, KIDS AREA, CATERING, SIGNAGE

$45,531 CREDIT CARD FEES

INCLUDES TICKETSAUCE + PAYPAL

INCLUDES OT + RETIREMENT

$25,450 CONTINGENCY

WEATHER INSURANCE

$19,500 REDEMPTION

SPECIAL SERVICES, DRINK/FOOD VOUCHERS



$1,123,643

TOTAL EXPENDITURES 2024

$393,576 RENTALS

$277,023 CONTRACTUAL SERVICES

$169,865 STAFF COMPENSATION

$99,408 ENTERTAINMENT

$73,666 SECURITY

$33,447 MISC

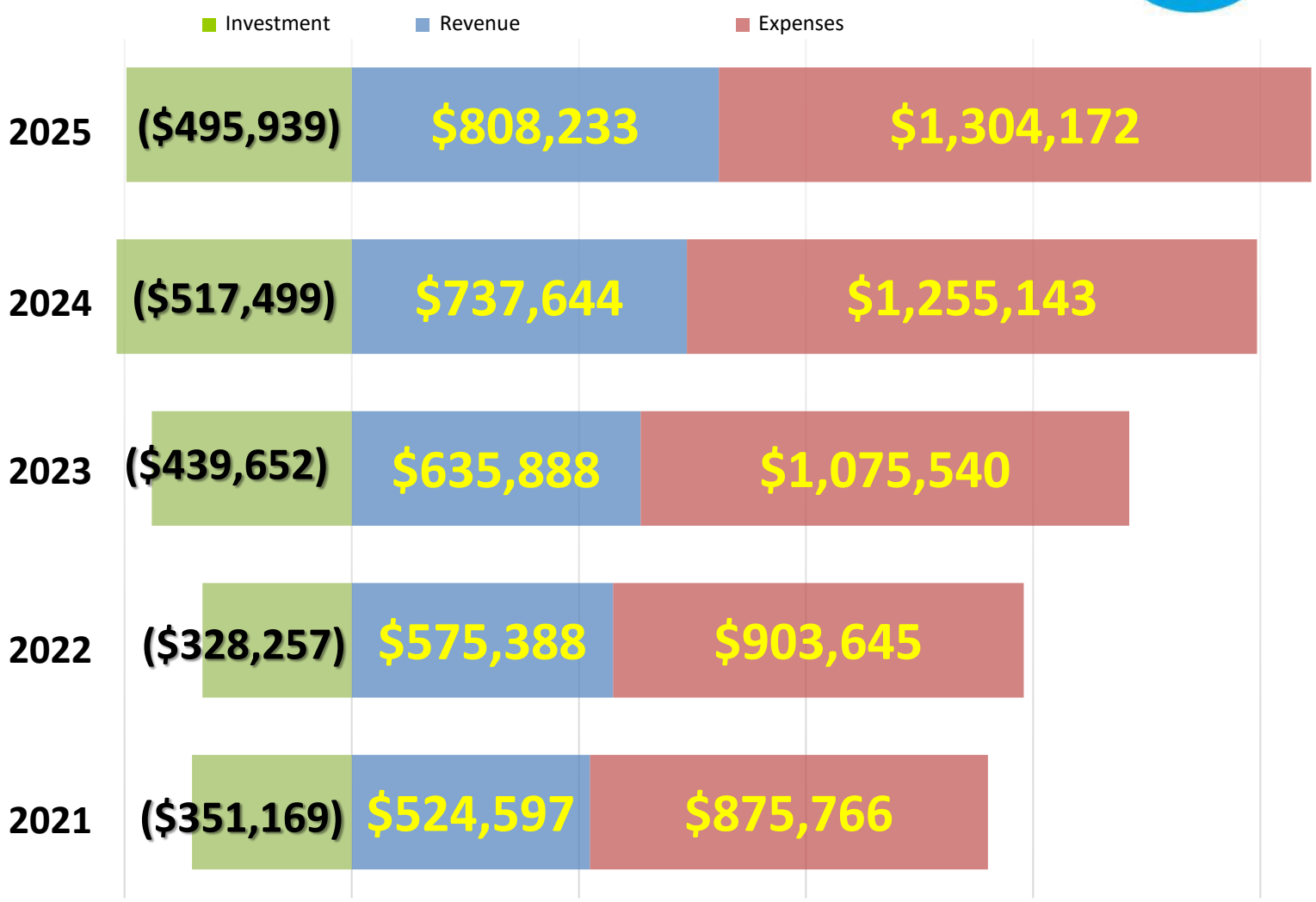
$43,158 CREDIT CARD FEES

$25,460 CONTINGENCY

$8,040 REDEMPTION

5-YEAR COMPARISON





NOTE: Marketing expenditures have been added to total expenditures for all years.

QUESTIONS?



2025 City Council Regular Meeting **4. c.**

Meeting Date: 11/18/2025

Department: Finance

Key Focus Areas: Financial Health and Organizational Excellence

AGENDA CAPTION:

Present and discuss the Town of Addison FY 2025 Fourth Quarter Financial Report.

BACKGROUND:

The Town of Addison's financial policies require the publication of a financial report 60 days after the end of the fiscal quarter. This report covers the financial performance through the fourth quarter of FY 2025 (July 1, 2025 - September 30, 2025). Included with the report is an executive dashboard that provides a high-level look at some of the key financial indicators along with more detailed exhibits that demonstrate the current financial positions of the various funds. The report includes information for the following funds: General, Hotel, Economic Development, Airport, Utility, and Stormwater funds. Key highlights for the fourth quarter include:

- General Fund revenue totaled $52.6 million, which is 103.9% of the fiscal year budget.
- General Fund expenditures totaled $49.6 million, which is 98.0% of the fiscal year budget.
- Sales tax collections totaled $17.6 million, which is 106.7% of the fiscal year budget.
- The Hotel Fund had revenue of $6.8 million, or 91.4% of the fiscal year budget, while Hotel Fund expenditures totaled $7.4 million, or 97.9% of the fiscal year budget.
- Special Events revenues totaled 85.7% and expenses totaled 115.0% of the fiscal year budget.
- Airport Fund operating revenue (excluding reimbursable grant revenue) totaled $7.9 million or 105.7% and operating expenses totaled $6.7 million or 98.5% of the fiscal year budget.
- Utility Fund operating revenue totaled $17.1 million or 98.9% and operating expenses totaled $16.4 million or 93.6% of the fiscal year budget.
- Stormwater Fund revenue totaled $2.9 million or 103.6% and operating expenses totaled $2.5 million or 88.9% of the fiscal year budget.

The Quarterly Investment Report for the fourth quarter of FY 2025 is also being provided for information purposes. This report has been prepared in accordance with state law and the Town's Financial Policies.

FISCAL IMPACT

N/A

RECOMMENDATION

Information only.

Attachments

Presentation - Quarterly Financial Report Fiscal Year 2025 Fourth Quarter

Quarterly Financial Report - Fiscal Year 2025 Fourth Quarter

Quarterly Investment Report - Fiscal Year 2025 Fourth Quarter

Quarterly Financial Report
Fiscal Year 2025
Fourth Quarter

Steven Glickman
Chief Financial Officer
November 18, 2025

Executive Dashboard – Revenues/Expenditures

Key Revenue Sources	FY2025 Budget	Actual through 9/30/25	% Annual Budget
Ad Valorem Taxes - General Fund	$25,465,206	$25,409,594	99.78%
Non-Property Taxes - General Fund	17,825,000	18,826,248	105.62%
Hotel Tax [1]	5,355,000	5,000,784	93.39%
Franchise Fees - General Fund	2,055,000	2,025,346	98.56%
Service/Permitting/License Fees - General Fund	3,937,019	4,662,667	118.43%
Fines and Penalties - All Funds	440,000	468,151	106.39%
Special Event Revenue - Hotel Fund [2]	1,616,000	1,384,247	85.66%
Fuel Flowage Fees - Airport Fund	1,207,440	1,276,311	105.70%
Water and Sewer Charges - Utility Fund	16,946,561	16,564,467	97.75%

[1] Hotel Tax revenue has not been collected from all hoteliers and is below expectations

[2] Special Events revenue is below expectations

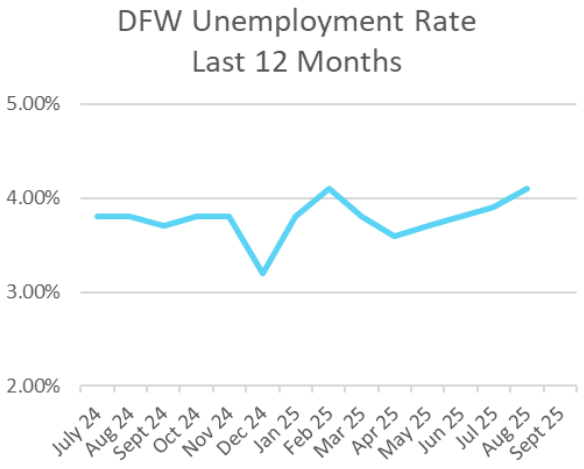
Key Expenditures	FY2025 Budget	Actual through 9/30/25	% Annual Budget
General Fund	$50,269,389	$49,616,7489	98.00%
Hotel Fund	7,546,596	7,388,199	97.90%
Economic Development	1,477,263	1,422,739	96.31%
Airport Operations	6,790,544	6,688,825	98.50%
Utility Operations	17,501,537	16,388,957	93.64%

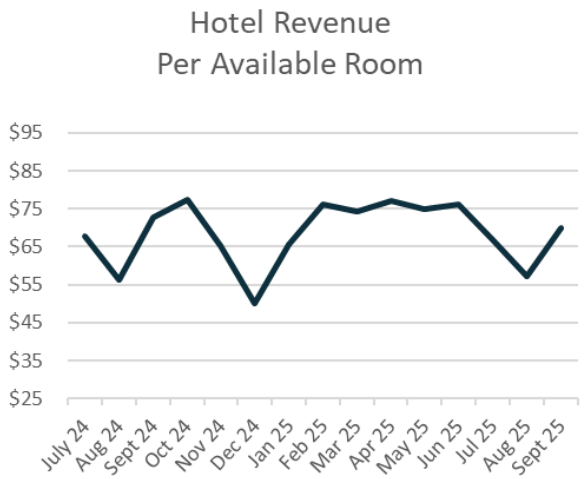
Positive: Positive variance compared to historical trends

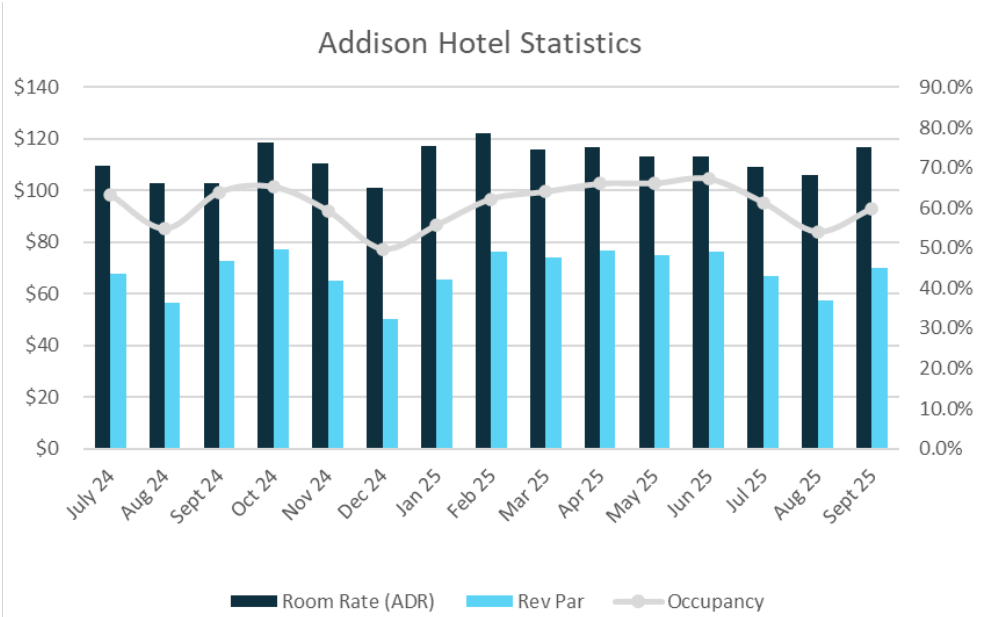
Warning: Negative variance of 3%-5% and more than $50,000

Negative: Negative variance of >5% and more than $50,000

Economic Indicators





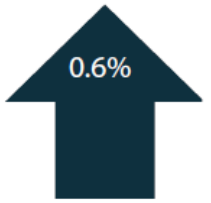


Occupancy Indicators

Office occupancy is at 80.5% resulting in a 0.5% increase from the prior quarter. Retail Occupancy is at 96.1% resulting in a 0.6% increase from the prior quarter. Occupancy rates are in comparison to the third quarter of fiscal year 2025. (Source: CoStar)



Office Occupancy = 80.5%



Retail Occupancy = 96.1%

Hotel Indicators

Hotel occupancy is at 58.4% resulting in a 2.3% decrease year-over-year. Revenue per available room (RevPar) is at $64.66 resulting in a 1.4% decrease year-over-year. Hotel indicators are in comparison to prior year Quarter 4. (Source: STR Report)

Addison's hotel market experienced a slight decline throughout the fourth quarter when compared to the same quarter a year ago primarily due to the LIV Golf Tournament in September 2024 causing higher than normal occupancy for that period. Occupancy only exceeded 60% during July and did not exceed the prior year in any period for the fourth quarter. Additionally, the Radisson - Addison temporarily closed for renovations in August 2025.

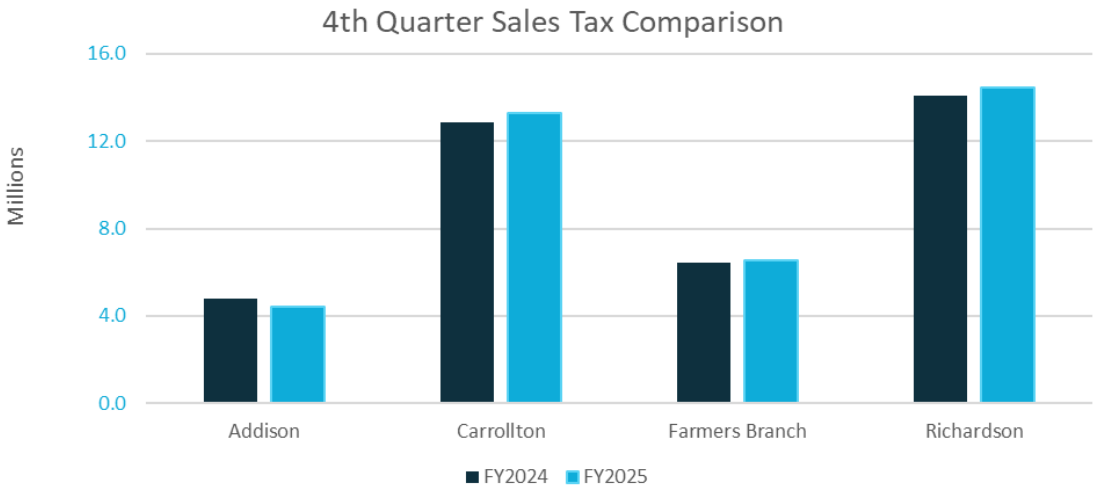


Hotel Occupancy = 58.4%



RevPAR = $64.66

Economic Indicators



Addison

Addison had an 8% decrease in sales tax from FY2024 to FY2025.

Carrollton

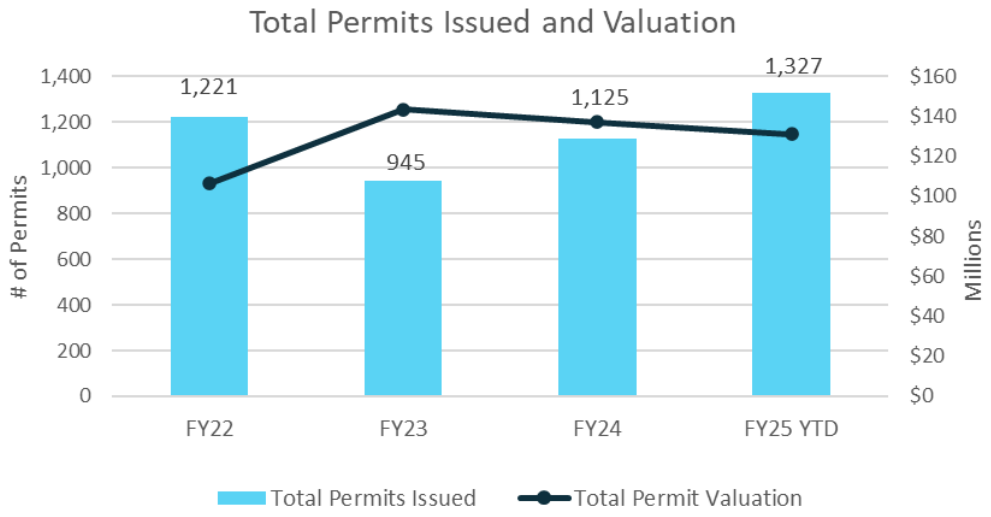
Carrollton had a 3% increase in sales tax from FY2024 to FY2025.

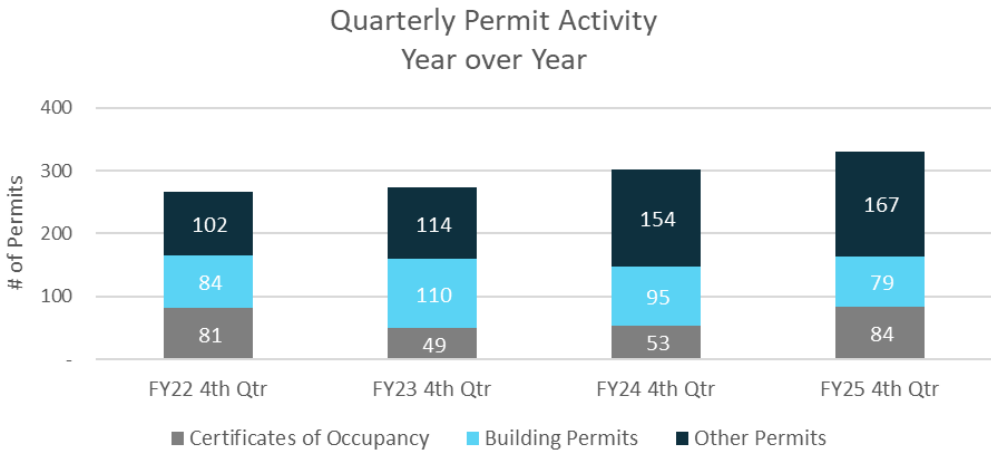
Farmers Branch

Farmers Branch had a 2% increase in sales tax from FY2024 to FY2025.

Richardson

Richardson had a 3% increase in sales tax from FY2024 to FY2025.

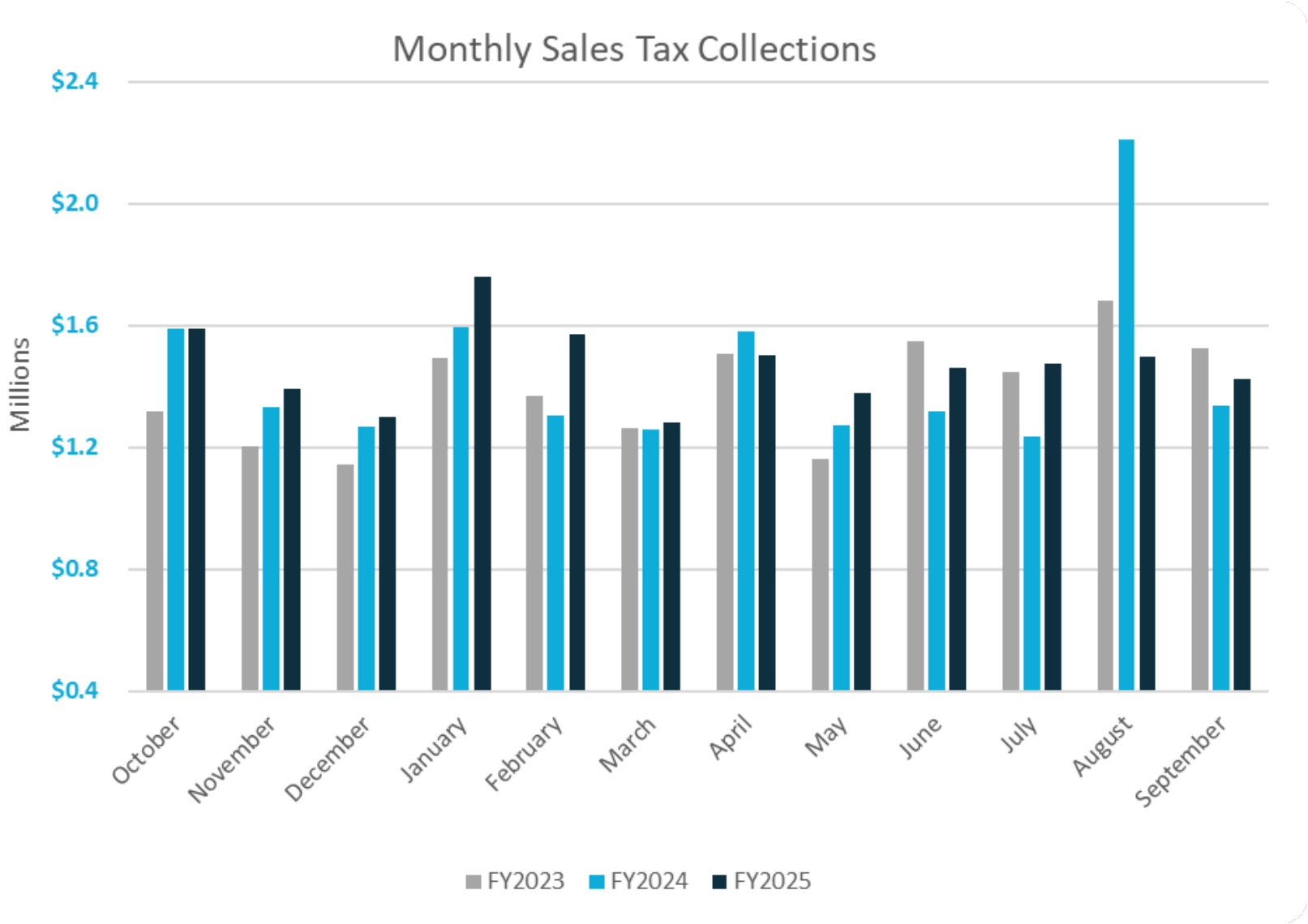




Economic Development Incentives:

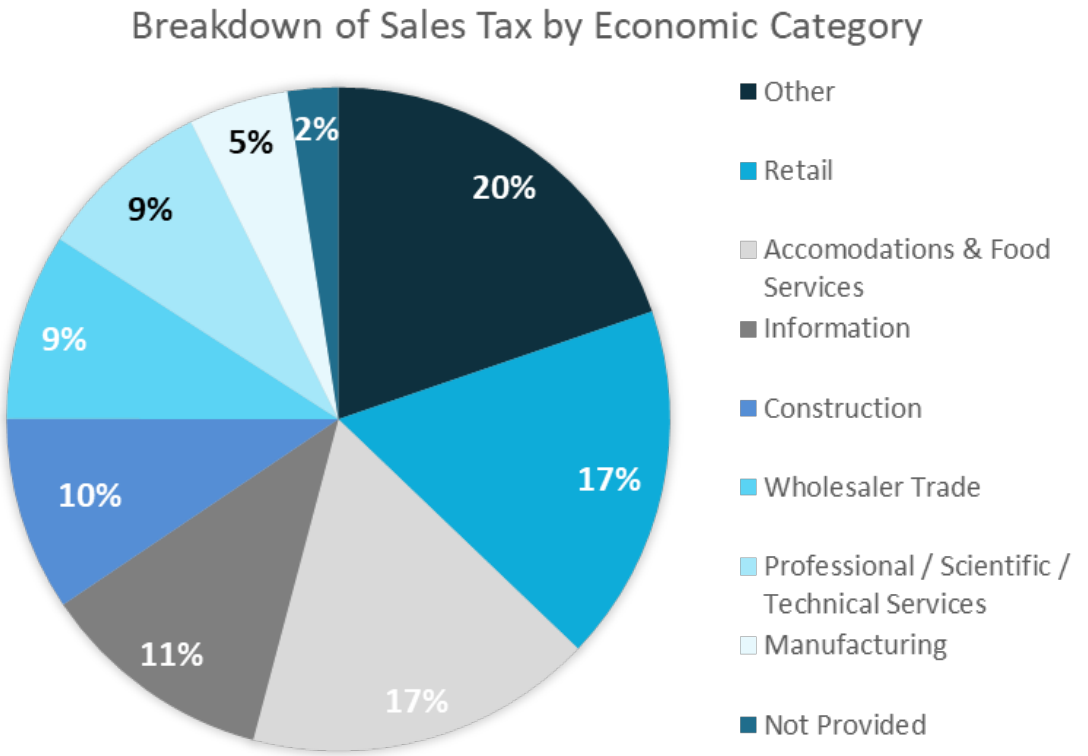
Executed	Amount	Total Incentives
7.00	$466,491	$537,960

Sales Tax Collections



Sales Tax Collections

	FY2025 Monthly Collections	% Change from Prior Year	FY2024 Monthly Collections
October	$1,589,328	0.1%	$1,588,209
November	1,391,938	4.5%	1,331,900
December	1,299,653	2.6%	1,267,187
January	1,762,073	10.5%	1,595,294
February	1,571,229	20.5%	1,303,812
March	1,280,923	2.0%	1,256,245
April	1,504,353	-4.7%	1,578,604
May	1,380,353	8.5%	1,272,712
June	1,458,730	10.6%	1,319,487
July	1,474,803	19.2%	1,236,618
August	1,499,150	-32.1%	2,209,805
September	1,421,857	6.2%	1,338,169
Total	$17,634,389	1.9%	$17,298,041
Budget:	16,525,000	106.7%	15,774,733



General Fund Revenues

Category	FY 2023-24 Actual Prior Year	FY 2024-25 Revised Budget	FY 2024-25 Actual 4th Qtr	FY 2024-25 Actual YTD	Actual YTD as % of Budget
Revenues:					
Ad Valorem taxes:					
Current taxes	$25,000,925	$25,615,206	$(151,661)	$25,911,562	101.2%
Delinquent taxes [1]	(471,087)	(200,000)	(25,265)	(618,693)	309.3%
Penalty & interest	71,829	50,000	10,007	116,726	233.5%
Non-property taxes:					
Sales tax	17,298,041	16,525,000	4,395,809	17,634,389	106.7%
Alcoholic beverage tax [2]	1,297,720	1,300,000	293,923	1,191,858	91.7%
Franchise/right-of-way use fees:					
Electric franchise	1,491,544	1,525,000	341,731	1,496,041	98.1%
Gas franchise	297,695	275,000	-	316,001	114.9%
Telecommunication access fees	152,514	160,000	30,582	133,684	83.6%
Cable franchise	91,828	95,000	19,088	79,620	83.8%
Licenses and permits:					
Business licenses and permits	219,243	225,700	57,860	203,810	90.3%
Building & construction permits	1,420,632	985,000	451,782	1,135,469	115.3%
Service fees:					
Public safety	1,235,153	1,094,000	382,583	1,253,086	114.5%
Urban development	68,270	87,200	20,390	52,115	59.8%
Streets and sanitation	510,440	508,500	197,565	931,106	183.1%
Recreation	137,387	96,000	38,265	146,461	152.6%
Interfund	646,294	940,619	235,155	940,619	100.0%
Court fines	350,929	335,000	107,214	395,446	118.0%
Interest earnings	2,060,831	650,000	260,259	991,428	152.5%
Rental income	8,640	8,600	2,150	7,600	88.4%
Other income	831,622	357,500	10,402	293,165	82.0%
Total Revenues:	**52,720,449**	**50,633,325**	**6,677,839**	**52,611,494**	**103.9%**

[1] Represents prior year tax payment refunds

[2] Alcoholic beverage tax is below expectations

General Fund Expenditures

Category	FY 2023-24 Actual Prior Year	FY 2024-25 Revised Budget	FY 2024-25 Actual 4th Qtr	FY 2024-25 Actual YTD	Actual YTD as % of Budget
Expenditures:					
General Government:					
City Secretary	251,528	260,131	84,495	231,324	88.9%
City Manager	1,310,833	1,229,935	323,933	1,218,904	99.1%
Finance	2,053,908	2,313,188	467,266	2,302,830	99.6%
General Services	1,592,424	1,838,887	500,254	1,820,085	99.0%
Municipal Court	680,963	714,632	182,317	710,299	99.4%
Human Resources	637,739	759,123	214,544	749,703	98.8%
Information Technology	2,610,070	2,308,709	487,284	2,194,748	95.1%
Combined Services	1,258,576	1,230,585	279,671	1,216,277	98.8%
Council Projects	403,664	391,766	35,599	374,912	95.7%
Public Safety:					
Police	12,768,329	13,174,832	3,485,019	13,104,715	99.5%
Emergency Communications	1,917,253	1,909,006	-	1,898,556	99.5%
Fire	10,702,820	11,105,525	3,039,149	11,025,733	99.3%
Development Services	2,322,114	3,265,290	965,569	3,226,418	98.8%
Streets	2,267,292	2,251,292	595,931	1,707,499	75.8%
Parks and Recreation:					
Parks	5,370,556	5,671,687	1,685,591	5,646,774	99.6%
Recreation	1,898,897	2,204,801	656,649	2,187,972	99.2%
Other financing uses:					
Transfers to other funds	4,500,000	-	-	-	0.0%
Total Expenditures:	52,546,966	50,629,389	13,003,270	49,616,748	98.0%
Net Change in Fund Balance	173,484	3,936	(6,325,431)	2,994,746	
Fund Balance at Beg. of Year	20,682,959	20,856,443		20,856,443	
Fund Balance at End of Year	$20,856,443	$20,860,379		$23,851,188	

Hotel Fund

Category	FY 2023-24 Actual Prior Year	FY 2024-25 Revised Budget	FY 2024-25 Actual 4th Qtr	FY 2024-25 Actual YTD	Actual YTD as % of Budget
Revenues:					
Hotel/Motel occupancy taxes [1]	$5,374,881	$5,355,000	$1,176,138	$5,000,784	93.4%
Proceeds from special events [2]	1,392,560	1,616,000	796,610	1,384,247	85.7%
Rental income	169,372	160,000	71,256	176,566	110.4%
Interest and miscellaneous	456,896	275,000	51,126	208,574	75.8%
Total Revenues:	7,393,709	7,406,000	2,095,130	6,770,171	91.4%
Expenditures:					
Marketing and Tourism	1,567,739	1,989,451	639,191	1,565,857	78.7%
Addison Theatre Centre	747,619	915,874	256,442	894,471	97.7%
Major Special Events [3]	2,759,705	2,535,572	1,669,442	2,916,313	115.0%
Special Events	1,142,699	1,320,478	367,260	1,276,765	96.7%
Vitruvian Events	185,000	185,000	185,000	185,000	100.0%
General Hotel Operations	366,384	600,221	146,819	549,793	91.6%
Total Expenditures:	6,769,146	7,546,596	3,264,154	7,388,199	97.9%
Net Change in Fund Balance	624,562	(140,596)	(1,169,024)	(618,028)	
Fund Balance at Beg. of Year	5,330,209	5,954,770		5,954,770	
Fund Balance at End of Year	$5,954,770	$5,814,174		$5,336,742	

[1] *Hotel tax collections have not been received by all hoteliers and are lower than anticipated*

[2] *Special Events revenue is below expectations*

[3] *Special Events expenditures exceeded budgeted amounts*

Economic Development Fund

Category	FY 2023-24 Actual Prior Year	FY 2024-25 Revised Budget	FY 2024-25 Actual 4th Qtr	FY 2024-25 Actual YTD	Actual YTD as % of Budget
Revenues:					
Ad Valorem taxes:	$1,387,809	$1,474,028	$(9,658)	$1,470,034	99.7%
Business license fee	18,700	-	-	350	100.0%
Interest income and other	232,318	75,000	28,644	115,690	154.3%
Total Revenues	1,638,827	1,549,028	18,986	1,586,074	102.4%
Expenditures:					
Personnel services	432,330	504,152	143,325	506,907	100.5%
Supplies	7,986	14,308	13,071	29,800	208.3%
Maintenance	1,116	44,728	9,579	40,201	89.9%
Contractual services	906,887	904,360	145,281	836,116	92.5%
Debt Service	9,715	9,715	2,429	9,715	100.0%
Total Expenditures	1,358,034	1,477,263	313,685	1,422,739	96.3%
Net Change in Fund Balance	280,793	71,765	(294,700)	163,334	
Fund Balance at Beg. of Year	2,592,507	2,873,300		2,873,300	
Fund Balance at End of Year	$2,873,300	$2,945,065		$3,036,634	

Airport Fund

Category	FY 2023-24 Actual Prior Year	FY 2024-25 Revised Budget	FY 2024-25 Actual 4th Qtr	FY 2024-25 Actual YTD	Actual YTD as % of Budget
Operating Revenues:					
Operating grants	$186,133	$2,671,260	$-	$-	0.0%
Service fees	184,075	277,700	62,850	332,325	119.7%
Fuel flowage fees	1,166,081	1,207,440	334,252	1,276,311	105.7%
Rental income	5,750,708	5,672,075	1,508,279	5,773,216	101.8%
Interest income and other	1,030,262	282,112	95,973	484,741	171.8%
Total Operating Revenues:	8,317,259	10,110,587	2,001,354	7,866,593	77.8%
Operating Expenses:					
Personnel services	2,533,938	2,964,581	1,063,441	3,138,062	105.9%
Supplies	39,497	55,873	13,358	74,844	134.0%
Maintenance	857,875	893,126	264,344	592,128	66.3%
Contractual services	1,347,997	1,722,327	423,241	1,767,231	102.6%
Capital Replacement/Lease	157,928	242,928	60,732	242,928	100.0%
Debt service	875,747	874,709	165,835	873,632	99.9%
Capital Outlay	-	37,000	-	-	0.0%
Total Operating Expenses:	5,812,982	6,790,544	1,990,951	6,688,825	98.5%
Other financing uses:					
Transfer to Debt service fund	469,344	528,527	132,132	528,527	100.0%
Capital Projects (Cash Funded)	401,640	3,903,000	933,474	3,400,596	87.1%
Total Expenses:	6,683,966	11,222,071	3,056,558	10,617,949	94.6%
Net Change in Working Capital	1,633,293	(1,111,484)	(1,055,203)	(2,751,356)	
Working Capital at Beg. of Year	8,194,654	9,827,947		9,827,947	
Working Capital at End of Year	$9,827,947	$8,716,463		$7,076,591	

Utility Fund

Category	FY 2023-24 Actual Prior Year	FY 2024-25 Revised Budget	FY 2024-25 Actual 4th Qtr	FY 2024-25 Actual YTD	Actual YTD as % of Budget
Operating Revenues:					
Water sales	$9,249,861	$9,440,658	$2,761,281	$9,186,886	97.3%
Sewer charges	7,057,591	7,505,903	1,914,199	7,377,581	98.3%
Tap fees	62,918	50,000	61,355	80,233	160.5%
Penalties	108,354	105,000	10,178	124,975	119.0%
Interest income and other	693,568	232,422	95,020	369,285	158.9%
Total Operating Revenues:	17,172,292	17,333,983	4,842,032	17,138,959	98.9%
Operating Expenses:					
Personnel services	2,878,324	3,202,074	818,470	2,989,641	93.4%
Supplies	233,111	227,105	54,507	196,398	86.5%
Maintenance	1,057,449	1,342,009	532,217	937,772	69.9%
Contractual Services:					
Water purchases	4,615,709	5,021,098	1,280,720	4,838,580	96.4%
Wastewater treatment	3,831,176	4,315,865	896,283	4,056,342	94.0%
Other services	1,342,023	1,479,332	366,598	1,457,352	98.5%
Capital Replacement/Lease	206,584	166,584	41,646	166,584	100.0%
Debt service	1,743,592	1,747,470	303,267	1,746,289	99.9%
Capital outlay	-	-	-	-	0.0%
Total Operating Expenses:	15,907,968	17,501,537	4,293,707	16,388,957	93.6%
Capital Projects (Cash Funded)	-	1,220,000	-	-	0.0%
Total Expenses:	15,907,968	18,721,537	4,293,707	16,388,957	87.5%
Net Change in Working Capital	1,264,324	(1,387,554)	548,325	750,002	
Working Capital at Beg. of Year	8,406,367	9,670,691		9,670,691	
Working Capital at End of Year	$9,670,691	$8,283,137		$10,420,693	

Stormwater Utility Fund

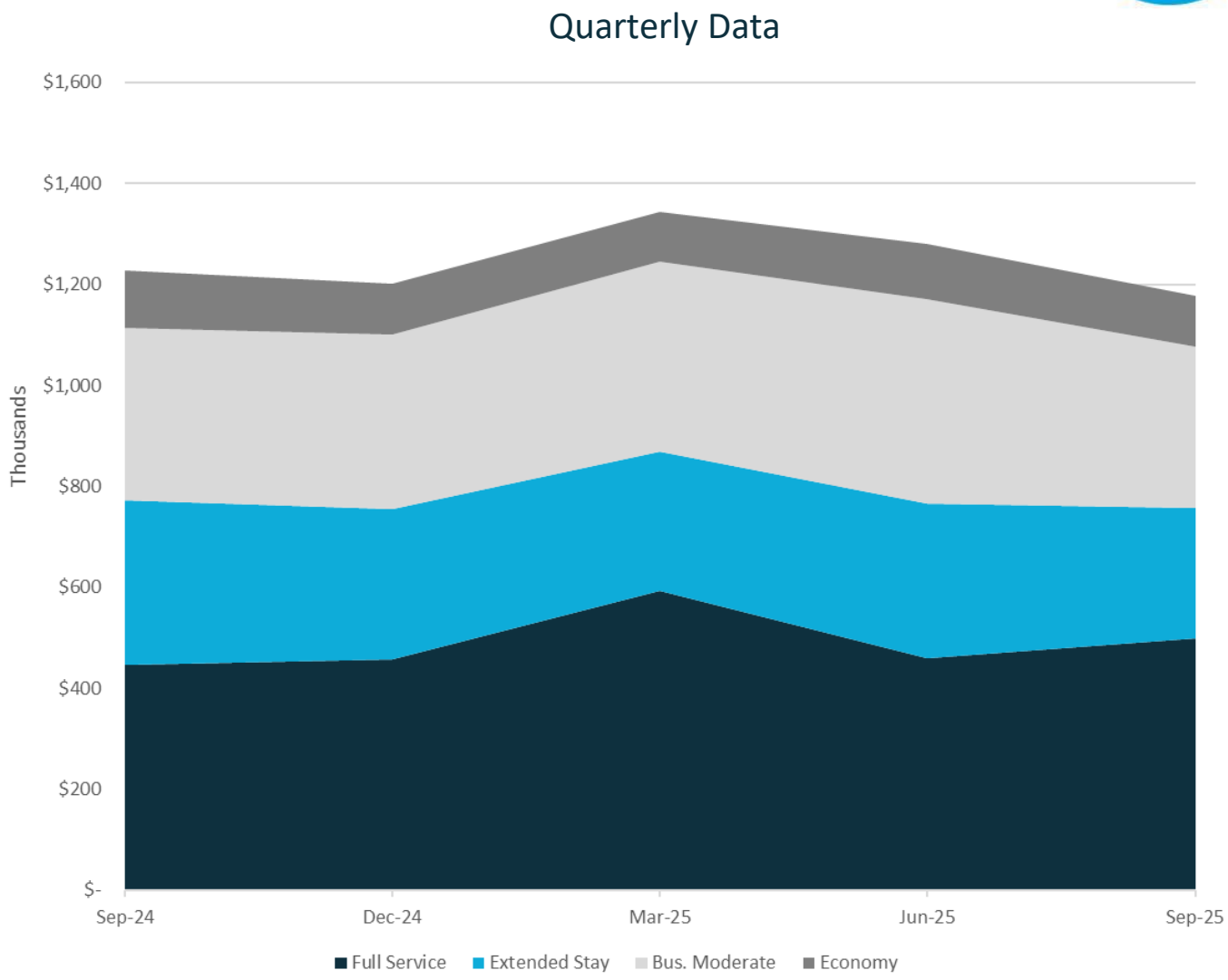
Category	FY 2023-24 Actual Prior Year	FY 2024-25 Revised Budget	FY 2024-25 Actual 4th Qtr	FY 2024-25 Actual YTD	Actual YTD as % of Budget
Operating Revenues:					
Drainage Fees	$2,609,536	$2,600,000	$633,071	$2,595,852	99.8%
Interest income and other	694,036	200,000	76,243	303,628	151.8%
Total Operating Revenues:	3,303,572	2,800,000	709,314	2,899,480	103.6%
Operating Expenses:					
Personnel services	758,272	942,468	229,980	865,281	91.8%
Supplies	34,054	34,900	4,011	14,916	42.7%
Maintenance	717,834	620,549	101,143	449,906	72.5%
Contractual services	352,718	257,200	86,621	251,189	97.7%
Capital Replacement/Lease	25,000	50,000	12,500	50,000	100.0%
Debt service	488,948	896,453	137,715	866,960	96.7%
Capital Outlay	-	62,000	-	46,262	74.6%
Total Operating Expenses:	2,376,826	2,863,570	571,969	2,544,513	88.9%
Other financing uses:					
Transfer to Debt service fund	406,196	444,431	111,108	444,431	100.0%
Capital Projects (Cash Funded)	273,550	-	-	-	0.0%
Total Expenses:	3,056,572	3,308,001	683,076	2,988,944	90.4%
Net Change in Working Capital	247,000	(508,001)	26,238	(89,464)	
Working Capital at Beg. of Year	8,656,973	8,903,973		8,903,973	
Working Capital at End of Year	$8,903,973	$8,395,972		$8,814,509	

Hotel Occupancy Tax Collections

Hotel	Rooms	% Rooms	Amount	% Amount	FY25 to FY24 % Diff
Marriott Quorum	547	15%	229,412	20%	-14%
Renaissance	528	14%	269,499	23%	+22%
Full Service Total	1,075	29%	498,911	43%	+3%
Budget Suites	344	9%	8,289	0%	-14%
Mainstay Suites	70	2%	11,033	1%	-29%
Marriott Residence Inn	150	4%	56,833	5%	-17%
Hyatt House	132	4%	31,535	3%	-3%
Homewood Suites	120	3%	12,509	1%	-62%
Home2Suites	132	4%	82,976	7%	-4%
Springhill Suites	159	4%	54,284	5%	-8%
Extended Stay Total	1,107	30%	257,459	22%	-16%
Marriott Courtyard Quorum	176	5%	92,712	8%	-14%
LaQuinta Inn[1]	152	4%	27,237	2%	-11%
Marriott Courtyard Midway	145	4%	63,891	5%	-4%
Radisson - Addison[2]	101	3%	2,240	0%	-48%
Hilton Garden Inn	96	3%	43,734	4%	-10%
Holiday Inn Express	97	3%	47,733	4%	+9%
Holiday Inn Beltway	102	3%	23,600	2%	-14%
Best Western Plus	85	2%	19,314	2%	-13%
Business Moderate Total	954	26%	320,461	27%	-6%
Motel 6	128	3%	26,912	2%	-14%
The Addison Inn	154	4%	19,731	2%	-3%
Red Roof Inn	107	3%	25,411	2%	-13%
Quality Suites	78	2%	21,956	2%	-10%
America's Best Value Inn	60	2%	5,294	0%	-10%
Economy Total	527	14%	99,304	8%	-13%
TOTAL	3,663	100%	1,176,135	100%	-4%

[1] Missing payment from September 2025

[2] The Radisson - Addison closed for remodel in August 2025



Investment Report Summary

$1,291,749

Interest Revenue

September 30, 2025

Book Value
$134,066,446

Market Value
$134,158,920

Weighted Average Yield-to-Maturity
3.87%

The change in book value is $(8,757,354) or -6.13%. The change in market value is $(8,449,800) or -5.92%. The change in interest revenue is $(83,783) or -6.09%. Weighted average yield-to-maturity increased to 3.87%.

$1,375,532

Interest Revenue

June 30, 2025

Book Value
$142,823,800

Market Value
$142,608,720

Weighted Average Yield-to-Maturity
3.69%



Town of Addison

FY 2024-25

4th Quarter

Financial Report

Quarterly Financial Report as of
September 30, 2025

Prepared by
Finance Department

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Memorandum to City Manager

This is the fourth quarter report for the 2024-2025 fiscal year. Revenues and expenditures reflect activity from July 1, 2025 through September 30, 2025, or the entirety of the fiscal year. The Quarterly Financial Report is intended to provide our users with timely and relevant information.



If you would like additional information, please don't hesitate to contact me.

Steven Glickman

Chief Financial Officer

Financial Review

General Fund

Fiscal year-to-date revenue totals $52.61 million, which is 103.9 percent of the overall budget amount. Sales tax collections are at 106.7 percent of the fiscal year 2025 budget. Alcoholic beverage tax collections are at 91.7 percent of the fiscal year 2025 budget.

Fiscal year-to-date expenditures and transfers total approximately $49.61 million, which is 98.0 percent of budget. The fund ended below the total budget for fiscal year 2025.

Hotel Fund

Revenues through the fourth quarter total approximately $6.77 million, 91.4 percent of the fiscal year 2025 budget. Hotel occupancy tax collections are 93.4 percent of budget for the year. Collections have not been received by all hoteliers. Proceeds from Special Events are below budget.

Hotel Fund expenditures of $7.38 million are 97.9 percent of budget, and $619 thousand more than this time a year ago.

Airport Fund

Operating revenue through the fourth quarter total approximately $7.86 million or 77.8 percent of the fiscal year 2025 budget. Excluding reimbursable grant revenue, operating revenue is 105.7% of the budgeted amount.

Operating expenses total $6.68 million, or 98.5 percent of fiscal year 2025 budget.

Through the fourth quarter $3.40 million has been spent on cash-funded capital projects.

Continued

Utility Fund

Operating revenue through the fourth quarter totals $17.13 million, or 98.9 percent of the fiscal year 2025 budget. Water revenues for the year are at 97.3 percent of the fiscal year 2025 budget and sewer revenues for the year are at 98.3 percent of the fiscal year 2025 budget. The year-to-date revenue and percent of budget is trending in line with the prior year.

Operating expenses through the fiscal year total approximately $16.38 million, or 93.6 percent of the fiscal year 2025 budget. Overall, operating expenses are up $481 thousand from the prior year primarily due to the cost of wholesale water and sewer services being $459 thousand more than this time a year ago.

Stormwater Fund

Operating revenue through the fourth quarter totals $2.89 million, or 103.6 percent of the fiscal year 2025 budget.

Operating expenses through the fourth quarter total approximately $2.54 million, or 88.9 percent of the fiscal year 2025 budget. Including transfers to the debt service fund, total expenses are 90.4% of the budgeted amount.

The net change in working capital for the Stormwater Fund is a decrease of $89 thousand.



All General Fund departments are on pace with or below their respective budgets for fiscal year 2025.

Financial Indicators

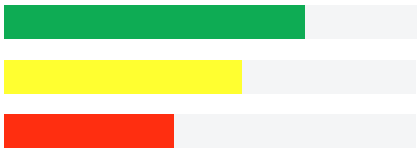
Financial performance is tracked by analyzing key metrics against historical trends. Positive indicators represent percentage variances that exceed historical averages, signaling growth or improvement. Warning indicators are identified when a metric shows a negative variance of 3-5% and exceeds $50,000, highlighting areas of moderate concern. Negative indicators reflect more significant challenges, with a negative variance of over 5% and more than $50,000. These measures provide a clear framework to monitor financial health and address potential risks proactively.

Key Revenue Sources	FY2025 Budget	Actual through 9/30/25	% Annual Budget
Ad Valorem Taxes - General Fund	$25,465,206	$25,409,594	99.78%
Non-Property Taxes - General Fund	17,825,000	18,826,248	105.62%
Hotel Tax [1]	5,355,000	5,000,784	93.39%
Franchise Fees - General Fund	2,055,000	2,025,346	98.56%
Service/Permitting/License Fees - General Fund	3,937,019	4,662,667	118.43%
Fines and Penalties - All Funds	440,000	468,151	106.39%
Special Event Revenue - Hotel Fund [2]	1,616,000	1,384,247	85.66%
Fuel Flowage Fees - Airport Fund	1,207,440	1,276,311	105.70%
Water and Sewer Charges - Utility Fund	16,946,561	16,564,467	97.75%

[1] Hotel Tax revenue has not been collected from all hoteliers and is below expectations

[2] Special Events revenue is below expectations

Continued



Positive: Positive variance compared to historical trends

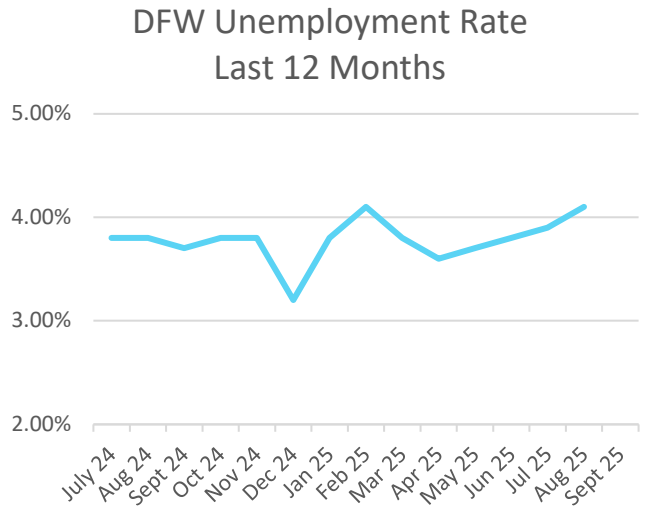
Warning: Negative variance of 3%-5% and more than $50,000

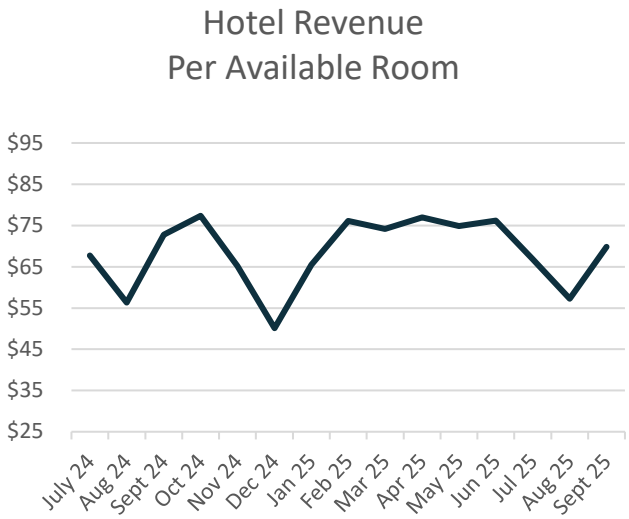
Negative: Negative variance of >5% and more than $50,000

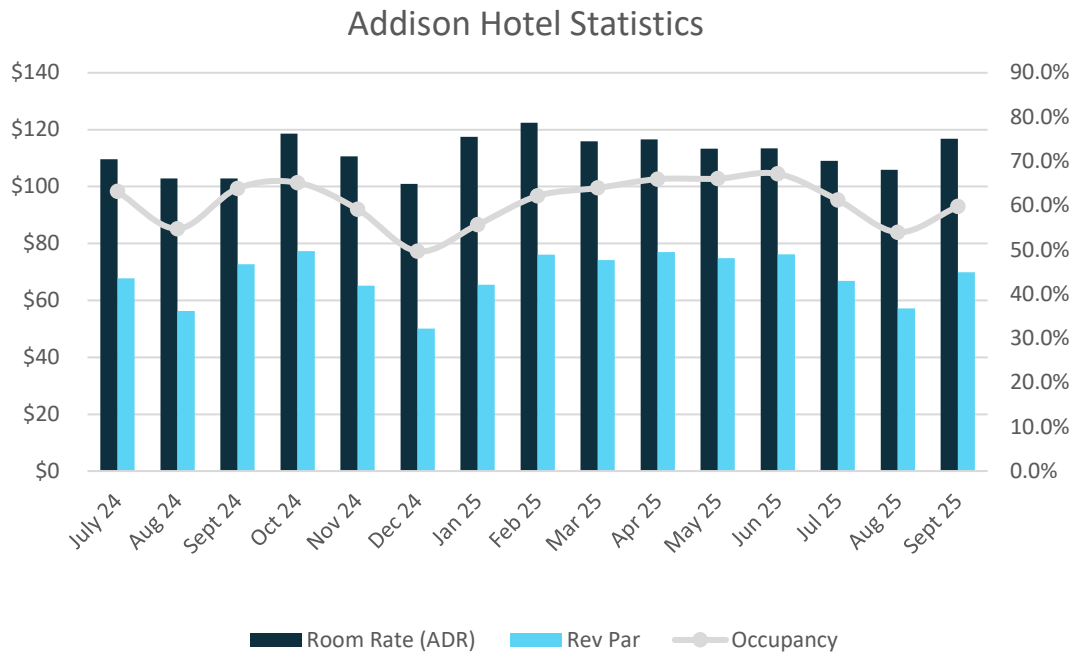
Key Expenditures	FY2025 Budget	Actual through 9/30/25	% Annual Budget
General Fund	$50,269,389	$49,616,7489	98.00%
Hotel Fund	7,546,596	7,388,199	97.90%
Economic Development	1,477,263	1,422,739	96.31%
Airport Operations	6,790,544	6,688,825	98.50%
Utility Operations	17,501,537	16,388,957	93.64%

Executive Dashboard

Our executive dashboard provides a comprehensive overview of key economic indicators to assess the city's economic health. It tracks the area unemployment rate, hotel revenue per available room (RevPAR), office and hotel occupancy rates, and the total number of building and other permits issued, along with their valuation. These metrics offer valuable insights into market trends and development activity, helping us evaluate current conditions and inform strategic planning for sustained growth.







Continued

Occupancy Indicators

Office occupancy is at 80.5% resulting in a 0.5% increase from the prior quarter. Retail Occupancy is at 96.1% resulting in a 0.6% increase from the prior quarter. Occupancy rates are in comparison to the third quarter of fiscal year 2025. (Source: CoStar)



Office Occupancy = 80.5%



Retail Occupancy = 96.1%

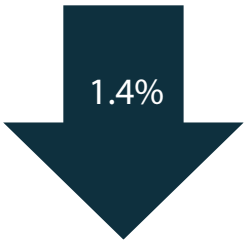
Hotel Indicators

Hotel occupancy is at 58.4% resulting in a 2.3% decrease year-over-year. Revenue per available room (RevPar) is at $64.66 resulting in a 1.4% decrease year-over-year. Hotel indicators are in comparison to prior year Quarter 4. (Source: STR Report)

Addison's hotel market experienced a slight decline throughout the fourth quarter when compared to the same quarter a year ago primarily due to the LIV Golf Tournament in September 2024 causing higher than normal occupancy for that period. Occupancy only exceeded 60% during July and did not exceed the prior year in any period for the fourth quarter. Additionally, the Radisson - Addison temporarily closed for renovations in August 2025.

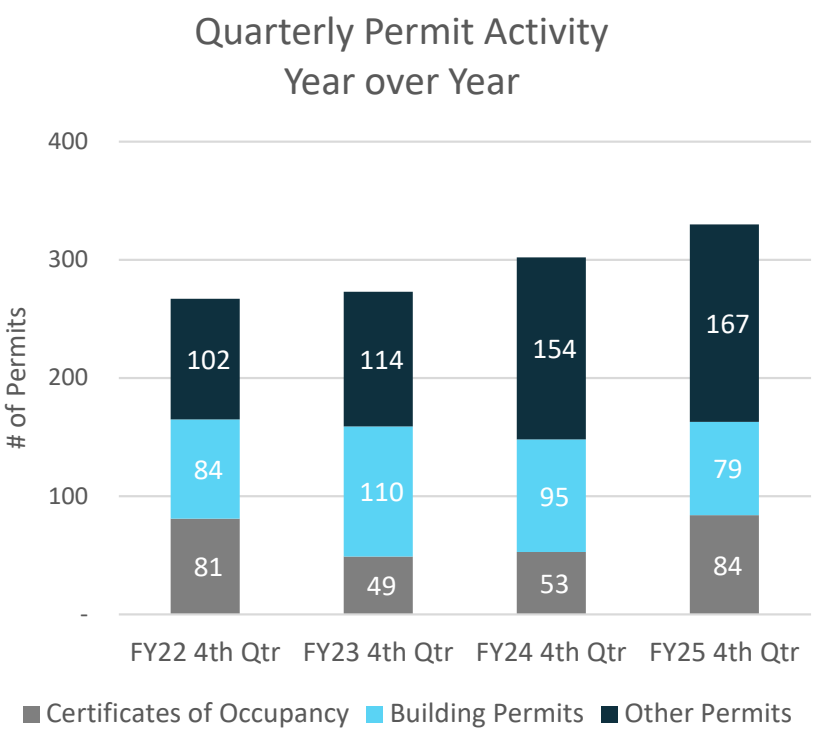


Hotel Occupancy = 58.4%

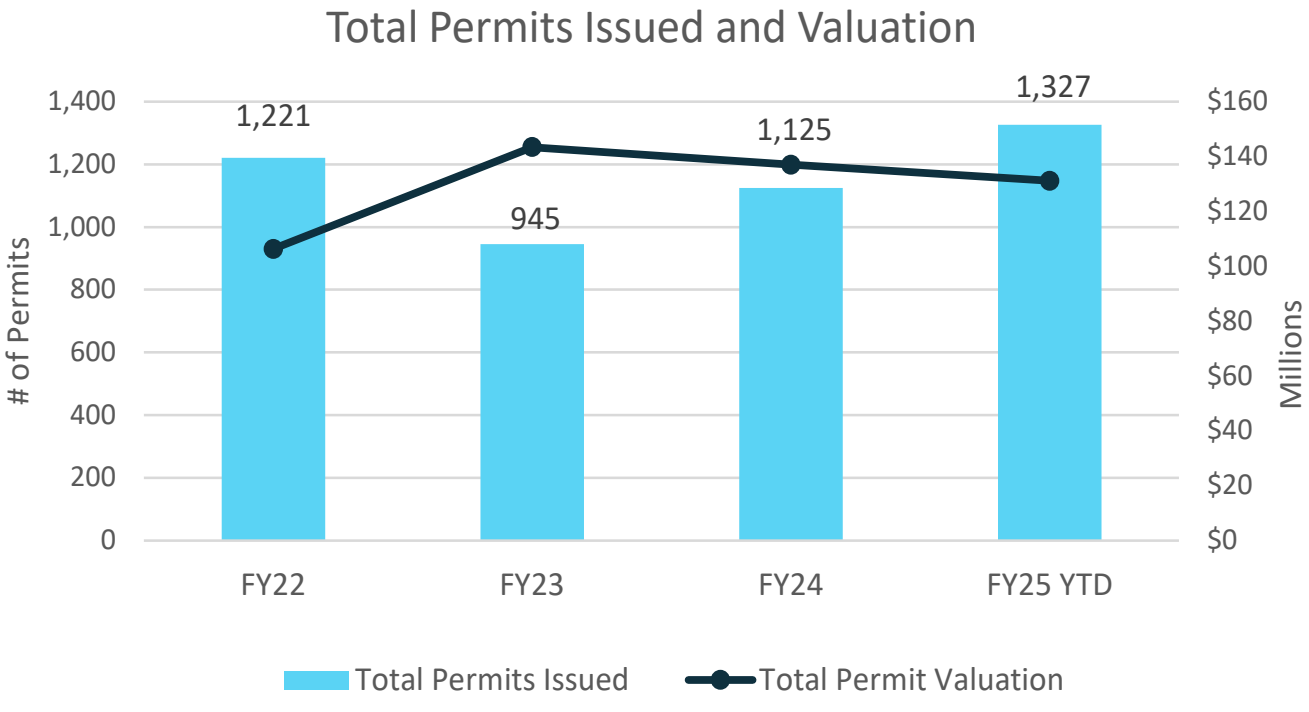


RevPAR = $64.66

Continued


Quarterly Permit Activity
Year over Year
400
300
200
100
-
of Permits
102
84
81
114
110
49
154
95
53
167
79
84
FY22 4th Qtr
FY23 4th Qtr
FY24 4th Qtr
FY25 4th Qtr
Certificates of Occupancy
Building Permits
Other Permits




Total Permits Issued and Valuation
1,400
1,200
1,000
800
600
400
200
0
of Permits
1,221
945
1,125
1,327
$160
$140
$120
$100
$80
$60
$40
$20
$0
Millions
FY22
FY23
FY24
FY25 YTD
Total Permits Issued
Total Permit Valuation

Continued

Economic Development Incentives provided by Town of Addison

Economic Development incentives are actively tracked to support growth and attract businesses. This includes monitoring the number of executed agreements, the total amount paid in fiscal year 2025, and the overall dollar amount of incentives committed.

A Executed agreements throught the first quarter is seven (7).

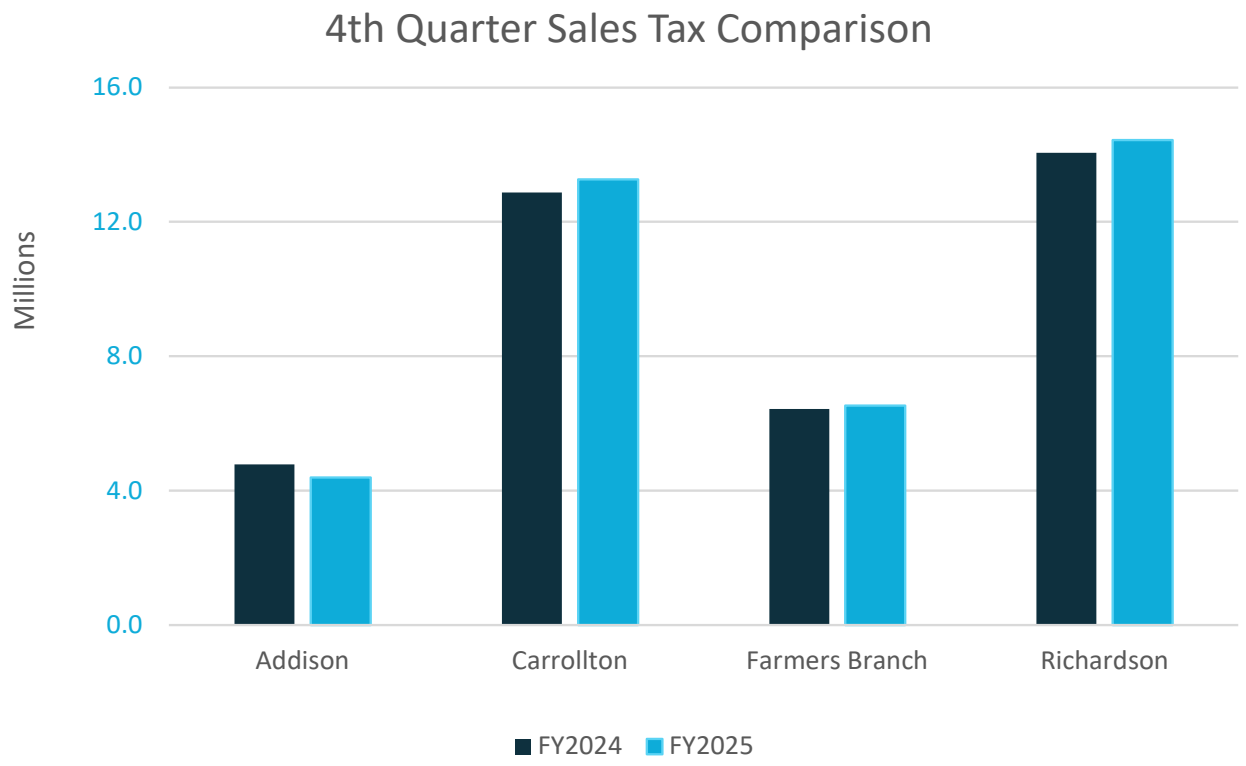
B Amount of economic developments paid in FY2025 is $466,491.

C Total economic development incentives committed for FY2025 is $537,960.



Continued

Additionally, we provide a comparative analysis of sales tax revenue with three surrounding cities to gauge the effectiveness of these incentives and ensure our approach remains competitive in the regional market. This data helps guide strategic decision-making to foster economic vitality.



Addison

Addison had an 8% decrease in sales tax from FY2024 to FY2025.

Carrollton

Carrollton had a 3% increase in sales tax from FY2024 to FY2025.

Farmers Branch

Farmers Branch had a 2% increase in sales tax from FY2024 to FY2025.

Richardson

Richardson had a 3% increase in sales tax from FY2024 to FY2025.

General Fund

FY2025 Quarterly Statement of Revenues and Expenditures Compared to Budget with comparative information from prior fiscal year.

General Fund

Category	FY 2023-24 Actual Prior Year	FY 2024-25 Revised Budget	FY 2024-25 Actual 4th Qtr	FY 2024-25 Actual YTD	Actual YTD as % of Budget
Revenues:					
Ad Valorem taxes:					
Current taxes	$25,000,925	$25,615,206	$(151,661)	$25,911,562	101.2%
Delinquent taxes [1]	(471,087)	(200,000)	(25,265)	(618,693)	309.3%
Penalty & interest	71,829	50,000	10,007	116,726	233.5%
Non-property taxes:					
Sales tax	17,298,041	16,525,000	4,395,809	17,634,389	106.7%
Alcoholic beverage tax [2]	1,297,720	1,300,000	293,923	1,191,858	91.7%
Franchise/right-of-way use fees:					
Electric franchise	1,491,544	1,525,000	341,731	1,496,041	98.1%
Gas franchise	297,695	275,000	-	316,001	114.9%
Telecommunication access fees	152,514	160,000	30,582	133,684	83.6%
Cable franchise	91,828	95,000	19,088	79,620	83.8%
Licenses and permits:					
Business licenses and permits	219,243	225,700	57,860	203,810	90.3%
Building & construction permits	1,420,632	985,000	451,782	1,135,469	115.3%
Service fees:					
Public safety	1,235,153	1,094,000	382,583	1,253,086	114.5%
Urban development	68,270	87,200	20,390	52,115	59.8%
Streets and sanitation	510,440	508,500	197,565	931,106	183.1%
Recreation	137,387	96,000	38,265	146,461	152.6%
Interfund	646,294	940,619	235,155	940,619	100.0%
Court fines	350,929	335,000	107,214	395,446	118.0%
Interest earnings	2,060,831	650,000	260,259	991,428	152.5%
Rental income	8,640	8,600	2,150	7,600	88.4%
Other income	831,622	357,500	10,402	293,165	82.0%
Total Revenues:	52,720,449	50,633,325	6,677,839	52,611,494	103.9%

[1] Represents prior year tax payment refunds

[2] Alcoholic beverage tax is below expectations

Continued

Positive: Positive variance compared to historical trends

Warning: Negative variance of 3%-5% and more than $50,000

Negative: Negative variance of >5% and more than $50,000

General Fund

Category	FY 2023-24 Actual Prior Year	FY 2024-25 Revised Budget	FY 2024-25 Actual 4th Qtr	FY 2024-25 Actual YTD	Actual YTD as % of Budget
Expenditures:					
General Government:					
City Secretary	251,528	260,131	84,495	231,324	88.9%
City Manager	1,310,833	1,229,935	323,933	1,218,904	99.1%
Finance	2,053,908	2,313,188	467,266	2,302,830	99.6%
General Services	1,592,424	1,838,887	500,254	1,820,085	99.0%
Municipal Court	680,963	714,632	182,317	710,299	99.4%
Human Resources	637,739	759,123	214,544	749,703	98.8%
Information Technology	2,610,070	2,308,709	487,284	2,194,748	95.1%
Combined Services	1,258,576	1,230,585	279,671	1,216,277	98.8%
Council Projects	403,664	391,766	35,599	374,912	95.7%
Public Safety:					
Police	12,768,329	13,174,832	3,485,019	13,104,715	99.5%
Emergency Communications	1,917,253	1,909,006	-	1,898,556	99.5%
Fire	10,702,820	11,105,525	3,039,149	11,025,733	99.3%
Development Services	2,322,114	3,265,290	965,569	3,226,418	98.8%
Streets	2,267,292	2,251,292	595,931	1,707,499	75.8%
Parks and Recreation:					
Parks	5,370,556	5,671,687	1,685,591	5,646,774	99.6%
Recreation	1,898,897	2,204,801	656,649	2,187,972	99.2%
Other financing uses:					
Transfers to other funds	4,500,000	-	-	-	0.0%
Total Expenditures:	52,546,966	50,629,389	13,003,270	49,616,748	98.0%
Net Change in Fund Balance	173,484	3,936	(6,325,431)	2,994,746	
Fund Balance at Beg. of Year	20,682,959	20,856,443		20,856,443	
Fund Balance at End of Year	$20,856,443	$20,860,379		$23,851,188	

Hotel Fund

FY2025 Quarterly Statement of Revenues and Expenditures Compared to Budget with comparative information from prior fiscal year.

Hotel Fund

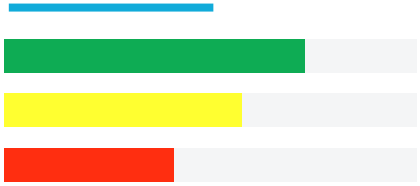
Category	FY 2023-24 Actual Prior Year	FY 2024-25 Revised Budget	FY 2024-25 Actual 4th Qtr	FY 2024-25 Actual YTD	Actual YTD as % of Budget
Revenues:					
Hotel/Motel occupancy taxes [1]	$5,374,881	$5,355,000	$1,176,138	$5,000,784	93.4%
Proceeds from special events [2]	1,392,560	1,616,000	796,610	1,384,247	85.7%
Rental income	169,372	160,000	71,256	176,566	110.4%
Interest and miscellaneous	456,896	275,000	51,126	208,574	75.8%
Total Revenues:	7,393,709	7,406,000	2,095,130	6,770,171	91.4%
Expenditures:					
Marketing and Tourism	1,567,739	1,989,451	639,191	1,565,857	78.7%
Addison Theatre Centre	747,619	915,874	256,442	894,471	97.7%
Major Special Events [3]	2,759,705	2,535,572	1,669,442	2,916,313	115.0%
Special Events	1,142,699	1,320,478	367,260	1,276,765	96.7%
Vitruvian Events	185,000	185,000	185,000	185,000	100.0%
General Hotel Operations	366,384	600,221	146,819	549,793	91.6%
Total Expenditures:	6,769,146	7,546,596	3,264,154	7,388,199	97.9%
Net Change in Fund Balance	624,562	(140,596)	(1,169,024)	(618,028)	
Fund Balance at Beg. of Year	5,330,209	5,954,770		5,954,770	
Fund Balance at End of Year	$5,954,770	$5,814,174		$5,336,742	

[1] *Hotel tax collections have not been received by all hoteliers and are lower than anticipated*

[2] *Special Events revenue is below expectations*

[3] *Special Events expenditures exceeded budgeted amounts*

Economic Development



Positive: Positive variance compared to historical trends

Warning: Negative variance of 3%-5% and more than $50,000

Negative: Negative variance of >5% and more than $50,000

Economic Development Fund

Category	FY 2023-24 Actual Prior Year	FY 2024-25 Revised Budget	FY 2024-25 Actual 4th Qtr	FY 2024-25 Actual YTD	Actual YTD as % of Budget
Revenues:					
Ad Valorem taxes:	$1,387,809	$1,474,028	$(9,658)	$1,470,034	99.7%
Business license fee	18,700	-	-	350	100.0%
Interest income and other	232,318	75,000	28,644	115,690	154.3%
Total Revenues	1,638,827	1,549,028	18,986	1,586,074	102.4%
Expenditures:					
Personnel services	432,330	504,152	143,325	506,907	100.5%
Supplies	7,986	14,308	13,071	29,800	208.3%
Maintenance	1,116	44,728	9,579	40,201	89.9%
Contractual services	906,887	904,360	145,281	836,116	92.5%
Debt Service	9,715	9,715	2,429	9,715	100.0%
Total Expenditures	1,358,034	1,477,263	313,685	1,422,739	96.3%
Net Change in Fund Balance	280,793	71,765	(294,700)	163,334	
Fund Balance at Beg. of Year	2,592,507	2,873,300		2,873,300	
Fund Balance at End of Year	$2,873,300	$2,945,065		$3,036,634	

Airport Fund

FY2025 Quarterly Statement of Revenues and Expenditures Compared to Budget with comparative information from prior fiscal year.

Airport Fund

Category	FY 2023-24 Actual Prior Year	FY 2024-25 Revised Budget	FY 2024-25 Actual 4th Qtr	FY 2024-25 Actual YTD	Actual YTD as % of Budget
Operating Revenues:					
Operating grants	$186,133	$2,671,260	$-	$-	0.0%
Service fees	184,075	277,700	62,850	332,325	119.7%
Fuel flowage fees	1,166,081	1,207,440	334,252	1,276,311	105.7%
Rental income	5,750,708	5,672,075	1,508,279	5,773,216	101.8%
Interest income and other	1,030,262	282,112	95,973	484,741	171.8%
Total Operating Revenues:	8,317,259	10,110,587	2,001,354	7,866,593	77.8%
Operating Expenses:					
Personnel services	2,533,938	2,964,581	1,063,441	3,138,062	105.9%
Supplies	39,497	55,873	13,358	74,844	134.0%
Maintenance	857,875	893,126	264,344	592,128	66.3%
Contractual services	1,347,997	1,722,327	423,241	1,767,231	102.6%
Capital Replacement/Lease	157,928	242,928	60,732	242,928	100.0%
Debt service	875,747	874,709	165,835	873,632	99.9%
Capital Outlay	-	37,000	-	-	0.0%
Total Operating Expenses:	5,812,982	6,790,544	1,990,951	6,688,825	98.5%
Other financing uses:					
Transfer to Debt service fund	469,344	528,527	132,132	528,527	100.0%
Capital Projects (Cash Funded)	401,640	3,903,000	933,474	3,400,596	87.1%
Total Expenses:	6,683,966	11,222,071	3,056,558	10,617,949	94.6%
Net Change in Working Capital	1,633,293	(1,111,484)	(1,055,203)	(2,751,356)	
Working Capital at Beg. of Year	8,194,654	9,827,947		9,827,947	
Working Capital at End of Year	$9,827,947	$8,716,463		$7,076,591	

Utility Fund

Positive: Positive variance compared to historical trends

Warning: Negative variance of 3%-5% and more than $50,000

Negative: Negative variance of >5% and more than $50,000

Utility Fund

Category	FY 2023-24 Actual Prior Year	FY 2024-25 Revised Budget	FY 2024-25 Actual 4th Qtr	FY 2024-25 Actual YTD	Actual YTD as % of Budget
Operating Revenues:					
Water sales	$9,249,861	$9,440,658	$2,761,281	$9,186,886	97.3%
Sewer charges	7,057,591	7,505,903	1,914,199	7,377,581	98.3%
Tap fees	62,918	50,000	61,355	80,233	160.5%
Penalties	108,354	105,000	10,178	124,975	119.0%
Interest income and other	693,568	232,422	95,020	369,285	158.9%
Total Operating Revenues:	17,172,292	17,333,983	4,842,032	17,138,959	98.9%
Operating Expenses:					
Personnel services	2,878,324	3,202,074	818,470	2,989,641	93.4%
Supplies	233,111	227,105	54,507	196,398	86.5%
Maintenance	1,057,449	1,342,009	532,217	937,772	69.9%
Contractual Services:					
Water purchases	4,615,709	5,021,098	1,280,720	4,838,580	96.4%
Wastewater treatment	3,831,176	4,315,865	896,283	4,056,342	94.0%
Other services	1,342,023	1,479,332	366,598	1,457,352	98.5%
Capital Replacement/Lease	206,584	166,584	41,646	166,584	100.0%
Debt service	1,743,592	1,747,470	303,267	1,746,289	99.9%
Capital outlay	-	-	-	-	0.0%
Total Operating Expenses:	15,907,968	17,501,537	4,293,707	16,388,957	93.6%
Capital Projects (Cash Funded)	-	1,220,000	-	-	0.0%
Total Expenses:	15,907,968	18,721,537	4,293,707	16,388,957	87.5%
Net Change in Working Capital	1,264,324	(1,387,554)	548,325	750,002	
Working Capital at Beg. of Year	8,406,367	9,670,691		9,670,691	
Working Capital at End of Year	$9,670,691	$8,283,137		$10,420,693	

Stormwater Fund

FY2025 Quarterly Statement of Revenues and Expenditures Compared to Budget with comparative information from prior fiscal year.

Stormwater Fund

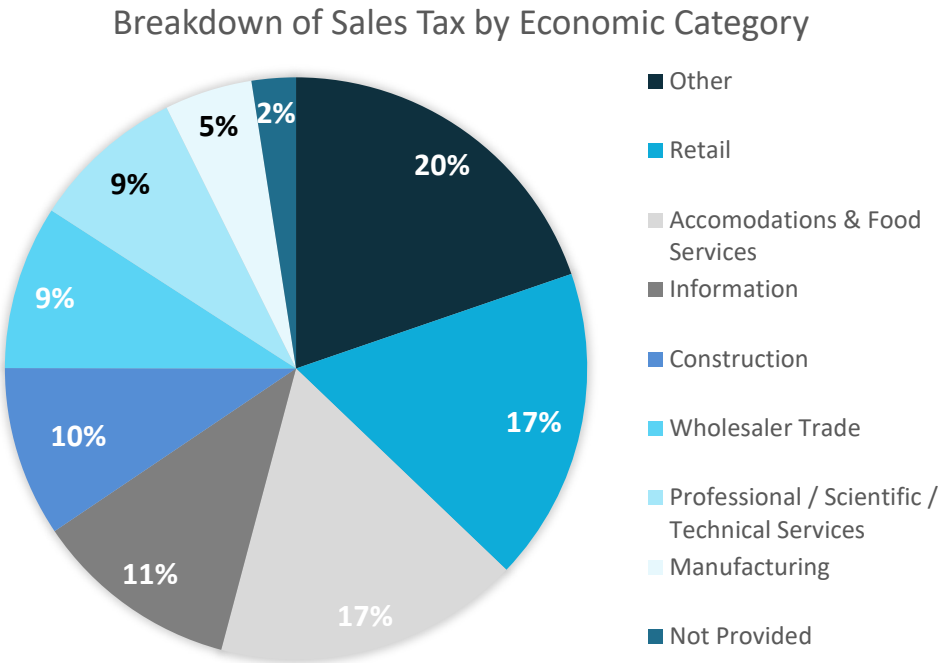
Category	FY 2023-24 Actual Prior Year	FY 2024-25 Revised Budget	FY 2024-25 Actual 4th Qtr	FY 2024-25 Actual YTD	Actual YTD as % of Budget
Operating Revenues:					
Drainage Fees	$2,609,536	$2,600,000	$633,071	$2,595,852	99.8%
Interest income and other	694,036	200,000	76,243	303,628	151.8%
Total Operating Revenues:	3,303,572	2,800,000	709,314	2,899,480	103.6%
Operating Expenses:					
Personnel services	758,272	942,468	229,980	865,281	91.8%
Supplies	34,054	34,900	4,011	14,916	42.7%
Maintenance	717,834	620,549	101,143	449,906	72.5%
Contractual services	352,718	257,200	86,621	251,189	97.7%
Capital Replacement/Lease	25,000	50,000	12,500	50,000	100.0%
Debt service	488,948	896,453	137,715	866,960	96.7%
Capital Outlay	-	62,000	-	46,262	74.6%
Total Operating Expenses:	2,376,826	2,863,570	571,969	2,544,513	88.9%
Other financing uses:					
Transfer to Debt service fund	406,196	444,431	111,108	444,431	100.0%
Capital Projects (Cash Funded)	273,550	-	-	-	0.0%
Total Expenses:	3,056,572	3,308,001	683,076	2,988,944	90.4%
Net Change in Working Capital	247,000	(508,001)	26,238	(89,464)	
Working Capital at Beg. of Year	8,656,973	8,903,973		8,903,973	
Working Capital at End of Year	$8,903,973	$8,395,972		$8,814,509	

Sales Tax Collections

Schedule of sales tax collections for the quarter ending September 30, 2025.

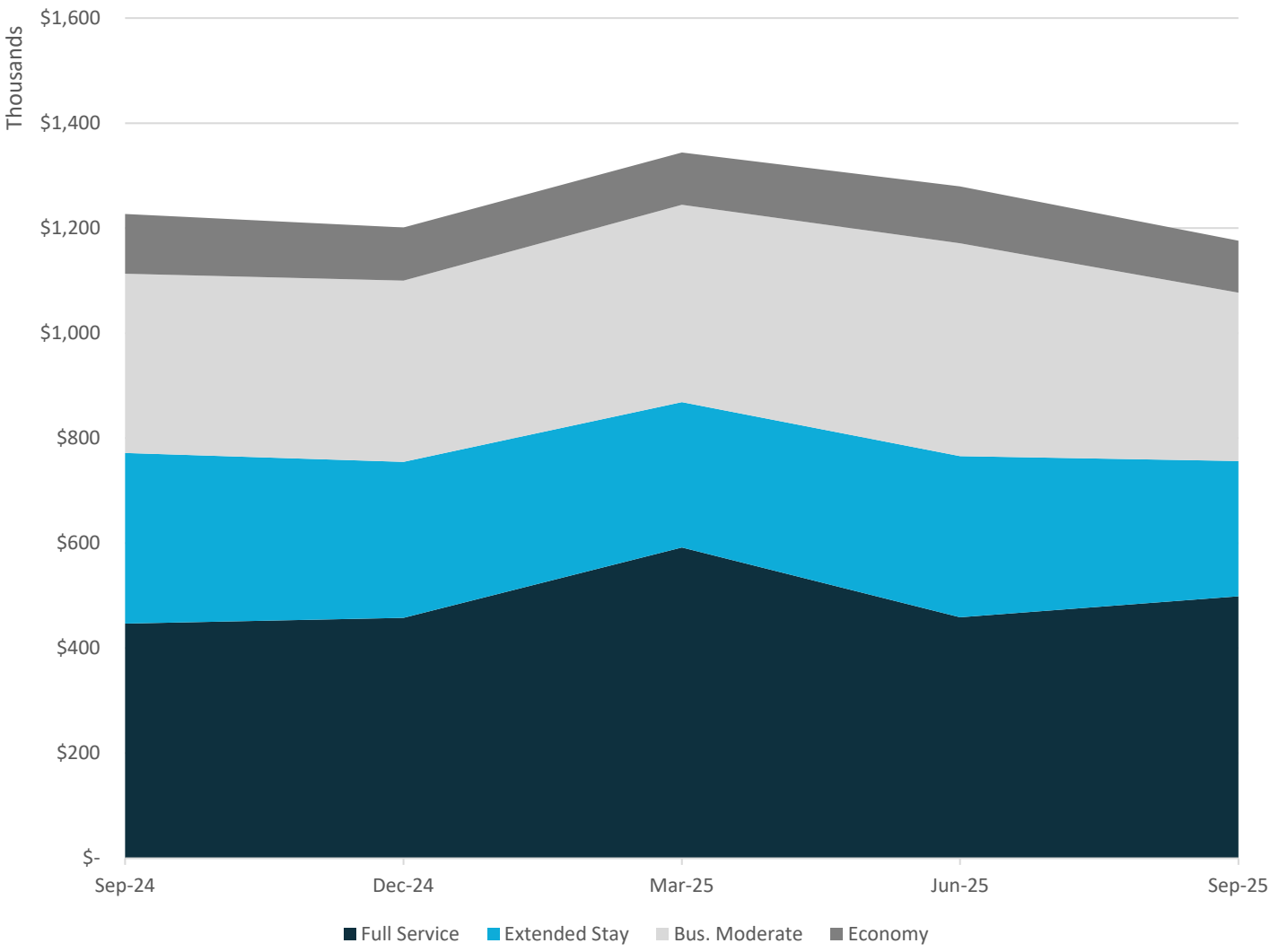
	FY2025 Monthly Collections	% Change from Prior Year	FY2024 Monthly Collections
October	$1,589,328	0.1%	$1,588,209
November	1,391,938	4.5%	1,331,900
December	1,299,653	2.6%	1,267,187
January	1,762,073	10.5%	1,595,294
February	1,571,229	20.5%	1,303,812
March	1,280,923	2.0%	1,256,245
April	1,504,353	-4.7%	1,578,604
May	1,380,353	8.5%	1,272,712
June	1,458,730	10.6%	1,319,487
July	1,474,803	19.2%	1,236,618
August	1,499,150	-32.1%	2,209,805
September	1,421,857	6.2%	1,338,169
Total	$17,634,389	1.9%	$17,298,041
Budget:	16,525,000	4.7%	15,774,733

Breakdown of Sales Tax by Economic Category



Hotel Occupancy Tax

Hotel Occupancy Tax collection for hotels by service type for the quarter and year-to-date ended September 30, 2025. This analysis includes comparative information from the prior fiscal year.



FY2025, Q4

Revenue from three of the four hotel categories showed decreased hotel occupancy tax collections in the fourth quarter of FY2025.

FY2025, Q4

In the Business Moderate category one monthly payment from one hotel is missing in the fourth quarter of FY2025.

Continued

Hotel Occupancy Tax collection for hotels by service type for the quarter and year-to-date ended September 30, 2025. This analysis includes comparative information from the prior fiscal year.

Hotel	Rooms	% Rooms	Amount	% Amount	FY25 to FY24 % Diff
Marriott Quorum	547	15%	229,412	20%	-14%
Renaissance	528	14%	269,499	23%	+22%
Full Service Total	1,075	29%	498,911	43%	+3%
Budget Suites	344	9%	8,289	0%	-14%
Mainstay Suites	70	2%	11,033	1%	-29%
Marriott Residence Inn	150	4%	56,833	5%	-17%
Hyatt House	132	4%	31,535	3%	-3%
Homewood Suites	120	3%	12,509	1%	-62%
Home2Suites	132	4%	82,976	7%	-4%
Springhill Suites	159	4%	54,284	5%	-8%
Extended Stay Total	1,107	30%	257,459	22%	-16%
Marriott Courtyard Quorum	176	5%	92,712	8%	-14%
LaQuinta Inn [1]	152	4%	27,237	2%	-11%
Marriott Courtyard Midway	145	4%	63,891	5%	-4%
Radisson - Addison[2]	101	3%	2,240	0%	-48%
Hilton Garden Inn	96	3%	43,734	4%	-10%
Holiday Inn Express	97	3%	47,733	4%	+9%
Holiday Inn Beltway	102	3%	23,600	2%	-14%
Best Western Plus	85	2%	19,314	2%	-13%
Business Moderate Total	954	26%	320,461	27%	-6%
Motel 6	128	3%	26,912	2%	-14%
The Addison Inn	154	4%	19,731	2%	-3%
Red Roof Inn	107	3%	25,411	2%	-13%
Quality Suites	78	2%	21,956	2%	-10%
America's Best Value Inn	60	2%	5,294	0%	-10%
Economy Total	527	14%	99,304	8%	-13%
TOTAL	3,663	100%	1,176,135	100%	-4%

[1] Missing payment from September 2025

[2] The Radisson - Addison closed for remodel in August 2025

Investments

Town of Addison investments for the quarter ending September 30, 2025. This information is from the Investment Report which was prepared in accordance with Chapter 2256 of the (PFIA) Public Funds Investment Act.

$1,291,749

Interest Revenue

September 30, 2025

Book Value
$134,066,446

Market Value
$134,158,920

Weighted Average Yield-to-Maturity
3.87%

The change in book value is $(8,757,354) or -6.13%. The change in market value is $(8,449,800) or -5.92%. The change in interest revenue is $(83,783) or -6.09%. Weighted average yield-to-maturity increased to 3.87%.

$1,375,532

Interest Revenue

June 30, 2025

Book Value
$142,823,800

Market Value
$142,608,720

Weighted Average Yield-to-Maturity
3.69%

FY 2024-25

www.addisontx.gov

CONTACT

Town of Addison
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Addison, TX 75001
P: (972) 450-7000

TOWN OF ADDISON

Investment Portfolio
September 30, 2025

COMPLIANCE

This report was prepared in accordance with Chapter 2256 of the Public Funds Investment Act ("PFIA"). Section 2256.03(a) of the PFIA states that "Not less than quarterly, the investment officer shall prepare and submit to the governing body of the entity a written report of the investment transactions for all funds covered by this chapter for the preceding reporting period." This report, which covers the quarter ended September 30, 2025, is signed by the Town's investment officers and includes the disclosures required in the PFIA.

Performance Benchmark

US Treasury | 6 Months 3.85%

Asset Category	Face Amount/Shares	Market Value	Book Value	% of Portfolio	YTM @ Cost	Days To Maturity
Certificate of Deposit 50%	5,145,000.00	5,128,397.96	5,145,000.00	3.84	4.07	1,236
LGIP | State 70%	54,314,123.30	54,314,123.30	54,314,123.30	40.51	4.25	1
Municipal Bonds 50%	47,491,895.08	46,902,674.63	46,735,540.83	34.86	3.74	705
US Agency | Treasury 70%	28,000,000.00	27,813,724.15	27,871,781.96	20.79	3.34	1,092
Total / Average	**134,951,018.38**	**134,158,920.04**	**134,066,446.09**	**100.00**	**3.88**	**521**

Steven Glickman, Chief Financial Officer — 10-24-25 Date

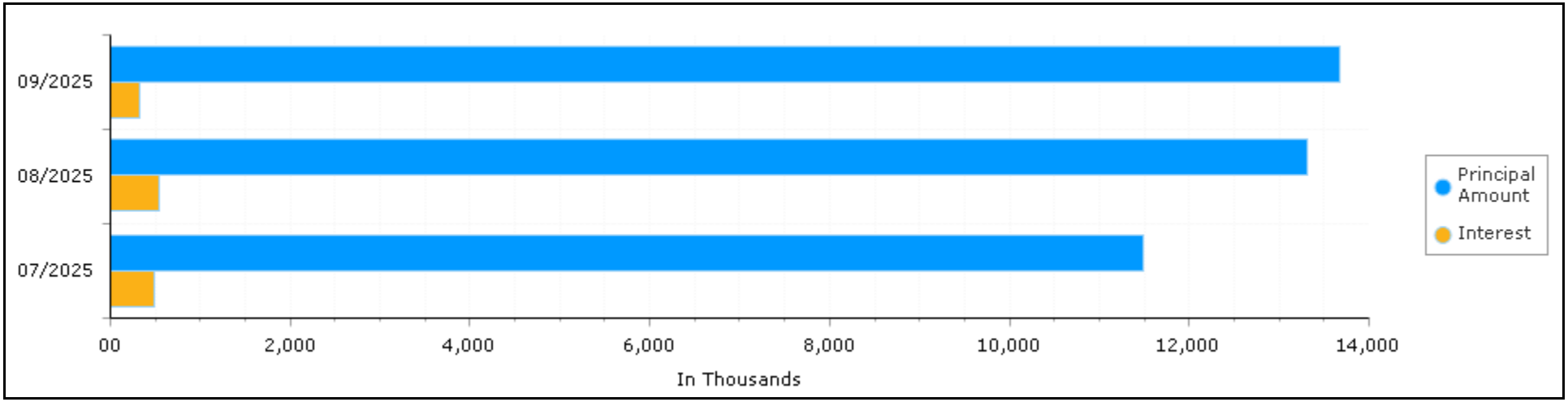
Amanda Turner, Assistant Director of Finance — 10/24/2025 Date

Town of Addison | TX
Portfolio Summary by Month
All Portfolios

Begin Date: 7/31/2025, End Date: 9/30/2025

Month	Market Value	Book Value	Unrealized Gain/Loss	YTM @ Cost	YTM @ Market	Duration	Days To Maturity
7/31/2025	138,435,466.24	138,768,346.96	-332,880.72	3.68	4.44	1.27	498
8/31/2025	133,198,115.51	133,166,871.60	31,243.91	3.89	4.34	1.28	501
9/30/2025	134,158,920.04	134,066,446.09	92,473.95	3.89	4.14	1.34	521
Total / Average	**135,264,167.26**	**135,333,888.22**	**-69,720.95**	**3.82**	**4.31**	**1.30**	**507**

Actual Cash Flow



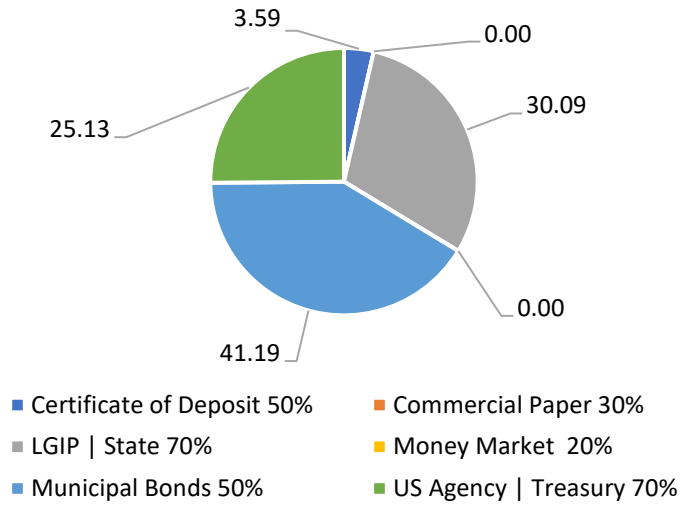
Town of Addison | TX
Distribution by Asset Category - Market Value
All Portfolios

Begin Date: 6/3/2025, End Date: 9/30/2025

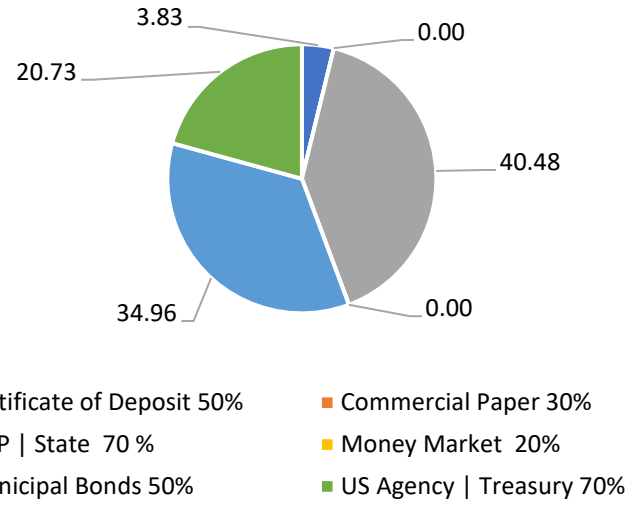
Asset Category Allocation

Asset Category	Market Value 6/30/2025	% of Portfolio 6/30/2025	Market Value 9/30/2025	% of Portfolio 9/30/2025
Certificate of Deposit 50%	5,113,022.79	3.59	5,128,397.96	3.83
Commercial Paper 30%	0.00	0.00	0.00	0.00
LGIP | State 70%	42,912,386.89	30.09	54,314,123.30	40.48
Money Market 20%	0.00	0.00	0.00	0.00
Municipal Bonds 50%	58,740,804.53	41.19	46,902,674.63	34.96
US Agency | Treasury 70%	35,842,505.81	25.13	27,813,724.15	20.73
Total / Average	**142,608,720.02**	**100.00**	**134,158,920.04**	**100.00**

Portfolio Holdings as of 6/30/2025



Portfolio Holdings as of 9/30/2025



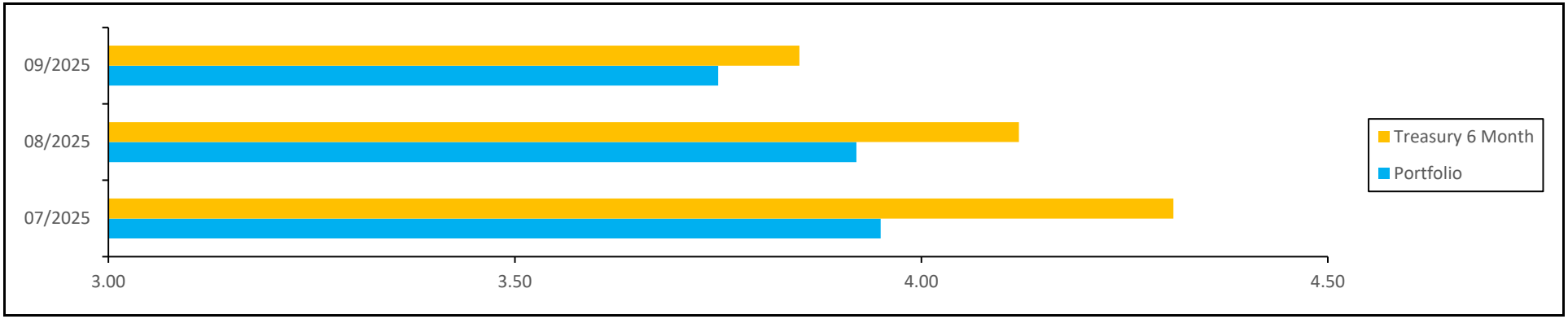
Asset Category | Investment Policy Compliance
Compliance | Yes

Town of Addison | TX
Total Rate of Return - Book Value by Month
All Portfolios

Begin Date: 7/31/2025, End Date: 9/30/2025

Month	1 Purchased Interest	2 Sell Accrued Interest	3 Interest Dividends	4 Amortization Discount	5 Amortization Premium	6 Difference in Accrued Int	Interest Earned During the Period-BV	Annualized TRR-BV	Treasury 6 Month
7/31/2025	0.00	18,423.30	479,920.00	41,057.44	-29,619.51	-67,748.36	442,032.87	3.95	4.31
8/31/2025	0.00	17,123.33	545,142.98	40,499.33	-22,610.27	-148,955.34	431,200.03	3.92	4.12
9/30/2025	-15,491.39	56,079.97	318,170.02	39,286.44	-16,964.97	37,436.28	418,516.35	3.75	3.85
Total / Average	**-15,491.39**	**91,626.60**	**1,343,233.00**	**120,843.21**	**-69,194.75**	**-179,267.42**	**1,291,749.25**	**3.87**	**4.09**

Annualized TRR-BV



Interest Earned During the Period - Book Value | Represents the cumulative total for all revenue 1 - 6.

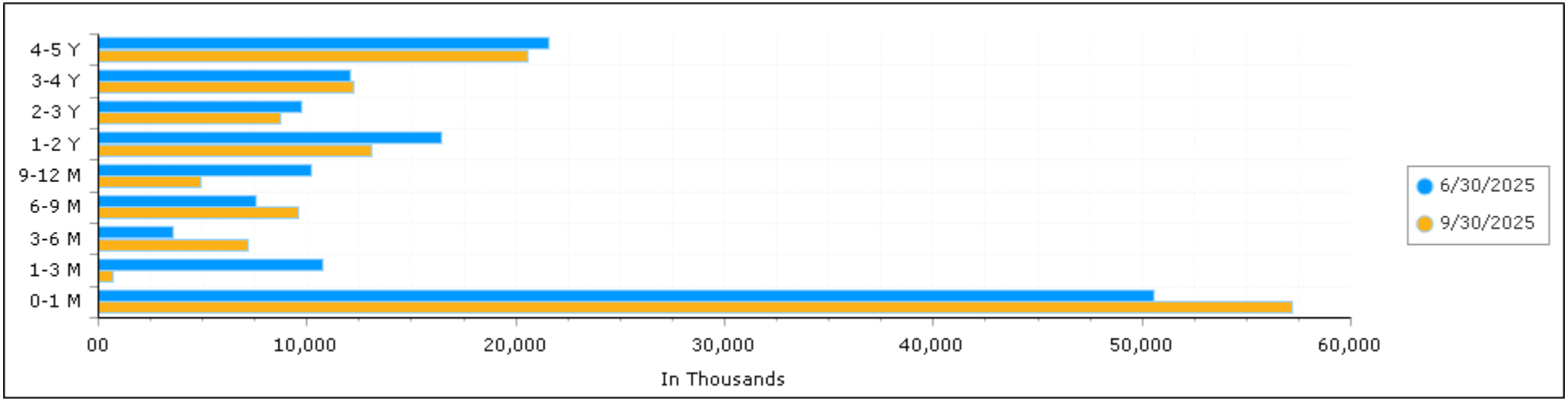
Town of Addison | TX
Distribution by Maturity Range - Market Value
All Portfolios

Begin Date: 6/30/2025, End Date: 9/30/2025

Maturity Range Allocation

Maturity Range	Market Value 6/30/2025	% of Portfolio 6/30/2025	Market Value 9/30/2025	% of Portfolio 9/30/2025
0-1 Month	50,594,045.34	35.48	57,189,123.30	42.63
1-3 Months	10,765,467.30	7.55	719,560.00	0.54
3-6 Months	3,572,578.25	2.51	7,193,607.25	5.36
6-9 Months	7,575,183.95	5.31	9,563,094.65	7.13
9-12 Months	10,187,285.90	7.14	4,873,335.83	3.63
1-2 Years	16,420,997.74	11.51	13,107,144.08	9.77
2-3 Years	9,762,963.57	6.85	8,750,826.78	6.52
3-4 Years	12,114,806.76	8.50	12,202,195.37	9.10
4-5 Years	21,615,391.21	15.16	20,560,032.78	15.33
Total / Average	**142,608,720.02**	**100.00**	**134,158,920.04**	**100.00**

Portfolio Holdings



Town of Addison | TX
Portfolio Holdings by Asset Class
All Portfolios

Date: 9/30/2025

Description CUSIP	Face Amount / Shares	Settlement Date YTM @ Cost	Cost Value Book Value	Market Price YTM @ Market	Market Value Accrued Interest	% Portfolio Unre. Gain/Loss	Credit Rating Credit Rating	Days To Call/Maturity Duration To Maturity
Agency | Bullet								
FFCB Step 7/20/2026		7/20/2021	1,500,000.00	98.15	1,472,311.35	1.12%	Moodys-Aaa	293
3130AN5K2	1,500,000.00	1.25	1,500,000.00	3.85	4,375.00	-27,688.65	S&P-AA+	0.8
			1,500,000.00		**1,472,311.35**	**1.12%**		**293**
Sub Total Agency | Bullet	**1,500,000.00**	**1.25**	**1,500,000.00**	**3.85**	**4,375.00**	**-27,688.65**		**0.8**
Agency | Callable								
FFCB 0.94 4/28/2026-22		4/28/2021	1,000,000.00	98.19	981,906.50	0.75%	Moodys-Aaa	210
3133EMXQ0	1,000,000.00	0.94	1,000,000.00	4.14	3,968.89	-18,093.50	S&P-AA+	0.58
FFCB 4.53 8/26/2030-25		8/26/2025	1,500,000.00	100.04	1,500,639.75	1.12%	S&P-AA+	57
3133ETVA2	1,500,000.00	4.53	1,500,000.00	4.52	6,417.50	639.75	Moodys-Aa1	4.44
FHLB 0.75 12/30/2025-22		9/30/2021	1,000,000.00	99.16	991,598.80	0.75%	Moodys-Aaa	91
3130AP2G9	1,000,000.00	0.75	1,000,000.00	4.15	0.00	-8,401.20	S&P-AA+	0.5
FHLB 1 9/30/2026-22		9/30/2021	1,000,000.00	97.29	972,936.80	0.75%	Moodys-Aaa	91
3130AP6D2	1,000,000.00	1.00	1,000,000.00	3.78	0.00	-27,063.20	S&P-AA+	1
FHLB 1.6 1/19/2027-22		1/19/2022	1,000,000.00	97.28	972,800.40	0.75%	Moodys-Aaa	19
3130AQJ87	1,000,000.00	1.60	1,000,000.00	3.76	3,155.56	-27,199.60	S&P-AA+	1.29
FHLB 4.625 10/2/2029-25		10/9/2024	2,000,000.00	100.09	2,001,761.20	1.49%	Moodys-Aaa	2
3130B36D0	2,000,000.00	4.63	2,000,000.00	4.60	45,736.11	1,761.20	S&P-AA+	3.62
FHLB 4.625 11/20/2029-26		11/20/2024	1,000,000.00	100.76	1,007,635.70	0.75%	Moodys-Aaa	416
3130B3SZ7	1,000,000.00	4.63	1,000,000.00	4.42	16,701.39	7,635.70	S&P-AA+	3.75
FHLB 4.75 1/14/2030-27		1/14/2025	1,000,000.00	101.09	1,010,934.20	0.75%	Moodys-Aaa	471
3130B4K34	1,000,000.00	4.75	1,000,000.00	4.47	10,027.78	10,934.20	S&P-AA+	3.9
FHLB Step 2/18/2027-22		2/18/2022	1,000,000.00	98.48	984,826.50	0.75%	Moodys-Aaa	506
3130AQPR8	1,000,000.00	2.06	1,000,000.00	3.73	3,033.33	-15,173.50	S&P-AA+	1.36
FHLB Step 5/12/2026-21		5/12/2021	1,500,000.00	98.86	1,482,840.90	1.12%	Moodys-Aaa	43
3130AMDE9	1,500,000.00	1.19	1,500,000.00	3.89	11,500.00	-17,159.10	S&P-AA+	0.61

Town of Addison | TX
Portfolio Holdings by Asset Class
All Portfolios

Date: 9/30/2025

Description CUSIP	Face Amount / Shares	Settlement Date YTM @ Cost	Cost Value Book Value	Market Price YTM @ Market	Market Value Accrued Interest	% Portfolio Unre. Gain/Loss	Credit Rating Credit Rating	Days To Call/Maturity Duration To Maturity
FHLB Step 6/10/2026-21		6/10/2021	1,500,000.00	98.39	1,475,823.75	1.12%	Moodys-Aaa	253
3130AMMW9	1,500,000.00	1.19	1,500,000.00	3.87	6,875.00	-24,176.25	S&P-AA+	0.69
FHLB Step 6/9/2026-23		6/9/2021	1,000,000.00	98.39	983,938.00	0.75%	Moodys-Aaa	252
3130AMMJ8	1,000,000.00	1.05	1,000,000.00	3.87	4,625.00	-16,062.00	S&P-AA+	0.69
FHLMC 4.86 10/22/2029-25		10/22/2024	2,000,000.00	100.04	2,000,821.40	1.49%	Moodys-Aaa	22
3134HATW3	2,000,000.00	4.86	2,000,000.00	4.85	42,660.00	821.40	S&P-AA+	3.66
FHLMC 5 1/14/2030-26		1/14/2025	1,000,000.00	100.23	1,002,317.50	0.75%	Moodys-Aaa	106
3134HA2C6	1,000,000.00	5.00	1,000,000.00	4.94	10,555.56	2,317.50	S&P-AA+	3.87
FNMA 4.25 9/5/2030-25		9/5/2025	4,992,500.00	100.04	5,002,037.50	3.72%	S&P-AA+	66
3136GARA9	5,000,000.00	4.28	4,992,602.68	4.24	14,756.94	9,434.82	Moodys-Aa1	4.49
			22,492,500.00		**22,372,818.90**	**16.81%**		**136**
Sub Total Agency | Callable	**22,500,000.00**	**3.22**	**22,492,602.68**	**4.26**	**180,013.06**	**-119,783.78**		**2.78**
Agency | MBS								
FHLMC MBS 4.25 12/1/2028		4/11/2024	970,468.75	100.59	1,005,859.20	0.73%	Moodys-Aaa	458
3132XGYV2	1,000,000.00	5.00	979,824.67	4.19	3,423.61	26,034.53	S&P-AA+	3
FHLMC MBS 4.42 9/1/2029		11/15/2024	989,375.00	101.17	1,011,712.30	0.74%	Moodys-Aaa	731
3132XFSR0	1,000,000.00	4.71	991,310.68	4.26	3,560.56	20,401.62	S&P-AA+	3.6
FHLMC MBS 4.6 1/1/2029		4/15/2024	980,000.00	101.28	1,012,799.40	0.74%	Moodys-Aaa	489
3132XGZZ2	1,000,000.00	5.12	986,190.48	4.32	3,705.56	26,608.92	S&P-AA+	3
FNMA MBS 2.43 1/1/2030		6/23/2025	916,875.00	93.82	938,223.00	0.69%	Moodys-Aaa	489
3140HW4G4	1,000,000.00	4.44	921,853.45	4.12	1,957.50	16,369.55	S&P-AA+	4
			3,856,718.75		**3,968,593.90**	**2.9%**		**543**
Sub Total Agency | MBS	**4,000,000.00**	**4.82**	**3,879,179.28**	**4.22**	**12,647.23**	**89,414.62**		**3.39**
CD | Negotiable								
American Bank of Commerce 4.5 6/25/2030-25		6/25/2025	245,000.00	100.08	245,199.90	0.18%	FDIC Insured	86
02432LAC1	245,000.00	4.50	245,000.00	4.48	151.03	199.90	FDIC Insured	4.27

Town of Addison | TX
Portfolio Holdings by Asset Class
All Portfolios

Date: 9/30/2025

Description CUSIP	Face Amount / Shares	Settlement Date YTM @ Cost	Cost Value Book Value	Market Price YTM @ Market	Market Value Accrued Interest	% Portfolio Unre. Gain/Loss	Credit Rating Credit Rating	Days To Call/Maturity Duration To Maturity
BOM Bank 4.5 6/20/2029-25		6/20/2025	245,000.00	100.08	245,188.21	0.18%	FDIC Insured	81
09776DAS3	245,000.00	4.50	245,000.00	4.48	302.05	188.21	FDIC Insured	3.43
Bridgewater Bank 4.65 2/7/2030-25		2/7/2025	245,000.00	100.05	245,125.66	0.18%	FDIC Insured	7
108622PY1	245,000.00	4.65	245,000.00	4.64	717.88	125.66	FDIC Insured	3.94
Celtic Bank 4.5 12/20/2029-25		12/20/2024	245,000.00	100.05	245,117.82	0.18%	FDIC Insured	20
15118RU21	245,000.00	4.50	245,000.00	4.49	302.05	117.82	FDIC Insured	3.85
Central Bank 4.4 3/28/2030-25		3/28/2025	245,000.00	100.04	245,097.31	0.18%	FDIC Insured	28
152577CV2	245,000.00	4.40	245,000.00	4.39	59.07	97.31	FDIC Insured	4.09
Clearpath Federal CU 5.4 7/30/2029-25		7/30/2024	245,000.00	100.21	245,521.43	0.18%	NCUA Insured	31
18507MAD3	245,000.00	5.40	245,000.00	5.34	1,051.15	521.43	NCUA Insured	3.45
First Federal Bank 4.6 2/3/2028-25		2/3/2025	245,000.00	100.04	245,101.19	0.18%	FDIC Insured	3
32022WDU7	245,000.00	4.60	245,000.00	4.58	833.67	101.19	FDIC Insured	2.22
First National Bank Oxford 4.4 4/1/2030-25		4/1/2025	245,000.00	100.02	245,052.72	0.18%	FDIC Insured	1
30259XBX9	245,000.00	4.40	245,000.00	4.40	856.49	52.72	FDIC Insured	4.08
First Source Bank 4.45 12/26/2028-25		6/24/2025	245,000.00	100.06	245,139.58	0.18%	FDIC Insured	85
33646CRU0	245,000.00	4.45	245,000.00	4.43	2,927.25	139.58	FDIC Insured	3.02
Goldman Sachs Bank 1.05 9/8/2026		9/8/2021	245,000.00	97.49	238,860.74	0.18%	FDIC Insured	343
38149MZJ5	245,000.00	1.05	245,000.00	3.79	155.05	-6,139.26	FDIC Insured	0.94
Greenway Bank 4.35 4/3/2028-25		4/3/2025	245,000.00	100.02	245,044.64	0.18%	FDIC Insured	3
396916AC2	245,000.00	4.35	245,000.00	4.34	788.36	44.64	FDIC Insured	2.37
JPM Chase 4.6 11/1/2029-25		11/1/2024	245,000.00	99.78	244,461.00	0.18%	FDIC Insured	32
46657VNZ9	245,000.00	4.60	245,000.00	4.66	4,693.26	-539.00	FDIC Insured	3.7
Morgan Stanley 4.2 10/18/2029-25		10/18/2024	245,000.00	100.05	245,125.15	0.18%	FDIC Insured	18
61776CCT2	245,000.00	4.20	245,000.00	4.19	4,651.64	125.15	FDIC Insured	3.7

Town of Addison | TX
Portfolio Holdings by Asset Class
All Portfolios

Date: 9/30/2025

Description CUSIP	Face Amount / Shares	Settlement Date YTM @ Cost	Cost Value Book Value	Market Price YTM @ Market	Market Value Accrued Interest	% Portfolio Unre. Gain/Loss	Credit Rating Credit Rating	Days To Call/Maturity Duration To Maturity
Morgan Stanley PVT 4.2 10/18/2029-25		10/18/2024	245,000.00	100.05	245,125.15	0.18%	FDIC Insured	18
61768UQS9	245,000.00	4.20	245,000.00	4.19	4,651.64	125.15	FDIC Insured	3.7
Sallie Mae Bank UT 1.1 8/11/2026		8/12/2021	245,000.00	97.68	239,312.40	0.18%	FDIC Insured	315
795451AK9	245,000.00	1.10	245,000.00	3.86	369.18	-5,687.60	FDIC Insured	0.86
SmartBank 4.6 2/8/2030-25		2/11/2025	245,000.00	100.05	245,121.91	0.18%	FDIC Insured	10
83172HHT0	245,000.00	4.60	245,000.00	4.59	617.53	121.91	FDIC Insured	3.95
State Bank 4.5 6/25/2030-25		6/25/2025	245,000.00	100.08	245,199.90	0.18%	FDIC Insured	86
856070AJ6	245,000.00	4.50	245,000.00	4.48	151.03	199.90	FDIC Insured	4.27
State Bank of India NY 1.15 9/28/2026		9/28/2021	245,000.00	97.21	238,174.94	0.18%	FDIC Insured	363
856285XL0	245,000.00	1.15	245,000.00	4.04	15.44	-6,825.06	FDIC Insured	0.99
Truist Bank 4.5 11/27/2029-25		11/27/2024	245,000.00	99.57	243,948.95	0.18%	FDIC Insured	58
897926AS0	245,000.00	4.50	245,000.00	4.61	9,273.08	-1,051.05	FDIC Insured	3.75
Truliant Federal CU 5.15 3/23/2026		3/22/2023	245,000.00	100.55	246,353.70	0.18%	NCUA Insured	174
89789AAH0	245,000.00	5.15	245,000.00	3.99	276.55	1,353.70	FDIC Insured	0.48
Tucson FCU 4.65 3/7/2030-25		3/7/2025	245,000.00	100.05	245,125.66	0.18%	NCUA Insured	7
898812AE2	245,000.00	4.65	245,000.00	4.64	717.88	125.66	NCUA Insured	4.01
			5,145,000.00		**5,128,397.96**	**3.78%**		**84**
Sub Total CD | Negotiable	**5,145,000.00**	**4.07**	**5,145,000.00**	**4.41**	**33,561.28**	**-16,602.04**		**3.1**
LGIP								
LOGIC | Operating LGIP		3/31/2023	27,131,581.86	100.00	27,131,581.86	20.24%	NR	1
LOGIC5010	27,131,581.86	4.26	27,131,581.86	4.26		0.00	NR	0
LOGIC | SIB Loan LGIP		10/30/2024	15,643,479.70	100.00	15,643,479.70	11.67%	NR	1
LOGIC5020	15,643,479.70	4.26	15,643,479.70	4.26		0.00	NR	0
Texas CLASS LGIP		3/31/2023	9,219,417.67	100.00	9,219,417.67	6.88%	NR	1
TEXASCLASS0001	9,219,417.67	4.26	9,219,417.67	4.26		0.00	NR	0

Town of Addison | TX
Portfolio Holdings by Asset Class
All Portfolios

Date: 9/30/2025

Description CUSIP	Face Amount / Shares	Settlement Date YTM @ Cost	Cost Value Book Value	Market Price YTM @ Market	Market Value Accrued Interest	% Portfolio Unre. Gain/Loss	Credit Rating Credit Rating	Days To Call/Maturity Duration To Maturity
TexPool | General LGIP		3/31/2023	1,161,569.16	100.00	1,161,569.16	0.87%	NR	1
TEXPOOL0003	1,161,569.16	4.18	1,161,569.16	4.18		0.00	NR	0
TexSTAR | Operating LGIP		3/31/2023	1,158,074.91	100.00	1,158,074.91	0.86%	NR	1
TEXSTAR1110	1,158,074.91	4.15	1,158,074.91	4.15		0.00	NR	0
			54,314,123.30		**54,314,123.30**	**40.52%**		**1**
Sub Total LGIP	**54,314,123.30**	**4.25**	**54,314,123.30**	**4.25**		**0.00**		**0**
Municipal Bonds								
Arlington 1.396 8/15/2029-29		10/29/2024	500,773.50	90.78	517,457.40	0.38%	Moodys-Aa1	1414
041796XQ1	570,000.00	4.22	514,057.40	3.99	994.65	3,400.00	S&P-AAA	3.77
Barbers Hill ISD TX 4 2/15/2026		4/29/2021	572,565.00	100.04	500,200.00	0.38%	Moodys-Aaa	138
067167YR1	500,000.00	0.90	505,674.32	3.87	2,500.00	-5,474.32	S&P-AAA	0.38
Bi-State Development Agency MA 1.344 10/1/2025		4/20/2021	1,548,424.00	100.00	1,525,000.00	1.14%	Moodys-Aa2	1
088632CT9	1,525,000.00	0.99	1,525,000.00	1.34	10,191.07	0.00	S&P-AA	0
California St 4.5 8/1/2029		11/5/2024	1,006,720.00	101.67	1,016,700.00	0.75%	Moodys-Aa2	1401
13063EGT7	1,000,000.00	4.34	1,005,442.03	4.02	7,375.00	11,257.97	S&P-AA-	3.54
California St 5.125 9/1/2029		10/9/2024	1,570,665.00	103.07	1,546,035.00	1.16%	Moodys-Aa2	1432
13063EBP0	1,500,000.00	4.05	1,556,595.23	4.27	6,192.71	-10,560.23	S&P-AA-	3.59
California St Public 4.859 4/1/2028		4/11/2024	1,503,135.00	101.50	1,522,515.00	1.12%	Moodys-Aa3	914
13068XLK3	1,500,000.00	4.80	1,501,974.77	4.22	36,240.04	20,540.23	S&P-A+	2.33
City of Dallas 0 2/15/2028		3/25/2024	170,273.00	91.00	186,543.85	0.14%	Moodys-A1	868
235218L85	205,000.00	4.83	183,802.37	4.01	0.00	2,741.48	S&P-AA-	2.38
City of Dallas 1.497 10/1/2027		3/25/2024	224,470.00	94.74	236,850.00	0.18%	S&P-AAA	731
23542JQR9	250,000.00	4.68	235,476.71	4.27	1,860.85	1,373.29	Fitch-AA	1.96
Cleveland Public PWR 2.346 11/15/2028		5/30/2024	1,185,296.00	94.63	1,258,618.90	0.92%	Moodys-A1	1142
186398MK6	1,330,000.00	5.11	1,228,618.42	4.20	11,700.68	30,000.48	S&P-AA	3

Town of Addison | TX
Portfolio Holdings by Asset Class
All Portfolios

Date: 9/30/2025

Description CUSIP	Face Amount / Shares	Settlement Date YTM @ Cost	Cost Value Book Value	Market Price YTM @ Market	Market Value Accrued Interest	% Portfolio Unre. Gain/Loss	Credit Rating Credit Rating	Days To Call/Maturity Duration To Maturity
Colorado St HSG 4.708 5/1/2030		7/16/2025	750,086.20	100.25	741,820.40	0.56%	Moodys-Aaa	1674
19648GL34	740,000.00	4.39	749,648.17	4.65	7,161.39	-7,827.77	S&P-AAA	4.14
Connecticut Green Bank CT 1.2 11/15/2025		5/11/2021	200,000.00	99.64	199,274.00	0.15%	NR	46
207580AR2	200,000.00	1.20	200,000.00	4.10	900.00	-726.00	S&P-AA-	0.13
Dallas Water-Sewer TX 1.007 10/1/2025		4/19/2021	1,366,929.00	100.00	1,350,000.00	1.01%	NR	1
23542JQP3	1,350,000.00	0.72	1,350,000.00	1.00	6,759.49	0.00	S&P-AAA	0
Delaware St 4.55 7/1/2029-29		9/2/2025	1,019,270.00	101.21	1,012,050.00	0.76%	S&P-AAA	1369
2463807R4	1,000,000.00	4.00	1,018,884.05	4.20	11,248.61	-6,834.05	Moodys-Aaa	3.46
Florida SBA 1.705 7/1/2027-27		1/16/2024	908,270.00	96.28	962,840.00	0.71%	Moodys-Aa3	638
341271AE4-2	1,000,000.00	4.60	953,553.51	3.92	4,215.14	9,286.49	S&P-AA	1.73
Florida SBA FL 1.705 7/1/2027-27		10/4/2023	871,190.00	96.28	962,840.00	0.7%	Moodys-Aa3	638
341271AE4	1,000,000.00	5.57	939,744.08	3.92	4,215.14	23,095.92	S&P-AA	1.73
Frisco Economical Development TX 1.9 2/15/2028		4/20/2023	446,230.00	94.35	471,740.00	0.35%	Moodys-Aa2	868
358782CW8	500,000.00	4.40	473,511.71	4.43	1,187.50	-1,771.71	S&P-AA	2.33
Hawaii State 5.33 2/1/2026-25		4/23/2021	1,805,790.00	100.47	1,507,050.00	1.13%	Moodys-Aa2	124
419791YT9	1,500,000.00	0.95	1,521,566.61	3.88	13,102.92	-14,516.61	S&P-AA+	0.34
Jackson Energy TN 3.4 4/1/2026-23		9/29/2021	2,014,570.25	99.78	1,920,688.00	1.44%	NR	1
46873TAD5	1,925,000.00	2.31	1,934,915.93	3.85	32,543.19	-14,227.93	S&P-AA	0.49
Jefferson County MO 1.2 3/1/2026		5/6/2021	300,000.00	98.90	296,706.00	0.22%	NR	152
473142QY6	300,000.00	1.20	300,000.00	3.86	290.00	-3,294.00	S&P-AA+	0.42
Kansas City MO 1.475 4/1/2026		4/21/2021	1,019,450.00	98.83	988,320.00	0.75%	Moodys-A1	183
485106UX4	1,000,000.00	1.07	1,001,961.16	3.84	7,334.03	-13,641.16	S&P-AA-	0.5
Maine Health & Higher Education 1.304 7/1/2026		7/8/2021	202,458.00	98.13	196,258.00	0.15%	Moodys-A1	244
56042RJ52	200,000.00	1.05	200,369.11	3.85	644.76	-4,111.11	S&P-AA	0.75

Town of Addison | TX
Portfolio Holdings by Asset Class
All Portfolios

Date: 9/30/2025

Description CUSIP	Face Amount / Shares	Settlement Date YTM @ Cost	Cost Value Book Value	Market Price YTM @ Market	Market Value Accrued Interest	% Portfolio Unre. Gain/Loss	Credit Rating Credit Rating	Days To Call/Maturity Duration To Maturity
Massachusetts 3.455 7/1/2028		2/16/2024	1,060,292.80	97.96	1,097,096.00	0.81%	S&P-AA	1005
57563RQH5	1,120,000.00	4.82	1,082,425.96	4.25	9,566.51	14,670.04	None	2.63
Massachusetts St Edu 1.921 7/1/2027		1/19/2024	455,020.00	95.40	476,985.00	0.36%	S&P-AA	639
57563RRU5	500,000.00	4.78	477,170.60	4.69	2,374.57	-185.60	None	1.72
McKinney Cmnty 3.531 8/15/2028-28		10/29/2024	1,222,048.80	98.26	1,238,025.60	0.92%	S&P-AA-	1049
581743AN1	1,260,000.00	4.40	1,231,249.09	4.18	5,561.32	6,776.51	None	2.75
Michigan St HSG 4.062 6/1/2028		10/17/2024	250,000.00	99.98	249,937.50	0.19%	Moodys-Aa2	975
594654XV2	250,000.00	4.06	250,000.00	4.07	3,356.79	-62.50	S&P-AA+	2.52
Michigan St HSG 4.092 12/1/2028		10/17/2024	100,000.00	99.97	99,971.00	0.07%	Moodys-Aa2	1158
594654XW0	100,000.00	4.09	100,000.00	4.10	1,352.63	-29.00	S&P-AA+	2.97
Michigan St HSG 4.162 6/1/2029		10/17/2024	250,000.00	99.56	248,910.00	0.19%	Moodys-Aa2	1340
594654XX8	250,000.00	4.16	250,000.00	4.29	3,439.43	-1,090.00	S&P-AA+	3.39
Montgomery Cnty 3.78 9/1/2027-27		1/12/2024	965,980.00	99.06	990,630.00	0.73%	Moodys-A3	700
613603ZG7	1,000,000.00	4.81	982,042.15	4.29	3,045.00	8,587.85	S&P-A	1.86
Montgomery Cnty 3.78 9/1/2027-27		2/16/2024	960,850.00	99.06	990,630.00	0.73%	Moodys-A3	700
613603ZG7-2	1,000,000.00	5.00	978,774.83	4.29	3,045.00	11,855.17	S&P-A	1.86
Mosaic District VA 1.711 3/1/2026-26		4/22/2021	257,205.00	99.11	247,777.50	0.19%	Moodys-A2	124
61945DAZ4	250,000.00	1.10	250,613.62	3.86	344.58	-2,836.12	S&P-AA	0.42
Myrtle Beach 4.9 6/1/2028		11/21/2024	750,000.00	101.43	760,702.50	0.56%	Moodys-Aa3	975
628571GA3	750,000.00	4.90	750,000.00	4.33	12,147.92	10,702.50	S&P-AA-	2.5
Myrtle Beach 5 6/1/2029		11/21/2024	305,000.00	101.51	309,614.65	0.23%	Moodys-Aa3	1340
628571GB1	305,000.00	5.00	305,000.00	4.55	5,040.97	4,614.65	S&P-AA-	3.35
New York City 1.71 11/1/2028-28		2/21/2024	879,500.00	93.36	933,580.00	0.69%	Moodys-Aa1	1127
64971XUT3	1,000,000.00	4.59	920,744.02	4.02	7,077.50	12,835.98	S&P-AAA	2.99

Town of Addison | TX
Portfolio Holdings by Asset Class
All Portfolios

Date: 9/30/2025

Description CUSIP	Face Amount / Shares	Settlement Date YTM @ Cost	Cost Value Book Value	Market Price YTM @ Market	Market Value Accrued Interest	% Portfolio Unre. Gain/Loss	Credit Rating Credit Rating	Days To Call/Maturity Duration To Maturity
New York City 2.28 5/1/2026-26		12/13/2023	944,930.00	99.10	990,970.00	0.74%	Moodys-Aa1	212
64971WJ76	1,000,000.00	4.75	986,517.34	3.85	9,436.67	4,452.66	S&P-AAA	0.58
New York City 3.7 5/1/2027-27		3/21/2024	972,730.00	99.72	997,220.00	0.74%	Moodys-Aa1	577
64971XDY1	1,000,000.00	4.65	986,124.95	3.88	15,313.89	11,095.05	S&P-AAA	1.53
New York City 4.538 2/1/2027-27		4/29/2025	100,000.00	100.40	100,399.00	0.07%	Moodys-Aa2	488
64966SMT0	100,000.00	4.54	100,000.00	4.22	743.73	399.00	S&P-AA	1.3
New York City 4.669 2/1/2028-28		4/29/2025	100,000.00	101.89	101,893.00	0.07%	Moodys-Aa2	853
64966SMU7	100,000.00	4.67	100,000.00	3.81	765.20	1,893.00	S&P-AA	2.23
New York City 4.82 2/1/2029-29		4/29/2025	100,000.00	101.32	101,324.00	0.07%	Moodys-Aa2	1219
64966SMV5	100,000.00	4.82	100,000.00	4.39	789.94	1,324.00	S&P-AA	3.1
New York City 4.92 2/1/2030-30		4/29/2025	100,000.00	102.07	102,074.00	0.07%	Moodys-Aa2	1584
64966SMW3	100,000.00	4.92	100,000.00	4.39	806.33	2,074.00	S&P-AA	3.93
New York City 5 11/1/2027-27		3/21/2024	1,012,620.00	102.18	1,021,810.00	0.75%	Moodys-Aa1	761
64971X3D8	1,000,000.00	4.62	1,007,285.18	3.90	20,694.44	14,524.82	S&P-AAA	1.97
New York City NY 3.78 2/1/2026-24		4/16/2021	761,936.00	99.96	699,741.00	0.53%	Moodys-Aa1	124
64971WDP2	700,000.00	1.84	704,350.73	3.87	4,336.50	-4,609.73	S&P-AAA	0.34
New York City NY 5.075 11/1/2025-25		4/16/2021	614,411.20	100.06	520,286.00	0.39%	Moodys-Aa1	1
64971M5K4	520,000.00	0.98	521,764.16	4.34	10,922.53	-1,478.16	S&P-AAA	0.09
New York City Transit 3.85 5/1/2030-30		5/1/2025	986,570.00	98.39	983,850.00	0.74%	Moodys-Aa1	1673
64971XEB0	1,000,000.00	4.15	987,687.94	4.24	15,934.72	-3,837.94	S&P-AAA	4.18
New York State NY 2.406 1/1/2026-25		4/22/2021	423,820.00	99.63	398,536.00	0.3%	Moodys-A1	62
650009S20	400,000.00	1.10	401,278.55	3.85	2,379.27	-2,742.55	S&P-A	0.25
Niagara Falls NY 2.4 7/15/2026		12/13/2023	972,289.35	98.88	1,023,366.60	0.76%	S&P-AA	288
653438CL3	1,035,000.00	4.92	1,015,888.18	3.85	5,175.00	7,478.42	None	0.79

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Portfolio Holdings by Asset Class
All Portfolios

Date: 9/30/2025

Description CUSIP	Face Amount / Shares	Settlement Date YTM @ Cost	Cost Value Book Value	Market Price YTM @ Market	Market Value Accrued Interest	% Portfolio Unre. Gain/Loss	Credit Rating Credit Rating	Days To Call/Maturity Duration To Maturity
Omaha NE 0.983 4/15/2026		5/21/2021	752,970.00	98.48	738,607.50	0.56%	Moodys-Aa2	197
6817126Z3	750,000.00	0.90	750,325.39	3.84	3,379.06	-11,717.89	S&P-AA+	0.54
Omaha Special OB | Sinking 6.4 2/1/2026-17		6/15/2021	33,509.10	100.82	30,246.00	0.02%	Moodys-Aa3	124
68189TBA3	30,000.00	3.63	30,257.17	3.89	314.67	-11.17	S&P-AA+	0.34
Oregon State | Sinking 5.892 6/1/2027-24		11/17/2022	572,508.36	102.20	564,025.73	0.42%	Moodys-Aa1	244
68607LXQ5	551,895.08	4.96	559,463.24	4.51	10,748.89	4,562.49	S&P-AA+	1.59
San Antonio TX 5.635 2/1/2026-25		12/21/2023	2,020,460.00	100.16	2,003,140.00	1.49%	Moodys-Aaa	124
79623PQQ1	2,000,000.00	5.12	2,003,282.07	5.11	18,470.28	-142.07	S&P-AAA	0.34
San Bernardino Cmnty 1.61 8/1/2027		1/14/2025	929,570.00	95.85	958,530.00	0.71%	Moodys-Aa1	670
796720NT3	1,000,000.00	4.57	949,205.49	3.97	2,638.61	9,324.51	S&P-AA	1.81
San Joaquin Hills CA 2.153 1/15/2027-26		1/24/2022	757,177.50	97.83	733,740.00	0.56%	Moodys-A1	441
798111HF0	750,000.00	1.95	751,861.57	3.89	3,364.06	-18,121.57	S&P-AA	1.28
San Luis Obispo Cnty 0 9/1/2028		1/14/2025	843,380.00	88.92	889,210.00	0.65%	S&P-AAA	1067
798703BF0	1,000,000.00	4.75	873,971.69	4.06	0.00	15,238.31	Fitch-AA+	2.92
Savannah GA Hosp Auth | Sinking 6 7/1/2027 -24		9/21/2023	706,318.35	101.91	718,444.35	0.53%	Moodys-A2	274
804833EZ0	705,000.00	5.94	705,610.90	4.85	10,457.50	12,833.45	Fitch-A	1.67
Sun City Fire District AZ 1.707 7/1/2026-26		11/8/2021	503,700.00	98.42	492,115.00	0.37%	NR	244
86666PAE8	500,000.00	1.54	500,595.93	3.85	2,110.04	-8,480.93	S&P-A+	0.75
Tredyffrin Easttown SD PA 1.159 2/15/2026		5/6/2021	277,475.00	99.00	272,258.25	0.21%	Moodys-Aaa	138
894673TA0	275,000.00	0.97	275,194.31	3.85	398.41	-2,936.06	NR	0.38
TX Pub Fin Auth Lease 1.43 2/1/2029		12/30/2024	353,812.50	91.83	367,316.00	0.27%	Moodys-Aa1	1220
882669BX1	400,000.00	4.56	362,283.30	4.07	937.44	5,032.70	S&P-AA+	3.26
Univ of CA 1.316 5/15/2027-27		8/1/2024	2,347,609.80	96.52	2,456,383.10	1.81%	Moodys-Aa2	591
91412HGF4	2,545,000.00	4.30	2,430,098.33	3.54	12,559.58	26,284.77	S&P-AA	1.6

Town of Addison | TX
Portfolio Holdings by Asset Class
All Portfolios

Date: 9/30/2025

Description CUSIP	Face Amount / Shares	Settlement Date YTM @ Cost	Cost Value Book Value	Market Price YTM @ Market	Market Value Accrued Interest	% Portfolio Unre. Gain/Loss	Credit Rating Credit Rating	Days To Call/Maturity Duration To Maturity
Univ of Chicago 4.947 4/1/2029-29		11/1/2024	1,016,645.33	102.44	1,024,398.30	0.76%	Moodys-Aa2	1278
91412NBH2	1,000,000.00	4.53	1,013,206.81	4.19	24,597.58	11,191.49	Fitch-AA+	3.19
Virginia St 4.83 2/1/2030-30		9/29/2025	1,012,690.00	100.83	1,008,330.00	0.76%	S&P-AA+	1584
927781VE1	1,000,000.00	4.50	1,012,682.00	4.61	7,915.83	-4,352.00	Moodys-Aa1	3.94
West Virginia St HSG Dev 6 5/1/2030		6/24/2025	320,448.00	106.63	319,887.00	0.24%	Moodys-Aaa	1674
95662NUS5	300,000.00	4.42	319,317.13	4.39	8,850.00	569.87	S&P-AAA	3.99
Wisconsin St 2.299 5/1/2028-28		1/13/2025	697,035.00	96.16	721,207.50	0.53%	Moodys-Aa2	943
977100HA7	750,000.00	4.63	708,472.62	3.87	7,136.48	12,734.88	Fitch-AA	2.5
			46,877,077.04		**46,902,674.63**	**34.89%**		**686**
Sub Total Municipal Bonds	**47,491,895.08**	**3.74**	**46,735,540.83**	**3.94**	**424,186.04**	**167,133.80**		**1.83**
			134,185,419.09		**134,158,920.04**	**100.00%**		**284**
TOTAL PORTFOLIO	**134,951,018.38**	**3.88**	**134,066,446.09**	**4.15**	**654,782.61**	**92,473.95**		**1.33**

Town of Addison | TX
Transaction Summary by Action
All Portfolios

Begin Date: 6/30/2025, End Date: 9/30/2025

Action	Settlement Date	CUSIP	Face Amount / Shares	Description	Purchase Price	Principal	Interest / Dividends	YTM @ Cost	Total
Buy Transactions									
Buy	7/16/2025	19648GL34	740,000.00	Colorado St HSG 4.708 5/1/2030	101.36	750,086.20	0.00	4.39	750,086.20
Buy	8/26/2025	3133ETVA2	1,500,000.00	FFCB 4.53 8/26/2030-25	100.00	1,500,000.00	0.00	4.53	1,500,000.00
Buy	9/2/2025	2463807R4	1,000,000.00	Delaware St 4.55 7/1/2029-29	101.93	1,019,270.00	7,709.72	4.00	1,026,979.72
Buy	9/5/2025	3136GARA9	5,000,000.00	FNMA 4.25 9/5/2030-25	99.85	4,992,500.00	0.00	4.28	4,992,500.00
Buy	9/29/2025	927781VE1	1,000,000.00	Virginia St 4.83 2/1/2030-30	101.27	1,012,690.00	7,781.67	4.50	1,020,471.67
	Subtotal		**9,240,000.00**			**9,274,546.20**	**15,491.39**		**9,290,037.59**
Deposit	7/31/2025	LOGIC5010	78,320.60	LOGIC | Operating LGIP	100.00	78,320.60	0.00	0.00	78,320.60
Deposit	7/31/2025	LOGIC5010	6,500,000.00	LOGIC | Operating LGIP	100.00	6,500,000.00	0.00	0.00	6,500,000.00
Deposit	7/31/2025	TEXSTAR1110	4,179.37	TexSTAR | Operating LGIP	100.00	4,179.37	0.00	0.00	4,179.37
Deposit	7/31/2025	LOGIC5020	57,945.59	LOGIC | SIB Loan LGIP	100.00	57,945.59	0.00	0.00	57,945.59
Deposit	7/31/2025	TEXASCLASS0001	34,184.16	Texas CLASS LGIP	100.00	34,184.16	0.00	0.00	34,184.16
Deposit	7/31/2025	TEXPOOL0003	4,208.29	TexPool | General LGIP	100.00	4,208.29	0.00	0.00	4,208.29
Deposit	8/31/2025	LOGIC5010	87,323.76	LOGIC | Operating LGIP	100.00	87,323.76	0.00	0.00	87,323.76
Deposit	8/31/2025	LOGIC5010	6,000,000.00	LOGIC | Operating LGIP	100.00	6,000,000.00	0.00	0.00	6,000,000.00
Deposit	8/31/2025	TEXSTAR1110	4,185.67	TexSTAR | Operating LGIP	100.00	4,185.67	0.00	0.00	4,185.67
Deposit	8/31/2025	LOGIC5020	57,961.68	LOGIC | SIB Loan LGIP	100.00	57,961.68	0.00	0.00	57,961.68
Deposit	8/31/2025	TEXASCLASS0001	34,185.89	Texas CLASS LGIP	100.00	34,185.89	0.00	0.00	34,185.89
Deposit	8/31/2025	TEXPOOL0003	4,217.02	TexPool | General LGIP	100.00	4,217.02	0.00	0.00	4,217.02
Deposit	9/30/2025	LOGIC5010	78,424.25	LOGIC | Operating LGIP	100.00	78,424.25	0.00	0.00	78,424.25
Deposit	9/30/2025	LOGIC5010	7,357,864.41	LOGIC | Operating LGIP	100.00	7,357,864.41	0.00	0.00	7,357,864.41
Deposit	9/30/2025	TEXSTAR1110	3,996.25	TexSTAR | Operating LGIP	100.00	3,996.25	0.00	0.00	3,996.25
Deposit	9/30/2025	LOGIC5020	55,485.73	LOGIC | SIB Loan LGIP	100.00	55,485.73	0.00	0.00	55,485.73
Deposit	9/30/2025	TEXASCLASS0001	32,896.64	Texas CLASS LGIP	100.00	32,896.64	0.00	0.00	32,896.64
Deposit	9/30/2025	TEXPOOL0003	4,045.27	TexPool | General LGIP	100.00	4,045.27	0.00	0.00	4,045.27
	Subtotal		**20,399,424.58**			**20,399,424.58**	**0.00**		**20,399,424.58**
Total Buy Transactions			**29,639,424.58**			**29,673,970.78**	**15,491.39**		**29,689,462.17**

Town of Addison | TX
Transaction Summary by Action
All Portfolios

Begin Date: 6/30/2025, End Date: 9/30/2025

Action	Settlement Date	CUSIP	Face Amount / Shares	Description	Purchase Price	Principal	Interest / Dividends	YTM @ Cost	Total
Sell Transactions									
Called	7/1/2025	804833EZ0	410,000.00	Savannah GA Hosp Auth | Sinking 6 7/1/2027-24	0.00	410,000.00	0.00	0.00	410,000.00
Called	7/13/2025	70914PME9	395,000.00	Pennsylvania State | Sinking 4.65 2/15/2026-26	0.00	395,872.95	7,551.08	0.00	403,424.03
Called	7/16/2025	3130B5VZ8	1,000,000.00	FHLB 5.15 4/16/2030-25	0.00	1,000,000.00	10,872.22	0.00	1,010,872.22
Called	7/22/2025	3130B4MZ1	2,000,000.00	FHLB 5.25 1/22/2030-25	0.00	2,000,000.00	0.00	0.00	2,000,000.00
Called	8/16/2025	3134H1TE3	1,000,000.00	FHLMC Step 2/16/2029-24	0.00	1,000,000.00	0.00	0.00	1,000,000.00
Called	8/22/2025	3133ETCB1	1,000,000.00	FFCB 4.67 10/10/2028-25	0.00	1,000,000.00	17,123.33	0.00	1,017,123.33
Called	9/4/2025	3133ETAY3	1,000,000.00	FFCB 4.73 3/26/2029-25	0.00	1,000,000.00	20,759.44	0.00	1,020,759.44
Called	9/17/2025	3130B5SU3	180,000.00	FHLB 4.69 4/10/2029-25	0.00	180,000.00	3,681.65	0.00	183,681.65
Called	9/17/2025	3130B6S64	2,000,000.00	FHLB 5 6/17/2030-25	0.00	2,000,000.00	21,388.88	0.00	2,021,388.88
Called	9/29/2025	3130ARCD1	1,000,000.00	FHLB Step 3/29/2027-22	0.00	1,000,000.00	0.00	0.00	1,000,000.00
Called	9/30/2025	3130ASG52	1,000,000.00	FHLB 4.1 6/30/2027-23	0.00	1,000,000.00	10,250.00	0.00	1,010,250.00
	Subtotal		**10,985,000.00**			**10,985,872.95**	**91,626.60**		**11,077,499.55**
Matured	7/1/2025	341271AD6	5,335,000.00	Florida SBA 1.258 7/1/2025-25	0.00	5,335,000.00	0.00	0.00	5,335,000.00
Matured	7/1/2025	91476PDR6	300,000.00	University of Oklahoma OK 3.023 7/1/2025-22	0.00	300,000.00	0.00	0.00	300,000.00
Matured	7/1/2025	882874KQ2	315,000.00	Texas Womans University TX 4 7/1/2025	0.00	315,000.00	0.00	0.00	315,000.00
Matured	7/1/2025	20772KJX8	235,000.00	Connecticut State GO CT 2.098 7/1/2025-24	0.00	235,000.00	0.00	0.00	235,000.00
Matured	7/22/2025	3136G4A45	1,500,000.00	FNMA 0.71 7/22/2025-21	0.00	1,500,000.00	0.00	0.00	1,500,000.00
Matured	8/1/2025	345102PG6	700,000.00	Foothill-De Anza CC CA 0.906 8/1/2025-25	0.00	700,000.00	0.00	0.00	700,000.00
Matured	8/15/2025	235308D75	2,750,000.00	Dallas ISD TX 4 8/15/2025	0.00	2,750,000.00	0.00	0.00	2,750,000.00
Matured	8/15/2025	150461M57	2,360,000.00	City of Cedar Park TX 2.95 8/15/2025	0.00	2,360,000.00	0.00	0.00	2,360,000.00
Matured	8/21/2025	3136G4N74	1,500,000.00	FNMA 0.56 8/21/2025-23	0.00	1,500,000.00	0.00	0.00	1,500,000.00
Matured	8/27/2025	3136G4V59	1,500,000.00	FNMA 0.625 8/27/2025-21	0.00	1,500,000.00	0.00	0.00	1,500,000.00
Matured	9/24/2025	3134GWUG9	2,000,000.00	FHLMC 0.57 9/24/2025-21	0.00	2,000,000.00	0.00	0.00	2,000,000.00
	Subtotal		**18,495,000.00**			**18,495,000.00**	**0.00**		**18,495,000.00**
Withdraw	8/31/2025	LOGIC5010	2,497,688.17	LOGIC | Operating LGIP	0.00	2,497,688.17	0.00	0.00	2,497,688.17
Withdraw	9/30/2025	LOGIC5010	6,500,000.00	LOGIC | Operating LGIP	0.00	6,500,000.00	0.00	0.00	6,500,000.00

Town of Addison | TX
Transaction Summary by Action
All Portfolios

Begin Date: 6/30/2025, End Date: 9/30/2025

Action	Settlement Date	CUSIP	Face Amount / Shares	Description	Purchase Price	Principal	Interest / Dividends	YTM @ Cost	Total
	Subtotal		**8,997,688.17**			**8,997,688.17**	**0.00**		**8,997,688.17**
Total Sell Transactions			**38,477,688.17**			**38,478,561.12**	**91,626.60**		**38,570,187.72**
Interest/Dividends									
Interest	7/1/2025	3132XFSR0	0.00	FHLMC MBS 4.42 9/1/2029		0.00	3,683.33	0.00	3,683.33
Interest	7/1/2025	341271AE4	0.00	Florida SBA FL 1.705 7/1/2027-27		0.00	8,525.00	0.00	8,525.00
Interest	7/1/2025	3132XGYV2	0.00	FHLMC MBS 4.25 12/1/2028		0.00	3,541.67	0.00	3,541.67
Interest	7/1/2025	3140HW4G4	0.00	FNMA MBS 2.43 1/1/2030		0.00	2,025.00	0.00	2,025.00
Interest	7/1/2025	18507MAD3	0.00	Clearpath Federal CU 5.4 7/30/2029-25		0.00	1,087.40	0.00	1,087.40
Interest	7/1/2025	56042RJ52	0.00	Maine Health & Higher Education 1.304 7/1/2026		0.00	1,304.00	0.00	1,304.00
Interest	7/1/2025	341271AD6	0.00	Florida SBA 1.258 7/1/2025-25		0.00	33,557.15	0.00	33,557.15
Interest	7/1/2025	91476PDR6	0.00	University of Oklahoma OK 3.023 7/1/2025-22		0.00	4,534.50	0.00	4,534.50
Interest	7/1/2025	341271AE4-2	0.00	Florida SBA 1.705 7/1/2027-27		0.00	8,525.00	0.00	8,525.00
Interest	7/1/2025	804833EZ0	0.00	Savannah GA Hosp Auth | Sinking 6 7/1/2027-24		0.00	33,450.00	0.00	33,450.00
Interest	7/1/2025	86666PAE8	0.00	Sun City Fire District AZ 1.707 7/1/2026-26		0.00	4,267.50	0.00	4,267.50
Interest	7/1/2025	650009S20	0.00	New York State NY 2.406 1/1/2026-25		0.00	4,812.00	0.00	4,812.00
Interest	7/1/2025	882874KQ2	0.00	Texas Womans University TX 4 7/1/2025		0.00	6,300.00	0.00	6,300.00
Interest	7/1/2025	30259XBX9	0.00	First National Bank Oxford 4.4 4/1/2030-25		0.00	886.03	0.00	886.03
Interest	7/1/2025	57563RQH5	0.00	Massachusetts 3.455 7/1/2028		0.00	19,348.00	0.00	19,348.00
Interest	7/1/2025	3132XGZZ2	0.00	FHLMC MBS 4.6 1/1/2029		0.00	3,833.33	0.00	3,833.33
Interest	7/1/2025	57563RRU5	0.00	Massachusetts St Edu 1.921 7/1/2027		0.00	4,802.50	0.00	4,802.50
Interest	7/1/2025	20772KJX8	0.00	Connecticut State GO CT 2.098 7/1/2025-24		0.00	2,465.15	0.00	2,465.15
Interest	7/3/2025	32022WDU7	0.00	First Federal Bank 4.6 2/3/2028-25		0.00	926.30	0.00	926.30
Interest	7/3/2025	396916AC2	0.00	Greenway Bank 4.35 4/3/2028-25		0.00	875.96	0.00	875.96
Interest	7/7/2025	898812AE2	0.00	Tucson FCU 4.65 3/7/2030-25		0.00	936.37	0.00	936.37
Interest	7/7/2025	108622PY1	0.00	Bridgewater Bank 4.65 2/7/2030-25		0.00	936.37	0.00	936.37
Interest	7/10/2025	83172HHT0	0.00	SmartBank 4.6 2/8/2030-25		0.00	926.30	0.00	926.30
Interest	7/14/2025	3130B4K34	0.00	FHLB 4.75 1/14/2030-27		0.00	23,750.00	0.00	23,750.00

Town of Addison | TX
Transaction Summary by Action
All Portfolios

Begin Date: 6/30/2025, End Date: 9/30/2025

Action	Settlement Date	CUSIP	Face Amount / Shares	Description	Purchase Price	Principal	Interest / Dividends	YTM @ Cost	Total
Interest	7/14/2025	3134HA2C6	0.00	FHLMC 5 1/14/2030-26		0.00	25,000.00	0.00	25,000.00
Interest	7/15/2025	798111HF0	0.00	San Joaquin Hills CA 2.153 1/15/2027-26		0.00	8,073.75	0.00	8,073.75
Interest	7/15/2025	653438CL3	0.00	Niagara Falls NY 2.4 7/15/2026		0.00	12,420.00	0.00	12,420.00
Interest	7/19/2025	3130AQJ87	0.00	FHLB 1.6 1/19/2027-22		0.00	8,000.00	0.00	8,000.00
Interest	7/20/2025	15118RU21	0.00	Celtic Bank 4.5 12/20/2029-25		0.00	906.16	0.00	906.16
Interest	7/20/2025	3130AN5K2	0.00	FFCB Step 7/20/2026		0.00	11,250.00	0.00	11,250.00
Interest	7/20/2025	09776DAS3	0.00	BOM Bank 4.5 6/20/2029-25		0.00	906.16	0.00	906.16
Interest	7/22/2025	89789AAH0	0.00	Truliant Federal CU 5.15 3/23/2026		0.00	1,037.05	0.00	1,037.05
Interest	7/22/2025	3130B4MZ1	0.00	FHLB 5.25 1/22/2030-25		0.00	50,166.66	0.00	50,166.66
Interest	7/22/2025	3136G4A45	0.00	FNMA 0.71 7/22/2025-21		0.00	5,325.00	0.00	5,325.00
Interest	7/25/2025	856070AJ6	0.00	State Bank 4.5 6/25/2030-25		0.00	906.16	0.00	906.16
Interest	7/25/2025	02432LAC1	0.00	American Bank of Commerce 4.5 6/25/2030 -25		0.00	906.16	0.00	906.16
Interest	7/28/2025	152577CV2	0.00	Central Bank 4.4 3/28/2030-25		0.00	886.03	0.00	886.03
Interest	7/31/2025	LOGIC5010	0.00	LOGIC | Operating LGIP		0.00	78,320.60	0.00	78,320.60
Interest	7/31/2025	TEXSTAR1110	0.00	TexSTAR | Operating LGIP		0.00	4,179.37	0.00	4,179.37
Interest	7/31/2025	LOGIC5020	0.00	LOGIC | SIB Loan LGIP		0.00	57,945.59	0.00	57,945.59
Interest	7/31/2025	TEXASCLASS0001	0.00	Texas CLASS LGIP		0.00	34,184.16	0.00	34,184.16
Interest	7/31/2025	TEXPOOL0003	0.00	TexPool | General LGIP		0.00	4,208.29	0.00	4,208.29
Interest	8/1/2025	3132XFSR0	0.00	FHLMC MBS 4.42 9/1/2029		0.00	3,806.11	0.00	3,806.11
Interest	8/1/2025	882669BX1	0.00	TX Pub Fin Auth Lease 1.43 2/1/2029		0.00	2,860.00	0.00	2,860.00
Interest	8/1/2025	3132XGYV2	0.00	FHLMC MBS 4.25 12/1/2028		0.00	3,659.72	0.00	3,659.72
Interest	8/1/2025	796720NT3	0.00	San Bernardino Cmnty 1.61 8/1/2027		0.00	8,050.00	0.00	8,050.00
Interest	8/1/2025	64966SMT0	0.00	New York City 4.538 2/1/2027-27		0.00	1,160.73	0.00	1,160.73
Interest	8/1/2025	64971WDP2	0.00	New York City NY 3.78 2/1/2026-24		0.00	13,230.00	0.00	13,230.00
Interest	8/1/2025	64966SMV5	0.00	New York City 4.82 2/1/2029-29		0.00	1,231.78	0.00	1,231.78
Interest	8/1/2025	64966SMW3	0.00	New York City 4.92 2/1/2030-30		0.00	1,257.33	0.00	1,257.33
Interest	8/1/2025	68189TBA3	0.00	Omaha Special OB | Sinking 6.4 2/1/2026-17		0.00	960.00	0.00	960.00

Town of Addison | TX
Transaction Summary by Action
All Portfolios

Begin Date: 6/30/2025, End Date: 9/30/2025

Action	Settlement Date	CUSIP	Face Amount / Shares	Description	Purchase Price	Principal	Interest / Dividends	YTM @ Cost	Total
Interest	8/1/2025	3140HW4G4	0.00	FNMA MBS 2.43 1/1/2030		0.00	2,025.00	0.00	2,025.00
Interest	8/1/2025	18507MAD3	0.00	Clearpath Federal CU 5.4 7/30/2029-25		0.00	1,123.64	0.00	1,123.64
Interest	8/1/2025	13063EGT7	0.00	California St 4.5 8/1/2029		0.00	22,500.00	0.00	22,500.00
Interest	8/1/2025	64966SMU7	0.00	New York City 4.669 2/1/2028-28		0.00	1,193.19	0.00	1,193.19
Interest	8/1/2025	419791YT9	0.00	Hawaii State 5.33 2/1/2026-25		0.00	39,975.00	0.00	39,975.00
Interest	8/1/2025	79623PQQ1	0.00	San Antonio TX 5.635 2/1/2026-25		0.00	56,350.00	0.00	56,350.00
Interest	8/1/2025	30259XBX9	0.00	First National Bank Oxford 4.4 4/1/2030-25		0.00	915.56	0.00	915.56
Interest	8/1/2025	3132XGZZ2	0.00	FHLMC MBS 4.6 1/1/2029		0.00	3,961.11	0.00	3,961.11
Interest	8/1/2025	345102PG6	0.00	Foothill-De Anza CC CA 0.906 8/1/2025-25		0.00	3,171.00	0.00	3,171.00
Interest	8/3/2025	32022WDU7	0.00	First Federal Bank 4.6 2/3/2028-25		0.00	957.18	0.00	957.18
Interest	8/3/2025	396916AC2	0.00	Greenway Bank 4.35 4/3/2028-25		0.00	905.16	0.00	905.16
Interest	8/7/2025	898812AE2	0.00	Tucson FCU 4.65 3/7/2030-25		0.00	967.58	0.00	967.58
Interest	8/7/2025	108622PY1	0.00	Bridgewater Bank 4.65 2/7/2030-25		0.00	967.58	0.00	967.58
Interest	8/10/2025	83172HHT0	0.00	SmartBank 4.6 2/8/2030-25		0.00	957.18	0.00	957.18
Interest	8/11/2025	795451AK9	0.00	Sallie Mae Bank UT 1.1 8/11/2026		0.00	1,336.42	0.00	1,336.42
Interest	8/15/2025	041796XQ1	0.00	Arlington 1.396 8/15/2029-29		0.00	3,978.60	0.00	3,978.60
Interest	8/15/2025	235308D75	0.00	Dallas ISD TX 4 8/15/2025		0.00	55,000.00	0.00	55,000.00
Interest	8/15/2025	067167YR1	0.00	Barbers Hill ISD TX 4 2/15/2026		0.00	10,000.00	0.00	10,000.00
Interest	8/15/2025	358782CW8	0.00	Frisco Economical Development TX 1.9 2/15/2028		0.00	4,750.00	0.00	4,750.00
Interest	8/15/2025	150461M57	0.00	City of Cedar Park TX 2.95 8/15/2025		0.00	34,810.00	0.00	34,810.00
Interest	8/15/2025	581743AN1	0.00	McKinney Cmnty 3.531 8/15/2028-28		0.00	22,245.30	0.00	22,245.30
Interest	8/15/2025	894673TA0	0.00	Tredyffrin Easttown SD PA 1.159 2/15/2026		0.00	1,593.63	0.00	1,593.63
Interest	8/16/2025	3134H1TE3	0.00	FHLMC Step 2/16/2029-24		0.00	23,750.00	0.00	23,750.00
Interest	8/18/2025	3130AQPR8	0.00	FHLB Step 2/18/2027-22		0.00	13,000.00	0.00	13,000.00
Interest	8/20/2025	15118RU21	0.00	Celtic Bank 4.5 12/20/2029-25		0.00	936.37	0.00	936.37
Interest	8/20/2025	09776DAS3	0.00	BOM Bank 4.5 6/20/2029-25		0.00	936.37	0.00	936.37
Interest	8/21/2025	3136G4N74	0.00	FNMA 0.56 8/21/2025-23		0.00	4,200.00	0.00	4,200.00
Interest	8/22/2025	89789AAH0	0.00	Truliant Federal CU 5.15 3/23/2026		0.00	1,071.62	0.00	1,071.62

Town of Addison | TX
Transaction Summary by Action
All Portfolios

Begin Date: 6/30/2025, End Date: 9/30/2025

Action	Settlement Date	CUSIP	Face Amount / Shares	Description	Purchase Price	Principal	Interest / Dividends	YTM @ Cost	Total
Interest	8/25/2025	856070AJ6	0.00	State Bank 4.5 6/25/2030-25		0.00	936.37	0.00	936.37
Interest	8/25/2025	02432LAC1	0.00	American Bank of Commerce 4.5 6/25/2030 -25		0.00	936.37	0.00	936.37
Interest	8/27/2025	3136G4V59	0.00	FNMA 0.625 8/27/2025-21		0.00	4,687.50	0.00	4,687.50
Interest	8/28/2025	152577CV2	0.00	Central Bank 4.4 3/28/2030-25		0.00	915.56	0.00	915.56
Interest	8/31/2025	LOGIC5010	0.00	LOGIC | Operating LGIP		0.00	87,323.76	0.00	87,323.76
Interest	8/31/2025	TEXSTAR1110	0.00	TexSTAR | Operating LGIP		0.00	4,185.67	0.00	4,185.67
Interest	8/31/2025	LOGIC5020	0.00	LOGIC | SIB Loan LGIP		0.00	57,961.68	0.00	57,961.68
Interest	8/31/2025	TEXASCLASS0001	0.00	Texas CLASS LGIP		0.00	34,185.89	0.00	34,185.89
Interest	8/31/2025	TEXPOOL0003	0.00	TexPool | General LGIP		0.00	4,217.02	0.00	4,217.02
Interest	9/1/2025	3132XFSR0	0.00	FHLMC MBS 4.42 9/1/2029		0.00	3,806.11	0.00	3,806.11
Interest	9/1/2025	3132XGYV2	0.00	FHLMC MBS 4.25 12/1/2028		0.00	3,659.72	0.00	3,659.72
Interest	9/1/2025	61945DAZ4	0.00	Mosaic District VA 1.711 3/1/2026-26		0.00	2,138.75	0.00	2,138.75
Interest	9/1/2025	473142QY6	0.00	Jefferson County MO 1.2 3/1/2026		0.00	1,800.00	0.00	1,800.00
Interest	9/1/2025	3140HW4G4	0.00	FNMA MBS 2.43 1/1/2030		0.00	2,025.00	0.00	2,025.00
Interest	9/1/2025	18507MAD3	0.00	Clearpath Federal CU 5.4 7/30/2029-25		0.00	1,123.64	0.00	1,123.64
Interest	9/1/2025	613603ZG7	0.00	Montgomery Cnty 3.78 9/1/2027-27		0.00	18,900.00	0.00	18,900.00
Interest	9/1/2025	30259XBX9	0.00	First National Bank Oxford 4.4 4/1/2030-25		0.00	915.56	0.00	915.56
Interest	9/1/2025	13063EBP0	0.00	California St 5.125 9/1/2029		0.00	38,437.50	0.00	38,437.50
Interest	9/1/2025	3132XGZZ2	0.00	FHLMC MBS 4.6 1/1/2029		0.00	3,961.11	0.00	3,961.11
Interest	9/1/2025	613603ZG7-2	0.00	Montgomery Cnty 3.78 9/1/2027-27		0.00	18,900.00	0.00	18,900.00
Interest	9/3/2025	32022WDU7	0.00	First Federal Bank 4.6 2/3/2028-25		0.00	957.18	0.00	957.18
Interest	9/3/2025	396916AC2	0.00	Greenway Bank 4.35 4/3/2028-25		0.00	905.16	0.00	905.16
Interest	9/7/2025	898812AE2	0.00	Tucson FCU 4.65 3/7/2030-25		0.00	967.58	0.00	967.58
Interest	9/7/2025	108622PY1	0.00	Bridgewater Bank 4.65 2/7/2030-25		0.00	967.58	0.00	967.58
Interest	9/8/2025	38149MZJ5	0.00	Goldman Sachs Bank 1.05 9/8/2026		0.00	1,296.82	0.00	1,296.82
Interest	9/10/2025	83172HHT0	0.00	SmartBank 4.6 2/8/2030-25		0.00	957.18	0.00	957.18
Interest	9/20/2025	15118RU21	0.00	Celtic Bank 4.5 12/20/2029-25		0.00	936.37	0.00	936.37

Town of Addison | TX
Transaction Summary by Action
All Portfolios

Begin Date: 6/30/2025, End Date: 9/30/2025

Action	Settlement Date	CUSIP	Face Amount / Shares	Description	Purchase Price	Principal	Interest / Dividends	YTM @ Cost	Total
Interest	9/20/2025	09776DAS3	0.00	BOM Bank 4.5 6/20/2029-25		0.00	936.37	0.00	936.37
Interest	9/22/2025	89789AAH0	0.00	Truliant Federal CU 5.15 3/23/2026		0.00	1,071.62	0.00	1,071.62
Interest	9/24/2025	3134GWUG9	0.00	FHLMC 0.57 9/24/2025-21		0.00	5,700.00	0.00	5,700.00
Interest	9/25/2025	856070AJ6	0.00	State Bank 4.5 6/25/2030-25		0.00	936.37	0.00	936.37
Interest	9/25/2025	02432LAC1	0.00	American Bank of Commerce 4.5 6/25/2030 -25		0.00	936.37	0.00	936.37
Interest	9/28/2025	152577CV2	0.00	Central Bank 4.4 3/28/2030-25		0.00	915.56	0.00	915.56
Interest	9/28/2025	856285XL0	0.00	State Bank of India NY 1.15 9/28/2026		0.00	1,420.33	0.00	1,420.33
Interest	9/29/2025	3130ARCD1	0.00	FHLB Step 3/29/2027-22		0.00	20,000.00	0.00	20,000.00
Interest	9/30/2025	LOGIC5010	0.00	LOGIC | Operating LGIP		0.00	78,424.25	0.00	78,424.25
Interest	9/30/2025	TEXSTAR1110	0.00	TexSTAR | Operating LGIP		0.00	3,996.25	0.00	3,996.25
Interest	9/30/2025	3130AP6D2	0.00	FHLB 1 9/30/2026-22		0.00	5,000.00	0.00	5,000.00
Interest	9/30/2025	3130AP2G9	0.00	FHLB 0.75 12/30/2025-22		0.00	3,750.00	0.00	3,750.00
Interest	9/30/2025	LOGIC5020	0.00	LOGIC | SIB Loan LGIP		0.00	55,485.73	0.00	55,485.73
Interest	9/30/2025	TEXASCLASS0001	0.00	Texas CLASS LGIP		0.00	32,896.64	0.00	32,896.64
Interest	9/30/2025	TEXPOOL0003	0.00	TexPool | General LGIP		0.00	4,045.27	0.00	4,045.27
	Subtotal		**0.00**			**0.00**	**1,343,233.00**		**1,343,233.00**
Total Interest/Dividends			**0.00**			**0.00**	**1,343,233.00**		**1,343,233.00**

2025 City Council Regular Meeting **4. d.**

Meeting Date: 11/18/2025
Department: City Secretary
Key Focus Areas: Financial Health and Organizational Excellence
Community Engagement

AGENDA CAPTION:

Present and discuss the City Council Rules and Procedures.

BACKGROUND:

At a previous City Council Work Session, the City Council requested that staff bring forward a Work Session to discuss the City Council Rules and Procedures. This document standardizes procedures and processes regarding the following:

- City Council Meeting Types
- City Council Meeting Agendas
- City Council Meeting Procedures
- Citizen Participation at Meetings
- City Council Code of Conduct
- Council and Staff Relations
- Council and Media Relations

This document is reviewed on a regular basis and at the request of the City Council. The most recent updates occurred in 2017 and 2024.

FISCAL IMPACT

N/A

RECOMMENDATION

Staff requests City Council direction on the City Council Rules and Procedures:

1. Keep the City Council Rules and Procedures as is with no updates.
2. Make updates to the City Council Rules and Procedures to be adopted via Resolution at a future City Council Meeting.

Attachments

Presentation - City Council Rules & Procedures

City Council Rules & Procedures

City Council Rules and Procedures

November 4, 2025

Valencia Garcia, City Secretary

Background

- The City Council Rules and Procedures standardizes procedures and processes regarding the following:
  - City Council Meeting Types
  - City Council Meeting Agendas
  - City Council Meeting Procedures
  - Citizen Participation at Meetings
  - City Council Code of Conduct
  - Council and Staff Relations
  - Council and Media Relations
- The most recent updates occurred in 2017 and 2024.
- At a previous Council Work Session, City Council requested that staff bring forward a Work Session to discuss the Council Rules and Procedures.

Summary

Section 1 – Meetings

Outlines the different types of City Council Meetings, when they occur and how they are called.

- Regular Meetings
- Special Meetings
- Work Session Meetings

Section 2 – Agendas

Sets procedures for City Council Meeting Agendas including:

- Agenda item requests and meeting agenda development
- Posted agenda packet distribution to Council
- Compliance with Open Meetings Act

Summary

Section 3 – Council Meeting Procedures:

Serves as a general guide for meetings utilizing parliamentary procedure.

- Mayor's responsibilities as the presiding officer
- Agenda item presentations
  - Council questions and discussion
  - Motion and voting procedure
- Closed Session procedures
- Remote attendance guidelines for City Council meetings

Section 4 – Citizen Participation at Meetings:

Sets guidelines for citizens choosing to participate in City Council Meetings.

- Opportunities for public comment
  - In-person verbal comments
  - Written public comments

Summary

Section 5 – Code of Conduct for Mayor and Council Members:

Establishes a code of conduct based on the Town's Code of Ethics.

- States that the Mayor and Council should abide by the Town's Code of Ethics as noted in the Town's Code of Ordinances and all applicable laws.
- Conflict of Interest Affidavits and procedures for votes presenting conflicts of interest

Next Steps

Staff is seeking Council direction to:

1. Confirm the Council Rules & Procedures as is with no updates; or

2. Request updates to be made to the Council Rules & Procedures
   - To be drafted and adopted via Resolution at a future Council meeting

Questions?

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CITY COUNCIL RULES & PROCEDURES

CITY COUNCIL MEETING PROCEDURES

SECTION 1. MEETINGS

A. Regular Meetings will generally be held on the second and fourth Tuesday of each month. Meetings will be held at a posted location commencing at 7:00 p.m., unless otherwise posted.

B. Special Meetings are subject to call by the Mayor, City Manager, or three members of the City Council with written notice to the City Secretary. These meetings will be held at a posted location at a stated time.

C. Work Session Meetings are subject to call by the Mayor, City Manager, or three members of the City Council with written notice to the City Secretary. The time, place, and purpose will be stated in each instance. Ordinarily, no official Council action will be taken at a work session meeting.

SECTIONS 2. AGENDAS

The following procedures relate to the agenda for meetings of the Council.

A. The City Manager, working with the Mayor, will determine what items of business should come before the Council. If, at a meeting of the Council, a member of the Council (i.e., the Mayor and each Council member) or the public inquiries about a subject for which notice has not been given as required by law, only the following may be provided unless otherwise allowed by law: (1) a statement of specific factual information given in response to the inquiry, or (2) a recitation of existing policy in response to the inquiry. Unless otherwise allowed by law, any deliberation of or decision about the subject of such inquiry shall be limited to a proposal to place the subject on the agenda for a subsequent meeting.

B. An item will be placed on the agenda at the request of two or more Council members. The City Manager will place the item on the agenda as soon as applicable. The Council members requesting the agenda item may present or participate in the presentation of the item at the meeting. Any Town staff assistance should be requested through the City Manager's Office. Such agenda items must reach the City Manager's office at Town Hall by 1:00 p.m., Tuesday, of the week preceding the meeting for which the request is made.

C. The agenda packets for all Regular Meetings will be delivered electronically by Town staff to members of the Council no later than the Thursday preceding the meetings.

D. The City Secretary's office is responsible for seeing that notices for all meetings of the Council comply with the Open Meetings Law.

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SECTION 3. COUNCIL MEETING PROCEDURES

The Council will use the following procedures as a general guide for parliamentary procedure and may consult Robert's Rules of Order as a guide in instances not addressed by these procedures.

A. The Mayor shall be the presiding officer at all meetings. The Mayor Pro-Tempore shall preside at meetings in the absence of the Mayor, and the Deputy Mayor Pro-Tempore shall preside at meetings in the absence of the Mayor and Mayor Pro-Tempore. The term Mayor shall be interpreted to mean the presiding officer when applicable throughout these City Council Procedures.

B. The Mayor shall have a voice in all matters before the Council and may vote on all matters.

C. When an item is presented to the Council, the Mayor shall recognize the presenter(s) and the order of presentation. During City Council discussion of an item, the Mayor shall recognize members of the Council who desire to ask questions or speak on an item. When two or more members desire to speak on an item, the Mayor shall choose which member is to speak first.

D. Each member of the Council, including the Mayor, will be given an opportunity to ask questions following presentation of an agenda item. Then, members shall be given the opportunity to ask additional questions in the same manner until no member has additional questions.

E. During the Council's discussion of an item, each member will be given a reasonable amount of time to speak until all members have had an opportunity to ask questions. Following the initial round of discussion, the Mayor shall recognize a member desiring to make a motion. If a motion is made and seconded, the discussion of the motion, if any, shall follow the procedure outlined above. If no motion is made, the discussion will continue in the same manner outlined above until discussion on the item has concluded. The procedure described herein is intended to give each member a timely opportunity to speak and to avoid one member monopolizing the floor for an extended period of time before others have an opportunity to speak.

F. The Mayor shall preserve order and shall require Council members engaged in debate to limit discussion to the question under consideration. Members of the Council shall not interrupt or delay proceedings and shall not refuse to obey the orders of the Mayor or the rules of the Council. Members of the Council shall demonstrate respect and courtesy to each other, Town staff members, and citizens appearing before the Council.

G. The Mayor will give all members of the Council a full opportunity to speak on an item; provided, the Mayor may reasonably limit the time for discussion on any item as the Mayor deems appropriate based upon the circumstances.

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H. Every member of the Council shall vote on all matters before the Council whereupon the Mayor has called for a final vote unless a member abstains from the vote due to a conflict of interest or other legal basis for abstention following the procedures for abstention set forth in Section 5.

I. Should a conflict arise between Council members during a meeting, the Mayor shall serve as the mediator. If the Mayor is a part of the conflict, the Council shall determine the procedure to conclude the matter.

J. The Council may convene into closed (executive) session in connection with any Regular, Special or Work Session meeting in conformance with the rules governing closed meetings set forth in Chapter 551 of the Texas Government Code. Prior to convening into closed session the Mayor shall (i) announce the applicable statutory exception(s) authorizing the closed session, (ii) identify the general purpose or subject matter to be discussed during the closed session to the extent permitted by law, and (iii) state the time in which the Council is convening into closed session.

K. Members of the Council may attend a meeting remotely when a member is unable to attend the meeting in-person, provided, the member's remote attendance is able to be administered in full conformance with Section 551.127 of the Texas Government Code and all applicable IT policies adopted by the Town. Each remote location from which a member participates, must have an internet connection that is of sufficient quality to ensure a continuous, live two-way audio and video communication with all other members of the Council during the entire meeting. While speaking, a member attending remotely must be clearly visible and audible to all other members of the Council and the public (except during a closed session). If a member intends on attending a closed session remotely, the member shall coordinate with the City Manager's office in advance to ensure that the remote location and connection are able to comply with all applicable security requirements.

L. Any Council member may ask the Mayor to enforce the procedures established by the Council. Should the Mayor fail to do so, a majority of the Council may direct the Mayor to enforce the procedures.

M. All personal communication devices should be placed in a silent mode during any City Council meetings. Personal communication devices shall not be used for communicating with other Council Members during any City Council meetings as that is a violation of the Texas Open Meetings Act.

SECTION 4. CITIZEN PARTICIPATION AT MEETINGS

A. As a general rule, persons attending a meeting of the Council may not participate in the discussions of the Council.

B. If an item is identified on the agenda of a Council meeting as a public hearing, persons attending the Council meeting will be given the opportunity to speak regarding the

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item after being recognized by the Mayor. The person(s) representing the applicant for an item presented during a public hearing will generally be allowed ten (10) minutes to present the item (exclusive of the time allowed for questions from the Council). Members of the public desiring to speak on an item during the public hearing will generally be allowed three (3) minutes to speak on the item.

C. Email or written comments that have not been requested to be part of the record will be acknowledged during the meeting but not read into the record. Email or written comments that have been requested to be part of the record will be attached to the minutes of the respective meeting.

CITY COUNCIL GENERAL PROCEDURES

SECTION 5. CODE OF CONDUCT FOR MAYOR AND COUNCIL MEMBERS

A. The Mayor and Council members should comply with the Town's Code of Ethics (included in Chapter 2, Article III, Division 2 of the Town's Code of Ordinances and attached hereto as Appendix A) and with all conflict of interest laws.

B. In accordance with the Town's Code of Ethics and with applicable law, the Mayor and Council members shall abstain from participating in or voting on items in which they have a conflict of interest as set forth in the Code of Ethics or applicable law. If the Mayor or a Council member has such a conflict of interest, they shall file a "Conflict of Interest Affidavit" with the City Secretary's office. Upon introduction of the agenda item in which the Mayor or Council member has a conflict of interest, the Mayor or Council member should announce that they have a conflict of interest and must refrain from participation in or voting on the agenda item, and shall be required to leave the meeting room.

C. The Mayor and Council members are encouraged to conduct themselves above reproach. In the event that the Mayor or a Council member determines that it is necessary to abstain from participating in a matter to avoid a perceived conflict of interest or to avoid the appearance of impropriety, as soon as the individual member makes such a determination, the member shall declare the nature of the matter causing the abstention, abstain from participation in the matter and leave the meeting room.

SECTION 6. COUNCIL AND STAFF RELATIONS

A. Members of the Council should attempt to ask questions to the City Manager about the Council agenda packet issued for a Council meeting prior to the meeting. This will allow the Town staff time to respond to the Council member's questions and, if necessary, to provide additional information to all members of the Council.

B. The City Manager shall designate the appropriate Town staff member to address each agenda item and shall see that each presentation informs the Council on the issues which require Council action. The presentations should be professional and timely, and should list options available for resolving any issue.

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C. The City Manager is directly responsible for providing information to all members of the Council concerning any inquiries by a specific member of the Council. Should the City Manager find that staff's time is being dominated by a single member, the City Manager should inform the Mayor of the concern.

D. If the Mayor or a Council member seeks a written legal opinion from the City Attorney in connection with an item on a meeting agenda the City Attorney's legal opinion shall be provided to all members of the Council.

E. In the event of a conflict between the staff and the Council, the Mayor will speak with the City Manager regarding the conflict but will not address the conflict directly with any staff member. The City Manager will then address the matter with the appropriate staff member(s) and update the Mayor and Council as appropriate. If the conflict is between a staff member and the Mayor, the Mayor Pro Tempore will speak with the City Manager.

F. The City Manager is responsible for the professional and ethical behavior of themself and their staff. The City Manager is also responsible for seeing that staff remains educated and informed on the issues facing municipal government.

G. All members of the Council and Town staff members shall show respect and courtesy to each other and citizens at all times.

H. The City Manager is responsible for seeing that all newly (first time) elected members of the Council are provided with a thorough orientation on Town staff procedures, municipal facilities, and other information of interest to municipal officials.

SECTION 7. COUNCIL AND MEDIA RELATIONS

A. A link to published agendas will be provided upon request to all interested news media in advance of the Council meetings.

B. Official responses to media inquiries concerning Town matters will be made as determined by the Mayor and the City Manager.

2025 City Council Regular Meeting **2. a.**

Meeting Date: 11/18/2025

Department: City Manager

AGENDA CAPTION:

City Manager's Announcements.

BACKGROUND:

The City Manager will make announcements of interest to the Town.

FISCAL IMPACT

N/A

RECOMMENDATION

Information only.

2025 City Council Regular Meeting **2. b.**

Meeting Date: 11/18/2025

Department: City Manager

AGENDA CAPTION:

Employee Recognition.

BACKGROUND:

The City Manager will recognize an employee for his/her service to the Town.

FISCAL IMPACT

N/A

RECOMMENDATION

Information only.

2025 City Council Regular Meeting **4. a.**

Meeting Date: 11/18/2025

Department: City Secretary

AGENDA CAPTION:

Consider action on the Minutes from the October 28, 2025 Regular City Council Meeting.

BACKGROUND:

The minutes for the October 28, 2025 Regular City Council Meeting have been prepared for consideration.

FISCAL IMPACT

N/A

RECOMMENDATION

Staff recommends approval.

Attachments

Minutes - October 28, 2025 Regular City Council Meeting

D R A F T

OFFICIAL ACTIONS OF THE ADDISON CITY COUNCIL

October 28, 2025

Addison Town Hall
5300 Belt Line Road, Dallas, TX 75254
5:30 PM Work Session – Town Hall Parlor
7:00 PM Regular Meeting – Town Hall City Council Chambers

Present: Mayor Bruce Arfsten; Mayor Pro-Tempore Marlin Willesen; Deputy Mayor Pro-Tempore Chris DeFrancisco; Council Member Howard Freed; Council Member Darren Gardner; Council Member Dan Liscio; Council Member Randy Smith

WORK SESSION

The Addison City Council will convene in the Town Hall Parlor at 5:30 PM.

1. **Call Meeting to Order and Announce that a Quorum is Present.**

Mayor Arfsten called the meeting to order in the Town Hall Parlor at 5:32 PM.

2. **Proclamations / Presentations**

- **2025 Food Service Safety & Sanitation Awards Recognition –** Environmental Health Services Manager Sandra Long and Mayor Arfsten recognized the following restaurants as 2025 Food Service Safety & Sanitation Award Winners:

    - Full Service Dining - Putt Shack
    - Fast Food - Raising Canes Chicken Fingers and Shake Shack
    - Sandwich / Deli Shops - Schlotzsky's

3. **Public Comment.** *The City Council invites citizens to address the City Council on any matter, including items on the agenda, except public hearings that are included on the agenda. Comments related to Public Hearings will be heard when the specific hearing starts. Citizen comments are limited to three (3) minutes, unless otherwise required by law. To address the Council, please fill out a City Council Appearance Card and submit it to a staff member prior to the Public Comment item on the agenda. The Council is not permitted to take any action or discuss any item not listed on the agenda. The Council may choose to place the item on a future agenda.*

The following citizen requested to speak during the Public Comment period:

- Marlin Perez, 14899 Towne Lake Circle – expressed enthusiasm for the Work Session item regarding owner-occupied housing in Addison, noting support for increasing opportunities for owner-occupied housing and opposition to adding more townhomes due to saturation of that market in Addison.

4. **Council Member Clarification Requests Regarding Consent Agenda Items.**

   a. **Council Questions and Answers**

5. **Closed Meeting.** The Addison City Council will enter a Closed Meeting pursuant to Texas Government Code Sections 551-071 through 090 to discuss the following item(s):

   a. Pursuant to Section 771. 087(1): Economic Development Negotiations to discuss or deliberate regarding commercial or financial information that the governmental body has received from a business prospect that the governmental body seeks to have locate, stay, or expand in or near the territory of the governmental body and with which the governmental body is conducting economic development negotiations:
      - Project Rushmore

Mayor Arfsten postponed WS Item #5a – Closed Session to the November 4, 2025 City Council Meeting.

6. **Open Meeting.** In accordance with Texas Government Code Chapter 551, the Addison City Council will reconvene in an Open Meeting to consider action, if any, on the matters discussed in the Closed Meeting.

7. **Work Session Reports**

   a. **Present and discuss owner-occupied housing in Addison.**
   [Director of Economic Development, Wayne Emerson and Catalyst Urban Development Principal, Paris Rutherford]

Director of Economic Development Wayne Emerson and Catalyst Urban Development Principal Paris Rutherford presented a report completed by Catalyst Urban Development regarding opportunities to increase owner-occupied housing in Addison.

Catalyst Urban Development is a nationally recognized firm specializing in urban and mixed-use development. Catalyst brings extensive experience in the planning and execution of award-winning mixed-use and transit-oriented projects across the country.

The presentation provided an overview of Addison's current housing composition and the market dynamics that have shaped it; including land economics, market feasibility, and product types that could support for-sale housing. Mr. Rutherford also discussed implementation concepts and

partnership approaches that could help diversify Addison's housing offerings over time.

City Council Direction: No specific feedback was requested. This report was provided for informational purposes only.

b. **Present and discuss potential amendments to the Unified Development Code (UDC) pertaining to the creation of Parks Zoning District(s).**
[Director of Development & Neighborhood Services, Lesley Nyp]

This item was postponed to the November 4, 2025 City Council Meeting.

Mayor Arfsten closed the Work Session at 7:05 PM with the decision to postpone Work Session Item #7c to the end of the Regular Meeting.

COUNCIL MEETING

Mayor Arfsten convened the City Council Meeting at 7:18 PM in the Town Hall City Council Chambers.

1. **Pledge of Allegiance.** United States and Texas Flags.

Mayor Arfsten led the Pledge of Allegiance to the United States and Texas Flags.

2. **Proclamations / Presentations**
   a. **City Manager's Announcements**
   b. **Employee Recognition**
      - Chief Financial Officer Steven Glickman introduced Budget Manager Casey Bennett.

3. **Public Comment.** *The City Council invites citizens to address the City Council on any matter, including items on the agenda, except public hearings that are included on the agenda. Comments related to Public Hearings will be heard when the specific hearing starts. Citizen comments are limited to three (3) minutes, unless otherwise required by law. To address the Council, please fill out a City Council Appearance Card and submit it to a staff member prior to the Public Comment item on the agenda. The Council is not permitted to take any action or discuss any item not listed on the agenda. The Council may choose to place the item on a future agenda.*

The following citizen requested to speak during the Public Comment period:

- Don Rickerhauser, 4300 Westgrove Drive – requested that the Airport Master Plan be completed first before the City Council awards any long-term leases to areas on the Addison Airport grounds.

4. **Consent Agenda.** *All items listed under the Consent Agenda are considered routine by the City Council and will be enacted by one motion with no individual consideration. If individual consideration of an item is requested, it will be pulled from the Consent Agenda and discussed separately.*

a. **Consider action on the Minutes from the October 14, 2025 Regular City Council Meeting.**

b. *Resolution No. R25-087:* **Consider action on a Resolution denying the rate change application proposed by Oncor Electric Delivery Company LLC.**

c. *Ordinance No. O25-027:* **Consider action on an Ordinance to amend the Code of Ordinances by amending Chapter 66 (Solid Waste) Article II (Collection And Disposal), Division 2 (Service Charge) Section 66-52 increasing from $14.83 to $15.74 the monthly fee for each residential unit.**

d. *Resolution No. R25-088:* **Consider action on a Resolution adopting an investment strategy and approving brokers, dealers, and financial institutions for fiscal year 2025-2026.**

e. *Resolution No. R25-089:* **Consider action on a Resolution approving an agreement between the Town of Addison and Kleen Pipe Underground Pipe Maintenance for the repair and cleaning of stormwater pipe and authorizing the City Manager to execute the agreement in an amount not to exceed $211,068.**

f. *Resolution No. R25-090:* **Consider action on a Resolution approving an agreement between the Town of Addison and Halff Associates, Inc. for Farmers Branch Creek Drainage Basin Stormwater Infrastructure Assessment and authorizing the City Manager to execute the agreement in an amount not to exceed $271,000.**

MOTION: Mayor Pro-Tempore Willesen moved to approve §4 - CONSENT AGENDA (a-f) as presented. Deputy Mayor Pro-Tempore DeFrancisco seconded the motion. Motion carried unanimously.

5. **Individual Consideration.**

a. *Resolution No. R25-091:* **Present, discuss, and consider action on a Resolution establishing the Town's intent to reimburse itself for prior lawful expenditures of funds relating to the purchase of vehicles and equipment in the amount of $2,000,000.**
[Chief Financial Officer, Steven Glickman]

On July 1, 2025, staff presented a plan to Council to issue $3,500,000 in Certificates of Obligation to replace two Fire Department apparatuses. The anticipated issuance date would fall during Winter 2025 and could be combined with a potential refunding of the 2016 GO Refunding Bonds to generate both interest savings and economies of scale on bond issuance costs. Two pieces of equipment are scheduled for replacement. Quint 102, which is a Spartan Aerial Pumper with a Gladiator Chassis, will be replaced at a cost of $2,000,000. The second is a scheduled replacement of the Airport Rescue Firefighting Vehicle at a cost of $1,500,000. The replacement of the Airport Rescue Firefighting Vehicle will be serviced by the Airport Fund.

This Resolution would authorize the reimbursement of up to $2,000,000 for the replacement of Quint

102. This purchase was approved by the Council at its October 14th, 2025 meeting via Resolution No. R25-080. The expenditure is anticipated to occur prior to the delivery date of the bond proceeds. This Resolution must be passed within sixty days of the expenditure of the funds to be legally compliant.

Additionally, staff presented information related to the subsequent bond issuance, potential bond refunding opportunities, and the timeline for the issuance.

Staff recommended approval.

MOTION: Council Member Gardner moved to approve Resolution No. R25-091 to establish the Town's intent to reimburse itself for prior lawful expenditures. Deputy Mayor Pro-Tempore DeFrancisco seconded the motion. Motion carried unanimously.

b. *Ordinance No. O25-028:* **Present, discuss, and consider action on an Ordinance amending Chapter 22 "Businesses", Article X "Residential Rental Registration" to amend definitions, to provide for fees, and to include public safety and calls for service as a specific consideration in annual registration and periodic inspection of rental properties, specifically hotels and motels.**
[Assistant Director of Neighborhood Services, Ray Mendez]

The City Council adopted an Ordinance creating the Rental Lodging and Registration Program at the November 12, 2024 Regular City Council Meeting. The purpose of the program was to promote healthy and safe conditions for all rental properties, including single-family and multifamily, and hotel / motel properties throughout the Town. After having completed the initial year of this program, Town staff has identified some parts of the ordinance which need to be revised in order to avoid confusion or misinterpretation.

Additionally, Development & Neighborhood Services staff collaborated with the Addison Police Department to add a public safety component to the existing ordinance, focusing on public safety resources allocated to our hotel and motel properties. Staff collected data on each of our hotel and motel properties over the last twelve months focusing on public safety responses. The data included:

1. The number of calls for service (CFS) per location.
2. The number of CFS per room at each location.

After reviewing the data, it was evident that a few locations account for the majority of public safety calls for service. To mitigate this issue, staff proposed the addition of a public safety component to the Town's current Rental & Lodging Registration program for hotels and motels during a Work Session at the October 14, 2025 Regular City Council Meeting. This component would take into account a CFS to room ratio to place hotels and motels into tiers under the Rental & Lodging Registration program. The City Council directed the City Manager to proceed with the addition of a public safety component to the Town's Rental Registration Program via an Ordinance update to be considered at the next Regular City Council Meeting.

Staff recommended approval.

MOTION: Mayor Pro-Tempore Willesen moved to approve Ordinance No. O25-028 amending Chapter 22, Article X "Residential Rental Registration" with the condition that additional permit fees are not charged for hotels that are classified in Tier 1. Council Member Liscio seconded the motion. Motion carried unanimously.

c. *Resolution No. R25-092:* **Present, discuss, and consider action on a Resolution authorizing the City Manager to execute a bundled, multi-year agreement with Axon Enterprise, Inc. for the purchase, licensing, and support of law enforcement technology solutions in an amount not to exceed $273, 098.18 due at signing and an annual recurring fee of $275, 175.69 for subsequent years; and providing an effective date.**
[Executive Director of Internal Services, Hamid Khalegipour]

The Town of Addison's current contract for body-worn cameras and the interview room camera system is set to expire in October 2026. Additionally, the contract for electronic control devices (ECDs), commonly referred to as TASERs, expired in January 2025 and the existing devices are now considered end-of-life and out of warranty.

To address these critical equipment needs and enhance operational efficiency, staff recommend entering into a comprehensive, bundled contract with Axon Enterprises. This consolidated agreement would cover the replacement and upgrade of the Town's ECDs, body-worn cameras, and interview room camera system, while also introducing new technologies that support officer safety, training, and situational awareness.

The proposed contract includes the following components:

- **Electronic Control Devices (ECDs):** Upgrade from TASER 7 to TASER 10, which offers increased deployment capacity (nine attempts) and extended range (45 feet). The contract also includes virtual reality training equipment for cartridge-free practice, confined-space training, and de-escalation scenarios, as well as train-the-trainer instruction for internal knowledge transfer.
- **Body-Worn Cameras:** Continued use of Axon Body 4 cameras, which support live-streaming capabilities for real-time supervisory oversight.
- **Interview Room Camera**: Continued licensing for the existing system used to record interviews with suspects and victims.
- **Axon Assistant (*New Feature*):** An AI-powered tool that provides real-time language translation (supporting over 50 languages), general knowledge Q&A, and policy chat functionality, enabling officers to access departmental policies and operational guidance in the field.
- **Fusus (*New Feature*):** A Real-Time Crime Center (RTCC) platform that integrates live and recorded video, license plate recognition (LPR), and other intelligence sources into a unified operating picture. The system is also future-ready for integration with a drone program, should one be adopted in the future by the Town or North Texas Emergency Communication Center (NTECC).

This bundled approach is expected to generate cost savings, reduce administrative complexity, and ensure that Addison Police Department personnel are equipped with the most current and effective tools available.

The total cost of $1,373,800.94 will be funded through the Town's Information Technology Equipment Replacement Fund (ITERF). Established in 1998, the Information Technology Equipment Replacement Fund supports the scheduled replacement of critical IT infrastructure such as servers, network hardware, enterprise software, and other systems to ensure the Town's network remains secure, scalable, and responsive to evolving operational demands.

The cost is distributed over the contract term and aligns with the Town's capital planning and replacement schedule.

Staff recommended approval.

MOTION: Council Member Liscio moved to approve Resolution No. R25-092 approving a bundled, multi-year agreement with Axon Enterprise, Inc for law enforcement technology solutions. Mayor Pro-Tempore Willesen seconded the motion. Motion carried unanimously.

d. *Resolution No. R25-093:* **Present, discuss and consider action on a Resolution authorizing the City Manager to execute a managed services agreement with Flock Group, Inc. for the license plate reader solutions to provide hardware, software, maintenance, and support in an amount not to exceed $266,132.50 due at signing, with an annual recurring fee of $238,220.00; and providing an effective date.**
[Executive Director of Internal Services, Hamid Khalegipour]

The Town of Addison launched a License Plate Recognition (LPR) initiative in 2018, funded by the 2012 bond election, to enhance public safety through technology. The program began with a pilot project that installed 20 LPR units at 8 key intersections.

The pilot aimed to collect data, develop policy guidelines, and evaluate the feasibility of a citywide LPR system. Between 2018 and 2020, City Council reviewed and adopted policies governing the use, access, and integration of LPR data. In 2021, the Council approved a townwide expansion through an enterprise agreement with Vigilant Solutions. This led to the installation of 60 LPR cameras at 23 locations.

In 2024, Public Safety was reaffirmed as a strategic priority and key focus area during the Council's annual retreat:

- 1.5. Strategic Objectives: Leverage Technology to address issues.
    - Initiative 1.5.3 - Evaluate License Plate Recognition cameras network and additional locations throughout the town.

Thus, a new pilot project was launched using Flock Safety technology at three (3) additional locations: Addison & Sojourn, Addison & Arapaho, and Midway & Belt Line. This pilot aimed

to assess the feasibility, effectiveness, and service quality of the Flock system. Following a successful evaluation, the Town decided in May 2025 to transition from the existing LPR system to the Flock Safety platform. The Flock Safety system complies with all applicable state and federal data privacy laws. Data retention policies, access controls, and audit logs are in place to ensure responsible use and protection of sensitive information. Only authorized personnel will have access to LPR data, and usage will be monitored regularly.

This multi-year initiative reflects Addison's commitment to leveraging technology for public safety while ensuring responsible data governance and cost-effective implementation.

The proposed three (3) year agreement with Flock Safety is a managed services agreement that includes:

- Lease of LPR hardware
- Access to software and analytics platform
- Ongoing maintenance and technical support
- System upgrades and warranty coverage

The initial Year 1 amount of $266,132.50 includes installation and the first year of service. After Year 1, the recurring annual fee of $238,220.00 covers all ongoing services. The total Year 1 cost of $266,132.50 is funded 80% by a Motor Vehicle Crime Prevention Authority (MVCPA) Taskforce Grant, with the required local match of 20% funded from the Town's Information Technology Equipment Replacement Fund (ITERF). Established in 1998, the Town's ITERF supports the scheduled replacement of critical IT infrastructure such as servers, network hardware, enterprise software, and other systems to ensure the Town's network remains secure, scalable, and responsive to evolving operational demands

MVCPA Taskforce Grant (80%)	$212,906
Town's Required Match (20%) - ITERF	$53,226.50
Total Year 1:	**$266,132.50**

After Year 1, the annual reoccurring fee is $238,220.00, which will be funded by ITERF.

Total Year 2:	$238,220.00
Total Year 3:	$238,220.00

Staff recommended approval.

MOTION: Council Member Liscio moved to approve Resolution No. R25-093 approving a managed services agreement with Flock Group, Inc. for license plate reader solutions. Mayor Pro-Tempore Willesen seconded the motion. Motion carried unanimously.

e. **Present, discuss, and consider action on a Resolution approving a Ground Lease Agreement between the Town of Addison and Thrust Properties, LLC for**

commercial aviation use on approximately 2.34 acres of improved and unimproved airport land located at Addison Airport, authorizing the City Manager to execute the Ground Lease Agreement and establishing an effective date.

[Addison Airport Director, Jaime Edrosa]

Thrust Properties is a single-purpose entity formed to hold leasehold interests under the proposed Ground Lease. Thrust Properties was created to legally hold the ground lease rights and title to the building improvements made to the land pursuant to the terms of the ground lease. This entity will then in turn contract the right to use the facilities such as hangars, office, parking, etc. via sublease to Thrust Flight, LLC, the entity that owns and operates the flight school. Thrust Properties is owned by Mr. Patrick Arnzen (75%) and Mr. Stuart Stevenson (25%). Mr. Arnzen is the Chief Executive Officer of Thrust Flight, a flight training organization founded at Addison Airport in 2006 that has trained thousands of pilots. Thrust Properties intends to sublease the new facility to Thrust Flight for use as a modern flight training campus.

The lease site is located on Eddie Rickenbacker Drive, which intersects Airport Parkway along the Airport's eastern boundary. The 2.34-acre parcel (102,105 square feet) comprises three existing parcels:

- Tract #1 (1.56 acres): Two developed and contiguous parcels with aeronautical facilities built in the 1970s and 1990s. These will be demolished by Thrust Properties at their expense and consolidated into a single tract.
- Tract #2 (0.79 acres): An adjacent, unimproved parcel separated by Eddie Rickenbacker Drive is to be improved as off-street vehicle parking for the complex.

Eddie Rickenbacker Drive must remain open to preserve access to neighboring corporate flight departments, Sky B&B, LLC and Sky Squared, LLC. The current tenants with leases on Tract #1 will vacate by April 30, 2026. The Town will deliver the site to Thrust Properties by May 31, 2026. The site has airside access to the runway via Taxilane Sierra. Taxilane Sierra supports Aircraft Design Group II aircraft up to 80,000 lbs with dual-wheel landing gear.

Thrust Properties plans to construct a new aviation facility including:

- A 15,000 square-foot hangar with 28-foot-high doors designed for Group II aircraft.
- A 10,000 square-foot single-story building for classrooms and support facilities with future expansion possibilities for a second level to accommodate additional classrooms and offices.
- Approximately 100 off-street vehicle parking spaces.

Key Lease Terms:

- Commencement Date: Occurs upon substantial completion of improvements or July 31, 2028, whichever occurs first. This date marks the official beginning of the lease term and obligates the tenant to begin paying rent for the lease. Substantial completion occurs upon issuance of a Certificate of Occupancy. It has been the Aiport's general practice for the

commencement date to mark the date when the building improvements can be used by the tenant for their permitted use. Should the tenant's design and construction of the building improvements extend past July 31, 2028, the tenant must begin paying rent August 1, 2028, regardless of whether they can conduct business or not.

- Lease Term: This lease term is for 50 years, a statutory maximum permitted by the Texas Transportation Code. The lease term is negotiable up to the statutory limit and is the greatest driver of value to maximize the development potential of a given parcel. Generally, the greater the capital investment made in the leased premises by the tenant, the longer the term. The lease term is also used to encourage the type of use or development the landlord is seeking. The term also needs to be long enough to allow the tenant to recover their capital investment and the cost of financing a commercially reasonable profit with an allowance for market risk.
- Base Rent: The stipulated stepped-up rate varies depending on the year of the commencement date. If the commencement date falls in 2027, the base rent will be set at $82,705 per year or $6,892 per month. As this lease was negotiated in today's dollars, staff were mindful that the tenant would not begin paying rent until the commencement date. The rent escalates during the "Preliminary Period", defined in the lease as that period between the effective date and the commencement date to mitigate the loss of lease value until the payment of actual rent begins. This escalation is 3% per year until 2028. Should rent not commence by then, there is a provision triggering a third-party appraisal to establish the then prevailing market rent.
- Rent Adjustments: The ground lease stipulates the rent is to be adjusted every two years beginning on the second anniversary of the commencement date. This adjustment is tied to the percentage change in the Consumer's Price Index published by the Labor Department. The lease outlines the process for how this is to be calculated. All Airport lease agreements have some form of rent or fee adjustment annually or biennially.
- Permitted Uses: Aircraft sales, maintenance, storage, charter, rentals, and aviation-related training.
- Minimum Building Improvements:
    - 15,000 sq. ft. hangar with a 28-ft. clearance
    - Apron for Group II aircraft
    - Code-compliant off-street parking

Lease Addenda:

- Addendum #1: Minimum Maintenance and Repair Standards
- Addendum #2: Tenant's Responsibility for Demolition and Site Preparation
- Addendum #3: Tenant's Obligations During Construction
    - Construction value must exceed $10 million

Fiscal Impact:

- Annual Base Rent: $82,705
- Total Projected Rent (50 years): $6,048,899. This is the future stream of cash flow or "future value". This calculation also considered the Town's estimated cost of $400,000 to reconstruct a segment of Eddie Rickenbacker in connection with this and a neighboring

project.

- Present Value of Contract Rent: $1,311,758 with a 6% discount rate assumed. Present value is a variant of the financial concept of "time value of money." It is used for benchmarking and comparison of investment alternatives. Ground lease rent is projected out for the duration of the term, assuming a 3.5% CPI-based increase every two years. The discount rate is an estimated rate to compensate for the cost of capital and/or equity plus risk. This calculation also considered the Town's estimated cost of $400,000 to reconstruct a segment of Eddie Rickenbacker in connection with this and a neighboring project.
- Estimated Construction Value: $10,000,000
- Total Direct Economic Impact to Airport: $11,311,758

Staff recommended approval.

MOTION: Council Member Liscio moved to table consideration of the Resolution approving a Ground Lease Agreement with Thrust Properties until after completion of the Airport Master Plan. Council Member Smith seconded the motion. Council Member Liscio rescinded the motion after clarification regarding postponement procedures.

MOTION: Council Member Smith moved to deny the Resolution approving a Ground Lease Agreement with Thrust Properties, LLC. Deputy Mayor Pro-Tempore DeFrancisco seconded the motion. Motion carried 6-1 with Mayor Arfsten voting in opposition.

f. *Ordinance No. O25-029:* **Present, discuss, and consider action on an Ordinance approving a Boundary Agreement between the Town of Addison and the City of Dallas and authorizing the City Manager to execute the Agreement.**
[Director of Public Works & Engineering, Becky Diviney]

The Town of Addison and City of Dallas are working together to adjust their common boundary line in order to establish clear lines of demarcation for the most efficient development and delivery of service to the citizens in the area. In 2023, the Town requested a boundary adjustment from the City of Dallas transferring Montfort Drive from the current Dallas city limits south to Celestial Road from Dallas' jurisdiction to Addison. In 2025, City of Dallas staff accepted the boundary agreement proposal and began the process of formalizing the boundary adjustment with the Transportation and Infrastructure Committee (TIC) and Dallas City Council. The City of Dallas TIC approved a boundary adjustment from the Town of Addison involving Montfort Drive, specifically extending from the current city limits south to Celestial Road.

The City of Dallas and Town of Addison entered into an agreement authorized by the Dallas City Council in Resolution No. 25-0927 on June 11, 2025. The Town will receive a released tract of land along Montfort Drive extending from the current Dallas city limits south to Celestial Road at no cost. The Dallas City Council will consider approval of this same ordinance and legal description for the boundary adjustment in November 2025.

This agenda item follows the recent approval of Change Order #2 to the professional services agreement with Kimley-Horn for the Montfort Drive Reconstruction project design. Change

Order #2 expanded the limits of the project to Celestial Road, which will incorporate the pending boundary adjustment. Change Order #2 was approved at the September 23, 2025 Regular City Council Meeting as Individual Consideration Agenda Item #5d.

Staff recommended approval.

MOTION: Council Member Liscio moved to approve Ordinance No. O25-029 approving a Boundary Agreement between the Town of Addison and the City of Dallas. Mayor Pro-Tempore Willesen seconded the motion. Motion carried unanimously.

6. **Items of Community Interest.** *The City Council will have this opportunity to address items of community interest, including: expressions of thanks, congratulations, or condolence; information regarding holiday schedules; an honorary or salutary recognition; a reminder about an upcoming event organized or sponsored by the Town of Addison; information regarding a social, ceremonial, or community event that was or will be attended by an Addison City Council member or an official; and, announcements involving an eminent threat to public health and safety in Addison that has arisen since posting this agenda.*

7. **Work Session Reports**

   c. **Present and discuss the 2025 Draft Master Transportation Plan to include updates from the 2016 Master Transportation Plan, improved roadway cross-sections, incorporation of the Advance Addison 2050, pedestrian toolbox, and revised speed limits, public comments received along with an overview of upcoming project recommendations as prepared by Kimley-Horn and Associates, Inc. in coordination with Town staff.**
   [Director of Public Works & Engineering, Becky Diviney and Kimley-Horn Engineers Christian DeLuca & David Halloin]

As part of the Town's long-term infrastructure and mobility planning efforts, staff engaged Kimley Horn and Associates, Inc. to prepare a comprehensive update to the Town of Addison's Master Transportation Plan. The purpose of the plan is to provide a strategic framework for future transportation improvements that address roadway capacity, safety, multimodal access, pedestrian and bicycle connectivity, and regional mobility.

Town staff and Kimley Horn presented the draft Master Transportation Plan to the City Council for review on September 9, 2025. Staff and Kimley Horn will answer questions and receive feedback during this Work Session presentation. A final version of the Master Transportation Plan Draft is scheduled to be presented to the City Council for consideration and adoption in November or December 2025.

City Council Direction: This item was presented for discussion and general feedback only. No specific feedback was requested.

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7. **Adjourn Meeting.**

There being no further business to come before the City Council, Mayor Arfsten adjourned the

meeting at 9:47 PM.

TOWN OF ADDISON, TEXAS

Bruce Arfsten, Mayor

ATTEST:

Valencia Garcia, City Secretary

2025 City Council Regular Meeting **4. b.**

Meeting Date: 11/18/2025

Department: City Secretary

AGENDA CAPTION:

Consider action on the Minutes from the November 4, 2025 City Council Work Session Meeting.

BACKGROUND:

The minutes for the November 4, 2025 City Council Work Session Meeting have been prepared for consideration.

FISCAL IMPACT

N/A

RECOMMENDATION

Staff recommends approval.

Attachments

Minutes - November 4, 2025 City Council Work Session Meeting

D R A F T

OFFICIAL ACTIONS OF THE ADDISON CITY COUNCIL

November 4, 2025

Addison Town Hall
5300 Belt Line Road, Dallas, TX 75254
5:30 PM Work Session – Town Hall Parlor
7:00 PM Regular Meeting – Town Hall City Council Chambers

Present: Mayor Bruce Arfsten; Mayor Pro-Tempore Marlin Willesen; Deputy Mayor Pro-Tempore Chris DeFrancisco; Council Member Howard Freed; Council Member Darren Gardner; Council Member Dan Liscio; Council Member Randy Smith

WORK SESSION

The Addison City Council will convene in the Town Hall Parlor at 5:30 PM.

1. **Call Meeting to Order and Announce that a Quorum is Present.**

Mayor Arfsten called the meeting to order in the Town Hall Parlor at 5:30 PM.

2. **Pledge of Allegiance. United States and Texas Flags.**

Mayor Arfsten led the Pledge of Allegiance to the United States and Texas Flags.

Mayor Arfsten closed the Open Meeting to convene the City Council into Closed Meeting at 5:32 PM.

3. **Closed Meeting.** The Addison City Council will enter a Closed Meeting pursuant to Texas Government Code Sections 551-071 through 090 to discuss the following item(s):

   a. Pursuant to Section 771. 087(1): Economic Development Negotiations to discuss or deliberate regarding commercial or financial information that the governmental body has received from a business prospect that the governmental body seeks to have locate, stay, or expand in or near the territory of the governmental body and with which the governmental body is conducting economic development negotiations:

- Project Rushmore

b. Pursuant to Section 551.071, Consultation with Attorney, to seek legal advice regarding matters related to Dallas Area Rapid Transit (DART), including but not limited to correspondence, programs, funding, agreements, and any associated legal rights, obligations, or potential actions.

Mayor Arfsten convened the City Council into Open Meeting at 7:12 PM. No action was taken as a result of the Closed Meeting.

4. **Open Meeting.** In accordance with Texas Government Code Chapter 551, the Addison City Council will reconvene in an Open Meeting to consider action, if any, on the matters discussed in the Closed Meeting.

5. **Public Comment.** *The City Council invites citizens to address the City Council on any matter, including items on the agenda, except public hearings that are included on the agenda. Comments related to Public Hearings will be heard when the specific hearing starts. Citizen comments are limited to three (3) minutes, unless otherwise required by law. To address the Council, please fill out a City Council Appearance Card and submit it to a staff member prior to the Public Comment item on the agenda. The Council is not permitted to take any action or discuss any item not listed on the agenda. The Council may choose to place the item on a future agenda*.

The following citizen requested to address the City Council:

- Schnell Blanton, 1702 Knots Landing – proposed the creation of an Addison Cares program that would dispatch APD wellness checks upon a resident's continued non-payment of utility bills.

6. **Work Session Reports**

a. **Present and discuss the Addison Airport Master Plan Update, including the project status, community engagement efforts, community and user survey themes to date, next steps, and project schedule.**
[Addison Airport Director, Jaime Edrosa and Woolpert Team Project Manager, James Miklas]

Addison Airport Director Jaime Edrosa and Woolpert Team Project Manager James Miklas presented an update on the Addison Airport Master Plan.

As a continuation of the Airport Strategic Plan, the Town engaged Woolpert to complete a comprehensive update to the Airport Master Plan. The Master Plan is a systematic approach to the Airport's overall maintenance, development, and operation over the next 20 years. This planning effort is designed to identify and then plan for current and future airport activity in advance of the actual demand for new facilities.

Woolpert and Addison Airport staff provided an update to Council on the project status, community engagement efforts, community and user survey themes to date, next steps, and project schedule.

Information related to the Airport Master Plan Update is available for review at: addisonairportmasterplan.com.

City Council Direction: No specific feedback was requested. This report was provided for informational purposes only.

b. **Present and discuss a Tax Increment Financing (TIF) tool used to incentivize economic development within a Tax Increment Reinvestment Zone (TIRZ).**
[Director of Economic Development, Wayne Emerson]

Director of Economic Development Wayne Emerson presented a report on Tax Increment Reinvestment Zones (TIRZ) and the proposal of TIRZ #1 in Addison.

The concept of establishing a Tax Increment Reinvestment Zone (TIRZ) was first recommended in the 2017 Inwood Corridor Enhancement Zone Study and reaffirmed in the 2019 Addison Circle Special Area Study as a tool to fund and incentivize redevelopment in key areas of Addison. At the July 23, 2024 Regular City Council Meeting, Council received a Tax Increment Financing 101 presentation during the Work Session and directed staff to evaluate the creation of a TIRZ to help fund public infrastructure improvements and economic development incentives associated with the transit-oriented development.

Mr. Emerson presented an analysis from the Preliminary Financing and Project Plan and shared recommended boundaries for the proposed TIRZ.

Staff sought Council direction on whether to finalize the Preliminary Financing and Project Plan documents and move forward with the creation of TIRZ #1.

City Council Direction: The City Council directed the City Manager to proceed with the creation of TIRZ #1 utilizing the proposed Red Zone as the boundary for a term of thirty years and the proposed stair-step project participation approach.

c. **Present and discuss naming of park projects along Beltway Drive, adjacent to AMLI Treehouse, and Les Lacs Linear Park and Les Lacs Pond.**
[Director of Parks & Recreation, Janna Tidwell]

This item was postponed to a future City Council Meeting.

d. **Present and discuss the City Council Rules and Procedures.**
[City Secretary, Valencia Garcia]

This item was postponed to a future City Council Meeting.

7. **Items of Community Interest.** *The City Council will have this opportunity to address items of community interest, including: expressions of thanks, congratulations, or condolence; information regarding holiday schedules; an honorary or salutary recognition; a reminder about an upcoming event organized or sponsored by the Town of Addison; information regarding a social, ceremonial, or*

community event that was or will be attended by an Addison City Council member or an official; and, announcements involving an eminent threat to public health and safety in Addison that has arisen since posting this agenda.

7. **Adjourn Meeting.**

There being no further business to come before the City Council, Mayor Arfsten adjourned the meeting at 9:06 PM.

TOWN OF ADDISON, TEXAS

_____
Bruce Arfsten, Mayor

ATTEST:

_____
Valencia Garcia, City Secretary

2025 City Council Regular Meeting **4. c.**

Meeting Date: 11/18/2025

Department: Special Events

Key Focus Areas: Financial Health and Organizational Excellence
Vibrant and Active Community

AGENDA CAPTION:

Consider action on a Resolution approving a Service Agreement between the Town of Addison and Flicket US LLC for the management, operation, and coordination of the Special Event ticketing processes.

BACKGROUND:

The Town-produced festivals and major events utilize a third-party ticketing platform to assist with the administration, promotion, sale and management of the ticketing process. Since 2018, the Town has used Ticketsauce (formerly NIGHTOUT) for these services. The current contract terminates on December 31, 2025.

The Town conducted the required solicitation and received three proposals to provide ticketing services. After a detailed review and analysis of the applications, it was determined that Flicket US LLC (Flicket) provided the most advantageous portfolio to serve as the Town's ticketing platform. Flicket offers marketing, ticketing and reporting solutions for the following industries: music, sports, festivals, venues and exhibitions.

Under this agreement, Flicket would provide:

- Administrative efficiency and streamlined ticket distribution
- User-friendly solutions for self-issued tickets
- Traffic volume management for a seamless end-to-end guest experience
- Engaging guest experiences for end users and aligned partners
- Enhanced partner experiences and new revenue streams
- Pre-event support and post-event analysis

Flicket offers box-office solution, outlet, back-office and merchant ticketing options. They also offer ticket protection and a cart abandonment feature for the consumer. The platform allows the Town to have full control over the fees and has the capability to accept payment using digital wallets. Flicket also has the ability to merge databases and tag guests for pre- / post-event messaging.

All of the above features would be utilized for the Town-produced major festivals and events. In addition, the platform hosts a seating feature that is used for stadiums, arenas, and other venues for specific tickets tied to a seating element. This would allow the Town to expand the use of the platform to The Addison Performing Arts Centre and centralize all ticketing processes in the future.

Ticket revenue for the Town-produced events has increased since 2023 as follows:

	Service Fees	Town's Net Deposit
FY23	$55,601	$472,988
FY24	$82,617	$598,232
FY25	$88,255	$710,656

Flicket is in the business of sell-out crowds. Their portfolio of services, customer experience philosophy and client management offering exceeds our current agreement.

FISCAL IMPACT

Fees are paid per ticket sold with various options that would result in savings to the Town. Based on tickets sold at Oktoberfest 2025, savings could range from $5,000 - $12,000 depending on the option selected.

RECOMMENDATION

Administration recommends approval.

Attachments

Resolution - SE Ticketing Agreement (Flicket)

RESOLUTION NO. _____

A RESOLUTION OF THE CITY COUNCIL OF THE TOWN OF ADDISON, TEXAS APPROVING A SAAS AGREEMENT BETWEEN THE TOWN OF ADDISON AND FLICKET US, LLC FOR SOFTWARE, CLOUD, AND SUPPORT SERVICES; AUTHORIZING THE CITY MANAGER OR HIS DESGINEE TO EXECUTE SAID AGREEMENT AND ANY OTHER NECESSARY DOCUMENTATION; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the City Council desires to authorize an agreement with Flicket US, LLC for software, cloud and support services for the Town of Addison's ("Town") temporary event ticketing operations; scanning, selling, payment processing, and support in conformance with the Town's requirements.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE TOWN OF ADDISON, TEXAS:

SECTION 1. The City Council hereby approves the agreement between the Town of Addison and Flicket US, LLC for software, cloud, and support services for the Town of Addison's ("Town") temporary event ticketing operations; scanning, selling, payment processing, and support in an amount not to exceed a set cost of each ticket sold as set forth in the Flicket - Order Form and End User Agreement, a copy of which is attached to this Resolution as **Exhibit A**. The City Manager or his designee is hereby authorized to execute the agreement and any other necessary documentation.

SECTION 2. This Resolution shall take effect from and after its date of adoption.

DULY RESOLVED AND ADOPTED by the City Council of the Town of Addison, Texas, on this the ***18th*** day of ***November***, ***2025*****.**

TOWN OF ADDISON, TEXAS

_____
Bruce Arfsten, Mayor

ATTEST:

_____
Valencia Garcia, City Secretary

EXHIBIT A

[TO BE ATTACHED]

Flicket – SaaS Agreement

PARTIES

Flicket: **Flicket US LLC** ARC Beverly, 9800 Wilshire Boulevard, Beverly Hills, CA, 90212, United States
Client: Town of Addison 15560 Addison Road, Addison, Texas, 75001
AGREEMENT STRUCTURE 1. This agreement is entered into by the parties set out above. 2. This agreement consists of the following documents which are listed in order of precedence: a. this cover page; b. the Order Form; c. the Addenda; and d. the General Terms - United States. (together, the **Agreement**).

EXECUTED as an agreement



2025-10-20

Name: Jesse Noorland

Title: Head of Partnerships

Email: jesse@flicket.io

Name: Abby Morales

Title: Special Events & Theatre Director

Email: amorales@addisontx.gov

Flicket - Order Form

Capitalised terms used but not defined in this Order Form have the meanings set out in the General Terms - United States.

Commencement date:	
Deemed to have commenced on	20-10-2025
Term:	
Initial Term:	From the Commencement Date to the later of: a. 36 months from the Commencement Date; or b. if applicable, the last day of the third month following the month in which the Minimum Transaction Commitment is met.
Renewal Term:	36 Months from the expiry of the Initial term or the then-current Renewal Term.
Services:	
Cloud Services:	The **Cloud Services** includes the provision of the Software to Client which is hosted on Flicket's AWS environment.
Support Services:	The **Support Services** consist of help desk calls, responding to questions via email, assisting to resolve End User payment issues, facilitating refunds and providing technical and training support on the use of the Software.
Add-on Services:	Ticket refund programme (refer Addendum).

Fees:	
For the: Cloud Services; and Support Services	
Admission ticket (including resale):	Tickets $14.99 and less: $1.00 per ticket sold Tickets $15.00 and over: $1.50 per ticket sold Complimentary tickets: $0.00 per ticket issued
Marketing text messages (optional):	$0.03 per text message.
SMS ticket delivery:	$1.50 per transaction and **optional to the End User.**
Add-ons:	N/A
Add-on services	
Ticket protection:	8% plus up to 2% will be paid to Client if it elects to increase the rate.

Payment details

For the: Cloud Services and Support Services; and Add-On Services:

Unless expressly stated otherwise in this Agreement, Client will pay the Fees at the time each ticket sale is processed on the Cloud Services.

Unless expressly stated otherwise in this Agreement and for the avoidance of doubt, Flicket will deduct the Fee(s) from the price paid by each End User for the ticket.

Client will also pay any additional Fee(s) owing to Flicket from the sale of tickets by the Client where the Client has sold or End User has purchased tickets at the gate, box office or elsewhere (not online or in advance) within 7 days of the end of each Client Event.

Flicket will pay to Client all additional revenue within 7 days of the end of each Client Event.

Minimum transaction commitment

N/A

Software

Payment details

In this Agreement, **Software** means Flicket's white labelled ticketing software used to sell E-tickets, hardcopy tickets, and complimentary tickets to a Client's customers with the following features:

- White label unified design
- Ability to set per transaction fees
- Ability to set per ticket fees
- Ability to set event start and end time
- Ability to set important notes
- Ability to set terms and conditions
- Create ticket type
- Create a link to a release of tickets
- Ability to generate hard copy ticket for all ticket types by printing QR codes on paper and cardboard
- Ability to create group tickets
- Ability to issue complimentary tickets
- Payment gateway integration – Laybuy / Windcave / Stripe / Pin Payments
- Ability to add custom social analytics tags for Client – Google Tag Manager and Facebook Pixel
- Ability to allow attendees to name individual tickets (post-transaction)
- Ability to allow attendees to rename their tickets
- Ability to put ticket orders on hold and issue an invoice from the admin portal
- Ability to see high level sales reporting
- Ability to see high level financial reporting
- Ability to see high level scan reporting
- Ability to generate a settlement report that gives a summary of revenue and sales
- Ability to see order status
- Ability to see a breakdown of discounts that have been used
- Ability to set which tickets are allowed through which gates
- Ability to see specific information about an End User that has been collected about an End User
- Ability to create promotional codes that allow End Users to receive a discount off an order
- Ability to set delivery options
- Ability to use seat maps from seats.io
- Ability to integrate with specific Honeywell printers to generate hardcopy tickets
- Ability to issue tickets at an event (at point of sale) as long as Client has the correct hardware
- Ability to set and manage Client's own privacy policies and terms and conditions.

Client tasks

N/A

Assignment and Change of Control
N/A
Fundamental change fee:
N/A

Additional Terms
(1) Client will make available and provide to Flicket, if requested and at no cost to Flicket, 4 tickets to each Client Event in the most suitable available ticket category for the specific Client Event, taking into account event type, seating configuration and availability, unless otherwise agreed from time-to-time. (2) Where the parties agree that Flicket staffing is required at a Client Event, Client will pay directly or reimburse Flicket for reasonable accommodation and other agreed costs associated with such staff attendance.

Address for Notices	
For Flicket:	Name: Ben Calvert, Jesse Noorland Email: ben@flicket.io, jesse@flicket.io
For Client:	Name: Abby Morales Email: amorales@addisontx.gov Address: 15560 Addison Road, Addison, Texas, 75001

2025 City Council Regular Meeting **4. d.**

Meeting Date: 11/18/2025
Department: General Services
Key Focus Areas: Public Safety
Infrastructure Development and Maintenance

AGENDA CAPTION:

Consider action on a Resolution approving the purchase of a compact track loader from Deen Kubota, LLC for the Addison Airport for an amount not to exceed $103,819.71; authorizing the City Manager and/or his designee to execute the Purchase Order; and providing an effective date.

BACKGROUND:

During the FY2026 Budget process, Addison Airport staff submitted a decision package for the purchase of a compact track loader. This equipment is typically known as a skid steer and in some cases, a “bobcat” due to the prevalence of the brand. It is a multi-functional piece of equipment that has many uses such as construction, landscaping, and general maintenance applications. This versatile piece of heavy equipment will replace an existing backhoe, roller, Kubota RTV broom, and other minor equipment while increasing operational efficiency and improving safety. The accessories included in this purchase will allow the compact track loader to perform the many functions of the outgoing equipment.

The bid for this item was sourced by Sourcewell, a purchasing cooperative. Purchasing cooperatives solicit competitive bids from many vendors for products and services for their members. Purchasing through a cooperative streamlines the procurement process for public entities, resulting in a savings of both administrative time and money.

The Capital Equipment Replacement Fund (CERF) was established to accumulate sufficient resources for capital rolling stock and equipment. Capital Equipment Replacement Fund resources are acquired through charges to operating departments. The purchase of this track loader was approved in the FY2026 Budget.

FISCAL IMPACT

The total cost of this track loader and attachments is $103,819.71. The quote was issued through Sourcewell contract #112624-KBA. This purchase is funded in the Capital Equipment Replacement Fund for FY2026.

RECOMMENDATION

Administration recommends approval.

Attachments

Resolution Airport Track Loader Purchase

RESOLUTION NO. _____

A RESOLUTION OF THE CITY COUNCIL OF THE TOWN OF ADDISON, TEXAS APPROVING THE PURCHASE OF A COMPACT TRACK LOADER FOR THE ADDISON AIRPORT IN AN AMOUNT NOT TO EXCEED $103,819.71; AUTHORIZING THE CITY MANAGER AND/OR HIS DESIGNEE TO EXECUTE THE PURCHASE ORDER; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City Council desires to authorize the purchase of a compact track loader from Deen Kubota, LLC for use at the Addison Airport.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE TOWN OF ADDISON, TEXAS:

SECTION 1. The City Council hereby approves the purchase of a compact track loader from Deen Kubota, LLC in an amount not-to-exceed of $103,819.71. A copy of the quote is attached to this Resolution as **Exhibit A**. The City Manager and/or his designee is hereby authorized to execute a purchase order and such other documents as necessary to complete the purchase.

SECTION 2. This Resolution shall take effect from and after its date of adoption.

DULY RESOLVED AND ADOPTED by the City Council of the Town of Addison, Texas, on this the ***18th*** day of ***November***, 2025.

TOWN OF ADDISON, TEXAS

_____
Bruce Arfsten, Mayor

ATTEST:

_____
Valencia Garcia, City Secretary

EXHIBIT A

Sourcewell
Ground Maintenance, CE, Utility Tractors, Mowers, RTV's - 112624-KBA
Ag Tractors with Related Attachments - 082923-KBA
NJPA Arkansas 4600041718
Nebraska 14777 (OC)
Mississippi 8200067336

SVL97-3HFCC WEB QUOTE #2917633
Date: 10/15/2025 9:21:25 AM
-- Customer Information --
Foster, Dave
164382
Town of Addison (Addison Airport)
dfoster@addisontx.gov
214-683-7583

Quote Provided By
Deen Kubota, LLC
Bryant Green
8741 Main Street
Frisco, TX 75034
email: bryant.green@deenkubota.com
phone: 9726722938

-- Standard Features --

Kubota

S Series SVL97-3HFCC

* * * EQUIPMENT IN STANDARD MACHINE * * *

FEATURES
Final Tier 4 Certified Kubota Diesel Engine
Electronic Travel Torque Management System
Vertical Lift Path Loader Frame
Standard Front Quick Coupler, Float Standard
Hydraulic Quick Coupler Option
Loader Arm Self-Leveling
Loader Boom Lock
Open ROPS/FOPS
Optional enclosed and pressurized cab with A/C
High Back, Adjustable, Vinyl, Suspension Seat
Heated, Air Suspension Seat Standard on Cab Models
2" Retractable Seat Belt And 2-Piece Seat Bar
12V Electric Outlet
23.1 gpm Auxiliary Hydraulics Standard, 41.2 gpm Option
Case Drain Line
Rigid Mounted Undercarriage, 5 Lower Track Rollers
High Grip Rubber Tracks, 17.7" Standard
Two Speed Travel System
Automatic Wet Disk Parking Brake
Kubota 4 Hydraulic Pump Load Sensing System
2 Variable Displacement Pumps
KubotaNOW Telematics Standard
Lockable DEF Cap Guard
Hydraulic Joystick Controls
ISO Operating Pattern
Dial Knob and Foot Throttle Controls
Decelerator Pedal
Stall Guard Engine Controls
Automatic Glow Plugs
7" Multifunction Touch Screen
Integrated Rear Camera
Keyless Start
Key Switch Stop System
Self Bleed Fuel System
2 Front and 2 Rear Working Lights
Hour Meter, Engine Temperatur, DEF, and Fuel Gauges and Warning Lights
Horn and Backup Alarm
Lockable Fuel Cap

BASIC UNITS
SVL97-3HFCC, 17.7" Rubber Tracks,
Open ROPS/FOPS Cab w/ Cold-weather CCV Package,
Hydraulic Quick Coupler, Flow Auxiliary Hydraulics, KBR

OPERATIONAL DIMENSIONS
Operating Weight* 17.7" Rubber Tracks, Open ROPS/FOPS Cab, Mechanical Quick Coupler
11,676 lbs.
Rated Operating Capacity (ROC) @ 35%
of Tipping Load complies with ISO 14397-1
and SAE J 818) 3,511 lbs.
Rated Operating Capacity (ROC) @ 50%
of Tipping Load 4,850 lbs.
Tipping Load 9,700 lbs.
Auxiliary Hydraulics Flow 23.1/ 41.2 gpm
Travel Speed (Low / High) 5.5 / 8.4 mph
Reach @ Maximum Height 40.7"
Height to Hinge Pin 128.6"
Ground Pressure 4.5 psi.

* Includes operator's weight, 175 lbs.

ENGINE
V3800-Tier 4 Kubota Final Tier 4 Diesel Engine
4 Cylinder, 4 Cycle, Turbo Charged
96.4 Gross HP @ 2400 rpm

DIMENSIONS
Cab Height 83.1"
Width (without attachment) 77.2"
Length (without attachment) 123.7"
Length of Track on Ground 65.6"

-- Custom Options --

SVL97-3HFCC Base Price:	$101,953.00
Selected Kubota Attachments	
(1) 80" Heavy Duty, High Capacity, Teeth, Side Cutter, 25.0 cu-ft heaped capacity AP-HD80HT-80" Heavy Duty, High Capacity, Teeth, Side Cutter, 25.0 cu-ft heaped capacity	$2,939.00
(1) 80" Heavy Duty, High Capacity, Side Cutter and Bolt-on Cutting Edge, 25.0 cu-ft heaped capacity AP-HD80HC-80" Heavy Duty, High Capacity, Side Cutter and Bolt-on Cutting Edge, 25.0 cu-ft heaped capacity	$2,950.00
(1) SPECIAL APPL DOOR KIT CLOSED CAB 98881-SPECIAL APPL DOOR KIT CLOSED CAB	$3,930.00
(1) HOSE STAY FOR SSV/SVL MODELS 98783-HOSE STAY FOR SSV/SVL MODELS	$115.00
(1) STROBE LIGHT KIT 98878-STROBE LIGHT KIT	$309.00
Selected Land Pride Attachments	
(1) 25 Series Utility Bucket, 45" Width AP-UB25-25 Series Utility Bucket, 45" Width	$1,841.00
(1) 15 Series Rock Grapple, 78" Width AP-SGR1578-01-11-15 Series Rock Grapple, 78" Width	$6,568.00
(1) 56 Series Pallet Fork, 60" Width5,500 lb. Capacity AP-PFL5660-99-56 Series Pallet Fork, 60" Width5,500 lb. Capacity	$2,275.00
(1) 35 Series Post Hole Digger AP-SA35-02-08-35 Series Post Hole Digger	$4,542.00
Total Kubota Attachments:	$10,243.00
Total Land Pride Attachments:	$15,226.00
Total Attachments:	$25,469.00
Configured Price:	$127,422.00
Sourcewell Discounts:	
Kubota Items:	($26,927.04)
Land Pride Items:	($3,806.50)
Total Discount:	($30,733.54)
SUBTOTAL:	$96,688.46
2Yr SVL97-3HFCC Extended Warranty	$3,150.00
Kubota Item Fees:	
Dealer Assembly:	$55.00
Freight Cost:	$1,056.25
PDI:	$400.00
Land Pride Item Fees:	
Dealer Assembly:	$550.00
12" Auger Bit	$800.00
18" Auger Bit	$1,120.00
Total Unit Price:	$103,819.71
Quantity Ordered:	1
Final Sales Price:	$103,819.71

Purchase Order Must Reflect Final Sales Price.

To order, place your Purchase Order directly with the quoting dealer

***All equipment specifications are as complete as possible as of the date on the quote. Additional attachments, options, or accessories may be added (or deleted) at the discounted price.** All specifications and prices are subject to change. Taxes are not included. The PDI fees and freight for attachments and accessories quoted may have additional charges added by the delivering dealer. These charges will be billed separately. Prices for product quoted are good for 60 days from the date shown on the quote. All equipment as quoted is subject to availability.

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198.143.57.2

2025 City Council Regular Meeting **4. e.**

Meeting Date: 11/18/2025
Department: General Services
Key Focus Areas: Public Safety
Infrastructure Development and Maintenance

AGENDA CAPTION:

Consider action on a Resolution approving the purchase of a replacement F250 pick-up truck from Silsbee Ford for the Addison Airport for an amount not to exceed $73,585.00; authorizing the City Manager and / or his designee to execute the Purchase Order; and, providing an effective date.

BACKGROUND:

An Asset Management System (AMS) is utilized to track the Town's vehicles. Staff reviews and evaluates the condition of the vehicles and equipment on an annual basis to determine which assets warrant replacement. This process identified the need to replace an F250 pick-up truck used at Addison Airport because it has reached the end of its useful life. The proposed replacement truck is a 2026 Ford F250 Extended Cab with a service body and specialized lights to allow the Airport staff to illuminate their work. The cost of the replacement vehicle includes the base vehicle plus unfitting of the vehicle by Trux and Defender for a total cost of $73,585. The quote was obtained through the TIPS Cooperative Purchasing Contract #240901.

Purchasing cooperatives, such as The Interlocal Purchasing Cooperative (TIPS), solicit competitive bids from many vendors for products and services for their members. Purchasing through a cooperative streamlines the procurement process for public entities, resulting in a savings of both administrative time and money.

The Capital Equipment Replacement Fund (CERF) was established to accumulate sufficient resources to replace existing capital rolling stock and equipment that has reached the end of its useful life. Capital Equipment Replacement Fund resources are acquired through charges to operating departments. The charges are calculated using a straight-line depreciation method based on an item's expected life.

FISCAL IMPACT

This item is funded in the Capital Equipment Replacement Fund for FY2026.

RECOMMENDATION

Adminsitration recommends approval.

Attachments

Resolution - Airport F250 Pick Up Purchase

RESOLUTION NO. _____

A RESOLUTION OF THE CITY COUNCIL OF THE TOWN OF ADDISON, TEXAS APPROVING THE PURCHASE OF AN F250 PICK UP TRUCK FOR THE ADDISON AIRPORT IN AN AMOUNT NOT TO EXCEED $73,585.00; AUTHORIZING THE CITY MANAGER AND/OR HIS DESIGNEE TO EXECUTE THE PURCHASE ORDER; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City Council desires to authorize the purchase of an F250 Pick Up Truck from Silsbee Ford using the TIPS Purchasing Cooperative pricing.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE TOWN OF ADDISON, TEXAS:

SECTION 1. The City Council hereby approves the purchase of an F250 Pick Up Truck from Silsbee Ford in an amount not-to-exceed of $73,585.00. A copy of the quote is attached to this Resolution as **Exhibit A**. The City Manager and/or his designee is hereby authorized to execute a purchase order and such other documents as necessary to complete the purchase.

SECTION 2. This Resolution shall take effect from and after its date of adoption.

DULY RESOLVED AND ADOPTED by the City Council of the Town of Addison, Texas, on this the ***18th*** day of ***November***, 2025.

TOWN OF ADDISON, TEXAS

_____
Bruce Arfsten, Mayor

ATTEST:

_____
Valencia Garcia, City Secretary

EXHIBIT A

PRODUCT PRICING SUMMARY

TIPS 240901 Transportation Vehicles

VENDOR- Silsbee Ford, 1211 Hwy 96 N., Silsbee TX 77656

End User:	TOWN OF ADDISON AIRPORT 1609	**Prepared by:**	SETH GAMBLIN
Contact:		**Phone:**	512.436.1313
Email:		**Email:**	SGAMBLIN.SILSBEEFLEET@GMAIL.COM
Product Description:	FORD F250 SUPER CAB	**Date:**	September 22, 2025

A. Bid Item: _____ **A. Base Price:** **$ 47,195.00**

B. Factory Options

Code	Description	Bid Price	Code	Description	Bid Price
X2A	2026 F250 2WD SD EXT CAB	$ -	600A	ORDER CODE	
99A	Engine: 6.8L 2V DEVCT NA PFI V8 Gas	$ 1,995.00		164WB 8FT BOX 56CA	
44F	10 SPEED TRANS	$ -			
TBM	Tires: LT245/75Rx17E BSW A/T	$ 165.00			
18B	RUNNING BOARDS	$ 445.00			
52B	TRAILER BRAKE CONTROLLER	$ 300.00			
X3H	Electronic-Locking w/3.31 Axle Ratio	$ 430.00			
66S	UPFITTER SWITCHES	$ 165.00			

Total of B. Published Options: **$ 3,500.00**

Published Option Discount (5%) **$ (175.00)**

C. Unpublished Options **$=** 43.3 **%**

Description	Bid Price	Options	Bid Price
TINT ALL MAX LEGAL	$ 250.00	EXTERIOR COLOR-WHITE	$ -
		INTERIOR- AS Dark Slate w/HD Vinyl 40/20/40 Split Bench Seat	
1 ADDITIONAL KEY /FOB 3 TOTAL	$ 395.00	600A-ORDER CODE XL	
TRUX SERVICE BODY 3002	$ 13,932.00	ORDER BANK OPEN	
DEFENDER INSTALL 42109	$ 7,388.00		

Total of C. Unpublished Options: **$ 21,965.00**

D. Floor Plan Interest (for in-stock and/or equipped vehicles): **$ 500.00**

E.	**Lot Insurance (for in-stock and/or equipped vehicles):**		**$ -**
F.	**Contract Price Adjustment:**		
G.	**Additional Delivery Charge:**	300	**$ 600.00**
H.	**Subtotal:**		**$ 73,585.00**
I.	**Quantity Ordered**	1 **x H =**	**$ 73,585.00**
J.	**Trade in:**		**$ -**
K.			
L.	**Total Purchase Price**		**$ 73,585.00**

2025 City Council Regular Meeting **4. f.**

Meeting Date: 11/18/2025

Department: Public Works

Key Focus Areas: Infrastructure Development and Maintenance

AGENDA CAPTION:

Consider action on a Resolution approving a Professional Services Agreement with Freese and Nichols, Inc. to conduct a multi-sensor inspection condition assessment in cooperation with the City of Farmers Branch in an amount not to exceed $376,750.

BACKGROUND:

The North Dallas County Water Supply Corporation (NDCWSC) is a Texas non-profit corporation established in 1991 with the approval of the City Councils of both the Town of Addison and the City of Farmers Branch. The purpose of the corporation, as set forth in Article Four of the Articles of Incorporation, is to furnish and provide sewer services to the cities of Addison and Farmers Branch, as well as to other towns and cities if so approved by a concurrent resolution adopted by the governing bodies of the cities. The NDCWSC bylaws mandate that it is to be managed by a Board of Directors consisting of six persons who each occupy a place on the Board. Three board members were appointed to serve a three-year term expiring May 28, 2028 by the Addison City Council. Places 1-3 are occupied by:

- Place 1 — Ashley Shroyer
- Place 2 — Steven Glickman; and
- Place 3 — Rebecca Diviney

On July 22, 2025, NDCWSC met and collectively approved a professional services agreement with Freese and Nichols, Inc. to provide a multi-sensor inspection condition assessment related to the NDCWSC's sanitary sewer interceptors and manholes. The NDCWSC requires this assessment to be completed every 10 years. A multi-sensor inspection condition assessment includes pre and post condition assessment and engineering evaluation using record drawing information and GIS data to perform a field evaluation of CCTV of sewer main and manholes. The data collected will be used to conduct a visual inspection of each location along the 40,000 linear feet of pipeline and the 100 manholes. From the data collected and updated GIS information, an overall condition matrix along with an action plan for the infrastructure improvements and overall remaining useful life will be evaluated. This evaluation provides an overall glance of the infrastructure's condition. A report will then be prepared for the Town’s use.

The scope of services will include project management, pre- and post-inspection engineering, report development, and meeting attendance relating to the inspection of approximately 40,000 linear feet (LF) of gravity pipeline and 100 manholes. Deliverables to be received include pre-inspection data, map books, and web map along with a draft and final inspection data and report. The NDCWSC will hold a kickoff meeting, up to 20 sync meetings, a remaining useful life workshop, a draft inspection report review meeting and a renewal recommendations workshop and executive briefing. The project will start in 2026. The project has an estimated completion time of one year.

The Town of Addison is responsible for 55% of the overall work for a fee of $376,750. The responsibility percentage is based on calculated ultimate flows for the interceptor system as outlined in Resolution No. 1991-051. These flows are based on studies and reports completed by Farmers Branch and Addison in June 1990, and are the maximum
allowable flows from the respective cities.

FISCAL IMPACT

The FY 2026 Adopted Budget included $376,750 for the project in the Utility Fund, which was submitted and approved as a decision package.

RECOMMENDATION

Adminstration recommends approval of this item.

Attachments

Resolution - NDWSC Multi-Sensor Inspection

RESOLUTION NO. _____

A RESOLUTION OF THE CITY COUNCIL OF THE TOWN OF ADDISON, TEXAS SUPPORTING THE APPROVAL OF A PROFESSIONAL SERVICES AGREEMENT BETWEEN THE NORTH DALLAS COUNTY WATER SUPPLY CORPORATION AND FREESE AND NICHOLS, INC RELATED TO THE ENGINEERING, INSPECTION, AND ASSET MANAGEMENT OF THE SANITARY SEWER INTERCEPTOR AND MANHOLES FOR THE NORTH DALLAS COUNTY WATER SUPPLY CORPORATION IN AN AMOUNT NOT TO EXCEED $376,750.00 FROM THE TOWN OF ADDISON, TEXAS; AUTHORIZING APPROPRIATE ACTION; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the North Dallas County Water Supply Corporation (the "Corporation"), a Texas non-profit corporation, was established in 1991 with the approval of the City Council of the City of Farmers Branch and the City Council of the Town of Addison, Texas (herein together as the "Cities"); and

WHEREAS, the purpose of the Corporation, as set forth in Article Four of its Articles of Incorporation ("Articles"), is to furnish and provide sewer services to the Cities as may be expressly approved by concurrent resolution adopted by the governing bodies of the Cities; and

WHEREAS, the City Council for the Town of Addison, Texas finds it to be in the public interest support an agreement between the Corporation and Freese and Nichols, Inc. for program management, pre- and post-inspection engineering, and report development relating to the inspection of approximately 40,000 linear feet (LF) of gravity pipeline and 100 manholes in accordance with the scope of services, a copy of which is attached as **Exhibit A**.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE TOWN OF ADDISON, TEXAS:

SECTION 1. The foregoing recitals are incorporated herein.

SECTION 2. The City Council hereby recommends supporting the scope of services for a Professional Services Agreement between the Corporation and Freese and Nichols, Inc. for professional services in an amount not-to-exceed of $376,750.00 from the Town of Addison, Texas, a copy of which is attached to this Resolution as **Exhibit A**.

SECTION 3. This Resolution shall take effect from and after its date of adoption.

DULY RESOLVED AND ADOPTED by the City Council of the Town of Addison, Texas, on this the ***18th*** day of ***NOVEMBER***, 2025.

TOWN OF ADDISON, TEXAS

_____

Bruce Arfsten, Mayor

ATTEST:

_____

Valencia Garcia, City Secretary

EXHIBIT A

EXHIBIT "A"
SCOPE OF SERVICES

(attached)

Attachment A
North Dallas County Water Supply Corporation
Multi-Sensor Inspection Condition Assessment
Scope of Services (9/5/2025)

Project Understanding

Freese and Nichols, Inc. (FNI) understands that the North Dallas County Water Supply Corporation (Client) is interested in assistance related to the inspection and asset management of the sanitary sewer interceptor and manholes. The following project scope includes program management, pre- and post-inspection engineering, report development, and meeting attendance relating to the inspection of approximately 40,000 linear feet (LF) of gravity pipeline and 100 manholes.

Task A: Pre-Inspection Engineering, Interceptor & Manhole Inspection, and Program Management

A.1 **Inspection Kickoff Meeting with the Client and Contractor**: FNI will conduct an in-person kick-off meeting with the Client and Contractors to discuss project goals, scope, schedule, and milestones.

A.2 **Pre-Inspection Research**: FNI will review the as-builts and other data provided by the Client (or other sources) for each pipeline to determine the best available estimate of original pipe wall material and thickness for each pipe segment.

A.3 **Conduct Regular Sync Meetings with the Client and Contractor**: Once inspections have commenced, FNI will conduct virtual monthly sync conference call meetings from November through the month of January and then biweekly sync meetings through September for up to 20 meetings.

A.4 **Create Web Map, Track Field Work Progress and Maintain Action Log**: FNI will create the web map for interceptors and manholes for use in fieldwork. FNI will confirm that the Contractor has completed an initial review of the inspection data to determine the quality and completeness of inspections using QC procedures established in bid documents. FNI will create and maintain a spreadsheet and ArcGIS web map in SharePoint for each segment to track progress for inspections, cleaning, and post-processing. FNI will coordinate with the Contractors to keep it updated. FNI will provide two hard copies of map books to the Client and two hard copies of map books to the Contractor.

A.5 **Coordinate GIS Updates with the Client and Contractor**: FNI will review potential GIS changes from the Contractor and provide additional information as needed to the Client. FNI will update the GIS to match field conditions and observations for the inspections. The new assets or asset changes will be assigned a unique ID by the Client, and corrections to the GIS will be made by FNI staff.

A.6 **Review Pay Requests**: FNI will review pay requests from each Contractor by comparing actual work approved to work invoiced and recommend either payment to the Contractor or follow-up work by the Contractor to complete the work.

A.7 **Develop Remaining Useful Life (RUL) Matrix:** FNI will develop a remaining useful life categorization for each pipe wall specification identified for the pre-inspection research. The RUL matrix will be utilized to determine the remaining life of each pipe segment based on the amount of pipe wall loss. FNI will develop a RUL matrix for non-concrete pipe, based on deflection, ovality, and defects identified during inspection.

A.8 **Workshop to Review RUL Matrix**: FNI will meet with the Client in person to present the draft RUL matrix and obtain input from staff.

Task B: Post-Inspection Engineering

B.1 **Post-Inspection Analysis of Gravity Lines**: Conduct full engineering analysis of CCTV, sonar, and laser profiling inspection data for gravity lines, including interpretation of laser profile results, to determine the completeness of inspections and to assess the structural condition of the pipeline segment. Review sonar data to determine where cleaning is required and identify by line segment in GIS. Review the PACP coding for gravity lines and provide comments spreadsheet to the contractor of required corrections. FNI will review the PACP/MACP and MSI databases for completeness (city name, interceptor name, manhole ID, pipe ID, etc.) and provide QC comments to the contractor.

B.2 **Evaluation of Manhole Inspection Data**: Conduct a review of manhole inspection data including interpretation of scan of each manhole. The task assumes data is provided by the contractor in NASSCO MACP format. FNI will provide a comments spreadsheet to the contractor to track the required corrections to the data. Utilize inspection results to determine the completeness of inspections, assess the structural condition of the manhole, locations of I/I, and determine recommendations on rehabilitation or replacement.

B.3 **Coordinate with Client and Contractor on Required Pipe Cleaning**: FNI will track the cleaning approval log and progress with the cleaning Contractor, review data provided by the contractor on required cleaning prior to an inspection and provide recommendations to the Client as needed. Based on the review of the sonar data, FNI will provide recommendations to the Client on pipe cleaning, including quantities and project limits. FNI will review the post-cleaning sonar inspection for adequacy and provide a recommendation to the Client for inspection as necessary.

B.4 **Determine Remaining Useful Life Score**: FNI will utilize the inspection results and an RUL matrix to develop remaining useful life (RUL) estimates for each pipeline segment. FNI will develop GIS mapping symbolizing the RUL of each pipe segment and manhole condition by category (cover condition issues, missing lids, etc.). Pipe segments and manholes at risk of immediate failure will be

brought to the Client's attention for emergency repairs. FNI will populate RUL scores in the MSI database provided by the contractor.

B.5 **Develop Renewal Recommendations**: FNI will develop renewal recommendations based on the RUL of each pipe segment and manhole inspection results. Renewal recommendations include point repair, trenchless repairs, or direct replacement. Recommendations will be compared against short-term capacity improvements and planned CIP projects. FNI will evaluate if potential changes are needed to O&M procedures based on the inspection findings. FNI will coordinate with the Client to develop the appropriate recommendation for conflicting pipe segments. FNI will develop GIS mapping of the renewal recommendation of each pipe segment.

Task C: Inspection Report and Executive Briefing

C.1 **Prepare and Submit Draft Inspection Report**: FNI will prepare and submit two (2) hard copies and one (1) electronic copy of the draft inspection report to the Client with appendices included on a hard drive. The inspection report will document the methodologies utilized in the inspection process, the determination of each pipe segment's estimated RUL and manhole condition, pipe segments cleaned, and the process utilized to identify them. The report will also include the final renewal recommendations prioritized by condition and provide recommendations on potential changes to O&M procedures. The report will include the gravity main and manhole inspections. The draft inspection data and report will be delivered on a hard drive.

C.2 **Draft Inspection Report Review Meeting**: FNI will conduct a meeting with the Client in person to review the draft inspection report. Comments from the Client will be utilized to finalize the report.

C.3 **Finalize and Submit Inspection Report**: FNI will finalize the inspection report based on feedback from the Client during the review meeting and provide two (2) hard copies of the final report, along with a PDF and a USB with the appendices. The final inspection report will include GIS mapping of the final renewal recommendations prioritized by condition for the entire inspection program to date. The final inspection data and report will be delivered on a hard drive.

C.4 **Renewal Recommendations and Executive Briefing Workshop**: FNI will conduct a workshop in person for a final executive summary briefing on the findings and highlights of the benefits achieved. This will include the inspection findings and any renewal and O&M recommendations.

Special Services

S.1 **Initiate Emergency Repairs:** FNI will develop specifications to replace or repair pipe segments or manholes identified to be at risk of immediate failure.

Deliverables

- Pre-inspection data, map books, and web map
- Draft and final inspection data and report

Workshops and Major Meetings

- Kickoff Meeting
- Up to 20 sync meetings
- RUL Matrix Review Workshop
- Draft Inspection Report Review Meeting
- Renewal Recommendations Workshop and Executive Briefing

Schedule

FNI anticipates completing this project within 12 months from notice to proceed.

Fee

Task	Total Labor Effort	Total Expense Effort	Total Sub Effort	Total	Addison (55%)	Farmers Branch (45%)
A - Pre-Inspection Engineering, Interceptor & Manhole Inspection, and Program Management	$87,227	$5,669	$422,204	$515,100	$283,305	$231,795
B - Post-Inspection Engineering	$76,284	$4,566	$19,550	$100,400	$55,220	$45,180
C - Inspection Report and Executive Briefing	$55,535	$3,965	--	$59,500	$32,725	$26,775
Basic Services Total (Lump Sum)	**$219,046**	**$14,200**	**$441,754**	**$675,000**	**$371,250**	**$303,750**
Special Services- Initiate Emergency Repairs (Not to Exceed)	$9,274	$726	--	$10,000	$5,500	$4,500
Total	**$228,320**	**$14,926**	**$441,754**	**$685,000**	**$376,750**	**$308,250**

PROFESSIONAL SERVICES AGREEMENT
NORTH DALLAS COUNTY WATER SUPPLY CORPORATION MULTI-SENSOR INSPECTION CONDITION ASSESSMENT

This Professional Services Agreement ("Agreement") is made by and between the North Dallas County Water Supply Corporation ("City"), and **Freese and Nichols, Inc.** (**"**Professional") (each a "party" and collectively the "parties"), acting by and through their respective authorized representatives.

RECITALS

WHEREAS, City desires to engage Professional to perform certain work and services, hereinafter referred to only as "services", as further specified in the Scope of Services defined in Section 1 of this Agreement; and

WHEREAS, Professional has expressed a willingness to perform said services in conformance with this Agreement.

NOW, THEREFORE, for and in consideration of the covenants and promises made one to the other herein, and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties agree as follows:

Section 1. Scope of Services

Upon written notice to proceed by City, Professional agrees to provide to City North Dallas County Water Supply Corporation Multi-Sensor Inspection Condition Assessment ("Project"), as set forth in the Scope of Services attached hereto as **Exhibit "A"** and incorporated herein by reference (the "Scope of Services"). Professional shall not be entitled to any claim for extra services, additional services or changes in the services without a written agreement with City prior to the performance of such services.

Section 2. Term of Agreement

The term of this Agreement shall begin on the last date of execution hereof (the "Effective Date") and shall continue until Professional completes the services required herein and the City has accepted the same, unless sooner terminated as provided in this Agreement.

Section 3. Professional's Obligations

Performance of Services. Professional shall furnish and pay for all labor, tools, software, materials, equipment, supplies, transportation and management necessary to perform the services. To the extent reasonably necessary, Professional may engage the services of any agents, assistants, or other persons that Professional may deem proper to assist in the performance of the services under this Agreement; provided, that Professional shall be responsible for all costs related thereto, except as expressly authorized in writing in advance by City.

Site Access. City will endeavor to provide such rights of access on any project site as may be reasonably necessary for Professional to perform any necessary studies, surveys, tests or other required investigations in relation to the services; provided, that City shall have no obligation to (i) provide off-site access, (ii) provide access to private property for which City does not have an existing right to access, nor (ii) incur any costs associated with the access to be provided under this Agreement.

Standard of Care. Professional shall perform the services with the skill and care ordinarily provided by competent professionals practicing in the same or similar locality and under the same or similar circumstances and professional licenses. Professional shall be responsible for the professional quality, technical accuracy, and the coordination of all services, including all Project Documents, designs, drawings, specifications, plans, reports, presentations and all other services furnished by Professional under this Agreement. Professional shall, without additional compensation, correct or revise any errors or deficiencies in the services. Professional shall further make, without expense to City, such revisions to the Project Documents as may be required to meet the needs of City and which are within the Professional's Scope of Services.

Additional Services. Should City require additional services not included under this Agreement, Professional shall make reasonable effort to provide such additional services in accordance with the fee schedule set forth in **Exhibit A**, and within the time schedule prescribed by City; and without decreasing the effectiveness of the performance of services required under this Agreement.

No Waiver of City's Rights. Neither City's review, approval, acceptance of, nor payment for any of the services required under this Agreement, shall be construed to operate as a waiver of any rights under this Agreement or of any cause of action arising out of the performance of this Agreement, and Professional shall be and remain liable to City in accordance with applicable law for all damages to City caused by Professional's negligent performance of any of the services furnished under this Agreement.

Independent Contractor. It is understood and agreed by and between the parties that Professional, while performing under this Agreement, is acting independently, and that City assumes no responsibility or liabilities to any third party in connection with Professional's actions. All services to be performed by Professional pursuant to this Agreement shall be in the capacity of an independent contractor, and not as an agent or employee of City. Professional shall supervise the performance of its services and shall be entitled to control the manner and means by which its services are to be performed, subject to the terms of this Agreement. There is no intended third-party beneficiary to this Agreement.

Inspection of Records. Professional grants City and its designees the right to audit, examine or inspect, at City's election, all of Professional's Records (defined below) relating to the performance of services under this Agreement, during the term of the Agreement and any retention period herein. City's audit, examination, or inspection of Professional's Records may be performed by a City designee, which may include its internal auditors or an outside representative engaged by City. Professional agrees to retain Professional's Records for a minimum of four (4) years following termination of the Agreement, unless there is an ongoing dispute under the contract; then, such retention period shall extend until final resolution of the dispute. "Professional's Records" shall include any and all information, materials and data of every kind and character generated in connection with the services under this Agreement. City agrees that it will exercise its right to audit, examine or inspect Professional's Records during regular business hours unless City has provided advance written notice of an alternate time. Professional agrees to allow City and its designees access to all of Professional's Records, Professional's facilities, and the current or former employees of Professional, to the extent deemed reasonably necessary by City or its designee(s), to perform such audit, inspection or examination.

Certification of No Conflicts. Professional hereby warrants to the City that Professional has made full disclosure in writing of any existing or potential conflicts of interest related to Professional's services under this Agreement. In the event that any conflicts of interest arise after the Effective Date of this Agreement, Professional hereby agrees immediately to make full disclosure to the City in writing.

Hazardous Materials. Professional shall report the presence and location of any hazardous materials it notices or which an professional of similar skill and experience should have noticed to the City.

Section 4. Performance Schedule

(a) Time for Performance. Professional shall perform all services as provided for under this Agreement in a proper, efficient, timely, and professional manner in accordance with City's requirements. In the event Professional's performance of this Agreement is delayed or interfered with by acts of the City or others, Professional may request an extension of time in conformance with this Section 4 for the performance of same as hereinafter provided but shall not be entitled to any increase in fee or price, or to damages or additional compensation as a consequence of such delays.

(b) Extensions; Written Request Required. No allowance of any extension of time, for any cause whatever (including an event of Force Majeure as defined herein below), shall be claimed or made to Professional, unless Professional shall have made written request upon City for such extension within forty-eight (48) hours after the cause for such extension occurred, and unless City and Professional have agreed in writing upon the allowance of additional time to be made.

Section 5. Documents

Project Documents. All proposals, reports, studies, surveys, applications, drawings, plans, specifications, data, and other documents, whether in draft form or final form (including any electronic format) prepared by Professional and its employees, consultants, subcontractors, agents, or representatives (collectively referred to in this section as "Professional) for the use and/or benefit of City in connection with this Agreement ("Project Documents"). Professional shall be deemed the authors of their respective component of the Project Documents. Notwithstanding, upon payment by City as required by this Agreement, City shall own, have, keep and retain all rights, title and interest in and to all Project Documents, including all ownership, common law, statutory, and other reserved rights, including copyrights (except copyrights held by the Professional) in and to all Project Documents, whether in draft form or final form, which are produced at City's request and in furtherance of this Agreement. City shall have full authority to authorize any contractor(s), subcontractors, consultants, and material or equipment suppliers to reproduce applicable portions of the Project Documents to and for use in their execution of the services or for any other purpose. Acceptance and approval of the Project Documents by City shall not constitute nor be deemed a release of the responsibility and liability of Professional for the accuracy or competency of its designs, working drawings, specifications, or other documents; nor shall such approval be deemed to be an assumption of such responsibility by City for any defect in the designs, working drawings and specifications, or any other documents prepared by Professional.

Professional's Documents. All previously owned intellectual property of Professional, including but not limited to any computer software (object code and source code), tools, systems, equipment or other information used by Professional or its suppliers in the course of delivering the Services hereunder, and any know-how, methodologies or processes used by Professional to provide the services or protect deliverables to City, including without limitation, all copyrights, trademarks, patents, trade secrets and any other proprietary rights inherent therein and appurtenant thereto ("Professional's Documents"), shall remain the sole and exclusive property of Professional. Notwithstanding, Professional agrees that City shall have the right to access to all such information and City is granted the right to make and retain copies of Professional's Documents. City acknowledges that any reuse of Professional's Documents without specific written verification or adaptation by Professional will be at City's sole risk and without liability or legal exposure to Professional.

Confidential Information. Professional agrees it will notify City in writing if it considers specific information to be confidential or proprietary trade secrets and will use its best efforts to clearly mark all such information as "Confidential" and/or "Proprietary – Trade Secret" at the time it is delivered or made accessible to City. City acknowledges that all such designated information is considered by Professional to be confidential and the exclusive property of Professional. Notwithstanding the foregoing, Professional acknowledges that this Agreement, and all services performed hereunder, are subject to the legal requirements of the Texas Public Information Act and that City will have no obligation to protect or otherwise limit disclosure of any confidential or proprietary information if Professional has not notified City of such designation in conformance with this section. Professional agrees and covenants to protect any and all proprietary rights of City (or other persons) in any materials provided to Professional by City. Additionally, any materials provided to Professional by City shall not be released to any third party without the consent of City and shall be returned intact to City upon termination or completion of this Agreement if instructed to do so by City. In the event City delivers to Professional any information that has been expressly marked "Confidential" or has notified Professional is confidential or is the proprietary information of a third-party, Professional agrees it shall not disclose to anyone directly or indirectly during the term of this Agreement or at any time thereafter, any such information, nor shall it use any such information for any purpose other than as reasonably necessary in connection with Professional's performance of the services under this Agreement. Professional shall further, at its own expense, defend all suits or proceedings instituted against City and pay any award of damages or loss resulting from an injunction, against City, insofar as the same are based on any claim that materials or services provided under this Agreement constitute an infringement of any patent, trade secret, trademark, copyright or other intellectual property rights. Notwithstanding, the foregoing confidentiality obligations shall not extend to and nothing herein shall limit either party's right to disclose any information provided hereunder which: (i) was or becomes generally available to the public, other than as a result of a disclosure by the receiving party or its personnel; (ii) was or becomes available to the receiving party or its representatives on a non-confidential basis, provided that the source of the information is not bound by a confidentiality agreement or otherwise prohibited from transmitting such information by a contractual, legal, or fiduciary duty; (iii) was independently developed by the receiving party without the use of any confidential information of the disclosing party; or (iv) is required to be disclosed by applicable law or a court order.

Section 6. Payment

Compensation. Professional's compensation shall be as specified in the payment schedule set forth in **Exhibit A**; provided, that the total compensation under this Agreement shall not exceed SIX HUNDRED AND EIGHTY-FIVE THOUSAND DOLLARS ($685,000.00).

Funding for Compensation. Town of Addison ("Addison") and Town of Farmers Branch ("Farmers"), as joint owners of City, have agreed to fund this project with Addison contributing fifty-five percent (55%) of the total compensation price, equating to THREE HUNDRED AND SEVENTY-SIX THOUSAND, SEVEN HUNDRED AND FIFTY DOLLARS ($376,750.00); and Farmers contributing forty-five percent (45%), equating to THREE HUNDRED AND EIGHT THOUSAND, TWO HUNDRED AND FIFTY DOLLARS ($308,250).

Payment Terms. City agrees to pay Professional for all services authorized in writing and properly performed by Professional in general conformance with the fee schedule set forth in **Exhibit A**, subject to changes in the Scope of Services or additional services agreed upon in writing. Unless otherwise agreed in writing, all payments to Professional by City shall be based on detailed monthly invoices submitted by Professional for work performed and accepted by City, less any previous payments. Payment will be due within thirty (30) days of the City's receipt and acceptance of an approved invoice. Notwithstanding the

foregoing, City reserves the right to delay, without penalty, any payment to Professional when, in the opinion of City, Professional has not made satisfactory progress on the Project as described in the Scope of Services.

Deductions. City may deduct from any amounts due or to become due to Professional any sum or sums owing by Professional to City. In the event of any breach by Professional of any provision or obligation of this Agreement, or in the event of the assertion by other parties of any claim or lien against City, or City's premises, arising out of Professional's performance of this Agreement, City shall have the right to retain out of any payments due or to become due to Professional an amount sufficient to completely protect City from any and all reasonably anticipated loss, damage or expense therefrom, until the breach, claim or lien has been satisfactorily remedied or adjusted by Professional.

Section 7. Default; Force Majeure

Default; Notice to Cure. A party shall be deemed in default under this Agreement if the party is in breach of a material provision of this Agreement and said breach is not cured within fifteen (15) days written notice of default by the other party. In the event the breaching party has notified the other party in writing that it is diligently working to cure the breach and has provided reasonable written evidence in support of the same, the breaching party shall not be deemed in default until the thirtieth (30th) day following the non-breaching party's notice of default.

Default by Professional. In addition to default under Section 7(a) above, Professional shall be in default under this Agreement if Professional fails to comply or becomes disabled and unable to comply with the provisions of this Agreement related to Professional's performance of the services, including the quality or character of the services or time of performance for any material component of the services. If such default is not corrected within ten (10) days from the date of City's written notice to Professional regarding the same, City may, at its sole discretion without prejudice to any other right or remedy:

> Terminate this Agreement and be relieved of the payment of any further consideration to Professional except for all services determined by City to be satisfactorily completed prior to termination. Payment for work satisfactorily completed shall be for actual costs, including reasonable salaries and travel expenses of Professional to and from meetings called by City at which Professional is required to attend, but shall not include any loss of profit of Professional. In the event of such termination, City may proceed to complete the services in any manner deemed proper by City, either by the use of its own forces or by re-subletting to others; or
>
> City may, without terminating this Agreement or taking over the services, furnish the necessary labor, materials, equipment, supplies and/or assistance necessary to remedy the situation, at the expense of Professional.

Force Majeure. To the extent either party of this Agreement shall be wholly or partially prevented from the performance of any obligation or duty placed on such party by reason of or through stoppage of labor, riot, fire, flood, acts of war, insurrection, court judgment, or a government restriction, quarantine or mandatory closure order enacted in response to a pandemic or other public health crises, or other specific cause reasonably beyond the party's control and not attributable to its malfeasance, neglect or nonfeasance (each an event of "Force Majeure"), the time for performance of such obligation (other than a payment obligation) may be extended for a period equal to the time lost by reason such event, provided, that the party complies with the provisions of this section. Specifically, the party asserting Force Majeure (i) shall give prompt notice to the other party of the prevention of performance as soon as

the asserting party is reasonably aware of such prevention, and (ii) has the burden of demonstrating: (1) how and why their performance was so prevented, (2) the period of time during which they were so prevented from performing (which under the facts may be equal to, or shorter or longer than, the duration of the Force Majeure event itself), and (3) that the party used commercially reasonable efforts to mitigate and/or eliminate such prevention and resumed performance under this Agreement as soon as reasonably practicable.

Section 8. Termination; Suspension

Termination Upon Default. Either party may terminate this Agreement upon written notice if the other party is in default of this Agreement, subject to the defaulting party's right to cure in conformance with the terms of this Agreement.

Termination by City. City shall be entitled to terminate this Agreement, with or without cause, by providing thirty (30) days prior written notice to Professional.

(a) Termination Following Request for Modification. Should City require a modification of this Agreement with Professional, and in the event City and Professional fail to agree upon a modification to this Agreement, City shall have the option of terminating this Agreement and Professional's services hereunder at no additional cost other than the payment to Professional, in accordance with the terms of this Agreement, for the services reasonably determined by City to be properly performed by Professional prior to such termination date.

Suspension. City reserves the right to suspend this Agreement for the convenience of City by issuing a written notice of suspension which shall describe City's reason(s) for the suspension and the expected duration of the suspension. Such expected duration shall, in no way, guarantee what the total number of days of suspension shall occur. Such suspension shall take effect immediately upon Professional's receipt of said notice. Should such suspension extend past the expected duration identified by City in its latest notice of suspension, Professional shall have the right to terminate this Agreement if (i) Professional provides not less than thirty (30) days prior written notice to City requesting to recommence the services, and (ii) City does not recommence the services within the time requested.

Section 9. Insurance

Professional shall during the term hereof maintain in full force and effect all policies of insurance reasonably required by City. Professional's obligation to provide acceptable certificates of insurance is a material condition precedent to this Agreement, and services under this Agreement shall not commence until certificates of insurance have been received, reviewed, and accepted by City. The minimum coverages and limits of liability for the policies of insurance required for the specific services under this Agreement are maintained by and accessible through the City's purchasing department.

Section 10. Indemnification; Notice.

CITY SHALL NOT BE LIABLE FOR ANY LOSS, DAMAGE, OR INJURY OF ANY KIND OR CHARACTER TO ANY PERSON OR PROPERTY ARISING FROM THE SERVICES OF PROFESSIONAL PURSUANT TO THIS AGREEMENT. PROFESSIONAL HEREBY WAIVES ALL CLAIMS AGAINST CITY, ITS OFFICERS, AGENTS AND EMPLOYEES (COLLECTIVELY

REFERRED TO IN THIS SECTION AS "CITY INDEMNITEES") FOR DAMAGE TO ANY PROPERTY OR INJURY TO, OR DEATH OF, ANY PERSON ARISING AT ANY TIME AND FROM ANY CAUSE OTHER THAN THE NEGLIGENCE OR WILLFUL MISCONDUCT OF THE CITY INDEMNITEES. PROFESSIONAL AGREES TO INDEMNIFY AND SAVE HARMLESS THE CITY INDEMNITEES FROM AND AGAINST ANY AND ALL LIABILITIES, DAMAGES, CLAIMS, SUITS, COSTS (INCLUDING COURT COSTS, REASONABLE ATTORNEYS' FEES AND COSTS OF INVESTIGATION) AND ACTIONS OF ANY KIND BY REASON OF INJURY TO OR DEATH OF ANY PERSON OR DAMAGE TO OR LOSS OF PROPERTY TO THE EXTENT CAUSED BY THE NEGLIGENT PERFORMANCE OF SERVICES UNDER THIS AGREEMENT OR BY REASON OF ANY NEGLIGENT ACT OR OMISSION ON THE PART OF PROFESSIONAL, ITS OFFICERS, DIRECTORS, MANAGERS, EMPLOYEES, CONTRACTORS, SERVANTS, REPRESENTATIVES, CONSULTANTS, LICENSEES, SUCCESSORS OR PERMITTED ASSIGNS (EXCEPT WHEN SUCH LIABILITY, CLAIMS, SUITS, COSTS, INJURIES, DEATHS OR DAMAGES ARISE FROM OR ARE ATTRIBUTED TO THE NEGLIGENCE OR WILFUL MISCONDUCT OF A CITY INDEMNITEE, IN WHOLE OR IN PART, IN WHICH CASE PROFESSIONAL SHALL INDEMNIFY THE CITY INDEMNITEES TO THE EXTENT OR PROPORTION OF NEGLIGENCE ATTRIBUTED TO PROFESSIONAL, ITS OFFICERS, AGENTS, OR EMPLOYEES AS DETERMINED BY A COURT OR OTHER FORUM OF COMPETENT JURISDICTION).

Notices of Claim. Professional shall promptly advise City in writing of any claim or demand against the City, related to or arising out of Professional's acts or omissions under this Agreement and shall see to the investigation of such claims or demand at Professional's sole cost and expense; provided, that City, at its option and at its own expense, may participate in such investigation without relieving Professional of any of its obligations hereunder. Professional's obligations under this section shall not be limited to the limits of coverage of insurance maintained or required to be maintained under this Agreement.

THE PROVISIONS OF THIS SECTION SHALL SURVIVE EXPIRATION OR TERMINATION OF THIS AGREEMENT FOR A PERIOD OF FOUR (4) YEARS.

Section 11. Notice.

All notices required by this Agreement shall be in writing and addressed to the parties at the addresses set forth on the signature page(s) of this Agreement (or to such other address that may be designated by the receiving party from time to time in accordance with this section). All notices shall be delivered by (a) personal delivery, (b) certified or registered mail (in each case, return receipt requested, postage prepaid), (c) nationally recognized overnight courier (with all fees pre-paid), or (d) email of a pdf document containing the required notice. Such notice or document shall be deemed to be delivered or given, whether actually received or not, (i) when received if delivered or given in person, (ii) if sent by United States mail, three (3) business days after being deposited in the United States mail as set forth above, (iii) on the next business day after the day the notice or document is provided to a nationally recognized carrier to be delivered as set forth above, or (iv) if sent by email, the next business day. A confirmation of delivery report which reflects the time that the email was delivered to the recipient's last notified email address is prima facie evidence of its receipt by the recipient, unless the sender receives a delivery failure notification, indicating that the email has not been delivered to the recipient.

Section 12. Verifications by Professional

Professional's execution of this Agreement shall serve as its formal acknowledgement and written verification that:

if the requirements of Subchapter J, Chapter 552, Government Code, apply to this Agreement and Professional agrees that the Agreement can be terminated if Professional knowingly or intentionally fails to comply with a requirement of that subchapter;

pursuant to Texas Government Code Chapter 2270, that Professional's organization does not presently boycott Israel and will not boycott Israel during the term of this Agreement; and

pursuant to Texas Government Code Chapter 2251, that Professional's organization does not current discriminate against firearm and ammunition industries and will not for the term of the contract. Discriminating means refusing to deal with, terminating business activities with, or otherwise taking any action that is intended to penalize, inflict economic harm on, or limit commercial relations specifically with the firearm or ammunition industry or with a person or entity doing business in the firearm or ammunition industry, but does not include an action made for ordinary business purposes.

Section 13. **Miscellaneous**

(a) Professional shall not assign or sublet this Agreement, in whole or in part, without the prior written consent of City. (b) Professional shall comply with all federal, state, county, and municipal laws, ordinances, resolutions, regulations, rules, and orders applicable to the services under this Agreement. (c) The laws of the State of Texas shall govern this Agreement; and venue for any action concerning this Agreement shall be in the state district courts of Dallas County, Texas. The parties agree to submit to the personal and subject matter jurisdiction of said courts. (d) This Agreement contains the entire understanding of the parties with respect to the subject matter hereof and there are no oral understandings, statements or stipulations bearing upon the meaning or effect of this Agreement which have not been incorporated herein. (e) The exhibits attached hereto, if any, are incorporated herein and made a part hereof for all purposes. (f) Unless expressly provided otherwise herein, this Agreement may only be modified, amended, supplemented or waived by a mutual written agreement of the parties. (g) In the event any one or more of the provisions contained in this Agreement shall for any reason be held to be invalid, illegal, or unenforceable in any respect, such invalidity, illegality or unenforceability shall not affect any other provisions, and the Agreement shall be construed as if such invalid, illegal, or unenforceable provision had never been contained in it. (h) Any of the representations and obligations of the parties, as well as any rights and benefits of the parties pertaining to a period of time following the termination of this Agreement shall survive termination. (i) This Agreement may be executed by the parties in separate counterparts, each of which when so executed and delivered shall be an original, but all such counterparts shall together constitute one and the same instrument. Each counterpart may consist of any number of copies hereof each signed by less than all, but together signed by all of the parties. (j) Each party represents that it has full capacity and authority to grant all rights and assume all obligations granted and assumed under this Agreement. (k) Subject to the provisions regarding assignment, this Agreement shall be binding on and inure to the benefit of the parties to it and their respective heirs, executors, administrators, legal representatives, successors and assigns.

[REMAINDER OF PAGE INTENTIONALLY LEFT BLANK -
SIGNATURE PAGE FOLLOWS]

IN WITNESS WHEREOF, the parties have executed and delivered this Agreement as of the Effective Date.

For City:	For Professional:
North Dallas County Water Supply Corporation	Freese And Nichols, Inc.
By: Ashley Shroyer President	By: Mazen Kawasmi, PE Principal / Vice President
Date: _____	Date: Mazen H. Kawasmi
Notice Address:	Notice Address:
North Dallas County Water Supply Corporation Attn: President P.O. Box 9010 Town of Addison, Texas 75001 E: ashroyer@addisontx.gov	Freese and Nichols, Inc. Attn: Mazen Kawasmi, PE, Principal / Vice President 801 Cherry Street Suite 2800 Fort Worth, Texas 76102 E: mazen.kawasmi@freese.com

Addison Contract ID:
PSA_STW_November 3, 2025_v1.20220427

EXHIBIT "A"
SCOPE OF SERVICES

(attached)

Attachment A
North Dallas County Water Supply Corporation
Multi-Sensor Inspection Condition Assessment
Scope of Services (9/5/2025)

Project Understanding

Freese and Nichols, Inc. (FNI) understands that the North Dallas County Water Supply Corporation (Client) is interested in assistance related to the inspection and asset management of the sanitary sewer interceptor and manholes. The following project scope includes program management, pre- and post-inspection engineering, report development, and meeting attendance relating to the inspection of approximately 40,000 linear feet (LF) of gravity pipeline and 100 manholes.

Task A: Pre-Inspection Engineering, Interceptor & Manhole Inspection, and Program Management

A.1 **Inspection Kickoff Meeting with the Client and Contractor**: FNI will conduct an in-person kick-off meeting with the Client and Contractors to discuss project goals, scope, schedule, and milestones.

A.2 **Pre-Inspection Research**: FNI will review the as-builts and other data provided by the Client (or other sources) for each pipeline to determine the best available estimate of original pipe wall material and thickness for each pipe segment.

A.3 **Conduct Regular Sync Meetings with the Client and Contractor**: Once inspections have commenced, FNI will conduct virtual monthly sync conference call meetings from November through the month of January and then biweekly sync meetings through September for up to 20 meetings.

A.4 **Create Web Map, Track Field Work Progress and Maintain Action Log**: FNI will create the web map for interceptors and manholes for use in fieldwork. FNI will confirm that the Contractor has completed an initial review of the inspection data to determine the quality and completeness of inspections using QC procedures established in bid documents. FNI will create and maintain a spreadsheet and ArcGIS web map in SharePoint for each segment to track progress for inspections, cleaning, and post-processing. FNI will coordinate with the Contractors to keep it updated. FNI will provide two hard copies of map books to the Client and two hard copies of map books to the Contractor.

A.5 **Coordinate GIS Updates with the Client and Contractor**: FNI will review potential GIS changes from the Contractor and provide additional information as needed to the Client. FNI will update the GIS to match field conditions and observations for the inspections. The new assets or asset changes will be assigned a unique ID by the Client, and corrections to the GIS will be made by FNI staff.

A.6 **Review Pay Requests**: FNI will review pay requests from each Contractor by comparing actual work approved to work invoiced and recommend either payment to the Contractor or follow-up work by the Contractor to complete the work.

A.7 **Develop Remaining Useful Life (RUL) Matrix:** FNI will develop a remaining useful life categorization for each pipe wall specification identified for the pre-inspection research. The RUL matrix will be utilized to determine the remaining life of each pipe segment based on the amount of pipe wall loss. FNI will develop a RUL matrix for non-concrete pipe, based on deflection, ovality, and defects identified during inspection.

A.8 **Workshop to Review RUL Matrix**: FNI will meet with the Client in person to present the draft RUL matrix and obtain input from staff.

Task B: Post-Inspection Engineering

B.1 **Post-Inspection Analysis of Gravity Lines**: Conduct full engineering analysis of CCTV, sonar, and laser profiling inspection data for gravity lines, including interpretation of laser profile results, to determine the completeness of inspections and to assess the structural condition of the pipeline segment. Review sonar data to determine where cleaning is required and identify by line segment in GIS. Review the PACP coding for gravity lines and provide comments spreadsheet to the contractor of required corrections. FNI will review the PACP/MACP and MSI databases for completeness (city name, interceptor name, manhole ID, pipe ID, etc.) and provide QC comments to the contractor.

B.2 **Evaluation of Manhole Inspection Data**: Conduct a review of manhole inspection data including interpretation of scan of each manhole. The task assumes data is provided by the contractor in NASSCO MACP format. FNI will provide a comments spreadsheet to the contractor to track the required corrections to the data. Utilize inspection results to determine the completeness of inspections, assess the structural condition of the manhole, locations of I/I, and determine recommendations on rehabilitation or replacement.

B.3 **Coordinate with Client and Contractor on Required Pipe Cleaning**: FNI will track the cleaning approval log and progress with the cleaning Contractor, review data provided by the contractor on required cleaning prior to an inspection and provide recommendations to the Client as needed. Based on the review of the sonar data, FNI will provide recommendations to the Client on pipe cleaning, including quantities and project limits. FNI will review the post-cleaning sonar inspection for adequacy and provide a recommendation to the Client for inspection as necessary.

B.4 **Determine Remaining Useful Life Score**: FNI will utilize the inspection results and an RUL matrix to develop remaining useful life (RUL) estimates for each pipeline segment. FNI will develop GIS mapping symbolizing the RUL of each pipe segment and manhole condition by category (cover condition issues, missing lids, etc.). Pipe segments and manholes at risk of immediate failure will be

brought to the Client's attention for emergency repairs. FNI will populate RUL scores in the MSI database provided by the contractor.

B.5 **Develop Renewal Recommendations**: FNI will develop renewal recommendations based on the RUL of each pipe segment and manhole inspection results. Renewal recommendations include point repair, trenchless repairs, or direct replacement. Recommendations will be compared against short-term capacity improvements and planned CIP projects. FNI will evaluate if potential changes are needed to O&M procedures based on the inspection findings. FNI will coordinate with the Client to develop the appropriate recommendation for conflicting pipe segments. FNI will develop GIS mapping of the renewal recommendation of each pipe segment.

Task C: Inspection Report and Executive Briefing

C.1 **Prepare and Submit Draft Inspection Report**: FNI will prepare and submit two (2) hard copies and one (1) electronic copy of the draft inspection report to the Client with appendices included on a hard drive. The inspection report will document the methodologies utilized in the inspection process, the determination of each pipe segment's estimated RUL and manhole condition, pipe segments cleaned, and the process utilized to identify them. The report will also include the final renewal recommendations prioritized by condition and provide recommendations on potential changes to O&M procedures. The report will include the gravity main and manhole inspections. The draft inspection data and report will be delivered on a hard drive.

C.2 **Draft Inspection Report Review Meeting**: FNI will conduct a meeting with the Client in person to review the draft inspection report. Comments from the Client will be utilized to finalize the report.

C.3 **Finalize and Submit Inspection Report**: FNI will finalize the inspection report based on feedback from the Client during the review meeting and provide two (2) hard copies of the final report, along with a PDF and a USB with the appendices. The final inspection report will include GIS mapping of the final renewal recommendations prioritized by condition for the entire inspection program to date. The final inspection data and report will be delivered on a hard drive.

C.4 **Renewal Recommendations and Executive Briefing Workshop**: FNI will conduct a workshop in person for a final executive summary briefing on the findings and highlights of the benefits achieved. This will include the inspection findings and any renewal and O&M recommendations.

Special Services

S.1 **Initiate Emergency Repairs:** FNI will develop specifications to replace or repair pipe segments or manholes identified to be at risk of immediate failure.

Deliverables

- Pre-inspection data, map books, and web map
- Draft and final inspection data and report

Workshops and Major Meetings

- Kickoff Meeting
- Up to 20 sync meetings
- RUL Matrix Review Workshop
- Draft Inspection Report Review Meeting
- Renewal Recommendations Workshop and Executive Briefing

Schedule

FNI anticipates completing this project within 12 months from notice to proceed.

Fee

Task	Total Labor Effort	Total Expense Effort	Total Sub Effort	Total	Addison (55%)	Farmers Branch (45%)
A - Pre-Inspection Engineering, Interceptor & Manhole Inspection, and Program Management	$87,227	$5,669	$422,204	$515,100	$283,305	$231,795
B - Post-Inspection Engineering	$76,284	$4,566	$19,550	$100,400	$55,220	$45,180
C - Inspection Report and Executive Briefing	$55,535	$3,965	--	$59,500	$32,725	$26,775
Basic Services Total (Lump Sum)	**$219,046**	**$14,200**	**$441,754**	**$675,000**	**$371,250**	**$303,750**
Special Services- Initiate Emergency Repairs (Not to Exceed)	$9,274	$726	--	$10,000	$5,500	$4,500
Total	**$228,320**	**$14,926**	**$441,754**	**$685,000**	**$376,750**	**$308,250**

2025 City Council Regular Meeting **4. g.**

Meeting Date: 11/18/2025

Department: Public Works

Key Focus Areas: Public Safety
Mobility and Connectivity
Infrastructure Development and Maintenance

AGENDA CAPTION:

Consider action on the purchase of traffic signal system equipment from Paradigm Traffic Systems, Inc., and authorize the City Manager to execute the purchase order in an amount not to exceed $161,500.

BACKGROUND:

The purpose of this item is to approve the purchase of traffic signal system items as part of the annual signal system maintenance program. The Streets Division of the Public Works and Engineering Department purchases replacement equipment, including signal controllers, signal lights, signal poles, and other components for the Town's 37 signalized intersections.

The Streets Division is replacing five of the traffic system's signal controllers because they have reached the end of their useful life according to the Town's Asset Management System, and replacement parts are no longer available. Each signalized intersection has vehicle detection to assist with the timing of the intersection. At two intersections, the vehicle detection will be upgraded to replace outdated equipment that is no longer supported. The battery backup units at nine intersections will have batteries replaced. The $30,000 for unforeseen failures is included in this purchase to enhance purchasing efficiency when small equipment fails or needs to be replaced. Finally, the purchase includes the renewal of the Centracs Traffic Signal Software.

These services will be purchased through BuyBoard, a state-wide collective purchasing agency that bids out services and products for its members to provide the leverage needed for better pricing on products, equipment, and services. The Buyboard is a competitive process in which multiple bids are received at once. This expedites the process as multiple bids are not required. Advertisements are placed in 11 newspapers across Texas once a week for two weeks. The proposal invitation and specification document are posted to the website at www.vendor.buyboard.com. Vendors registered with BuyBoard are notified via e-mail regarding the proposal opportunity. Electronic vendor responses are then received. Vendor responses received after the due date and time are not opened. Once the timely proposals received are reviewed, tabulated, and analyzed based on the criteria outlined in the proposal terms and conditions. A scoring matrix is used to rank the criteria. Recommendations are prepared and presented to the Cooperative Board for consideration of the award.

FISCAL IMPACT

These purchases are included in the Fiscal Year 2026 budget in the Streets Division of the Public Works and Engineering Department.

RECOMMENDATION

Administration recommends approval.

Attachments

Paradigm Price List

Traffic Light and Signal Systems, Supplies & Equipment

Part	*Manufacturer*	*Description*	*QTY*	*Current BuyBoard Price*
BBUCABEMPTY	ALPHA TECHNOLOGIES	Empty BBU Cab. for Knock Down repl.	1	$4,270.00
BBU Battery Back up Unit	ALPHA TECHNOLOGIES	Battery Back Up	1	$8,296.00
BBU-RBMS	ALPHA TECHNOLOGIES	Battery Back Up w/Remote Monitoring	1	$9,272.00
Powder Coat Cabinet (?)	ALPHA TECHNOLOGIES	Powder Coat Cabinet	1	$1,098.00
RBMS - 0370260-002	ALPHA TECHNOLOGIES	Remote Battery monitoring system	1	$1,012.60
0170023-101	ALPHA TECHNOLOGIES	HP 650,120Vi/o,48VDC,SNMP	1	$1,500.60
0170024-001	ALPHA TECHNOLOGIES	HP 1100,120Vi/o w/TB& 5-15R,SNMP	1	$1,830.00
0170022-001	ALPHA TECHNOLOGIES	HP 2000,120Vi/o,48VDC,SNMP	1	$2,391.20
870-604-21	ALPHA TECHNOLOGIES	AC Ln Cd,L5-30P,12AWG,5feet	1	$85.40
740-696-27	ALPHA TECHNOLOGIES	I/P Ln Cd Assy,10ft,L5-30P,FXM Ser	1	$103.70
740-697-21	ALPHA TECHNOLOGIES	Rack Mnt Kit,3 RU,FXM Series FXM 1100 &FXM2000 Only	1	$36.60
870-599-10	ALPHA TECHNOLOGIES	Cbl,RS232 DE-9,St,M/F,6ft	1	$84.18
740-698-21	ALPHA TECHNOLOGIES	Cvr Kit,I/O TB,I/P & O/P cvrs, FXM Ser	1	$128.10
875-127-20	ALPHA TECHNOLOGIES	Wr Kt,2M,Trffc I/O,DOT,FXM1100/2000	1	$17.08
870-601-21	ALPHA TECHNOLOGIES	Batt Cbl Y-Adapter, FXM	1	$183.00
W03457	ALPHA TECHNOLOGIES	WA,Batt Temp Snsr,2M,FXM Ser	1	$36.60
W03495	ALPHA TECHNOLOGIES	Batt Temp Snsr,3M,FXM Ser	1	$42.70
740-730-22	ALPHA TECHNOLOGIES	Kit,FXM Comm Mod,Field Inst,FXM Ser	1	$234.24
740-742-21	ALPHA TECHNOLOGIES	Interconn Assy,Novus 1000 to FXM1100	1	$39.04
020-165-21	ALPHA TECHNOLOGIES	UATS,120V,30A	1	$414.80
020-165-22	ALPHA TECHNOLOGIES	UATS,120V,30A,w/Aux Cntcts	1	$488.00
740-756-21	ALPHA TECHNOLOGIES	Wall Mnt Kit-ATS/GTS MBP	1	$61.00
020-168-23	ALPHA TECHNOLOGIES	Acsy Shlf w/UATS & UGTS, 120V	1	$823.50
020-168-31	ALPHA TECHNOLOGIES	Acsy Shlf w/UATS & Filler Pl, 120V	1	$542.90
020-168-35	ALPHA TECHNOLOGIES	Acsy Shlf w/UGTS & Filler Pl, 120V	1	$439.20
020-168-38	ALPHA TECHNOLOGIES	Acsy Shlf w/UATS,w/23in Brkts	1	$506.30
020-168-41	ALPHA TECHNOLOGIES	Acsy Shlf w/UATS w/MTS Conn Pl, RPA 120V	1	$854.00
020-168-50	ALPHA TECHNOLOGIES	Acsy Shlf w/UATS&GTS w/AuxCntcts,120V	1	$1,061.40
020-168-29	ALPHA TECHNOLOGIES	AcsyShlf w/UATS,Surge & Filler Pl,120V	1	$1,068.72
561-294-10	ALPHA TECHNOLOGIES	Filter, 9.75" x 8.0 x .88 for BBU Door	1	$119.56
740-628-27	ALPHA TECHNOLOGIES	BattHrnssKt,48V,8ft,1/4-20,DualShlf,FXM Used with 3rd party enclosures	1	$262.30
740-678-28	ALPHA TECHNOLOGIES	Batt Hrnss Kt, 48V,5',#10-32Term, FXM Ser Used with 3rd party enclosures	1	$378.20
740-628-29	ALPHA TECHNOLOGIES	WrHrnssKt,35ft,UPS-Batt, w/GryFD&TempPrb	1	$420.90
740-678-22	ALPHA TECHNOLOGIES	BattHrnss Kt,48V,5',1/4-20Term, FXM Ser	1	$262.30
875-596-20	ALPHA TECHNOLOGIES	WrKt,BCK 4-Batt, Novus FXM1100,Trfc,6ft	1	$152.50
012-306-21	ALPHA TECHNOLOGIES	AlphaGuard, Battery Charge Mgmt for 1 string of 48 VDC batt 48V	1	$195.20
PDG7777	ALPHA TECHNOLOGIES	Battery Tester/Analizer **Variable cost Item**	1	$12,200.00
189-053-10	ALPHA TECHNOLOGIES	Batt Tstr,DuraProbe,RplmntTip,4xGld-Pltd	1	$146.40
7400124	ALPHA TECHNOLOGIES	Dry Contact board for all Sentra and Continuity Series	1	$191.54
7400122	ALPHA TECHNOLOGIES	Rack Mount Rail Kit for all Sentra and Continuity Series	1	$113.46
0170021-010 (Traffic Mini 1000)	ALPHA TECHNOLOGIES	Battery Back Up	1	$4,636.00
1810226 100XTV	ALPHA TECHNOLOGIES	Battery for Mini 1000 56Ah	1	$262.30
1810228 195XTV	ALPHA TECHNOLOGIES	Renewal Energy Battery 100AH	1	$335.50
1810229 240XTV	ALPHA TECHNOLOGIES	Renewal Energy Battery 112AH	1	$384.30
FTWSSFA	APPLIED INFORMATION	Ft. Worth School Flasher assembly with clock, DFB, ped pole assembly, screw-in anchor, and solar assembly	1	$18,300.00
COSASSFA	APPLIED INFORMATION	City of San Antonio School Flasher assembly with clock, ped pole assembly, screw-in anchor, and solar assembly	1	$18,300.00
HCSSFA	APPLIED INFORMATION	Harris County School Flasher assembly with clock, ped pole assembly, screw-in anchor and solar assembly	1	$18,300.00
NON-SPECSSFA	APPLIED INFORMATION	Non-Specific Location- Solar School Zone Flasher Assembly w/ Screw-in anchor	1	$18,300.00
AI-500-022	APPLIED INFORMATION	Street Light Monitoring Device	1	$1,464.00
Street Light Circuit Monitoring System	APPLIED INFORMATION	Street Light Circuit Monitoring System	1	$7,320.00
AI-500-030-LPM-5YR	APPLIED INFORMATION	Low Power Monitoring Device with Glance and 5 Year Communications and Support	1	$1,415.20
AI-500-030-LPM-10YR	APPLIED INFORMATION	Low Power Monitoring Device with Glance and 10 Year Communications and Support	1	$2,635.20
AI-500-065	APPLIED INFORMATION	AI-500-065 - Preempt/Priority In-vehicle	1	$9,150.00
AI-500-065-02	APPLIED INFORMATION	Public Transit Vehicle Device	1	$9,150.00
AI-500-068	APPLIED INFORMATION	Gate Opener	1	$6,954.00

AI-500-070	APPLIED INFORMATION	AI-500-070 -Time Switch with Cell Modum	1	$1,037.00
AI-500-070B	APPLIED INFORMATION	AI-500-070B -Time Switch with Cell Modum-Carmanah Only	1	$1,037.00
AI-500-070C	APPLIED INFORMATION	AI-500-070C -Time Switch with Cell Modum-Knockdown det.	1	$1,037.00
AI-500-085	APPLIED INFORMATION	AI-500-085 - FMU, Cellular and 900MHz Radio	1	$2,318.00
AI-500-085-02	APPLIED INFORMATION	AI-500-085-02 - FMU, 4G Video, 4 port Ethernet Switch	1	$2,867.00
AI-500-085-03	APPLIED INFORMATION	AI-500-085-02 - FMU, Small Form Factor	1	$2,867.00
AI-500-085-04	APPLIED INFORMATION	AI-500-085-02 - FMU, 4G Video, 4 port Enet Switch, Small Form Factor	1	$2,867.00
AT-PT-02	APPLIED INFORMATION	High Gain Antenna Kit	1	$311.10
AT-PT-03	APPLIED INFORMATION	Door Switch 046-70207621	1	$14.64
AT-PT-04	APPLIED INFORMATION	AI Programming Cable	1	$91.50
AT-PT-05	APPLIED INFORMATION	Spare combined Cell & GPS Antenna - 4779	1	$146.40
AT-PT-06	APPLIED INFORMATION	RTC or ELTEC School Beacon Retrofit Kit	1	$48.80
AT-PT-07	APPLIED INFORMATION	Glance one time subscription, per device	1	$689.30
AT-PT-08	APPLIED INFORMATION	Configuration charge, per device	1	$57.34
School Beacon, PCSS, and RRFB Monitoring				
AI-PT-10A	APPLIED INFORMATION	School Beacon and PCSS Monitoring - 2yr plan	1	$677.10
AI-PT-10B	APPLIED INFORMATION	School Beacon and PCSS Monitoring - 3yr plan	1	$976.00
AI-PT-10C	APPLIED INFORMATION	School Beacon and PCSS Monitoring - 4yr plan	1	$1,265.14
AI-PT-10D	APPLIED INFORMATION	School Beacon and PCSS Monitoring - 5yr plan	1	$1,537.20
AI-PT-10E	APPLIED INFORMATION	School Beacon and PCSS Monitoring - 10yr plan	1	$2,269.20
Preemption & Priority Systems (cabinet & vechicles)- includes passthrough(limited*central system polling)excludes video				
AI-PT-11A	APPLIED INFORMATION	Preemption and Priority Systems Monitoring - 2yr plan	1	$1,091.90
AI-PT-11B	APPLIED INFORMATION	Preemption and Priority Systems Monitoring - 3yr plan	1	$1,647.00
AI-PT-11C	APPLIED INFORMATION	Preemption and Priority Systems Monitoring - 4yr plan	1	$2,208.20
AI-PT-11D	APPLIED INFORMATION	Preemption and Priority Systems Monitoring - 5yr plan	1	$2,684.00
AI-PT-11E	APPLIED INFORMATION	Preemption and Priority Systems Monitoring - 10yr plan	1	$4,148.00
Preemption & Priority Systems with limited Video Streaming on demand through Glance (Cabinet) includes preempt, passthrough				
AI-PT-12A	APPLIED INFORMATION	Preemption and Priority Systems Monitoring - 2yr plan	1	$2,183.80
AI-PT-12B	APPLIED INFORMATION	Preemption and Priority Systems Monitoring - 3yr plan	1	$3,220.80
AI-PT-12C	APPLIED INFORMATION	Preemption and Priority Systems Monitoring - 4yr plan	1	$4,404.20
AI-PT-12D	APPLIED INFORMATION	Preemption and Priority Systems Monitoring - 5yr plan	1	$5,392.40
AI-PT-12E	APPLIED INFORMATION	Preemption and Priority Systems Monitoring - 10yr plan	1	$8,296.00
Support Service Plan for Devices with Fiber Communications School Beacon & PCSS Monitoring				
AI-PT-13A	APPLIED INFORMATION	School Beacon and PCSS Monitoring - 2yr plan	1	$337.94
AI-PT-13B	APPLIED INFORMATION	School Beacon and PCSS Monitoring - 3yr plan	1	$488.00
AI-PT-13C	APPLIED INFORMATION	School Beacon and PCSS Monitoring - 4yr plan	1	$631.96
AI-PT-13D	APPLIED INFORMATION	School Beacon and PCSS Monitoring - 5yr plan	1	$768.60
AI-PT-13E	APPLIED INFORMATION	School Beacon and PCSS Monitoring - 10yr plan	1	$1,132.16
Support Service Plan for Devices with Fiber Communications- Preemption and Priority Systems(cabinet)				
AI-PT-14A	APPLIED INFORMATION	Preemption and Priority Systems Monitoring - 2yr plan	1	$1,104.10
AI-PT-14B	APPLIED INFORMATION	Preemption and Priority Systems Monitoring - 3yr plan	1	$1,647.00
AI-PT-14C	APPLIED INFORMATION	Preemption and Priority Systems Monitoring - 4yr plan	1	$2,208.20
AI-PT-14D	APPLIED INFORMATION	Preemption and Priority Systems Monitoring - 5yr plan	1	$2,684.00
AI-PT-14E	APPLIED INFORMATION	Preemption and Priority Systems Monitoring - 10yr plan	1	$4,135.80
Connectivity and Support Plan Renewal for LPM Devices				
AI-PT-15A	APPLIED INFORMATION	Low Power Monitor (LPM) Renewal Only-5 Year Plan	1	$1,372.50
AI-PT-15B	APPLIED INFORMATION	Preemption and Priority Systems Monitoring - 10 Year Plan	1	$2,562.00
FCC Licenses Applications for C-V2X and/or DSRC licenses				
ALICENSEAPP	APPLIED INFORMATION	FCC License Application per City License	1	$4,709.20
AC or DC Panel	APPLIED INFORMATION	AC or DC Panel	1	$481.90

MARWIS	APPLIED INFORMATION	Weather Detection Device System	1	$21,960.00
Solar DC Flasher	APPLIED INFORMATION	flasher for beacon system	1	$47.58
Overheight System	APPLIED INFORMATION	Overheight System	1	$36,600.00
Applied Information Upgrade	APPLIED INFORMATION	Upgrade	1	$9,150.00
AI-500-075-PCSS	APPLIED INFORMATION	PCSS Controller	1	$1,464.00
AI-900-022	APPLIED INFORMATION	PCSS Solar Sys. Assy.	1	$2,074.00
AI-900-023	APPLIED INFORMATION	PCSS AC Assembly, AC Panel, and Circuit Breaker	1	$1,634.80
AI-900-024	APPLIED INFORMATION	PCSS DMS Sign	1	$1,159.00
AI-900-025	APPLIED INFORMATION	RRFB	1	$753.96
AI-500-095	APPLIED INFORMATION	DSRC/ CV2X Kit (Connected Vehicle Applications)	1	$4,148.00
AI-900-032	APPLIED INFORMATION	Knockdown Sensor	1	$79.30
High Water Detection Sys w/ RWIS	APPLIED INFORMATION	High Water Detection & Reporting w/Snap Shot Camera Includes Rain gauge and Wind Speed Sensor	1	$54,900.00
High Water Detection Sys	APPLIED INFORMATION	High Water Detection & Reporting w/Snap Shot Camera	1	$30,500.00
A6001848X24TXDT	ARMORCAST	Quazite Breakaway Cabinet Base	1	$1,403.00
813416	AXIS	Q6155-E Camera, HI PTZ Instant Laser Focus	1	$5,325.30
685417	AXIS	T91G51 Wall Mount for Q6155-E Camera	1	$412.36
71140	AXIS	T8061 Ethernet Surge Protector IP66	1	$195.20
536925	AXIS	T8133 30W Midspan 100-240V AC	1	$152.50
1010470	AXIS	T91B57 Pole Mount 100-410MM Alum, for pole dia. 4"-16"	1	$231.80
881648	AXIS	T91L61 Wall & Pole Mount for AXIS PTZ/Multi Sensor Cameras	1	$213.50
CAT 5 Ethernet Cable (1000')	Cable Guy	CAT 5 Ethernet Cable (1000')	1	$384.30
CARMANAH R920-E RRFB for Crosswalks, R920-F RRFB for crosswalks **Choose one from each section for a complete system**				
Solar Engines				
R920-E solar engine	CARMANAH	R920-E solar engine Brushed Aluminum	1	$2,684.00
R920-E solar engine with powder coat	CARMANAH	R920-E solar engine, with powder coat (Black-84304, Green-84305, Yellow-84306)	1	$2,867.00
R920-F solar engine	CARMANAH	R920-F solar engine Brushed Aluminum	1	$3,647.80
R920-F solar engine with powder coat	CARMANAH	R920-F solar engine, with powder coat (Black-84663, Green-84664, Yellow-84665)	1	$3,891.80
R920-F HUB solar engine	CARMANAH	R920-F-HUB solar engine Brushed Aluminum	1	$6,161.00
R920-F HUB solar engine with powder coat	CARMANAH	R920-F-HUB solar engine, with powder coat (Black-84670, Green-84671, Yellow-84672)	1	$6,405.00
Solar Engine Mounts (1 required per system)				
Top of Pole Mount	CARMANAH	2 - 2.5" Square and 2.38 - 2.88" OD Round No Color	1	$148.84
Top of Pole Mount W/ Powder Coat	CARMANAH	2 - 2.5" Square and 2.38 - 2.88" OD Round (Black-84516, Green-84517, Yellow-84518)	1	$148.84
Top of Pole Mount	CARMANAH	3.5-4.5" OD Round No Color	1	$164.70
Top of Pole Mount W/ Powder Coat	CARMANAH	3.5-4.5" OD Round (Black-89180, Green-89182, Yellow-89181)	1	$164.70
Side of Pole Mount	CARMANAH	E-Series Only Brushed Aluminum	1	$296.46
Side of Pole Mount W/ Powder Coat	CARMANAH	E-Series Only (Black-72520, Green-72521, Yellow-72522)	1	$296.46
Batteries (2 Required per System)				
Standard Battery, 7AH	CARMANAH	Standard Battery, 7AH., E series Only - 67620	1	$62.22
Standard Battery, 18AH	CARMANAH	Standard Battery, 18AH., F series Only - 37912	1	$156.16
Light Bars (4 Max)				
Light Bar W/ Confirm Light & Mntg HW	CARMANAH	(Black-87668, Green-87669, Yellow-87670)	1	$866.20
Light Bar Harness (1 Required per System)				
Light Bar Harness, 16' Standard	CARMANAH	78227	1	$97.60
Light Bar Harness, 36'	CARMANAH	78850	1	$136.64
Light Bar Harness, 75'	CARMANAH	78551	1	$212.28
Push Buttons				
Polara Bulldog push Button	CARMANAH	(Black-68320, Green-68321, Yellow-68319)	1	$222.04
Polara iNX audible push button	CARMANAH	9" x 12" sign and mount (Black-89068, Green-89069, Yellow-89070)	1	$939.40
Campbell Guardian audible push button	CARMANAH	9" x 12" sign and mount, F Series Only (Black-84125, Yellow-84126)	1	$1,610.40

Campbell Guardian Wave	CARMANAH	Non-Contact audible push button includes 9" x 12" sign and mount, F series only (Yellow-84126)	1	$1,647.00
Push Button Harness (1 Required per System)				
Push button Harness, 16' Standard	CARMANAH	84390	1	$97.60
Push button Harness, 36'	CARMANAH	84391	1	$136.64
Push button Harness, 75'	CARMANAH	84392	1	$212.28
iNX or Guardian audible push button harness, 16', F series	CARMANAH	89119	1	$192.76
iNX or Guardian audible push button harness, 36', F series	CARMANAH	89120	1	$330.62
iNX or Guardian audible push button harness, 75', F series	CARMANAH	89121	1	$433.10
Push Button Harness (1 Required per System)				
Universal Polara Bullldog push button mount	CARMANAH	(Black-70029, Green-70030, Yellow-70028)	1	$48.80
5" x 7" sign frame with push button mount, No Sign	CARMANAH	(Black-79553, Green-79554, Yellow-79555)	1	$140.30
9" x 12" sign frame with push button mount, No Sign	CARMANAH	(Black-79556, Green-79557, Yellow-79558)	1	$192.76
5" x 7" MUTCD Compliant push button sign, R10-25	CARMANAH	69981	1	$57.34
9" x 12" MUTCD Compliant push button sign, R10-26	CARMANAH	69982	1	$71.98
Connectivy, support, and battery plans (1 Required per StreetHub system)				
Connectivity, support, and battery plan, 1yr	CARMANAH	87899	1	$463.60
Connectivity, support, and battery plan, 2yr	CARMANAH	87900	1	$915.00
Connectivity, support, and battery plan, 3yr	CARMANAH	88038	1	$1,220.00
Connectivity, support, and battery plan, 4yr	CARMANAH	88039	1	$1,520.12
Connectivity, support, and battery plan, 5yr	CARMANAH	87901	1	$1,814.14
SC315-G RRFB for crosswalks - Cabinets. Choose one form each section for a				
SC315-G solar cabinet Brushed Aluminum	CARMANAH	84539	1	$2,440.00
SC315-G solar cabinet, with powder coat	CARMANAH	(Black-84540, Green-84541, Yellow-84542)	1	$2,696.20
SC315-G AC cabinet Brushed Aluminum	CARMANAH	84577	1	$3,013.40
SC315-G AC cabinet, with powder coat	CARMANAH	(Black-84578, Green-84579, Yellow-84580)	1	$3,269.60
SC315-G-HUB solar cabinet Brushed Aluminum	CARMANAH	88649	1	$4,892.20
SC315-G-HUB solar cabinet with powder coat	CARMANAH	(Black-88650, Green-88651, Yellow-88652)	1	$5,148.40
SC315-G-HUB AC cabinet Brushed Aluminum	CARMANAH	88665	1	$5,477.80
SC315-G-HUB AC cabinet, with powder coat	CARMANAH	(Black-88666, Green-88667, Yellow-88668)	1	$5,758.40
Rack mount controller, DC, wireless, Caltrans 19"	CARMANAH	83953 - No Antenna	1	$2,903.60
Rack mount controller, AC, wireless, Caltrans 19"	CARMANAH	83773 - No Antenna	1	$3,330.60
Batteries (1 required per solar system)				
Standard battery, 35 AH	CARMANAH	88055	1	$275.72
Standard battery, 55 AH	CARMANAH	88026	1	$375.76
Standard battery, 100 AH	CARMANAH	67842	1	$490.44
Solar Panels (1 required per solar system)				
Solar Panel, 20W	CARMANAH	74441	1	$146.40
Solar Panel, 50W	CARMANAH	74387	1	$283.04
Solar Panel, 80W	CARMANAH	74334	1	$433.10
Solar Panel Mounts (1 required per solar system)				
Top of Pole mount, 4.5 OD round, for 50W or 80W	CARMANAH	89334	1	$451.40
Side of Pole mount, for 20W or 50W	CARMANAH	71857	1	$329.40
Side of Pole mount, for 80W	CARMANAH	82800	1	$329.40
Solar Panel Harness (1 required per solar system)				
Solar panel harness, MC4 to spade terminals, 8' standard	CARMANAH	84584	1	$124.44
Solar panel harness, MC4 to spade terminals, 16'	CARMANAH	88154	1	$231.80
Solar panel harness, MC4 to spade terminals, 36'	CARMANAH	84585	1	$314.76
Solar panel harness, MC4 to spade terminals, 75'	CARMANAH	88155	1	$427.00
Light Bars				
Light Bar with Confirmation Lights inc. mntg bracket	CARMANAH	(Black-87668, Green-87669, Yellow-87670)	1	$866.20
Light Bar Harness (1 Required per System)				
Light Bar Harness, 16' Std	CARMANAH	78225	1	$97.60

Light Bar Harness, 36' Std	CARMANAH	80041	1	$136.64
Light Bar Harness, 75' Std	CARMANAH	80042	1	$212.28
Push Buttons & Sensors				
Polara Bulldog push Button	CARMANAH	(Black-68320, Green-68321, Yellow-68319)	1	$222.04
Polara iNX audible push button	CARMANAH	9" x 12" sign and mount (Black-89068, Green-89069, Yellow-89070)	1	$941.84
Campbell Guardian audible push button , F series only(Black)	CARMANAH	includes 9" x 12" sign and mount (Black-84125, Yellow-84126)	1	$1,610.40
Pedestrian Sensor, SmartWalk TX-S presence, includes 20' harness, 10-65' from pole and 10-12' mounting heigth	CARMANAH	81857	1	$1,476.20
Pedestrian Sensor, SmartWalk TX-S presence, includes 20' harness, 0-2' from pole and 10-12' mounting heigth	CARMANAH	81858	1	$1,476.20
Push Button Harness (1 Required per System)				
Push button Harness, 16' Standard	CARMANAH	84366	1	$97.60
Push button Harness, 36'	CARMANAH	84367	1	$136.64
Push button Harness, 75'	CARMANAH	84368	1	$212.28
iNX or Guardian audible P/B harness, 16', F series only	CARMANAH	84507	1	$192.76
iNX or Guardian audible P/B harness, 36', F series only	CARMANAH	84508	1	$330.62
iNX or Guardian audible P/B harness, 75', F series only	CARMANAH	84509	1	$433.10
Push Button Mounts and Signs (1 Required per Push				
Universal Polara Bullldog push button mount	CARMANAH	(Black-70029, Green-70030, Yellow-70028)	1	$48.80
5" x 7" sign frame with push button mount, sign not included	CARMANAH	(Black-79553, Green-79554, Yellow-79555)	1	$140.30
9" x 12" sign frame with push button mount, sign not included	CARMANAH	(Black-79556, Green-79558, Yellow-79557)	1	$192.76
5" x 7" MUTCD Compliant push button sign, R10-25	CARMANAH	White - 69981	1	$57.34
9" x 12" MUTCD Compliant push button sign, R10-26	CARMANAH	White - 69982	1	$71.98
Connectivy, support, and battery plans (1 Required per StreetHub system)				
Connectivity, support, and battery plan, 1yr	CARMANAH	87889	1	$463.60
Connectivity, support, and battery plan, 2yr	CARMANAH	87900	1	$915.00
Connectivity, support, and battery plan, 3yr	CARMANAH	88038	1	$1,220.00
Connectivity, support, and battery plan, 4yr	CARMANAH	88039	1	$1,520.12
Connectivity, support, and battery plan, 5yr	CARMANAH	87901	1	$1,814.14
Overhead lighting upgrade for RRFB crosswalks. Choose one from each section for a complete system				
Beacon. Chooose any R920- F,SC315-G AC, SC315-G Solar, or SC315-G-Hub solar system.				
Relay Kits(one required per system)				
Relay Kit for digital output, DC, 10 A max, R920-F only	CARMANAH	84678	1	$387.96
Relay Kit for digital output, DC, 10 A max, SC315-G HUB	CARMANAH	84597	1	$335.50
Relay Kit for digital output, AC, 4 A max, SC315-G AC only	CARMANAH	84596	1	$335.50
Fixtures (one or two depending on system)				
LED Light Fixture, Cree, DC, photocell recptacle	CARMANAH	89241	1	$1,037.00
LED Light Fixture, Cree, AC, photocell recptacle, LED Driver	CARMANAH	89242	1	$1,037.00
Photocontrols(one required per fixture)				
Photocell for LED light fixture, DC, for when photocell determines day/night	CARMANAH	87905	1	$235.46
Photocell for LED light fixture, AC, for when photocell determines day/night	CARMANAH	89307	1	$90.28
Fixture Mounts(1 required per fixture)				
Side--of-pole mount, direct arm, 9"	CARMANAH	89053	1	$212.28

R247-E & R247-F 24 Hour Beacons and Signs R829-E & R829-F School Zone Beacons and Signs, R820-E & R820-F Crosswalk Beacons and Signs. Choose one from each section for a complete system				
SOLAR ENGINES				
R247-E solar engine Brushed Aluminum	CARMANAH	84291	1	$2,391.20
R247-E solar engine, with powder coat	CARMANAH	(Black-84292, Green-84293, Yellow-84294)	1	$2,635.20
R247-F solar engine Brushed Aluminum	CARMANAH	84674	1	$3,391.60
R247-F solar engine, with powder coat	CARMANAH	(Black-84675, Green-84676, Yellow-84677)	1	$3,635.60
R247-F-HUB solar engine Brushed Aluminum	CARMANAH	88681	1	$5,843.80
R247-F-HUB solar engine, with powder coat	CARMANAH	(Black-88682, Green-88683, Yellow-88684)	1	$6,087.80
R829-E solar engine Brushed Aluminum	CARMANAH	84287	1	$2,385.10
R829-E solar engine, with powder coat	CARMANAH	(Black-84288, Green-84289, Yellow-84290)	1	$2,629.10
R829-F solar engine Brushed Aluminum	CARMANAH	84670	1	$3,391.60
R829-F solar engine, with powder coat	CARMANAH	(Black-84671, Green-84672, Yellow-84673)	1	$3,635.60
R829-F-HUB solar engine Brushed Aluminum	CARMANAH	88677	1	$5,807.20
R829-F-HUB solar engine, with powder coat	CARMANAH	(Black-88678, Green-88679, Yellow-88680)	1	$6,051.20
R820-E solar engine, including wireless, Brushed Aluminum	CARMANAH	84283	1	$2,647.40
R820-E solar engine, including wireless with powder coat	CARMANAH	(Black-84284, Green-84285, Yellow-84286)	1	$2,891.40
R820-F solar engine, including wireless, Brushed Aluminum	CARMANAH	84666	1	$3,684.40
R820-F solar engine, including wireless with powder coat	CARMANAH	(Black-84667, Green-84668, Yellow-84669)	1	$3,928.40
R820-F-HUB solar engine Brushed Aluminum	CARMANAH	88673	1	$6,112.20
R820-F-HUB solar engine, with powder coat	CARMANAH	(Black-84674, Green-84675, Yellow-84676)	1	$6,356.20
Solar Engine Mounts- Solar engine integrated to the signal head 1 required per				
Top of Pole Mount, 2 - 2.5" Square and 2.38 - 2.88" OD	CARMANAH	No Color-84872, Black-84516, Green-84517, Yellow-84518	1	$148.84
Top of Pole Mount, 3.5-4.5" OD Round	CARMANAH	No Color-86328, Black-89180, Green-89181, Yellow-89182	1	$164.70
Side of Pole Mount, E-Series Only	CARMANAH	No Color-78139, Black-72520, Green-72521, Yellow-72522	1	$296.46
Square wood post mount	CARMANAH	69088	1	$329.40
Solar Engine Mounts not integrated to the signal head/ mounted directly to the pole/LED enhanced sign 1				
Top of Pole Mount, 2 - 2.5" Square and 2.38 - 2.88" OD	CARMANAH	No Color-82872, Black-84516, Green-84517, Yellow-84518	1	$148.84
Top of Pole Mount, 3.5-4.5" OD Round No Side Holes, No	CARMANAH	No Color-86328, Black-89180, Green-89181, Yellow-89182	1	$164.70
Top of Pole Mount, 4-4.5" OD Round, 2-Way slipfitter for single beacon, including arms (Black)	CARMANAH	Black-51021, Green-51022, Yellow-51023	1	$542.90
Top of Pole Mount, 4-4.5" OD Round, 2-Way slipfitter for dual verticle beacons, including arms (Black)	CARMANAH	Black-51024, Green-51025, Yellow-51026	1	$878.40
Top of Pole Mount, 4-4.5" OD Round, 2-Way slipfitter for dual Horizontal beacons, including arms	CARMANAH	Black-51018, Green-51019, Yellow-51020	1	$878.40
Side of Pole Mount, E-Series Only Brushed Aluminum	CARMANAH	78139	1	$296.46
Side of Pole Mount, E-Series Only	CARMANAH	Black-72520, Green-72521, Yellow-72523	1	$296.46
Square wood post mount, no arms	CARMANAH	Black-84352, Green-84353, Yellow-84354	1	$1,222.44
Batteries (2 Required per System)				
Standard Battery, 7AH., E series Only	CARMANAH	67620	1	$62.22
Standard Battery, 18AH., F series Only	CARMANAH	37912	1	$156.16
LED loads(4 max.; do not mix load types within a single				
LED Module, 12" Round, Red	CARMANAH	Red-84295, Yellow-84296	1	$298.90
LED Module, 8" Round, Red	CARMANAH	Red-84297, Yellow-84298	1	$256.20
		If LED enhanced signs are required see sign pricing below		
Signal heads (1 required per LED module) Solar engine integrated to the signal				
Poly signal head, visor, 12" + integrated stiffiing plates + octa	CARMANAH	Black-69061, Green-69062, Yellow-69063	1	$256.20
Poly signal head, visor, 8" + integrated stiffiing plates + octa nut	CARMANAH	Black-69064, Green-69065, Yellow-69066	1	$215.94
Aluminum signal head, visor, 12" + octa nut kit	CARMANAH	Black-84750, Green-84751, Yellow-84752	1	$252.54

Signal heads (1 required per LED module) Solar engine Not integrated to the signal head				
Poly signal head, visor, 12"	CARMANAH	Black-47542, Green-49677, Yellow-49676	1	$189.10
Poly signal head, visor, 8"	CARMANAH	Black-51000, Green-51082, Yellow-51083	1	$156.16
Poly signal head, visor, 12" (Black)	CARMANAH	Black-49645, Green-83819, Yellow-83820	1	$231.80
Signal head mounts (1 required per non-integrated signal				
Signal head mount kit, 2 arms and 2 hub plates	CARMANAH	Black-79347, Green-79349, Yellow-79348	1	$350.14
LED enhanced sign mounts (1 required per enhanced sign)				
LED enhanced sign mount kit, banding to pole, not including	CARMANAH	88423	1	$30.50
LED enhanced sign mount kit, through bolt to 2" square and wing channel	CARMANAH	88424	1	$23.18
LED enhanced sign mount kit, through bolt to 2.5" square and 2.38-2.88 OD round	CARMANAH	88425	1	$23.18
LED enhanced sign mount kit, u-bolt to 2.38" round, z-bar only	CARMANAH	88426	1	$23.18
LED enhanced sign mount kit, u-bolt to 2.88" round, z-bar only	CARMANAH	88427	1	$23.18
LED enhanced sign mount kit, u-bolt to 4-4.5" round, z-bar	CARMANAH	88428	1	$30.50
LED Harness(1 required per LED module or LED				
LED Harness, 4'(std. for integrated signal head and LED	CARMANAH	88636	1	$15.25
LED Harness, 16'(std. for non-integrated signal head)	CARMANAH	84390	1	$98.82
LED Harness, 36'	CARMANAH	84391	1	$135.42
LED Harness,75'	CARMANAH	84392	1	$211.06
Push Buttons & Sensors(1 required per R820-E or R820-F				
Polara Bulldog push Button	CARMANAH	Black-68320, Green-68321, Yellow-68319	1	$222.04
Polara iNX audible push button, 9" x 12" sign and mount	CARMANAH	Black-89068, Green-89069, Yellow-89070	1	$941.84
Campbell Guardian audible push button includes 9" x 12" sign and mount, F series only	CARMANAH	Black-84125, Yellow-84126	1	$1,610.40
Push Button Harness (1 Required per System)				
Push button Harness, 16' Standard	CARMANAH	84390	1	$97.60
Push button Harness, 36'	CARMANAH	84391	1	$136.64
Push button Harness, 75'	CARMANAH	84392	1	$212.28
iNX or Guardian audible push button harness, 16', F series	CARMANAH	89119	1	$192.76
iNX or Guardian audible push button harness, 36', F series	CARMANAH	89120	1	$330.62
iNX or Guardian audible push button harness, 75', F series	CARMANAH	89121	1	$433.10
Push Button Mounts and Signs (1 Required per Push				
Universal Polara Bullldog push button mount	CARMANAH	Black-70029, Green-70030, Yellow-70028	1	$48.80
5" x 7" sign frame with push button mount, sign not included	CARMANAH	Black-79553, Green-79554, Yellow-79555	1	$140.30
9" x 12" sign frame with push button mount, sign not included	CARMANAH	Black-79556, Green-79557, Yellow-79558	1	$192.76
5" x 7" MUTCD Compliant push button sign, R10-25	CARMANAH	White-69981	1	$57.34
9" x 12" MUTCD Compliant push button sign, R10-26	CARMANAH	White-69982	1	$71.98
Calendar components (for non- StreetHub R829-E or R829-F system) Connectivy, support, and battery plans (1 Required per StreetHub system)				
Calendar communication kit, 16' serial to USB harness-used with the calendar communication kit for programming inside solar engine or cabinet or the the harness can be routed down the pole	CARMANAH	82562	1	$396.50
Calendar upload/overide switch kit, housing, switch, 16' switch harness -used with the calendar communication kit for programming at the base of the pole.USB harnessfrom the communication kit is routed into this housing brushed aluminum	CARMANAH	No Color-82563, Black-84345, Green-84347, Yellow-84346	1	$549.00

Calendar programming kit and software, 32' USB extension harnesss -Windows operating system required for programming via computer- used with calendar communication kit + calendar upload kit	CARMANAH	84339	1	$143.96
Calendar upload/overide switch kit, housing, switch, 16' switch harness -used with the calendar communication kit for programming at the base of the pole.USB [illegible]	CARMANAH	No Color-82563, Black-84345, Green-84347, Yellow-84346	1	$549.00
Calendar programming kit and software, 32' USB extension harnesss -Windows operating system required for programming via computer- used with calendar communication kit + calendar upload kit	CARMANAH	84339	1	$143.96
Upgrades(Optional)				
Override switch kit, housing, switch, 16' switch harness, for R247-E or R247-F	CARMANAH	No Color-82563, Black-84345, Green-84347, Yellow-84346	1	$549.00
Wire-less add-on kit, opt. for R247-E, R247-F, R829-E, and R829-F, BUT required for R247-E and R247-F when used with R838 wireless beacon controller	CARMANAH	84399	1	$272.06
Connectivy, support, and battery plans (1 Required per StreetHub system)				
Connectivity, support, and battery plan, 1yr	CARMANAH	87899	1	$463.60
Connectivity, support, and battery plan, 2yr	CARMANAH	87900	1	$915.00
Connectivity, support, and battery plan, 3yr	CARMANAH	88038	1	$1,220.00
Connectivity, support, and battery plan, 4yr	CARMANAH	88039	1	$1,520.12
Connectivity, support, and battery plan, 5yr	CARMANAH	87901	1	$1,814.14
R247-G 24 Hour Beacons and Signs, R829-G School Zone Beacons and Signs, R820-G Crosswalk Beacons and Signs. Choose one from each section for a complete system				
SOLAR ENGINES				
R247-G solar engine Brushed Aluminum	CARMANAH	84535	1	$2,257.00
R247-G solar engine, with powder coat	CARMANAH	Black-84536, Yellow-84538, Green-84537	1	$2,501.00
R247-G AC cabinet, Brushed aluminum	CARMANAH	84573	1	$2,830.40
R247-G AC cabinet, with powder coat	CARMANAH	Black-84574, Yellow-84576, Green-84575	1	$3,074.40
R247-G-HUB solar engine Brushed Aluminum	CARMANAH	88645	1	$4,745.80
R247-G-HUB solar engine, with powder coat	CARMANAH	Black-88646, Yellow-88648, Green-88647	1	$4,989.80
R247-G-HUB AC cabinet, Brushed Aluminum	CARMANAH	88661	1	$5,319.20
R247-G-HUB AC cabinet, with powder coat	CARMANAH	Black-88662, Yellow-88664, Green-88663	1	$5,563.20
R829-G solar engine Brushed Aluminum	CARMANAH	84531	1	$2,257.00
R829-G solar engine, with powder coat	CARMANAH	Black-88532, Yellow-88534, Green-88533	1	$2,501.00
R829-G AC cabinet Brushed Aluminum	CARMANAH	84569	1	$2,830.40
R829-G AC cabinet with powder coat	CARMANAH	Black-84570, Yellow-84572, Green-84571	1	$3,074.40
R829-G-HUB solar engine Brushed Aluminum	CARMANAH	88641	1	$4,745.80
R829-G-HUB solar engine, with powder coat	CARMANAH	Black-88642, Yellow-88644, Green-88643	1	$4,989.80
R829-G-HUB AC cabinet Brushed Aluminum	CARMANAH	88657	1	$5,319.20
R829-G-HUB AC cabinet, with powder coat	CARMANAH	Black-88658, Yellow-88660, Green-88659	1	$5,563.20
R820-G solar engine, including wireless, Brushed Aluminum	CARMANAH	84527	1	$2,452.20
R820-G solar engine, including wireless with powder coat	CARMANAH	Black-88528, Yellow-88530, Green-88529	1	$2,696.20
R820-G AC cabinet, including wireless, Brushed Aluminum	CARMANAH	84565	1	$3,025.60
R820-G AC cabinet, including wireless with powder coat	CARMANAH	Black-84566, Yellow-84568, Green-84567	1	$3,269.60
R820-G-HUB solar engine Brushed Aluminum	CARMANAH	88637	1	$4,904.40
R820-G-HUB solar engine, with powder coat	CARMANAH	Black-88638, Yellow-88640, Green-88639	1	$5,148.40
R820-G-HUB AC cabinet, Brushed Aluminum	CARMANAH	88653	1	$5,477.80
R820-G-HUB AC cabiinet, with powder coat	CARMANAH	Black-88654, Yellow-88656, Green-88655	1	$5,721.80
SC315-G/R247-G/R829-G solar controller, inc. wireless, Caltrans 19" rack mount	CARMANAH	83953	1	$2,903.60
SC315-G/R247-G/R829-G AC controller, inc. wireless, Caltrans 19" rack mount	CARMANAH	83773	1	$3,306.20

Batteries (1 required per solar system)				
Standard battery, 35 AH	CARMANAH	88055	1	$275.72
Standard battery, 55 AH	CARMANAH	88026	1	$375.76
Standard battery, 100 AH	CARMANAH	67842	1	$490.44
Solar Panels (1 required per solar system)				
Solar Panel, 20W	CARMANAH	74441	1	$146.40
Solar Panel, 50W	CARMANAH	74387	1	$283.04
Solar Panel, 80W	CARMANAH	74334	1	$433.10
Solar Panel Mounts (1 required per solar system)				
Top of Pole mount, 4.5 OD round, for 50W or 80W	CARMANAH	89334	1	$451.40
Side of Pole mount, for 20W or 50W	CARMANAH	71857	1	$329.40
Side of Pole mount, for 80W	CARMANAH	82800	1	$329.40
Solar Panel Harness 1 required per solar system)				
Solar panel harness, MC4 to spade terminals, 8' standard	CARMANAH	84584	1	$124.44
Solar panel harness, MC4 to spade terminals, 16'	CARMANAH	88154	1	$231.80
Solar panel harness, MC4 to spade terminals, 36'	CARMANAH	84585	1	$314.76
Solar panel harness, MC4 to spade terminals, 75'	CARMANAH	88155	1	$427.00
LED loads(4 max.; do not mix lload types within a single				
LED Module, 12" Round	CARMANAH	Red-84295, Yellow-84296	1	$298.90
LED Module, 8" Round, Red	CARMANAH	Red-84297, Yellow-84298	1	$256.20
If LED enhanced signs are required see sign pricing below				
Signal heads(1 required per LED module) Solar engine Not integrated to the signal head		Black-79347, Yellow-79348, Green-79349		
Poly signal head, visor, 12"	CARMANAH	Black-47542, Yellow-49676, Green-49677	1	$189.10
Poly signal head, visor, 8"	CARMANAH	Black-51000, Yellow-51083, Green-51082	1	$156.16
Aluminum signal head, visor, 12"	CARMANAH	Black-49645, Yellow-83819, Green-83820	1	$231.80
Signal head mounts (1 required per non-integrated signal				
Signal head mount kit, 2 arms and 2 hub plates	CARMANAH	Black-79347, Yellow-79348, Green-79349	1	$353.80
LED enhanced sign mounts (1 req'd per LED enhanced				
LED enhanced sign mount kit, banding to pole, not incl.	CARMANAH	88423	1	$30.50
LED enhanced sign mount kit, through bolt to 2" square and wing channel	CARMANAH	88424	1	$23.18
LED enhanced sign mount kit, through bolt to 2.5" square and 2.38 - 2.88" OD round	CARMANAH	88425	1	$23.18
LED enhanced sign mount kit, u-bolt to 2.38" OD round, z-bar	CARMANAH	88426	1	$23.18
LED enhanced sign mount kit, u-bolt to 2.88" OD round, z-bar	CARMANAH	88427	1	$23.18
LED enhanced sign mount kit, u-bolt to 4 - 4.5" OD round, z-	CARMANAH	88428	1	$30.50
LED Harness (1 required per LED module or LED				
LED Harness, 16'(std. for non-integrated signal head)	CARMANAH	84366	1	$98.82
LED Harness, 36'	CARMANAH	84367	1	$135.42
LED Harness,75'	CARMANAH	84368	1	$211.06
Push Buttons & Sensors (1 required per R820-G system)				
Polara Bulldog push Button	CARMANAH	Black-68320, Yellow-68319, Green-68321	1	$222.04
Polara iNX audible push button, 9" x 12" sign and mount,	CARMANAH	Black-89068, Yellow-89070, Green-89069	1	$941.84
Campbell Guardian audible push button includes 9" x 12" sign and mount, F series	CARMANAH	Black-84125, Yellow-84126	1	$1,610.40
Pedestrian Sensor, SmartWalk TX-S presence, includes 20' harness, 10-65' from pole	CARMANAH	81858	1	$1,476.20
Pedestrian Sensor, SmartWalk TX-S presence, includes 20' harness, 0-2' from pole	CARMANAH	81857	1	$1,476.20
Push Button Harness (1 Required per System)				
Push button Harness, 16' Standard	CARMANAH	84366	1	$97.60

Push button Harness, 36'	CARMANAH	84367	1	$136.64
Push button Harness, 75'	CARMANAH	84368	1	$212.28
iNX or Guardian audible P/B harness, 16', F series only	CARMANAH	84511	1	$192.76
iNX or Guardian audible P/B harness, 36', F series only	CARMANAH	84512	1	$330.62
iNX or Guardian audible P/B harness, 75', F series only	CARMANAH	84513	1	$433.10
Push Button Mounts and Signs (1 Required per Push				
Universal Polara Bullldog push button mount	CARMANAH	Black-70029, Yellow-70028, Green-70030	1	$48.80
5" x 7" sign frame with push button mount, sign not included	CARMANAH	Black-79553, Yellow-79555, Green-79554	1	$140.30
9" x 12" sign frame with push button mount, sign not	CARMANAH	Black-79556, Yellow-79558, Green-79557	1	$192.76
5" x 7" MUTCD Compliant push button sign, R10-25	CARMANAH	White-69981	1	$57.34
9" x 12" MUTCD Compliant push button sign, R10-26	CARMANAH	White-69982	1	$71.98
Calendar components(for non- StreetHub R829-E or R829-F system)Connectivy, support, and battery plans (1 Required per StreetHub system)				
Calendar communication kit, 16' serial to USB harness-used with the calendar communication kit for programming inside solar engine or cabinet or the the harness	CARMANAH	82562	1	$396.50
Calendar upload/overide switch kit, housing, switch, 16' switch harness -used with the calendar communication kit for programming at the base of the pole.USB harnessfrom the communication kit is routed into this housing	CARMANAH	No Color-82563, Black-84345, Green-84347, Yellow-84346	1	$549.00
Calendar programming kit and software, 32' USB extension harnesss -Windows operating system required for programming via computer- used with calendar	CARMANAH	84339	1	$143.96
Upgrades(Optional)				
Override switch kit, housing, switch, 16' switch harness, for R247-E or R247-F	CARMANAH	No Color-82563, Black-84345, Green-84347, Yellow-84346	1	$549.00
Wireless add-on kit, opt. for R247-E, R247-F, R829-E, and R829-F, BUT required for R247-E and R247-F when used with R838 wireless beacon controller	CARMANAH	84399	1	$273.28
Radar detection kit, for R247-G	CARMANAH	89756	1	$3,220.80
Radar detection programming kit, USB	CARMANAH	89376	1	$190.32
Connectivy, support, and battery plans (1 Required per StreetHub system)				
Connectivity, support, and battery plan, 1yr	CARMANAH	87899	1	$463.60
Connectivity, support, and battery plan, 2yr	CARMANAH	87900	1	$915.00
Connectivity, support, and battery plan, 3yr	CARMANAH	88038	1	$1,220.00
Connectivity, support, and battery plan, 4yr	CARMANAH	88039	1	$1,520.12
Connectivity, support, and battery plan, 5yr	CARMANAH	87901	1	$1,814.14
WW100 Wrong-Way 24-Hour Flashing Warning Sign. Choose one each				
Solar Engines				
WW100 Solar Engine	CARMANAH	No Color-84291	1	$2,391.20
WW100 solar engine, with powder coat	CARMANAH	Black-84292	1	$2,635.20
Solar Engine Mounts- Solar engine integrated to the signal head (1 required per				
Top of Pole Mount, 2 - 2.5" Square and 2.38 - 2.88" OD	CARMANAH	No Color-82872, Black-84516	1	$148.84
Top of Pole Mount, 3.5 - 4.5" OD	CARMANAH	No Color-86328, Black-89180	1	$164.70
Batteries (2 Required per System)				
Standard Battery, 7AH., E series Only	CARMANAH	67620	1	$62.22
Signs or Beacon (1 required per system)				
LED enhanced sign, incl. mount, harnessing, R5-1a, 36" x 24"	CARMANAH	SA10001	1	$896.70
LED enhanced sign, incl. mount, harnessing, R5-1a, 42" x 30"	CARMANAH	SA10002	1	$1,232.20

1x red light bar, incl. mount, harnessing, static sign R5-1a, 36"	CARMANAH	SA10003	1	$1,390.80
1x red light bar, incl. mount, harnessing, static sign R5-1a, 42"	CARMANAH	SA10004	1	$1,451.80
2x red light bar, incl. mount, harnessing, static sign R5-1a, 36"	CARMANAH	SA10005	1	$2,635.20
2x red light bar, incl. mount, harnessing, static sign R5-1a, 42"	CARMANAH	SA10006	1	$2,684.00
Upgrades (1 opt. per system)				
Wireless Add-on kit, for flash synchronization and local wireless communication	CARMANAH	84399	1	$273.28
WW200 Wrong-Way 24-Hour Flashing Warning Sign. Choose one each				
Solar Engines				
WW200 Solar Engine	CARMANAH	84291	1	$2,391.20
WW200 solar engine, with powder coat(Black)	CARMANAH	84292	1	$2,635.20
Solar Engine Mounts- Solar engine integrated to the signal head 1 required per				
Top of Pole Mount, 2 - 2.5" Square and 2.38 - 2.88" OD	CARMANAH	No Color-82872, Black-84516	1	$148.84
Top of Pole Mount, 3.5 - 4.5" OD	CARMANAH	No Color-86328, Black-89180	1	$164.70
Batteries (2 Required per System)				
Standard Battery, 7AH., E series Only	CARMANAH	67620	1	$62.22
DETECTION				
Radar Detection Kit, WW200	CARMANAH	89375	1	$3,318.40
Upgrades (1 opt. per system)				
Wireless Add-on kit, for flash synchronization and local wireless communication	CARMANAH	84399	1	$273.28
Radar Detection Programming Kit	CARMANAH	89376	1	$195.20
WW400 Wrong-Way Vehicle Detection, Warning, and Alert System. Choose				
Detectors				
WW400D detector kit, 2x cameras, 1x radar, mounts,	CARMANAH	88982	1	$56,730.00
Controllers (1 incl. per system)				
WW400D DC controller cabinet, pole mounted, wireless EMS for control of WW400S, Harnessing, configuration, and set-up software, 12vdc brushed aluminum	CARMANAH	88983	Incl.	
WW400D DC controller cabinet, pole mounted, wireless EMS for control of WW400S, Harnessing, configuration, and set-up software, 12vdc Powder Coat Black	CARMANAH	88984	Incl.	
WW400D AC controller cabinet, pole mounted, wireless EMS for control of WW400S, Harnessing, configuration, and set-up software, 100-	CARMANAH	88987	Incl.	
WW400D AC controller cabinet, pole mounted, wireless EMS for control of WW400S, Harnessing, configuration, and set-up software, 100-240 vac Powder Coat	CARMANAH	88988	Incl.	
Communication (1 incl. per system)				
	CARMANAH	Ethernet network controller and communication software	Incl.	
Solar power kits (1 required per DC system, EBR				
SPA10001	CARMANAH	Solar Power Kit, Medium	1	$15,860.00
SA10006	CARMANAH	Solar Power Kit, Large	1	$21,960.00
Signs or Beacons on the WW400D detector pole (1 opt. per				
SA10001	CARMANAH	LED enhanced sign, incl. mount, harnessing, R5-1a, 36" x 24"	1	$1,049.20
SA10002	CARMANAH	LED enhanced sign, incl. mount, harnessing, R5-1a, 42" x 30"	1	$1,482.30
SA10003	CARMANAH	1x red light bar, incl. mount, harnessing, static sign R5-1a, 36" x 24"	1	$1,738.50
SA10004	CARMANAH	1x red light bar, incl. mount, harnessing, static sign R5-1a, 42" x 30"	1	$1,799.50
SA10005	CARMANAH	2x red light bar, incl. mount, harnessing, static sign R5-1a, 36" x 24"	1	$3,281.80

SA10006	CARMANAH	2x red light bar, incl. mount, harnessing, static sign R5-1a, 42" x 30"	1	$3,355.00
Remote signs or beacons NOT on the WW400D detector pole (1 opt. per				
RSA10001	CARMANAH	WW400S sign system, inc. solar engine, mounts, batteries, harnessing, wireless, LED enhanced sign R5-1a, 36" x 24"	1	$4,776.30
RSA10002	CARMANAH	WW400S sign system, inc. solar engine, mounts, batteries, harnessing, wireless, LED enhanced sign R5-1a, 42" x 30"	1	$5,215.50
RSA10003	CARMANAH	WW400S sign system, inc. solar engine, mounts, batteries, harnessing, wireless, 1x red light bar, static sign, R5-1a, 36" x 24"	1	$5,569.30
RSA10004	CARMANAH	WW400S sign system, inc. solar engine, mounts, batteries, harnessing, wireless, 1x red light bar, static sign, R5-1a, 42" x 30"	1	$5,630.30
RSA10005	CARMANAH	WW400S sign system, inc. solar engine, mounts, batteries, harnessing, wireless, 2x red light bar, static sign, R5-1a, 36" x 24"	1	$7,155.30
RSA10006	CARMANAH	WW400S sign system, inc. solar engine, mounts, batteries, harnessing, wireless, 2x red light bar, static sign, R5-1a, 42" x 30"	1	$7,246.80
R838 Wireless Beacon Controller (Choose 1 per system for a complete system)				
Controllers (1 incl. per system)				
R838 Wireless Beacon Controller, momentary button; including 100-240 vac power supply, auto power harness, digital input connector, antenna	CARMANAH	84219	1	$4,001.60
R838 Wireless Beacon Controller, on-off button; including 100-240 vac power supply, auto power harness, digital input connector, antenna	CARMANAH	88099	1	$4,001.60
Upgrades (1 opt. per system)				
Remote antenna kit, 35' RP-SMA antenna harness, connector sealing tape, antenna mounting bracket, NOT including antenna	CARMANAH	88179	1	$292.80
Remote antenna kit, 35' RP-SMA antenna harness, connector sealing tape, NOT including antenna	CARMANAH	88180	1	$224.48
		Choose any R247-E, 247-F, or 247-G systems with wireless add-on kits	1	
Components				
E & F Series				
Solar Panel Kit, E Series	CARMANAH	78250	1	$234.24
Solar Panel Kit, F Series	CARMANAH	84827	1	$341.60
Applied Information monitoring unit kit, including harness, mount, no monitoring unit, F series only	CARMANAH	84679	1	$311.10
RTC time switch kit, including harness and mount, no time switch, F series only	CARMANAH	84680	1	$311.10
Top of Pole Mount, 2-2.5" Square, Galvanized steel, E-Series	CARMANAH	72519	1	$195.20
G Series and SC315				
2nd GenIII-U + radio EMS kit, G series only	CARMANAH	84583	1	$1,281.00
U-bolt kit, not. incl. cabinet mount, not incl. plates, u-bolts to 4-4.5" OD round, SS	CARMANAH	74570	1	$136.64
AC to solar retrofit kit, not incl. solar panel, mount, or battery, G-Series only	CARMANAH	89532	1	$256.20
AC power supply kit, power supply, breaker, terminal blocks, backplane, backpanel, G series only	CARMANAH	89533	1	$420.90
AC power supply kit, power supply only	CARMANAH	88060	1	$268.40
Hole plug kit, 1.25" trade size, if cabinet nipple is not	CARMANAH	79502	1	$75.64
Battery mat, rubber, evelates battery out of drain hole water, G series only	CARMANAH	83101	1	$92.72
Pole cap kit, 4.5" OD round, alum, for M-D	CARMANAH	82865	1	$92.72

Applied Information monitoring unit kit, including harness, door switch, mount, no monitoring unit, G series only	CARMANAH	84598	1	$414.80
RTC time switch kit, including harness and mount, no time	CARMANAH	84599	1	$311.10
RTC time switch kit, including harness and mount, TXDOT Standard, no time switch	CARMANAH	88967	1	$311.10
Cabinet, abs window plugged, no internals, G series only, Brushed aluminum	CARMANAH	87514	1	$1,213.90
Cabinet, abs window plugged, no internals, G series only, With Powder coat	CARMANAH	Black-87705, Green-87706, Yellow-87707	1	$1,427.40
Cabinet replacement door kit, G series only	CARMANAH	No Paint-88910, Black-88911, Green-88912, Yellow-88913	1	$457.50
Draw latch kit with padlock eye, G series only	CARMANAH	88769	1	$118.34
Top of Pole Mount, 4.5" OD roung, galvanized steel, for 50W	CARMANAH	74454	1	$451.40
E, F, and G Series Common				
Energy Management system EMS, GenIII-U	CARMANAH	84327	1	$628.30
Energy Management system EMS, GenIII-U + radio	CARMANAH	84328	1	$793.00
Energy Management system EMS, GenIII-U + calendar comm. kit including 16' USB harness	CARMANAH	84329	1	$951.60
Energy Management system EMS, GenIII-U + calendar comm. Kit, + radio including 16' USB harness	CARMANAH	84330	1	$1,122.40
Energy Management system EMS, GenIII-U, cover, for 247-E pre-Sept. 2018	CARMANAH	89547	1	$695.40
Energy Management system EMS, GenIII-U, cover, for R920	CARMANAH	89548	1	$856.44
iNX retro kit, EMS, not incl. iNX pushbuttonor harness for	CARMANAH	89528	1	$829.60
iNX retro kit, EMS, not incl. iNX pushbuttonor harness for	CARMANAH	89526	1	$878.40
iNX retro kit, EMS, not incl. iNX pushbuttonor harness for EFG 2018- 2020(FW1.1.4.0 or lower)	CARMANAH	89529	1	$829.60
iNX retro kit, EMS, not incl. iNX pushbuttonor harness for EFG 2021+(FW1.1.5.0	CARMANAH	89527	1	$34.16
Antenna, R920, R920-E, R920-F, SC315, SC315-G, R820-E,	CARMANAH	68361	1	$76.86
Ambient brightness sensor snap-in cover, retro fit kit	CARMANAH	87902	1	$31.72
Calendar upload kit, aluminum housing only	CARMANAH	No Color-81200, Black-81925, Green-81923, Yellow-81924	1	$457.50
Calendar upload kit, aluminum housing adapter plate only	CARMANAH	No Color-84189, Black-84192, Green-84190, Yellow-84191	1	$148.84
Light bar mounting bracket, including hardware	CARMANAH	77676	1	$79.30
Connector for field wiring, 2-wire, 28-12 AWG	CARMANAH	57728	1	$4.88
R838				
Antenna, R838	CARMANAH	88129	1	$68.32
Power supply and harness, 100-240 vac 2-blade NA input, 15vdc output to R838 power connector, 6'	CARMANAH	88096	1	$82.96
Harness, 12vdc auto power plug input, 12vdc output to R838 power connector, 6'	CARMANAH	88097	1	$52.46
Terminal block plug, 2 positions, 14-30 AWG, for unpowered digital input to R838	CARMANAH	88102	1	$17.08
LED ENHANCED SIGNS				
LED enhanced sign, R1-1, red LED's, 24" HIP, RED	CARMANAH	88461	1	$378.20
LED enhanced sign, R1-1, red LED's, 30" HIP, RED	CARMANAH	88465	1	$427.00
LED enhanced sign, R1-1, red LED's, 36" HIP, RED	CARMANAH	88469	1	$597.80
LED enhanced sign, R1-1, red LED's, 48" HIP, RED	CARMANAH	88473	1	$951.60
LED enhanced sign, R1-2, red LED's, 30" HIP, RED	CARMANAH	88478	1	$427.00
LED enhanced sign, R1-2, red LED's, 36" HIP, RED	CARMANAH	88482	1	$597.80
LED enhanced sign, R1-2, red LED's, 48" HIP, RED	CARMANAH	88468	1	$951.60
LED enhanced sign, R5-1a, red LED's, 36 x 24" , HIP, RED	CARMANAH	88498	1	$597.80
LED enhanced sign, R5-1a, red LED's, 42 x 30" ,HIP, RED	CARMANAH	88502	1	$951.60
LED enhanced sign, S1-1, ylw LED's, 30", DG VIP, FYG	CARMANAH	88443	1	$524.60
LED enhanced sign, S1-1, ylw LED's, 36", DG VIP, FYG	CARMANAH	88451	1	$695.40
LED enhanced sign, S1-1, ylw LED's, 30", HIP VIP, YLW	CARMANAH	88437	1	$427.00
LED enhanced sign, S1-1, ylw LED's, 36", HIP VIP, YLW	CARMANAH	88445	1	$597.80

LED enhanced sign, S5-1a, speed 15, wht and ylw LEDS, 24" x 48", DG3 white and DG VIP FYG	CARMANAH	89215	1	$1,043.10
LED enhanced sign, S5-1a, speed 20, wht and ylw LEDS, 24" x 48", DG3 white and DG VIP FYG	CARMANAH	89216	1	$1,043.10
LED enhanced sign, W11-2, ylw LED's, 24", HIP, YLW	CARMANAH	88509	1	$378.20
LED enhanced sign, W11-2, ylw LED's, 24", DG3, YLW	CARMANAH	88525	1	$469.70
LED enhanced sign, W11-2, ylw LED's, 24", HIP, YLW	CARMANAH	88517	1	$469.70
LED enhanced sign, W11-2, ylw LED's, 24", DGVIP, FYG	CARMANAH	89081	1	$469.70
LED enhanced sign, W11-2, ylw LED's, 24", DG3, FLW	CARMANAH	89790	1	$469.70
LED enhanced sign, W11-2, ylw LED's, 24", DGVIP, FYG	CARMANAH	88533	1	$573.40
LED enhanced sign, W11-2, ylw LED's, 24", DGVIP, FYG	CARMANAH	89083		$573.40
LED enhanced sign, W11-2, ylw LED's, 30", HIP VIP, YLW	CARMANAH	88541	1	$427.00
LED enhanced sign, W11-2, ylw LED's, 30", DG3, YLW	CARMANAH	88557	1	$524.60
LED enhanced sign, W11-2, ylw LED's, 30", DG VIP, YLW	CARMANAH	88549	1	$524.60
LED enhanced sign, W11-2, ylw LED's, 30", DG3, FY	CARMANAH	89085	1	$524.60
LED enhanced sign, W11-2, ylw LED's, 30", DG3, FLW	CARMANAH	88565	1	$622.20
LED enhanced sign, W11-2, ylw LED's, 30", DGVIP, FYG	CARMANAH	89087	1	$622.20
LED enhanced sign, W11-2, ylw LED's, 36", HIP VIP, YLW	CARMANAH	88573	1	$597.80
LED enhanced sign, W11-2, ylw LED's, 36", DG3, YLW	CARMANAH	88589	1	$695.40
LED enhanced sign, W11-2, ylw LED's, 36", DG VIP, YLW	CARMANAH	88581	1	$695.40
LED enhanced sign, W11-2, ylw LED's, 36", DG3, FY	CARMANAH	89089	1	$695.40
LED enhanced sign, W11-2, ylw LED's, 36", DG3, FLW	CARMANAH	88597	1	$793.00
LED enhanced sign, W11-2, ylw LED's, 36", DGVIP, FYG	CARMANAH	89091	1	$793.00
LED enhanced sign, W11-2, ylw LED's, 48", HIP VIP, YLW	CARMANAH	88605	1	$951.60
LED enhanced sign, W11-2, ylw LED's, 48", DG3, YLW	CARMANAH	88621	1	$1,043.10
LED enhanced sign, W11-2, ylw LED's, 48", DG VIP, YLW	CARMANAH	89093	1	$1,043.10
LED enhanced sign, W11-2, ylw LED's, 48", DG3, FY	CARMANAH	88613	1	$1,043.10
LED enhanced sign, W11-2, ylw LED's, 48", DG3, FLW	CARMANAH	88629	1	$1,134.60
LED enhanced sign, W11-2, ylw LED's, 48", DGVIP, FYG	CARMANAH	89095	1	$1,134.60
LED enhanced sign, Mirrowed, W11-2, ylw LED's, 36",	CARMANAH	89305	1	$695.40
LED enhanced sign, W15-2, ylw LED's, 24", HIP, YLW	CARMANAH	88510	1	$378.20
LED enhanced sign, W15-2, ylw LED's, 24", HIP, YLW	CARMANAH	88518	1	$469.70
LED enhanced sign, W15-2, ylw LED's, 30", HIP, YLW	CARMANAH	88542	1	$427.00
LED enhanced sign, W15-2, ylw LED's, 30", HIP, YLW	CARMANAH	88550	1	$524.60
LED enhanced sign, W15-2, ylw LED's, 36", HIP, YLW	CARMANAH	88574	1	$597.80
LED enhanced sign, W15-2, ylw LED's, 36", HIP, YLW	CARMANAH	88582	1	$695.40
LED enhanced sign, W15-2, ylw LED's, 48", HIP, YLW	CARMANAH	88606	1	$951.60
LED enhanced sign, W1-1L, ylw LED's, 24", HIP VIP, FYG	CARMANAH	88506		$378.20
LED enhanced sign, W1-1L, ylw LED's, 30", HIP VIP, FYG	CARMANAH	88538	1	$427.00
LED enhanced sign, W1-1L, ylw LED's, 36", HIP VIP, FYG	CARMANAH	88570	1	$597.80
LED enhanced sign, W1-1R, ylw LED's, 24", HIP VIP, FYG	CARMANAH	88505	1	$378.20
LED enhanced sign, W1-1R, ylw LED's, 30", HIP VIP, FYG	CARMANAH	88537	1	$427.00
LED enhanced sign, W1-1R, ylw LED's, 36", HIP VIP, FYG	CARMANAH	88569	1	$597.80
LED enhanced sign, W1-2L, ylw LED's, 24", HIP VIP, FYG	CARMANAH	88508	1	$378.20
LED enhanced sign, W1-2L, ylw LED's, 30", HIP VIP, FYG	CARMANAH	88540	1	$427.00
LED enhanced sign, W1-2L, ylw LED's, 36", HIP VIP, FYG	CARMANAH	88572	1	$597.80
LED enhanced sign, W1-2R, ylw LED's, 24", HIP VIP, FYG	CARMANAH	88507	1	$378.20
LED enhanced sign, W1-2R, ylw LED's, 30", HIP VIP, FYG	CARMANAH	88539	1	$427.00
LED enhanced sign, W1-2R, ylw LED's, 36", HIP VIP, FYG	CARMANAH	88571	1	$597.80
LED enhanced sign, W11-3, ylw LED's, 24", HIP VIP, FYG	CARMANAH	88511	1	$378.20
LED enhanced sign, W11-3, ylw LED's, 30", HIP VIP, FYG	CARMANAH	88543	1	$427.00
LED enhanced sign, W11-3, ylw LED's, 36", HIP VIP, FYG	CARMANAH	88575	1	$597.80
Components for Legacy R829, R247, R820				
Emergency Management System EMS for	CARMANAH	64510	1	$1,134.60
Emergency Management System EMS with radio R820C, R820	CARMANAH	64509	1	$2,013.00
Emergency Management System EMS for R247C,R247,R829C,R829 pre-	CARMANAH	59076	1	$1,134.60
Emergency Management System EMS for R820C,R820 pre-Sept.2011(replaces	CARMANAH	57701	1	$2,013.00
Emergency Management System EMS Main Harness	CARMANAH	57355	1	$366.00
Antenna Kit for R820C/R820 incl. antenna, harness, bracket,	CARMANAH	50185	1	$297.68

Solar Panel with connector, does not include painted frame or	CARMANAH	79524	1	$163.48
Programming interlink harness, 3 pin +grnd to 3 pin, 15'	CARMANAH	57584	1	$201.30
Programming harness, 3 pin to DB9, 10'	CARMANAH	57585	1	$136.64
Programming harness, DB9 to USB, 3'	CARMANAH	49044	1	$136.64
JXC-300HFRDT	DURALIGHT	12" Red U-Turn LED	1	$113.46
JXC-300HFYDT	DURALIGHT	12" Yellow U-Turn LED	1	$113.46
JXC-300HFGDT	DURALIGHT	12" Green U-Turn LED	1	$113.46
JXC-300BIKR-IL	DURALIGHT	12" Red Bicycle LED	1	$113.46
JXC-300BIKY-IL	DURALIGHT	12" Yellow Bicycle LED	1	$113.46
JXC-300BIKG-IL	DURALIGHT	12" Green Bicycle LED	1	$113.46
JXC300-HFR-C	DURALIGHT	Clear 12" Red LED - HiFlux TXD	1	$54.90
JXC300-HFY-C	DURALIGHT	Clear 12" Yel LED - HiFlux TXD	1	$61.00
JXC300-HFG-C	DURALIGHT	Clear 12" Grn LED - HiFlux TXD	1	$54.90
JXC300-HFTR04	DURALIGHT	Tinted 12" Red LED - HiFlux TXD	1	$54.90
JXC300-HFTY04	DURALIGHT	Tinted 12" Yel LED - HiFlux TXD	1	$61.00
JXC300-HFTG04	DURALIGHT	Tinted 12" Grn LED - HiFlux TXD	1	$54.90
JXJ-3000VIRA	DURALIGHT	12" Red Arrow - Pixilated	1	$73.20
JXJ-300VIYA	DURALIGHT	12" Yel Arrow - Pixilated	1	$73.20
JXJ300VIGA	DURALIGHT	12" Grn Arrow - Pixilated	1	$97.60
JXJ300-07R03	DURALIGHT	12" Red Arrow - IL - TXDOT	1	$62.22
JXJ300-07Y03	DURALIGHT	12" Yel Arrow - IL - TXDOT	1	$62.22
JXJ300-07G03	DURALIGHT	12" Grn Arrow - IL - TXDOT	1	$73.20
JXM-400VIAIL	DURALIGHT	16"X18" LED Ped Incand Look man/hand	1	$183.00
JXM-400VIEIL	DURALIGHT	16"X18" LED CD Ped Incand Look	1	$213.50
JXC-300DCR	DURALIGHT	12" Red LED 12VDC 5 Watt	1	$95.16
JXC-300DCR	DURALIGHT	12" Yel LED 12VDC 5 Watt	1	$95.16
JXC-300DCR	DURALIGHT	12" Grn LED 12VDC 5 Watt	1	$106.14
JXJ-300VIYGA	DURALIGHT	12" Bi-Modal Green/Yellow Arrow	1	$187.88
JXC-200-HFR Tinted	DURALIGHT	8" Red LED 12VAC	1	$54.90
JXC-200-HFY Tinted	DURALIGHT	8" Yel LED 12VAC	1	$57.34
JXC-200-HFG Tinted	DURALIGHT	8" Grn LED 12VAC	1	$54.90
JXC-200-VIG	DURALIGHT	8" Green LED 12VAC	1	$95.16
JXC-200-VIR	DURALIGHT	8" Red LED 12VAC	1	$64.66
JXC-200-VIY	DURALIGHT	8" Yellow LED 12VAC	1	$71.98
JXC-200BIKR-IL	DURALIGHT	8" Red Bicycle LED	1	$95.16
JXC-200BIKY-IL	DURALIGHT	8" Yellow Bicycle LED	1	$95.16
JXC-200BIKG-IL	DURALIGHT	8" Green Bicycle LED	1	$95.16
JXC-200BIKR-Pix.	DURALIGHT	8" Red Bicycle LED	1	$95.16
JXC-200BIKY-Pix.	DURALIGHT	8" Yellow Bicycle LED	1	$95.16
JXC-200BIKG-Pix	DURALIGHT	8" Green Bicycle LED	1	$113.46
Street Name Sign 22" High		**ILSN signs use Avery brand sheeting-see below for 3M pricing**		
JXM-STN-6S-TM	DURALIGHT	ILSNS 6' Single Sided, Top Mount	1	$2,354.60
JXM-STN-6S-BM	DURALIGHT	ILSNS 6' Single Sided, Back Mount with Mounting Brackets	1	$2,427.80
JXM-STN-6D	DURALIGHT	ILSNS 6' Double Sided	1	$2,830.40
JXM-STN-8S-TM	DURALIGHT	ILSNS 8' Single Sided, Top Mount	1	$3,233.00
JXM-STN-8S-BM	DURALIGHT	ILSNS 8' Single Sided, Back Mount with Mounting Brackets	1	$3,233.00
JXM-STN-8D	DURALIGHT	ILSNS 8' Double Sided	1	$3,599.00
JXM-STN-10S-TM	DURALIGHT	ILSNS 10' Single Sided, Top Mount	1	$3,843.00
JXM-STN-10S-BM	DURALIGHT	ILSNS 10' Single Sided, Back Mount with Mounting Hardware	1	$4,270.00
JXM-STN-10D	DURALIGHT	ILSNS 10' Double Sided, Back Mount with Mounting Hardware	1	$4,270.00
ILSN Hanging Hardware Assembly	DURALIGHT	Hanging Hardware Assembly for ILSN Signs consisting of: 2ea AB-0160-62-PNC, 2ea SE-0611, 2ea SE-0371-PNC)	1	$256.20
LOGO for ILSN	DURALIGHT	Add Logo / Each (1-3 Colors)	1	$96.38
6' SINGLE SIDED 3M ADDER	DURALIGHT / 3M	6' SINGLE SIDED 3M ADDER	1	$54.90
8' SINGLE SIDED 3M ADDER	DURALIGHT / 3M	8' SINGLE SIDED 3M ADDER	1	$73.20
10' SINGLE SIDED 3M ADDER	DURALIGHT / 3M	10' SINGLE SIDED 3M ADDER	1	$92.72
6' DOUBLE SIDED 3M ADDER	DURALIGHT / 3M	6' DOUBLE SIDED 3M ADDER	1	$112.24
8' DOUBLE SIDED 3M ADDER	DURALIGHT / 3M	8' DOUBLE SIDED 3M ADDER	1	$148.84
10' DOUBLE SIDED 3M ADDER	DURALIGHT / 3M	10' DOUBLE SIDED 3M ADDER	1	$185.44
6' SIGN FACE ONLY, W/O LOGO	DURALIGHT	6' SIGN FACE ONLY, W/O LOGO	1	$841.80
8' SIGN FACE ONLY, W/O LOGO	DURALIGHT	8' SIGN FACE ONLY, W/O LOGO	1	$927.20
10' SIGN FACE ONLY, W/O LOGO	DURALIGHT	10' SIGN FACE ONLY, W/O LOGO	1	$1,024.80
Street Name Sign 30" High		**ILSN signs use Avery brand sheeting-see below for 3M pricing**		

JXM-STN-6S-TM	DURALIGHT	ILSNS 6' Single Sided, Top Mount	1	$3,385.50
JXM-STN-6S-BM	DURALIGHT	ILSNS 6' Single Sided, Back Mount with Mounting Brackets	1	$3,477.00
JXM-STN-6D	DURALIGHT	ILSNS 6' Double Sided	1	$4,117.50
JXM-STN-8S-TM	DURALIGHT	ILSNS 8' Single Sided, Top Mount	1	$4,209.00
JXM-STN-8S-BM	DURALIGHT	ILSNS 8' Single Sided, Back Mount with Mounting Brackets	1	$4,349.30
JXM-STN-8D	DURALIGHT	ILSNS 8' Double Sided	1	$5,124.00
JXM-STN-10S-TM	DURALIGHT	ILSNS 10' Single Sided, Top Mount	1	$5,215.50
JXM-STN-10S-BM	DURALIGHT	ILSNS 10' Single Sided, Back Mount with Mounting Hardware	1	$5,355.80
JXM-STN-10D	DURALIGHT	ILSNS 10' Double Sided, Back Mount with Mounting Hardware	1	$6,313.50
JXM-BLK2424	DURALIGHT	24"x24" Blank Out Sign	1	$2,891.40
JXM-BLK2430	DURALIGHT	24"x30" Blank Out Sign	1	$3,440.40
JXM-BLK2436	DURALIGHT	24"x36" Blank Out Sign	1	$3,989.40
JXM-BLK3030	DURALIGHT	30"x30" Blank Out Sign	1	$3,989.40
JXM-BLK3036	DURALIGHT	30"x36" Blank Out Sign	1	$4,721.40
JXM-BLK3636	DURALIGHT	36"x36" Blank Out Sign	1	$5,453.40
JXM-ST-BM	DURALIGHT	Back Mount Hardware	1	$91.50
DURA-ST10	DURALIGHT	40W DURA-ST LED Cobrahead Roadway Lighting	1	$373.32
DURA-ST15	DURALIGHT	65W DURA-ST LED Cobrahead Roadway Lighting	1	$390.40
DURA-ST20	DURALIGHT	100W DURA-ST LED Cobrahead Roadway Lighting	1	$469.70
DURA-ST25	DURALIGHT	140W DURA-ST LED Cobrahead Roadway Lighting	1	$527.04
DURA-ST40	DURALIGHT	185W DURA-ST LED Cobrahead Roadway Lighting	1	$563.64
DURA-ST40S	DURALIGHT	220W DURA-ST LED Cobrahead Roadway Lighting	1	$636.84
DURA-ST25-CM	DURALIGHT	140W DURA-ST LED Cobrahead Roadway Lighting with Camera	1	$1,500.60
DURA-ST40-CM	DURALIGHT	185W DURA-ST LED Cobrahead Roadway Lighting with Camera	1	$1,610.40
DURA-STR10	DURALIGHT	40W DURA-ST LED Cobrahead Roadway Lighting	1	$280.60
DURA-STR10A	DURALIGHT	55W DURA-ST LED Cobrahead Roadway Lighting	1	$298.90
DURA-STR15	DURALIGHT	65W DURA-ST LED Cobrahead Roadway Lighting	1	$317.20
DURA-STR20	DURALIGHT	100W DURA-ST LED Cobrahead Roadway Lighting	1	$353.80
DURA-STR25	DURALIGHT	120W DURA-ST LED Cobrahead Roadway Lighting	1	$390.40
DURA-STR25B	DURALIGHT	140W DURA-ST LED Cobrahead Roadway Lighting	1	$414.80
DURA-STR25C	DURALIGHT	150W DURA-ST LED Cobrahead Roadway Lighting	1	$433.10
DURA-STR40	DURALIGHT	185W DURA-ST LED Cobrahead Roadway Lighting	1	$563.64
DURA-STR40D	DURALIGHT	220W DURA-ST LED Cobrahead Roadway Lighting	1	$636.84
JXM-ST140-3	DURALIGHT	40W DURA-ST LED Cobrahead Roadway Lighting	1	$373.32
JXM-ST140	DURALIGHT	130W DURA-ST LED Cobrahead Roadway Lighting	1	$390.40
JXM-ST140-4	DURALIGHT	150W DURA-ST LED Cobrahead Roadway Lighting	1	$433.10
JXM-ST180-3	DURALIGHT	170W DURA-ST LED Cobrahead Roadway Lighting	1	$469.70
JXM-ST180	DURALIGHT	200W DURA-ST LED Cobrahead Roadway Lighting	1	$563.64
JXM-ST180-4	DURALIGHT	250W DURA-ST LED Cobrahead Roadway Lighting	1	$747.86
JXM-ST180-4-1	DURALIGHT	285W DURA-ST LED Cobrahead Roadway Lighting	1	$866.20
JXM-ST180-4-2	DURALIGHT	320W DURA-ST LED Cobrahead Roadway Lighting	1	$902.80
JXM-ST110LED	DURALIGHT	135W DURA-ST LED ShoeBox Roadway Lighting	1	$1,000.40
JXM-ST15SB	DURALIGHT	150W DURA-STSB LED ShoeBox Roadway Lighting	1	$658.80
JXM-ST20SB	DURALIGHT	200W DURA-STSB LED ShoeBox Roadway Lighting	1	$695.40
JXM-ST 30SB	DURALIGHT	300W DURA-STSB LED ShoeBox Roadway Lighting	1	$902.80
JXM-STSB-S40	DURALIGHT	400W DURA-STSB LED ShoeBox Roadway Lighting	1	$945.50
JXM-STSB-S45	DURALIGHT	450W DURA-STSB LED ShoeBox Roadway Lighting	1	$957.70
JXM-STSB-S50	DURALIGHT	500W DURA-STSB LED ShoeBox Roadway Lighting	1	$982.10
JXM-ST-HM6-A	DURALIGHT	500W LED High Mast Luminaires	1	$1,616.50
JXM-ST-HM6-B	DURALIGHT	500W LED High Mast Luminaires	1	$1,616.50
JXM-ST-HM6-S	DURALIGHT	500W LED High Mast Luminaires	1	$1,616.50
JXM-ST-HMBR	DURALIGHT	High Mast Mounting Bracket Fixture Assembly	1	$241.56
JXM-ST-HMNFL	DURALIGHT	High Mast Neighborhood Friendly Lens Fixture Assembly	1	$373.32
JXM-ST-HMNS	DURALIGHT	High Mast Nusiance Shield Fixture Assembly	1	$241.56
JXM-ST-A1	DURALIGHT	35W LED Flood Light	1	$212.28
JXM-ST-A2	DURALIGHT	35W LED Flood Lig65	1	$262.30
JXM-ST-A3	DURALIGHT	130W LED Flood Light	1	$390.40
JXM-ST-A4	DURALIGHT	185W LED Flood Light	1	$634.40
JXM-ST-A5	DURALIGHT	240W LED Flood Light	1	$713.70
JXM-ST-A5L	DURALIGHT	300W LED Flood Light	1	$805.20
JXM-ST-WPK1	DURALIGHT	30W LED Wall Pack	1	$185.44
JXM-ST-WPK2	DURALIGHT	60W LED Wall Pack	1	$280.60
JXM-ST-WPK3	DURALIGHT	80W LED Wall Pack	1	$298.90
JXM-ST-LB40	DURALIGHT	55W LED Low Bay Fixture	1	$375.76
JXM-ST-LB80	DURALIGHT	75W LED Low Bay Fixture	1	$375.76

JXM-ST-HB	DURALIGHT	150W LED High Bay Fixture	1	$561.20
JXM-ST-HB1	DURALIGHT	200W LED High Bay Fixture	1	$622.20
JXM-ST-HB2	DURALIGHT	300W LED High Bay Fixture	1	$695.40
Blank Out Sign Speciality	DURALIGHT	Blank Out Sign Speciality	1	$6,710.00
			1	
1095-030	ECONOLITE	Autoscope Easy Lock Connector as spare (Solo Terra Only)	1	$42.70
1133-029	ECONOLITE	PC Ethernet Adaptor	1	$57.34
1141-011	ECONOLITE	Mini USB to PC Cable Adapter	1	$10.98
119-1003-501	ECONOLITE	2070 2E TEES-2009	1	$2,074.00
2070C125550 Controller (COH)	ECONOLITE	2070C Controller for City of Houston	1	$6,197.60
2070E6D5500 Controller (COSA)	ECONOLITE	2070E Controller for City of San Antonio	1	$6,197.60
211-1012-501	ECONOLITE	C11 Interface Cable to TAP or single RVT	1	$152.50
211-1012-502	ECONOLITE	C11 Interface Cable to four (4) RVT	1	$196.42
211-1028-501	ECONOLITE	C1-Y Cable Connects AVIO24 to 2070/170 C1	1	$1,055.30
220-1000-501	ECONOLITE	ARVP2CBL-RVP2 I/O Interface Cable	1	$104.92
222-1002-501 AVIO24 Module	ECONOLITE	Vision I/O 24 Module Provides 33X TEES, TS1 & TS2 parallel I/O	1	$963.80
222-1004-501	ECONOLITE	Comm Manager Y cable Connects AVCM to AVIO24 & SDLC	1	$113.46
222-1004-502	ECONOLITE	I/O 24 Cable connects AVCM to AVIO24	1	$51.24
332 Traffic Signal Cabinet Assembly	ECONOLITE	332 Traffic Signal Cabinet Assembly(City of San Antonio)	1	$23,918.10
33274G5	ECONOLITE	SDLC Cable for TS2 Cab 12 Foot	1	$549.00
333S Cabinet Assembly w/o Controller and with Plug Ins	ECONOLITE	333S Cabinet Assembly w/o Controller and w/Plug Ins	1	$30,012.00
333S Hybrid Cabinet Assembly w/ Controller and with Plug Ins	ECONOLITE	333S ATCC Cabinet Assembly w/o Controller and with Plug Ins (City of League City)	1	$40,321.00
33457G57	ECONOLITE	C4 Green & Red Interface Cable (332)	1	$311.10
33550G5	ECONOLITE	SDLC Cable in TEES 33x or TS1 cabinet, with no MMU AVCM to Port 1	1	$122.00
33550G8	ECONOLITE	SDLC Cable to 2070-2A &C1, in TEES 33x cabinet	1	$164.70
34329G1	ECONOLITE	Load switch Green/Red Interface Panel	1	$115.90
34909G1	ECONOLITE	Shelf-Mount Enclosure-Blue (AC Power adapter must be ordered separately)	1	$120.78
34974P1	ECONOLITE	AC Power Adapter for TMIB Standalone Closure	1	$26.84
34974P4	ECONOLITE	120 VAC Power Adaptor for 34909G1 enclosure (optional)	1	$30.50
A700-1030	ECONOLITE	ARVP2 -Autoscope RackVision Pro-2 MVP	1	$3,019.50
A700-1166-01 AVCM	ECONOLITE	Vision Comm Manager	1	$5,307.00
A700-1172	ECONOLITE	AVISION Video Sensor	1	$8,509.50
Additional Centracs License	ECONOLITE	Additional Centracs License (10 License add-on)	1	$18,300.00
ARVP1	ECONOLITE	Autoscope RackVision Pro 1 MVP	1	$1,970.30
ARVP2	ECONOLITE	Autoscope RackVision Pro 2	1	$3,019.50
ARVP2CBL	ECONOLITE	RackVision I/O Interface Cable	1	$104.92
ASENSE-CONNECT	ECONOLITE	FlexConnect with mounting bracket (1133-274	1	$2,171.60
ASENSE-CONNECT-PS	ECONOLITE	FlexConnect Power Supply: Idustrial rated cabinet power adapter (1133-279)	1	$341.60
ASENSE-CONNECT-PWRCBL	ECONOLITE	FlexConnect Power Cord: Cord to connect FlexConnect with cabinet terminal blocks (133-278)	1	$45.14
ASENSE-CONNECT-SDLC	ECONOLITE	FlexConnect Straight Cable (3'): Thru cable to connect FLEX-CONN-M to spare SDLC port (1133-280)	1	$372.10
ASENSE-CONNECT-YCBL	ECONOLITE	FlexConnect Y-Cable: Splitter cable to connect FLEX-CONN-M to existing SDLC port or hub (1133-277)	1	$529.48
ASENSE-CTRL-EXT	ECONOLITE	AccuSense EX Card (1133-250)	1	$884.50
ASENSE-CTRL-M	ECONOLITE	AccuSense Control (rack mount) (1133-243)	1	$4,270.00
ASENSE-CTRL-M-E	ECONOLITE	AccuSense Control (rack mount) with Enhanced Ethernet (1133-244)	1	$6,435.50
ASENSE-ENCLOSURE	ECONOLITE	APCC metal enclosure, shelf mount, 2-slots (1133-275)	1	$976.00
ASENSE-ENCLOSURE-CBL	ECONOLITE	APCC enclosure detector output cable, 10' (1133-276)	1	$305.00
ASENSE-FLX-ANT1	ECONOLITE	Standard External Antenna (1133-254)	1	$457.50
ASENSE-FLX-ANT2	ECONOLITE	Long Range External Antenna (1133-255)	1	$658.80
ASENSE-ISO-2	ECONOLITE	AccuSense Isolator for AcceSense Control	1	$1,143.14
ASENSE-KIT-MTG	ECONOLITE	Universal Mounting Bracket (1133-256)	1	$355.02
ASENSE-MAG2-F	ECONOLITE	Flush-Mount MAG2 Wireless Sensor (Freeways/Arterials/Traffic Signal Control) (1133-261)	1	$1,293.20
ASENSE-MAG2-GR-F	ECONOLITE	Grind Resistant Wireless Sensor (Freeways/Arterials/Traffic Signal Control) (1133-259)	1	$1,293.20
ASENSE-MAG2-GR-T	ECONOLITE	Grind Resistant Wireless Sensor (Traffic Signal Control only) (1133-260)	1	$1,049.20
ASENSE-MAG2-T	ECONOLITE	Flush-Mount MAG2 Wireless Sensor (Traffic Signal Control only) (1133-262)	1	$1,049.20
ASENSE-MR-2	ECONOLITE	Flush-Mount MicroRadar TM Sensor (Bicycle Applications) (1133-263)	1	$1,354.20
ASENSE-RADIO	ECONOLITE	Accusense Radio for AccuSense Control (rack mount) (1133-248)	1	$1,555.50
ASENSE-RPT	ECONOLITE	AccuSense Repeat (1133-251)	1	$3,416.00
ASENSE-RPT-BAT-3	ECONOLITE	Replacement Battery Pack ASENSE-RPT-2YR, ASENSE-RPTFLX-2YR (1133-266)	1	$179.34
ASENSE-RPT-FLX	ECONOLITE	AccuSense Repeat Flex (1133-252)	1	$4,514.00
ATC 340 Cabinet ATC	ECONOLITE	ITS 340 Cabinet	1	$42,090.00
ATC Rack Mount Controller	ECONOLITE	ATC Rack Mount Controller	1	$6,100.00
ATCC model 332 Cabinet No Controller 16/24	ECONOLITE	ATC model 332 Cabinet No Controller	1	$36,600.00
ATCC model 332 Cabinet w/ Controller 16/24	ECONOLITE	ATC model 332 Cabinet w/ Controller	1	$42,700.00
ATCC model 332 Cabinet No Controller 32/48	ECONOLITE	ATC model 332 Cabinet No Controller	1	$40,260.00
ATCC model 332 Cabinet w/ Controller 32/48	ECONOLITE	ATC model 332 Cabinet No Controller	1	$46,360.00

Centracs Annual Services Renewal	ECONOLITE	Centracs Annual Services Renewal	1	
Centracs DCMS	ECONOLITE	Centracs DCMS Module	1	$134,200.00
Centracs Level 1 Server	ECONOLITE	Centracs Level 1 Server	1	$18,300.00
Centracs Level 2 Server	ECONOLITE	Centracs Level 2 Server	1	$36,600.00
Centracs SMA Basic	ECONOLITE	Centracs SMA Basic (25 License)	1	$18,300.00
Centracs 25 Licenses	ECONOLITE	Centracs 25 Licenses	1	$91,500.00
Centracs 50 Licenses	ECONOLITE	Centracs 50 Licenses	1	$152,500.00
Centracs 100 Licenses	ECONOLITE	Centracs 100 Licenses	1	$213,500.00
Centracs Advanced CCTV Module	ECONOLITE	CCTV Module - up to 50 cameras	1	$73,200.00
Centracs BlueToad Module	ECONOLITE	Centracs BlueToad Module	1	$40,260.00
Centracs C-2-C Module	ECONOLITE	Centracs C-2-C	1	$73,810.00
Centracs Edaptive-10	ECONOLITE	10 License of Edaptive, Setup, Includes SPM 1yr	1	$26,840.00
Centracs Edaptive-10-A	ECONOLITE	10 License Annual Service Fee	1	$11,407.00
Centracs Edaptive-25	ECONOLITE	25 License of Edaptive, Setup, Includes SPM 1yr	1	$51,667.00
Centracs Edaptive-25-A	ECONOLITE	25 License Annual Service Fee	1	$28,182.00
Centracs Edaptive-50	ECONOLITE	50 License of Edaptive, Setup, Includes SPM 1yr	1	$92,598.00
Centracs Edaptive-50-A	ECONOLITE	50 License Annual Service Fee	1	$60,390.00
Centracs Edaptive-100	ECONOLITE	100 License of Edaptive, Setup, Includes SPM 1yr	1	$174,460.00
Centracs Edaptive-100-A	ECONOLITE	100 License Annual Service Fee	1	$110,044.00
Centracs Edaptive-200	ECONOLITE	200 License of Edaptive, Setup, Includes SPM 1yr	1	$338,318.20
Centracs Edaptive-200-A	ECONOLITE	200 License Annual Service Fee	1	$221,966.80
Centracs Local Edition 1 Module	ECONOLITE	Centracs L.E. 1 Module	1	$6,710.00
Centracs MMS	ECONOLITE	Centracs MMS 100 or less intersections	1	$73,810.00
Centracs MOE	ECONOLITE	Centracs MOE 1 Module	1	$36,905.00
Centracs SPM-25	ECONOLITE	25 License of SPM, Service Setup, Intersection Setup 1yr.	1	$38,918.00
Centracs SPM-25-A	ECONOLITE	25 License, Annual Service Fee	1	$16,775.00
Centracs SPM-50	ECONOLITE	50 License of SPM, Service Setup, Intersection Setup 1yr.	1	$67,100.00
Centracs SPM-50-A	ECONOLITE	50 License, Annual Service Fee	1	$32,208.00
Centracs SPM-100	ECONOLITE	100 License of SPM, Service Setup, Intersection Setup 1yr.	1	$123,464.00
Centracs SPM-100-A	ECONOLITE	100 License, Annual Service Fee	1	$69,784.00
Centracs SPM-200	ECONOLITE	200 License of SPM, Service Setup, Intersection Setup 1yr.	1	$234,850.00
Centracs SPM-200-A	ECONOLITE	200 License, Annual Service Fee	1	$128,832.00
Centracs Mobility Essentials - 25	ECONOLITE	25 License of Essentials	1	$9,760.00
Centracs Mobility Essentials - 50	ECONOLITE	50 License of Essentials	1	$19,520.00
Centracs Mobility Essentials - 100	ECONOLITE	100 License of Essentials	1	$39,040.00
Centracs Mobility Standard - 25	ECONOLITE	25 License of Standard	1	$18,300.00
Centracs Mobility Standard - 50	ECONOLITE	50 License of Standard	1	$36,600.00
Centracs Mobility Standard - 100	ECONOLITE	100 License of Standard	1	$73,200.00
Centracs Mobility Add On	ECONOLITE	Centracs Mobility Add On		$122,000.00
Centracs Mobility Timing	ECONOLITE	Centracs Mobility Timing - 25 Intersections	1	$12,200.00
Centracs Mobility Edaptive	ECONOLITE	Centracs Mobility Edaptive - 25 Intersections	1	$12,200.00
COB12110120000	ECONOLITE	Cobalt ATC 1100 TS2 Type 1 NEMA Controller (Corpus Christi)	1	$3,733.20
COB21120110000	ECONOLITE	Cobalt G Series, TS1,Receptacle w/ 8MB Datakey, NO Communication	1	$5,813.30
COBC22121200000000	ECONOLITE	Cobalt C Series SM EOS V3.2.13 TS1/TS2-2 8MB Datakey	1	$4,209.00
COBCRM22100000000000	ECONOLITE	Cobalt C-Series RM		$6,710.00
COBGRM22100000000000	ECONOLITE	Cobalt G-Series RM	1	$7,320.00
DEM114	ECONOLITE	Detector Expansion Module-Slave (207-1003-501)	1	$244.00
DEM144	ECONOLITE	Detector Expansion Module-Master (207-1002-501)	1	$414.80
Detector Rack	ECONOLITE	Detector Rack	1	$1,464.00
HHC-7000	ECONOLITE	Coax Modem to Zoom image sensor s/w	1	$793.00
ITS 340 Cabinet (COH)	ECONOLITE	ITS 340 Cabinet	1	$38,820.40
Module Annual SMA	ECONOLITE	Annual SMA for module	1	$33,550.00
Econolite NEMA	ECONOLITE	NEMA Traffic Signal Cabinet		$29,280.00
ADU	EDI	Auxillary Display Unit	1	$841.80
ADU 2220	EDI	Auxillary Display Unit 48VDC	1	$841.80
BIU 700	EDI	Bus Interface Unit	1	$439.20
BIU 700H	EDI	Bus Interface Unit-Half Width	1	$439.20
CMUIP 2122-HV	EDI	Cabinet Monitor Unit with Ethernet Port	1	$1,085.80
CMU-PMG-CARD	EDI	6 & 12 Channel NEMA Program Card	1	$42.70
EDI 200	EDI	Model 200 Load Switch	1	$42.70
EDI 2010ECL	EDI	170/2070 Monitor, EIA232	1	$1,000.40
EDI 2010ECL-115	EDI	170/2070 Monitor, EIA232, 110VAC 50Hz	1	$1,232.20
EDI 2010ECLIP	EDI	170/2070 type Monitor with Ethernet Port	1	$1,293.20
EDI 2018ECLIP	EDI	18 Ch. 2070 type Monitor w/ Ethernet Port	1	$1,439.60

EDI 2018KCLIP	EDI	18 Ch. 2070 type Monitor w/Datakey	1	$1,415.20
EDI 204	EDI	Model 204 Flasher Caltrans	1	$43.92
EDI 210	EDI	170 Caltrans Standard Monitor	1	$719.80
EDI 210C	EDI	170 Standard Monitor	1	$719.80
EDI 210PB	EDI	210/2010 Program Board Standard	1	$70.76
EDI 2202-HV	EDI	HDSPFU Loadswitch/Flasher 120VAC	1	$348.92
EDI 242L	EDI	242 DC Isolator	1	$75.64
EDI 244L	EDI	244L DC Isolator	1	$107.97
EDI 510	EDI	Discrete Load Switch	1	$43.92
EDI 810	EDI	Dual Circuit Type 3 Flasher	1	$42.70
LM222	EDI	2 CH. Rack Mount Detector	1	$148.84
LM622	EDI	2 CH. NEMA TS2 Rack Detector	1	$146.40
LMD222	EDI	2 CH. DFLCT Rack Detector	1	$148.84
LMD224	EDI	4 CH. DFLCT Rack Mount Detector	1	$414.80
LMD301T	EDI	Single Ch. Self Det. w/Deflectometer	1	$292.80
LMD622T	EDI	2 CH. DFLCT Rack TS2 Detector w/Timing	1	$195.20
LMD624	EDI	4 CH. DFLCT TS2 Rack Mount Detector	1	$396.50
LMD624T	EDI	4 CH. DFLCT TS2 Rack Mount Det. w/Timing	1	$463.60
LMH8	EDI	Harness, Loop Monitor, 8 ft, 11 pin	1	$75.64
MMU16E	EDI	16 Ch. Enhanced TS2 NEMA Monitor	1	$1,171.20
MMU16-EXT-CARD	EDI	MMU16E/LE Test Program Card	1	$341.60
MMU16LE-PGM-CARD	EDI	MMU16E/LE Program Card	1	$92.72
MMU2-16LE	EDI	16 Ch. LCD Enhanced TS2 Smart Monitor	1	$1,317.60
MMU2-16LEIP	EDI	16 Ch. LCD Enhanced TS2 Smart Monitor	1	$1,586.00
MONITORKEY-USB	EDI	CMU Data Key Programming Tool	1	$756.40
NSM12E	EDI	12 Ch. Enhanced NEMA Monitor	1	$1,171.20
ORACLE2E	EDI	2 CH. LCD Rack Mount Detector	1	$341.60
ORACLE2EC	EDI	2 CH. LCD R.Mnt Det. With Count Outputs	1	$439.20
ORACLE4E	EDI	4 CH. LCD Rack Mount Detector	1	$485.56
ORACLES1E	EDI	Single CH. LCD Shelf Mount Det	1	$402.60
PS175B	EDI	TS-1 Heavy Duty Rack Power Supply	1	$341.60
PS206L	EDI	Switching Cabinet Power Supply	1	$400.16
PS216EP-2412	EDI	Model 216EP-2412 Cabinet Power Supply	1	$902.80
PS250	EDI	TS-2 Heavy Duty Cabinet Power Supply	1	$707.60
R-TR-200 (**RENO Product**)	EDI	Flash Transfer Relay	1	$46.36
SIU 2218	EDI	Serial Interface Unit Hald Width	1	$427.00
SSM12LE	EDI	12 Ch. LCD Enhanced NEMA Monitor	1	$1,207.80
SSM12LEC	EDI	12 Ch. LCD Enh. NEMA Mon w/EPAC Comm.	1	$1,366.40
SSM12LEIP	EDI	12 CH. LCD Enhanced NEMA Mon w/ethernet	1	$1,466.44
ASC/3 "D" Cable	HENKE	With Preempt Only	1	$109.80
CIP Main ACP340	HENKE	CIP Main ACP340	1	$348.92
CX06-M LPU (HE75CXR)	HENKE / EDCO	Surge Suppressor	1	$128.10
DIN 12010-10	HENKE	Dinrail 10 Cam (No CX06's)	1	$951.60
DIN 12010-3	HENKE	Dinrail 3 Cam (No CX06's)	1	$652.70
DIN 12010-4	HENKE	Dinrail 4 Cam (No CX06's)	1	$689.30
DIN 12010-5	HENKE	Dinrail 5 Cam (No CX06's)	1	$725.90
DIN 12010-6	HENKE	Dinrail 6 Cam (No CX06's)	1	$762.50
DIN 12010-7	HENKE	Dinrail 7 Cam (No CX06's)	1	$799.10
DIN 12010-8	HENKE	Dinrail 8 Cam (No CX06's)	1	$884.50
GPS 16X HVS	GARMIN	GPS unit with Cable and Connector	1	$256.20
LMR240				
CAB-0032TN	INTUICOM	3 Foot Coxial Cable with N(M) to TNC(M) Connector, 1 dB loss,0.24" diameter	LF	$95.16
CAB-0032NN	INTUICOM	3 Foot Coxial Cable with N(M) type Connector, 1 dB loss,0.24" diameter	LF	$95.16
CAB-0062NN	INTUICOM	6 Foot Coxial Cable with N(M) type Connector, 1 dB loss,0.24" diameter	LF	$98.82
CAB-0102NN	INTUICOM	10 Foot Coxial Cable with N(M) type Connector, 1 dB loss,0.24" diameter	LF	$125.66
LMR400				
CAB-0104NN	INTUICOM	10 Foot Coxial Cable with N(M) type Connector, 1 dB loss,0.4" diameter	LF	$125.66
CAB-0204NN	INTUICOM	20 Foot Coxial Cable with N(M) type Connector, 1 dB loss,0.4" diameter	LF	$189.10
CAB-0304NN	INTUICOM	30 Foot Coxial Cable with N(M) type Connector, 2 dB loss,0.4" diameter	LF	$219.60
CAB-0504NN	INTUICOM	50 Foot Coxial Cable with N(M) type Connector, 2 dB loss,0.4" diameter	LF	$292.80
CAB-0754NN	INTUICOM	75 Foot Coxial Cable with N(M) type Connector, 3 dB loss,0.4" diameter	LF	$326.96
CAB-1004NN	INTUICOM	100 Foot Coxial Cable with N(M) type Connector, 4 dB loss,0.4" diameter	LF	$390.40

CAB-LMR 400	INTUICOM	LMR 0.4" Diameter Coaxial Cable, No Connectors, Cost per Foot	LF	$3.66
LMR600				
CAB-LMR 600	INTUICOM	Cable | Per Foot Coaxial Cable LMR600| 1 dB Loss - 0.6" Diameter ~ Excludes: N(M) Connectors	LF	$9.76
CAT5E				
CAB-CAT5E	INTUICOM	Cable | Per Foot Custom - Outdoor Ethernet CAT5 ~ Includes: RJ45 Shielded Connectors	LF	$2.44
CONNECTORS				
EZ-400-NMH-D	INTUICOM	Cable | Connector - Crimp Style for LMR400 Coaxial Cable	1	$25.62
EZ-600-NMH-D	INTUICOM	Cable | Connector - Crimp Style for LMR 600 Coaxial Cable	1	$50.02
FIP4-RJ45-C5E	INTUICOM	Cable | Connector - CAT5E RJ45 Shielded for Outdoor Ethernet CAT5	1	$4.88
ECHO-KIT	ISS	RTMS ECHO side-fire radar unit includes mounting bracket and 50' CAT5e cable	1	$7,503.00
ITS-ISS-ECHO-SP	ISS	Surge Panel for RTMS ECHO	1	$780.80
AID-WW-710	ISS	Wrong Way vehicle detection system includes wrong way detection processor, multi-lens camera, camera mounting bracket, countermeasure activation module, and 120 VAC power supply. Alert Trust must be included.	1	$10,516.40
AID-WW-AT-720	ISS	Alert Trust certified monitoring for one (1) yaer agreement. Pricing is per year, per site.	1	$2,623.00
USB Mouse	LOGITECH	USB Mouse	1	$34.16
M27164	McCAIN	Mount Clamshell - Black	1	$113.46
M27168	McCAIN	Mount Clamshell - Yellow	1	$113.46
M31825	McCAIN	16" Ped Sig AL - Yellow	1	$292.80
M31826	McCAIN	16" Ped Sig AL - Black	1	$292.80
M64947	McCAIN	16" Ped Sig Poly Yellow or Black	1	$211.06
578-1	Mitchell Tech. (Western Systems)	8 Phase Display, Standard Cable	1	$854.00
578-1A	Mitchell Tech. (Western Systems)	8 Phase Display, Quick Connect Option	1	$921.10
578-1B	Mitchell Tech. (Western Systems)	Spare Quick Connect Accessory Cable for models 578-1A, 578F-1A, 578NT-1A	1	$176.90
578-2B	Mitchell Tech. (Western Systems)	Spare Quick Connect Accessory Cable for models 578-2A	1	$146.40
578F-1	Mitchell Tech. (Western Systems)	8 Phase Display, Yellow Flashing Arrow, Standard Cable	1	$951.60
578F-1A	Mitchell Tech. (Western Systems)	8 Phase Display, Yellow Flashing Arrow, Quick Connect Option	1	$1,146.80
578NT-1	Mitchell Tech. (Western Systems)	8 Phase Intersection Layout Display, Standard Cable	1	$951.60
578NT-1A	Mitchell Tech. (Western Systems)	8 Phase Intersection Layout Display, Quick Connect Option	1	$1,146.80
578-2	Mitchell Tech. (Western Systems)	4 Overlap & 4 Auxillary Display, Standard Cable	1	$555.10
578-2A	Mitchell Tech. (Western Systems)	4 Overlap & 4 Auxillary Display, Quick Connect Option	1	$683.20
STS-22DC1	ORANGE TRAFFIC	GPS Time Sync Kit, DC, RS-232 with GPS Antenna, 6' cable	1	$1,085.80
24 HR - AC-TX AC Flasher Cabinet Full Assembly	PARADIGM TRAFFIC SYSTEMS	AC Flasher Cabinet Assy consisting of flasher cabinet, mount, 20' Ped Pole Assembly,and 2 Yellow Beacons(VAC)	1	$4,880.00
24 HR - DC, Solar -TX Solar Flasher Cabinet and solar components	PARADIGM TRAFFIC SYSTEMS	Solar Flasher Assy consisting of solar flasher cabinet, solar components, 20' Ped Pole Assembly, and 2 Yellow Beacons(VDC)	1	$6,710.00
A6001640TXDT	PARADIGM TRAFFIC SYSTEMS	Ground Box, 17"x30"x18" 20K Rating	1	$4,270.00
A6001640X22	PARADIGM TRAFFIC SYSTEMS	Ground Box, 17"x30"x22"	1	$4,270.00
AN22Y33BATT44ERY Level 1	PARADIGM TRAFFIC SYSTEMS	Battery	1	$610.00
AN22Y33BATT44ERY Level 2	PARADIGM TRAFFIC SYSTEMS	Battery	1	$2,440.00
AN22Y33BATT44ERY Level 3	PARADIGM TRAFFIC SYSTEMS	Battery	1	$6,100.00
Analytics System	PARADIGM TRAFFIC SYSTEMS	Analytics System	Per Intersection	$91,500.00
Applicator	PARADIGM TRAFFIC SYSTEMS	Applicator	1	$884.50
ATCC Key Burner	PARADIGM TRAFFIC SYSTEMS	ATCC Key Burner	1	$1,464.00
Uninterruptible Power Supply	PARADIGM TRAFFIC SYSTEMS	UPS System	1	$14,640.00
Uninterruptible Power Supply Miscellaneous Component	PARADIGM TRAFFIC SYSTEMS	UPS System Components	1	$4,270.00
BATTERY TESTER KIT	PARADIGM TRAFFIC SYSTEMS	Battery Tester Kit w/Tester, Probes, Case	1	$10,980.00
Cabinet Display Unit	PARADIGM TRAFFIC SYSTEMS	Cabinet Display Unit	1	$1,220.00
Cable Level 1	PARADIGM TRAFFIC SYSTEMS	Cable	Ft	$2.44
Cable Level 2	PARADIGM TRAFFIC SYSTEMS	Cable	Ft	$6.10
Cable Level 3	PARADIGM TRAFFIC SYSTEMS	Cable	Ft	$18.30
COMPUTER Level 1	PARADIGM TRAFFIC SYSTEMS	Computer Component	1	$610.00
COMPUTER Level 2	PARADIGM TRAFFIC SYSTEMS	Computer Component	1	$6,100.00
COMPUTER Level 3	PARADIGM TRAFFIC SYSTEMS	Computer Component	1	$24,400.00
DATA KEY 8MB	PARADIGM TRAFFIC SYSTEMS	Data Key/Jump Drive 8MB	1	$146.40

DSRC Radio	PARADIGM TRAFFIC SYSTEMS	5.9GHZ radio for V2V	1	$6,954.00
Expoxy Tube	PARADIGM TRAFFIC SYSTEMS	Expoxy Tube each	1	$213.50
Level 1 Ethernet Switch	PARADIGM TRAFFIC SYSTEMS	Level 1 Ethernet Switch	1	$1,342.00
Level 2 Ethernet Switch	PARADIGM TRAFFIC SYSTEMS	Level 2 Ethernet Switch	1	$2,013.00
Level 3 Ethernet Switch	PARADIGM TRAFFIC SYSTEMS	Level 3 Ethernet Switch	1	$4,270.00
Level 4 Ethernet Switch	PARADIGM TRAFFIC SYSTEMS	Level 4 Ethernet Switch	1	$9,760.00
Level 5 Ethernet Switch	PARADIGM TRAFFIC SYSTEMS	Level 5 Ethernet Switch	1	$34,160.00
Level 6 Ethernet Switch	PARADIGM TRAFFIC SYSTEMS	Level 6 Ethernet Switch	1	$67,100.00
Level 1 Miscellaneous Traffic Component	PARADIGM TRAFFIC SYSTEMS	Miscellaneous Traffic Component	1	$122.00
Level 2 Miscellaneous Traffic Component	PARADIGM TRAFFIC SYSTEMS	Miscellaneous Traffic Component	1	$427.00
Level 3 Miscellaneous Traffic Component	PARADIGM TRAFFIC SYSTEMS	Miscellaneous Traffic Component	1	$1,220.00
Level 4 Miscellaneous Traffic Component	PARADIGM TRAFFIC SYSTEMS	Miscellaneous Traffic Component	1	$7,320.00
Level 5 Miscellaneous Traffic Component	PARADIGM TRAFFIC SYSTEMS	Miscellaneous Traffic Component	1	$12,200.00
LED Component	PARADIGM TRAFFIC SYSTEMS	LED Component	1	$6,100.00
MISCANYCAB	PARADIGM TRAFFIC SYSTEMS	Miscellaneous Cabinet Equipment	1	$48,800.00
MISCSOL25	PARADIGM TRAFFIC SYSTEMS	Miscellaneous Solar Equipment	1	$6,100.00
MONITOR	PARADIGM TRAFFIC SYSTEMS	Wall Mount Monitor	1	$4,270.00
Nema Traffic Signal Cabinet Assembly	PARADIGM TRAFFIC SYSTEMS	Nema Traffic Signal Cabinet Assembly	1	$25,620.00
Powder Coating	PARADIGM TRAFFIC SYSTEMS	Powder Coat	Per Each	$2,440.00
PTSI ATCC Cabinet No Controller	PARADIGM TRAFFIC SYSTEMS	ATC Cabinet No Controller	1	$42,700.00
PTSI ATCC Cabinet w/ Controller	PARADIGM TRAFFIC SYSTEMS	ATC Cabinet w/ Controller	1	$48,800.00
PTSI Cabinet Rehab	PARADIGM TRAFFIC SYSTEMS	Cabinet Rehab	1	$30,500.00
PTSI Pole Mount Cab	PARADIGM TRAFFIC SYSTEMS	Pole Mount Cabinet	1	$26,840.00
PTSI Ground Mount Cab	PARADIGM TRAFFIC SYSTEMS	Ground Mount Cabinet	1	$26,840.00
PTSI-340 NEMA-TS-1	PARADIGM TRAFFIC SYSTEMS	University Park Cabinet with 4 doors to include; controller, plug-ins, MMU2, BBU System	1	$42,700.00
PTSI-340NEMA TS1	PARADIGM TRAFFIC SYSTEMS	TS1 Cabinet Assy	1	$28,060.00
PTSI-Duncanville P44 Cabinet Assembly	PARADIGM TRAFFIC SYSTEMS	PTSI-Duncanville P44 Cabinet Assembly Double Door, No Controller, No Power Supply, No MMU, No Detectors, Only 2 BIU's	1	$24,400.00
PTZ / CCTV CAMERA ASSEMBLY	PARADIGM TRAFFIC SYSTEMS	PTZ / CCTV Camera	1	$9,760.00
900 MHz to 5.8 GHz Radio	PARADIGM TRAFFIC SYSTEMS	Radio	1	$4,880.00
Radio Antenna	PARADIGM TRAFFIC SYSTEMS	Radio Antenna	1	$3,050.00
Radio Data Transciever	PARADIGM TRAFFIC SYSTEMS	Radio Data Transciever	1	$3,660.00
Radio Miscellaneous	PARADIGM TRAFFIC SYSTEMS	Radio Miscellaneous	1	$732.00
RRFB System	PARADIGM TRAFFIC SYSTEMS	RRFB System	1	$15,250.00
Screw in Anchor	PARADIGM TRAFFIC SYSTEMS	Screw-In Anchor for Ped Poles	1	$1,952.00
Signal Head, Complete, 3 Sec - No Hardware	PARADIGM TRAFFIC SYSTEMS	3 Section Signal Head w/ Tunnel Visor, LED & Bkplt	1	$872.30
Signal Head, Complete, 4 Sec - No Hardware	PARADIGM TRAFFIC SYSTEMS	4 Section Signal Head w/ Tunnel Visor, LED & Bkplt	1	$1,305.40
Signal Head, Complete, 5 Sec - No Hardware	PARADIGM TRAFFIC SYSTEMS	5 Section pignal Head w/ Tunnel Visor, LED & Bkplt	1	$1,793.40
Solar Panel - For SZF / RDSD FLSH BCN	PARADIGM TRAFFIC SYSTEMS	Solar Panel	1	$488.00
Solar Panel / Top of Pole Mount	PARADIGM TRAFFIC SYSTEMS	Side of Pole Mount for Solar Panel	1	$366.00
SYSTEM PROGRAMMER	PARADIGM TRAFFIC SYSTEMS	System Programmer	1	$6,100.00
TECH BUCKET	PARADIGM TRAFFIC SYSTEMS	Certified Traffic Signal Technician with Bucket Truck	Hourly	$915.00
TECH CONTDBASECONV	PARADIGM TRAFFIC SYSTEMS	Controller Data Base Conversion	Per Each	$1,220.00
TECH CRTRLTIMING	PARADIGM TRAFFIC SYSTEMS	Programming of Traffic Signal Controllers	Hourly	$366.00
TECH FIELD SERVICES	PARADIGM TRAFFIC SYSTEMS	Field Service Technician	Hourly	$366.00
TECH ON-SITE TRAINING	PARADIGM TRAFFIC SYSTEMS	Training on-site Technician	Hourly	$366.00
TECH SYSTEM INTEGRATION	PARADIGM TRAFFIC SYSTEMS	System Integration	Hourly	$366.00
TECH TMC TRAINING	PARADIGM TRAFFIC SYSTEMS	Traffic Management Center Operator Training	Hourly	$366.00
TOWERCLIMB	PARADIGM TRAFFIC SYSTEMS	Tower Climb with Equipment Installation	1	$12,200.00
Traffic Controller	PARADIGM TRAFFIC SYSTEMS	Traffic Controller	1	$9,150.00
Video Modem	PARADIGM TRAFFIC SYSTEMS	Video Modem	1	$3,660.00
Modem Connectivity	PARADIGM TRAFFIC SYSTEMS	Modem Connectivity	Per Year	$2,440.00
Video Monitor with Power Supply	PARADIGM TRAFFIC SYSTEMS	Video Monitor with Power Supply	1	$274.50
Traffic Detection System 1 Approach	PARADIGM TRAFFIC SYSTEMS	Traffic Detection System 1 Approach	1	$17,080.00
Traffic Detection System 2 Approach	PARADIGM TRAFFIC SYSTEMS	Traffic Detection System 2 Approach	1	$24,400.00
Traffic Detection System 3 Approach	PARADIGM TRAFFIC SYSTEMS	Traffic Detection System 3 Approach	1	$32,940.00
Traffic Detection System 4 Approach	PARADIGM TRAFFIC SYSTEMS	Traffic Detection System 4 Approach	1	$42,700.00
Traffic Detection System 5 Approach	PARADIGM TRAFFIC SYSTEMS	Traffic Detection System 5 Approach	1	$52,460.00
Traffic Detection System 6 Approach	PARADIGM TRAFFIC SYSTEMS	Traffic Detection System 6 Approach	1	$57,340.00
Traffic Detection System 7 Approach	PARADIGM TRAFFIC SYSTEMS	Traffic Detection System 7 Approach	1	$62,220.00
Traffic Detection System 8 Approach	PARADIGM TRAFFIC SYSTEMS	Traffic Detection System 8 Approach	1	$67,100.00
Traffic Detector	PARADIGM TRAFFIC SYSTEMS	Traffic Detector	1	$14,640.00
Traffic System Processor	PARADIGM TRAFFIC SYSTEMS	Traffic System Processor	1	$9,760.00
Advanced Traffic Management System	PARADIGM TRAFFIC SYSTEMS	ATMS (25 Licenses)	1	$122,000.00
Advanced Traffic Management System	PARADIGM TRAFFIC SYSTEMS	ATMS (100 Licenses)	1	$274,500.00

HSS81*001FO, PEEK, 1-SEC, AL, EMPTY(YEL)	PEEK	Signal Alum 1-Sec, Yellow	1	$119.56
HSS81*001FO, PEEK, 1-SEC, AL, EMPTY(BLK)	PEEK	Signal Alum 1-Sec, Black	1	$119.56
PSS81*001FO, PEEK, 1-SEC, PL, EMPTY(YEL)	PEEK	Signal Poly 1-Sec, Yellow	1	$102.48
PSS81*001FO, PEEK, 1-SEC, PL, EMPTY(BLK)	PEEK	Signal Poly 1-Sec, Black	1	$102.48
HSS82*002FO, PEEK, 2-SEC, AL, EMPTY(YEL)	PEEK	Signal Alum 2-Sec, Yellow	1	$158.60
HSS82*002FO, PEEK, 2-SEC, AL, EMPTY(BLK)	PEEK	Signal Alum 2-Sec, Black	1	$158.60
PSS82*002FO, PEEK, 2-SEC, PL, EMPTY(YEL)	PEEK	Signal Poly 2-Sec, Yellow	1	$207.40
PSS82*002FO, PEEK, 2-SEC, PL, EMPTY(BLK)	PEEK	Signal Poly 2-Sec, Black	1	$207.40
HSS83*003FO, PEEK, 3-SEC, AL, ALL EMPTY, HZ OR	PEEK	Signal Alum 3-Sec, Yellow	1	$259.86
HSS83*003FO, PEEK, 3-SEC, AL, ALL EMPTY, HZ OR	PEEK	Signal Alum 3-Sec, Black	1	$259.86
PSS83*003FO, PEEK, 3-SEC, PL, ALL EMPTY, HZ OR	PEEK	Signal Poly 3-Sec, Yellow	1	$204.96
PSS83*003FO, PEEK, 3-SEC, PL, ALL EMPTY, HZ OR	PEEK	Signal Poly 3-Sec, Black	1	$204.96
HSS84*004FO, PEEK, 4-SEC, AL, ALL EMPTY, HZ OR	PEEK	Signal Alum 4-Sec, Yellow	1	$396.50
HSS84*004FO, PEEK, 4-SEC, AL, ALL EMPTY, HZ OR	PEEK	Signal Alum 4-Sec, Black	1	$384.30
PSS84*004FO, PEEK, 4-SEC, PL, ALL EMPTY, HZ OR	PEEK	Signal Poly 4-Sec, Yellow	1	$298.90
PSS84*004FO, PEEK, 4-SEC, PL, ALL EMPTY, HZ OR	PEEK	Signal Poly 4-Sec, Black	1	$329.40
HSS85*005FO, PEEK, 5-SEC, AL, ALL EMPTY, HZ OR	PEEK	Signal Alum 5-Sec, Yellow	1	$458.72
HSS85*005FO, PEEK, 5-SEC, AL, ALL EMPTY, HZ OR	PEEK	Signal Alum 5-Sec, Black	1	$458.72
PSS85*005FO, PEEK, 5-SEC, PL, ALL EMPTY, HZ OR	PEEK	Signal Poly 5-Sec, Yellow	1	$330.62
PSS85*005FO, PEEK, 5-SEC, PL, ALL EMPTY, HZ OR	PEEK	Signal Poly 5-Sec, Black	1	$330.62
0700487*, PEEK, 12" AL TUNNEL VISOR(YEL)	PEEK	12" Alum Tunnel Visor, Yellow	1	$30.50
0700487*, PEEK, 12" AL TUNNEL VISOR(BLK)	PEEK	12" Alum Tunnel Visor, Black	1	$30.50
0700493*, PEEK, 12" PL TUNNEL VISOR(YEL)	PEEK	12" Poly Tunnel Visor, Yellow	1	$18.30
0700493*, PEEK, 12" PL TUNNEL VISOR(BLK)	PEEK	12" Poly Tunnel Visor, Black	1	$18.30
S400000, 1-Sec AL Backplate	PEEK	Backplate Alum 1-Sec	1	$64.33
S400005, 1-Sec AL Backplate LOUVERED	PEEK	Backplate Alum 1-Sec LOUVERED	1	$69.54
S400001, 2-Sec AL Backplate	PEEK	Backplate Alum 2-Sec	1	$70.76
S400006, 2-Sec AL Backplate LOUVERED	PEEK	Backplate Alum 2-Sec LOUVERED	1	$76.86
S400002, 3-Sec AL Backplate	PEEK	Backplate Alum 3-Sec	1	$81.74
S400007, 3-Sec AL Backplate LOUVERED	PEEK	Backplate Alum 3-Sec LOUVERED	1	$87.84
PEEK, 3-Sec AL Backplate w/ 2" Reflective Tape	PEEK	Backplate Alum 3-Sec w/ 2" Reflective Tape	1	$102.48
PEEK, 3-Sec AL Backplate LOUVERED w/ 2" Reflective	PEEK	Backplate Alum 3-Sec LOUVERED w/ 2" Reflective Tape	1	$114.68
PEEK, 3-Sec AL Backplate Louvered HAWK w/ 2" Reflective	PEEK	Backplate Alum 3-Sec LOUVERED HAWK w/ 2" Reflective Tape	1	$167.14
S400008, 4-Sec AL Backplate	PEEK	Backplate Alum 4-Sec	1	$106.14
S400011, 4-Sec AL Backplate LOUVERED	PEEK	Backplate Alum 4-Sec, LOUVERED	1	$111.02
PEEK, 4-Sec AL Backplate w/ 2" Reflective Tape	PEEK	Backplate Alum 4-Sec, w/ 2" Reflective Tape	1	$140.30
PEEK, 4-Sec AL Backplate LOUVERED w/ 2" Reflective	PEEK	Backplate Alum 4-Sec, LOUVERED w/ 2" Reflective Tape	1	$145.18
S400004, 5-Sec AL Backplate	PEEK	Backplate Alum 5-Sec	1	$128.10
S400012, 5-Sec AL Backplate LOUVERED	PEEK	Backplate Alum 5-Sec, LOUVERED	1	$134.20
500006, 5-Sec Aluminum Cluster (2 piece)(Louvered)	PEEK	Backplate Alum 5-Sec, Cluster, 2-Piece LOUVERED	1	$170.80
PEEK, 5-Sec Aluminum w/ 2" Reflective Tape	PEEK	Backplate Alum 5-Sec, w/ 2" Reflective Tape	1	$172.02
PEEK, 5-Sec Aluminum LOUVERED w/ 2" Reflective Tape	PEEK	Backplate Alum 5-Sec, LOUVERED, w/ 2" Reflective Tape	1	$178.12
PEEK, 5-Sec Aluminum Dog House w/ 2"Reflective Tape	PEEK	Backplate Alum 5-Sec, Dog House w/ 2" Reflective Tape	1	$204.96
AB-0163-84	PELCO	3/4"-14 NPT, 84" Galv Cable Mnt	1	$68.32
AB-0508-PNC	PELCO	Gusseted Tube Extender, Alum	1	$46.36
AB-2003-46	PELCO	Tube Gussetted 46" 3 Sec	1	$54.90
AB-2003-58	PELCO	Tube Gussetted 58" 4 Sec	1	$650.26
AB-2003-74	PELCO	Tube Gussetted 74" 5 Sec	1	$80.52
AB-2007-74-PNC	PELCO	GUSSETED TUBE & VINAL INSERT	1	$89.06
AB-3055-62	PELCO	Astro-Brac Tallon 62"	1	$183.00
AB-4005-PNC	PELCO	1-Way, 8 1/2" CTC, SS Washer, Alu,	1	$67.10
AP-1087-P34	PELCO	ITC Handhole 4-3/4"X27", ABS Blk	1	$81.74
AS-0125-3-62-PNC	PELCO	MOUNTING ASSEMBLY FOR THREE-SECTION, 12 IN SIGNAL HEAD - 1 WAY CBL MNT	1	$234.24
AS-0125-4-62-PNC	PELCO	MOUNTING ASSEMBLY FOR FOUR-SECTION, 12 IN SIGNAL HEAD - 1 WAY CBL MNT	1	$246.44
AS-0125-5-62-PNC	PELCO	MOUNTING ASSEMBLY FOR FIVE-SECTION, 12 IN SIGNAL HEAD - 1 WAY CBL MNT	1	$253.76
AS-0128-24-29-PNC	PELCO	SIGN MOUNTING BRACKET	1	$215.94
AS-0166-58-120	PELCO	Camera Bracket	1	$311.10
AS-0166-58-62	PELCO	Camera Mounting Bracket	1	$296.46
AS-3004-42	PELCO	BAND MOUNT CLAMP KIT	1	$158.60
AS-3009-84	PELCO	CABLE MOUNT CLAMP KIT	1	$131.76
AS-3009-96	PELCO	96" Galv Cablr Mount, Alum	1	$134.20
AS-3009-120	PELCO	120" Galv Cablr Mount, Alum	1	$146.40
AS-3009-144	PELCO	144" Galv Cablr Mount, Alum	1	$152.50

BK-1003-C-PNC, 12" 3-Sec, ABS - TCT for PEEK	PELCO	Backplate 3-Sec, VF' ABS, Peek	1	$92.72
BK-1003-C-RT2-PNC, 2" Reflective Tape, VF, 3-Sec 12", ABS - TCT for PEEK	PELCO	Backplate 3-Sec, VF' ABS, w/ 2" Reflective Tape Peek	1	$173.24
BK-1003-L3L4-RT2-PNC	PELCO	Backplate 3-Sec, VF ' Reflective Tape, ABS, Econolite	1	$136.64
BK-1004-C-PNC, 12" 4-Sec, ABS - TCT for PEEK	PELCO	Backplate 4-Sec, VF' ABS, Peek	1	$120.78
BK-1004-C-RT2-PNC, 2" Reflective Tape, VF, 4-Sec 12", ABS - TCT for PEEK	PELCO	Backplate 4-Sec, VF' ABS, w/ 2" Reflective Tape Peek	1	$143.96
BK-1004-L3L4-RT2-PNC	PELCO	Backplate 3-Sec, VF' ABS, Peek	1	$168.36
BK-1005-C-PNC, 12" 5-Sec, ABS - TCT for PEEK	PELCO	Backplate 5-Sec, VF' ABS, Peek	1	$131.76
BK-1005-C-RT2-PNC, 2" Reflective Tape, VF, 5-Sec 12", ABS - TCT for PEEK	PELCO	Backplate 5-Sec, VF' ABS, w/ 2" Reflective Tape Peek	1	$159.82
BK-1007-C-PNC, 12" 5-Sec Cluster, 16" CTC, ABS - TCT for	PELCO	Backplate 5-Sec. Cluster VF' ABS, Peek	1	$189.10
BK-1007-C-RT2-PNC, 2" Reflective Tape, VF, 5-Sec Cluster, 16" CTC, ABS -	PELCO	Backplate 5-Sec. Cluster VF' ABS, w/ 2" Reflective Tape Peek	1	$189.10
BK-5003-C-PNC, Louvered, VF, 12" 3-Sec, ABS -TCT, for	PELCO	Backplate 3-Sec, VF' ABS, LOUVERED	1	$117.12
GL-1010	PELCO	Louver 12" GPL	1	$286.70
Paint Adder	PELCO	Astro-Brac Arm Kits	1	$14.64
Paint Adder	PELCO	Astro-Brac Assembly, Complete	1	$43.92
Paint Adder	PELCO	Astro-Brac Clamp Kit	1	$14.64
Paint Adder	PELCO	Astro-Brac Tubes (Gusseted Tubes)	1	$14.64
Paint Adder	PELCO	Pedestal Base	1	$36.60
Paint Adder	PELCO	Pole Caps	1	$14.64
Paint Adder	PELCO	Pole Collars	1	$21.96
Paint Adder	PELCO	Poles, per ft.	1	$7.32
PB-0604-ZN1	PELCO	Driver Adapter	1	$164.70
PB-5100-10	PELCO	Pole, Alum 10' Min. purchase is 10 units	1	$359.90
PB-5100-15	PELCO	Pole, Alum 15' Min. purchase is 10 units	1	$536.80
PB-5100-20	PELCO	Pole, Alum 20' Min. Purchase is 10 units	1	$713.70
PB-5102-04	PELCO	Sch 80 X 4', Spun Alum Min. Purchase 10 Units	1	$219.60
PB-5102-10	PELCO	Sch 80 X 10', Spun Alum Min. purchase is 10 units	1	$549.00
PB-5102-12	PELCO	Sch 80 X 12', Spun Alum Min. purchase is 10 units	1	$658.80
PB-5102-15	PELCO	Sch 80 X 15', Spun Alum Min. Purchase is 10 units	1	$823.50
PB-5102-20	PELCO	Sch 80 X 20', Spun Alum Min. Purchase is 10 units	1	$1,098.00
PB-5306	PELCO	Anchor Bolt Set of 4	1	$73.20
PB-5325	PELCO	Collar Assy	1	$103.70
PB-5334	PELCO	Square, w, Alum door, Alum	1	$237.90
PB-5356-PNC	PELCO	UNIVERSAL HAND HOLE COVER ASSY., HAND HOLE SIZES FROM 2 3/4" X 4 1/2 TO 5'X8"	1	$43.92
PB-5364	PELCO	Hardware Kit, 7-3/4"to 14-3/4" Fondation Anchor Assy.	1	$603.90
PB-5401	PELCO	Pole Cap For 4-1/2" OD Pole, Alum, Acorn	1	$24.40
PELCO COMPONENT LEVEL 1	PELCO	Micellaneous Hardware Component - Unspecified	1	$213.50
PELCO COMPONENT LEVEL 2	PELCO	Micellaneous Hardware Component - Unspecified	1	$366.00
PELCO COMPONENT LEVEL 3	PELCO	Micellaneous Hardware Component - Unspecified	1	$732.00
PELCO COMPONENT LEVEL 4	PELCO	Micellaneous Hardware Component - Unspecified	1	$1,830.00
PELCO COMPONENT LEVEL 5	PELCO	Micellaneous Hardware Component - Unspecified	1	$3,660.00
SE-0338	PELCO	1/2" Wide Slot, U-Bolts, Galv Iron	1	$42.70
SE-0371	PELCO	Span-Wire Adapter w/Stainless Bushing, Alum	1	$26.84
SE-0507-06	PELCO	6" Long, Alum	1	$12.20
SE-0507-06-PNC	PELCO	6" Long, Alum	1	$12.20
SE-0507-11-PNC	PELCO	11" Long, Alum	1	$14.64
SE-0507-16	PELCO	16" Long, Alum	1	$14.64
SE-0507-19	PELCO	19" Long, Alum	1	$18.30
SE-0507-36	PELCO	36" Long, Alum	1	$24.40
SE-0507-40	PELCO	40" Long, Alum	1	$43.92
SE-0507-72	PELCO	72" Long, Alum	1	$46.36
SE-0543-PNC	PELCO	10 Hole Extender Connector	1	$21.96
SE-2132-15-M-PXX	PELCO	9x15 Ped Button Assy	1	$176.90
SE-2142-P34	PELCO	Mod. to Round Button 9"X15", Alum	1	$109.80
SE-2171-PXX	PELCO	Adapter, 9" x 12", Intelli-Cross, Alum	1	$30.50
SE-2174-PXX	PELCO	Adapter, 9" x 15", Intelli-Cross, Alum	1	$46.36
SE-2180-04-PNC	PELCO	Extender for Intellicross Button Assy.	1	$163.48
SE-2180-06-PNC	PELCO	Extender for Intellicross Button Assy.	1	$163.48
SE-2180-12-PNC	PELCO	Extender for Intellicross Button Assy.	1	$152.50
SE-2180-16-PNC	PELCO	Extender for Intellicross Button Assy.	1	$158.60
SE-2509	PELCO	L-Shaped w/Hardware, Alum	1	$9.76

SE-2512	PELCO	Stabilizer Bar w/Hardware, Alum	1	$36.60
SE-2900-PXX	PELCO	APS Assy, Intelli-Cross, Single Arrow, 5" x 7 3/4", Alum - Standard MUTCD settings	1	$884.50
SE-3054	PELCO	SIGNAL CLOSURE KIT	1	$6.10
SE-3151-P29	PELCO	SPAN WIRE HANGER ASSEMBLY, YELLOW	1	$134.20
SE-5024-11-PNC	PELCO	SPAN WIRE HANGER ASSY W/ TRI-STUD WIRE OUTLETBODY & TETHER, UNPAINTED	1	$173.24
SE-5053	PELCO	Tri-Bolt, Alum	1	$67.10
SE-5058-PNC	PELCO	TETHER ASSEMBLY, BREAK AWAY	1	$35.38
SE-5111	PELCO	90° J-Bolt Clamp, Alum	1	$103.70
SE-6170-2-PNC	PELCO	Arrow, Double for APS Push Button, w/Hardware, Alum, Gloss Black	1	$18.30
SE-6172-PNC	PELCO	CIU-C, Communication Interface Unit, Compact	1	$1,952.00
SE-6175-PXX	PELCO	Sound Baffle	1	$3.66
SE-6190-TX-PNC	PELCO	PIM, Power Interface Module (for replacement only)	1	$359.90
SF-1074-15-L-4H-PNC	PELCO	9x15 Ped Sign Countdown Right	1	$67.10
SF-1074-15-R-4H-PNC	PELCO	9x15 Ped Sign Countdown Left	1	$67.10
SH-0206-1.5	PELCO	(1-7/8" OD) Pipe, Set of 2, Alum	1	$42.70
SH-0206-2	PELCO	(2-3/8" OD) Pipe, Set of 2, Alum	1	$32.94
SH-0206-2.5	PELCO	(2-7/8" OD) Pipe, Set of 2, Alum	1	$32.94
SH-0206-4	PELCO	(4-1/2" OD) Pipe, Set of 2, Alum	1	$32.94
SH-0514	PELCO	1-Piece, Tilt & Pan, Alum	1	$48.80
SM-0286-42	PELCO	Confirmation Light	1	$174.46
SM-0321-CL-84-SS	PELCO	w/Clear Globe, Astro Mini-Brac, w/84 Stainless Cable, Alum	1	$231.80
SM-0906-ZN2	PELCO	7/16"-14X3/4" NPT, Iron, Zinc 2	1	$20.74
SP-1014-TX	PELCO	Square Alum Base	1	$256.20
SP-3004-TX-P29	PELCO	UPPER & LOWER SIDE OF STEEL POLE ASSEMBLY	1	$135.42
SP-3009-TX-P29	PELCO	UPPER & LOWER SIDE OF WOOD POLE ASSEMBLY	1	$151.28
SP-5912-08-P29	PELCO	PEDESTRIAN PUSH BUTTON ASSEMBLY, ADA APPROVED	1	$169.58
US-8120-21-SS	PELCO	.075" Thick, Stainless (50 per box)	1	$403.82
US-8122-04-SS	PELCO	Type 201 Stainless (100 per box)	1	$92.72
US-8122-54-SS	PELCO	Type 201 Stainless (100 per box)	1	$85.40
BIU/2	RENO A&E	Nema TS2 Bus Interface Unit, Half-width (1.12 inch) panel	1	$707.60
C-1100-B-SS	RENO A&E	2 Channel LCD, 332/170 Type LCD Bicycle	1	$469.70
C-1100-SS	RENO A&E	2 Channel LCD, 332/170 Type LCD	1	$329.40
C-1101-B-SS	RENO A&E	2 Channel LCD, 332/170 Type LCD Bicycle, Count	1	$524.60
C-1101-SS	RENO A&E	2 Channel LCD, 332/170 Type LCD,True Count	1	$469.70
C-1103-SS	RENO A&E	2 Channel LCD w/TrueCount & Fail Output, 332/170 Type	1	$469.70
C-1200-B-SS	RENO A&E	Model C-1200 Bicycle Detector SS	1	$512.40
C-1200-SS	RENO A&E	2 Channel LCD NEMA TS1/TS2 Type	1	$329.40
C-1201-B-SS	RENO A&E	Model C-1201 Bicycle Detector SS COUNT	1	$530.70
C-1203A-SS	RENO A&E	2 Channel LCD w/TrueCount & Fail Output, NEMA TS1/TS2 Type	1	$469.70
CPS-TS2-LCD	RENO A&E	NEMA TS-2 Cabinet Power Supply	1	$713.70
E/2-1200-B-SS	RENO A&E	4 Channel LCD, NEMA TS1/TS2 Type, 1.2" Front Panel, BICYCLE DETECTOR	1	$823.50
E/2-1200-SS	RENO A&E	4 Channel LCD, NEMA TS1/TS2 Type, 1.2" Front Panel	1	$490.44
E-1200-B-SS	RENO A&E	4 Channel LCD, NEMA TS1/TS2 Type, Bicycle Detector	1	$823.50
E-1200-SS	RENO A&E	4 Channel LCD, NEMA TS1/TS2 Type	1	$490.44
G-200-SS	RENO A&E	Detector DIP NEMA TS1/TS2 12/24VDC 2 CH	1	$143.96
GT-200-SS	RENO A&E	2 Channel DIP Switch w/Delay & Extension Timing, NEMA TS1/TS2 Type	1	$213.50
L-1200 -R	RENO A&E	1 Channel LCD, NEMA TS1 Type	1	$350.14
LMH8	RENO A&E	Harness, Loop Monitor 8ft	1	$68.32
LMH802-2	RENO A&E	Harness 11 Pin 2 foot Amphenol Type	1	$16.47
LMH802-4	RENO A&E	Harness 11 Pin 4 foot Amphenol Type	1	$20.74
LMH804-8	RENO A&E	Harness 19 Pin Female MS Type 8 foot Poly Sleeve	1	$197.64
LMH8-R	RENO A&E	Harness, Loop Monitor 8ft RAE Orange sleeve	1	$68.32
MMU-1600D (SP1 USA)	RENO A&E	16 Channel Malfunction Management Unit	1	$1,061.40
MMU-1600G	RENO A&E	16 Channel Malfunction Management Unit with Graphics Display	1	$1,293.20
MMU-1600GE	RENO A&E	16 Channel Malfuction Management Unit with Graphics Display & Ethernet	1	$1,525.00
MMU-Prog Card Dip Switch	RENO A&E	Dip Switch Program Card for testing	1	$344.04
MMU-Program Card Blue	RENO A&E	MMU-1600 Spare Program Card	1	$82.96
Phase Green Interface	RENO A&E	Phase Green Interface Module	1	$114.68
Q-24	RENO A&E	24VDC Regulated Output from 120VAC 50/60Hz Nominal Input, 2" Wide	1	$402.60
RAE-2018 Prog Card Blue	RENO A&E	Program Card	1	$57.34
RAE-2018 Test Prog Card Blue	RENO A&E	Test Program Card	1	$570.96
RAE-2018E	RENO A&E	18 Channel Conflict Monitor for 2070 Controller with Ethernet & USB ports	1	$1,278.56
TR-200	RENO A&E	Flash Transfer Relay	1	$41.48
Y-200-SS	RENO A&E	4 CH TS1/TS2 Rack Mount Detector	1	$275.72

6GK6000 8BB00-0AA0	RUGGEDCOM	Power Cable 43-10-0008	1	$24.40
6GK6000 8MF00-0AA0	RUGGEDCOM	Rack Mount Kit 41-81-0007	1	$195.20
6GK6090 0AS21-0AA0-Z A21+B00	RUGGEDCOM	RS900-24-N-L5-L5-11-11	1	$3,074.40
6GK6090 0AS21-0BA0-Z A00+B08	RUGGEDCOM	RS900-24-D-11-11-L5-SS	1	$2,415.60
6GK6090-0AS21-0BA0-Z A21+B00	RUGGEDCOM	RS900-24-D-L5-L5-XX-XX-	1	$3,129.30
6GK6090-0AS23-0BA0-Z A00+B00	RUGGEDCOM	Non-Fiber RS900-HI-D-11-11-11-11	1	$1,647.00
6GK6090-0AS23-0BA0-Z A25+B00	RUGGEDCOM	Fiber RS900-HI-D-C2-C2-11-11	1	$2,318.00
6GK6094 0GS23-0BA0-Z A04	RUGGEDCOM	RS940G-HI-D-2LC10-XX	1	$4,209.00
TBD-1	RUGGEDCOM	Ethernet Switch	1	$610.00
TBD-2	RUGGEDCOM	Ethernet Switch	1	$1,830.00
TBD-3	RUGGEDCOM	Ethernet Switch	1	$3,660.00
TBD-4	RUGGEDCOM	Ethernet Switch	1	$9,150.00
TBD-5	RUGGEDCOM	Ethernet Switch	1	$30,500.00
TBD-6	RUGGEDCOM	Ethernet Switch	1	$61,000.00
SMARTMIRCO RADAR SYSTEMS				
MOUNTING BRACKETS				
05.0746.0000	SMART MICRO	Bracket 0504xx Radar Mounting Bracket for use with UMRR-11 (for pole mounting)	1	$134.20
05.0748.0000	SMART MICRO	Bracket 0505xx Radar Mounting Bracket for use with UMRR-11 (for poles, mast arms, slanted and right angle mounts)	1	$237.90
05.0750.0000	SMART MICRO	Bracket 0706xx Radar Mounting Bracket for use with UMRR-0C (for pole mounting)	1	$152.50
05.0752.0000	SMART MICRO	Bracket 0708xx Radar Mounting Bracket for use with UMRR-0C (for poles, mast arms, slanted and right angle mounts)	1	$286.70
JUNCTION BOXES				
05.0791.0000	SMART MICRO	JBOX-0204xx Terminal block for use with UMRR-11 with pins for Power and RS485 full-duplex Use with UMRR-11 44 and UMRR-11 45	1	$390.40
05.0784.0001	SMART MICRO	JBOX-0205xx Terminal block for use with UMRR-0C with pins for Power and RS485 full-duplex use with UMRR-42	1	$390.40
05.1129.0000	SMART MICRO	Terminal block with pins for Power using Ethernet over PLC		$457.50
CABLES				
05.0765.0000	SMART MICRO	Plug & Play cable to connect sensor. Power, Ethernet, CAN, RS485 full-duplex, UV	1	$508.74
05.0766.0000	SMART MICRO	CABLE-0C0301, All UMRR, Cable Stump to connect UMRR,. Open wires, UV resistant, 5m	1	$215.94
05.0768.0000	SMART MICRO	CABLE-0C0304, All UMRR, Cable Stump to connect UMRR,. Open wires, UV resistant, 10m	1	$215.94
05.0827.0000	SMART MICRO	CABLE-0D01xx, TMIB-AB	1	$17.08
05.0786.0000	SMART MICRO	Cable to connect SRO, open wires (both ends), UV-resistant, 10m / 33ft	1	$516.06
INTERFACE BOARDS				
05.0793.0000	SMART MICRO	TMIB_C-0200xx- TMIB expansion card to provide 4 additional NEMA TS1 loop contacts	1	$264.74
05.0776.0000	SMART MICRO	TMIB_AB- TMIB_C Shelf Mount Housing for 1 TMIB_AB bundle	1	$363.56
05.1119.0000	SMART MICRO	Incl. Power supply, circuit breaker, DIN Rail - pre-wired		$5,215.50
05.1077.0000		Module only. To be mounted onto COM HUB DIN rail assembly		$732.00
RADAR UNITS			1	
UMRR-12 T48 w/ Video	SMART MICRO	Traffic Management Sensor w/ Video	1	$7,320.00
UMRR-12 T48	SMART MICRO	Traffic Management Sensor	1	$5,148.40
UMRR-12 T42	SMART MICRO	Presence and Advanced Detection in a single unit	1	$4,331.00
TRAFFIC MANAGEMENT INTERFACE BOARD				
TMIB_2	SMART MICRO	TMIB_2 Connects up to four UMRR Radar Sensorsto NEMA TS1 or TS2 cabinets or to other traffic controllers use with UMRR series Radar	1	$4,709.20
MISC.				
05.1018.0000	SMART MICRO	Cabinet Panel-BASE-01000001	1	$994.30
05.1032.0000	SMART MICRO	Module only. Excludes DIN rail and power supply.		$695.40
IMSA #20-1-2 CNDCTR, (14/3 STR 20-1)	TEXAS WIRE & CABLE	#14 AWG, 2 Conductor, STR EVO RADAR CABLE	1	$1.53
22/2PR 18/2, (RADAR)	TEXAS WIRE & CABLE	22/2PR Radar Cable for SmartMirco Radar	1	$1.89
16/3 Cable for Vision, (16/3 SOLO)	TEXAS WIRE & CABLE	#16AWG, 3 conductor cable for Vision Cameras	1	$1.40
IMSA #20-1-5 CNDCTR, (14/5 STR 20-1)	TEXAS WIRE & CABLE	5 Conductor Cable	1	$2.44
IMSA #20-1-7 CNDCTR, (14/7 STR 20-1)	TEXAS WIRE & CABLE	7 Conductor Cable	1	$2.44
8281 plus 16/3 AWG, (16/3 + Coax)	TEXAS WIRE & CABLE	#16 AWG, 3 Cond w/Coaxial (AIS IV Cameras)	1	$3.66
9913 Cable per foot	TEXAS WIRE & CABLE	9913 Cable per foot	1	$7.93
IMSA #20-1-20 CNDCTR, (14/20 STR 20-1)	TEXAS WIRE & CABLE	20 Conductor Cable	1	$6.10

M75-9IDFB-000X	TRAFFICALM	iQ900 Full Matrix Driver Feedback Sign Select solar panel or AC power option	1	$3,031.70
M75-009SE-000X	TRAFFICALM	DFB 9" Value sign with 20W Solar Panel 20Ah NiMH Battery Pack	1	$3,611.20
M75-009SE-002	TRAFFICALM	DFB 9" Value sign with 60W Solar Upgrade 20Ah NiMH Battery Pack	1	$4,026.00
M75-009SE-006	TRAFFICALM	DFB 9" Value sign AC with Power Supply	1	$3,013.40
M75-012DFB-000	TRAFFICALM	iQ1200 Full Matrix Driver Feedback Sign Select solar panel or AC power supply option	1	$3,879.60
M75-012SE-000x	TRAFFICALM	DFB 12" Value sign with 20W Solar Panel 30Ah NiMH Battery Pack	1	$4,507.90
M75-012SE-002x	TRAFFICALM	DFB 12" Value sign with 60W Solar Panel 30Ah Battery Pack	1	$4,928.80
M75-012SE-006x	TRAFFICALM	DFB 12" Value sign AC with Power Supply	1	$3,599.00
M75-15DFB-U00x	TRAFFICALM	iQ1500 Full Matrix Driver Feedback Sign Select solar panel or AC power option	1	$4,117.50
M75-15DFB-U0Sx	TRAFFICALM	iQ1500 Full Matrix DFB with White Strobe Select solar panel or AC power option	1	$5,050.80
M75-18DFB-000x	TRAFFICALM	iQ1800 Full Matrix Driver Feedback Sign Select solar panel or AC power option	1	$8,838.90
M75-018IE-000x	TRAFFICALM	iQ1800 Full Matrix Jumbo Driver Feedback Sign Select solar panel or AC power option	1	$9,284.20
M75-9IDFB-PK0x	TRAFFICALM	iQ900 Portable Sign w/ 20Ah Battery with key includes 65 Watt Charger	1	$4,556.70
M75-009SE-PK0x	TRAFFICALM	9" Value Portable Sign w/20Ah Battery w/key includes 65 Watt Charger	1	$3,867.40
M75-12DFB-PK0x	TRAFFICALM	iQ1200 Portable Sign w/30Ah Battery w/key includes 65 Watt Charger	1	$5,471.70
M75-012SE-PK0x	TRAFFICALM	12" Value Portable Sign w/30Ah Battery w/key includes 65 Watt Charger	1	$4,605.50
M75-9IDFB-D07	TRAFFICALM	iQ900 Dolly Mounted Sign w/ 75Ah AGM Battery option: charger 029-04678-000	1	$6,106.10
M75-012SE-000X	TRAFFICALM	9" Value Dolly Mounted Sign w/75Ah Battery option: charger 029-04678-0000	1	$5,886.50
M75-12DFB-D07x	TRAFFICALM	iQ1200 Dolly Mounted Sign w/75Ah Battery option: charger 029-04678-0000	1	$7,216.30
M75-012SE-D07x	TRAFFICALM	12" Value Dolly Mounted sign w/75Ah Battery option: Charger 029-04678-0000	1	$6,496.50
M75-TRLER-TM00	TRAFFICALM	TC-Mini Trailer System w/150Ah Batteries includes 60Watt Solar Kit. Solar Charger and sign sold seperately	1	$9,394.00
M75-SOLAR-000S	TRAFFICALM	60W Solar Kit incl: 60W Solar Panel, 35Ah Battery, Battery Box, Wiring/Conduit	1	$1,823.90
M75-SLR70-000S	TRAFFICALM	60W Solar Kit w/ Upgrade, incl: 60W Solar Panel, 70Ah Battery, Battery Box, Wiring/Conduit	1	$2,257.00
M75-SOLAR-000C	TRAFFICALM	100W Solar Kit incl: 100W Solar Panel, 70Ah Battery, Battery Box, Wiring/Conduit	1	$2,067.90
M75-SLR14-000C	TRAFFICALM	100W Solar Kit w/ upgrade incl: 100 Watt Solar Panel, 140AH Battery, Battery Box,wiring/conduit	1	$3,611.20
M75-SOLAR-000N	TRAFFICALM	150W Solar Kit incl: 150 Watt Solar Panel, 140AH Battery, Battery Box, wiring/conduit	1	$4,983.70
M75-ACPWR-U060	TRAFFICALM	Outdoor Rated AC 60 Watt, ULc Power Supply for iQ900, iQ1200, and iQ1500 signs	1	$409.92
M75-ACPWR-U200	TRAFFICALM	Outdoor Rated AC 200 Watt, ULc Power Supply for iQ1800 and iQ1800 Jumbo signs	1	$420.90
029-04678-0000	TRAFFICALM	7.2A Smart ARM Charger designed for use with Dolly Signs	1	$406.26
029-04677-0000	TRAFFICALM	26A Pro AGM Smart Charger Designed for use with TC-Mini Trailer System	1	$1,112.64
029-04870-0000	TRAFFICALM	12Volt Universal Automotive Adapter for use with Portable DFB	1	$80.52
042-0DSUB-6F9P	TRAFFICALM	RS-232 Cable Kit. Applies to all iQ series models- 9", 12", 18" are retro fitted in the field	1	$113.46
015-02985-0000	TRAFFICALM	9" Value & iQ900 portable pole bracket (M75-009SE)(m75-9IDFB-PK0x)	1	$58.56
015-02331-0000	TRAFFICALM	iQ900 Pole Bracket(except iQ900 Portable)(M75-9IDFB-000x)	1	$73.20
015-02991-0000	TRAFFICALM	12" Value or iQ1200 Pole Bracket	1	$80.52
015-03064-0000	TRAFFICALM	iQ1500 Pole Bracket	1	$117.12
015-03065-0000	TRAFFICALM	iQ1500 Sign Bracket-Requires #015-03064-0000	1	$117.12
M75-00DFB-DM00	TRAFFICALM	DFB Dimmer Assembly Kit	1	$219.60
DB/S	TRAFFICNOW	All in one housing for pole or mast-arm mount. Including Single Channel Bluetoooth, Ethernet,GPS, internal Bluetooth, GPS and 3G antenns, brackets and 15M cables	1	$4,148.00
DB/S with 3G modem	TRAFFICNOW	All in one housing for pole or mast-arm mount. Including Single Channel Bluetoooth, Ethernet,GPS, internal Bluetooth, GPS and 3G antenns, brackets and 15M cables	1	$4,379.80
DB/D	TRAFFICNOW	All in one housing for pole or mast-arm mount. Including Dual Channel Bluetoooth, Ethernet,GPS,DeepBlue AA external Bluetooth antennas, internal GPS/3G antenns, brackets and 15M cables	1	$6,588.00
DB/D with 3G Modem	TRAFFICNOW	All in one housing for pole or mast-arm mount. Including Dual Channel Bluetoooth, Ethernet,GPS,DeepBlue AA external Bluetooth antennas, internal GPS/3G antenns, brackets and 15M cables	1	$6,832.00
DB/B1	TRAFFICNOW	Box-version for mounting in a 3U-rack. Includes Single Channel Bluetooth, Ethernet, GPS,Battery Meter, external Bluetooth, GPS and 3G antennas and 15M cables	1	$4,148.00
DB/B1 with 3G Modem	TRAFFICNOW	Box-version for mounting in a 3U-rack. Includes Single Channel Bluetooth, Ethernet, GPS,Battery Meter, external Bluetooth, GPS and 3G antennas and 15M cables	1	$4,379.80
DB/B2	TRAFFICNOW	Box-version for mounting in a 3U-rack. Includes Dual Channel Bluetooth, Ethernet, GPS,Battery Meter, DeepBlue AA external Bluetooths, external GPS and 3G antennas and 15M cables	1	$6,588.00
DB/B2 with 3G Modem	TRAFFICNOW	Box-version for mounting in a 3U-rack. Includes Dual Channel Bluetooth, Ethernet, GPS,Battery Meter, DeepBlue AA external Bluetooths, external GPS and 3G antennas and 15M cables	1	$6,819.80

DB/R1	TRAFFICNOW	Rail-version for mounting on a DIN-Rail. Includes Single Channel Bluetooth, Ethernet, GPS,Battery Meter, external Bluetooth, GPS and 3G antennas and 15M cables	1	$3,660.00
DB/R2	TRAFFICNOW	Rail-version for mounting on a DIN-rail. Includes Dual Channel Bluetooth, Ethernet, GPS,Battery Meter, DeepBlue AA external Bluetooths, external GPS and 3G antennas and 15M cables	1	$6,222.00
DB/R2 with 3G Modem	TRAFFICNOW	Rail-version for mounting on a DIN-rail. Includes Dual Channel Bluetooth, Ethernet, GPS,Battery Meter, DeepBlue AA external Bluetooths, external GPS and 3G antennas and 15M cables	1	$6,466.00
DB/C1	TRAFFICNOW	All in one cabinet. Including solar panel and power regulator(battery not included). Single Channel Bluetooth, Ethernet, GPS, Battery meter, external Bluetooth, GPS and 3G antennas and 15M cables	1	$6,222.00
DB/C1 with 3G Modem	TRAFFICNOW	All in one cabinet. Including solar panel and power regulator(battery not included). Single Channel Bluetooth, Ethernet, GPS, Battery meter, external Bluetooth, GPS and 3G antennas and 15M cables	1	$6,466.00
DB/C2	TRAFFICNOW	All in one cabinet. Including solar panel and power regulator(battery not included). Dual Channel Bluetooth, Ethernet, GPS, Battery meter, DeepBlue AA external Bluetooth antennas, external GPS and 3G antennas and 15M cables	1	$8,649.80
DB/C2 with 3G Modem	TRAFFICNOW	All in one cabinet. Including solar panel and power regulator(battery not included). Dual Channel Bluetooth, Ethernet, GPS, Battery meter, DeepBlue AA external Bluetooth antennas, external GPS and 3G antennas and 15M cables	1	$8,881.60
CC5 Cable 15 Meters	TRAFFICNOW	CAT5 Standard Cable for Power Over Ethernet	1	$180.56
CC520 Cable 20 Meters	TRAFFICNOW	CAT5 Standard Cable for Power Over Ethernet	1	$213.50
CC530 Cable 30 Meters	TRAFFICNOW	CAT5 Standard Cable for Power Over Ethernet	1	$253.76
CC540 Cable 40 Meters	TRAFFICNOW	CAT5 Standard Cable for Power Over Ethernet	1	$280.60
CC560 Cable 60 Meters	TRAFFICNOW	CAT5 Standard Cable for Power Over Ethernet	1	$335.50
CC580 Cable 80 Meters	TRAFFICNOW	CAT5 Standard Cable for Power Over Ethernet	1	$390.40
CLV Cable 12 Meters	TRAFFICNOW	LV Standard Cable with Separate Ppower Pairs	1	$292.80
CLV20 Cable 20 Meters	TRAFFICNOW	LV Standard Cable with Separate Ppower Pairs	1	$335.50
CLV30 Cable 30 Meters	TRAFFICNOW	LV Standard Cable with Separate Ppower Pairs	1	$414.80
CLV40 Cable 40 Meters	TRAFFICNOW	LV Standard Cable with Separate Ppower Pairs	1	$494.10
CLV60 Cable 60 Meters	TRAFFICNOW	LV Standard Cable with Separate Ppower Pairs	1	$585.60
CLV80 Cable 80 Meters	TRAFFICNOW	LV Standard Cable with Separate Ppower Pairs	1	$683.20
SPECIAL NOTES HERE		**The sensors come with standard length cables included. The communication between the sensor and the IO Board is certified to 12 Meters. TNS cannot guarantee functionality beyond this length**		
PSU	TRAFFICNOW	24VDC Power Supply (industrial temperature range/ DIN rail mount)	1	$124.44
SRG	TRAFFICNOW	8-Pin surge/lightning protection for CAT5, both power and Ethernet	1	$143.96
SRG/IND	TRAFFICNOW	8-Pin surge/lightning protection for CAT5, both power and Ethernet(industrial, extended temperature range IP66)	1	$387.96
ANT/COMB	TRAFFICNOW	Combined GPS/3G antenna for R-model/B-Model, for roof-mounting on metal cabinets	1	$156.16
DEEPBLUE CORE DATA COLLECTION				
VCCRTMS	TRAFFICNOW	Centralized data collection platform for traffic data such as volume, occupancy and speed. Offers per-lane, per-direction and all lanes reports in different time intervals. (price is per sensor per year)	1	$190.32
VCCRTMS/TEMP	TRAFFICNOW	Centralized data collection platform for traffic data such as volume, occupancy and speed. Offers per-lane, per-direction and all lanes reports in different time intervals. **Temporary data collection installation**(Less than 6 months)(per sensor)	1	$124.44
DEEPBLUE CORE VARIABLE MESSAGE SIGN				$0.00
VCCVMS	TRAFFICNOW	Real-time data feeds to Variable Message Sign(per sign, per year)	1	$190.32
VCCVMS/TEMP	TRAFFICNOW	**Temporary data collection installation**(Less than 6 months)(per sign, per year)	1	$124.44
DEEPBLUE CORE				$0.00
VCC	TRAFFICNOW	Robust real-time algorithms with strong filters for providing reliable travel-times. (per sensor, per year)	1	$506.30
VCC/TEMP	TRAFFICNOW	Temporary travel-time installation(less than 6 months)(per sensor)	1	$268.40
DEEPBLUE CORE+				$0.00

VCC+	TRAFFICNOW	12 different full city origin/destination matrices. Includes all DeepBlue Core features. (per sensor, per year)	1	$671.00
VCC+/TEMP	TRAFFICNOW	Temporary full OD Matrix installation(less than 6 months)(per sensor)	1	$384.30
DEEPBLUE CORE SERVER INSTALLLATION, CONFIGURATION & SET-UP				
DB/CORE-INST	TRAFFICNOW	Robust real-time algorithms witg strong filters for providing reliable travel-time information. Perfectly suited for integrating into Traffic Managements systems	1	$6,405.00
DEEPBLUE CORE PROJECT LICENSES				
DB/CORE 30	TRAFFICNOW	Robust real-time algorithms witg strong filters for providing reliable travel-time information. Perfectly suited for integrating into Traffic Managements systems. One year maintenance included. Licenses for up to 30 sensors	1	$27,450.00
DB/CORE 100	TRAFFICNOW	Robust real-time algorithms witg strong filters for providing reliable travel-time information. Perfectly suited for integrating into Traffic Managements systems. One year maintenance included. Licenses for up to 100 sensors	1	$73,657.50
DB/CORE 200	TRAFFICNOW	Robust real-time algorithms witg strong filters for providing reliable travel-time information. Perfectly suited for integrating into Traffic Managements systems. One year maintenance included. Licenses for up to 200 sensors	1	$109,800.00
DB/CORE X	TRAFFICNOW	Robust real-time algorithms witg strong filters for providing reliable travel-time information. Perfectly suited for integrating into Traffic Managements systems. One year maintenance included. Licenses for more than 200 sensors	1	$122,915.00
DEEPBLUE CORE+ PROJECT LICENSES				
DB/CORE 30+	TRAFFICNOW	12 different full city origin/destination matrices. Includes all DeepBlue Core features. One year maintenance included. Licenses for up to 30 sensors.	1	$37,210.00
DB/CORE 100+	TRAFFICNOW	12 different full city origin/destination matrices. Includes all DeepBlue Core features. One year maintenance included. Licenses for up to 100 sensors.	1	$109,800.00
DB/CORE 200+	TRAFFICNOW	12 different full city origin/destination matrices. Includes all DeepBlue Core features. One year maintenance included. Licenses for up to 200 sensors.	1	$147,315.00
DB/CORE X+	TRAFFICNOW	12 different full city origin/destination matrices. Includes all DeepBlue Core features. One year maintenance included. Licenses for up to 200 sensors.	1	$180,133.00
DEEPBLUE CORE/CORE+ SERVER MAINTENANCE				
DB/CORE-MNT	TRAFFICNOW	Optional yearly maintenance fee(starting second year). Does not include software upgrades. Remote connection to server required.	1	$6,161.00
HYDRA001	WTI	WTI Hydra 265 Transcoder	1	$3,599.00
SWCM-PF-C	WTI	Sidewinder Cable for SW720A with Female Connector and Open End, Length per Ft.	1	$10.98
SWCA2A	WTI	Sidewinder Cable, AMP Male to AMP Female, Length per Ft.	1	$10.98
SWCM2A	WTI	Sidewinder Cable, MS Female to AMP Male, COHU Adapter, Length per Ft.	1	$10.98
SWCA-PF	WTI	Sidewinder Cable for SW720A Length per Ft.	1	$10.98
15-4-1430	WTI	Sidewinder Mounting Plate, Square, 6"x6"x3/8"	1	$109.80
SP-4157-PNC TOP MOUNT	WTI	Sidewinder Pedestal Mount 6"	1	$211.06
SWWM1 w/VPA	WTI	Sidewinder Wall Mount with Vertical Pole Mount Adapter.	1	$262.30
WTI-POE-I-ALT	WTI	Sidewinder POE Injector	1	$579.50
VS720A-H.264-HD30-AC-BR	WTI	Viper PTZ Camera, 85-265 VAC, Analog/HD Hybrid	1	$6,466.00
VS720-H.264-HD30L-AC-A	WTI	SW 1.5 PTZ Camera, 85-265 VAC, Bottom Egress, HD30L	1	$6,466.00
VS720-H.264-HD30L-AC-AR	WTI	SW 1.5 PTZ Camera, 85-265 VAC, Bottom Egress, HD30L, AMP & RJ-45	1	$6,466.00
VS720-H.264-HD30L-AC-ARE	WTI	SW 1.5 PTZ Camera, 85-265 VAC, Bottom Egress, HD30L, AMP Connector	1	$6,466.00
VS720-H.264-HD30L-AC-BE	WTI	SW 1.5 PTZ Camera, 85-265 VAC, Bottom Egress, HD30L, Engine Brake	1	$6,466.00
VS720-H.264-HD30L-AC-BR	WTI	SW 1.5 PTZ Camera, 85-265 VAC, Bottom Egress, HD30L, MS Connector	1	$6,466.00
VS720-H.264 HD30L-POE-R	WTI	SW 1.5 PTZ Camera, 85-265 VAC, Bottom Egress, HD30L, POE, RJ-45 w Coupler	1	$6,496.50
VS720-H.264 HD30L-POE-RE	WTI	SW 1.5 PTZ Camera, 85-265 VAC, Bottom Egress, HD30L, POE	1	$6,862.50
ECHA (802.11 at/af, Serial Port, GPS, RSSI LED, Reset				
SINGLE UNIT				

ECHA5-1	XILOQ	Echa - Single Radio with Intregrated Dual Polarization Antenna - 5.8GHz- Up to 300Mbps, Gigabit PoE Compliant (IEEE 802.11AF/AT). Embedded GPS, Power LED, RSSI LEDs and Reset Button. Includes Mounting Hardware and 160' Outdoor Ethernet Cable, PoE Injector included	1	$3,050.00
ECHA4-1	XILOQ	Echa - Single Radio with Intregrated Dual Polarization Antenna - 4.9GHz- Up to 300Mbps, Gigabit PoE Compliant (IEEE 802.11AF/AT). Embedded GPS, Power LED, RSSI LEDs and Reset Button. Includes Mounting Hardware and 160' Outdoor Ethernet Cable, PoE Injector included	1	$3,050.00
ECHA2-1	XILOQ	Echa - Siingle Radio with Intregrated Dual Polarization Antenna - 2.4 GHz- Up to 300Mbps, Gigabit PoE Compliant (IEEE 802.11AF/AT). Embedded GPS, Power LED, RSSI LEDs and Reset Button. Includes Mounting Hardware and 160' Outdoor Ethernet Cable, PoE Injector included	1	$3,050.00
ECHA5-E	XILOQ	Echa - Siingle Radio with Dual External Antenna Connectors - 5.8GHz- Up to 300Mbps, Gigabit PoE Compliant (IEEE 802.11AF/AT). Embedded GPS, Power LED, RSSI LEDs and Reset Button. Includes Mounting Hardware and 160' Outdoor Ethernet Cable, PoE Injector included	1	$2,952.40
ECHA4-E	XILOQ	Echa - Siingle Radio with Dual External Antenna Connectors - 4.9GHz- Up to 300Mbps, Gigabit PoE Compliant (IEEE 802.11AF/AT). Embedded GPS, Power LED, RSSI LEDs and Reset Button. Includes Mounting Hardware and 160' Outdoor Ethernet Cable, PoE Injector included	1	$2,952.40
ECHA2-E	XILOQ	Echa - Siingle Radio with Dual External Antenna Connectors - 2.4GHz- Up to 300Mbps, Gigabit PoE Compliant (IEEE 802.11AF/AT). Embedded GPS, Power LED, RSSI LEDs and Reset Button. Includes Mounting Hardware and 160' Outdoor Ethernet Cable, PoE Injector included	1	$2,952.40
DUAL UNITS				
ECHA55-DI	XILOQ	Echa - Dual Radio with Integrated Dual Polarity Antenna and Dual External Antenna Connectors (2) 5.8GHz-Up to 600Mbps Gigabit PoE Compliant (IEEE 802.11AF/AT). Embedded GPS, Power LED, RSSI LEDs and Reset Button. Includes Mounting Hardware and 160' Outdoor Ethernet Cable, PoE Injector included	1	$3,635.60
ECHA44-DI	XILOQ	Echa - Dual Radio with Integrated Dual Polarity Antenna and Dual External Antenna Connectors (2) 4.9GHz-Up to 600Mbps Gigabit PoE Compliant (IEEE 802.11AF/AT). Embedded GPS, Power LED, RSSI LEDs and Reset Button. Includes Mounting Hardware and 160' Outdoor Ethernet Cable, PoE Injector included	1	$3,635.60
ECHA22-DI	XILOQ	Echa - Dual Radio with Integrated Dual Polarity Antenna and Dual External Antenna Connectors (2) 2.4GHz-Up to 600Mbps Gigabit PoE Compliant (IEEE 802.11AF/AT). Embedded GPS, Power LED, RSSI LEDs and Reset Button. Includes Mounting Hardware and 160' Outdoor Ethernet Cable, PoE Injector included	1	$3,635.60
ECHA54-DI	XILOQ	Echa - Dual Radio with Integrated Dual Polarity Antenna and Dual External Antenna Connectors (1) 5.8GHz-(1) 4.9GHz Up to 600Mbps Gigabit PoE Compliant (IEEE 802.11AF/AT). Embedded GPS, Power LED, RSSI LEDs and Reset Button. Includes Mounting Hardware and 160' Outdoor Ethernet Cable, PoE Injector included	1	$3,635.60
ECHA52-DI	XILOQ	Echa - Dual Radio with Integrated Dual Polarity Antenna and Dual External Antenna Connectors (1) 5.8GHz-(1) 2.4GHz Up to 600Mbps Gigabit PoE Compliant (IEEE 802.11AF/AT). Embedded GPS, Power LED, RSSI LEDs and Reset Button. Includes Mounting Hardware and 160' Outdoor Ethernet Cable, PoE Injector included	1	$3,635.60
AX42-DI	XILOQ	Echa - Dual Radio with Integrated Dual Polarity Antenna and Dual External Antenna Connectors (1) 4.9GHz-(1) 2.4GHz Up to 600Mbps Gigabit PoE Compliant (IEEE 802.11AF/AT). Embedded GPS, Power LED, RSSI LEDs and Reset Button. Includes Mounting Hardware and 160' Outdoor Ethernet Cable, PoE Injector included	1	$3,635.60
ECHA55-DE	XILOQ	Echa - Dual Radio with 4 External Antenna Connectors (2) 5.8GHz-Up to 600Mbps Gigabit PoE Compliant (IEEE 802.11AF/AT). Embedded GPS, Power LED, RSSI LEDs and Reset Button. Includes Mounting Hardware and 160' Outdoor Ethernet Cable, PoE Injector included	1	$3,574.60

ECHA44-DE	XILOQ	Echa - Dual Radio with 4 External Antenna Connectors (2) 4.9GHz-Up to 600Mbps Gigabit PoE Compliant (IEEE 802.11AF/AT). Embedded GPS, Power LED, RSSI LEDs and Reset Button. Includes Mounting Hardware and 160' Outdoor Ethernet Cable, PoE Injector included	1	$3,574.60
ECHA22-DE	XILOQ	Echa - Dual Radio with 4 External Antenna Connectors (2) 2.4GHz-Up to 600Mbps Gigabit PoE Compliant (IEEE 802.11AF/AT). Embedded GPS, Power LED, RSSI LEDs and Reset Button. Includes Mounting Hardware and 160' Outdoor Ethernet Cable, PoE Injector included	1	$3,574.60
ECHA54-DE	XILOQ	Echa - Dual Radio with 4 External Antenna Connectors-(1) 5.8 (1) 4.9GHz-Up to 600Mbps Gigabit PoE Compliant (IEEE 802.11AF/AT). Embedded GPS, Power LED, RSSI LEDs and Reset Button. Includes Mounting Hardware and 160' Outdoor Ethernet Cable, PoE Injector included	1	$3,574.60
ECHA52-DE	XILOQ	Echa - Dual Radio with 4 External Antenna Connectors-(1) 5.8 (1) 2.4GHz-Up to 600Mbps Gigabit PoE Compliant (IEEE 802.11AF/AT). Embedded GPS, Power LED, RSSI LEDs and Reset Button. Includes Mounting Hardware and 160' Outdoor Ethernet Cable, PoE Injector included	1	$3,574.60
ECHA42-DE	XILOQ	Echa - Dual Radio with 4 External Antenna Connectors-(1) 4.9 (1) 2.4GHz-Up to 600Mbps Gigabit PoE Compliant (IEEE 802.3AF/AT). Embedded GPS, Power LED, RSSI LEDs and Reset Button. Includes Mounting Hardware and 160' Outdoor Ethernet Cable, PoE Injector included	1	$3,574.60
EURUS 58-INT	XILOQ	5.8 Ghz, Up to 108Mbs, Intregrated 23dBi Antenna, Access Point or Remote Station. Includes Mounting Hardware, PoE Injector and 160' Outdoor Ethernet Cable.	1	$2,391.20
EURUS5-1	XILOQ	Single Radio with Integrated Dual Polarity Antenna 5.8 Ghz, Up to 300Mbs, Includes RSSI LED, Reste Button Mounting Hardware, PoE Injector and 160' Outdoor Ethernet Cable.	1	$2,525.40
EURUS4-1	XILOQ	Single Radio with Integrated Dual Polarity Antenna 4.9 Ghz, Up to 300Mbs, Includes RSSI LED, Reste Button Mounting Hardware, PoE Injector and 160' Outdoor Ethernet Cable.	1	$2,525.40
EURUS2-1	XILOQ	Single Radio with Integrated Dual Polarity Antenna 2.4 Ghz, Up to 300Mbs, Includes RSSI LED, Reste Button Mounting Hardware, PoE Injector and 160' Outdoor Ethernet Cable.	1	$2,525.40
EURUS5-E	XILOQ	Single Radio with Dual External Connectors 5.8 Ghz, Up to 300Mbs, Includes RSSI LED, Reste Button Mounting Hardware, PoE Injector and 160' Outdoor Ethernet Cable.	1	$2,525.40
EURUS4-E	XILOQ	Single Radio with Dual External Connectors 4.9 Ghz, Up to 300Mbs, Includes RSSI LED, Reste Button Mounting Hardware, PoE Injector and 160' Outdoor Ethernet Cable.	1	$2,525.40
EURUS2-E	XILOQ	Single Radio with Dual External Connectors 2.4 Ghz, Up to 300Mbs, Includes RSSI LED, Reste Button Mounting Hardware, PoE Injector and 160' Outdoor Ethernet Cable.	1	$2,525.40
EURUS 5824-INT	XILOQ	5.8 Ghz, Up to 108Mbs, Intregrated 23dBi Antenna with Embedded Wi-Fi(802.1b/g). Includes Mounting Hardware, PoE Injector and 160' Outdoor Ethernet Cable.	1	$3,184.20
EURUS 58-SA	XILOQ	5.8 Ghz, Up to 108Mbs, Stand Alone Access Point or Remote Station. Includes Mounting Hardware, PoE Injector and 160' Outdoor Ethernet Cable. NO ANTENNAS INCLUDED	1	$2,391.20
EURUS 5858-SA	XILOQ	Dual BBS Radio(5.8/5.8GHz) Stand Alone Enclosure, 2 Antenna Ports(Type N-F). Includes Mounting Hardware, PoE Injector and 160' Outdoor Ethernet Cable. NO ANTENNAS INCLUDED	1	$3,489.20
EURUS 5824-SA	XILOQ	Dual BBS Radio(5.8/2.4GHz) Stand Alone Enclosure, 2 Antenna Ports(Type N-F). Includes Mounting Hardware, PoE Injector and 160' Outdoor Ethernet Cable. NO ANTENNAS INCLUDED	1	$3,489.20
EURUS 5858-INT	XILOQ	5.8 Ghz, Up to 261Mbs, Dual Radio. Includes (2) 23dBi Panel Antennas, Mounting Hardware, PoE Injector and 160' Outdoor Ethernet Cable.	1	$3,800.30
EURUS 58-SE	XILOQ	5.8 Ghz, Up to 261Mbs, Dual Radio. Includes 2 Adjustable Sector Antennas, Mounting Hardware, PoE Injector and 160' Outdoor Ethernet Cable.	1	$4,209.00
EURUS 49-INT	XILOQ	4.9 Ghz, Up to 54Mbs, Integrated 23dBi Antenna Access Point or Remote Station. Includes Mounting Hardware, PoE Injector and 160' Outdoor Ethernet Cable.	1	$2,391.20

EURUS 49-SA	XILOQ	4.9 Ghz, Up to 54Mbs, Stand Alone Access Point or Remote Station. Includes Mounting Hardware, PoE Injector and 160' Outdoor Ethernet Cable. NO ANTENNAS INCLLUDED.	1	$2,464.40
EURUS 4949-SA	XILOQ	4.9 Ghz, 2x108 Mbps, Stand Alone Access Point or Remote Station. Includes Mounting Hardware, PoE Injector and 160' Outdoor Ethernet Cable. NO ANTENNAS INCLLUDED.	1	$3,611.20
EURUS 4949-INT	XILOQ	4.9 Ghz, 2x108 Mbps, Dual Radio. Includes Mounting Hardware, (2) 23 dBi Panel Antennas, PoE Injector and 160' Outdoor Ethernet Cable. NO ANTENNAS INCLUDED	1	$3,977.20
EURUS 24-INT	XILOQ	2.4 Ghz, Up to 108 Mbps, Integrated 19dBi Antenna Access Point or Remote Station. Includes Mounting Hardware,PoE Injector and 160' Outdoor Ethernet Cable.	1	$2,391.20
EURUS 24-SA	XILOQ	2.4 Ghz, Up to 108 Mbps, Stand Alone Access Point or Remote Station. Includes Mounting Hardware, PoE Injector and 160' Outdoor Ethernet Cable. NO ANTENNAS INCLLUDED.	1	$2,391.20
EURUS 2424-SA	XILOQ	2.4 Ghz, Up to 108 Mbps, Dual Radio. Stand Alone Access Point or Remote Station. Includes Mounting Hardware, PoE Injector and 160' Outdoor Ethernet Cable. NO ANTENNAS INCLLUDED.	1	$3,489.20
EURUS 2424-INT	XILOQ	2.4 Ghz, Up to 216Mbps, Dual Radio.Includes Mounting Hardware, (2) 19dBi Panel Antennas,,PoE Injector and 160' Outdoor Ethernet Cable.	1	$3,800.30
HELIOS (802.11ac, Serial Port, HD Bracket, GPS, RSSI LED, Reset Button)				
SINGLE UNIT				
Helios5ac-1	XILOQ	Helios - Single Radio with Intregrated Dual Polarization Antenna - 5.8GHz- Up to 866Mbps, Gigabit PoE Compliant (IEEE 802.11AF/AT). Embedded GPS, Power LED, RSSI LEDs and Reset Button. Includes Mounting Hardware and 160' Outdoor Ethernet Cable, PoE Injector included	1	$3,196.40
Helios5ac-E	XILOQ	Helios - Single Radio with Dual External Antenna Connector- 5.8GHz- Up to 866Mbps, Gigabit PoE Compliant (IEEE 802.11AF/AT). Embedded GPS, Power LED, RSSI LEDs and Reset Button. Includes Mounting Hardware and 160' Outdoor Ethernet Cable, PoE Injector included	1	$3,196.40
DUAL UNITS				
Helios5ac5ac-DI	XILOQ	Helios - Dual Radio with Integrated Dual Polarity Antenna and Dual External Antenna Connectors (2)- 5.8GHz- Up to 1.7Gbps, Gigabit PoE Compliant (IEEE 802.11AF/AT). Embedded GPS, Power LED, RSSI LEDs and Reset Button. Includes Mounting Hardware and 160' Outdoor Ethernet Cable, PoE Injector included	1	$3,111.00
Helios5ac-I	XILOQ	Helios - Dual Radio with 4 External Connectors - (2) 5.8GHz- Up to 1.7Gbps, Gigabit PoE Compliant (IEEE 802.11AF/AT). Embedded GPS, Power LED, RSSI LEDs and Reset Button. Includes Mounting Hardware and 160' Outdoor Ethernet Cable, PoE Injector included	1	$3,111.00
Helios55ac-DI	XILOQ	Helios - Dual Radio with Integrated Dual Polarity Antenna and Dual External Antenna Connectors (2)- 5.8GHz- Up to 1.7Gbps, Gigabit PoE Compliant (IEEE 802.11AF/AT). Embedded GPS, Power LED, RSSI LEDs and Reset Button. Includes Mounting Hardware and 160' Outdoor Ethernet Cable, PoE Injector included	1	$3,111.00
Helios45ac-DI	XILOQ	Helios - Dual Radio with Integrated Dual Polarity Antenna and Dual External Antenna Connectors (1) 5.8 (1)- 4.9GHz- Up to 1.7Gbps, Gigabit PoE Compliant (IEEE 802.11AF/AT). Embedded GPS, Power LED, RSSI LEDs and Reset Button. Includes Mounting Hardware and 160' Outdoor Ethernet Cable, PoE Injector included	1	$3,111.00
Helios25ac-DI	XILOQ	Helios - Dual Radio with Integrated Dual Polarity Antenna and Dual External Antenna Connectors (1) 5.8 (1)- 2.4GHz- Up to 1.7Gbps, Gigabit PoE Compliant (IEEE 802.11AF/AT). Embedded GPS, Power LED, RSSI LEDs and Reset Button. Includes Mounting Hardware and 160' Outdoor Ethernet Cable, PoE Injector included	1	$3,111.00
Helios55ac-DE	XILOQ	Helios - Dual Radio with 4 External Connectors - (2) 5.8GHz- Up to 1.7Gbps, Gigabit PoE Compliant (IEEE 802.11AF/AT). Embedded GPS, Power LED, RSSI LEDs and Reset Button. Includes Mounting Hardware and 160' Outdoor Ethernet Cable, PoE Injector included	1	$3,111.00
Helios45ac-DE	XILOQ	Helios - Dual Radio with 4 External Connectors - (1) 5.8GHz-(1) 4.9GHz Up to 1.7Gbps, Gigabit PoE Compliant (IEEE 802.11AF/AT). Embedded GPS, Power LED, RSSI LEDs and Reset Button. Includes Mounting Hardware and 160' Outdoor Ethernet Cable, PoE Injector included	1	$3,111.00

Helios25ac-DE	XILOQ	Helios - Dual Radio with 4 External Connectors - (1) 5.8GHz-(1) 2.4GHz Up to 1.7Gbps, Gigabit PoE Compliant (IEEE 802.11AF/AT). Embedded GPS, Power LED, RSSI LEDs and Reset Button. Includes Mounting Hardware and 160' Outdoor Ethernet Cable, PoE Injector included	1	$3,111.00
EURUS (RSSI LED, Reset Button)				
EURUS5-I	XILOQ	EURUS | Single Radio with Integrated Dual Polarity Panel Antenna - 5.8GHz - Up to 300Mbps	1	$2,525.40
EURUS4-I	XILOQ	EURUS | Single Radio with Integrated Dual Polarity Panel Antenna - 4.9GHz - Up to 300Mbps	1	$2,525.40
EURUS2-I	XILOQ	EURUS | Single Radio with Integrated Dual Polarity Panel Antenna - 2.4GHz - Up to 300Mbps	1	$2,525.40
EURUS5-E	XILOQ	EURUS | Single Radio with Dual External Antenna Connectors - 5.8GHz - Up to 300Mbps	1	$2,525.40
EURUS4-E	XILOQ	EURUS | Single Radio with Dual External Antenna Connectors - 4.9GHz - Up to 300Mbps	1	$2,525.40
EURUS2-E	XILOQ	EURUS | Single Radio with Dual External Antenna Connectors - 2.4GHz - Up to 300Mbps	1	$2,525.40
ECHA-POEB	XILOQ	Basic Gigabit PoE Injector and Splitter	1	$119.56
ECHA POE	XILOQ	1-Port Gigabit PoE Injector-Operating temperature of -40 to +80C(50 Watt output) Will power up to 4 cluster radio	1	$549.00
EU-BB-POE	XILOQ	PoE with Surge Protection. BBS Power Supplies(24 or 48 ADC) are required	1	$140.30
EU-PS-48	XILOQ	BBPoE Power Supply:Input 100-240VAC, 50/60Hz Output 48VDC, 1.03A(3 and 4 radio units)	1	$603.90
EU-PS-24	XILOQ	BBPoE Power Supply:Input 100-240VAC, 50/60Hz Output 24VDC, 1.03A(1 and 2 radio units)	1	$603.90
Borealis 900	XILOQ	900Mhz, 115Kbps FHSS wireless data transciever, RS232,RS422, RS485, 6-30 volts, N(M) connector	1	$1,634.80
AN-11-Y	XILOQ	Yagi Directional Antenna, 11 dBi, 7 element, 890-960 MHz, 3" clamp included, N(F) connector	1	$341.60
AN-08-Y	XILOQ	Yagi Directional Antenna, 8 dBi, 4 element, 890-960 MHz, 3" clamp included, N(F) connector	1	$323.30
AN-12-Y	XILOQ	Yagi Directional Antenna, 12 dBi, 7 element, 890-960 MHz, heavy duty mounting hardware included, N(F) connector	1	$408.70
AN-RD	XILOQ	9" Stub Antenna-902-928 MHz, SMA connector and N(M) adapter inclluded	1	$137.86
AN-05-0	XILOQ	5dB - 48" Omni Antenna in fiberglass housing:, 902-928 MHz, 5 dB N(F) connector. Recommended Mounting Hardware: AN-MK-900 (Not included)	1	$270.84
AN-06-0	XILOQ	6dB - 65" Omni Antenna in fiberglass housing:, 902-928 MHz, 6 dB N(F) connector. Recommended Mounting Hardware: AN-MK-900 (Not included)	1	$278.16
AN-MK--900	XILOQ	Omni Antenna: Mount for 900MHz, fiberglass Omni Heavy Duty	1	$164.70
AN-03-0	XILOQ	Mobile Low Profile Antenna -3dBi 900 MHz, 6 dB N type connector	1	$156.16
AN-MM--900	XILOQ	Magnet Mount 12' cable (must specify connector type) NO ANTENNA INCLUDED	1	$838.14
AN-15-Y-24	XILOQ	Enclosed Yagi Antenna, 2.4-2.4835GHz,15 dBi gain, 20dBi F/B ratio, N(F) Mounting Hardware included	1	$375.76
AN-06-0-24	XILOQ	2.4GHz, Omni Antenna (6dBi): Recommended Mounting Hardware: AN-MK-24 (NOT INCLUDED)	1	$362.34
AN-MK-24	XILOQ	Omni Mount (L-Bracket)	1	$430.66
ANBB-23-4958-DP	XILOQ	Dual Polarized Panel Antenna, 23dBi, N-(F)(F), 4.9-5.90GHz Includes Mounting Hardware	1	$402.60
ANBB-23-4958	XILOQ	Panel Directional Antenna, 23dBi, N-(F)(F), 4.9-5.90GHz Includes Mounting Hardware	1	$402.60
ANBB-18-4958-5	XILOQ	Adjustable Sector Directional Antenna, 45,60,90,120 degrees 4.9-5.90GHz (Gain 14,15,16,18dBi) Antenna Mount Kit, includes Hub Plate, 2 aluminum pipes and 1 90 degree elbow, with 62" Cable	1	$506.30
AN-MK-P	XILOQ	Antenna Mount Kit, includes Hub Plate, 2 aluminum pipes and 1 90 degree elbow, with 62" Cable	1	$359.90
AN-900-PD	XILOQ	900MHz Power divider/splitter(2-way), N(F) connectors	1	$274.50
AN-24-PD	XILOQ	2.4GHz Power divider/splitter(2-way), N(F) connectors	1	$320.86
ANBB-58-PD	XILOQ	5.8GHz Power divider/splitter(2-way), N(F) connectors	1	$323.30
ANBB-24-PD	XILOQ	2.4GHz Flat Panel Antenna 19dBi, N(F) connector c/w Mounting Hardware	1	$396.50

2025 City Council Regular Meeting **4. h.**

Meeting Date: 11/18/2025
Department: Public Works
Key Focus Areas: Public Safety
Infrastructure Development and Maintenance

AGENDA CAPTION:

Consider action on the purchase of Water Quality Analyzers from Hach Company and authorize the City Manager to execute the Purchase Order in an amount not to exceed $54,422.60.

BACKGROUND:

The purpose of this item is to award a contract with Hach for the purchase and replacement of six chlorine analyzers that have met their useful life according to our Asset Management system and field knowledge. The Town has six chlorine analyzers and two mono-chloramine analyzers. These analyzers monitor the chlorine residual at our points of entry and discharge at each pump station and both water towers. The analyzers constantly monitor the level of chlorine disinfectant in the distribution system. Public Works uses them to verify residuals and to track trends over time in chlorine levels, which helps maintain high water quality. The useful life of the analyzers is approximately eight to ten years.

This project ensures that the Town remains in compliance with state regulations established by the Texas Commission on Environmental Quality. These analyzers support our Water Quality Division in maintaining the high standards of water distributed to our customers, helping to preserve our "Superior" Water Rating. Monitoring the chlorine residuals in our system allows us to take proactive measures to maintain the chlorine level before it reaches an action level. The state regulation regarding residuals is from minimum (.50 mg/L) to maximum (5 mg/L). Having this equipment helps us identify trends related to water age, usage, and seasonal changes throughout the year, as well as within our system. These analyzers enable us to monitor the data and create trending graphs, helping us visualize potential issues that can be resolved with simple flushing maintenance before they become reportable.

The purchase of Hach's water quality analyzers ensures ease of maintenance and compatibility with existing water quality instruments and software already in place. Hach is the sole source manufacturer and direct distributor for all Hach instrumentation. The attached quote and sole source letter provide further details.

If approved, the installation is scheduled to commence in November 2025.

FISCAL IMPACT

The $60,000 budget for this $54,422.60 purchase was approved as a decision package as a part of the Fiscal Year 2026 budget process and will come out of the Fiscal Year 2026 Utility Fund budget.

RECOMMENDATION

Administration recommends approval.

Attachments

Hach Analyzers Quote
Hach Sole Source Letter

Quotation

Quote Number: 101153931v2
Use quote number at time of order to ensure that you receive prices quoted

Hach
PO Box 608
Loveland, CO 80539-0608
Phone: (800) 227-4224
Email: quotes@hach.com
Website: www.hach.com

Quote Date: 24-Sep-2025 Quote Expiration: 24-Oct-2025

TOWN OF ADDISON
PO BOX 9010
ADDISON, TX 75001-9010

Name: Jason Sutton
Phone: (972) 450-2826
Email: jsutton@addisontx.gov

Customer Account Number : 086548

Sales Contact: Gail Feikes Email: gfeikes@hach.com Phone: 800-227-4224

PRICING QUOTATION

Line	Part Number	Description	Qty	Net Unit Price	Extended Price
1	SPMP-CL	Single Parameter Monitoring Panel with SC4500 and CL17sc. Standard lead time 15 days.. LOQ lead time 45 days.	4	7,863.15	31,452.60
2	DPMP-CLPHD	Dual Parameter Monitoring Panel with SC4500, CL17sc and digital pH Sensor. Standard lead time 15 days.	2	11,485.00	22,970.00
				Grand Total	$ 54,422.60

TERMS OF SALE

Freight: Ground Prepay and Add

FCA: Hach's facility

ALL LEAD TIMES ARE ESTIMATED AND NOT GUARANTEED.

All purchases of Hach Company products and/or services are expressly and without limitation subject to Hach Company's Terms & Conditions of Sale ("Hach TCS"), incorporated herein by reference and published on Hach Company's website at www.hach.com/terms. Hach TCS are contained directly and/or by reference in Hach's offer, order acknowledgment, and invoice documents. The first of the following acts constitutes an acceptance of Hach's offer and not a counteroffer and creates a contract of sale "Contract" in accordance with the Hach TCS: (i) Buyer's issuance of a purchase order document against Hach's offer; (ii) acknowledgement of Buyer's order by Hach; or (iii) commencement of any performance by Hach pursuant to Buyer's order. Provisions contained in Buyer's purchase documents (including electronic commerce interfaces) that materially alter, add to or subtract

from the provisions of the Hach TCS are not part of the Contract.

Due to International regulations, a U.S. Department of Commerce Export License may be required. Hach reserves the right to approve specific shipping agents. Wooden boxes suitable for ocean shipment are extra. Specify final destination to ensure proper documentation and packing suitable for International transport. In addition, Hach may require : 1). A statement of intended end-use; 2).Certification that the intended end-use does not relate to proliferation of weapons of mass destruction (prohibited nuclear end use, chemical / biological weapons, missile technology); and 3). Certification that the goods will not be diverted contrary to U.S. and/or applicable laws in force in Buyer's jurisdiction.

ORDER TERMS:
Terms are Subject to Credit Review
In order for Hach to process the order as quickly as possible, please provide the following information.
• Complete Billing address.
• Complete Shipping address.
• Part numbers and quantities of items being ordered.
• Please reference the quotation number on your purchase order

If the order is over $25,000 Hach will also require the following additional information.
• Pricing
• Purchase Order Number
• Freight terms and INCO term FOB Origin or FCA Shipping Point
• Required delivery date
• Vendor name should specify "Hach Company" with the Loveland address:
    o Hach, PO Box 389, Loveland, CO 80539
• Credit terms of payment. Default payment terms are Net 30.
• Indicate if order needs to ship complete or if it can ship partial.
• Tax status
• Special invoicing instructions

Sales tax is not included on quote. Applicable sales tax will be added to the invoice based on the U.S. destination, if applicable provide a resale/exemption certificate.
Shipments will be prepaid and added to invoices unless otherwise specified.
Equipment quoted operates with standard U.S. supply voltage.
Hach standard terms and conditions apply to all sales.
Additional terms and conditions apply to orders for service partnerships.
Prices do not include delivery of product. Reference attached Freight Charge Schedule and Collect Handling Fees.
This Quote is good for a one time purchase
Virtual and/or on-site training must be scheduled/completed within 30 days of order, or the price will be subject to change.

Sales Contact:

Name:	Gail Feikes
Title:	Regional Sales Manager
Phone:	800-227-4224
Email:	gfeikes@hach.com

HACH COMPANY

Headquarters
5600 Lindbergh Drive
Loveland, CO 80538-8842

Purchase Orders
PO Box 608
Loveland, CO 80539-0608

WebSite: www.hach.com

U.S.A.
Phone: 800-227-4224
Fax: 970-669-2932
E-Mail: orders@hach.com
quotes@hach.com
techhelp@hach.com

Export
Phone: 970-669-3050
Fax: 970-461-3939
Email: intl@hach.com

Remittance
E-mail: ach@hach.com

Checks: 2207 Collection Center Drive, Chicago, IL 60693

Wire Transfers:
Bank of America
231 S. LaSalle St.
Chicago, IL 60604
Account: 8765602385
Routing (ACH/EFT): 071923284
Routing (Dom Wires): 026009593
Swift Code Intl Wires: BOFAUS3N

Be Right™

Quotation Addendum

ADVANTAGES OF WORKING WITH HACH

Hach Service

Protect your investment & peace of mind

- ✓ A global partner who understands your needs
- ✓ Delivers timely, high-quality service you can trust
- ✓ Provides team of unique experts to help you maximize instrument uptime
- ✓ Ensure data integrity
- ✓ Maintain operational stability
- ✓ Reduce compliance risk

www.hach.com/service-contracts

Pick&Ship™

Pick&Ship™ Program offers a better way to keep your supplies in stock

- ✓ **Convenience** of one purchase order for the entire year
- ✓ **Flexibility** to change, cancel or create new orders
- ✓ **Savings** from locking in prices & thus avoiding price surges and rush charges
- ✓ **Peace of mind** with automatic, reliable shipments just as you need them

www.Hach.com/pickandship

Technical Support

Provides post-sale instrumentation and application support

- ✓ Hach's highly skilled Technical Support staff is dedicated to helping you resolve technical issues before, during and after the sale.
- ✓ Available via phone, e-mail, or live online chat at Hach.com!
- ✓ Fast access to answers at https://support.hach.com
- ✓ Toll-free phone: 800-227-4224
- ✓ E-mail: techhelp@hach.com

www.Hach.com

ADVANTAGES OF SIMPLIFIED SHIPPING AND HANDLING

Safe & Fast Delivery

- ✓ Receive tracking numbers on your order acknowledgement
- ✓ Hach will assist with claims if an order is lost or damaged in shipment

Save Time – Less Hassle

- ✓ No need to set up deliveries for orders or to schedule pickup
- ✓ Hach ships order as product is available, at no additional charge, when simplified shipping and handling is used.

Save Money

- ✓ No additional invoice to process – save on time and administrative costs
- ✓ Only pay shipping once, even if multiple shipments are required

STANDARD SIMPLIFIED SHIPPING AND HANDLING CHARGES [1, 2, 3, 4] *Pricing Effective 7/13/2024*

Total Price of Merchandise Ordered	Standard Surface (Mainland USA)	Second Day Delivery (Mainland USA)	Next Day Delivery (Mainland USA)	Second Day Delivery (Alaska & Hawaii)	Next Day Delivery (Alaska & Hawaii)	**Collect** [4] Handling Fee *Effective 7/13/2024*
$0.00 - $49.99	$10.75	$26.89	$50.14	$43.15	$82.02	$8.00
$50.00 - $149.99	$12.90	$38.02	$71.75	$54.52	$103.65	$8.00
$150.00 - $349.99	$15.05	$40.15	$81.79	$55.37	$106.26	$8.00
$350.00 - $649.99	$17.20	$44.98	$89.44	$56.22	$108.87	$8.00
$650.00 - $949.99	$17.20	$54.49	$112.39	$66.20	$128.13	$8.00
$950.00 - $1,999.99	$30.10	$64.01	$135.34	$76.17	$147.38	$8.00
$2,000.00 - $3,999.99	$30.10	$79.14	$165.12	$91.12	$176.99	$8.00
$4,000.00 - $5,999.99	$53.75	$94.27	$194.90	$106.06	$206.59	$8.00
$6,000.00 - $7,999.99	$64.50	$108.99	$225.36	$118.80	$229.04	$8.00
$8,000.00 - $9,999.99	$96.75	$162.82	$318.16	$174.21	$330.40	$8.00
Over $10,000	1.0% of Net Order Value	1.8% of Net Order Value	2.8% of Net Order Value	1.8% of Net Order Value	2.8% of Net Order Value	$8.00

1 Shipping & Handling charges shown are only applicable to orders billing and shipping to U.S. destinations. Shipping & Handling charges will be prepaid and added to invoice. Shipping & Handling for the Pick&Ship Program is charged on each shipment release and is based on the total price of each shipment release. Shipping & Handling charges are subject to change without notice.

2 Additional Shipping & Handling charges will be applied to orders containing bulky and/or especially heavy orders. Refrigerated and all weather Samplers do not qualify for simplified Shipping & Handling charges, and are considered heavy products. Dissolved Oxygen Sensors can be damaged if exposed to temps below freezing, causing sensor failure. Must be shipped over night or 2nd day air during the cold weather months.

3 Orders shipping to Alaska or Hawaii: Additional Shipping & Handling charges may be applied at time of order processing. Second Day and Next Day delivery is not available to all destinations.

4 Hach Company will assess a collect handling fee on orders with collect shipping terms. This handling fee covers the additional costs that Hach Company incurs from processing and managing collect shipments.

Due to variations in component characteristics, regulatory transportation requirements and/or associated shipping and handling costs, individual kit components may or may not be packaged together in a single carton at time of final packaging and shipping.

SALES TAX

Sales Tax is not included in the attached quotation. Applicable sales and usage taxes will be added to your invoice, at the time of order, based on U.S. destination of goods, unless a valid resale/exemption certificate for destination state is provided to the above address or fax number, attention of the Tax Dept.

TERMS & CONDITIONS OF SALE FOR HACH COMPANY PRODUCTS AND SERVICES

This document sets forth the Terms & Conditions of Sale for goods manufactured and/or supplied, and services provided, by Hach Company of Loveland, Colorado ("Hach") and sold to the original purchaser thereof ("Buyer"). Unless otherwise specifically stated herein, the term "Hach" includes only Hach Company and none of its affiliates. Unless otherwise specifically stated in a previously-executed written purchase agreement signed by authorized representatives of Hach and Buyer, these Terms & Conditions of Sale establish the rights, obligations and remedies of Hach and Buyer which apply to this offer and any resulting order or contract for the sale of Hach's goods and/or services ("Products").

1. APPLICABLE TERMS & CONDITIONS: These Terms & Conditions of Sale are contained directly and/or by reference in Hach's offer, order acknowledgment, and invoice documents. The first of the following acts constitutes an acceptance of Hach's offer and not a counteroffer and creates a contract of sale ("Contract") in accordance with these Terms & Conditions: (i) Buyer's issuance of a purchase order document against Hach's offer; (ii) acknowledgement of Buyer's order by Hach; or (iii) commencement of any performance by Hach pursuant to Buyer's order. Provisions contained in Buyer's purchase documents (including electronic commerce interfaces) that materially alter, add to or subtract from the provisions of these Terms & Conditions of Sale are not a part of the Contract.

2. CANCELLATION: Buyer may cancel goods orders subject to fair charges for Hach's expenses including handling, inspection, restocking, freight and invoicing charges as applicable, provided that Buyer returns such goods to Hach at Buyer's expense within thirty (30) days of delivery and in the same condition as received. Buyer may cancel service orders on ninety (90) day's prior written notice and refunds will be prorated based on the duration of the service plan. Inspections and re-instatement fees may apply upon cancellation or expiration of service programs. Seller may cancel all or part of any order prior to delivery without liability if the order includes any Products that Seller determines may not comply with export, safety, local certification, or other applicable compliance requirements.

3. DELIVERY: Delivery will be accomplished FCA Hach's facility located in Ames, Iowa or Loveland, Colorado, or Romeoville, Illinois United States (Incoterms 2020). Legal title and risk of loss or damage pass to Buyer upon transfer to the first carrier. Hach will use commercially reasonable efforts to deliver the Products ordered herein within the time specified on the face of this Contract or, if no time is specified, within Hach's normal lead-time necessary for Hach to deliver the Products sold hereunder. Upon prior agreement with Buyer and for an additional charge, Hach will deliver the Products on an expedited basis. Standard service delivery hours are 8 am – 5 pm Monday through Friday, excluding holidays.

4. INSPECTION: Buyer will promptly inspect and accept any Products delivered pursuant to this Contract after receipt of such Products. In the event the Products do not conform to any applicable specifications, Buyer will promptly notify Hach of such nonconformance in writing. Hach will have a reasonable opportunity to repair or replace the nonconforming product at its option. Buyer will be deemed to have accepted any Products delivered hereunder and to have waived any such nonconformance in the event such a written notification is not received by Hach within thirty (30) days of delivery.

5. PRICES & ORDER SIZES: All prices are in U.S. dollars and are based on delivery as stated above. Prices do not include any charges for services such as insurance; brokerage fees; sales, use, inventory or excise taxes; import or export duties; special financing fees; VAT, income or royalty taxes imposed outside the U.S.; consular fees; special permits or licenses; or other charges imposed upon the production, sale, distribution, or delivery of Products. Buyer will either pay any and all such charges or provide Hach with acceptable exemption certificates, which obligation survives performance under this Contract. Hach reserves the right to establish minimum order sizes and will advise Buyer accordingly.

6. PAYMENTS: All payments must be made in U.S. dollars. For Internet orders, the purchase price is due at the time and manner set forth at www.hach.com. Invoices for all other orders are due and payable NET 30 DAYS from date of the invoice without regard to delays for inspection or transportation, with payments to be made by check to Hach at the above address or by wire transfer to the account stated on the front of Hach's invoice, or for customers with no established credit, Hach may require cash or credit card payment in advance of delivery. In the event payments are not made or not made in a timely manner, Hach may, in addition to all other remedies provided at law, either: (a) declare Buyer's performance in breach and terminate this Contract for default; (b) withhold future shipments until delinquent payments are made; (c) deliver future shipments on a cash-with-order or cash-in-advance basis even after the delinquency is cured; (d) charge interest on the delinquency at a rate of 1-1/2% (one and one half percent) per month or the maximum rate permitted by law, if lower, for each month or part thereof of delinquency in payment plus applicable storage charges and/or inventory carrying charges; (e) repossess the Products for which payment has not been made; (f) recover all costs of collection including reasonable attorney's fees; or (g) combine any of the above rights and remedies as is practicable and permitted by law. Buyer is prohibited from setting off any and all monies owed under this from any other sums, whether liquidated or not, that are or may be due Buyer, which arise out of a different transaction with Hach or any of its affiliates. Should Buyer's financial responsibility become unsatisfactory to Hach in its reasonable discretion, Hach may require cash payment or other security. If Buyer fails to meet these requirements, Hach may treat such failure as reasonable grounds for repudiation of this Contract, in which case reasonable cancellation charges shall be due Hach. Buyer grants Hach a security interest in the Products to secure payment in full, which payment releases the security interest but only if such payments could not be considered an avoidable transfer under the U.S. Bankruptcy Code or other applicable laws. Buyer's insolvency, bankruptcy, assignment for the benefit of creditors, or dissolution or termination of the existence of Buyer, constitutes a default under this Contract and affords Hach all the remedies of a secured party under the U.C.C., as well as the remedies stated above for late payment or non-payment. See ¶20 for further wire transfer requirements.

7. LIMITED WARRANTY: Hach warrants that Products sold hereunder will be free from defects in material and workmanship and will, when used in accordance with the manufacturer's operating and maintenance instructions, conform to any express written warranty pertaining to the specific goods purchased, which for most Hach instruments is for a period of twelve (12) months from delivery. Hach warrants that services furnished hereunder will be free from defects in workmanship for a period of ninety (90) days from the completion of the services. Parts provided by Hach in the performance of services may be new or refurbished parts functioning equivalent to new parts. Any non-functioning parts that are repaired by Hach shall become the property of Hach. No warranties are extended to consumable items such as, without limitation, reagents, batteries, mercury cells, and light bulbs. **All other guarantees, warranties, conditions and representations, either express or implied, whether arising under any statute, law, commercial usage or otherwise, including implied warranties of merchantability and fitness for a particular purpose, are hereby excluded.** The sole remedy for Products not meeting this Limited Warranty is replacement, credit or refund of the purchase price. This remedy will not be deemed to have failed of its essential purpose so long as Hach is willing to provide such replacement, credit or refund.

8. INDEMNIFICATION: Indemnification applies to a party and to such party's successors-in-interest, assignees, affiliates, directors, officers, and employees ("Indemnified Parties"). Hach is responsible for and will defend, indemnify and hold harmless the Buyer Indemnified Parties against all losses, claims, expenses or damages which may result from accident, injury, damage, or death due to Hach's breach of the Limited Warranty. Buyer is responsible for and will defend, indemnify and hold harmless the Hach Indemnified Parties against all losses, claims, expenses or damages which may result from accident, injury, damage, or death due to negligence, misuse or misapplication of any goods or services, violations of law, or the breach of any provision of this Contract by the Buyer, its affiliates, or those employed by, controlled by or in privity with them. Buyer's workers' compensation immunity, if any, does not preclude or limit its indemnification obligations.

9. PATENT PROTECTION: Subject to all limitations of liability provided herein, Hach will, with respect to any Products of Hach's design or manufacture, indemnify Buyer from any and all damages and costs as finally determined by a court of competent jurisdiction in any suit for infringement of any U.S. patent (or European patent for Products that Hach sells to Buyer for end use in a member state of the E.U.) that has issued as of the delivery date, solely by reason of the sale or normal use of any Products sold to Buyer hereunder and from reasonable expenses incurred by Buyer in defense of such suit if Hach does not undertake the defense thereof, provided that Buyer promptly notifies

Hach of such suit and offers Hach either (i) full and exclusive control of the defense of such suit when Products of Hach only are involved, or (ii) the right to participate in the defense of such suit when products other than those of Hach are also involved. Hach's warranty as to use patents only applies to infringement arising solely out of the inherent operation of the Products according to their applications as envisioned by Hach's specifications. In case the Products are in such suit held to constitute infringement and the use of the Products is enjoined, Hach will, at its own expense and at its option, either procure for Buyer the right to continue using such Products or replace them with non-infringing products, or modify them so they become non-infringing, or remove the Products and refund the purchase price (prorated for depreciation) and the transportation costs thereof. The foregoing states the entire liability of Hach for patent infringement by the Products. Further, to the same extent as set forth in Hach's above obligation to Buyer, Buyer agrees to defend, indemnify and hold harmless Hach for patent infringement related to (x) any goods manufactured to the Buyer's design, (y) services provided in accordance with the Buyer's instructions, or (z) Hach's Products when used in combination with any other devices, parts or software not provided by Hach hereunder.

10. TRADEMARKS AND OTHER LABELS: Buyer agrees not to remove or alter any indicia of manufacturing origin or patent numbers contained on or within the Products, including without limitation the serial numbers or trademarks on nameplates or cast, molded or machined components.

11. SOFTWARE AND DATA. All licenses to Hach's separately-provided software products are subject to the separate software license agreement(s) accompanying the software media and/or included as an Appendix to these Terms & Conditions of Sale. Except to the extent such express licenses conflict with the remainder of this paragraph, the following also applies relative to Hach's software: Hach grants Buyer only a personal, non-exclusive license to access and use the software provided by Hach with Products purchased hereunder solely as necessary for Buyer to enjoy the benefit of the Products. A portion of the software may contain or consist of open source software, which Buyer may use under the terms and conditions of the specific license under which the open source software is distributed. Buyer agrees that it will be bound by all such license agreements. Title to software remains with the applicable licensor(s). In connection with Buyer's use of Products, Hach may obtain, receive, or collect data or information, including data produced by the Products. In such cases, Buyer grants Hach a non-exclusive, worldwide, royalty-free, perpetual, non-revocable license to use, compile, distribute, display, store, process, reproduce, or create derivative works of such data, or to aggregate such data for use in an anonymous manner, solely to facilitate marketing, sales and R&D activities of Hach and its affiliates.

12. PROPRIETARY INFORMATION; PRIVACY: "Proprietary Information" means any information, technical data or know-how in whatever form, whether documented, contained in machine readable or physical components, mask works or artwork, or otherwise, which Hach considers proprietary, including but not limited to service and maintenance manuals. Buyer and its customers, employees and agents will keep confidential all such Proprietary Information obtained directly or indirectly from Hach and will not transfer or disclose it without Hach's prior written consent, or use it for the manufacture, procurement, servicing or calibration of Products or any similar products, or cause such products to be manufactured, serviced or calibrated by or procured from any other source, or reproduce or otherwise appropriate it. All such Proprietary Information remains Hach's property. No right or license is granted to Buyer or its customers, employees or agents, expressly or by implication, with respect to the Proprietary Information or any patent right or other proprietary right of Hach, except for the limited use licenses implied by law. Hach will manage Customer's information and personal data in accordance with its Privacy Policy, located at http://www.hach.com/privacypolicy.

13. CHANGES AND ADDITIONAL CHARGES: Hach reserves the right to make design changes or improvements to any products of the same general class as Products being delivered hereunder without liability or obligation to incorporate such changes or improvements to Products ordered by Buyer unless agreed upon in writing before the Products' delivery date. Services which must be performed as a result of any of the following conditions are subject to additional charges for labor, travel and parts: (a) equipment alterations not authorized in writing by Hach; (b) damage resulting from improper use or handling, accident, neglect, power surge, or operation in an environment or manner in which the instrument is not designed to operate or is not in accordance with Hach's operating manuals; (c) the use of parts or accessories not provided by Hach; (d) damage resulting from acts of war, terrorism or nature; (e) services outside standard business hours; (f) site prework not complete per proposal; or (g) any repairs required to ensure equipment meets manufacturer's specifications upon activation of a service agreement.

14. SITE ACCESS / PREPARATION / WORKER SAFETY / ENVIRONMENTAL COMPLIANCE: In connection with services provided by Hach, Buyer agrees to permit prompt access to equipment. Buyer assumes full responsibility to back-up or otherwise protect its data against loss, damage or destruction before services are performed. Buyer is the operator and in full control of its premises, including those areas where Hach employees or contractors are performing service, repair and maintenance activities. Buyer will ensure that all necessary measures are taken for safety and security of working conditions, sites and installations during the performance of services. Buyer is the generator of any resulting wastes, including without limitation hazardous wastes. Buyer is solely responsible to arrange for the disposal of any wastes at its own expense. Buyer will, at its own expense, provide Hach employees and contractors working on Buyer's premises with all information and training required under applicable safety compliance regulations and Buyer's policies. If the instrument to be serviced is in a Confined Space, as that term is defined under OSHA regulations, Buyer is solely responsible to make it available to be serviced in an unconfined space. Hach service technicians will not work in Confined Spaces. In the event that a Buyer requires Hach employees or contractors to attend safety or compliance training programs provided by Buyer, Buyer will pay Hach the standard hourly rate and expense reimbursement for such training attended. The attendance at or completion of such training does not create or expand any warranty or obligation of Hach and does not serve to alter, amend, limit or supersede any part of this Contract.

15. LIMITATIONS ON USE: Buyer will not use any Products for any purpose other than those identified in Hach's catalogs and literature as intended uses. Unless Hach has advised the Buyer in writing, in no event will Buyer use any Products in drugs, food additives, food or cosmetics, or medical applications for humans or animals. In no event will Buyer use in any application any Product that requires FDA 510(k) clearance unless and only to the extent the Product has such clearance. Buyer will not sell, transfer, export or re-export any Hach Products or technology for use in activities which involve the design, development, production, use or stockpiling of nuclear, chemical or biological weapons or missiles, nor use Hach Products or technology in any facility which engages in activities relating to such weapons. Unless the "ship-to" address is in California, U.S.A., the Products are not intended for sale in California and may lack markings required by California Proposition 65; accordingly, unless Buyer has ordered Products specifying a California ship-to address, Buyer will not sell or deliver any Hach Products for use in California. Any warranty granted by Hach is void if any goods covered by such warranty are used for any purpose not permitted hereunder.

16. EXPORT AND IMPORT LICENSES AND COMPLIANCE WITH LAWS: Unless otherwise specified in this Contract, Buyer is responsible for obtaining any required export or import licenses. Buyer will comply with all laws and regulations applicable to the installation or use of all Products, including applicable import and export control laws and regulations of the U.S., E.U. and any other country having proper jurisdiction, and will obtain all necessary export licenses in connection with any subsequent export, re-export, transfer and use of all Products and technology delivered hereunder. Buyer will comply with all local, national, and other laws of all jurisdictions globally relating to anti-corruption, bribery, extortion, kickbacks, or similar matters which are applicable to Buyer's business activities in connection with this Contract, including but not limited to the U.S. Foreign Corrupt Practices Act of 1977, as amended (the "FCPA"). Buyer agrees that no payment of money or provision of anything of value will be offered, promised, paid or transferred, directly or indirectly, by any person or entity, to any government official, government employee, or employee of any company owned in part by a government, political party, political party official, or candidate for any government office or political party office to induce such organizations or persons to use their authority or influence to obtain or retain an improper business advantage for Buyer or for Hach, or which otherwise constitute or have the purpose or effect of public or commercial bribery, acceptance of or acquiescence in extortion, kickbacks or other unlawful or improper means of obtaining business or any improper advantage, with respect to any of Buyer's activities related to this Contract. Hach asks Buyer to "*Speak Up*!" if aware of any violation of law, regulation or our Standards of Conduct ("SOC") in relation to this Contract. See www.ethicspoint.veralto.com and Integrity and compliance – Veralto for a copy of the SOC and for access to our Helpline portal.

17. RELATIONSHIP OF PARTIES: Buyer is not an agent or representative of Hach and will not present itself as such under any circumstances unless and to

the extent it has been formally screened by Hach's compliance department and received a separate duly-authorized letter from Hach setting forth the scope and limitations of such authorization.

18. FORCE MAJEURE: Hach is excused from performance of its obligations under this Contract to the extent caused by acts or omissions that are beyond its control of, including but not limited to Government embargoes, blockages, seizures or freeze of assets, delays or refusals to grant an export or import license or the suspension or revocation thereof, or any other acts of any Government; fires, floods, severe weather conditions, or any other acts of God; quarantines; labor strikes or lockouts; riots; strife; insurrections; civil disobedience or acts of criminals or terrorists; war; material shortages or delays in deliveries to Hach by third parties. In the event of the existence of any force majeure circumstances, the period of time for delivery, payment terms and payments under any letters of credit will be extended for a period of time equal to the period of delay. If the force majeure circumstances extend for six months, Hach may, at its option, terminate this Contract without penalty and without being deemed in default or in breach thereof.

19. NON ASSIGNMENT AND WAIVER: Buyer will not transfer or assign this Contract or any rights or interests hereunder without Hach's prior written consent. Failure of either party to insist upon strict performance of any provision of this Contract, or to exercise any right or privilege contained herein, or the waiver of any breach of the terms or conditions of this Contract will not be construed as thereafter waiving any such terms, conditions, rights, or privileges, and the same will continue and remain in force and effect as if no waiver had occurred.

20. FUNDS TRANSFERS (PAYMENTS): Buyer and Hach both recognize that there is a risk of banking fraud when individuals impersonating a business demand payment under new banking or mailing instructions. To avoid this risk, Buyer must verbally confirm any new or changed bank transfer or mailing instructions by calling Hach at +1-970-663-1377 and speaking with Hach's Credit Manager before mailing or transferring any monies using the new instructions. Both parties agree that they will not institute mailing or bank transfer instruction changes and require immediate payment under the new instructions but will instead provide a ten (10) day grace period to verify any payment instruction changes before any new or outstanding payments are due using the new instructions.

21. LIMITATION OF LIABILITY: None of the Hach Indemnified Parties will be liable to any Buyer Indemnified Parties under any circumstances for any special, treble, incidental or consequential damages, including without limitation, damage to or loss of property other than for the Products purchased hereunder; damages incurred in installation, repair or replacement; lost profits, revenue or opportunity; loss of use; losses resulting from or related to downtime of the products or inaccurate measurements or reporting; the cost of substitute products; or claims of any Buyer Indemnified Parties' customers for such damages, howsoever caused, and whether based on warranty, contract, and/or tort (including negligence, strict liability or otherwise). The total liability of the Hach Indemnified Parties arising out of the performance or nonperformance hereunder or Hach's obligations in connection with the design, manufacture, sale, delivery, and/or use of Products will in no circumstance exceed in the aggregate a sum equal to twice the amount actually paid to Hach for Products delivered hereunder.

22. APPLICABLE LAW AND DISPUTE RESOLUTION: The construction, interpretation and performance hereof and all transactions hereunder shall be governed by the laws of the State of Colorado, without regard to its principles or laws regarding conflicts of laws. If any provision of this Contract violates any Federal, State or local statutes or regulations of any countries having jurisdiction of this transaction, or is illegal for any reason, said provision shall be self-deleting without affecting the validity of the remaining provisions. Unless otherwise specifically agreed upon in writing between Hach and Buyer, any dispute relating to this Contract which is not resolved by the parties shall be adjudicated in order of preference by a court of competent jurisdiction (i) in the State of Colorado, U.S.A. if Buyer has minimum contacts with Colorado and the U.S., (ii) elsewhere in the U.S. if Buyer has minimum contacts with the U.S. but not Colorado, or (iii) in a neutral location if Buyer does not have minimum contacts with the United States.

23. ENTIRE AGREEMENT, TERM & MODIFICATION: These Terms & Conditions of Sale constitute the entire agreement between the parties and supersede any prior agreements or representations, whether oral or written. Upon thirty (30) days prior written notice, Hach may, in its sole discretion, elect to terminate any order for the sale of Products and provide a pro-rated refund for any pre-payment of undelivered Products. No change to or modification of these Terms & Conditions shall be binding upon Hach unless in a written instrument specifically referencing that it is amending these Terms & Conditions of Sale and signed by an authorized representative of Hach. Hach rejects any additional or inconsistent Terms & Conditions of Sale offered by Buyer at any time, whether or not such terms or conditions materially alter the Terms & Conditions herein and irrespective of Hach's acceptance of Buyer's order for the described goods and services.

24. APPENDICES: If checked, the following Appendices are attached hereto and incorporated by reference into these Terms & Conditions of Sale:

☐ CLAROS SOFTWARE AS A SERVICE SUBSCRIPTION AGREEMENT

* * *

September 2, 2025

Service

Hach Service and Parts

Dear Customer:

The instruments you purchased, part of the following family of brands --- Hach, Great Lakes Instruments, American Sigma, Radiometer Analytical, Lachat, Marsh-McBirney, OptiQuant, Astro, Orbisphere, ELE, and Polymetron --- were designed to be reliable, durable, and easy to operate. Our goal is to design and manufacture instruments that give accurate readings with minimum maintenance requirements.

The Hach Service Representative is a highly trained professional who has a thorough, in-depth knowledge of the workings of each manufactured instrument. Our factory-trained service personnel are the only people authorized to perform any startup service, maintenance, or repair of these instruments. Because of the many different parameters and types of analyzers, we do not recognize or authorize any other service organization to perform repair or recalibration of these analyzers. As an ISO 9001 certified company, we maintain the highest standards for quality assurance and NIST traceable test and calibration equipment. Also, unauthorized repairs will result in voiding the instrument's warranty.

All parts used in our instruments meet our specifications and conform to our high standards. Many parts that may be available from a local vendor go through a testing procedure before being available as a Hach authorized part to ensure that they meet the performance tolerances specified for proper instrument performance. Additionally, the use of non-Hach supplied parts will result in voiding the instrument's warranty.

We have service repair centers that can repair and return instruments efficiently and economically. For on-site services we have an extensive field service organization. Please contact the Hach Service department for additional information.

Sincerely,
Hach Service

James Lonergan
Sr. Manager, Commercial NA Service

2025 City Council Regular Meeting **4. i.**

Meeting Date: 11/18/2025

Department: Airport

Key Focus Areas: Economic Development and Revitalization

AGENDA CAPTION:

Consider action on a Resolution authorizing the City Manager to execute a three-year lease agreement with Martinaire Aviation, LLC for a conventional hangar facility located at 4553 Glenn Curtiss Drive at Addison Airport, with an option to extend the lease for an additional two years; and providing an effective date.

BACKGROUND:

Staff is requesting that the City Council approve a new Addison Airport Conventional Hangar Lease for Commercial Aviation Use between the Town of Addison and Martinaire Aviation, LLC, a Texas-based FAR Part 135 air cargo carrier. The proposed lease is set to take effect on December 1, 2025, and would allow Martinaire to continue occupying the office and hangar facility located at 4553 Glenn Curtiss Drive at Addison Airport.

Martinaire has occupied this facility under a prior lease agreement originally signed in 2010. The Town of Addison assumed the lease in 2013 when it acquired the property. The new lease will replace the previous agreement with the Town's updated terms and conditions. The initial lease term will end on December 31, 2028, with an option to extend it through December 31, 2030.

Founded in 1978 and headquartered in Addison, Martinaire operates a fleet of 29 Cessna 208B Super Cargomasters, providing scheduled and on-demand air cargo services to over 40 cities across the U.S. The company also offers aircraft maintenance, parts sales, and Aircraft on Ground (AOG) support. AOG support consists of urgent, specialized services required when an aircraft is unable to fly due to a technical failure, missing parts, or mandatory maintenance. Martinaire's ongoing presence at Addison Airport supports the airport's role as a regional hub for aviation logistics, contributing to the airport's economic vitality through job creation, fuel sales, and facility utilization.

FISCAL IMPACT

Under the terms of the proposed Lease Agreement, Martinaire Aviation, LLC will pay the Town an annual base rent of $208,000.00, deemed to be at the prevailing market rate, payable in equal monthly installments of $17,333.34. The first payment is due on or before December 1, 2025, with subsequent payments due on the first day of each month throughout the lease term. Over the three-year period, the total rent paid to the Town will be $624,000.00.

RECOMMENDATION

Staff recommends approval.

Attachments

Resolution - Martinaire Lease Agreement

Property Location

RESOLUTION NO. R25-

A RESOLUTION OF THE CITY COUNCIL OF THE TOWN OF ADDISON, TEXAS, AUTHORIZING THE CITY MANAGER TO EXECUTE A THREE-YEAR LEASE AGREEMENT WITH MARTINAIRE AVIATION, LLC FOR A CONVENTIONAL HANGAR FACILITY LOCATED AT 4553 GLENN CURTISS DRIVE AT ADDISON AIRPORT, INCLUDING AN OPTION TO EXTEND THE LEASE FOR AN ADDITIONAL TWO YEARS; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the Town of Addison, Texas, owns and operates Addison Airport and intends to lease airport facilities in a manner that supports aviation-related business and economic development; and

WHEREAS, Martinaire Aviation, LLC desires to lease the hangar facility located at 4553 Glenn Curtiss Drive for air cargo operations and related aviation activities; and

WHEREAS, the City Council finds that entering into a lease agreement with Martinaire Aviation, LLC is in the best interest of the Town and supports the continued growth and utilization of Addison Airport.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE TOWN OF ADDISON, TEXAS:

SECTION 1. The proposed Martinaire Aviation, LLC Conventional Hangar Lease, a copy of which is attached to this Resolution as **Exhibit A,** is hereby approved, and the City Manager is authorized to execute this lease.

SECTION 2. This Resolution shall take effect from and after its date of adoption.

DULY RESOLVED AND ADOPTED by the City Council of the Town of Addison, Texas, this ***18th*** day of **November 2025.**

TOWN OF ADDISON, TEXAS

_____
Bruce Arfsten, Mayor

ATTEST:

_____
Valencia Garcia, City Secretary

Exhibit A

Docusign Envelope ID: 120F2FFD-86E7-4D09-BBE5-7600E699E603

STATE OF TEXAS §
§
COUNTY OF DALLAS §

ADDISON AIRPORT

CONVENTIONAL HANGAR LEASE
FOR COMMERCIAL AVIATION USE

This Addison Airport Conventional Hangar Lease For Commercial Aviation Use (hereinafter referred to as the "Hangar Lease," "Lease," or "Agreement") is made and entered into on December 1, 2025 (the "Effective Date"), by and between the **Town of Addison, Texas**, a home-rule municipality (hereinafter referred to as the "City" or "Landlord") and **Martinaire Aviation, LLC** a Texas limited liability company ("Tenant") (Landlord and Tenant are sometimes referred to herein together as the "parties" and individually as a "party").

WITNESSETH:

WHEREAS, Landlord is the owner of the Addison Airport (hereinafter referred to as the "Airport") located in Dallas County, Texas; and

WHEREAS, the Airport is operated and managed for and on behalf of the City by the Airport Manager (hereinafter referred to as "Airport Manager" or "Manager"); and

WHEREAS, Tenant is now the possessor and occupant of that certain aeronautical facility within Addison Airport known as Conventional Hangar U2 with the public addresses known as 4551 and 4553 Glenn Curtiss Drive, Addison, Texas 75001, respectively, subject to the terms and conditions of that certain Commercial Lease Agreement dated and made effective July 20, 2010 with the Landlord, the assignee of said Commercial Lease Agreement..

WHEREAS, Tenant desires to continue their use and occupancy of the aeronautical facility subject to the terms and conditions of this Hangar Lease, but upon the condition that the Tenant shall surrender its possession and occupancy of 4551 Glenn Curtiss by no later than January 31, 2026, making the Premises thereafter being solely 4553 Glenn Curtiss as more fully described in **Exhibits "A," "B," and "C"** attached hereto and made a part hereof (the "Premises") and Landlord desires to lease the same to Tenant for the Term as defined below; and

WHEREAS, Landlord and Tenant hereby agree to enter into this Hangar Lease under the terms and conditions set forth hereinbelow.

NOW, THEREFORE, for good and valuable consideration, the receipt and sufficiency of which is mutually acknowledged, Landlord and Tenant hereby agree as follows:

1. Lease Grant.

Subject to the terms of this Lease, Landlord leases the Premises to Tenant, and Tenant leases the Premises from Landlord.

This Hangar Lease is given and entered into subject to (i) all federal, state, and local laws, statutes, constitutional provisions, charters (including the City Charter), ordinances, codes (including building and building-related codes), rules, regulations, directives, policies, permits, standards, zoning requirements, orders, grant assurances, grant agreements, court orders, opinions and decisions, and all interpretations of the foregoing, of and/or by any governmental authority, entity, department, branch, or agency (including, without limitation, the Town of Addison, Texas, the State of Texas, the Federal Aviation Administration, the Texas Department of Transportation, the United States Environmental Protection Agency, and the Texas Commission on Environmental Quality, and any successor entities thereto), that are applicable, imposed upon, or related to, whether directly or indirectly, this Lease, the Airport, the Premises, and the use and occupancy thereof, as the same are existing or as they may be amended, modified, enacted, adopted, imposed, or superseded, and including, without limitation, any and all grant agreements or grant assurances now existing or as hereafter agreed to, adopted or imposed (collectively, "Laws," and "Law" means any of the foregoing), (ii) all restrictive covenants affecting the Premises,

(iii) all restrictions, mortgages, deeds of trust, liens, easements, licenses, leases, and any other encumbrance on or matter affecting the Premises, whether recorded or not, and (iv) and all of the terms, conditions, and provisions of this Hangar Lease.

2. Term:

The Term hereof shall commence December 1, 2025 ("Commencement Date") and shall end on December 31, 2028 ("Expiration Date"), unless otherwise terminated as provided for herein (the "Term"). Provided Tenant is in good standing under this Lease upon the Expiration Date, Landlord grants Tenant the option ("Option") to extend the Term of the Lease an additional 24 months (to December 31, 2030, the "Extension"), under the same terms, conditions, and covenants set forth herein, at the monthly rental rate of $18,780.00 effective December 1, 2028. Tenant may exercise this Option only by written notice delivered to Landlord no later than September 30, 2028. Failure of Tenant to provide such notice to Landlord on or before said date will result in this Lease expiring on September 30, 2028.

Landlord agrees to allow Tenant to early terminate this Lease by providing Landlord with a 180-day advance written Notice.

3. Rental & Security Deposit:

A. **Base Rent:** Tenant agrees to pay to Landlord without notice, demand, offset, or deduction, an annual Base Rent of $208,000.00, payable in equal monthly installments of $17,333.34. The first such monthly installment shall be due and payable on or before December 1, 2025, and each monthly installment thereafter shall be due and payable on or before the first day of each calendar month throughout the Term.

B. **Prorated Rent**: If the Commencement Date is on a day other than the first day of a month, Tenant will pay Landlord a prorated amount of Base Rent equal to the product of the monthly installment of Base Rent multiplied by a fraction, the (i) numerator of which is the number of days from (and including) the Commencement Date through (and including) the last day of the month that includes the Commencement Date and the (ii) denominator of which is the number of days in that month. The prorated portion of the Base Rent is due on or before the Commencement Date. Payment of Base Rent for any fractional calendar month at the end of the Term shall be prorated in the same manner.

C. **Additional Rent**: In addition to the Base Rent, Tenant will pay Landlord, as Additional Rent, the amounts set forth in the Utility Expense Reimbursement Addendum attached hereto and incorporated herein as Exhibit D.

D. **Rent**: For purposes of this Lease, "Rent" means Base Rent, Additional Rent, and all other sums that Tenant may owe to Landlord or otherwise be required to pay under this Lease. Landlord shall have the same rights and remedies for non-payment of any Rent as for non-payment of Base Rent. The obligations of Tenant to pay Base Rent and other sums to Landlord and the obligations of Landlord under this Lease are independent obligations.

E. **Place of Payment**: Tenant shall deliver all amounts due Landlord under this Lease to the following address or to such other person or place as Landlord may designate in writing:

Addison Airport
P. O. Box 676957
Dallas, TX 75267-6957

F. **Method of Payment**: Tenant must pay all Rent timely and without demand, notice, deduction, or offset, except as required by Law or as otherwise provided by this Lease. Tenant shall make payment of all Rent owed by personal or corporate check made payable to "Addison Airport" (or by credit card, electronic transfer or ACH (Automatic Clearing House), if acceptable to Landlord). Cash is not an acceptable form of payment of Rent. If Tenant fails to timely pay any amounts due under this Lease, or if any check of Tenant is returned to Landlord by the institution on which it was drawn for insufficient funds or for any other reason, or if Tenant's credit card is denied more than three times in any twelve-month period (if Landlord authorizes payment by credit card), Landlord, after providing written notice to Tenant, may require Tenant to pay subsequent amounts that become due under this Lease by cashier's check or money order only. Rent, and any other sums or amounts to be paid by Tenant to Landlord under this Lease, shall be deemed to have been paid when Landlord has actually received the negotiable payment.

G. **Late Charges**: If Landlord does not actually receive payment of Rent or any other sums due at the designated place of payment within ten (10) days after the date it is due, Tenant shall pay to Landlord a Late Charge equal to 5% of the amount due to reimburse Landlord for Landlord's cost and inconvenience incurred as a result of Tenant's delinquency. The Late Charge is a cost associated with the collection of Rent and Landlord's acceptance of a Late Charge does not waive Landlord's right to exercise its rights and remedies, including those under Paragraph 24 (Remedies of Landlord) herein.

If Tenant fails to pay (i) any monthly installment of Base Rent due under this Lease by the 10th day of the month when due, or (ii) or any other component of Rent within 10 days after the same is due as specified in this Lease, more than once in any consecutive three (3) month period, Tenant, upon the delivery of written notice to Tenant by Landlord ("Additional Deposit Notice"), shall pay to Landlord an amount equal to the then-current monthly installment of Base Rent (the "Additional Deposit") to be held and applied by Landlord as an addition to the Security Deposit delivered by Tenant and held on account by Landlord upon Tenant's execution of this Lease pursuant to subparagraph 3.H, below. Landlord's requirement of any Additional Deposit shall be in addition to all other rights and remedies available to Landlord under this Lease. If Tenant does not deliver the Additional Deposit to Landlord within ten (10) days after the delivery of the Additional Deposit Notice, such failure shall be an event of default under this Lease.

H. **Security Deposit:** Landlord and Tenant agree that Landlord is holding $13,500.00 as Tenant's Security Deposit ("Security Deposit"). Upon execution of this Lease, Tenant shall deposit with Landlord the sum of $3,833.34, so that the Security Deposit being held by Landlord is equivalent to the monthly Base Rent. Such Security Deposit shall be equal to one monthly installment of Base Rent unless otherwise adjusted as provided for in 3.G. above.

1. If at any time during this Agreement the Security Deposit then held on account by Landlord becomes less than the prevailing monthly installment of Base Rent, Tenant will make an additional payment to Landlord so that the Security Deposit held by Landlord is increased to equal one monthly installment of Base Rent, unless otherwise adjusted as provided for in 3.G. above.

2. Landlord shall hold such Security Deposit without interest as security for the performance by Tenant of Tenant's covenants and obligations under this Lease. Landlord may commingle the Security Deposit with Landlord's other funds, and no trust relationship is created with respect to the Security Deposit. Tenant shall not assign, otherwise transfer, or encumber or attempt to assign, otherwise transfer, or encumber the Security Deposit, and Landlord and its successors and assigns shall not be bound by any actual or attempted assignment, other transfer, or encumbrance. Regardless of any assignment, other transfer, or encumbrance of the Security Deposit by Tenant, Landlord may return the Security Deposit to the Tenant.

3. The Security Deposit is not an advance payment of Rent or a measure of liquidated damages in case of default by Tenant. Upon the occurrence of any event of default, Landlord may, from time to time, without prejudice to any other remedy provided herein or provided by Law, use the Security Deposit to the extent necessary to make good any arrearages of Rent and any other damage, injury, expense, or liability caused to Landlord by such event of default. Following any such application of the Security Deposit, Tenant shall pay to Landlord, on demand, the amount so applied to fully restore the Security Deposit to its required amount.

4. If Tenant is not then in default hereunder, such Security Deposit, less any lawful deductions by Landlord, shall be returned by Landlord to Tenant with an accounting of said deductions taken no later than thirty (30) days following the termination or expiration of this Hangar Lease. Permitted deductions from the Security Deposit may include, but not be limited to: unpaid Base Rent; unpaid utility charges incurred by Tenant; unpaid service charges; damages by Tenant to the Premises (beyond normal wear and tear) or repairs by Landlord that were Tenants responsibility; replacement cost of Landlord's property that was in or attached to the Premises and is missing; cost to replace unreturned keys; agreed reletting charges; Landlord's cost of cleaning the Premises to a broom-swept condition if required; Landlord's cost of removal of any trash or debris left in the Premises; Landlord's cost of the removal and storage of Tenant's personal property left or abandoned by Tenant or otherwise disposed of by Landlord; Landlord's cost of removal of unauthorized vehicles or aircraft left on the Premises; government fees or fines against Landlord because of Tenant; late fees and other costs of collection incurred by Landlord in connection with this Lease; interest that would have been earned by Landlord on unpaid balances; attorneys' fees, court costs and filing fees.

4. Adjustment of Rental:

Intentionally left blank.

5. Permitted Use of Premises:

A. The Premises shall be used and occupied by Tenant only for Commercial Aviation Use limited to the following (the "Permitted Use"):

> Tenant's use of the Premises shall be limited to the storage of aircraft, sale of aircraft and aircraft parts, light aircraft maintenance and repair, flight training, commercial office and administration, use and storage of related aeronautical tools, equipment, parts, and supplies and for no other purpose without the Landlord's prior written consent.

For purposes hereof, "Commercial Aviation Use" means the operation of a business enterprise providing aviation-related goods, services, or facilities for a commercial purpose (including, without limitation, any activity by the Tenant securing earning, income, compensation, [including exchange or barter of goods, and services], and/or profit from said activities, whether or not such objectives are accomplished). Tenant shall occupy and use the Premises only for the Permitted Use and shall comply with all Laws relating to the use, condition, access to, and occupancy of the Premises. Any use or occupancy of the Premises other than for the purposes set forth above is not permitted at any time without the prior written consent of Landlord.

B. The Premises shall not be used for the storage of non-operational aircraft. Stored aircraft must be airworthy and in good working order at all times except for periods necessary for routine maintenance, repairs, upgrades and/or similar such work required to keep the aircraft in good working order. For the purposes herein, an aircraft is regarded airworthy and in good working order only if the aircraft has a valid FAA registration, it is insurable and, at a minimum, appears to be well kept and in good working condition.

C. The Premises shall not be used or occupied for any concession for the sale or distribution of food, drinks, tobacco products, oil, gas, petroleum products or any activity of a similar character. Tenant agrees that no aircraft, vehicle, or other equipment will be left unattended at any time outside the boundaries of the Premises or within any common area of the Airport ("common area" having the meaning set forth in Chapter 14 of the City's Code of Ordinances), including the safety areas, operating areas and/or non-obstruction areas of the Airport without the prior written consent of the Airport Manager. Tenant further agrees to cooperate and coordinate with adjacent tenants and the Airport Manager, when necessary (as determined by Landlord), to facilitate and not to obstruct aircraft movement along nearby taxilanes, especially during periods of construction, maintenance, and repair of Airport facilities.

D. The Premises shall not be used for any purpose or activity that (i) constitutes a violation of any Laws; (ii) in Landlord's opinion, creates or would create a nuisance or waste or unreasonably disturb, annoy, or interfere with other tenants or users of the Airport; or (iii) increases insurance costs for Landlord.

E. Tenant acknowledges that Landlord is bound by, and this Lease is subject to, the terms and conditions of any and all Federal Aviation Administration, Texas Department of Transportation, and other grant agreements, grant assurances and regulations regarding the Airport, including, without limitation, any grant, loan, regulation, or agreement under Section 22.055 of the Texas Transportation Code, as amended or superseded, whether now existing or made in the future. Tenant agrees not to act or fail to act in any way or manner that would cause Landlord to be in violation of any of the foregoing.

6. Acceptance of Premises:

Tenant acknowledges that Tenant has fully inspected the Premises and accepts the Premises as suitable for the purposes for which the same are leased in their present condition, "**AS IS, WHERE IS, WITH ALL FAULTS AND PATENT AND LATENT DEFECTS**". Without limiting anything in the foregoing, **LANDLORD HAS NOT MADE, DOES NOT MAKE AND SPECIFICALLY DISCLAIMS, AND THERE ARE NO, REPRESENTATIONS,**

PROMISES, COVENANTS, AGREEMENTS, GUARANTYS OR WARRANTIES OF ANY KIND OR CHARACTER, EXPRESS OR IMPLIED, OR ARISING BY OPERATION OF LAW, OF OR AS TO THE CONDITION, QUALITY, QUANTITY, SUITABILITY, MERCHANTABILITY, HABITABILITY OR FITNESS OF THE PREMISES FOR ANY PARTICULAR PURPOSE WHATSOEVER GIVEN IN CONNECTION WITH THIS LEASE, INCLUDING, WITHOUT LIMITATION, ANY REPRESENTATION REGARDING SOIL CONDITIONS, AVAILABILITY OF UTILITIES, DRAINAGE, ZONING LAWS, ENVIRONMENTAL LAWS OR ANY OTHER LAWS.

TENANT ALSO ACKNOWLEDGES AND AGREES THAT TENANT'S INSPECTION AND INVESTIGATION OF THE PREMISES HAVE BEEN ADEQUATE TO ENABLE TENANT TO MAKE TENANT'S OWN DETERMINATION WITH RESPECT TO THE SUITABILITY OR FITNESS OF THE PREMISES, INCLUDING, WITHOUT LIMITATION, WITH RESPECT TO SOIL CONDITIONS, AVAILABILITY OF UTILITIES, DRAINAGE, ZONING LAWS, ENVIRONMENTAL LAWS, AND ANY OTHER LAWS.

TENANT ACKNOWLEDGES THAT THE DISCLAIMERS, AGREEMENTS AND OTHER STATEMENTS SET FORTH IN THIS PARAGRAPH 6 ARE AN INTEGRAL PORTION OF THIS LEASE AND THAT LANDLORD WOULD NOT AGREE TO LEASE THE PREMISES TO TENANT AS SET FORTH HEREIN WITHOUT THE DISCLAIMERS, AGREEMENTS AND OTHER STATEMENTS SET FORTH IN THIS PARAGRAPH 6. TENANT FURTHER ACKNOWLEDGES THAT TENANT IS NOT IN A DISPARATE BARGAINING POSITION WITH RESPECT TO LANDLORD. TENANT ACKNOWLEDGES AND AGREES FURTHER THAT THIS LEASE IS SUBJECT TO ANY AND ALL CURRENTLY EXISTING TITLE EXCEPTIONS OR OTHER MATTERS OF RECORD OR VISIBLE OR APPARENT FROM AN INSPECTION AFFECTING THE PREMISES.

7. Securing Governmental Approvals and Compliance with Law; Noise Abatement:

A. Tenant, at Tenant's sole cost and expense, shall obtain any and all governmental licenses, permits and approvals required for the use and occupancy of the Premises, as set forth in Paragraph 5 above, including but not limited to the issuance of a valid Certificate of Occupancy prior to Tenant occupying the Premises pursuant to Paragraph 44 hereinbelow.

B. Tenant shall promptly comply with all governmental orders and directives and all other Laws for the correction, prevention and abatement of nuisances caused by Tenant and arising out of the use and occupancy of the Premises, as set forth in Paragraph 5 above

C. Tenant shall comply with noise abatement standards at the Airport and shall notify any aircraft operator using the Premises of such standards.

8. Assignment and Subletting:

A. Without the prior written consent of Landlord, Tenant shall have no power to and shall not, either voluntarily or involuntarily, by operation of law or otherwise, assign, sell, pledge, encumber, mortgage, license, transfer, or otherwise convey (together, "assign" or "assignment," and any person or entity to whom an assignment is made being an "assignee") this Lease or any rights or obligations of Tenant hereunder, or sublet the whole or any part of the Premises. Any such assignment or any subletting, without the prior written consent of Landlord, shall be null and void and may be deemed by Landlord (in Landlord's sole discretion) an event of default under Paragraph 23 (Default by Tenant) of this Lease. For the purposes hereof, an assignment will be deemed to have also occurred if the person(s) who owns or has voting control of 51% or more of Tenant on the Effective Date of this Hangar Lease ceases to own or have voting control of 51% or more of Tenant at any time during the term of the Hangar Lease. From time to time as requested by Landlord, Tenant shall provide to Landlord, in a form acceptable to Landlord, a written certification as to the ownership of voting securities or voting control of Subtenant. For the purposes hereof, "control" means the possession, directly or indirectly, of the power to direct or cause the direction of the management and policies of an entity, whether through ownership of voting securities or partnership interests, by contract, or otherwise.

Any assignment or subletting shall be expressly subject to all the terms and provisions of this Lease, including the provisions of Paragraph 5 pertaining to the use of the Premises. In the event of any Landlord-approved assignment or subletting, Tenant shall not assign this Lease or sublet the Premises without first obtaining a written agreement from each such assignee or sublessee whereby each such assignee or sublessee agrees to be bound by the terms and provisions of this Hangar Lease. No such assignment or subletting shall constitute a novation. In the event of the occurrence of an event of default while the Premises are assigned or sublet, Landlord, in addition to any other remedies provided herein or by Law, may, at Landlord's option, collect directly from such assignee or subtenant all rents becoming due under such assignment or subletting and apply such rent against any sums due to Landlord hereunder. No direct collection by Landlord from any such assignee or subtenant shall release Tenant from the payment or performance of Tenant's obligations hereunder. Landlord's consent to any assignment or subletting will not waive its rights or remedies, and it will not stop Landlord from exercising its rights or remedies, with respect to any other actual or proposed assignment or subletting, and Landlord's consent to any assignment or subletting will not relieve Tenant or any guarantor of Tenant hereunder of any liability to Landlord under this Lease or otherwise.

B. Notwithstanding the foregoing, Landlord hereby acknowledges and consents to Tenant's subletting of the Premises for the purpose of renting hangar space for aircraft storage only, provided that each sublease is 1) made available for Landlord's review and inspection during Tenant's normal business hours upon Landlord's written request, and 2) evidenced by written agreement, signed, and executed by Tenant and the subtenant, and has incorporated therein and fairly states that:

1. each subtenant agrees to be bound by the terms and provisions of this Hangar Lease, including the provisions of Paragraph 5 pertaining to the use of the Premises. In the event of any conflict between the terms of this Hangar Lease and the terms of the sublease, the terms of the Hangar Lease shall control;

2. no such subletting shall constitute a novation.

3. in the event of occurrence of an event of default while the Premises are sublet, Landlord, in addition to any other rights or remedies provided herein or by Law, in equity, or otherwise, may, at Landlord's option, collect directly from such subtenant all rents becoming due under such subletting and apply such rent against any sums due to Landlord under this Lease;

4. subtenant shall be obligated to obtain Landlord's consent to any action as to which Tenant is obligated to obtain such consent under this Hangar Lease;

5. any such sublease is to automatically terminate upon termination of this Hangar Lease notwithstanding any other provision of the sublease to the contrary;

6. Landlord shall have no responsibility or obligation for the performance by subtenant of its obligations under the sublease; and

7. neither this consent, the exercise by Landlord of its rights and/or remedies hereunder, nor the sublease or any other instrument shall give subtenant any rights, directly or indirectly, against Landlord or create or impose any obligation, duty, responsibility, or liability of Landlord in favor of or for the benefit of subtenant.

Further, Tenant agrees that in no way does any sublease release Tenant from any of its covenants, agreements, liabilities and duties under this Hangar Lease; that this consent does not constitute approval by Landlord of the terms of any such sublease; that nothing herein contained shall be deemed a waiver or release of any of the Landlord's rights under this Hangar Lease; that Tenant shall remain fully liable for the performance of each and every term, provision, covenant, duty and obligation of the Tenant under this Hangar Lease including, without limitation, the duty to make any and all payments of Rent. Any violation of any terms and conditions of this Hangar Lease by a subtenant will constitute a default by Tenant under this Hangar Lease.

Upon Landlord's written request, Tenant shall provide to Landlord the names and addresses of any subtenants, and the make, model, aircraft type and "N" number of any aircraft stored or located on or in the Premises by Tenant or any subtenant.

9. Property Taxes and Assessments:

Tenant shall pay, before they become delinquent, any and all property taxes or assessments, and any other governmental charges, fees or expenses, levied or assessed on: (i) all improvements, fixtures, equipment or personal

property comprising a part of or located upon the Premises; and (ii), the leasehold estate of Tenant created hereby (hereinafter referred to as "Tenant's Taxes"). Upon the request of Landlord, Tenant shall, from time to time, furnish to Landlord "paid receipts" or other written evidence that all of Tenant's Taxes have been paid by Tenant. If any of Tenant's Taxes are included in tax notices and, or statements delivered to Landlord, Tenant has the right to legally protest or appeal, as provided for by Law, any tax levy or assessment of Tenant's Taxes provided Landlord has not already filed or does not intend to file such protest or appeal of (i) the appropriateness of such tax and, or (ii) the taxable value as assessed by the respective taxing authority. If any of Tenant's Taxes are included in tax statements delivered to Landlord, Tenant shall pay to Landlord that portion representing Tenant's Taxes within ten (10) days after Tenant's receipt of an invoice from Landlord accompanied by evidence of Landlord's computation of the portion thereof representing Tenant's Taxes. In the event Tenant fails to pay any Tenant's Taxes, Landlord shall have the right (but not the obligation) to pay or cause to be paid such Tenant's Taxes, and the costs thereof expended by or caused to be expended by Landlord plus interest thereon as provided in Paragraph 40 of this Lease shall be paid by Tenant on demand.

10. Maintenance and Repair of Premises:

A. Landlord shall, throughout the term hereof, except as otherwise expressly provided in this Lease and so long as Tenant is not in default of this Agreement beyond any applicable cure period, be responsible for those areas, items and matters identified in the "Landlord" column as set forth in Exhibit E, Maintenance and Repair Responsibilities, to this Agreement, which Exhibit is attached hereto and incorporated herein by reference. Landlord shall not be responsible for Tenant's or any third party's equipment, fixtures, or personal property comprising a part of or located upon the Premises.

B. Except as provided by subparagraph A. of this Paragraph 10, Tenant shall, to the Landlord's satisfaction, maintain the Premises in good order, condition, and repair throughout the term of this Lease including, but not limited to, those areas, items and matters identified under the "Tenant" column set forth in the attached Exhibit E to this Agreement. Tenant shall be responsible for any alterations, additions or improvements made by Tenant to the Premises and/or any improvements thereon or therein. Tenant shall, throughout the term hereof, be responsible for all consumable supplies and repair of plumbing and water damage caused as a result of Tenant's misuse by Tenant or by Tenant's owners, employees, agents, contractors, guests or invitees. Tenant shall be responsible for keeping the Premises free from waste and nuisance and shall, upon the expiration of the Lease Term, or any earlier termination of this Lease or any repossession of the Premises by Landlord, deliver the Premises clean and free of trash and in good condition and repair, with all fixtures and equipment situated in or upon the Premises in the same condition as same existed on the Commencement Date, with reasonable wear and tear excepted.

Notwithstanding anything in this Lease to the contrary, Tenant shall bear the risk of complying with the Americans with Disabilities Act of 1990, any other federal or any state laws governing access to the disabled, or architectural barriers, and all rules, regulations, and guidelines promulgated under such Laws, as amended from time to time, in or pertaining to the Premises.

C. In the event Tenant fails to so maintain or repair the Premises and/or the improvements, fixtures, equipment and personal property comprising a part of or located upon the Premises, and/or otherwise fails to comply with any of the provisions of subparagraph B. or D. of this Paragraph or any other provision of this Lease requiring Tenant to maintain or repair the Premises or keep them in a particular condition, Landlord shall have the right (but not the obligation) to cause all such repairs or other maintenance or work to be made, and the reasonable costs therefor expended by Landlord plus interest thereon as provided in Paragraph 40 shall be paid by Tenant to Landlord on demand.

D. If Tenant handles or stores flammable materials on the Premises, Tenant agrees to maintain proper safeguards with respect thereto and to comply with all requirements of Landlord's and Tenant's insurance companies and/or governmental authorities with respect to the storage, use and disposal of such materials, and with all applicable Laws.

11. Alterations, Additions, and Improvements:

Tenant shall not create any openings in the roof or exterior walls, or make any alterations, additions, or improvements to the Premises, without the prior written consent of Landlord. Landlord shall not unreasonably withhold its consent for non-structural alterations, additions, or improvements. Tenant shall have the right to erect or install shelves, bins, machinery, and trade fixtures, provided Tenant complies with all applicable Laws in connection therewith. All

alterations, additions, and improvements in and to the Premises shall be performed in accordance with the terms and provisions of this Lease, with all Laws, and in a first-class, workmanlike manner, and Tenant shall promptly pay and discharge all costs, expenses, claims for damages, liens and any and all other liabilities and obligations which arise in connection therewith.

12. Insurance:

A. Tenant shall procure and maintain throughout the Term, without interruption, a policy or policies of insurance, at Tenant's sole cost and expense, to meet or exceed the insurance requirements specified in the then prevailing Addison Airport Minimum Standards and Requirements for Commercial Aeronautical Service Providers (the "Airport Minimum Standards") which may be amended or modified by the City from time to time. At any time over the Term the Airport Minimum Standards are either suspended, repealed, or otherwise modified to the extent Tenant's use and occupancy of the Premises no longer require such insurance policies under the Airport Minimum Standards, Tenant shall procure and maintain throughout the Term, without interruption, the following insurance policies:

1. Commercial General Liability insurance against claims for bodily injury, death or property damage or destruction occurring on, in or about the Premises, with limits of liability of not less than $1,000,000 for each occurrence, CSL/$1,000,000 general aggregate. Coverage shall include standard contractual liability for liability assumed under this Lease.

2. Workers Compensation insurance and employer's liability with limits of liability of not less than $1,000,000.

3. Hangar keepers Legal Liability insurance at limits of $1,000,000 per occurrence is required if Tenant is engaged in maintenance, repair or servicing of aircraft belonging to any third party, or if Tenant is otherwise involved in any operation in which Tenant has care, custody or control of an aircraft that belongs to a third party.

4. Aircraft Liability insurance for all Tenant-owned or operated aircraft with a minimum bodily injury and property damage per occurrence limit of $1,000,000 and $1,000,000 for personal and advertising injury.

5. Business automobile liability insurance for all owned and non-owned vehicles with a combined single limit of $1,000,000 for bodily injury and property damage.

B. All insurance policies required under this Paragraph 12 shall be endorsed to provide the following, as applicable: (i) in all liability policies, name as an additional insured the "Town of Addison, Texas"; (ii) in all liability policies, provide that such policies are primary insurance regardless of the application of any other insurance available to the additional insureds, with respect to any claims arising out of activities conducted under this Lease, and that insurance applies separately to each insured against whom a claim is made or suit is brought; and (iii) a waiver of subrogation in favor of the Town of Addison, Texas, its manager, officials, officers, and employees must be included in all liability and Workers Compensation policies. All such policies shall be issued by an insurance company authorized to do business in Texas and in the standard form approved by the Texas Department of Insurance, if required, and shall be endorsed to provide for at least 30 days' advance written notice to Landlord of a material change in, non-renewal, or cancellation of a policy. Certificates of insurance, satisfactory to Landlord, evidencing all coverage above, shall be furnished to Landlord prior to the Commencement Date, with complete copies of policies furnished to the Landlord upon request. Landlord reserves the right to review and revise from time to time the types of insurance and limits of liability required herein.

13. Casualty Damage or Destruction:

A. In case of any damage to or destruction of the buildings, structures, fixtures, and equipment, or any other improvements, on or at the Premises, or any part thereof, Tenant shall promptly give written notice thereof to Landlord, generally describing the nature and extent of such damage and/or destruction.

B. If the Premises (the hangar building or structure, excluding Tenant's fixtures, furniture, equipment, personal property and leasehold improvements made by or on behalf of Tenant or any assignee, subtenant or other occupant of the Premises) should be substantially, totally, or partially destroyed or damaged by fire, tornado or other casualty, this

Lease shall not terminate, but Landlord may, at Landlord's sole option and at Landlord's sole cost, expense and risk, proceed forthwith and use reasonable diligence to rebuild or repair the Premises (the hangar building or structure, but excluding Tenant's fixtures, furniture, equipment, personal property and leasehold improvements made by or on behalf of Tenant or any permitted assignee, subtenant or other occupant or user of the Premises) to substantially the condition in which it existed prior to such destruction or damage; provided, however, that if Landlord elects not to rebuild or repair such damage or destruction and notifies Tenant in writing of such election, then this Lease shall terminate and rent shall be abated for the unexpired portion of this Lease, effective from the date of actual receipt by Landlord of the written notification of the damage or destruction from Tenant. If Landlord elects to rebuild or repair the Premises and the Premises are untenantable in whole or in part following such destruction or damage, during the period of such rebuilding or repair the Rent payable hereunder shall be equitably adjusted for that period during which the Premises are untenantable. However, if the destruction or damage was caused by the negligence, gross negligence, or willful or wanton act or omission of Tenant, or any of Tenant's officers, employees, agents, subtenants, licensees, contractors, subcontractors, or invitees, or any other person for whom Tenant is responsible, Rent shall not be abated and Tenant shall have the continuing obligation to pay Rent during the period of such rebuilding or repair.

If Landlord elects to rebuild or repair the Premises (the hangar building or structure) as set forth above, Tenant shall, immediately upon notice from Landlord, remove from the Premises its equipment and property as reasonably required by Landlord to complete such rebuilding or repair. Upon the completion of such rebuilding or repair, Tenant shall restore the Premises and Tenant's property and promptly reopen for business. Tenant shall use the proceeds from Tenant's insurance policies for restoration of improvements made by Tenant to the Premises, for restoration and/or replacement of Tenant's equipment, trade fixtures, and inventory, and to cover any business interruption loss.

C. Landlord's election to pay for the cost of the repair or rebuilding of the Premises (the hangar building or structure) or any part thereof may, at Landlord's option, not extend beyond or exceed the proceeds of any casualty or property damage insurance payable and actually collected in connection with such damage or destruction. All insurance proceeds, if any, payable on account of such damage or destruction shall be held and retained by Landlord (whether such repair or rebuilding occurs, or this Lease terminates).

14. Condemnation:

A. If, during the term hereof, any part of the Premises shall be acquired or condemned by eminent domain for any public or quasi-public use or purpose, or is sold to a condemning authority under threat of condemnation, and after such taking by or sale to said condemning authority the remainder of the Premises is not susceptible to efficient and economic occupation and operation by Tenant, this Lease shall automatically terminate as of the date said condemning authority takes possession of the Premises, and Landlord shall refund to Tenant any prepaid but unaccrued rental less any sum then owing by Tenant to Landlord.

B. If, after such taking by or sale to said condemning authority, the remainder of the Premises is susceptible to efficient and economic occupation and operation by Tenant, this Lease shall not terminate but the Base Rent due hereunder shall be adjusted so that Tenant shall be required to pay for the remainder of the Term hereof the sum obtained by multiplying each monthly Base Rent installment due hereunder (as adjusted from time to time pursuant to Paragraph 4, above) by a fraction, the numerator of which shall be the number of square feet remaining in the Premises after the taking by or sale to said condemning authority and the denominator of which shall be the square footage originally contained in the Premises. The Base Rent adjustment called for herein shall either not commence or be suspended until said condemning authority actually takes possession of the condemned portion of the Premises. All other terms and provisions shall remain unchanged unless otherwise provided for herein.

C. Landlord shall receive the entire award or payment from any condemnation and Tenant shall have no claim to that award or for the value to Landlord of any unexpired term of this Lease; provided, however, that Tenant shall have the right to appear in any condemnation proceeding or action to negotiate, prosecute and adjust any claim attributable to loss or damage to Tenant's trade fixtures and removable personal property, removal or relocation costs, and any loss to Tenant resulting from the unexpired portion of the Lease Term. If this Lease is not terminated pursuant to subparagraph A of this Paragraph, Landlord shall repair damage to the Premises caused by the condemnation (excluding Tenant's fixtures, furniture, equipment, personal property and leasehold improvements made by or on behalf of Tenant or any permitted assignee, subtenant or other occupant of the Premises), except that (i) Landlord shall not be obligated to repair any damage

for which the condemning authority has reimbursed Tenant; and (ii) if the condemnation damages or payments received by Landlord are not sufficient to pay for such repair, Landlord shall have the right to terminate this Lease.

15. Utilities:

Except as provided to the contrary below, Tenant shall be responsible, at Tenant's sole cost and expense, for obtaining all utility connections at or for the Premises and Tenant shall pay all charges for water, electricity, gas, sewer, telephone or any other utility connections, impact fees, tap-in fees and services furnished to the Premises during the term hereof. Tenant agrees to contact all utility service providers before any excavation or digging on the Premises or the premises in and around the Premises. Landlord shall in no event be liable or responsible for any cessation or interruption in any such utility services.

A. Notwithstanding the foregoing, Landlord and Tenant hereby acknowledge and agree to the terms and conditions contained in Exhibit D – Utility Expense Reimbursement Addendum attached hereto and incorporated herein by reference wherein it sets forth which utility services, if any, will be provided and paid for by the Landlord and subsequently reimbursed by Tenant upon demand.

B. If Tenant is the party responsible for obtaining any of the utility connections at or for the Premises, any access or alterations to the Premises or to the Airport necessary to obtain any of such utility connections may be made only with Landlord's prior consent and at Tenant's sole expense.

C. In the event Tenant fails to pay any utility or connection charges for which Tenant is responsible, Landlord shall have the right (but not the obligation) to pay or cause to be paid such charges, fees or expenses, incurred by Tenant and the costs thereof expended by or caused to be expended by Landlord plus interest thereon as provided in Paragraph 40 of this Lease shall be paid by Tenant upon written demand.

D. Prior to executing this Lease Tenant acknowledges that it has, at its sole costs and expense, determined that all necessary utilities are available to the Premises and are adequate for Tenant's intended commercial use, and that there are no other utility services needed or required by Tenant at the Premises in connection with this.

E. Landlord shall in no event be liable or responsible for any cessation or interruption in any utility services to the Premises.

16. Common Facilities:

A. So long as Tenant is not in default hereunder beyond any applicable cure period, Tenant and Tenant's owners, employees, agents, servants, customers and other invitees shall have the non-exclusive right to use all common facilities, improvements, equipment and services which may now exist or which may hereafter be provided by Landlord at the Airport for the accommodation and convenience of Landlord's customers and tenants, including landing and takeoff facilities, means of ingress and egress to the Premises, other Airport installations, and all other reasonable services which may be provided without charge from time to time by Landlord in operating the Airport ("Common Facilities"). All such Common Facilities shall, at all times, be under the exclusive control and management of Landlord and may be rearranged, modified, changed, restricted, closed, or terminated from time to time at Landlord's sole discretion.

B. **Access Gates, Access Easements**: *(Intentionally Left Blank)*

17. Special Events:

Landlord may sponsor or hold certain special events, including, but not limited to, air shows and fireworks displays to be conducted on portions of the Airport, which may limit or obstruct access to the Premises and/or to the Airport ("Special Events"). As a material inducement to Landlord to enter into this Lease, and notwithstanding anything to the contrary contained herein, Tenant, on behalf of Tenant and on behalf of all directors, officers, shareholders, partners, principals, employees, agents, contractors, subtenants, licensees or concessionaires of Tenant, and on behalf of any other party claiming any right to use the Leased Premises by, through or under Tenant, hereby: (i) agrees that Landlord has the right to sponsor any or all Special Events and to allow use of portions of the Airport therefor even if the same limit or obstruct access to the Premises and/or to the Airport; (ii) releases, waives and discharges Landlord and Manager, and their

respective officials, officers, employees and agents, from all liability for any loss, damage, cost, expense or claim arising or resulting from or pertaining to the limitation or obstruction of access to the Premises and/or to the Airport from the conduct of Special Events and/or activities relating or pertaining thereto, including, without limitation, death, injury to person or property or loss of business or revenue (the "Released Claims"); (iii) covenants not to sue the Landlord or Manager or their respective officials, officers, employees and agents (whether in their official or private capacities) for any Released Claims; (iv) agrees that the terms contained in this Paragraph are intended and shall be construed to be as broad and inclusive as possible under Law; and (v) agrees that if any portion of this Paragraph is held to be invalid or unenforceable, the remainder of this Paragraph shall not be affected thereby, but shall continue in full force and effect.

18. Rules and Regulations:

Landlord has adopted the Airport Minimum Standards (as defined in Paragraph 12.A., above) and the "Addison Airport Rules and Regulations" (the "Rules and Regulations"), which shall govern Tenant's use of and conduct on the Premises and all Common Facilities, a copy of which has been or will be furnished to Tenant. The Airport Minimum Standards and the Rules and Regulations are incorporated by reference as if written verbatim herein, and Tenant agrees to comply fully and at all times with them. Landlord shall have and reserves the right, in its sole discretion, to discontinue, amend, modify and alter the Airport Minimum Standards and the Rules and Regulations from time to time, and to adopt other rules, standards, or regulations applicable to the Airport, the Premises and Tenant as Landlord may deem necessary or appropriate, in its sole discretion, including to assure the safety, welfare and convenience of Landlord, Tenant and all other tenants, users, and customers of the Airport.

19. Signs and Equipment:

After first securing Landlord's approval, Tenant shall have the right from time to time to install signs depicting Tenant's name and to operate radio, communications, meteorological, aerial navigation and other equipment and facilities in or on the Premises that may be reasonably necessary for the operation of Tenant's business, provided such signs and equipment are installed and maintained in compliance with all applicable governmental Laws, and all changes to such Laws, including the Town of Addison's sign ordinance, with the Airport Minimum Standards and the Rules and Regulations, with all provisions of this Lease, and do not interfere with the operation of any navigation facilities or Airport communications (including, without limitation, navigation facilities or Airport communications used or operated by the Federal Aviation Administration).

20. Landlord's Right of Entry:

Landlord and Landlord's authorized representatives shall have the right, during normal business hours, to enter the Premises: (i) to inspect the general condition and state of repair thereof, (ii) to make repairs permitted under this Lease, (iii) to show the Premises to any prospective tenant, purchaser, or lender, or (iv) for any other reasonable and lawful purpose. Landlord and Landlord's authorized representatives have the right to enter the Premises at any time in the event of an emergency pertaining to the Premises. During the final one hundred eighty (180) days of the term hereof, Landlord and Landlord's authorized representatives shall have the right to erect and maintain on or about the Premises customary signs advertising the Premises for lease.

21. Indemnity and Exculpation and Release:

A. Exculpation. The Town of Addison, Texas and all other Addison Persons and the Manager Persons (for purposes of this subparagraph A, as the terms "Addison Persons" and "Manager Persons" are defined in subparagraph B below), shall not be liable to Tenant or to any Tenant Persons (for purposes of this subparagraph A, as the term "Tenant Persons" is defined in subparagraph B below), or to any other person whomsoever, for any death or injury to persons or damage to or destruction of property or any other harm on or about the Premises or any adjacent area owned by Landlord caused by or resulting from any act or omission of Tenant or any Tenant Persons or any other person entering the Premises under express or implied invitation of Tenant or any Tenant Persons, or arising out of the use or occupation of the Premises by Tenant or by any Tenant Persons, in the performance of Tenant's obligations hereunder.

B. Tenant's Indemnity Obligation. TENANT AGREES TO AND SHALL FULLY DEFEND (WITH COUNSEL REASONABLY ACCEPTABLE TO LANDLORD), INDEMNIFY AND HOLD HARMLESS (I) THE TOWN OF ADDISON,

TEXAS, AND THE ELECTED OFFICIALS, THE OFFICERS, EMPLOYEES, AGENTS, REPRESENTATIVES, AND VOLUNTEERS OF THE TOWN OF ADDISON, TEXAS, INDIVIDUALLY OR COLLECTIVELY, IN BOTH THEIR OFFICIAL AND PRIVATE CAPACITIES (THE TOWN OF ADDISON, TEXAS, AND THE ELECTED OFFICIALS, THE OFFICERS, EMPLOYEES, REPRESENTATIVES, AND VOLUNTEERS OF THE TOWN OF ADDISON, TEXAS EACH BEING AN "ADDISON PERSON" AND COLLECTIVELY THE "ADDISON PERSONS") AND (II) AIRPORT MANAGER AND AIRPORT MANAGER'S OWNERS, OFFICERS, EMPLOYEES AND AGENTS (AIRPORT MANAGER AND AIRPORT MANAGER'S OWNERS, OFFICERS, EMPLOYEES AND AGENTS EACH BEING A "MANAGER PERSON" AND COLLECTIVELY THE "MANAGER PERSONS"), FROM AND AGAINST ANY AND ALL CLAIMS, ACTIONS, PROCEEDINGS, CAUSES OF ACTION, DEMANDS, LOSSES, LIENS, HARM, DAMAGES, PENALTIES, FINES, LIABILITIES, EXPENSES, LAWSUITS, JUDGMENTS, COSTS, AND FEES (INCLUDING REASONABLE ATTORNEY FEES AND COURT COSTS) OF ANY KIND AND NATURE WHATSOEVER MADE UPON, INCURRED BY, SUFFERED BY, OR ASSERTED AGAINST ANY ADDISON PERSON OR ANY MANAGER PERSON OR THE PREMISES, WHETHER DIRECTLY OR INDIRECTLY, (COLLECTIVELY FOR PURPOSES OF THIS SUBPARAGRAPH B, "DAMAGES"), THAT RESULT FROM, RELATE TO, OR ARISE OUT OF, IN WHOLE OR IN PART, (I) ANY CONDITION OF THE PREMISES CAUSED IN WHOLE OR IN PART BY TENANT OR BY ANY OF TENANT'S OWNERS, DIRECTORS, SHAREHOLDERS, PARTNERS, MANAGERS, OFFICERS, EMPLOYEES, AGENTS, REPRESENTATIVES, ENGINEERS, CONSULTANTS, CONTRACTORS, SUBCONTRACTORS, TENANTS, LICENSEES, INVITEES, PATRONS, CONCESSIONAIRES, OR ANY OTHER PERSON OR ENTITY FOR WHOM TENANT IS LEGALLY RESPONSIBLE, AND THEIR RESPECTIVE OWNERS, DIRECTORS, SHAREHOLDERS, PARTNERS, OFFICERS, MANAGERS, EMPLOYEES, AGENTS, REPRESENTATIVES, ENGINEERS, CONSULTANTS, CONTRACTORS, SUBCONTRACTORS, TENANTS, LICENSEES, INVITEES, PATRONS, AND CONCESSIONAIRES, OR ANY OTHER PERSON ACTING BY OR UNDER THE AUTHORITY OR WITH THE PERMISSION OF TENANT, TENANT'S TENANTS, OR ANY OTHER PERSON ENTERING THE PREMISES UNDER EXPRESS OR IMPLIED INVITATION OF TENANT DURING THE LEASE TERM (COLLECTIVELY, "TENANT PERSONS"), (II) ANY CONSTRUCTION ON OR REPAIR TO THE PREMISES, OR THE PREMISES BECOMING OUT OF REPAIR DUE TO THE FAULT OF TENANT OR ANY TENANT PERSONS, FOR ANY REASON INCLUDING BY FAILURE OF EQUIPMENT, PIPES, OR WIRING, OR BROKEN GLASS, OR BY THE BACKING UP OF DRAINS, OR BY GAS, WATER, STEAM, ELECTRICITY OR OIL LEAKING, ESCAPING OR FLOWING INTO THE PREMISES, REGARDLESS OF THE SOURCE, OR BY DAMPNESS OR BY FIRE, EXPLOSION, FALLING PLASTER OR CEILING, (III) REPRESENTATIONS OR WARRANTIES BY TENANT UNDER THIS LEASE, AND/OR (IV) ANY ACT OR OMISSION OF TENANT OR ANY TENANT PERSONS UNDER, IN CONNECTION WITH, OR IN THE PERFORMANCE OF, THIS LEASE. **SUCH DEFENSE, INDEMNITY, AND HOLD HARMLESS OBLIGATION SHALL AND DOES INCLUDE DAMAGES ALLEGED OR FOUND TO HAVE BEEN CAUSED, IN WHOLE OR IN PART, BY THE NEGLIGENCE OR GROSS NEGLIGENCE OF THE TOWN OF ADDISON, TEXAS, ANY OTHER ADDISON PERSON, THE AIRPORT MANAGER, OR ANY OTHER MANAGER PERSON, OR BY ANY ACT OR OMISSION BY THE TOWN OF ADDISON, TEXAS, ANY OTHER ADDISON PERSON, THE AIRPORT MANAGER, OR ANY OTHER MANAGER PERSON THAT WOULD GIVE RISE TO STRICT LIABILITY OF ANY KIND**

TENANT SHALL PROMPTLY ADVISE LANDLORD IN WRITING OF ANY CLAIM OR DEMAND AGAINST THE TOWN OF ADDISON, ANY OTHER ADDISON PERSON, ANY MANAGER PERSON, OR TENANT OR ANY TENANT PERSON RELATED TO OR ARISING OUT OF TENANT'S ACTIVITIES UNDER THIS LEASE AND SHALL SEE TO THE INVESTIGATION AND DEFENSE OF SUCH CLAIM OR DEMAND AT TENANT'S SOLE COST AND EXPENSE. THE ADDISON PERSONS AND MANAGER PERSONS, AS THE CASE MAY BE, SHALL HAVE THE RIGHT, AT THE ADDISON PERSONS' OR MANAGER PERSONS' (AS THE CASE MAY BE) OPTION AND AT THEIR OWN EXPENSE, TO PARTICIPATE IN SUCH DEFENSE WITHOUT RELIEVING TENANT OF ANY OF ITS OBLIGATIONS HEREUNDER.

C. **Release**. TENANT HEREBY **RELEASES** THE TOWN OF ADDISON, TEXAS AND ALL OTHER ADDISON PERSONS (AS THE TERM "ADDISON PERSONS" IS DEFINED IN SUBPARAGRAPH B. OF THIS PARAGRAPH 21) AND AIRPORT MANAGER AND ALL OTHER MANAGER PERSONS (AS THE TERM "MANAGER PERSONS" IS DEFINED IN SUBPARAGRAPH B. OF THIS PARAGRAPH 21) FROM, AND AGREES THAT THE TOWN OF ADDISON, TEXAS AND ALL OTHER ADDISON PERSONS, AND AIRPORT MANAGER AND ALL OTHER MANAGER PERSONS, SHALL NOT BE LIABLE TO TENANT OR ANY TENANT PERSONS (AS THE TERM "TENANT PERSONS" IS DEFINED IN SUBPARAGRAPH B. OF THIS PARAGRAPH 21) FOR (I) ANY DEATH OR INJURY TO ANY PERSON OR PERSONS OR DAMAGE TO OR DESTRUCTION OF PROPERTY OF ANY KIND RESULTING FROM THE PREMISES BECOMING OUT OF REPAIR OR BY DEFECT IN OR FAILURE OF EQUIPMENT, PIPES, OR WIRING, OR BROKEN GLASS, OR BY THE BACKING UP OF DRAINS, OR BY GAS, WATER, STEAM, ELECTRICITY OR OIL LEAKING, ESCAPING OR FLOWING INTO THE PREMISES, REGARDLESS OF THE SOURCE, OR BY DAMPNESS OR BY FIRE, EXPLOSION, FALLING PLASTER OR CEILING OR FOR ANY OTHER REASON WHATSOEVER, AND FOR (II) ANY LOSS OR DAMAGE THAT MAY BE OCCASIONED BY OR THROUGH THE ACTS OR OMISSIONS OF OTHER

TENANTS OF LANDLORD OR CAUSED BY OPERATIONS IN CONSTRUCTION OF ANY PRIVATE, PUBLIC OR QUASI-PUBLIC WORK.

D. THE PROVISIONS OF THIS PARAGRAPH 21 SHALL SURVIVE THE EXPIRATION OR TERMINATION OF THIS LEASE AGREEMENT.

22. Environmental Compliance:

A. No Storage or Disposal: Tenant shall not install, store, use, treat, transport, discharge or dispose (or permit, allow, or acquiesce in the installation, storage, use, treatment, transportation, discharge or disposal by Tenant or by any Tenant Persons) on the Premises or any portion of the Common Facilities, any: (a) asbestos in any form; (b) urea formaldehyde foam insulation; (c) transformers or other equipment which contain dielectric fluid containing levels of polychlorinated biphenyls in excess of 50 parts per million; or (d) any other chemical, material, air pollutant, toxic pollutant, waste, or substance which is regulated as toxic or hazardous or exposure to which is prohibited, limited or regulated by the Resource Conservation and Recovery Act (42 U.S.C. §6901 et seq., as amended or superseded), the Comprehensive Environmental Response, Compensation, and Liability Act (42 U.S.C. §9601 et seq., as amended or superseded), the Hazardous Materials Transportation Act (49 U.S.C. §5101 et seq., as amended or superseded), the Toxic Substances Control Act (15 U.S.C. §2601 et seq., as amended or superseded), the Clean Air Act (42 U.S.C. §7401 et seq., as amended or superseded), and/or the Clean Water Act (33 U.S.C. §1251 et seq., as amended or superseded) (and any regulations promulgated pursuant to the foregoing Laws), or any other federal, state, county, regional, local or other governmental Laws, or which, even if not so regulated may or could pose a hazard to the health and safety of the occupants of the Premises and/or any portions of the Common Facilities, and which is either: (i) in amounts in excess of that permitted or deemed safe under applicable Law; or (ii) in any manner which is prohibited or deemed unsafe under applicable Law. (The substances referred to in the foregoing (a), (b), (c) or (d) are collectively referred to hereinafter as "Hazardous Materials").

B. Cleanup Laws; Tenant's Indemnity Obligation:

1. Tenant shall, at Tenant's sole cost and expense, comply with any presently existing or hereafter enacted Laws (including all rules, standards, regulations, or policies relating to Hazardous Materials (collectively, "Cleanup Laws")). In furtherance and not in limitation of the foregoing, Tenant shall, at Tenant's sole cost and expense, make all submissions to, provide all information to, and comply with all requirements of the appropriate governmental authority (the "Authority") under the Cleanup Laws. Should any Authority require that a cleanup plan be prepared and that a cleanup be undertaken because of the existence of Hazardous Materials which were installed, stored, used, treated, transported, disposed of or discharged on the Premises and/or any portion of the Common Facilities by (i) Tenant, or by (ii) any of Tenant's owners, directors, shareholders, partners, managers, officers, employees, agents, representatives, engineers, consultants, contractors, subcontractors, tenants, licensees, invitees, patrons, concessionaires, or any other person or entity for whom Tenant is legally responsible, and/or their respective owners, directors, shareholders, partners, officers, managers, employees, agents, representatives, engineers, consultants, contractors, subcontractors, tenants, licensees, invitees, patrons, and concessionaires, or by (iii) any person acting by or under the authority or with the permission of Tenant, Tenant's tenants, or any other person entering the Premises under express or implied invitation of Tenant during the Term of this Lease, Tenant shall, at Tenant's own cost and expense, prepare and submit the required plans and financial assurances and carry out the approved plans in accordance with such Cleanup Laws and to Landlord's satisfaction. At no cost or expense to Landlord, Tenant shall promptly provide all information requested by Landlord for preparation of affidavits or other documents required by Landlord to determine the applicability of the Cleanup Laws to the Premises and/or any portion of the Common Facilities, as the case may be, and shall sign the affidavits promptly when requested to do so by Landlord.

2. **Tenant's Indemnity Obligation. WITHOUT LIMITING ANY OTHER INDEMNITY, HOLD HARMLESS, AND DEFENSE OBLIGATION OF TENANT SET FORTH IN THIS LEASE, TENANT AGREES TO AND SHALL FULLY DEFEND (WITH COUNSEL REASONABLY ACCEPTABLE TO LANDLORD), INDEMNIFY, AND HOLD HARMLESS THE TOWN OF ADDISON, TEXAS AND ALL OTHER ADDISON PERSONS (AS THE TERM "ADDISON PERSONS" IS DEFINED IN SUBPARAGRAPH B OF PARAGRAPH 21, ABOVE), AND THE MANAGER PERSONS (AS THE TERM "MANAGER PERSONS" IS DEFINED IN SUBPARAGRAPH B OF PARAGRAPH 21,**

ABOVE), FROM AND AGAINST, AND REIMBURSE THE TOWN OF ADDISON, TEXAS, ALL OTHER ADDISON PERSONS, THE AIRPORT MANAGER AND ALL OTHER MANAGER PERSONS (AS THE CASE MAY BE) FOR, ANY AND ALL OBLIGATIONS, DAMAGES, INJUNCTIONS, FINES, PENALTIES, DEMANDS, CLAIMS, COSTS, FEES, CHARGES, EXPENSES, ACTIONS, CAUSES OF ACTION, JUDGMENTS, LIABILITIES, SUITS, PROCEEDINGS, HARM, AND LOSSES OF WHATEVER KIND OR NATURE (INCLUDING, WITHOUT LIMITATION, ATTORNEYS' FEES AND COURT COSTS), AND ALL CLEANUP OR REMOVAL COSTS AND ALL ACTIONS OF ANY KIND, MADE UPON, INCURRED BY, SUFFERED BY, OR ASSERTED AGAINST ANY ADDISON PERSON OR ANY MANAGER PERSON OR THE PREMISES, WHETHER DIRECTLY OR INDIRECTLY, ARISING OUT OF OR IN ANY WAY CONNECTED WITH THE INSTALLATION, STORAGE, USE, TREATMENT, TRANSPORTING, DISPOSAL OR DISCHARGE OF HAZARDOUS MATERIALS IN, ON, UNDER, ABOVE, OR TO THE PREMISES AND/OR ANY PORTION OF THE COMMON FACILITIES OR ANY PORTION OF THE AIRPORT OR ADJACENT PROPERTIES BY TENANT OR BY ANY TENANT PERSONS (AS THE TERM "TENANT PERSONS" IS DEFINED IN SUBPARAGRAPH B OF PARAGRAPH 21, ABOVE); AND FROM ALL FINES, PENALTIES, SUITS, JUDGMENTS, PROCEDURES, PROCEEDINGS, CLAIMS, ACTIONS, AND CAUSES OF ACTION OF ANY KIND WHATSOEVER ARISING OUT OF TENANT'S OR ANY OF TENANT PERSONS' FAILURE TO PROVIDE ALL INFORMATION, MAKE ALL SUBMISSIONS AND TAKE ALL STEPS REQUIRED BY THE AUTHORITY UNDER THE CLEANUP LAWS OR ANY OTHER LAW, RULES, REGULATION, STANDARD, ORDER, OR POLICY (ENVIRONMENTAL OR OTHERWISE). SUCH DEFENSE, INDEMNITY, AND HOLD HARMLESS OBLIGATION SHALL AND DOES INCLUDE DAMAGES ALLEGED OR FOUND TO HAVE BEEN CAUSED, IN WHOLE OR IN PART, BY THE NEGLIGENCE OR GROSS NEGLIGENCE OF THE TOWN OF ADDISON, TEXAS, ANY OTHER ADDISON PERSONS, THE AIRPORT MANAGER OR ANY OTHER MANAGER PERSONS, OR BY ANY ACT OR OMISSION OF OR BY THE TOWN OF ADDISON, TEXAS, ANY OTHER ADDISON PERSONS, THE AIRPORT MANAGER OR ANY OTHER MANAGER PERSONS THAT WOULD GIVE RISE TO STRICT LIABILITY OF ANY KIND.

TENANT'S OBLIGATIONS AND LIABILITIES UNDER THIS SUBPARAGRAPH SHALL CONTINUE (AND SURVIVE THE TERMINATION OR EXPIRATION OF THIS LEASE) SO LONG AS THERE MAY BE HAZARDOUS MATERIALS AT THE PREMISES AND/OR ANY PORTION OF THE COMMON FACILITIES OR ANY PORTION OF THE AIRPORT OR ADJACENT PROPERTIES, THAT WERE INSTALLED, STORED, USED, TREATED, TRANSPORTED, DISPOSED OF OR DISCHARGED DURING THE LEASE TERM BY TENANT OR ANY OF TENANT PERSONS. IN ADDITION TO AND NOT IN LIMITATION OF LANDLORD'S OTHER RIGHTS AND REMEDIES, TENANT'S FAILURE TO ABIDE BY THE TERMS OF THIS PARAGRAPH 22 SHALL BE RESTRAINABLE BY INJUNCTION.

C. **Environmental Notices**: Tenant shall promptly supply Landlord and Airport Manager with copies of any notices, correspondence and submissions made by Tenant to or received by Tenant from any governmental authorities of the United States Environmental Protection Agency, the United States Occupational Safety and Health Administration, the FAA, TxDOT, or any other local, state or federal authority that requires submission of any information concerning environmental matters or Hazardous Materials.

D. **Survival:** Tenant's obligations and liability pursuant to the terms of this Paragraph 22 shall survive the expiration or earlier termination of this Lease.

23. Default by Tenant

Each of the following shall be deemed to be an event of default by Tenant under this Lease:

A. Failure of Tenant to pay any installment of Rent, or to pay or cause to be paid taxes (to the extent Tenant is obligated to pay or cause same to be paid), utilities, insurance premiums, or any other sum payable to Landlord hereunder, on the date that same is due, and such failure shall continue thereafter for a period of ten (10) days (the "10-day

Grace Period") and such failure shall not be cured within ten (10) days after written notice thereof (the "Cure Period") to Tenant.

B. Failure of Tenant to comply with any term, condition or covenant of this Lease (other than the payment of Rent or other sum of money, or the payment of taxes, utilities or insurance premiums, or other payments Tenant is to make under this Lease) and such failure shall not be cured within thirty (30) days after written notice thereof to Tenant.

C. Tenant shall fail to deliver the Additional Deposit to Landlord within ten (10) days after the delivery by Landlord to Tenant of the Additional Deposit Notice.

D. Tenant, or any guarantor of Tenant hereunder, (i) becomes or is declared insolvent according to any Law, (ii) makes a transfer in fraud of creditors according to any applicable Law, or (iii) assigns or conveys all or a substantial portion of its property for the benefit of creditors.

E. Tenant or any guarantor of Tenant hereunder, files a petition for relief, or is the subject of an order for relief, under the United States Bankruptcy Code, as amended, or any other present or future federal or state insolvency, bankruptcy or similar Laws (collectively "Applicable Bankruptcy Law").

F. Appointment of a receiver or trustee for Tenant (or any guarantor of Tenant hereunder) or Tenant's (or any such guarantor's) property; or the interest of Tenant (or any such guarantor) under this Lease is levied on under execution or under other legal process; or any involuntary petition is filed against Tenant (or any such guarantor) under Applicable Bankruptcy Law (provided, however, that no action described in this subparagraph F. or in subparagraphs D. or E. shall constitute a default by Tenant if Tenant (or any guarantor of Tenant hereunder) shall vigorously contest the action by appropriate proceedings and shall remove, vacate or terminate the action within sixty (60) days after the date of its inception.).

G. Abandonment by Tenant of any substantial portion of the Premises or cessation of use of the Premises for the purposes leased.

H. Intentionally left blank. (Cross default provision).

24. Remedies of Landlord:

Upon the occurrence of any of the events of default listed in Paragraph 23, Landlord, without prejudice to any legal, equitable, or other (including contractual) right or remedy to which it may be entitled, shall have the option to pursue any one or more of the following remedies without notice or demand whatsoever (and using lawful force if necessary or appropriate after providing written notice thereof, if any is required):

A. Terminate this Lease or any of Tenant's rights under this Lease, with or without reentering or repossessing the Premises.

B. Terminate Tenant's right to occupy all or any part of the Premises without terminating this Lease and with or without reentering or repossessing the Premises.

C. Recover unpaid rent and any Breach Damages (as "Breach Damages" are defined in this Paragraph 24, below).

D. Change or pick the locks, access codes, or other access control devices, and take any other self-help or judicial action to exclude Tenant and other occupants from the Premises.

E. Remove and store (at Tenant's sole cost) any property on the Premises at Tenant's sole cost.

F. Sue for eviction, specific enforcement, equitable relief, rent, damages, or any other available remedy.

G. Apply the Security Deposit in any manner permitted by this Lease, and/or increase the amount of the Security Deposit.

H. Cure Tenant's default, and if Landlord so elects, Tenant must reimburse Landlord within thirty (30) days after Landlord delivers an invoice for the cure amounts paid or to be paid plus any reasonable expenses Landlord incurred effecting compliance with Tenant's obligations.

I. Withhold or suspend any payment that this Lease would otherwise require Landlord to make.

J. Charge interest on any amount not paid when due through the date of its payment at the Default Interest Rate (as set forth in Paragraph 40).

K. Recover, but only if Tenant fails to pay Rent and Landlord terminates this Lease or Tenant's right of possession with more than twelve (12) months remaining in the Term of this Lease, liquidated rental damages for the period after any such termination equal to twelve (12) times the monthly Rent due at the time of termination in lieu of any other contractual or legal measure of damages (including re-letting costs) for Tenant's non-payment of Rent, and the parties agree this is a reasonable estimate of Landlord's damages for such a breach given the uncertainty of future market rental rates and of the duration of any vacancy.

L. Exercise all other remedies available to Landlord at Law, in equity, or otherwise (including, without limitation, injunctive relief and any other remedy available under applicable Law).

For purposes of this Paragraph 24, "Breach Damages" means and includes, without limitation, all actual, incidental, and consequential damages, court costs, interest, and attorneys' fees arising from Tenant's breach or default of this Lease, including, without limitation, the cost to or incurred by Landlord of (a) recovering possession of the Premises, (b) removing and storing the property of Tenant and any other occupant or user of the Premises, (c) re-letting of the Premises (including, without limitation, the costs of brokerage commissions and cleaning, decorating, repairing, or altering the Premises for a substitute tenant or tenants), (d) collecting any money owed by Tenant or a substitute tenant, (e) repairing any damage to the Premises caused by any Tenant or other occupant or user of the Premises, (f) performing any obligation of Tenant under this Lease, (g) any other loss or cost reasonably incurred by Landlord as a result of, or arising from, Tenant's breach of this Lease or Landlord's exercise of its rights and remedies for such breach, (h) any contractual or liquidated type or measure of damages, including but not limited to Rental Deficiency as such is defined below; and (i) any other type or measure of damages recoverable for any particular breach under applicable Law.

For purposes of this Paragraph 24, "Rental Deficiency" means a contractual measure of Breach Damages for Tenant's non-payment of Rent measured by either the (a) actual Rental Deficiency, which is the difference (never less than zero) between (i) the Rent due for, and other Rent allocable under this Lease to, each month beginning with the first month with respect to which Landlord receives Rent from re-letting the Premises, and (ii the proceeds, if any, that Landlord actually collects from any substitute tenant for any part of the Premises in each corresponding month in which the Term and the term of the substitute tenant's lease overlap; or (b) market Rental Deficiency, which is the present value, discounted at 6% simple annual interest, of the difference (never less than zero) between (i) the rent otherwise due under this Lease during any period after Tenant's breach in which Landlord may elect to recover this damage measure, and (ii) the fair rental value of the Premises during that period, *plus* any costs incurred in connection with any actual or attempted re-letting and any other Breach Damages.

In determining the market Rental Deficiency, the fair rental value will be the total rent that a comparable tenant would pay for comparable space in a building of substantially equivalent quality, size, condition, and location, considering rental rates and concessions then prevalent in the marketplace, the remaining lease term, the expected vacancy, and any other relevant factors. An independent MAI appraiser selected by Landlord will determine the fair rental value of the Premises, and that determination will conclusively bind the parties in any computation of the market Rental Deficiency.

Unless Landlord delivers signed, written notice thereof to Tenant, no act or omission by Landlord or Airport Manager or their respective officials, officers, employees, or agents will constitute Landlord's acceptance of surrender of the Premises, termination of this Lease, or an actual or constructive eviction of Tenant (including, without limitation, Tenant's delivery of keys to any of Landlord's or Airport Manager's officials, officers, employees, or agents or Landlord's repossession, reentry, or re-letting of the Leased Premises).

Pursuit of any of the foregoing remedies or rights shall not preclude pursuit of any of the other remedies or rights herein provided or any other remedies or rights provided by Law, in equity, or otherwise; nor shall pursuit of any remedy or right herein provided constitute a forfeiture or waiver of any Rent due to Landlord hereunder or of any damages accruing to Landlord by reason of the violation of any of the terms, conditions and covenants herein contained. If any of Tenant's property ("Tenant Property") remains upon the Premises upon the expiration of the Lease term or any earlier termination of this Lease or any repossession of the Premises by Landlord because of Tenant's default under this Lease, Landlord shall have the right to remove such Tenant Property from the Premises and store such Tenant Property, and Tenant shall be obligated to reimburse Landlord for all of the costs incurred by Landlord in removing and storing such Tenant Property. Landlord shall not be required to release any Tenant Property to Tenant until Tenant has paid Landlord all costs incurred by Landlord in removing and storing such Tenant Property and all other amounts owed by Tenant to Landlord pursuant to this Lease, including, without limitation, unpaid rental and costs incurred by Landlord to repair the Premises.

25. Default by Landlord:

No default by Landlord hereunder shall constitute an eviction or disturbance of Tenant's use and possession of the Premises or render Landlord liable for damages, of any kind or nature, or entitle Tenant to be relieved from any of Tenant's obligations hereunder (including the obligation to pay Rent) or grant Tenant any right of deduction, abatement, set-off or recoupment, or entitle Tenant to take any action whatsoever with regard to the Premises or Landlord, until thirty (30) days after Tenant has given Landlord written notice specifically setting forth such default by Landlord, and Landlord has failed to cure such default within said thirty (30) day period, or in the event such default cannot be cured within said thirty (30) day period, then within an additional reasonable period of time so long as Landlord has commenced curative action within said thirty (30) day period and thereafter is diligently attempting to cure such default.

In the event that Landlord fails to cure such default within the said thirty (30) day period, or within said the additional reasonable period of time, Tenant shall have the right, as its sole and exclusive remedy, to proceed to cure such default and deduct the cost of curing same plus interest thereon at the rate of ten percent (10%) per annum from the next succeeding Base Rent installment(s) due by Tenant to Landlord hereunder.

If any mortgagee of Landlord has given Tenant its address for notices and specifically requests such notice, Tenant agrees to give the notice required hereinabove to such mortgagee at the time Tenant gives same to Landlord, and to accept curative action, if any, undertaken by such mortgagee as if such curative action had been taken by Landlord.

The liability of Landlord (and all other Addison Persons and all Manager Persons) for any default by Landlord under this Lease shall be limited to an amount equal to twelve (12) months of Base Rent (the amount of such Base Rent being the amount in effect at the time of such default), and Landlord (and all other Addison Persons and all Manager Persons) shall not be otherwise or personally liable for any deficiency, claim, harm, loss, judgment, liability, or for any other matter whatsoever, and Tenant (for itself and all Tenant Persons) fully waives all other rights of recovery against Landlord (and all other Addison Persons and all Manager Persons) and any assets of Landlord (and all other Addison Persons and all Manager Persons).

26. **Mitigation of Damages**:

A. Landlord and Tenant agree to the following criteria in connection with Landlord's mitigation of damages after a default by Tenant and abandonment of the Premises by Tenant under this Lease (such mitigation, being by means of marketing the Premises for lease, to commence not more than sixty (60) days after Tenant physically vacates the Premises and to continue until the Premises have been relet):

1. Landlord will have no obligation to solicit or entertain negotiations with any other prospective tenant of the Premises until and unless Landlord obtains full and complete possession of the Premises, including without limitation, the final and non-appealable legal right to relet the Premises free of any claim of Tenant.

2. Landlord will not be obligated to offer the Premises to a prospective tenant when other premises suitable for that prospective tenant's use are (or soon will be) available in any other premises located at Addison Airport.

3. Landlord will not have any obligation to lease the Premises for any rental less than the current rate then prevailing for similar space at Addison Airport (or if no similar space is available, the current fair market rental then prevailing for similar space in comparable buildings in the same market area as the Premises) nor shall Landlord be obligated to enter into a new lease under any terms or conditions that are unacceptable to Landlord.

4. Landlord will not be obligated to enter into any lease with any prospective tenant whose reputation is not acceptable to Landlord, in Landlord's sole judgment and opinion.

5. Landlord will not be obligated to enter into a lease with any prospective tenant: (i) which does not have, in Landlord's sole judgment and opinion, sufficient financial resources and operating experience to occupy and operate the Premises in a first-class manner and meet its financial obligations; or (ii) whose proposed use of the Premises is not a permitted use under the terms of this Lease.

6. Landlord will not be required to expend any amount of money to alter, remodel or otherwise make the Premises suitable for use by any prospective tenant.

If Landlord makes the Premises available for reletting under the criteria set forth hereinabove, Landlord will be deemed to have fully satisfied Landlord's obligation to mitigate damages under this Lease and under any Law or judicial ruling in effect on the date of this Lease or at the time of Tenant's default, and Tenant hereby **waives and releases**, to the fullest extent legally permissible, any right to assert, in any action by Landlord to enforce the terms of this Lease, any defense, counterclaim, or rights of setoff or recoupment respecting the mitigation of damages by Landlord (or alleged failure by Landlord to adequately mitigate its damages), unless and to the extent Landlord maliciously or in bad faith fails to act in accordance with the requirements of this Paragraph.

No rent collected from a substitute tenant for any month in excess of the Rent due under the Lease for that month will be credited or offset against unpaid Rent for any other month or any other Breach Damages. Tenant stipulates that the mitigation requirements expressed in this Paragraph are objectively reasonable. **TO THE FULLEST EXTENT PERMITTED BY LAW, TENANT WAIVES ANY OTHER OBLIGATION BY LANDLORD TO MITIGATE ITS DAMAGES AFTER TENANT VACATES OR ABANDONS THE PREMISES**.

B. Tenant's right to seek damages as a result of a default by Landlord under this Lease shall be conditioned on Tenant taking all actions reasonably required, under the circumstances, to minimize any loss or damage to Tenant's property or business, or to any of Tenant's officials, officers, employees, agents, invitees, or other third parties that may be caused by any such default of Landlord.

27. Waiver of Subrogation:

Each party hereto waives any and every claim which arises or may arise in such party's favor against the other party hereto during the term of this Lease for any and all loss of, or damage to, any of such party's property located within or upon, or constituting a part of the Premises, which loss or damage is covered by valid and collectible casualty, fire and extended coverage insurance policies, to the extent that such loss or damage is recoverable under such insurance policies. Such mutual waivers shall be in addition to, and not in limitation or derogation of, any other waiver or release contained in this Lease with respect to any loss of, or damage to, property of the parties hereto. Inasmuch as such mutual waivers will preclude the assignment of any aforesaid claim by way of subrogation or otherwise to an insurance company (or any other person), each party hereby agrees immediately to give to each insurance company which has issued to such party policies of casualty, fire, and extended coverage insurance, written notice of the terms of such mutual waivers, and to cause such insurance policies to be properly endorsed, if necessary, to prevent the invalidation of such insurance coverages by reason of such waivers.

28. Title to Improvements:

The Town of Addison, Texas, is the sole owner of the Premises. All improvements made to the Premises by Tenant shall become the property of Landlord upon the expiration or termination of this Lease; provided, however: (i) if Tenant is not then in default hereunder, Tenant shall have the right to remove all personal property, equipment, or removable trade fixtures owned by Tenant from the Premises, but Tenant shall be required to repair any damage to the Premises caused by such removal in a good and workmanlike manner and at Tenant's sole cost and expense; and (ii)

Landlord may elect to require Tenant to remove all improvements made to the Premises by Tenant and restore the Premises to the condition in which the same existed on the Commencement Date hereof, in which event Tenant shall promptly perform such removal and restoration in a good and workmanlike manner and at Tenant's sole cost and expense. If Tenant fails or refuses to remove any or all of Tenant's personal property, equipment, and trade fixtures from the Premises on or before the date of the termination of this Lease, the items which Tenant has failed or refused to remove: (i) shall be considered abandoned by Tenant, (ii) shall become the property of Landlord, and (iii) may be disposed of by Landlord in any manner desired by Landlord in Landlord's unfettered discretion.

29. Mechanics' and Materialmen's Liens:

TENANT AGREES TO DEFEND, INDEMNIFY AND HOLD LANDLORD HARMLESS OF AND FROM ALL LIABILITY ARISING OUT OF THE FILING OF ANY MECHANICS' OR MATERIALMEN'S LIENS AGAINST THE PREMISES BY REASON OF ANY ACT OR OMISSION OF TENANT OR ANYONE CLAIMING BY, THROUGH, OR UNDER TENANT; AND LANDLORD, AT LANDLORD'S OPTION, MAY SATISFY SUCH LIENS AND COLLECT THE AMOUNT EXPENDED FROM TENANT TOGETHER WITH INTEREST THEREON AS PROVIDED IN PARAGRAPH 40 AS ADDITIONAL RENT; PROVIDED, HOWEVER, THAT LANDLORD SHALL NOT SO SATISFY SUCH LIENS UNTIL THIRTY (30) DAYS AFTER WRITTEN NOTIFICATION TO TENANT OF LANDLORD'S INTENTION TO DO SO AND TENANT'S FAILURE DURING SUCH THIRTY (30) DAY PERIOD TO BOND SUCH LIENS OR ESCROW FUNDS WITH APPROPRIATE PARTIES TO PROTECT LANDLORD'S INTEREST IN THE PREMISES.

30. Title:

Tenant enters into this Lease and accepts the Premises subject to: (i) the Airport Minimum Standards and the Rules and Regulations as amended or modified from time to time; (ii) easements, rights-of-way, and other interests in or encumbrances on Property (whether or not recorded) that may affect the Premises; (iii) all Laws promulgated by any governmental authority having jurisdiction over the Premises, and (iv) all of the terms, conditions, and provisions of this Lease.

31. Quiet Enjoyment and Subordination:

Landlord represents that Tenant, upon Tenant's payment of the Rent and other payments herein required and provided for, and Tenant's performance of the terms, conditions, covenants and agreements herein contained, shall peaceably and quietly have, hold and enjoy the Premises during the full Term of this Lease; provided, however, that Tenant accepts this Lease subject and subordinate to any recorded mortgage, deed of trust or other lien presently existing upon, or to any other matter affecting, the Premises. Landlord further is hereby irrevocably vested with full power and authority by Tenant to subordinate Tenant's interest hereunder to any mortgage, deed of trust, ground or other lease ("ground lease"), or other lien now existing or hereafter placed on the Premises or to declare this Lease prior and superior to any mortgage, ground lease, deed of trust or other lien now existing or hereafter placed on the Premises (and Tenant agrees upon demand to execute such further instruments subordinating this Lease as Landlord may request), provided such subordination shall be upon the express conditions that (i) this Lease shall be recognized by the mortgagee (or ground lessor or holder of such other lien or interest) and that all of the rights of Tenant shall remain in full force and effect during the full term of this Lease so long as Tenant attorns to the mortgagee, its successor and assigns (or ground lessor or holder of such other lien or interest, their successors and assigns) and pays timely all Rent and other payments due hereunder and performs all of the duties and obligations of Tenant under this Lease; and (ii) in the event of foreclosure or any enforcement of any such mortgage, deed of trust, ground lease, or other lien, the rights of Tenant hereunder shall expressly survive and this Lease shall in all respects continue in full force and effect so long as Tenant shall fully perform all Tenant's obligations under this Lease and attorn to the mortgagee, its successor and assigns (or ground lessor or holder of such other lien or interest, their successors and assigns). Tenant also agrees upon demand to execute further instruments declaring this Lease prior and superior to any mortgage, deed of trust, ground lease, or other lien and specifically providing that this Lease shall survive any foreclosure of such mortgage, deed of trust or other lien, or action to terminate a ground lease affecting the Premises. Upon any foreclosure of any mortgage, deed of trust or other lien now existing or hereafter placed on the Premises (or any sale in lieu thereof), or upon termination of a ground lease affecting the Premises, Tenant agrees to attorn to and recognize as landlord hereunder, the purchaser of Landlord's interest in the Premises at any foreclosure sale (or sale in lieu thereof) pursuant to any such mortgage, deed of trust or other lien, or the ground lessor (in the event of termination

of a ground lease), if Tenant is required to do so by the applicable party (and Tenant agrees to execute an instrument to that effect as may be provided by such applicable party).

32. Access and Egress:

Landlord reserves, and Tenant hereby grants to Landlord, the full and unrestricted access to and egress from that portion of the Premises on which buildings or improvements are not located for Landlord, its tenants, employees, guests, patrons, invitees, contractors, suppliers of materials, furnishers of services, its or their equipment, vehicles, machinery and other property, and Manager, its officers, employees and agents, without charge to Landlord or to said persons or entities.

33. Rent on Net Return Basis:

It is intended that the rent provided for in this Lease shall be an absolutely net return to Landlord for the term of this Lease, free of any loss, expenses or charges with respect to the Premises including, without limitation, maintenance, repairs, replacement, insurance, taxes and assessments, and this Lease shall be construed in accordance with such intention.

34. Holding Over:

Should Tenant, or any of Tenant's successors in interest fail to surrender the Premises, or any part thereof, on the expiration of the term of this Lease, such holding over shall constitute a tenancy from month to month only terminable at any time by either Landlord or Tenant after thirty (30) days' prior written notice to the other, at a monthly rental equal to one hundred fifty percent (150%) of the Base Rent paid for the last month of the Term of this Lease.

35. Waiver of Default:

No waiver by the parties hereto of any default or breach of any term, condition or covenant of this Lease shall be deemed to be a waiver of any subsequent default or breach of the same or any other term, condition or covenant contained herein. Landlord will not be deemed to have waived any right or remedy. or Tenant's breach of any obligation under this Lease, unless Landlord delivers a signed writing, addressed to Tenant and explicitly relinquishing that right, remedy or breach. No custom or practice arising during the Term of this Lease will waive, or diminish, Landlord's right to insist upon strict performance of Tenant's obligations. No restrictive endorsement or other statement on or accompanying any check or payment will be deemed an accord and satisfaction or novation, and Landlord will be entitled to accept any such check or payment, without prejudice, to Landlord's rights to recover the full amount due and to exercise its other remedies.

36. Release of Landlord Upon Transfer:

All of Landlord's personal liability for the performance of the terms and provisions of this Lease (except for any liability accruing prior to such transfer) shall terminate upon a transfer of the Premises by Landlord, provided that the obligations of Landlord under this Lease are covenants running with the land and shall be binding upon the transferee of Landlord's interest in this Lease and the Premises.

37. Attorneys' Fees:

If, on account of any breach or default by Landlord or Tenant of their respective obligations under this Lease, it shall become necessary for the other to employ an attorney to enforce or defend any of such party's rights or remedies hereunder, and should such party prevail, such party shall be entitled to collect reasonable attorneys' fees incurred in such connection from the other party.

38. Financial Information:

Tenant agrees that Tenant will from time to time, upon the written request of Landlord during the term of this Lease furnish to Landlord such credit and banking references as Landlord may reasonably request.

39. Estoppel Certificates:

A. Tenant agrees that from time to time, upon not less than thirty (30) days' prior written request by Landlord, Tenant will deliver to Landlord a statement in writing certifying: (i) that this Lease is unmodified and in full force and effect (or if there have been modifications, that this Lease as modified is in full force and effect and stating the modifications); (ii) the dates to which rent and other charges have been paid; (iii) Landlord is not in default under any term or provision of this Lease or, if then in default, the nature thereof in detail in accordance with an exhibit attached thereto; (iv) that, if requested by Landlord, Tenant will not pay Rent more than one (1) month in advance, (v) that this Lease will not be amended without notice to Landlord's mortgagee (or such other person as Landlord may identify), and (vi) that this Lease will not be terminated by Tenant without the same notice required by this Lease to be furnished by Tenant to Landlord also being furnished by Tenant to Landlord's mortgagee (or such other person as Landlord may identify), and Landlord's mortgagee (or such other person as Landlord may identify) shall have the same opportunity to cure such default within the curative period as allowed Landlord under this Lease; and (vii) any other information pertaining to Landlord, Tenant, this Lease or the Premises reasonably requested by Landlord.

B. Landlord agrees that from time to time, upon not less than thirty (30) days' prior written request by Tenant, Landlord will deliver to Tenant a statement in writing certifying: (i) that this Lease is unmodified and in full force and effect (or if there have been modifications, that this Lease as modified is in full force and effect and stating the modifications); (ii) the dates to which Rent and other charges have been paid; and/or (iii) Tenant is not in default under any term or provision of this Lease or if in default the nature thereof in detail in accordance with an exhibit attached thereto.

39. Interest on Tenant's Obligations and Manner of Payment:

All monetary obligations of Tenant to Landlord under this Lease remaining unpaid ten (10) days after the due date of the same (if no due date has been established under other provisions hereof, the "due date" shall be the date upon which Landlord demands payment from Tenant in writing) shall bear interest per annum at the lesser of ten percent (10%) or the highest non-usurious rate then allowed by Law (the "Default Interest Rate"), from and after said tenth (10th) day until paid. If more than twice during the term of the Lease Tenant's personal or corporate check is not paid by the bank on which it is drawn for whatever reason, Landlord may require by giving written notice to Tenant that the payment of all future monetary obligations of Tenant under this Lease are to be made on or before the due date by cashier's check, certified check or money order, and the delivery of Tenant's personal or corporate check will no longer constitute payment of such monetary obligations. Any acceptance by Landlord of a personal or corporate check after such notice shall not be deemed or construed as a waiver or estoppel of Landlord to require other payments as required by said notice.

40. Landlord's Lien:

In addition to the constitutional and statutory Landlord's liens, **TENANT HEREBY GRANTS TO LANDLORD A SECURITY INTEREST TO SECURE PAYMENT OF ALL RENT DUE HEREUNDER FROM TENANT, UPON ALL GOODS, WARES, EQUIPMENT, FIXTURES, FURNITURE AND OTHER PERSONAL PROPERTY OWNED BY TENANT AND SITUATED IN OR UPON THE PREMISES, TOGETHER WITH THE PROCEEDS FROM THE SALE OR LEASE THEREOF.**

Such property shall not be removed without the consent of Landlord until all arrearages in rent then due to Landlord hereunder shall have been paid and discharged. Upon Tenant's failure to pay rent due within ten (10) days after the due date, Landlord may, in addition to any other remedies provided herein or by Law, enter upon the Premises and take possession of any and all goods, wares, equipment, fixtures, furniture and other personal property owned by Tenant and situated on the Premises without liability for trespass or conversion, and sell the same at public or private sale with or without having such property at the sale, after giving Tenant reasonable notice of the time and place of any such sale. Landlord has no right to and has no security interest in and may not take possession of any property which may be situated on the Premises, but which is not owned by Tenant, including but not limited to property which may be owned by another and leased and/or loaned to Tenant. Unless otherwise required by Law, notice to Tenant of such sale shall be deemed sufficient if given in the manner prescribed in this Lease at least thirty (30) days before the time of the sale. Any public sale made under this Paragraph shall be deemed to have been conducted in a commercially reasonable manner if held in the Premises or where the property is located, after the time, place and method of sale and a general description of the types of property to be sold have been advertised in a daily newspaper published in Dallas County, Texas, for five (5) consecutive days before the date of the sale. Landlord or Landlord's assigns may purchase at a public sale and, unless prohibited by Law, at a private sale. The proceeds from any disposition dealt with in this paragraph, less any and all expenses connected with the taking of possession, holding and selling of the property including reasonable attorneys' fees

and legal expenses), shall be applied as a credit against the indebtedness secured by the security interest granted herein. Any surplus shall be paid to Tenant or as otherwise required by Law, and Tenant shall pay any deficiency forthwith.

Upon request by Landlord, Tenant agrees to execute, as debtor, and deliver to Landlord financing statements in form sufficient as may be necessary to perfect the security interest of Landlord in the aforementioned property and proceeds thereof under the provisions of the Texas Business and Commerce Code. Landlord may at its election at any time file in the appropriate County records a copy of this Lease as a Financing Statement. Landlord, as Secured Party, has all of the rights and remedies afforded a secured party under the Texas Uniform Commercial Code in addition to and cumulative of the landlord's liens and rights provided by Law or by the other terms and provisions of this Lease. The constitutional and statutory liens for rent are expressly reserved; the security interest herein granted is in addition and supplementary thereto.

41. Corporate Execution:

If Tenant is a corporation or if Tenant shall assign this Lease to a corporation or if Tenant sublets all or a portion of the Premises to a corporation, such corporation hereby agrees to execute and deliver to Landlord from time to time during the Term of this Lease such instruments as Landlord may reasonably request to evidence: (i) the authority of such corporation to transact business good standing with the State of Texas; and (ii) the authority of the officers of such corporation to execute this Lease or other documents in connection with this Lease.

42. Joint and Several Liability:

If more than one person or entity is defined as Tenant in this Lease, all of the duties, obligations, promises, covenants and agreements contained in this Lease to be paid and performed by Tenant shall be the joint and several obligations of all persons or entities defined as Tenant. Each person or entity defined as Tenant agrees that Landlord, in Landlord's sole discretion, may: (i) institute or bring suit against them, jointly and severally, or against any one or more of them; (ii) compromise or settle with any one or more of them for such consideration as Landlord may deem proper; and (iii) release one or more of them from liability hereunder, and that no such action by Landlord shall impair or affect Landlord's rights to collect costs, expenses, losses or damages incurred or suffered by Landlord from the other persons or entities defined as Tenant, or any of them, not so sued, compromised, settled with or released.

43. Certificate of Occupancy:

Tenant may take possession of the Premises pursuant to the terms and conditions of this Hangar Lease; however, Tenant may not occupy the Premises without first being issued a valid Certificate of Occupancy pursuant to the Town of Addison, Texas Code of Ordinances, Part II, Chapter 18, Article II, Division 2, Section 18-53. Tenant may apply for a Certificate of Occupancy any time after the Effective Date of this Agreement. If for any reason, beyond the reasonable control of Tenant, Tenant is unable to secure a Certificate of Occupancy within thirty (30) days prior to the Commencement Date, Tenant may terminate this Lease provided Tenant has given Landlord written notice of all deficiencies preventing the issuance of said Certificate of Occupancy in favor of Tenant and Landlord fails to cure or otherwise resolve the deficiency(ies) within ten (10) business days of Landlord's receipt of Tenant's written notice. Nothing herein contained shall obligate Landlord to install any additional electrical wiring, plumbing or plumbing fixtures, or other fixtures or equipment or any other improvements whatsoever which are not presently existing in the Premises, or which have not been expressly agreed upon by Landlord in writing.

44. Independent Contractor:

It is understood and agreed that in leasing, occupying, and operating the Premises, Tenant is acting as an independent contractor and is not acting as agent, partner, joint venturer, or employee of Landlord.

45. Force Majeure:

In the event performance by Landlord or Tenant of any term, condition or covenant in this Lease is delayed or prevented by an Act of God, strike, lockout, shortage of material or labor, restriction by any governmental authority, civil riot, flood, pandemic, or any other cause not within the control of Landlord or Tenant, the period for performance of such term, condition or covenant shall be extended for a period equal to the period Landlord or Tenant is so delayed or hindered.

46. Exhibits:

All exhibits, attachments, annexed instruments, and addenda referred to herein shall be considered a part hereof for all purposes with the same force and effect as if copied verbatim herein.

47. Use of Language; No Third-Party Beneficiaries:

Words of any gender used in this Lease shall be held and construed to include any other gender, and words in the singular shall be held to include the plural, unless the context otherwise requires. For purposes of this Lease, "includes" and "including" are terms of enlargement and not of limitation or exclusive enumeration and use of the terms does not create a presumption that components not expressed are excluded.

Where Landlord consent or approval is required in this Lease, such consent or approval may be given by the City Council of the Town of Addison, Texas or by the City Manager of the Town of Addison.

Except as otherwise set forth in this Lease, this Lease and each of its provisions are solely for the benefit of the parties hereto and are not intended to and shall not create or grant any rights, contractual or otherwise, to any third person or entity.

48. Captions:

The captions or headings or paragraphs in this Lease are inserted for convenience only and shall not be considered in construing the provisions hereof if any question of intent should arise.

49. Successors:

The terms, conditions and covenants contained in this Lease shall apply to, inure to the benefit of, and be binding upon the parties hereto and their respective successors in interest and legal representatives except as otherwise herein expressly provided. All rights, powers, privileges, immunities, and duties of Landlord under this Lease including, but not limited to, any notices required or permitted to be delivered by Landlord to Tenant hereunder may, at Landlord's option, be exercised or performed by Landlord's agent or attorney.

50. Severability:

The terms and provisions of this Lease are severable, and if any term or provision in this Lease should be held to be invalid or unenforceable, the validity and enforceability of the remaining provisions of this Lease shall not be affected thereby, and the invalid or unenforceable term or provision will be reformed to give effect (to the fullest extent possible) to the parties' intentions in a manner that is legal, valid, and enforceable. It is the parties' intent that the term of this Lease shall not exceed any statutory limit; if it should be determined that the term of this Lease exceeds such period of time, the term hereof shall be reformed so as to make the term hereof not exceed such period of time.

51. Notices and Execution:

All notices under this Agreement shall be in writing and shall be deemed to be delivered, whether received or not, when (a) delivered in person; (b) deposited in the United States mail, postage paid, registered, or certified mail, (return receipt requested optional by the sender), addressed to the parties at the addresses indicated below or at such address as may have theretofore been specified by written notice delivered in accordance with this Section 52; or (c) sent by e-mail, with delivery being the next business day. If sent by e-mail, a confirmation-of-delivery receipt or report reflecting the time that the e-mail was delivered to the recipient's last notified e-mail address is prima facie evidence of receipt by the recipient, unless the sender receives a failure notification indicating that the e-mail has not been delivered to the recipient.

TO LANDLORD:	TO TENANT:
Town of Addison, Texas c/o Airport Manager 4545 Jimmy Doolittle Drive, Suite 200	Martinaire Aviation, L.L.C. 4553 Glenn Curtis Drive Addison, TX 750001

Addison, Texas 75001
Attn: Asst. Airport Director – Real Estate ATTN: Steven Hiles

and

Town of Addison, Texas
P.O. Box 9010
Addison, TX 75001-9010

52. Fees or Commissions:

Each party hereto hereby covenants and agrees with the other that such party shall be solely responsible for the payment of any brokers', agents' or finders' fees or commissions agreed to by such party arising from the execution of this Lease or the performance of the terms and provisions contained herein, **AND THE TENANT AGREES TO INDEMNIFY AND HOLD THE CITY AND/LANDLORD HARMLESS FROM THE PAYMENT OF ANY SUCH FEES OR COMMISSIONS**.

53. Counterparts:

This Lease may be executed in multiple counterparts, each of which shall be deemed an original, and all of which shall constitute but one and the same instrument.

54. Governing Law and Venue:

This Lease and all of the transactions contemplated herein shall be governed by and construed in accordance with the Laws of the State of Texas, without regard to conflict of Law provisions of any jurisdiction; and Landlord and Tenant both irrevocably agree that venue for any dispute concerning this Lease or any of the transactions contemplated herein shall be in any court of competent jurisdiction in Dallas County, Texas, and the parties submit themselves to the jurisdiction of such courts.

55. No Recording:

Tenant agrees that Tenant will not record this Lease in the real property records of Dallas County, Texas, without first securing the prior written consent of Landlord, which may be withheld at Landlord's sole discretion. However, Tenant agrees upon the written request of Landlord to execute, acknowledge, and deliver to Landlord a short-form lease in recordable form.

56. Diagram:

The diagram of the Premises attached hereto as **Exhibit C** merely evidences existing or contemplated improvements. By attaching such diagram as an exhibit to this Lease, Landlord is in no way contracting or bound to maintain or construct improvements exactly as shown thereon or prohibited from making additional or different improvements.

57. Time of Essence:

Time is of the essence in the payment and performance of the duties and obligations imposed upon Tenant by the terms and conditions of this Lease.

59 Survival: All duties and obligations imposed upon Tenant by the terms and conditions of this Lease shall survive the termination or expiration of this Lease until paid or performed.

60. Special Conditions:

(Intentionally Left Blank)

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61. Authority to Execute.

The undersigned officers and/or agents of the parties hereto are the properly authorized officials and have the necessary authority to execute this Lease on behalf of the parties hereto, and each party hereby certifies to the other that any necessary resolutions or other act extending such authority have been duly passed and are now in full force and effect.

62. Entire Agreement and Amendments:

This Lease, consisting of 62 Paragraphs and Exhibits A through E attached hereto and made a part hereof, together with the premises and recitals to this Lease set forth above which are incorporated herein, and any other documents incorporated herein (including, without limitation, the Rules and Regulations), embodies the entire agreement between Landlord and Tenant and supersedes all prior agreements and understandings, whether written or oral, and all contemporaneous oral agreements and understandings relating to the subject matter hereof. Except as otherwise specifically provided herein, no agreement hereafter made shall be effective to change, modify, discharge, or effect an abandonment of this Lease, in whole or in part, unless such agreement is in writing and signed by or on behalf of the party against whom enforcement of the change, modification, discharge or abandonment is sought.

EXECUTED as of the day, month, and year first above written.

TENANT:	**LANDLORD:**
MARTINAIRE AVIATION, LLC	**TOWN OF ADDISON, TEXAS**
By: Signed by: 96EF08D4EA3348A...	By: _____ David Gaines, City Manager
Printed Name: Steven Hiles	
Title: Chief Operating Officer	

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TOWN OF ADDISON, TEXAS
CONVENTIONAL HANGAR LEASE
ABSTRACT OF TERMS – TENANT MOVE-IN

Lease Information:	
Effective Date:	November 18, 2025
Lease No:	4553-0102
Description of Premises:	Conventional Hangar
Special Conditions (Paragraph 60 of Lease):	None
Tenant Information:	
Legal Name of Individual, Partnership, LLC, or Corporation:	Martinaire Aviation, LLC
Individual Signing Lease:	Mr. Steven Hiles
Title of Individual Signing Lease:	Chief Operating Officer
Legal Mailing Address:	4553 Glenn Curtiss Drive
City, State and Zip Code:	Addison, Texas 75001
Primary Phone	866-557-1861
Secondary Phone:	321-697-9475
Fax Number:	972-349-5755
Main E-Mail Address:	dispatch@martinaire.com (for general information)
Site Contact (if different from above):	Milton Papadopoulos
Site Contact's Telephone:	214-536-4047
Site Contact's E-Mail Address:	mpapadopoulos@martinaire.com
In case of Emergency Name and Telephone (after Tenant)	
Rental Terms:	
Primary Term Commencement Date:	December 1, 2025
Primary Term Expiration Date:	December 31, 2028
Primary Term Rent:	$208,000 per year
Monthly Installments:	$17,333.33
Security Deposit:	$17,333.33 ($3,833.34 required at execution)
First Month Pro-Ration of Rent (if any):	None

Initial SH Tenant's Initials

Docusign Envelope ID: 120F2FFD-86E7-4D09-BBE5-7600E699E603

EXHIBIT A

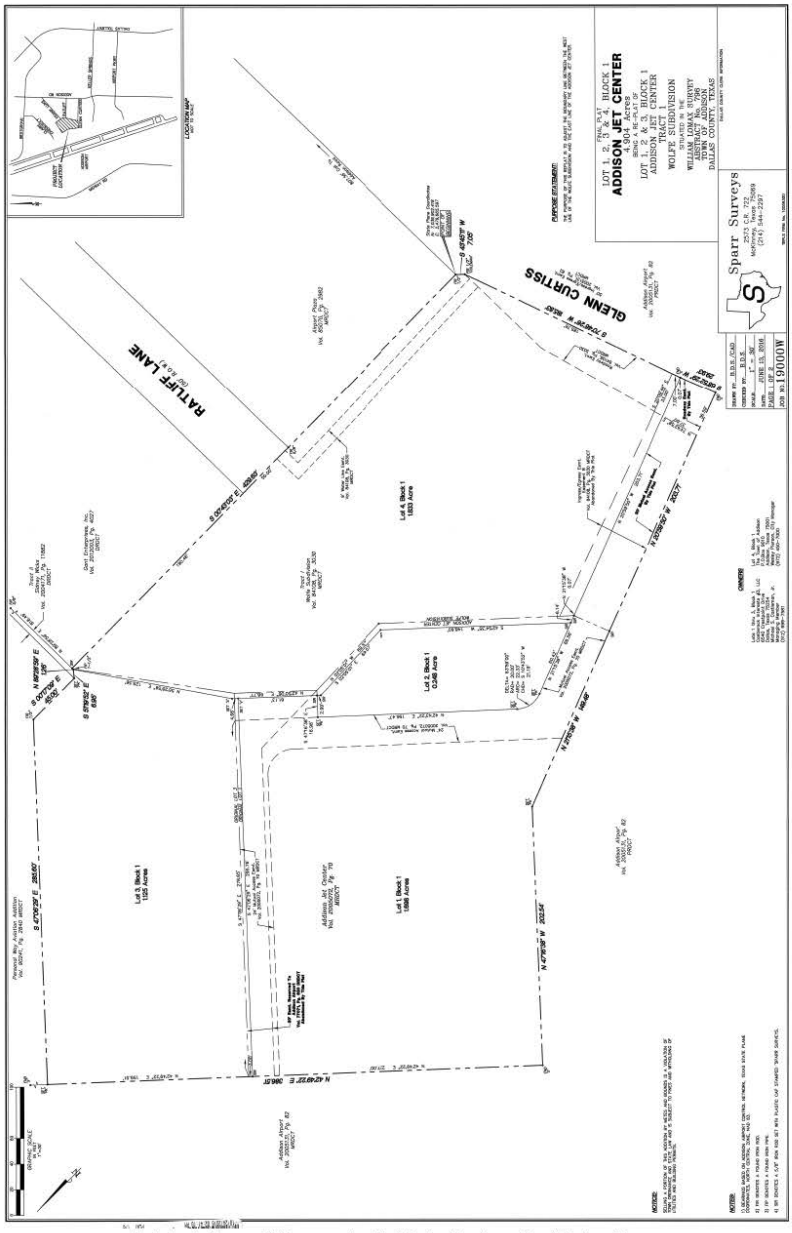
Legal Description of the Premises

4553 Glenn Curtiss Drive, Addison, Texas

Being: Lot 1, Block 1 = 1.698 acres
Of the Addison Jet Center 4.904 Acres Being s Tr-Plat of
Addison Jet Center, Tract 1, Wolfe Subdivision
Situated in the William Lomax Survey, Abstract No.796
Town of Addison
Dallas County, Texas
Plat #2016600298616

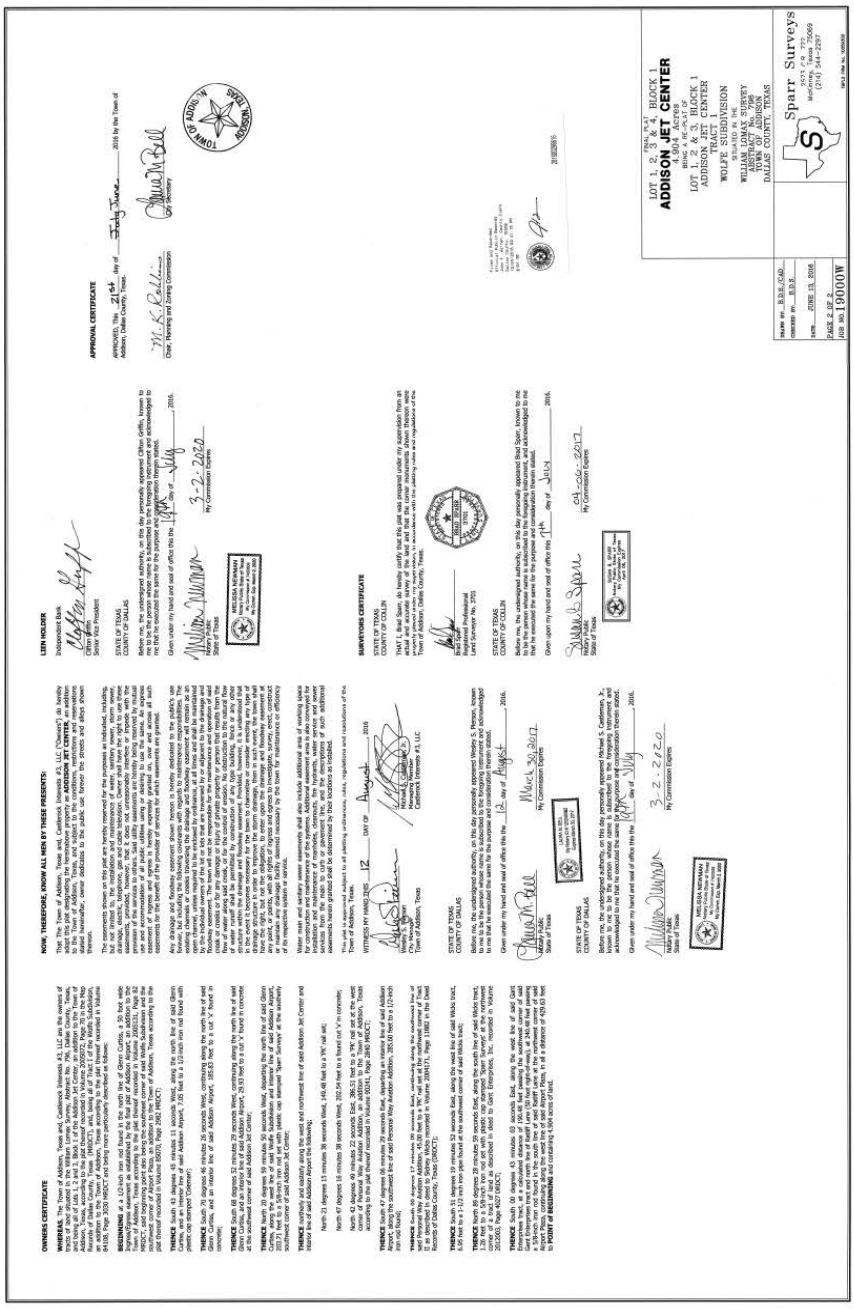
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EXHIBIT B
Property Survey



Original Copy of Survey Available in the Landlord's Archives

Docusign Envelope ID: 120F2FFD-86E7-4D09-BBE5-7600E699E603



Original Copy of Survey Available in the Landlord's Archives

Docusign Envelope ID: 120F2FFD-86E7-4D09-BBE5-7600E699E603

EXHIBIT C

Aerial Depiction of the Premises

Below is a depiction of the proximity of the Premises for informational purposes only and is not to be construed as accurate in area or dimension.

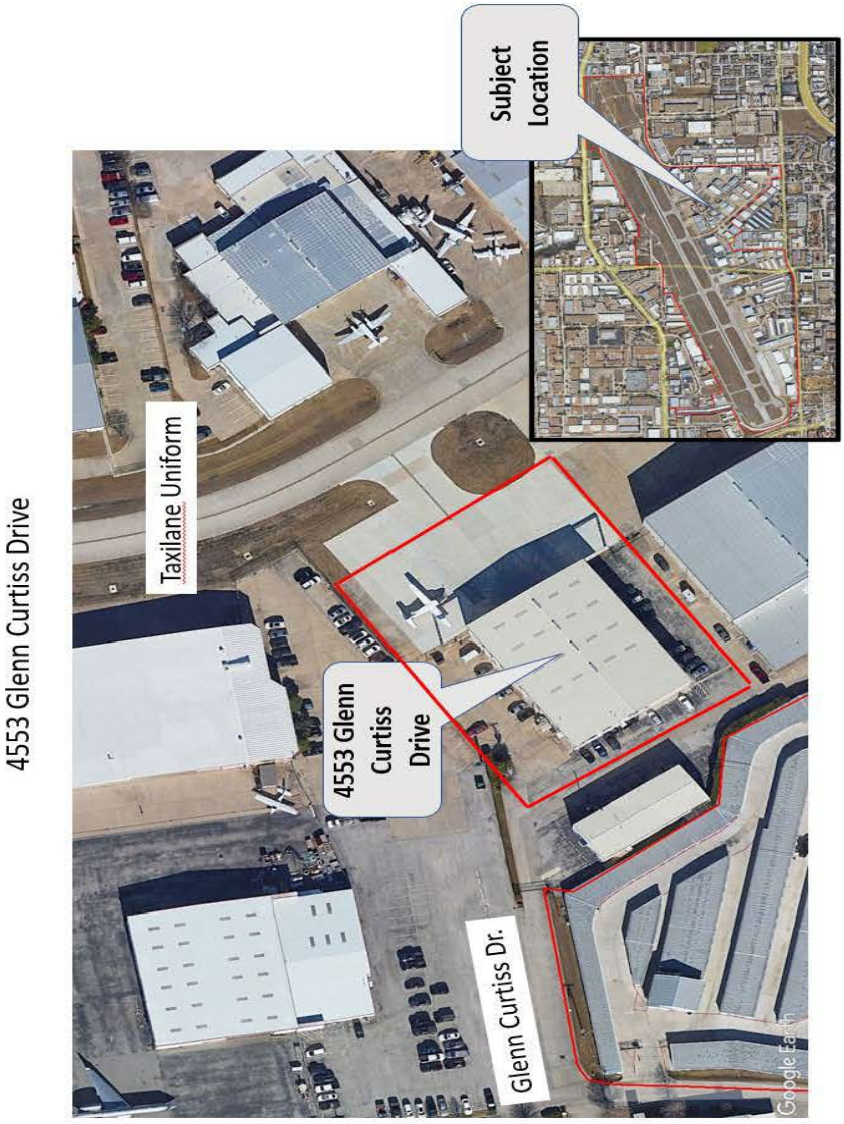


EXHIBIT D

Utility Expenses - Reimbursements

A. The party designated below will pay for the following utility charges serving the Premises including any related connection/disconnection charges assessed by the service provided:

(Check or mark once per line. *Note: if a check or mark is omitted or not made for any line item or if more than one check or mark is made on any line item, Tenant is the responsible party to procure and pay for such service).*

	N/A	Landlord	Tenant	Provided by Landlord & Reimbursed by Tenant	Further Description
1. Water	☐	☐	☐	√	Water Meter #_____
2. Sewer	☐	☐	☐	√	
3. Storm Water	☐	☐	☐	√	
4. Electric	☐	☐	☐	√	Electric Meter #_____
5. Gas (if available to Premises)	☐	☐	☐	√	Gas Meter #_____
6. Telephone/Data	☐	☐	√	☐	
7. Trash	☐	☐	√	√	50% of Shared services with 4555 Glenn Curtiss
8. Internet/Cable	☐	☐	√	☐	
9. Other _____	☐	☐	☐	☐	
10. Other _____	☐	☐	☐	☐	

The responsible party so designated above (i) may select or change the utility service provider from time to time over the term of the Lease, and (ii) shall be responsible, at its sole cost and expense, for obtaining and maintaining said utility connections at or for the Premises.

B. All utilities to be provided by Landlord and reimbursed by Tenant as indicated above (Column 5) shall be paid as follows:

1. In addition to the Base Rent, Tenant will pay Landlord as Additional Rent the costs for the utility services indicated herein and directly attributable or reasonably allocable to the Premises and associated with the referenced accounts (where each account is an account of or for Landlord).

2. Each month Landlord shall submit to Tenant an invoice for all such utility costs, including taxes, fees, and other related costs, billed to Landlord for the preceding billing cycle. Tenant shall pay, as Additional Rent, the amount of each such invoice no later than the first day of the month following the date of the invoice (and the obligation to pay the invoice for

the last month (or partial month) of this Hangar Lease shall survive the expiration or termination of this Hangar Lease). Landlord agrees to reasonably cooperate with Tenant in the event Tenant, at Tenant's sole cost, should desire to inquire about, or to protest or appeal, the charges being assessed by the utility service provider. To this end, Tenant shall give Landlord prior written notice of any such protest or appeal, and resolution thereof.

3. Landlord agrees not to assess any rebilling or administrative service fees for utility costs covered under this addendum.

4. Tenant's failure to timely pay said utility costs as Additional Rent shall be deemed to be an event of default by Tenant under the Lease. Landlord reserves all rights and remedies available to it under the Lease and by Law to collect all Rent due.

{END}

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EXHIBIT E

Maintenance and Repair Responsibilities

	Landlord	Tenant	Comment
Ground Maintenance			
Building & Gate Locksmithing & Security	Maintains all public access gates	All, as required by Tenant's use and all Laws, including ordinances, rules, and regulations. All doors and gates leading to the Airport Operations Area must be kept secure at all times.	
Fencing	Landlord maintains Airport perimeter fence (damage to such fence caused by or resulting from any of Tenant's, or its guests' and invitees' acts or omissions shall be paid for by Tenant)	All other fencing upon the Premises, if any, is Tenant's responsibility.	
Landscape & Lawn Care	All turf, beds, and planters within the Leased Premises and all turf, beds, and planters outside airport perimeter fence that are a part of the Leased Premises, unless otherwise requested by Landlord.		
Landscape Irrigation		Minimum Requirements by city ordinance	
Pavement - Parking	Structural repairs and reconstruction at Landlord's sole discretion.	Regular sweeping and snow removal. Any damage other than that resulting from normal wear and tear. Painting and striping as required for intended use or required by ordinance or otherwise by Landlord, with Landlord's prior written consent.	
Pavement - Ramp	Structural repairs and reconstruction at Landlord's sole discretion.	Regular sweeping and snow removal. Any damage other than that resulting from normal wear and tear. Painting and striping as required for intended use, safe operations or as required by Landlord and with Landlord's prior written	

	Landlord	Tenant	Comment
Trash Dumpster	Dumpster location or location changes are at the sole discretion and direction of the Landlord.	To be provided at Tenant's sole cost and expense. Must be kept within the Leased Premises unless otherwise approved in advance by Landlord.	
Trash Dumpster screening, if required	The landlord is responsible for constructing a screening, if required.	Maintained at Tenant's sole cost and expense.	
Building Shell			
Garage Overhead & Service Doors	Major repairs and replacement if required at sole discretion of Landlord.	General preventive maintenance and basic service, and repair. Examples of general preventive maintenance and basic service and repairs would be servicing, maintaining or repairing springs, cables, rollers, latch & lock	(Damage caused by or resulting from Tenant, Tenant's employees, or its guests' and invitees, acts or omissions shall be paid for by Tenant)
Hangar Doors	Major repairs and replacement if required at the sole discretion of Landlord	General preventive maintenance and basic services such as , sweeping and cleaning and lubricating floor tracks,	(damage caused by or resulting from Tenant, Tenant's employees, or its guests' and invitees, acts or omissions shall be paid for by Tenant)
Hangar Floor	Major repairs and replacement if required at sole discretion of Landlord.	General preventive maintenance, sweeping, cleaning and safety markings as required by Landlord. Examples include cleaning floors of oils and chemical materials that may cause permanent damage to floor surface such as stains or peeling of floor coating.	(damage caused by or resulting from Tenant, Tenant's employees, or its guests' and invitees, acts or omissions shall be paid for by Tenant)
Building & Hangar Insulation, if existing	Major repairs and replacement if required at sole discretion of Landlord.	General preventive maintenance, general/minor repair and/or replacement where required.	(damage caused by or resulting from Tenant, Tenant's employees, or its guests' and invitees, acts or omissions shall be paid for by Tenant)
Painting and cleaning of building exterior	Performed by Landlord at Landlord's sole expense and discretion.	General preventive maintenance, general/minor repair and/orreplacement where required.	(damage caused by or resulting from Tenant, Tenant's employees, or its guests' and

	Landlord	Tenant	Comment
			invitees, acts or omissions shall be paid for by Tenant)
Repairs to exterior siding building, fascia, trim, etc.	Performed by Landlord at Landlord's sole expense and discretion	General preventive maintenance, general repair and replacement where required.	(damage caused by or resulting from Tenant, Tenant's employees, or its guests' and invitees, acts or omissions shall be paid for by Tenant)
Window and Glass Curtain Walls	Major repairs and replacement when required at sole discretion of Landlord.	General preventive maintenance, general repair and replacement where required.	(damage caused by or resulting from Tenant, Tenant's employees, or its guests' and invitees, acts or omissions shall be paid for by Tenant)
Roof	Major repairs and replacement when required at sole discretion of Landlord.	No penetrations without Landlord's prior written approval.	
Roof rain-gutters and downspouts	Major repair and replace as required.	General preventive maintenance, general repair and replacement where required.	
Interior - Finish-out			
Janitorial Services		All cleaning and janitorial services are contacted for and paid by the Tenant, as required for by Tenant's use.	Damage caused by or resulting from Tenant, Tenant's employees, or its janitorial service providers shall be paid for by Tenant.
Interior Doors	Major repairs and replacement when required at sole discretion of Landlord.	General preventive maintenance, general repair and replacement where required.	(damage caused by or resulting from Tenant, Tenant's employees, or its guests' and invitees, acts or omissions shall be paid for by Tenant)

	Landlord	Tenant	Comment
All Interior and Exterior door locks (electronic or keyed)	Any lock changes or lock system changes must be approved by Landlord in advance. Maintain copies of access keys provided by Tenant.	General preventive maintenance, repair and replacement where required. Copies of access keys to be provided to Landlord with instruction and codes provided for any electronic locking systems.	(damage caused by or resulting from Tenant, Tenant's employees, or its guests' and invitees, acts or omissions shall be paid for by Tenant)
Office/shop space flooring and floor cover	Major repairs and replacement at sole discretion of Landlord.	Major repair and replacement with Landlord's prior consent. General preventive maintenance, cleaning of all floor surfaces (carpet, tile and tile grout…) repair and replacement where required.	(damage caused by or resulting from Tenant, Tenant's employees, or its guests' and invitees, acts or omissions shall be paid for by Tenant)
Painting Interior – Office and shop space		Repainting similar to existing condition. Major change in color, texture, and material must be with Landlord's prior written consent. General preventive maintenance, cleaning, repair and replacement where required.	(damage caused by or resulting from Tenant, Tenant's employees, or its guests' and invitees, acts or omissions shall be paid for by Tenant)
Painting Interior – Hangar space	Repainting similar to existing condition at sole discretion of the Landlord.	Any change in color, texture and material must be with Landlord's prior written consent. General preventive maintenance, cleaning, repair and replacement where required.	(damage caused by or resulting from Tenant, Tenant's employees, or its guests' and invitees, acts or omissions shall be paid for by Tenant)
Walls & Ceilings	Major repairs and replacement at sole discretion of Landlord.	Repainting or repairing similar to existing condition. Major change in color, texture and material must be with Landlord's prior written consent. General preventive maintenance, cleaning, repair and replacement where required.	(damage caused by or resulting from Tenant, Tenant's employees, or its guests' and invitees, acts or omissions shall be paid for by Tenant)
Building Systems			
Air Compressor	Landlord responsible for major repairs and replacements, including coil and blower replacement, and may elect at its sole discretion to repair, replace, or remove the unit.	Tenant responsible for routine maintenance, including cleaning coils, replacing filters, and minor repairs such as thermostat and fuse replacements.	(Damage caused by or resulting from Tenant, Tenant's employees, or its guests' and invitees, acts or

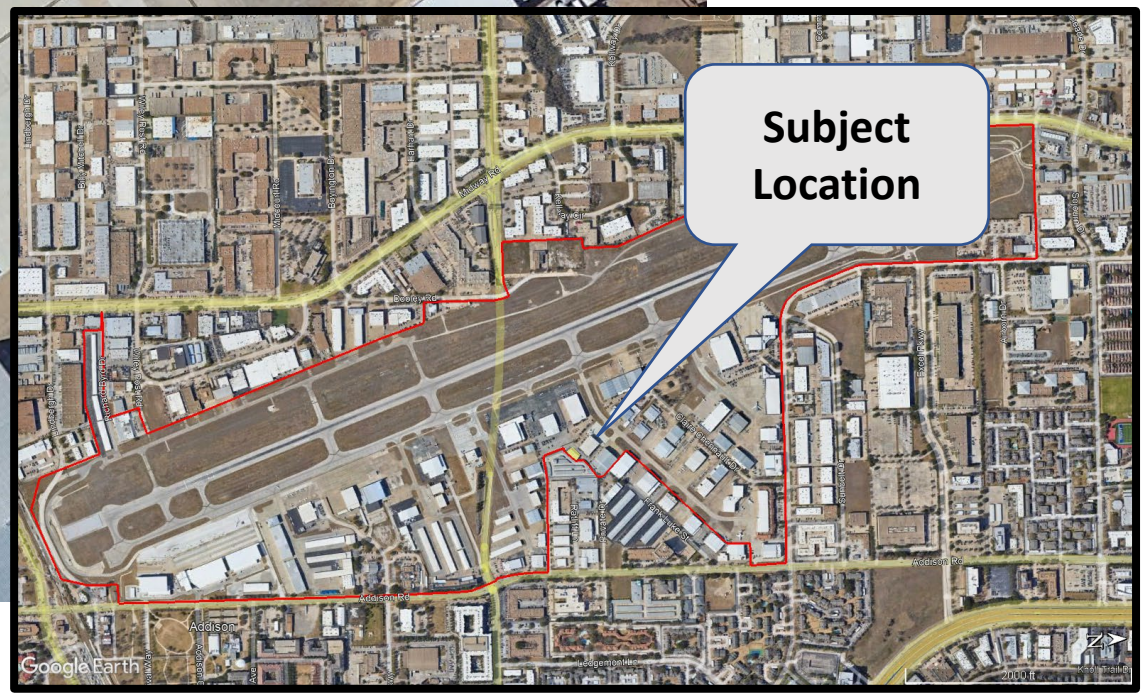
	Landlord	Tenant	Comment
			omissions shall be paid for by Tenant)
Electrical Systems	Major repairs, replacement or modifications at sole discretion of Landlord. General maintenance and repair.	Replacement or material change only with Landlord's prior written consent. Inform Landlord of any electrical issues or needed modifications.	(damage caused by or resulting from Tenant, Tenant's employees, or its guests' and invitees, acts or omissions shall be paid for by Tenant)
Exterior Lighting & maintenance	Major repairs and replacement at sole discretion of Landlord. Landlord to replace bulbs as necessary.	Replacement or material change only with Landlord's prior written consent.	
Office and interior lighting	Major repairs and replacement of fixtures at sole discretion of Landlord.	Tenant to replace bulbs and lamps as necessary with similar bulb and lamp types.	(damage caused by or resulting from Tenant, Tenant's employees, or its guests' and invitees, acts or omissions shall be paid for by Tenant)
Hangar light repair and replacement	Major repairs and replacement at sole discretion of Landlord. Landlord to replace bulbs as necessary.	Replacement or material change only with Landlord's prior written consent.	(damage caused by or resulting from Tenant, Tenant's employees, or its guests' and invitees, acts or omissions shall be paid for by Tenant)
HVAC	Major repairs and replacement at sole discretion of Landlord. Filter changes and major repair of equipment.	General maintenance and repairs at Tenant's sole cost. Replacement or material change only with Landlord's prior written consent. Examples of general maintenance and repair are include routine services, preventive maintenance, thermostat battery replacement and additional refrigerant as needed. When in doubt, Tenant is to contact Landlord for guidance.	(damage caused by or resulting from Tenant, Tenant's employees, or its guests' and invitees, acts or omissions shall be paid for by Tenant)
Window a/c units, if any	Major repairs and replacement at sole discretion of Landlord.	General maintenance and repairs. Replacement or material change only with Landlord's prior written consent.	(damage caused by or resulting from Tenant, Tenant's employees, or its guests' and

	Landlord	Tenant	Comment
			invitees, acts or omissions shall be paid for by Tenant)
Plumbing systems	Major repairs and replacement at sole discretion of Landlord.	General maintenance and repairs at Tenant's sole cost. Replacement or material change only with Landlord's prior written consent. Examples of general maintenance and repairs are routine services and preventive maintenance, if required, to be performed by a licensed plumber.	(damage caused by or resulting from Tenant, Tenant's employees, or its guests' and invitees, acts or omissions shall be paid for by Tenant)
Water heater	Replacement at Landlord's sole discretion.	General maintenance and repairs. Examples of general maintenance and repairs are routine services and preventive maintenance, if required, to be performed by a licensed plumber. Replacement with Landlord's prior written consent.	
Storm water drains	Major repairs and replacement and general maintenance.	Damage caused by or resulting from acts of Tenant, Tenant's employees, guests or invitees shall be paid for by Tenant.	(damage caused by or resulting from Tenant, Tenant's employees, or its guests' and invitees, acts or omissions shall be paid for by Tenant)
Grease Traps	Landlord to have inspected and serviced upon tenant move-in.	Tenant's full responsibility.	If any
Tapping into Fire Main for fire suppression systems	Must be approved by Landlord in advance.	Tenant's full responsibility with Landlord's prior written consent.	
Fire Extinguishers		Tenant's full responsibility to supply and maintain required fire extinguishers to meet all applicable fire and building codes. Tenant is responsible for all periodic inspections of fire extinguishers to meet all applicable fire and building codes	

Initial

4553 Glenn Curtiss Drive





2025 City Council Regular Meeting **4. j.**

Meeting Date: 11/18/2025

Department: Airport

Key Focus Areas: Economic Development and Revitalization

AGENDA CAPTION:

Consider action on a Resolution approving the sale and assignment of the ground lease between AQRD Real Estate Partners, LLC, and Premier Jet Center, LLC, for the use of airport property at 4600 Claire Chennault Drive for commercial office and aeronautical purposes; authorizing the City Manager to sign the Landlord's Consent required under the ground lease and other necessary documents; and providing for an effective date.

BACKGROUND:

The ground lease between the Town of Addison and Mission Aire IV, L.P., first effective on July 1, 1997 covers 1.59 acres of airport land at Addison Airport. It features two large hangar bays with a combined floor area of 19,400 square feet, separated by a split-level office building with 8,400 square feet of executive office suites. Located at 4600 Claire Chennault Drive, the lease permits various commercial aviation activities, including aircraft sales, maintenance, repair, storage, training, charter, and rentals.

The lease was assigned to AQRD Real Estate Partners, LLC on June 26, 2018. On the same day, a First Amendment to Ground Lease ("amendment") was made, which extended the lease term based on the completion of specific building improvements within the first 36 months of the amendment's effective date. A Memorandum of Lease filed in Dallas County Public Records on May 18, 2021, verified that the tenant met its obligations and was entitled to the extended term. Consequently, the ground lease is now set to expire on June 30, 2057.

AQRD Real Estate Partners, LLC is now requesting the Town's consent to assign its leasehold interest to Premier Jet Center, LLC, a Delaware limited liability company. The assignment includes all rights and obligations under the lease, including ownership of the building improvements made to the land.

Premier Jet Center, LLC (Premier) is wholly owned by West Star Aviation, LLC (West Star), with West Star serving as the manager of Premier Jet Center, LLC. Stephen Maiden is the Chief Executive Officer, and Mathew DeLellis serves as the Chief Financial Officer.

West Star Aviation Holdings LLC, a Delaware limited liability company, is the parent company of these two entities and other operating subsidiaries. It mainly provides aviation services to business aircraft owners and operators across the United States and worldwide. The company offers a wide range of support and services, including, but not limited to, airframe maintenance, repair and overhaul, interior refurbishment, modifications, paint work, avionics service, and fueling services. Premier Jet Center and West Star Aviation form a strong and stable presence in the general and business aviation sectors, with a shared commitment to operational excellence and long-term investment in aviation infrastructure.

As a result of this transaction, AQRD Real Estate Partners, LLC as the operating affiliate and subtenant of AQRD Hangar Management, LLC, will continue occupying the facilities to carry out its engineering and Part 135 repair services without interruption. It will remain a subtenant to Premiere Jet Center, LLC, while strengthening its alliance with West Star.

There is no direct economic impact on the Airport. Premier Jet Center and West Star Aviation are stable and strong players in the general and business aviation sectors, with a shared focus on operational excellence and long-term investment in aviation infrastructure. Their presence at Addison Airport will

significantly enhance the airport's aircraft maintenance and repair segment.

The City Attorney has reviewed the proposed Assignment of Ground Lease Agreement with Consent of Landlord and finds it acceptable for the Town’s purposes. Also reviewed and to be executed by the City Manager is a Memorandum of Lease for public recording purposes, affirming that Premier Jet Center, LLC is the tenant, and a Landlord’s Statement of Fact affirming that the underlying ground lease is in good standing.

Pending Council approval, the City Manager will sign the Landlord's Consent, then instruct Airport management to deliver the documents to the escrow agent, orchestrating the transaction closing. A fully signed and recorded copy of the fully expected documents will then be returned to the Town for its records.

FISCAL IMPACT

There is no direct fiscal impact on the Addison Aiport or the Town.

RECOMMENDATION

Staff recommends approval.

Attachments

Resolution - Assignment of Ground Lease (AQRD & Premier)

Property Location

RESOLUTION NO. R25-___

A RESOLUTION APPROVING THE SALE AND ASSIGNMENT OF THE GROUND LEASE BETWEEN AQRD REAL ESTATE PARTNERS, LLC, AND PREMIER JET CENTER, LLC, FOR THE USE OF THE AIRPORT PROPERTY LOCATED AT 4600 CLAIRE CHENNAULT DRIVE FOR COMMERCIAL OFFICE AND AERONAUTICAL PURPOSES. THE RESOLUTION FURTHER AUTHORIZES THE CITY MANAGER TO SIGN THE LANDLORD'S CONSENT REQUIRED UNDER THE GROUND LEASE AND OTHER NECESSARY DOCUMENTS, SUBJECT TO THE CITY ATTORNEY'S APPROVAL OF THEIR FORM.

WHEREAS, AQRD Real Estate Partners, LLC is the current tenant under that certain Ground Lease dated July 1, 1997, for the airport property located at 4600 Claire Chennault Drive owned by the Town of Addison (the "Ground Lease"); and

WHEREAS, AQRD Real Estate Partners, LLC desires to assign all its rights, duties, and obligations under the Ground Lease as amended and modified to Premier Jet Center, LLC, a Delaware limited liability company; and

WHEREAS, the City Council desires to provide the Town's consent and authorize the City Manager to execute the same.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE TOWN OFADDISON, TEXAS:

SECTION 1. The Assignment of Ground Lease between AQRD Real Estate Partners, LLC and Premier Air Center, LLC for commercial office and aeronautical use, a copy of which, as amended and modified, is attached to this Resolution as **Exhibit A** with Landlord's Consent, is hereby approved and the City Manager is authorized to execute the Landlord's Consent in conformance with the Ground Lease and other necessary documents, subject to the City Attorney's review and approval to form.

SECTION 2. This Resolution shall take effect from and after its date of adoption.

DULY RESOLVED AND ADOPTED by the City Council of the Town of Addison, Texas, on this ***18th*** day of ***November 2025***

TOWN OF ADDISON, TEXAS

_____

Bruce Arfsten, Mayor

ATTEST:

_____

Valencia Garcia, City Secretary

Exhibit A

STATE OF TEXAS §
§ **ASSIGNMENT OF GROUND LEASE**
COUNTY OF DALLAS §

This Assignment of Ground Lease (the "Assignment") is entered into and made effective as of [____], 2025, at Addison, Texas by and between **AQRD REAL ESTATE PARTNERS, LLC**, a Texas limited liability company, having an address at, 4600 Claire Chennault Drive, Addison, TX 75001 (the "Assignor") and **PREMIER AIR CENTER, LLC**, a Delaware limited liability company, having an address at 2 Airline Court, East Alton, IL 62024 (the "Assignee").

WHEREAS, a Ground Lease was executed on July 1, 1997, by and between the Town of Addison, Texas (the "City") and Addison Airport of Texas, Inc., as landlord and Mission Aire IV, L.P., a Texas limited partnership, as tenant, and recorded in the Dallas County, Texas, Official Public Records ("OPR") as Instrument #199800043109; and

WHEREAS, the Ground Lease provides that, upon the expiration or termination of that certain agreement referred to and defined in the Ground Lease as the "Base Lease" (and being an Agreement for Operation of the Addison Airport between the City and Addison Airport of Texas, Inc.), the City is entitled to all of the rights, benefits and remedies, and will perform the duties, covenants and obligations of the landlord ("Landlord") under the Ground Lease; and

WHEREAS, the said Base Lease has expired and the City, in its sole and absolute capacity, is the Landlord under the Ground Lease; and

WHEREAS, pursuant to that certain Assignment of Lease dated June 26, 2018, recorded in the OPR as Instrument #201800190178, the Ground Lease was assigned from Mission Aire IV, L.P., as assignor, to AQRD-REP LLC, a Texas limited liability company, as assignee ("2018 Assignment"); and

WHEREAS, the Ground Lease was further amended by that First Amendment to Ground Lease, made effective June 26, 2018, and evidenced by that certain Memorandum of Lease recorded in the OPR as Instrument #202100169755, which, among other things, extended the Term so it ends June 30, 2057 ("First Amendment"); and

WHEREAS, Landlord and Assignor hereby acknowledge and agree that the 2018 Assignment and First Amendment each contain a scrivener's error in the assignees or Tenant name, which is listed in an abbreviated form and should instead read "AQRD Real Estate Partners, LLC, a Texas limited liability company"; and

WHEREAS, the Ground Lease, as so assigned, amended, and modified is hereinafter referred to as the "Ground Lease", pursuant to which certain real property located at 4600 Claire Chennault Drive, at Addison Airport within the Town of Addison, Texas (more particularly described in Exhibit A attached hereto and incorporated herein by reference), and owned by the City, is leased to the Tenant; and

WHEREAS, the address 4600 Claire Chennault Drive, Addison, Texas, as set forth in the legal descriptions, has historically also been referred to as 4600 Claire Chennault Street, Addison,

Texas. All references herein to "Claire Chennault Drive" shall be deemed to refer to the same premises as "Claire Chennault Street" listed in some of the historical lease documents; and

WHEREAS, a true and correct copy of the Ground Lease in its entirety, with all assignments, amendments, and/or modifications made thereto, is attached, and incorporated herein by reference as Exhibit B; and

WHEREAS, the Ground Lease provides in Section 9 thereof that, without the prior written consent of Landlord, Tenant may not assign the Ground Lease or any rights of Tenant thereunder (except as provided therein), and that any assignment must be expressly subject to all the terms and provisions of the Ground Lease, and that any assignment must include a written agreement from Assignee whereby Assignee agrees to be bound by the terms and provisions of the Ground Lease; and

WHEREAS, Assignor desires to assign the Ground Lease to Assignee, and Assignee desires to accept the assignment thereof in accordance with the terms and conditions of this Assignment.

NOW, THEREFORE, for and in consideration of the mutual promises, covenants, and conditions contained herein, the sufficiency of which is hereby acknowledged, the parties hereto, each intending to be legally bound, agree as follows:

AGREEMENT

1. Assignor hereby assigns, bargains, sells, and conveys to Assignee, effective as of the date above, all of Assignor's right, title, duties, responsibilities, and interest in and to the Ground Lease, TO HAVE AND TO HOLD the same, for the remaining term thereof, and Assignor does hereby bind itself and its successors and assigns to warrant and forever defend the same unto Assignee against every person or persons lawfully claiming any part thereof through Assignor.

2. Prior to the effective date of this Assignment, Assignee agrees to pay an Assignment Fee in the amount of One Thousand Dollars and no/100 ($1,000.00) to Landlord.

3. Assignee hereby agrees to, and shall be bound by and comply with all of the terms, provisions, duties, conditions, and obligations of Tenant under the Ground Lease. For purposes of notice under the Ground Lease, the addresses of Assignee and Landlord are:

Assignee

Premier Air Center, LLC
2 Airline Court
East Alton, IL 62024

Landlord

Town of Addison, Texas
Attn: City Manager
P.O. Box 9010-75001
Addison, TX 75001

With copy to:

Addison Airport

1623243952.8

Attn: Airport Manager
4545 Jimmy Doolittle Drive, Suite 200
Addison, TX 75001

4. Lease Modification. The following is hereby added as the second paragraph of Section 9.A. of the Ground Lease:

> Notwithstanding anything to the contrary contained herein, Tenant may assign or sublet all or part of its interest in the Lease (a "Permitted Transfer") to the following type of entities (a "Permitted Transferee") without the written consent of Landlord:
>
> (i) an "Affiliate" of Tenant, which means any entity controlling, controlled by, or under common control with Tenant ("control" meaning, with respect to a corporation, the right to exercise, directly or indirectly, more than 50% of the voting or ownership rights attributable to the shares of the controlled corporation, and with respect to a person or entity that is not a corporation, the possession, directly or indirectly, of the power to direct or cause the direction of the management or policies of the controlled person or entity);
>
> (ii) any corporation, limited partnership, limited liability partnership, limited liability company or other business entity in which or with which Tenant, or its corporate successors or assigns, is merged or consolidated, in accordance with applicable statutory provisions governing merger and consolidation of business entities, regardless of whether such transaction results in a change of control of Tenant or the surviving entity;
>
> (iii) any entity to which substantially all of Tenant's assets are transferred; or
>
> (iv) any entity or person that acquires, in a single transaction or series of related transactions, 49% or more of the voting or ownership right of the Tenant, whether by transfer, sale, or other disposition, including by way of a change of control, regardless of whether such acquirer is an Affiliate of the Tenant.
>
> Provided, in the case of (i) through (iv) above, Tenant's obligations under the Lease are assumed, or deemed assumed by operation of law, by the Permitted Transferee. Tenant shall promptly notify Landlord of any such Permitted Transfer. Tenant shall remain liable for the performance of all of the obligations of Tenant hereunder, unless Landlord specifically and in writing releases the original named Tenant hereunder, or if Tenant no longer exists because of a merger, consolidation, or acquisition, the surviving or acquiring entity shall expressly assume in writing the obligations of Tenant hereunder.

5. Nothing in this Assignment shall be construed or be deemed to modify, alter, amend or change any term or condition of the Ground Lease, except as set forth herein.

6. The above and foregoing premises and recitals to this Assignment are incorporated and made part hereof, and Assignor and Assignee warrant and represent that such premises and statements, and all other provisions of this Assignment, are true and correct, and that in giving

consent, Landlord (as defined in the Consent of Landlord attached hereto) is entitled to rely upon such representations and statements.

7. This Assignment is subject to the consent and filing requirements of the Town of Addison, Texas.

8. Assignor acknowledges that, in addition to any other remedies provided in the Ground Lease or by law, Landlord may, at its own option, collect directly from Assignee all rents becoming due under such assignment and apply such rent against any sums due to Landlord. No such collection by Landlord from any such Assignee or subtenant shall release Assignor from the payment or performance of Assignor's obligations under the Ground Lease.

9. The undersigned representatives of Assignor and Assignee have the necessary authority to execute this Assignment on behalf of each of the respective parties hereto, and Assignor and Assignee certify one to the other that any necessary resolutions or other acts extending such authority have been duly passed and are now in full force and effect.

[Signatures Follow]

1623243952.8

IN WITNESS WHEREOF, Assignor and Assignee have executed and delivered this Assignment of Ground Lease on the day and the year first set forth above.

Assignor:

AQRD REAL ESTATE PARTNERS, LLC,
a Texas limited liability company

By: _____
Name: V. Raj Narayanan
Title: Manager

STATE OF TEXAS)
: ss.:
COUNTY OF DALLAS)

BEFORE ME, the undersigned authority, on this day personally appeared V. Raj Narayanan, Manager of AQRD REAL ESTATE PARTNERS, LLC, a Texas limited liability company, known to me to be the person whose name is subscribed to the foregoing instrument, and acknowledged to me that he executed the same for the purposes and consideration therein stated.

GIVEN under my hand and seal of the office this ___ day of _____, 2025.

_____
Notary Public, State of Texas

1623243952.8

Assignee:

PREMIER AIR CENTER, LLC,
a Delaware limited liability company

By: ___
Name:
Title:

STATE OF TEXAS)
: ss.:
COUNTY OF DALLAS)

BEFORE ME, the undersigned authority, on this day personally appeared _____, _____ of _____, a _____, known to me to be the person whose name is subscribed to the foregoing instrument, and acknowledged to me that he executed the same for the purposes and consideration therein stated.

GIVEN under my hand and seal of the office this ___ day of _____, 2025.

_____
Notary Public, State of Texas

1623243952.8

CONSENT OF LANDLORD

The Town of Addison, Texas ("Landlord") is the Landlord in the Ground Lease described in the Assignment of Ground Lease (the "Assignment") entered into and made effective _____, 2025, at Addison, Texas, by and between AQRD REAL ESTATE PARTNERS, LLC, a Texas limited liability company (the "Assignor") and PREMIER AIR CENTER, LLC, a Delaware limited liability company (the "Assignee"). In executing this Consent of Landlord (the "Consent"), Landlord is relying upon the warranties and representations made in the foregoing Assignment by Assignor and Assignee, and in relying upon the same, Landlord hereby consents to the Assignment from Assignor to Assignee.

Notwithstanding this Consent, Landlord does not waive any of its rights under the Ground Lease, and does not release Assignor from its covenants, obligations, duties or responsibilities under or in connection with the Ground Lease, and Assignor shall remain liable and responsible for all such covenants, obligations, duties and responsibilities. In addition, notwithstanding any provisions of this Consent or the Assignment to the contrary, this Consent shall not operate as a waiver of any prohibition against further assignment, transfer, conveyance, pledge, change of control, or subletting of the Ground Lease or the premises described therein without Landlord's prior written consent.

This Consent shall be and remain valid only if and provided that, no later than 3:00 o'clock p.m. on January 30, 2025:

(i) the Assignment has been executed and notarized by both Assignor and Assignee,

(ii) all other matters in connection with the transfer, sale, and/or conveyance by Assignor to Assignee of Assignor's interest in the Ground Lease have been fully consummated and completed and the transaction closed as reasonably determined by Landlord (such matters including, without limitation, the full execution and finalization of this Assignment and any other documentation so required by Landlord relating to this transaction) and delivered to Landlord c/o Addison Airport Real Estate Manager, at 4545 Jimmy Doolittle Drive, Suite 200, Addison, Texas 75001. Otherwise, and failing compliance with and satisfaction of each of paragraphs (i) and (ii) above, this Consent shall be null and void *ab initio* as if it had never been given and executed.

Signed this ___ day of _____, 2025.

LANDLORD:
TOWN OF ADDISON, TEXAS

_____
By: David Gaines, City Manager

1623243952.8

EXHIBIT A

LEGAL DESCRIPTION OF PROPERTY

4600 Claire Chennault Drive at Addison Airport, Addison, Texas

BEING a tract of land situated in the William Lomax Survey, Abstract No. 792, in the City of Addison, Dallas County, Texas, and being a part of the Final Plat of Addison Airport, an addition to the Town of Addison, Texas, according to the plat thereof recorded in Volume 2005131, Page 82 of the Deed Records of Dallas County, Texas (DRDCT), also being that same tract of land as described in ground lease to Mission Aire IV, L.P. recorded in Volume 98031, Page 28 in the Real Property Records of Dallas County, Texas (RPRDCT), and being more particularly described as follows:

COMMENCING at 1/2-inch iron rod found with plastic cap stamped "Dal Tech" at the intersection of the south line of Westgrove Road (60 foot right-of-way) with the east line of Claire Chennault Road (60 foot right-of-way), at the northwest corner of Leasehold Estate Tract 1 of Blakely Airport Addition, an addition to the City of Addison, Texas, according to the plat thereof recorded in Volume 84088, Page 4359 of the Deed Records of Dallas County, Texas (DRDCT);

THENCE South 00 degrees 37 minutes 57 seconds East, along the east line of said Claire Chennault Road, 259.26 feet to a 'PK' nail found at the point of curvature of a circular curve to the right having a radius of 130.00 feet;

THENCE southwesterly, continuing along the east line of said Claire Chennault Road, along said curve to the right, through a central angle of 20 degrees 43 minutes 19 seconds, an arc distance of 47.02 feet and having a chord which bears South 09 degrees 43 minutes 43 seconds West, 46.76 feet to a 5/8-inch iron rod set with plastic cap stamped "Sparr Surveys" at the **POINT of BEGINNING**;

THENCE North 89 degrees 56 minutes 35 seconds East, departing the east line of said Claire Chennault Road, along the south line of said Leasehold Estate Tract 1, 88.59 feet to a cut "x" found in concrete;

THENCE South 46 degrees 41 minutes 09 seconds East, continuing along the south line of said Leasehold Estate Tract 1, 208.29 feet to a 60d nail set in concrete in the west line of a Taxiway U;

THENCE South 00 degrees 48 minutes 39 seconds East, along the west line of said Taxiway U, 50.49 feet to a 5/8-inch iron rod set with plastic cap stamped "Sparr Surveys" at the point of curvature of a circular curve to the right having a radius of 190.00 feet;

THENCE southwesterly, continuing along the west line of said Taxiway U and along said curve to the right, through a central angle of 43 degrees 41 minutes 01 seconds, an arc distance of 144.86 feet and having a chord which bears South 21 degrees 01 minutes 51 seconds West, 141.38 feet to a "PK" nail set in concrete;

THENCE South 42 degrees 52 minutes 22 seconds West, continuing along the west line of said Taxiway U, 45.80 feet to a "PK" nail set in concrete at the northeast corner of a tract of land as described in assignment of lease to Flytex, Inc. recorded in Volume 84039, Page 2070 in the Deed Records of Dallas County, Texas (DRDCT);

1623243952.8

THENCE North 47 degrees 07 minutes 38 seconds West, departing the west line of said Taxiway U, along the north line of said Flytex tract, at a calculated distance of 160.63 feet passing the northwest corner of said Flytex tract, same being the northeast corner of a tract of land as described in lease agreement to Donham Oil Tool Company, Inc. recorded in Volume 82240, Page 976 and Volume 82240, Page 968 DRDCT, continuing along the north line of said Donham Oil Tool Company tract, in all a distance of 350.63 feet to a cut "x" found in concrete in the east line of said Claire Chennault Road;

THENCE North 42 degrees 57 minutes 17 seconds East, along the east line of said Claire Chennault Road, 104.21 feet to a 5/8-inch iron rod set with plastic cap stamped "Sparr Surveys" at the point of curvature of a circular curve to the left having a radius of 130.00 feet;

THENCE northeasterly, along the east line of said Claire Chennault Road and along said curve to the left, through a central angle of 22 degrees 53 minutes 43 seconds, an arc distance of 51.95 feet and having a chord which bears North 31 degrees 32 minutes 14 seconds East, 51.60 feet to the **POINT of BEGINNING** and **CONTAINING** 1.589 acres of land.

16232439528

EXHIBIT B

True and Correct Copy of Ground Lease as

Assigned, Amended, and Modified

1623243952.8

VG-364-2021-202100169755

Dallas County
John F. Warren
Dallas County Clerk

Instrument Number: 202100169755

Real Property Recordings

Recorded On: June 09, 2021 08:08 AM

Number of Pages: 6

" Examined and Charged as Follows: "

Total Recording: $42.00

********** THIS PAGE IS PART OF THE INSTRUMENT **********
Any provision herein which restricts the Sale, Rental or use of the described REAL PROPERTY because of color or race is invalid and unenforceable under federal law.

File Information:		**Record and Return To:**
Document Number:	202100169755	ADDISON AIRPORT
Receipt Number:	20210609000061	4545 JIMMY DOOLITTLE DR. STE. 200
Recorded Date/Time:	June 09, 2021 08:08 AM	
User:	Hilga R	ADDISON TX 75001
Station:	CC17	

STATE OF TEXAS
Dallas County
I hereby certify that this Instrument was filed in the File Number sequence on the date/time printed hereon, and was duly recorded in the Official Records of Dallas County, Texas

John F. Warren
Dallas County Clerk
Dallas County, TX

MEMORANDUM OF LEASE

This Memorandum of Lease is dated as of May 18, 2021, and executed by and between the Town of Addison, Texas ("Landlord" or "City") and AQRD-REP LLC, a Texas limited liability company ("Tenant").

WHEREAS, a Ground Lease was executed on July 1, 1997 (the "Ground Lease"), between the City of Addison, Addison Airport of Texas, Inc. ("Landlord") and Mission Aire IV, L.P., a Texas limited partnership as "Tenant" recorded in the Dallas County, Texas Official Public Records ("OPR") as Instrument #199800043109;

WHEREAS, by that Assignment of Lease dated June 26, 2018, recorded in Instrument #201800190178 of the Deed Records of Dallas County, Texas, the Ground Lease was assigned from MISSION AIRE IV, L.P., as assignor, to AQRD-REP LLC, a Texas limited liability company, as assignee; and comprising the Ground Lease, as amended or modified, hereinafter referred to as the "Ground Lease" and described in that certain boundary survey dated July 21, 2004 by the terms of which certain real property now commonly referred to as 4600 Claire Chennault Drive at Addison Airport within the Town of Addison, Texas (being more specifically described in Exhibit "A" attached hereto and incorporated herein by reference) and owned by the City; and thereafter the Ground Lease:

Now let it be known, the said Ground Lease is further amended by that First Amendment to Ground Lease, entered and made effective June 26, 2018, which, among other things, extends the Term so the Ground Lease shall now expire June 30, 2057 unless otherwise earlier terminated.

This Memorandum of Lease is solely for recording and notice purposes and shall not be construed to alter, modify, expand, diminish or supplement the provisions of the Ground Lease, as amended. In the event of any inconsistency between the provisions of this Memorandum of Lease and the provisions of the Ground Lease (as amended), the provisions of the Ground Lease, as amended, shall govern. Reference should be made to the Ground Lease (and all amendments thereto) for the full description of the rights and duties of Landlord and Tenant thereunder, and this Memorandum of Lease shall in no way affect the terms and conditions of the Ground Lease (including all amendments thereto) or the interpretation of the rights and duties of Landlord and Tenant thereunder.

Upon the expiration or earlier termination of the Ground Lease, Landlord and Tenant agree that they shall execute and record a termination of this Memorandum of Lease.

IN WITNESS WHEREOF, the undersigned parties execute this Memorandum of Lease this 18 day of May, 2021.

TENANT: AQRD-REP, LLC
a Texas limited liability company

By: _____
V. Raj Narayanan, Manager

LANDLORD: TOWN OF ADDISON, TEXAS
a Home-rule Municipality

By: _____
Wesley S. Pierson, City Manager

ACKNOWLEDGEMENT

STATE OF TEXAS §
§
COUNTY OF DALLAS §

BEFORE ME, the undersigned authority, on this day personally appeared V. Raj Narayanan, Manager of AQRD-REP LLC, a Texas limited liability company, known to me to be the person whose name is subscribed to the foregoing instrument, and acknowledged to me that he executed the same for the purposes and consideration therein stated.

GIVEN under my hand and seal of office this 18 day of May, 2021.

[SEAL] SUSAN K. OLSON
Notary Public, State of Texas
Comm. Expires 03-22-2023
Notary ID 698604

By: Susan K. Olson
Notary Public, State of Texas

My commission expires: 3/22/2023

STATE OF TEXAS §
§
COUNTY OF DALLAS §

BEFORE ME, the undersigned authority, on this day personally appeared Wesley S. Pierson, City Manager of the Town of Addison, a home-rule municipality, known to me to be the person whose name is subscribed to the foregoing instrument, and acknowledged to me that he executed the same for the purposes and consideration therein stated

GIVEN under my hand and seal of office this 1st day of June, 2021.

[SEAL] IRMA G. PARKER
Notary Public, State of Texas
Comm. Expires 08-07-2022
Notary ID 4770064

By: Irma G. Parker
Notary Public, State of Texas

My commission expires: 8-7-2022

EXHIBIT A

LEGAL DESCRIPTION OF DEMISED PREMISES

4600 Claire Chennault at Addison Airport, Addison, Texas

BEING a tract of land situated in the William Lomax Survey, Abstract No. 792, in the City of Addison, Dallas County, Texas, and being a part of the Final Plat of Addison Airport, an addition to the Town of Addison, Texas, according to the plat thereof recorded in Volume 2005131, Page 82 of the Deed Records of Dallas County, Texas (DRDCT), also being that same tract of land as described in ground lease to Mission Aire IV, L.P. recorded in Volume 98031, Page 28 in the Real Property Records of Dallas County, Texas (RPRDCT), and being more particularly described as follows:

COMMENCING at 1/2-inch iron rod found with plastic cap stamped "Dal Tech" at the intersection of the south line of Westgrove Road (60 foot right-of-way) with the east line of Claire Chennault Road (60 foot right-of-way), at the northwest corner of Leasehold Estate Tract 1 of Blakely Airport Addition, an addition to the City of Addison, Texas, according to the plat thereof recorded in Volume 84088, Page 4359 of the Deed Records of Dallas County, Texas (DRDCT);

THENCE South 00 degrees 37 minutes 57 seconds East, along the east line of said Claire Chennault Road, 259.26 feet to a 'PK' nail found at the point of curvature of a circular curve to the right having a radius of 130.00 feet;

THENCE southwesterly, continuing along the east line of said Claire Chennault Road, along said curve to the right, through a central angle of 20 degrees 43 minutes 19 seconds, an arc distance of 47.02 feet and having a chord which bears South 09 degrees 43 minutes 43 seconds West, 46.76 feet to a 5/8-inch iron rod set with plastic cap stamped "Sparr Surveys" at the **POINT of BEGINNING;**

THENCE North 89 degrees 56 minutes 35 seconds East, departing the east line of said Claire Chennault Road, along the south line of said Leasehold Estate Tract 1, 88.59 feet to a cut "x" found in concrete;

THENCE South 46 degrees 41 minutes 09 seconds East, continuing along the south line of said Leasehold Estate Tract 1, 208.29 feet to a 60d nail set in concrete in the west line of a Taxiway U;

THENCE South 00 degrees 48 minutes 39 seconds East, along the west line of said Taxiway U, 50.49 feet to a 5/8-inch iron rod set with plastic cap stamped "Sparr Surveys" at the point of curvature of a circular curve to the right having a radius of 190.00 feet;

THENCE southwesterly, continuing along the west line of said Taxiway U and along said curve to the right, through a central angle of 43 degrees 41 minutes 01 seconds, an arc distance of 144.86 feet and having a chord which bears South 21 degrees 01 minutes 51 seconds West, 141.38 feet to a "PK" nail set in concrete;

THENCE South 42 degrees 52 minutes 22 seconds West, continuing along the west line of said Taxiway U, 45.80 feet to a "PK" nail set in concrete at the northeast corner of a tract of land as described in assignment of lease to Flytex, Inc. recorded in Volume 84039, Page 2070 in the Deed Records of Dallas County, Texas (DRDCT);

THENCE North 47 degrees 07 minutes 38 seconds West, departing the west line of said Taxiway U, along the north line of said Flytex tract, at a calculated distance of 160.63 feet passing the northwest corner of said Flytex tract, same being the northeast corner of a tract of land as described in lease agreement to Donham Oil Tool Company, Inc. recorded in Volume 82240, Page 976 and Volume 82240, Page 968 DRDCT, continuing along the north line of said Donham Oil Tool Company tract, in all a distance of 350.63 feet to a cut "x" found in concrete in the east line of said Claire Chennault Road;

THENCE North 42 degrees 57 minutes 17 seconds East, along the east line of said Claire Chennault Road, 104.21 feet to a 5/8-inch iron rod set with plastic cap stamped "Sparr Surveys" at the point of curvature of a circular curve to the left having a radius of 130.00 feet;

THENCE northeasterly, along the east line of said Claire Chennault Road and along said curve to the left, through a central angle of 22 degrees 53 minutes 43 seconds, an arc distance of 51.95 feet and having a chord which bears North 31 degrees 32 minutes 14 seconds East, 51.60 feet to the **POINT of BEGINNING** and **CONTAINING** 1.589 acres of land.

ORIGINAL

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07/18/2018 03:25:02 PM AM 1/57

STATE OF TEXAS §
§ FIRST AMENDMENT TO GROUND LEASE
COUNTY OF DALLAS §
18-000101MH/E.F.@EXCEL

This First Amendment to Ground Lease (hereinafter referred to as the "First Amendment") is entered into and made effective as of June 26, 2018, (the "Effective Date") at Addison, Texas, by and between the Town of Addison, Texas, a home-rule municipality (hereinafter sometimes referred to as the "Landlord" or the "City"), and AQRD-REP LLC, a Texas limited liability company ("Tenant") (Landlord and Tenant are sometimes referred to as the "parties" or "party").

WHEREAS, a Ground Lease was first made and entered into July 1, 1997 between the Town of Addison, Texas (the same being the Town of Addison, Texas, and sometimes referred to herein as the "City") and Addison Airport of Texas, Inc. ("AATI") as Landlord, and Mission Aire IV, L.P., a Texas corporation, as Tenant, by the terms of which Landlord leased to Tenant a certain 1.579 (68,766 Sq. Ft.) acre tract of land at Addison Airport (which tract of land is referred to in the Ground Lease and herein as the "Demised Premises" or "demised premises") as recorded in the Official Public Records of Dallas County, Texas in Instrument #199800043109 (the "Ground Lease" or "Lease", a true and correct copy as described herein is attached hereto as **Exhibit "A"**), which said real property is commonly referred to as 4600 Claire Chennault Drive at Addison Airport within the Town Addison, Texas, and owned by the City, and

WHEREAS, the Ground Lease provides that upon the expiration or termination of that certain agreement referred to and defined in the Ground Lease as the "Base Lease" (and being an Agreement for Operation of the Addison Airport between the City and AATI), the City is entitled to all of the rights, benefits and remedies, and will perform the duties, covenants, and obligations, of the Landlord under the Ground lease; and

WHEREAS, the said Base Lease has expired and the City alone is the Landlord under the Ground Lease; and

WHEREAS, the property boundary survey prepared by Sparr Surveys on May 1, 2018 reflects there the gross land area contained within the demised premises is 69,214 sq. ft. or 1.589 acres is attached hereto and incorporated herein by reference as the "Demised or Leased Premises" as **Exhibit "B"**, and all parties agree that it is true and correct of the said "Property Survey"; and

WHEREAS, by that Assignment of Lease dated June 26, 2018, recorded as Instrument # 201800190178 in the Dallas County, Texas Official Public Records, and consented to by Landlord, the Ground Lease was assigned from MISSION AIRE IV, L.P., as assignor, to AQRD-REP LLC as assignee; and

WHEREAS, by virtue of such conveyances and assignments, AQRD-REP LLC is the Tenant under the Ground Lease (and is hereinafter referred to as "Tenant"); and

WHEREAS, Tenant has proposed to construct certain additional improvements on the Demised Premises as described herein, and in connection therewith and as consideration therefore, Landlord and Tenant desire to amend the Ground Lease in the manner set forth below, contingent upon the final completion of such additional improvements and the approval thereof by Landlord.

NOW, THEREFORE, for and in consideration of the above and foregoing premises, the sum of Ten and No/100 Dollars ($10.00), and other good and valuable consideration, the sufficiency of which is hereby acknowledged, the Town of Addison, Texas and AQRD-REP LLC., a Texas limited liability company, do hereby agree as follows:

Section 1. Incorporation of Premises. The above and foregoing recitals are true and correct and are incorporated herein and made a part hereof.

Section 2. Amendments and Modifications to Ground Lease. The Ground Lease, as described in the above and foregoing recitals, is hereby amended and modified as follows:

A. Amendment to Term. Section 3 of the Ground Lease is modified in accordance to the following:

3. Term:

(1.) **Term Adjustment:** The Term of the Ground Lease is set to expire on June 30, 2037, subject to the termination provisions of the Ground Lease including, without limitation, the termination provisions set forth in this First Amendment, and all other terms, conditions, and provisions of the Ground Lease as amended and modified.

However, if within the first thirty-six (36) months of the Effective Date of this First Amendment to Ground Lease (the "Improvement Period") Tenant satisfactorily completes those certain capital repairs and improvements to the Demised Premises itemized and set forth in **Exhibit "C"** attached hereto and incorporated herein by reference (the "Capital Improvements") in accordance with Section 6.B and as provided for hereinbelow, the Term of the Ground Lease shall be extended an additional two hundred forty (240) months so that it shall end on **June 30, 2057** ("First Term Extension") provided that:

(a.) Tenant shall, prior to commencing any portion of the Capital Improvements, present to Landlord for Landlord's review and approval, the plans and specifications for the construction of the Capital Improvements or any other improvements or facilities ("Plans and Specifications"). For the purposes of this subparagraph (a.), Plans and Specifications shall be approved by Landlord or by the Town of Addison City Manager's designee, and all such approvals shall not be unreasonably withheld or delayed. Landlord's approval shall not substitute or override any of Tenant's building permit and code compliance with any governmental agency or similar authority with oversight on such matters, including but not limited to the Town of Addison. All construction of the Capital Improvements and any other facilities or improvements shall be completed substantially in accordance with the approved Plans and Specifications, and such construction shall be in a first-class, workmanlike manner. Tenant shall promptly

pay and discharge (or provide adequate bond or escrow funds with regard to any disputed amounts) all costs, expenses, claims for damages, liens and any and all other liabilities and obligations that arise in accordance with any such construction; and

(b.) Tenant agrees that it will contribute no less than Four Hundred Eighty-five Thousand and No/100 Dollars ($485,000.00) towards the "hard cost" of the construction of the Capital Improvements ("Capital Improvement Costs") as generally set forth in **Exhibit "C"**. Tenant shall provide, upon request of Landlord, satisfactory evidence of the cost and expenses contributed by Tenant to the Capital Improvements upon their completion (e.g. paid invoices, construction payment applications approved by Tenant's bank, licensed architect or engineer, etc.) ("Construction Costs Evidence").

(c.) For the purposes provided for herein, the Capital Improvements shall be deemed to be completed upon: (i) the issuance by the Town of Addison a Certificate of Occupancy (if issuance is required) with evidence of same delivered to Landlord; (ii) Tenant's delivery of its Construction Costs Evidence to Landlord; and (iii) Landlord's physical inspection and acceptance of same by Landlord's designated agent or representative. Landlord's inspection shall not be unreasonably delayed upon Tenant's written notice of completion of construction and request for Landlord's inspection ("Construction Completion").

(d.) At the time of the issuance of the Memorandum of Lease described in subparagraph (2) below, Tenant shall not be in default of any provision of the Ground Lease as amended or modified beyond any applicable cure period.

(2.) Tenant's failure ("Performance Deficiency") to:

(a.) achieve Construction Completion of the Capital Improvements in accordance with the approved Design Plans and Specifications within the defined Improvement Period and accepted by Landlord; and

(b.) provide documented evidence of Tenant expending at least the defined Capital Improvement Costs amount; and

(c.) be in good standing with Landlord (not in default of the Ground Lease):

Landlord shall have the right to deliver written notice to Tenant setting forth any such Performance Deficiency (or any other tenant default at the time) and Tenant shall have thirty (30) days (or such other time given in Landlord's notice) from the delivery date of Landlord's notice to remedy the Performance Deficiency(ies) ("Cure Period"). In the event of Tenant's failure to remedy any such Performance Deficiencies within the prescribe Cure Period, Tenant shall forfeit the Term Extension and, therefore, the Ground Lease expiration shall remain June 30, 2037 (subject to the termination provisions of the Ground Lease). All other terms and conditions of the Ground Lease, as amended or modified, shall remain in full force and effect.

(3.) Upon the eventual conclusion of either Subparagraph (2) or (3) above, Landlord and Tenant hereby agree to execute and cause to be recorded in the Official Public Records of Dallas County, Texas a Memorandum of Lease, substantially in the form of **Exhibit "D"** attached hereto and incorporated herein by reference, which shall, among other things, affirm if any, affirm the true and correct expiration date of the Ground Lease resulting from this First Amendment to Ground Lease.

B. Amendment to Rental: Section 4.A of the Ground Lease is amended in its entirety to read as follows:

4. Rental: Tenant agrees to pay to Landlord, without offset or deduction, rent for the Demised Premises an amount equal to the product of the gross square feet of the Demised Premises (as determined by the Property Survey times $.43 per gross square foot (e.g. $0.43 x 69,214 gross square feet = $29,762.02), which amount shall be paid by Tenant in twelve (12) equal monthly installments, in advance, on or before the first day of each calendar month (the "Base Rent", which shall be adjusted as set forth in Section 5 hereinbelow). The first monthly payment or installment of Base Rent in the amount of $2,480 Dollars and 17/100 ($2,480.17) is due and payable on or before the first day of the month following the Effective Date of this First Amendment. Thereafter, another payment or installment of the Base Rent, subject to adjustment as set forth below, shall be due and payable on the first day of each calendar month during the Term hereof.

C. Amendment to Adjustment of Rental: Section 5 of the Ground Lease is amended in its entirety to read as follows:

5. Adjustment of Rental: Commencing on the second anniversary of the effective date of this First Amendment, and every biennial anniversary thereafter (hereinafter referred to as the "Adjustment Date"), the Annual Rent due under Section 4, as amended herein, shall be adjusted as follows:

(1.) Annual Rent shall be adjusted to reflect changes in the Consumers' Price Index - All Items for Dallas, Texas Metropolitan Area (hereinafter referred to as the "Consumer Price Index"), as quoted in the publication *Consumer Price Index for All Urban Consumers (CPI-U)* for the Dallas-Fort Worth, Texas area which is issued by the U.S. Department of Labor, Bureau of Labor Statistics. The basic index ("Basic Index") is the Consumer Price Index existing on the Effective Date of this First Amendment. The current index ("Current Index") is the Consumer Price Index published and in effect as of the first day of the calendar month preceding the then applicable Adjustment Date.

(2.) Beginning with the first full month following the then applicable Adjustment Date, the Annual Rent shall be adjusted so that it equals the product of the Annual Rent amount during the first year of this First Amendment (such amount being $29,762.02) multiplied by a fraction, the numerator of which is the Current Index and the denominator of which is the Basic Index, but in no event shall such Annual Rent ever be decreased below the Annual Rent set forth in Section 4., as amended (such Annual Rent being $29,762.02). Without offset or deduction, Annual Rent shall be paid in advance in monthly installments on or before the first day of each calendar month, determined by dividing the Annual Rental

amount by twelve (12), with the first such installment due on or before the first day of the first calendar month following the Adjustment Date.

(3.) In the event that the Consumer Price Index is unavailable for whatever reason for the computations set forth hereinabove, another index approximating the Consumer Price Index as closely as feasible (as reasonably determined by Landlord) shall be substituted therefor.

D. Amendment to Use of the Leased Premises and Construction of Improvements: Section 6 of the Ground Lease is hereby amended in its entirety to read as follows:

6. Use of Demised Premises and Construction of Improvements:

A. Use of the Demised Premises:

(1.) The Demised Premises shall be used and occupied by Tenant only for the following purposes: sale of aircraft and aircraft parts; aircraft maintenance and repair, repair of aircraft parts, aircraft storage; aircraft training, aircraft charter and aircraft rentals; and

(2.) The permitted use of the Demised Premises as set forth in the Ground Lease dated July 1, 1997; and

(3.) That portion of the Demised Premises designed and constructed for the purpose of aircraft storage may be used only for the purpose of storing aircraft and the temporary storage of the aircraft owner/operator's motor vehicle (ie, car, truck, motorcycle) while the aircraft owner/operator is using the aircraft in accordance with the FAA Policy on the *Non-Aeronautical Use of Airport Hangars* as may be amended from time to time. Such equipment and parts reasonably necessary for the operation of the owner/operators aircraft may also be stored in the aircraft hangar provided the storage of such equipment and parts do not hinder or impede the movement of the aircraft in and out of the hangar or impede access to the aircraft or other aeronautical contents kept in the hangar. Stored aircraft must be airworthy and in good working order at all times except for periods necessary for routine maintenance, repairs, upgrades and/or similar such work required to keep the aircraft in good working order. For the purposes herein, an aircraft is regarded airworthy and in good working order if the aircraft has a valid FAA registration, it is insurable and, at a minimum, appears to be well kept and in good, working condition. The aircraft hangars on the Demised Premises may not be used for any other purposes without the prior written consent of Landlord.

(4.) The Demised Premises shall not be used for any purpose or activity that: (i) constitutes a violation of any federal, state, or local laws, ordinances, orders, directives, charters, rules, regulations, standards or policies); (ii) in Landlord's opinion, creates or would create a nuisance or waste, or unreasonably disturb, annoy or interfere with other tenants or users of the Airport; or (iii) increases insurance costs for Landlord.

(5.) Tenant shall not at any time leave the Demised Premises vacant, but shall in good faith continuously throughout the term of this Lease conduct and carry on in the entire Demised Premises, the type of operations or use for which the Demised Premises are leased, except during periods in which the Demised Premises may not be occupied as a result of fire or other casualty, or during any commercially reasonable period necessary for making repairs and alterations, all such repairs and alterations to be diligently pursued to completion.

(6.) Tenant acknowledges that Landlord is bound by the terms and conditions of any and all Federal Aviation Administration, Texas Department of Transportation, and other grant agreements, grant assurances and regulations regarding the Airport, and the terms of any grant, loan, regulation, or agreement under Section 22.055 of the Texas Transportation Code, as amended or superseded, whether now existing or in the future arising. Tenant agrees not to knowingly take any action and refrain from taking any action in relation to the Demised Premises that would cause Landlord to be in violation of such regulations or standards.

(7.) The Tenant for itself, its personal representatives, successors in interest, and assigns, as a part of the consideration hereof, does hereby covenant and agree, to the extent the Demised Premises are used for commercial purposes that (i) no person shall be excluded from participation in, denied the benefits of or be otherwise subjected to discrimination in the use of said facilities on the basis of race, creed, color, national origin, sex, age or handicap; (ii) in the construction of any improvements on, over or under the Demised Premises and the furnishing of services thereon, no person shall be excluded from participation in, denied the benefits of or be otherwise subjected to discrimination in the use of said facilities on the basis of race, creed, color, national origin, sex, age or handicap; and (iii) the Tenant shall use the Demised Premises in compliance with all other requirements imposed by or pursuant to Title 49, Code of Federal Regulations, Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Non-discrimination in Federally-assisted programs of the Department of Transportation-Effectuation of Title VI of the Civil Rights Act of 1964 and as said Regulations may be amended.

(8.) To the extent the Demised Premises is used for commercial purposes, Tenant agrees to furnish all services on a fair, equal, and non-unjustly discriminatory basis to all users thereof and to charge fair, reasonable, and not unjustly discriminatory prices for such services, provided that the Tenant may be allowed to make reasonable and non-discriminatory discounts, rebates or other similar types of price reductions to volume purchasers.

B. Construction of Improvements:

(1.) In connection with the use and occupancy of the Demised Premises by Tenant, Tenant shall cause to be constructed on the Demised Premises buildings and other improvements (together, the "Building Improvements"), at Tenant's sole cost, expense and risk (except as may be otherwise agreed to by Landlord and Tenant), in accordance with plans and specifications which shall be submitted to and subject to the approval of Landlord. The term "Building Improvements" shall mean those real property and structural improvements that have been made and exist on the Demised Premises as of the Effective Date of this First Amendment ("Existing Building Improvements") and any

other buildings or improvements made to, or installed, located or placed upon, the Demised Premises any time during the Term as may be extended or modified. Except as provided for in this Agreement, Tenant may not construct, locate, install, place or erect any other improvements upon the Demised Premises without the prior written consent of Landlord.

(2.) Except with regard to Existing Building Improvements, the Building Improvements (including any modifications or changes to the Existing Building Improvements) shall be constructed on the Demised Premises in accordance with plans and specifications prepared by an architect and/or engineer selected and retained by Tenant (the "Design Plan"), which shall be submitted to Landlord for Landlord's consideration of approval (which approval, if any, shall be in writing). Any architect or engineer shall be duly licensed to practice architecture or engineering, respectively, in the State of Texas. Such construction shall be performed in a first-class, workmanlike manner and in compliance with all applicable building codes, standards and ordinances, as set out in more detail below. Tenant agrees to promptly pay and discharge all costs, expenses, claims for damages (including incidental, special, and consequential damages) or injury (including, without limitation, claims for personal injury or death, or property damage or destruction, or economic loss), liens and any and all other liabilities and obligations which arise in connection with such construction or violation of this Lease with respect thereto, and **TENANT SHALL DEFEND, INDEMNIFY, AND HOLD HARMLESS LANDLORD AND MANAGER IN ACCORDANCE WITH SECTION 21., SUBSECTION B. ("TENANT'S INDEMNITY OBLIGATION) OF THIS LEASE.** It is expressly understood and agreed that Tenant's construction of the Building Improvements shall include the finish-out of such building and improvements in accordance with the plans and specifications for the finish-out of the Building Improvements as submitted by Tenant to Landlord and approved in writing by Landlord.

After commencement of construction, Tenant shall complete construction of any Building Improvements with reasonable diligence, without material deviation from the Design Plan, and any deviation from the Design Plan shall be subject to the review and reasonable approval of Landlord.

(3.) Landlord's approval of the Design Plan or any other plans and specifications does not impose on Landlord any responsibility whatsoever, including, without limitation, any responsibility for the conformance of the plans and specifications with any governmental regulations, building codes, and the like, for which Tenant and its contractors shall have full and complete responsibility.

(4.) Tenant agrees that any construction or modification of the Building Improvements or any other improvements (authorized to be constructed in writing by Landlord) on the Demised Premises shall comply with all standards, codes, and rules adopted by Landlord or Manager, including, but not limited to, any rules relating to construction and maintenance standards and specifications, shall further comply with the Town of Addison, Texas building and related codes and zoning requirements, and will meet or exceed all applicable state and federal standards (including, without limitation, Title III of the Americans With Disabilities Act of 1990, ("ADA Act") any state laws governing handicapped access or architectural barriers, and all rules, regulations, and guidelines

promulgated under such laws, as amended from time to time). Tenant recognizes that such construction/maintenance standards and specifications, Town of Addison building and related codes and zoning requirements, and all applicable state and federal standards (including, without limitation, Title III of the Americans With Disabilities Act of 1990, any state laws governing handicapped access or architectural barriers, and all rules, regulations, and guidelines promulgated under such laws, as amended from time to time) may be modified or amended from time to time and that compliance will be measured by such standards in effect at the time of a particular construction or modification of improvements after the initial construction of the Building Improvements pursuant to the approved Design Plan.

(5.) With respect to Title III of the American With Disabilities Act of 1990, Tenant acknowledges and agrees it shall remain fully responsible and obligated over the Term to construct, alter and maintain the Building Improvements in accordance with the prevailing ADA Act. Furthermore, Tenant shall ensure no person or groups of persons shall, on the grounds of race, color, sex, religion, national origin, age, disability, retaliation or genetic information, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under the ADA Act. Tenant shall give Landlord written notice within ten (10) days of Tenant having knowledge or written notice of any ADA Act violation or claim of violation from any governmental entity with authority on such matters or from any third party.

(6.) Tenant will properly and timely submit to the Federal Aviation Administration (FAA), the Texas Department of Transportation (FAA Form 7460-1 or its equivalent), TxDOT Airport Construction Emission Inventory, when and as required, and such other forms and information as may be required by the FAA, TxDOT, or any other governmental entity or agency having jurisdiction over Addison Airport.

(7.) Tenant further agrees that Landlord shall be authorized at all times during any project of construction to enter upon the Demised Premises, and all parts thereof, in order to observe the performance of such construction and Tenant agrees to provide Landlord a construction schedule setting out the time of commencement, final completion and completion of significant elements of the construction, which schedule shall be delivered to Landlord prior to the start of any construction project on the Demised Premises.

(8.) "Substantial Completion of the Building Improvements" or "Substantial Completion" shall be (unless provided for elsewhere in this First Amendment to Ground Lease) deemed to have occurred upon the issuance by the Town of Addison, Texas, of a certificate of temporary or final occupancy for any portion of the Building Improvements, if required. "Final Completion" of the construction of the Building Improvements shall be deemed to occur upon the issuance by Tenant's architect who designed the Building Improvements of such documentation as may be necessary to establish the final completion (closeout) of the construction of the Building Improvements and the delivery by Tenant to Landlord comprehensive As-Built drawings and documentation reviewed by Tenant's architect reflecting all approved changes and modifications to the originally approved Design Plan.

(9.) Failure of Tenant to observe and comply with the requirements of this Section, subject to notice and cure as provided in Section 22, shall be an Event of Default.

E. Amendment to Section 7 of the Ground Lease – Acceptance of Demised Premises: Section 7 of the Ground Lease is amended in its entirety to read as follows:

> **7. Acceptance of Demised Premises. TENANT ACKNOWLEDGES THAT TENANT HAS FULLY INSPECTED THE DEMISED PREMISES AND ACCEPTS THE DEMISED PREMISES AND THAT THE DEMISED PREMISES ARE LEASED TO TENANT "AS IS, WHERE IS, AND WITH ALL FAULTS AND PATENT AND LATENT DEFECTS", AND LANDLORD HAS NOT MADE, DOES NOT MAKE, AND SPECIFICALLY DISCLAIMS, ANY REPRESENTATION, PROMISE, COVENANT, AGREEMENT, GUARANTY OR WARRANTY OF ANY KIND OR CHARACTER, EXPRESS OR IMPLIED, OR ARISING BY OPERATION OF LAW, AS TO THE QUANTITY, QUALITY, CONDITION, SUITABILITY, HABITABILITY, OR FITNESS OF THE PROPERTY INCLUDING WITHOUT LIMITATION THE DEMISED PREMISES AND THE IMPROVEMENTS THEREON, FOR ANY PURPOSE WHATSOEVER, INCLUDING, WITHOUT LIMITATION, ANY REPRESENTATION REGARDING SOIL CONDITIONS, AVAILABILITY OF UTILITIES [SUBJECT TO SECTION 16], DRAINAGE, ZONING LAWS, ENVIRONMENTAL LAWS, OR ANY OTHER FEDERAL, STATE OR LOCAL STATUTES, CODES, REGULATIONS OR ORDINANCES. TENANT ALSO ACKNOWLEDGES AND AGREES THAT TENANT'S INSPECTION AND INVESTIGATION OF THE DEMISED PREMISES HAVE BEEN (OR WILL BE) ADEQUATE TO ENABLE TENANT TO MAKE TENANT'S OWN DETERMINATION WITH RESPECT TO THE SUITABILITY OR FITNESS OF THE PROPERTY, INCLUDING, WITHOUT LIMITATION, WITH RESPECT TO SOIL CONDITIONS, AVAILABILITY OF UTILITIES [SUBJECT TO SECTION 16], DRAINAGE, ZONING LAWS, ENVIRONMENTAL LAWS, AND ANY OTHER FEDERAL, STATE OR LOCAL STATUTES, CODES, REGULATIONS OR ORDINANCES. TENANT ACKNOWLEDGES THAT THE DISCLAIMERS, AGREEMENTS AND OTHER STATEMENTS SET FORTH IN THIS PARAGRAPH ARE AN INTEGRAL PORTION OF THIS LEASE AND THAT LANDLORD WOULD NOT AGREE TO LEASE THE DEMISED PREMISES TO TENANT AS SET FORTH HEREIN WITHOUT THE DISCLAIMERS, AGREEMENTS AND OTHER STATEMENTS SET FORTH IN THIS PARAGRAPH. TENANT FURTHER ACKNOWLEDGES THAT TENANT IS NOT IN A DISPARATE BARGAINING POSITION WITH RESPECT TO LANDLORD. TENANT ACKNOWLEDGES AND AGREES FURTHER THAT THIS LEASE IS SUBJECT TO ANY AND ALL CURRENTLY EXISTING TITLE EXCEPTIONS OR OTHER MATTERS OF RECORD OR ANY MATTER OR ITEM VISIBLE OR APPARENT FROM AN INSPECTION AFFECTING THE DEMISED**

PREMISES. TENANT WAIVES ANY EXPRESS OR IMPLIED WARRANTIES OF SUITABILITY, HABITABILITY, MERCHANTABILITY AND FITNESS FOR A PARTICULAR PURPOSE, AND FURTHER WAIVES ALL CLAIMS BASED ON ANY DEFECT IN THE DEMISED PREMISES WHETHER OR NOT SUCH DEFECT COULD HAVE BEEN DISCOVERED BY TENANT'S REASONABLE INSPECTION. TENANT, AT ITS COST, SHALL BE ENTITLED TO PERFORM A PHASE I ENVIRONMENTAL STUDY, PROVIDING A COPY THEREOF TO LANDLORD, ALL AS MAY BE SPECIFIED IN MORE DETAIL IN SECTION 21.1. BELOW WITHOUT LIMITING THE FOREGOING, THERE IS NO WARRANTY, EXPRESS OR IMPLIED, OF SUITABILITY, MERCHANTABILITY, HABITABILITY, OR FITNESS FOR ANY PARTICULAR PURPOSE GIVEN IN CONNECTION WITH THIS LEASE.

F. Amendment to Section 8 of the Ground Lease – Securing Governmental Approvals and Compliance with Law: Section 8 of the Ground Lease is amended in its entirety to read as follows:

8. Securing Governmental Approvals and Compliance with Law.

A. Tenant, at Tenant's sole cost and expense, shall obtain any and all governmental licenses, permits and approvals necessary for the construction of improvements and for the use and occupancy of the Demised Premises. This Ground Lease is subject to, and Tenant shall comply at all times with all laws, ordinances, rules, regulations, directives, permits, or standards of any governmental authority, entity, or agency (including, without limitation, the Town of Addison, Texas, the State of Texas, the Federal Aviation Administration, the Texas Department of Transportation, the United States Environmental Protection Agency, and the Texas Commission on Environmental Quality) applicable or related to, whether directly or indirectly the use and occupancy of the Demised Premises and whether in existence or hereafter enacted, adopted or imposed. Tenant shall promptly comply with all governmental orders and directives for the correction, prevention and abatement of nuisances in or upon, or connected with, the Demised Premises, all at Tenant's sole cost and expense, and shall comply with and be subject to (and this Ground Lease is made and entered into subject to) any and all grant agreements or grant assurances now existing or as hereafter agreed to, adopted or imposed.

Tenant agrees that any new construction or modification of existing improvements on the Demised Premises will comply with all standards and rules published by the Landlord or by the Airport Manager (as of the Effective Date hereof, the Airport Manager is as set forth in the Recitals above; however, the Airport Manager may be changed or modified by the City, and for purposes of this Ground Lease the Airport Manager shall also mean any person or entity authorized by the City to manage and/or operate the Airport), including but not limited to the Airport's published "Construction/Maintenance Standards and Specifications," the Town of Addison building and related codes and zoning requirements or any other laws, ordinances, permits, rules, regulations, or policies of the Town of Addison, Texas, and will meet or exceed all applicable state and federal standards, permits, laws, rules, or regulations.

Tenant recognizes the referenced Construction/Maintenance Standards and Specifications, Town of Addison building and related codes and zoning requirements and other laws, ordinances, permits, rules, regulations or policies, and all applicable state and federal standards, laws, rules, or regulations may be modified or amended from time to time and that compliance will be measured by such standards in effect at the time of a particular construction or modification of improvements after the initial construction of the Building Improvements pursuant to the Design Plan.

B. Tenant shall comply with all noise abatement standards at the Airport at all times, shall notify any employee, guest or invitee of Tenant, including any aircraft operator, using any portion of the Demised Premises, of such standards and shall ensure compliance with such standards by such third party.

G. Amendment to Section 9 of the Ground Lease – Assignment, Subletting and Mortgaging of Leasehold Estate. Section 9, subparagraphs A., B., C., D. and E. are amended in their entirety to read as follows:

9. Assignment, Subletting and Mortgaging of Leasehold Estate:

A. Without the prior written consent of Landlord, Tenant shall have no power to and shall not, either voluntarily or involuntarily, by operation of law or otherwise, (i) assign, sell, pledge, encumber, mortgage, license, transfer, or otherwise convey (each being referred to herein as "assign" or "assignment" and any person or entity to whom an assignment is made being an "assignee") this Lease, or any interest, rights, duties, liabilities, or obligations of Tenant hereunder, or any part of the Demised Premises, (except to a leasehold mortgagee as herein below provided and in accordance with and subject to all of the terms and conditions of this Lease) or (ii) sublet the whole or any part of the Demised Premises, and any such assignment and any subletting shall be null and void and may be deemed by Landlord (in Landlord's sole discretion) a default under Section 22 of this Lease.

B. Notwithstanding the foregoing, Landlord hereby acknowledges and consents to Tenant's subletting of the Demised Premises for the purpose of renting aircraft storage and related office space only, provided that each sublease is evidenced by written agreement (to be made available for Landlord's review and inspection upon Landlord's written request within 3 business days), signed and executed by Tenant and sublessee and fairly states:

(i) each sublessee agrees to be bound by the terms and provisions of this Ground Lease, including, without limitation, the provisions of Section 6 pertaining to the use of the Demised Premises, and in the event of any conflict between the terms of the Ground Lease and the terms of the sublease, the terms of the Ground Lease shall control;

(ii) no such subletting shall constitute a novation.

(iii) in the event of occurrence of an event of default while the Demised Premises are assigned or sublet, Landlord, in addition to any other rights or remedies provided herein or by law, in equity, or otherwise, may at Landlord's option, collect

directly from such assignee or subtenant all rents becoming due under such subletting and apply such rent against any sums due to Landlord hereunder;

(iv) sublessee shall be obligated to obtain Landlord's consent to any action as to which Tenant is obligated to obtain such consent under the Ground Lease;

(v) any such sublease is to automatically terminate upon termination of the Ground Lease notwithstanding any other provision of the sublease to the contrary;

(vi) Landlord shall have no responsibility or obligation for the performance by Tenant of its obligations under the sublease;

(vii) neither this consent, the exercise by Landlord of its rights hereunder, nor the sublease or any other instrument shall give sublessee any rights directly or indirectly against Landlord or create or impose any obligation, duty, responsibility, or liability of Landlord in favor of or for the benefit of sublessee.

Furthermore, Tenant agrees that in no way does any sublease release Tenant from any of its covenants, agreements, liabilities and duties under the Ground lease; that this consent does not constitute approval by Landlord of the terms of any such sublease; that nothing herein contained shall be deemed a waiver or release of any of the Landlord's rights under the Ground Lease; that Tenant shall remain fully liable for the performance of each and every term, provision, covenant, duty and obligation of the Tenant under the Ground Lease, including, without limitation, the duty to make any and all payments of rent; that any violation of any terms and conditions of the Ground Lease by a sublessee will constitute a default under the Ground Lease.

Subleases in effect on the Effective Date of this First Amendment shall not be required to be amended to specifically comply with the terms of this Section 9.B.

C. If consent by Landlord to an assignment is required hereunder, Tenant shall request, in writing, Landlord's consent to a proposed assignment and such request must include: (i) the name of the proposed assignee; (ii) the nature and character of the assignee's business; (iii) all material terms of the proposed assignment; and (iv) audited financial statements or other evidence of the proposed assignee's creditworthiness and ability to assume Tenant's obligations.

For the purposes hereof and any applicable law, and without limitation as to other grounds for Landlord withholding consent, Landlord may, in Landlord's sole discretion, withhold its consent when any one or more of the following apply:

(i) the proposed assignee is of a character or of a reputation or is engaged in a business, which is not consistent with the master or strategic plan of Addison Airport as determined by Landlord;

(ii) the proposed assignee has not demonstrated sufficient financial responsibility or creditworthiness to the satisfaction of Landlord in light of the duties, obligations, and responsibilities of the Tenant under this Lease at the time when the consent is requested;

(iii) the proposed assignee's intended use of the Demised Premises is inconsistent with the Lease;

(iv) the proposed assignment would cause Landlord to be in violation of another lease or agreement to which Landlord is a party or to which Landlord or the Addison Airport is subject (including, without limitation, any grant agreements or grant assurances of the Federal Aviation Administration or any other governmental entity or agency);

(v) if at any time consent is requested or at any time prior to the granting of consent, Tenant is in default under the Lease or would be in default under the Lease but for the pendency of a grace or cure period; or

(vi) the proposed assignee does not intend to occupy the entire Demised Premises as described in the Lease and conduct its business there from for a substantial portion of the then remaining term of the Lease.

An assignment will be deemed to occur if the person or persons who own or have control of more than 50% of Tenant on the Effective Date of this First Amendment to Ground Lease cease to own or have control of more than 50% of Tenant at any time during the Term; provided that any such person shall have the unencumbered right to make from time to time gifts, sales or other transfers, upon death and/or *inter vivos*, of part or all of his or its ownership interest in the Tenant to a Permitted Transferee. A "Permitted Transferee" for purposes of this Lease, shall mean: (i) a person who is a parent or descendant of the transferor; (ii) a trust, the primary beneficiaries of which are relatives of the transferor as described in (i) above; (iii) an entity, the voting or financial control of which is owned by the transferor and/or his relatives as described in (i) above; and (iv) a trust, the primary beneficiary of which is such transferor; and such transfer shall not be considered an event deemed to be an "assignment" hereunder. Tenant shall provide to Landlord from time to time, as requested by Landlord and in a form acceptable to Landlord, a written certification as to the ownership and/or control of Tenant. For purposes hereof, "control" means the possession, directly or indirectly, of the power to direct or cause the direction of the management and policies of an entity, whether through ownership of voting securities or partnership interests, by contract, or otherwise.

Any assignment or subletting shall be expressly subject to all the terms and provisions of this Lease, including, without limitation, the provisions of Section 6 pertaining to the use of the Demised Premises. Tenant shall not assign this Lease or any right, duty, liability, or obligation of Tenant hereunder, or sublet the Demised Premises or any portion of the Demised Premises, without first obtaining a written agreement from each such assignee or sublessee whereby each such assignee or sublessee agrees to and shall be bound by and comply with all of the terms and provisions of this Lease (and Tenant shall provide a copy of such written agreement to Landlord). No assignment or subletting shall constitute a novation. In the event of the occurrence of an event of default while the Demised Premises are assigned or sublet, Landlord, in addition to any other remedies provided herein or by law, in equity, or otherwise, may at Landlord's option, collect directly from such assignee or subtenant all rents becoming due under such assignment or subletting and apply such rent against any sums due to Landlord hereunder. No direct collection by Landlord from any such assignee, transferee, pledgee, or person or entity to whom this Lease is otherwise conveyed or to such subtenant shall release Tenant from the payment or performance of Tenant's obligations hereunder.

Upon written request, Tenant shall promptly provide to Landlord the names and addresses of any subtenants and the make, model, aircraft type and "N" number of any aircraft stored, located or generally regarded to be "based" on or in the Demised Premises.

D. Tenant shall have the right to mortgage the leasehold estate of Tenant created hereby in order to secure a mortgage loan for the purpose of (i) obtaining funds for the construction of the improvements described in Section 6, or (ii) for other construction upon the Demised Premises approved from time to time by Landlord in writing, or (iii) for other purposes which may be approved from time to time by Landlord in writing. In the event that Tenant, pursuant to mortgages or deeds of trust, mortgages the leasehold estate of Tenant created hereby, the leasehold mortgagee shall in no event become personally liable to perform the obligations of Tenant under this Lease unless and until said mortgagee becomes the owner of the leasehold estate pursuant to foreclosure, transfer in lieu of foreclosure, or otherwise, and thereafter said leasehold mortgagee shall remain liable for such obligations only so long as such mortgagee remains the owner of the leasehold estate. Notwithstanding the foregoing, it is specifically understood and agreed that no such mortgaging by Tenant and/or any actions taken pursuant to the terms of such mortgage shall ever relieve Tenant of Tenant's obligation to pay the rental due hereunder and otherwise fully perform the terms and conditions of this Lease.

E. Landlord further agrees to execute and deliver to any proposed leasehold mortgagee of Tenant a "Non-Disturbance Agreement" wherein Landlord agrees that Landlord will (i) recognize such mortgagee and its successors and assigns after foreclosure, or transfer in lieu of foreclosure, as Tenant hereunder, and (ii) continue to perform all of Landlord's obligations hereunder so long as such mortgagee or its successors and assigns performs all of the obligations of Tenant hereunder; provided, however, that notwithstanding the foregoing or any other provision of this Lease, such mortgagee shall not and does not have the right and shall not and does not have the power to assign, sell, transfer, pledge, encumber, mortgage, license, or otherwise convey this Lease, or any right, interest, obligation, or liability hereunder, or any part of the Demised Premises, or sublet the whole or any part of the Demised Premises without the prior written approval of the Landlord, and any such assignment, sale, transfer, pledge, encumbrance, mortgage, license, or other conveyance and any such subletting without the prior written consent of Landlord shall be null and void and may be deemed a default under Section 22 of this Lease, it being the intent of this provision that such mortgagee shall have no greater right than Tenant to assign, sell, transfer, pledge, encumber, mortgage, license, or otherwise convey this Lease (or any right, interest, obligation, or liability hereunder), or to sublet the Demised Premises (or any portion thereof), or to use the Demised Premises. Landlord also agrees to consider the execution and delivery to such proposed leasehold mortgagee any other documents which such proposed leasehold mortgagee may reasonably request concerning the mortgaging by Tenant of the leasehold estate created hereby; provided, however, that Landlord shall never be required to subordinate Landlord's interest in the Demised Premises to the mortgagee of such proposed leasehold mortgage.

H. Amendment to Section 10 of the Ground Lease – Property Taxes and Assessments: Section 10 of the Ground Lease is amended in its entirety to read as follows:

10. Property Taxes and Assessments. Tenant shall pay, before they become delinquent, any and all property taxes or assessments, and any other governmental charges, fees or expenses (collectively, the "Taxes"), levied or assessed on any improvements on the Demised Premises, the personal property and fixtures on the Demised Premises and, if applicable, upon the leasehold estate of Tenant created hereby. Upon the request of Landlord, Tenant shall from time to time furnish to Landlord "paid receipts" or other written evidence that all such taxes have been paid by Tenant. In the event Tenant fails to pay any such taxes, assessments, or charges prior to delinquency, Landlord shall have the right to pay (but not the obligation) or may cause all taxes, assessments, or charges to be paid and the reasonable costs thereof expended by Landlord plus interest thereon as provided in Section 37 of this Lease shall be paid by Tenant on demand.

If any buildings or other improvements located upon the Demised Premises are determined to be subject to property taxation by the Dallas Central Appraisal District (or any successor entity or agency thereto or other agency with the authority to make such determination) ("DCAD"), Subject to the payment of any outstanding taxes, Tenant may, in accordance with law, protest, appeal or institute other formal proceedings to effect a reduction of real estate taxes and assessments with respect to real estate taxes and assessments levied against the improvements on the Demised Premises and/or the Tenant's leasehold interest in the Ground Lease for any tax fiscal year that ends after the Commencement Date of the Ground Lease. Such protest, appeal or other proceedings may be conducted only in the name of Tenant. To this end and at Tenant's expense, Tenant shall give Landlord written notice of any such protest or appeal and resolution thereof. Notwithstanding the foregoing, Tenant shall not contest the determination that the buildings and/or improvements are subject to taxation. If a final (non-appealable) determination is rendered by DCAD or a court of appropriate and competent jurisdiction that any such buildings or other improvements are not subject to property taxation, the rent (as the same may be adjusted) for the year in which such final determination becomes effective shall be increased by an amount equal to the property tax revenue from such buildings and improvements that Tenant would have paid to the Town of Addison, Texas in that year but for such final determination (and such initial increased amount shall be paid to Landlord on or before December 31 of such year, unless otherwise agreed to by Landlord); thereafter, the rent (as the same may be adjusted) as so increased shall continue, subject to adjustment as set forth in this Lease.

I. Amendment to Section 11 of the Ground Lease – Maintenance and Repair of Demised Premises: Section 11 of the Ground Lease is amended in its entirety to read as follows:

11. Maintenance and Repair of Demised Premises:

A. Tenant shall, throughout the Term hereof, maintain in good repair and in a first-class condition (in accordance with any construction and/or maintenance standards and specifications established by the City or Airport Manager from time to time and all applicable ordinances, codes, rules and regulations of or adopted by the Town of Addison, Texas) all the Demised Premises and all buildings, improvements, fixtures, equipment and personal property (excluding aircraft stored in the Building Improvements) on the Demised Premises and keep them free from waste or nuisance and at the expiration or termination of this Ground Lease deliver up the Demised Premises clean and free of trash and in good

repair and condition (in accordance with any construction and/or maintenance standards and specifications established by the City or Airport Manager from time to time and all applicable ordinances, codes, rules and regulations of or adopted by the Town of Addison, Texas), with all fixtures and equipment situated in the Demised Premises in good working order with reasonable wear and tear excepted. Tenant shall reimburse Landlord for and indemnify Landlord against all damages which Landlord incurs from Tenant's delay in vacating the Demised Premises.

B. Notwithstanding the foregoing, set forth as **"Lease Addendum #1"** attached hereto and incorporated herein by reference are "Tenant's Leasehold Minimum Maintenance and Repair Standards and Practices," which are intended as maintenance and repair standards and practices Landlord expects of Tenant. Tenant (and any of its successors or assigns) hereby agrees to meet or exceed the Tenant's Leasehold Minimum Maintenance and Repair Standards and Practices throughout the Term. Notwithstanding the foregoing, as provided in Section 18 below, Landlord reserves the right, in its sole discretion, to introduce and adopt other regulations deemed appropriate and necessary by Landlord for the purpose of, among other things, protection of the property of Landlord. In the event Landlord should formally adopt similar leasehold maintenance and repair standards governing such practices of all ground leaseholds at Addison Airport ("Replacement Maintenance Standards"), such encompassing regulations and practices shall automatically supersede and replace Lease Addendum #1 in its entirety upon the effective date of such Replacement Maintenance Standards for the duration of the Term.

J. Amendment to Section 13 of the Ground Lease – Insurance: Section 13 of the Ground Lease is amended in its entirety to read as follows:

13. Insurance.

A. At all times in connection with this Ground Lease and during the Term hereof, Tenant shall purchase and maintain at Tenant's sole cost and expense, from a company or companies lawfully authorized to do business in the State of Texas, such insurance coverages relating to the Demised Premises as follows:

(i)Insurance against loss or damage to improvements by fire, lightning, and all other risks from time to time included under standard extended coverage policies, and sprinkler, vandalism and malicious mischief, all in amounts sufficient to prevent Landlord or Tenant from becoming co-insurers of any loss under the applicable policies but in any event in amounts not less than one hundred percent (100%) of the full insurable value of the Demised Premises and any and all improvements thereon. The term "full insurable value" as used herein means actual replacement value at the time of such loss. Upon request, such replacement value shall be determined by a qualified appraiser, a copy of whose findings shall be submitted to Landlord, and, thereafter, proper adjustment in the limits of insurance coverage shall be effected.

(ii) Commercial General Liability insurance at minimum combined single limits of $1,000,000 per occurrence and $1,000,000 general aggregate for bodily injury, death or property damage or destruction occurring on, in or about the Demised Premises,

which coverage shall include products/completed operations ($1,000,000 products/completed operations aggregate). Coverage for products/completed operations must be maintained for at least two (2) years after construction work has been completed. Coverage must include contractual liability.

(iii) Statutory limits of Workers Compensation insurance including Employer's Liability coverage at limits of not less than $1,000,000.00 each accident; $1,000,000.00 by disease; $1,000,000.00 by disease each employee.

(iv)If applicable, boiler and pressure vessel insurance on all steam boilers and air compressors, parts thereof and appurtenances attached or connected thereto, which by reason of their use or existence are capable of bursting, erupting, collapsing, imploding or exploding, in the minimum amount of $500,000.00 for damage to or destruction of property resulting from such perils.

(v) In connection with the design and construction of any improvements on the Demised Premises, architects, engineers, and constructions managers, including design/build contractors used by Tenant, shall carry professional liability insurance at minimum limits of $250,000.00. This coverage must be maintained for at least two (2) years after the improvements are completed and if coverage is written on a claims-made basis, a policy retroactive-date equivalent to the inception date of this Ground Lease (or earlier) must be maintained.

(vi)Hangarkeepers Legal Liability insurance at limits of $1,000,000.00 per-occurrence is required if Tenant is engaged in maintenance, repair, or servicing of aircraft belonging to a third party or if Tenant is otherwise involved in any operation in which Tenant has care, custody, or control of an aircraft that belongs to a third party.

(vii) Aircraft Liability insurance against third-party bodily injury or death and property damage or destruction at minimum limits required by regulatory agencies having jurisdiction at the Airport and that are acceptable to Landlord, but in any event not less than $1,000,000.00 each occurrence (applies to the ownership, operation or use of aircraft by Tenant or any subtenant). Policy shall include non-owned aircraft liability with a minimum of $1,000,000 per occurrence and medical expense coverage with a limit of $5,000 for any one person.

(viii) Business Automobile Liability insurance for all Tenant-owned and non-owned vehicles being operated on the Airport with a minimum combined single limit of $1,000,000 for bodily injury and property damage.

(ix)If Tenant is fueling aircraft at the Airport pursuant to a fueling permit or license issued by the City, Tenant shall maintain a minimum of $1,000,000 in Pollution Liability insurance coverage.

(x) Such other insurance in such amounts and against such other insurable hazards, which at the time are commonly obtained within the aeronautical industry for similar

types of building improvements and other improvements that may be located on the Demised Premises and Tenant's permitted use of the Demised Premises.

B. Tenant shall cause all such policies of insurance to comply with the following and be specifically endorsed as follows:

(i) The Town of Addison, Texas, and the Airport Manager and their respective past and present officials, officers, employees and agents shall be named as additional insureds, or loss payees as the case may be, except with respect to the professional liability policies and workers compensation insurance;

(ii) All insurance policies which name the Town of Addison, Texas, and the Airport Manager (and their respective past and present officials, officers, employees and agents) as additional insureds must be endorsed to read as primary coverage and non-contributory regardless of the application of other insurance;

(iii) A waiver of subrogation in favor of the Town of Addison, Texas, and the Airport Manager (and their respective past and present officials, officers, employees and agents) shall be contained in each policy required herein;

(iv) All insurance policies shall be endorsed to the effect that the Town of Addison, Texas, and the Airport Manager will receive at least sixty (60) days' written notice prior to cancellation or non-renewal of the insurance. If such insurance is canceled for non-payment of premium, such notice shall be ten (10) days.);

(v) All insurance policies shall be endorsed to require the insurer to immediately notify the Town of Addison, Texas, and the Airport Manager of any material change in the insurance coverages;

(vi) All liability policies shall contain no cross liability exclusions or insured versus insured restrictions applicable to the claims of the Town of Addison or the Airport Manager;

(vii) Tenant may maintain reasonable and customary deductibles, subject to approval by Landlord; and

(viii) Insurance must be purchased from insurers that are financially acceptable to Landlord and licensed to do business in the State of Texas.

C. All insurance certificates must be written on forms filed with and approved by the Texas Department of Insurance. Certificates of insurance, satisfactory to Landlord, evidencing all coverage above shall be prepared and executed by the insurance company or its authorized agent, promptly delivered to Landlord and updated as may be appropriate, and shall:

(i) List each insurance coverage described and required herein. Such certificates will also include a copy of the endorsements necessary to meet the requirements and instructions contained herein; and

(ii) Specifically set forth the notice-of-cancellation or termination provisions to the Town of Addison and the Airport Manager.

D. In connection with any construction on the Demised Premises:

(i) During any period of construction, a Builder's Risk Completed Value policy with an all-risks endorsement in an amount equal to the greater of the full-completed value or the amount of the construction contract including any amendments or change orders thereto. The policy shall provide "All-Risk" Builder's Risk Insurance (extended to include the perils of wind, collapse, vandalism/malicious mischief, and theft, including theft of materials whether or not attached to any structure). The deductible shall not exceed $5,000.

(ii) Tenant shall obtain and keep in full force and effect at its sole cost and expense a Performance Bond and a Payment Bond guaranteeing, respectively, the faithful performance of all construction work and the payment of all obligations arising during the construction (including, without limitation, the payment of all persons performing labor or providing materials under or in connection with the Building Improvements), in the penal sum of one-hundred percent (100%) of the construction costs. Tenant shall pay or cause to be paid the premiums for such bonds. Bonds shall be issued by a surety company satisfactory to Landlord, licensed by the State of Texas to act as a Surety, and listed on the current U.S. Treasury Listing of Approved Sureties. All forms shall be made on a form complying with the requirements of the laws of the State of Texas and satisfactory to Landlord. Such bonds shall be in conformance with the provisions of Chapter 2253, Tex. Gov. Code and any successor statute thereto. Tenant and Landlord shall be named as joint obligees of all such bonds. Alternatively, and at Tenant's election, Tenant shall cause to be issued in favor of Landlord, and kept in full force and effect at all times during any period of construction, an irrevocable, stand-by letter of credit to secure the faithful performance of all construction work and the payment of all obligations arising during the construction (including, without limitation, the payment of all persons performing labor or providing materials under or in connection with the Building Improvements), in the amount of one hundred percent (100%) of the construction costs. Such stand-by letter of credit to be drawn upon by site draft conditioned only upon the certification of the Landlord that an event of default has occurred under this Ground Lease with respect to the construction of the Building Improvements. Upon written approval by Landlord with no less than ten (10) days' written notice to Landlord from Tenant, Tenant shall have the right to reduce the amount of the stand-by letter of credit on a calendar quarterly basis by an amount equal to the construction costs incurred and paid by Tenant during the immediately preceding calendar quarter as demonstrated by the Construction Value Evidence submitted to Landlord. After the completion of the Building Improvements contemplated by this Lease, in the event that Tenant subsequently requests the

commencement of additional construction or improvements to the Demised Premises in an amount equal to or greater than Five Hundred Thousand Dollars ($500,000.00), then Tenant shall provide Landlord either a Payment Bond and Performance Bond or Letter of Credit in the same manner as articulated in this Section 23D(ii).

E. Landlord reserves the right to review the insurance requirements contained herein and to reasonably adjust coverages and limits when deemed necessary and prudent by Landlord.

K. Amendment to Section 18 of the Ground Lease – Rules and Regulations: Section 18 of the Ground Lease is amended in its entirety to read as follows:

18. Rules and Regulations. Landlord has adopted *Addison Airport Minimum Standards and Requirements for Commercial Aeronautical Service Providers* (also commonly referred to as the "Minimum Standards" or "Airport Minimum Standards") and *Addison Airport Rules and Regulations* (also commonly referred to as the "Rules and Regulations" or "Airport Rules and Regulations"), which shall govern Tenant in the use of the Demised Premises and all Common Facilities (as defined in the Ground Lease), copies of which have been furnished to Tenant. The Minimum Standards and Rules and Regulations are incorporated by reference as if written verbatim herein, and Tenant agrees to comply fully at all times with these governing documents. Landlord, at its sole discretion, shall have the right to amend, modify and alter these Minimum Standards and Rules and Regulations from time to time in a reasonable manner or may introduce other regulations as it deems necessary for the purpose of assuring the safety, welfare, convenience and protection of property of Landlord, Tenant and all other tenants and customers of the Airport.

L. Amendment to Section 21 of the Ground Lease – Indemnity and Exculpation: Section 21 of the Ground Lease is amended in its entirety to read as follows:

21. Indemnity and Exculpation and Release:

A. Exculpation. The Town of Addison, Texas and all other Addison Persons and the Manager Persons (for purposes of this subparagraph A, as the terms "Addison Persons" and "Manager Persons" are defined in subparagraph B below), shall not be liable to Tenant or to any Tenant Persons (for purposes of this subparagraph A, as the term "Tenant Persons" is defined in subparagraph B below), or to any other person whomsoever, for any death or injury to persons or damage to or destruction of property or any other harm on or about the Premises or any adjacent area owned by Landlord caused by or resulting from any act or omission of Tenant or any Tenant Persons or any other person entering the Premises under express or implied invitation of Tenant or any Tenant Persons, or arising out of the use or occupation of the Premises by Tenant or by any Tenant Persons, in the performance of Tenant's obligations hereunder.

B. Tenant's Indemnity Obligation. TENANT AGREES TO AND SHALL FULLY DEFEND (WITH COUNSEL REASONABLY ACCEPTABLE TO LANDLORD), INDEMNIFY AND HOLD HARMLESS (I) THE TOWN OF ADDISON, TEXAS, AND THE ELECTED OFFICIALS, THE

OFFICERS, EMPLOYEES, AGENTS, REPRESENTATIVES, AND VOLUNTEERS OF THE TOWN OF ADDISON, TEXAS, INDIVIDUALLY OR COLLECTIVELY, IN BOTH THEIR OFFICIAL AND PRIVATE CAPACITIES (THE TOWN OF ADDISON, TEXAS, AND THE ELECTED OFFICIALS, THE OFFICERS, EMPLOYEES, REPRESENTATIVES, AND VOLUNTEERS OF THE TOWN OF ADDISON, TEXAS EACH BEING AN "ADDISON PERSON" AND COLLECTIVELY THE "ADDISON PERSONS") AND (II) AIRPORT MANAGER AND AIRPORT MANAGER'S OWNERS, OFFICERS, EMPLOYEES AND AGENTS (AIRPORT MANAGER AND AIRPORT MANAGER'S OWNERS, OFFICERS, EMPLOYEES AND AGENTS EACH BEING A "MANAGER PERSON" AND COLLECTIVELY THE "MANAGER PERSONS"), FROM AND AGAINST ANY AND ALL CLAIMS, ACTIONS, PROCEEDINGS, CAUSES OF ACTION, DEMANDS, LOSSES, LIENS, HARM, DAMAGES, PENALTIES, FINES, LIABILITIES, EXPENSES, LAWSUITS, JUDGMENTS, COSTS, AND FEES (INCLUDING REASONABLE ATTORNEY FEES AND COURT COSTS) OF ANY KIND AND NATURE WHATSOEVER MADE UPON, INCURRED BY, SUFFERED BY, OR ASSERTED AGAINST ANY ADDISON PERSON OR ANY MANAGER PERSON OR THE PREMISES, WHETHER DIRECTLY OR INDIRECTLY, (COLLECTIVELY FOR PURPOSES OF THIS SUBPARAGRAPH B, "DAMAGES"), THAT RESULT FROM, RELATE TO, OR ARISE OUT OF, IN WHOLE OR IN PART, (I) ANY CONDITION OF THE PREMISES CAUSED IN WHOLE OR IN PART BY TENANT OR BY ANY OF TENANT'S OWNERS, DIRECTORS, SHAREHOLDERS, PARTNERS, MANAGERS, OFFICERS, EMPLOYEES, AGENTS, REPRESENTATIVES, ENGINEERS, CONSULTANTS, CONTRACTORS, SUBCONTRACTORS, TENANTS, LICENSEES, INVITEES, PATRONS, CONCESSIONAIRES, OR ANY OTHER PERSON OR ENTITY FOR WHOM TENANT IS LEGALLY RESPONSIBLE, AND THEIR RESPECTIVE OWNERS, DIRECTORS, SHAREHOLDERS, PARTNERS, OFFICERS, MANAGERS, EMPLOYEES, AGENTS, REPRESENTATIVES, ENGINEERS, CONSULTANTS, CONTRACTORS, SUBCONTRACTORS, TENANTS, LICENSEES, INVITEES, PATRONS, AND CONCESSIONAIRES, OR ANY OTHER PERSON ACTING BY OR UNDER THE AUTHORITY OR WITH THE PERMISSION OF TENANT, TENANT'S TENANTS, OR ANY OTHER PERSON ENTERING THE PREMISES UNDER EXPRESS OR IMPLIED INVITATION OF TENANT DURING THE LEASE TERM (COLLECTIVELY, "TENANT PERSONS"), (II) ANY CONSTRUCTION ON OR REPAIR TO THE PREMISES, OR THE PREMISES BECOMING OUT OF REPAIR DUE TO THE FAULT OF TENANT OR ANY TENANT PERSONS, FOR ANY REASON INCLUDING BY FAILURE OF EQUIPMENT, PIPES, OR WIRING, OR BROKEN GLASS, OR BY THE BACKING UP OF DRAINS, OR BY GAS, WATER, STEAM, ELECTRICITY OR OIL LEAKING, ESCAPING OR FLOWING INTO THE PREMISES, REGARDLESS OF THE SOURCE, OR BY DAMPNESS OR BY FIRE, EXPLOSION, FALLING PLASTER OR CEILING, (III) REPRESENTATIONS OR WARRANTIES BY TENANT UNDER THIS LEASE, AND/OR (IV) ANY ACT OR OMISSION OF TENANT OR ANY TENANT PERSONS UNDER, IN CONNECTION WITH, OR IN THE PERFORMANCE OF, THIS LEASE. **SUCH DEFENSE, INDEMNITY, AND HOLD HARMLESS OBLIGATION SHALL AND DOES INCLUDE DAMAGES ALLEGED OR FOUND TO HAVE BEEN CAUSED, IN WHOLE OR IN PART, BY THE NEGLIGENCE OR GROSS NEGLIGENCE OF THE TOWN OF ADDISON, TEXAS, ANY OTHER ADDISON PERSON, THE AIRPORT MANAGER, OR ANY OTHER MANAGER PERSON, OR BY ANY ACT OR OMISSION BY THE TOWN OF ADDISON, TEXAS, ANY OTHER ADDISON PERSON, THE AIRPORT MANAGER, OR ANY OTHER MANAGER PERSON THAT WOULD GIVE RISE TO STRICT LIABILITY OF ANY KIND.** HOWEVER, TENANT'S LIABILITY UNDER THIS CLAUSE SHALL BE REDUCED BY THAT PORTION OF THE TOTAL AMOUNT OF THE DAMAGES (EXCLUDING DEFENSE FEES AND COSTS) EQUAL TO THE ADDISON PERSON OR ADDISON PERSONS', OR MANAGER PERSON OR MANAGER PERSONS', (AS THE CASE MAY BE)

PROPORTIONATE SHARE OF THE NEGLIGENCE, OR CONDUCT THAT WOULD GIVE RISE TO STRICT LIABILITY OF ANY KIND, THAT CAUSED THE LOSS. LIKEWISE, TENANT'S LIABILITY FOR ANY ADDISON PERSON'S OR ANY MANAGER PERSON'S DEFENSE COSTS AND ATTORNEYS' FEES SHALL BE REDUCED BY THAT PORTION OF THE DEFENSE COSTS AND ATTORNEYS' FEES EQUAL TO ADDISON PERSON OR ADDISON PERSONS', OR MANAGER PERSON OR MANAGER PERSONS', (AS THE CASE MAY BE) PROPORTIONATE SHARE OF THE NEGLIGENCE, OR CONDUCT THAT WOULD GIVE RISE TO STRICT LIABILITY OF ANY KIND, THAT CAUSED THE LOSS.

TENANT SHALL PROMPTLY ADVISE LANDLORD IN WRITING OF ANY CLAIM OR DEMAND AGAINST THE TOWN OF ADDISON, ANY OTHER ADDISON PERSON, ANY MANAGER PERSON, OR TENANT OR ANY TENANT PERSON RELATED TO OR ARISING OUT OF TENANT'S ACTIVITIES UNDER THIS LEASE AND SHALL SEE TO THE INVESTIGATION AND DEFENSE OF SUCH CLAIM OR DEMAND AT TENANT'S SOLE COST AND EXPENSE. THE ADDISON PERSONS AND MANAGER PERSONS, AS THE CASE MAY BE, SHALL HAVE THE RIGHT, AT THE ADDISON PERSONS' OR MANAGER PERSONS' (AS THE CASE MAY BE) OPTION AND AT THEIR OWN EXPENSE, TO PARTICIPATE IN SUCH DEFENSE WITHOUT RELIEVING TENANT OF ANY OF ITS OBLIGATIONS HEREUNDER.

C. Release. TENANT HEREBY RELEASES THE TOWN OF ADDISON, TEXAS AND ALL OTHER ADDISON PERSONS (AS THE TERM "ADDISON PERSONS" IS DEFINED IN SUBPARAGRAPH B. OF THIS PARAGRAPH 21) AND AIRPORT MANAGER AND ALL OTHER MANAGER PERSONS (AS THE TERM "MANAGER PERSONS" IS DEFINED IN SUBPARAGRAPH B. OF THIS PARAGRAPH 21) FROM, AND AGREES THAT THE TOWN OF ADDISON, TEXAS AND ALL OTHER ADDISON PERSONS, AND AIRPORT MANAGER AND ALL OTHER MANAGER PERSONS, SHALL NOT BE LIABLE TO TENANT OR ANY TENANT PERSONS (AS THE TERM "TENANT PERSONS" IS DEFINED IN SUBPARAGRAPH B. OF THIS PARAGRAPH 21) FOR (I) ANY DEATH OR INJURY TO ANY PERSON OR PERSONS OR DAMAGE TO OR DESTRUCTION OF PROPERTY OF ANY KIND RESULTING FROM THE PREMISES BECOMING OUT OF REPAIR OR BY DEFECT IN OR FAILURE OF EQUIPMENT, PIPES, OR WIRING, OR BROKEN GLASS, OR BY THE BACKING UP OF DRAINS, OR BY GAS, WATER, STEAM, ELECTRICITY OR OIL LEAKING, ESCAPING OR FLOWING INTO THE PREMISES, REGARDLESS OF THE SOURCE, OR BY DAMPNESS OR BY FIRE, EXPLOSION, FALLING PLASTER OR CEILING OR FOR ANY OTHER REASON WHATSOEVER, AND FOR (II) ANY LOSS OR DAMAGE THAT MAY BE OCCASIONED BY OR THROUGH THE ACTS OR OMISSIONS OF OTHER TENANTS OF LANDLORD OR CAUSED BY OPERATIONS IN CONSTRUCTION OF ANY PRIVATE, PUBLIC OR QUASI-PUBLIC WORK.

D. THE PROVISIONS OF THIS SECTION 21 SHALL SURVIVE THE EXPIRATION OR TERMINATION OF THIS GROUND LEASE.

M. Addition of Section 21.1 of the Ground Lease: Section 21.1 of the Ground Lease is inserted in its entirety to read as follows:

Section 21.1. Environmental Compliance.

A. No Storage or Disposal: Tenant shall not install, store, use, treat, transport, discharge or dispose (or permit or acquiesce in the installation, storage, use, treatment,

transportation, discharge or disposal by Tenant, its directors, officers, shareholders, members, partners, agents, employees, invitees, contractors, subcontractors, independent contractors, or subtenants) on the Demised Premises or any portion of the Common Facilities, any: (a) asbestos in any form; (b) urea formaldehyde foam insulation; (c) transformers or other equipment which contain dielectric fluid containing levels of polychlorinated biphenyls in excess of 50 parts per million; or (d) any other chemical, material, air pollutant, toxic pollutant, waste, or substance which is regulated as toxic or hazardous or exposure to which is prohibited, limited or regulated by the Resource Conservation Recovery Act (42 U.S.C. §6901, et seq., as amended or superseded), the Comprehensive and Environmental Response Compensation and Liability Act (42 U.S.C. §9601, et seq, as amended or superseded), the Hazardous Materials Transportation Act, the Toxic Substances Control Act, the Clean Air Act, and/or the Clean Water Act, or any other federal, state, county, regional, local or other governmental authority laws, rules, orders, standards, policies, or regulations, or which, even if not so regulated may or could pose a hazard to the health and safety of the occupants of the Demised Premises and/or any portions of the Common Facilities, and which is either: (i) in amounts in excess of that permitted or deemed safe under any applicable law, rule, order, standard, policy, or regulation or (ii) in any manner prohibited or deemed unsafe under applicable law, rule, order, standard, policy, or regulation. (The substances referred to in (a), (b), (c) or (d) are collectively referred to hereinafter as "Hazardous Materials").

B. Cleanup Laws: Tenant shall, at Tenant's own expense, comply with any presently existing or hereafter enacted laws relating to Hazardous Materials (collectively, "Cleanup Laws"); provided, however that Tenant shall not be responsible for correcting any violation of the Cleanup Laws under this Section that existed prior to the Effective Date. In furtherance and not in limitation of the foregoing, Tenant shall, at Tenant's own expense, make all submissions to, provide all information to, and comply with all requirements of the appropriate governmental authority (the "Authority") under the Cleanup Laws. Should any Authority require that a cleanup plan be prepared and that a cleanup be undertaken because of the existence of Hazardous Materials which were installed, stored, used, treated, transported, disposed of or discharged on the Demised Premises and/or any portion of the Common Facilities, by Tenant, its directors, shareholders, members, partners, officers, agents, employees, invitees, independent contractors, contractors, subcontractors, licensees, subtenants, any other person entering the Demised Premises under express or implied invitation of Tenant, or any person directly or indirectly employed by or acting under Tenant, during the Term of this Lease, Tenant shall, at Tenant's own expense, prepare and submit the required plans and financial assurances and carry out the approved plans in accordance with such Cleanup Laws and to Landlord's satisfaction. At no expense to Landlord, Tenant shall promptly provide all information requested by Landlord for preparation of affidavits or other documents required by Landlord to determine the applicability of the Cleanup Laws to the Demised Premises and/or any portion of the Common Facilities, as the case may be, and shall sign the affidavits promptly when requested to do so by Landlord.

TENANT'S FURTHER INDEMNITY OBLIGATION. TENANT SHALL INDEMNIFY, DEFEND, SAVE AND HOLD HARMLESS LANDLORD AND ALL OTHER LANDLORD PERSONS, AND AIRPORT MANAGER AND ALL OTHER MANAGER PERSONS, FROM AND AGAINST, AND

REIMBURSE LANDLORD AND ALL OTHER LANDLORD PERSONS, AND AIRPORT MANAGER AND ALL OTHER MANAGER PERSONS, FOR, ANY AND ALL OBLIGATIONS, DAMAGES, INJUNCTIONS, FINES, PENALTIES, DEMANDS, CLAIMS, COSTS, FEES, CHARGES, EXPENSES, ACTIONS, CAUSES OF ACTION, JUDGMENTS, LIABILITIES, SUITS, PROCEEDINGS AND LOSSES OF WHATEVER KIND OR NATURE (INCLUDING, WITHOUT LIMITATION, ATTORNEYS' FEES AND COURT COSTS), AND ALL CLEANUP OR REMOVAL COSTS (COLLECTIVELY FOR PURPOSES OF THIS SUBSECTION, "DAMAGES") AND ALL ACTIONS OF ANY KIND ARISING OUT OF OR IN ANY WAY CONNECTED WITH, (I) THE GENERATION, INSTALLATION, STORAGE, USE, TREATMENT, TRANSPORTING, DISPOSAL OR DISCHARGE OF HAZARDOUS MATERIALS IN OR ON THE DEMISED PREMISES AND/OR ANY PORTION OF THE AIRPORT, INCLUDING THE COMMON FACILITIES, OR ANY PROPERTY ADJACENT TO THE AIRPORT, BY TENANT OR ANY TENANT PERSONS, AND (II) ALL FINES, SUITS, PROCEDURES, CLAIMS AND ACTIONS OF ANY KIND ARISING OUT OF TENANT'S FAILURE TO PROVIDE ALL INFORMATION, MAKE ALL SUBMISSIONS AND TAKE ALL STEPS REQUIRED BY THE AUTHORITY UNDER THE CLEANUP LAWS OR ANY OTHER ENVIRONMENTAL LAW, RULE, STANDARD, REGULATION, OR POLICY. SUCH DEFENSE, INDEMNITY, AND HOLD HARMLESS OBLIGATION SHALL AND DOES INCLUDE DAMAGES ALLEGED OR FOUND TO HAVE BEEN CAUSED, IN WHOLE OR IN PART, BY THE NEGLIGENCE [BUT NOT THE GROSS NEGLIGENCE OR WILLFUL MISCONDUCT] OF THE LANDLORD, ANY OTHER LANDLORD PERSON, AIRPORT MANAGER, OR ANY OTHER MANAGER PERSON, OR BY ANY ACT OR OMISSION OF LANDLORD, ANY OTHER LANDLORD PERSON, AIRPORT MANAGER, OR ANY OTHER MANAGER PERSON THAT MAY GIVE RISE TO STRICT LIABILITY OF ANY KIND. HOWEVER, TO THE EXTENT GROSS NEGLIGENCE AND/OR WILLFUL MISCONDUCT ARE ALLEGED SIMULTANEOUSLY WITH CLAIMS REQUIRING DEFENSE AND INDEMNITY HEREIN, TENANT SHALL DEFEND ALL CLAIMS ALLEGED AGAINST THE LANDLORD, AND ANY OTHER LANDLORD PERSON, AND AIRPORT MANAGER, AND ANY OTHER MANAGER PERSON. TENANT'S LIABILITY UNDER THIS INDEMNITY OBLIGATION SHALL BE REDUCED BY THAT PORTION OF THE TOTAL AMOUNT OF THE DAMAGES (EXCLUDING DEFENSE FEES AND COSTS) EQUAL TO THE INDEMNIFIED PERSON'S OR INDEMNIFIED PERSONS' PROPORTIONATE SHARE OF THE NEGLIGENCE, OR CONDUCT THAT WOULD GIVE RISE TO STRICT LIABILITY OF ANY KIND, THAT CAUSED THE LOSS. LIKEWISE, TENANT'S LIABILITY FOR INDEMNIFIED PERSON'S OR INDEMNIFIED PERSONS' DEFENSE COSTS AND ATTORNEYS' FEES SHALL BE REDUCED BY A PORTION OF THE DEFENSE COSTS AND ATTORNEYS' FEES EQUAL TO THE INDEMNIFIED PERSON'S OR INDEMNIFIED PERSONS' PROPORTIONATE SHARE OF THE NEGLIGENCE, OR CONDUCT THAT WOULD GIVE RISE TO STRICT LIABILITY OF ANY KIND, THAT CAUSED THE LOSS. IN ADDITION TO AND NOT IN LIMITATION OF LANDLORD'S OTHER RIGHTS AND REMEDIES, TENANT'S FAILURE TO ABIDE BY THE TERMS OF THIS SECTION SHALL BE RESTRAINABLE BY INJUNCTION.

C. Environmental Notices: Tenant shall promptly supply Landlord with copies of any notices, correspondence and submissions made by Tenant to or received by Tenant from any governmental authorities of the United States Environmental Protection Agency, the United States Occupational Safety and Health Administration, the FAA, TxDOT, or any other local, state or federal authority that requires submission of any information concerning environmental matters or Hazardous Materials.

D. Prior to the Commencement Date of this Lease, the Tenant, at Tenant's sole cost and expense, shall be entitled to conduct a Phase I Environmental Site Assessment ("ESA") with respect to the Demised Premises. If the Phase I ESA indicates the likely presence of Hazardous Materials on the Demised Premises, Tenant shall be entitled to conduct a Phase II ESA at Tenant's sole cost and expense. If the Phase II ESA indicates the presence of Hazardous Materials on the Demised Premises, Tenant shall be entitled, as its sole remedy, to disaffirm this Lease, in which case this Lease shall become null and void and no further obligation shall be borne by either party hereto. A copy of a Phase I ESA and Phase II ESA, if any, shall be delivered promptly to Landlord upon completion.

E. Survival: Tenant's defense and indemnity and hold harmless obligation and Tenant's liability pursuant to the terms of this Sections 6 and 21 shall survive the expiration or earlier termination of this Lease. Tenant shall not install, store, use, treat, transport, discharge or dispose (or permit, allow, or acquiesce in the installation, storage, use, treatment, transportation, discharge or disposal by Tenant's owners, directors, shareholders, partners, managers, officers, employees, agents, representatives, engineers, consultants, contractors, subcontractors, tenants, licensees, invitees, patrons, concessionaires, or any other person or entity for whom Tenant is legally responsible, and/or their respective owners, directors, shareholders, partners, officers, managers, employees, agents, representatives, engineers, consultants, contractors, subcontractors, tenants, licensees, invitees, patrons, and concessionaires) on the Demised Premises or any portion of the common facilities (described in Section 17) any: (a) asbestos in any form; (b) urea formaldehyde foam insulation; (c) transformers or other equipment which contain dielectric fluid containing levels of polychlorinated biphenyls in excess of 50 parts per million; or (d) any other chemical, material, air pollutant, toxic pollutant, waste, or substance which is regulated as toxic or hazardous or exposure to which is prohibited, limited or regulated by the Resource Conservation Recovery Act (42 U.S.C. §6901, et seq., as amended or superseded), the Comprehensive and Environmental Response Compensation and Liability Act (42 U.S.C. §9601, et seq, as amended or superseded), the Hazardous Materials Transportation Act, the Toxic Substances Control Act, the Clean Air Act, and/or the Clean Water Act or any other federal, state, county, regional, local or other governmental authority law, rule, regulation, order, standard, permit, directive or policy, or which, even if not so regulated may or could pose a hazard to the health and safety of the occupants of the Demised Premises and/or any portions of the common facilities, and which is either: (i) in amounts in excess of that permitted or deemed safe under any applicable law, rule, regulation, order, standard, permit, directive or policy, or (ii) in any manner prohibited or deemed unsafe under applicable law, rule, regulation, order, standard, permit, directive or policy. (The substances referred to in (a), (b), (c) or (d) herein are collectively referred to hereinafter as "Hazardous Materials").

N. Amendment to Section 45 of the Ground Lease – Notices. Section 45 of the Ground Lease is amended in its entirety to read as follows:

45. Notices: Any notice or document required to be delivered or given hereunder in writing shall be delivered or given (i) in person, (ii) by United States mail, postage prepaid, registered or certified mail, return receipt requested, or (iii) by Federal Express Corporation or other nationally recognized carrier to be delivered on the next business day. Such notice or document shall be deemed to be delivered or given, whether actually received or not, (a)

when received if delivered or given in person, (b) if sent by United States mail, three (3) business days after being deposited in the United States mail as set forth above, and (c) on the next business day after the day the notice or document is provided to Federal Express Corporation or other nationally recognized carrier to be delivered as set forth above. Addresses for the delivery or giving of any such notice or document are as follows:

TO LANDLORD:

Town of Addison, Texas
c/o City Manager
5300 Belt Line Road
Dallas, Texas 75254
Email: wpierson@addisontx.gov

and

Town of Addison, Texas
c/o Addison Airport Manager
16051 Addison Road, Suite 220
Addison, Texas 75001
Attn: Real Estate Manager
Email: bill.dyer@addisonairport.net

TO TENANT:

AQRD-REP LLC
c/o Manager - V. Raj Narayanan
4600 Claire Chennault St
Addison, Texas 75001
Email: Raj@AerospaceQrd.com

Section 3. **No Other Amendments.** Except to the extent modified or amended herein, all other terms and obligations of the Ground Lease shall remain unchanged and in full force and effect.

Section 4. **Applicable Law; Venue.** In the event of any action under this First Amendment, exclusive venue for all causes of action shall be instituted and maintained in Dallas County, Texas. The parties agree that the laws of the State of Texas shall govern and apply to the interpretation, validity and enforcement of this First Amendment; and, with respect to any conflict of law provisions, the parties agree that such conflict of law provisions shall not affect the application of the law of the State of Texas (without reference to its conflict of law provisions) to the governing, interpretation, validity and enforcement of this First Amendment. All obligations of the parties created by this First Amendment are performable in Dallas County, Texas.

Section 5. **No Third-Party Beneficiaries.** This First Amendment and each of its provisions are solely for the benefit of the parties hereto and are not intended to and shall not create or grant any rights, contractual or otherwise, to any third person or entity.

Section 6. **Authority to Execute.** The undersigned officers and/or agents of the parties hereto are the properly authorized officials and have the necessary authority to execute this First Amendment on behalf of the parties hereto, and each party hereby certifies to the other that any

necessary resolutions or other act extending such authority have been duly passed and are now in full force and effect.

IN WITNESS WHEREOF, the undersigned parties execute this Agreement this 13th day of JULY, 2018.

TENANT:

AQRD-REP LLC.

By: _____
VENKATAKRISHNAN R. NARAYANAN, MANAGER

LANDLORD:

TOWN OF ADDISON, TEXAS

By: _____
Wesley S. Pierson, City Manager

ACKNOWLEDGMENT

STATE OF TEXAS §
§
COUNTY OF DALLAS §

BEFORE ME, the undersigned authority, on this day personally appeared VENKATAKRISHNAN R. NARAYANAN, MANAGER of AQRD-REP LLC, a LLC, known to me to be the person whose name is subscribed to the foregoing instrument, and acknowledged to me that he executed the same for the purposes and consideration therein stated.

GIVEN under my hand and seal of office this 13th day of JULY, 2018.

[SEAL]

ESTHER FELT NOTARY PUBLIC STATE OF TEXAS ID 12477367 EXP. 12-17-2019

Notary Public, State of Texas

STATE OF TEXAS §
§
COUNTY OF DALLAS §

BEFORE ME, the undersigned authority, on this day personally appeared Wesley S. Pierson, city manager of the Town of Addison, a home-rule municipality, known to me to be the person whose name is subscribed to the foregoing instrument, and acknowledged to me that he executed the same for the purposes and consideration therein stated.

GIVEN under my hand and seal of office this 5th day of July, 2018.

[SEAL]

Irma G. Parker
Notary Public, State of Texas

IRMA G. PARKER
Notary Public, State of Texas
Comm. Expires 08-07-2018
Notary ID 477006-4

EXHIBIT "A"

COPY OF GROUND LEASE AS AMENDED AND MODIFIED

THE STATE OF TEXAS }
}
COUNTY OF DALLAS }

GROUND LEASE

This Ground Lease (hereinafter referred to as the "Lease") is made and entered into as of July 1, 1997, by and between the Town of Addison, Texas, a municipal Corporation (hereinafter referred to as the "City"), Addison Airport of Texas, Inc., a Texas Corporation (hereinafter referred to as "AATI") and Mission Aire IV, ~~Ltd.~~ (hereinafter referred to as "Tenant").
SHS L.P. ~~Ltd~~

WITNESSETH:

WHEREAS, AATI leases that certain real property (hereinafter referred to as the "Demised Premises") described in attached Exhibit "A" from the City pursuant to that certain instrument captioned Agreement for Operation of the Addison Airport (hereinafter referred to as the "Base Lease") between the City and Addison Airport, Inc. (predecessor of AATI); and

WHEREAS, the Demised Premises are situated at Addison Airport (hereinafter referred to as the "Airport") in Dallas County, Texas, the Airport being delineated in a plat attached hereto as Exhibit "B"; and

WHEREAS, the City and AATI hereby lease and demise a portion of the Demised Premises, as delineated in Exhibit "C" (hereinafter referred to as "Leased Premises") to Tenant, and Tenant hereby leases and takes the Leased Premises from the City and AATI, upon the terms and conditions set forth herein:

NOW, THEREFORE, KNOW ALL MEN BY THESE PRESENTS:

1. **Base Lease:** All of the terms and conditions of the Base Lease are incorporated into this Lease by reference as if written verbatim herein, and Tenant by Tenant's execution hereof acknowledges that AATI has furnished Tenant with a copy of the Base Lease. Tenant agrees to fully comply at all times and in all respects with the terms and conditions of the Base Lease insofar as the same relates to the Leased Premises or the use and operation thereof, except that Tenant shall not be responsible under the terms of this Lease for the payment of any rental due under the Base Lease which shall be paid by AATI.

2. **Definition of Landlord and Effect of Default Under the Base Lease:** The term "Landlord" as hereinafter used in this Lease shall mean either AATI or the City. So long as the Base Lease is in effect, AATI shall be entitled to all of the rights, benefits and remedies of the Landlord under this Lease, and shall perform all of the duties, covenants and obligations of the Landlord under this Lease. Upon the expiration or termination of the Base Lease, the City shall be entitled to all of the rights, benefits and remedies of the Landlord under this Lease, and shall perform all of the duties, covenants and obligations of the Landlord under this Lease. The City agrees that (i) until such time as the City notifies Tenant to the contrary in writing, Tenant is fully authorized to make all payments due under this Lease to AATI, and (ii) that default by AATI under the Base Lease shall have no effect on this Lease so long as Tenant pays and performs its duties, covenants and obligations under this Lease.

3. **Term:**

A. The term hereof shall commence on July 1, 1997, (hereinafter referred to as the "Commencement Date") and shall end on June 30, 2022, three hundred months (300) thereafter; except upon that completion of a minimum of 18,000 square feet of hangar space and certification by the Tenant that development and construction costs of at least $750,000, have been incurred, the Term of this Lease shall be extended for an additional one hundred and eight months (180) to four hundred and eighty months (480) in total, and shall end on June 30, 2037.

B. In the event that construction of a minimum of 8,000 square feet of hangar space is not completed by July 31, 2000, the Leased Premises shall revert back to the Landlord, and this Lease shall become null and void, and of no further force and effect.

4. Rental:

A. Subject to adjustment as hereinbelow provided, Tenant agrees to pay to Landlord, without offset or deduction, rent for the Leased Premises at the rate of $1,489.93 per month, in advance. The first such monthly installment shall be due and payable on or before the Commencement Date, and a like monthly installment shall be due and payable on or before the first day of each calendar month thereafter during the Term. If payment of the monthly installment of rental due under this Lease is made late (after the 10th day of the month) more than once in any three (3) month period, Tenant, upon the delivery of written notice to Tenant by Landlord therefor (the "Additional Deposit Notice"), shall be required to pay to Landlord an amount equal to the then current monthly rental installment (the "Additional Deposit") to be held and applied by Landlord as an addition to the security deposit which was deposited with Landlord upon Tenant's execution of this Lease pursuant to subparagraph B. of this Paragraph. If Tenant does not deliver the Additional Deposit to Landlord within ten (10) days after the delivery of the Additional Deposit Notice, such failure shall be an event of default under this Lease.

B. Tenant has deposited with Landlord, upon Tenant's execution of this Lease $1,489.93 to be applied as a security deposit. Such security deposit shall be held by Landlord without interest as security for the performance by Tenant of Tenant's covenants and obligations under this Lease. The security deposit is not an advance payment of rent or a measure of liquidated damages in case of default by Tenant. Upon the occurrence of any event of default, Landlord may, from time to time, without prejudice to any other remedy provided herein or provided by law, use the security deposit to the extent necessary to make good any arrearages of rent and any other damage, injury, expense or liability caused to Landlord by such event of default. Following any such application of the security deposit, Tenant shall pay to Landlord, on demand, the amount so applied in order to restore the security deposit to its original amount. If Tenant complies with all of the terms of this Lease, the security deposit shall be returned to the Tenant after the date fixed as the end of this Lease and after delivery of possession of the Leased Premises to Landlord. In case of a sale or lease of the Demised Premises, Landlord may transfer the security deposit to the purchaser or lessee and Landlord shall thereupon be released from all liability for the return of such security deposit. Tenant shall look solely to the new landlord for the return of such security deposit. Tenant shall not assign or encumber the money deposited as security, and neither Landlord nor its successors or assigns shall be bound by any such assignment. In the case of an assignment or subletting of this Lease by Tenant, Landlord shall retain the security deposit of Tenant as the security deposit of the Tenant's assignee or sublessee which would otherwise be required hereunder.

5. Adjustment of Rental: Commencing on the 2nd anniversary of the Commencement Date and on every bi-annual anniversary thereafter (hereinafter referred to as the "Adjustment Date"), the monthly rental due under Subparagraph A. of Paragraph 4 hereinabove shall be adjusted as follows:

A. A comparison shall be made between the Consumers' Price Index - All Items for Dallas, Texas Metropolitan Area (hereinafter referred to as the "Price Index") as it existed on the Commencement Date and as it exists on the first day of the calendar month immediately preceding the then applicable Adjustment Date.

B. The monthly rental for the two (2) year period beginning with and following the then applicable Adjustment Date shall be either increased or decreased, as the case may be, by the percentage of increase or decrease in the Price Index between the Commencement Date and the then applicable Adjustment Date, but in no event shall such monthly rental ever be decreased below the monthly rental set forth in Subparagraph A. of Paragraph 4 of this Lease.

C. In the event that the Price Index is unavailable for whatever reason for the computations set forth hereinabove, another index approximating the Price Index as closely as feasible shall be substituted therefor.

6. Use of Leased Premises and Construction of Improvements:

A. The Leased Premises shall be used and occupied by Tenant only for the following purposes: sale of aircraft and aircraft parts, aircraft maintenance and repair, aircraft storage, aircraft training, aircraft charter, and aircraft rentals, and not otherwise without the prior written consent of Landlord.

B. In connection with such use and occupancy, any improvements to the Leased Premises shall be installed at the cost and expense of Tenant in accordance with plans and specifications which have been previously submitted to and approved in writing by Landlord.

C. All construction shall be strictly in accordance with such plans and specifications, and such construction shall be performed in a first class, workmanlike manner. Tenant agrees to promptly pay and discharge all costs, expenses, claims for damages, liens and any and all other liabilities and obligations which arise in connection with any such construction.

7. **Acceptance of Leased Premises:** Tenant acknowledges that Tenant has fully inspected the Leased Premises and accepts the Leased Premises as suitable for the purpose for which the same are leased in their present condition.

8. **Securing Governmental Approvals and Compliance with Law:** Tenant, at Tenant's sole cost and expense, shall obtain any and all governmental licenses, permits and approvals necessary for the construction of improvements and for the use and occupancy of the Leased Premises. Tenant shall comply at all times with all governmental laws, ordinances and regulations applicable to the use of the Leased Premises, and shall promptly comply with all governmental orders and directives for the correction, prevention and abatement of nuisances in or upon, or connected with the Leased Premises, all at Tenant's sole cost and expense.

9. **Assignment, Subletting and Mortgaging of Leasehold Estate:**

A. Without the prior written consent of Landlord, Tenant may not assign this Lease or any rights of Tenant hereunder (except to a leasehold mortgagee as hereinbelow provided) or sublet the whole or any part of the Leased Premises. Any assignment or subletting shall be expressly subject to all the terms and provisions of this Lease, including the provisions of Paragraph 6 pertaining to the use of the Leased Premises. In the event of any assignment or subletting, Tenant shall not assign Tenant's rights hereunder or sublet the Leased Premises without first obtaining a written agreement from each such assignee or sublessee whereby each such assignee or sublessee agrees to be bound by the terms and provisions of this Lease. No such assignment or subletting shall constitute a novation. In the event of the occurrence of an event of default while the Leased Premises are assigned or sublet, Landlord, in addition to any other remedies provided herein or by law, may at Landlord's option, collect directly from such assignee or subtenant all rents becoming due under such assignment or subletting and apply such rent against any sums due to Landlord hereunder. No direct collection by Landlord from any such assignee or subtenant or any other set of circumstances shall release Tenant from the payment or performance of Tenant's obligations hereunder.

B. Tenant shall have the right to mortgage the leasehold estate of Tenant created hereby in order to secure a mortgage loan for the purpose of obtaining funds for the construction of the improvements described in Paragraph 6 or for other construction upon the Leased Premises approved from time to time by Landlord in writing. In the event that Tenant pursuant to mortgages or deeds of trust mortgages the leasehold estate of Tenant created hereby, the leasehold mortgagee shall in no event become personally liable to perform the obligations of Tenant under this Lease unless and until said mortgagee become the owner of the leasehold estate pursuant to foreclosure, transfer in lieu of foreclosure, or otherwise, and thereafter said leasehold mortgagee shall remain liable for such obligations only so long as such mortgagee remains the owner of the leasehold estate. Notwithstanding the foregoing, it is specifically understood and agreed that no such mortgaging by Tenant or any actions taken pursuant to the terms of such mortgage shall ever relieve Tenant of Tenant's obligation to pay the rental due hereunder and otherwise fully perform the terms and conditions of this Lease.

C. All mortgages or deeds of trust whereby Tenant mortgages the leasehold estate of Tenant created hereby shall contain provisions (i) requiring the leasehold mortgagee to give Landlord fifteen (15) days written notice prior to accelerating the debt of Tenant to such mortgagee or initiating foreclosure proceedings under said mortgages or deeds of trust, and (ii) allowing Landlord during such fifteen (15) day notice period to cure Tenant's default and prevent said acceleration and foreclosure proceedings, and thereafter at Landlord's option to assume Tenant's position under said mortgages or deeds of trust.

D. Landlord agrees, if and so long as the leasehold estate of Tenant is encumbered by a leasehold mortgage and written notice to such effect has been given to Landlord, to give the holder of such leasehold mortgage at such address or addresses as may be specified in such written notice to Landlord for the giving of notice to the leasehold mortgagee, or as otherwise may be specified by the leasehold mortgagee to Landlord in writing, written notice of any default hereunder by Tenant, simultaneously with the filing of such notice to Tenant, and the holder of any such leasehold mortgage shall have the right, for a period of fifteen (15) days after its receipt of such notice or within any longer period of time specified in such notice, to take such action or to make payment as may be necessary or appropriate to cure any such default so specified, it being the intention of the parties hereto that Landlord shall not exercise Landlord's right to terminate this Lease without first giving any such leasehold

mortgagee the notice provided for herein and affording any such leasehold mortgagee the right to cure such default as provided for herein.

E. The Landlord further agrees to execute and deliver to any proposed leasehold mortgagee of Tenant a "Non-Disturbance Agreement" wherein Landlord agrees that Landlord will (i) recognize such mortgagee and its successors and assigns after foreclosure, or transfer in lieu of foreclosure, as Tenant hereunder, and (ii) continue to perform all of Landlord's obligations hereunder so long as such mortgagee or its successors and assigns performs all of the obligations of Tenant hereunder. Landlord also agrees to execute and deliver to such proposed leasehold mortgagee any other documents which such proposed leasehold mortgagee may reasonably request concerning the mortgaging by Tenant of the leasehold estate created hereby; provided, however, that Landlord shall never be required to subordinate Landlord's interest in the Leased Premises to the mortgage of such proposed leasehold mortgage.

10. Property Taxes and Assessments: Tenants shall pay any and all property taxes and assessments levied or assessed on the improvements on the Leased Premises, the personal property and fixtures on the Leased Premises, and, if applicable, upon the leasehold estate of Tenant created hereby. Upon the request of Landlord, Tenant shall from time to time furnish to Landlord "paid receipts" or other written evidence that all such taxes have been paid by Tenant.

11. Maintenance and Repair of Leased Premises:

A. Tenant shall, throughout the term hereof, maintain in good repair and condition all the Leased Premises, including hangar and building maintenance, pavement, all fixtures, equipment and personal property on the Leased Premises and keep them free from waste or nuisance and, at the expiration or termination of this Lease, deliver up the Leased Premises clean and free of trash and in good repair and condition, with all fixtures and equipment situated in the Leased Premises in working order, reasonable wear and tear excepted.

B. In the event Tenant shall fail to so maintain the Leased Premises and improvements, fixtures, equipment and personal property situated thereon, Landlord shall have the right (but not the obligation) to cause all repairs or other maintenance to be made and the reasonable costs therefor expended by Landlord plus interest thereon as provided in Paragraph 37 shall be paid by Tenant on demand.

12. Alterations, Additions and Improvements: After completion of the improvements described in Paragraph 6, Tenant shall not create any openings in the roof or exterior walls, or make any alterations, additions or improvements without the prior written consent of Landlord; such consent shall not be unreasonably withheld by Landlord. Tenant shall have the right to erect or install shelves, bins, machinery, air conditioning or heating equipment and trade fixtures, provided that Tenant complies with all applicable governmental laws, ordinances and regulations.

All alterations, additions and improvements in and to the Leased Premises shall be performed in a first class, workmanlike manner, and Tenant shall promptly pay and discharge all costs, expenses, claims for damages, liens and any and all other liabilities and obligations which arise in connection therewith.

13. Insurance: Tenant shall during the Term hereof maintain at Tenant's sole cost and expense insurance relating to the Leased Premises as follows:

A. Insurance against loss or damage to improvements by fire, lightning, and other risks from time to time included under standard extended coverage policies, and sprinkler, vandalism and malicious mischief, all in amounts sufficient to prevent Landlord or Tenant from becoming co-insurers of any loss under the applicable policies but in any event in amounts not less than eighty percent (80%) of the full insurable value of the Leased Premises. The term "full insurable value" as used herein means actual replacement value at the time of such loss. Upon request, such replacement value shall be determined by a qualified appraiser, a copy of whose findings shall be submitted to Landlord, and, therefore, proper adjustment in the limits of insurance coverage shall be effected.

B. General public liability insurance against claims for bodily injury, death or property damage occurring on, in or about the Leased Premises, such insurance to afford protection to Landlord of not less than $500,000.00 with respect to any one person, $1,000,000.00 with respect to any one accident and not less than $200,000.00 with respect to property damage.

C. Worker's compensation insurance covering all persons employed by Tenant in connection with any work done on or about the Leased Premises with respect to which claims for death or bodily injury could be asserted against Landlord or the Leased Premises, or in lieu of such worker's compensation insurance, a program of self-insurance complying with the rules, regulations and requirements of the appropriate state agency of the State of Texas.

D. If applicable, boiler and pressure vessel insurance on all steam boilers, parts thereof and appurtenances attached or connected thereto which by reason of their use or existence are capable of bursting, erupting, collapsing, imploding or exploding, in the minimum amount of $100,000.00 for damage to property resulting from such perils.

E. Such other insurance on improvements in such amounts and against such other insurable hazard which at the time are commonly obtained in the case of property similar to such improvements.

F. Hangar keeper's liability insurance providing for coverage in the following limits: $200,000.00 per aircraft and $400,000.00 per occurrence on property damage to aircraft in the care, custody or control of Tenant.

G. During any period of construction, a Builder's Risk Completed Value policy with an all risks endorsement.

All such policies of insurance (i) shall be issued by insurance companies acceptable to Landlord, (ii) shall name Landlord as an additional insured or loss payee, as the case may be, and (iii) shall provide for at least ten (10) days written notice to Landlord prior to cancellation or modification. Tenant shall provide Landlord with duplicate originals of all insurance policies required by this paragraph.

14. Casualty Damage or Destruction:

A. In case of any damage to or destruction of the buildings, structures and equipment on the Leased Premises, or any part thereof, Tenant will promptly give written notice thereof to Landlord, generally describing the nature and extent of such damage or destruction.

B. In case of any damage to or destruction of the buildings, structures and equipment on the Leased Premises, or any part thereof, Tenant, whether or not the insurance proceeds, if any, payable on account of such damage or destruction shall be sufficient for such purpose, at Tenant's sole cost, risk and expense will promptly commence and complete the restoration, repair and replacement of said buildings, structures and equipment as nearly as possible to their value, condition and character immediately prior to such damage or destruction, with such alterations therein and additions thereto as may be approved in writing by Landlord (hereinafter sometimes referred to as the "Restoration").

C. All insurance proceeds, if any, payable on account of such damage to or destruction of the buildings, structures and equipment on the Leased Premises shall be held by Landlord. Landlord shall be protected in acting upon any certificate believed by Landlord to be genuine and to have been executed by the proper party and shall receive such certificate as conclusive evidence of any fact or as to any matter therein set forth. Such certificate shall be full warranty, authority and protection to Landlord in acting thereon, and Landlord shall be under no duty to take any action other than as set forth in this Paragraph.

D. Insurance proceeds received by Landlord on account of any damage to or destruction of the buildings, structures and equipment on the Leased Premises, or any part thereof (less the costs, fees and expenses incurred by Landlord and Tenant in the collection thereof, including, without limitation, adjuster's and attorney's fees and expenses) shall be applied as follows:

(i) Net insurance proceeds as above defined shall be paid to Tenant or as Tenant may direct from time to time as Restoration progresses to pay (or reimburse Tenant for) the cost of Restoration, upon written request of Tenant to Landlord accompanied by (a) a certificate of a supervising architect or engineer approved by Landlord, describing in reasonable detail the work and material in question and the cost thereof, stating the same were necessary or appropriate to the Restoration and constitute a complete part thereof, and that no part of the cost thereof has theretofore been reimbursed, and specifying the additional amount, if any, necessary to complete the Restoration, and (b) an opinion of counsel satisfactory to Landlord that there exist no mechanics', materialmen's or

similar liens for labor or materials except such, if any, as are discharged by the payment of the amount requested.

(ii) Upon receipt by Landlord of evidence of the character required by the foregoing clauses (i)(a) and (b) of this Subparagraph D. that Restoration has been completed and the cost thereof paid in full, and that there are no mechanics', materialmen's or similar liens for labor or materials supplied in connection therewith, the balance, if any, of such proceeds shall be paid to Tenant or as Tenant may direct.

E. Landlord shall have the right to commence or complete Restoration if (i) Landlord has given Tenant thirty (30) days prior written notice requesting the commencement of Restoration or that Tenant diligently proceeds to the completion of Restoration and (ii) if Tenant during such thirty (30) day period does not so commence or proceed to diligently complete Restoration. In such event, Landlord shall retain the insurance proceeds, and Tenant shall pay any deficiency if such proceeds are not sufficient for Restoration.

15. Condemnation:

A. If during the Term hereof, any part of the Leased Premises shall be acquired or condemned by eminent domain for any public or quasi-public use or purpose, or are sold to a condemning authority and the remainder of the Leased Premises is not susceptible to efficient and economic occupation and operation by Tenant, this Lease shall automatically terminate as of the date that said condemning authority takes possession of the Leased Premises, and Landlord shall refund to Tenant any prepaid but unaccrued rental less any sum then owing by Tenant to Landlord.

B. If after such taking by or sale to said condemning authority the remainder of the Leased Premises is susceptible to efficient and economic occupation and operation by Tenant, this Lease shall not terminate but the rental due hereunder shall be adjusted so that Tenant shall be required to pay for the remainder of the term hereof the sum obtained by multiplying each monthly rental installment due hereunder, as adjusted from time to time pursuant to Paragraph 5, by a fraction, the numerator of which shall be the number of square feet remaining in the Leased Premises after the taking by or sale to said condemning authority and denominator of which shall be the square footage originally contained in the Leased Premises. The rental adjustment called for herein shall not commence until said condemning authority actually takes possession of the condemned portion of the Leased Premises.

C. If this Lease is not terminated pursuant to Section A of this Paragraph, Tenant shall promptly restore the improvements on the Leased Premises, and the condemnation proceeds to which Landlord and Tenant are entitled shall be awarded and paid first to cover the costs and expenses for restoring the remaining portion of the Leased Premises to a condition susceptible to efficient and economic occupation and operation by Tenant, and any remaining proceeds to which Landlord and Tenant are entitled shall be awarded and paid to Landlord and Tenant according to their respective losses and damages caused by the condemnation. If this Lease is terminated pursuant to Section A of this Paragraph, condemnation proceeds to which Landlord and Tenant are entitled shall be awarded and paid to Landlord and Tenant according to their respective losses and damages caused by the condemnation.

16. Utilities: Tenant shall be responsible at Tenant's sole cost and expense for obtaining all utility connections at or for the Leased Premises and Tenant shall pay all charges for water, electricity, gas, sewer, telephone or any other utility connections, tap-in fees and services furnished to the Leased Premises during the term hereof. Landlord shall in no event be liable or responsible for any cessation or interruption in any such utility services.

17. Common Facilities: Tenant and Tenant's employees, agents, servants, customers and other invitees shall have the non-exclusive right to use all common facilities, improvements, equipment and services which may now exist or which may hereafter be provided by Landlord for the accommodation and convenience of Landlord's customers and tenants, including landing and takeoff facilities, means of ingress and egress to the Leased Premises, other airport installations, and all other reasonable services which may be provided without charge from time to time by Landlord in operating the Airport. All such common facilities shall at all times be under the exclusive control and management of Landlord and may be rearranged, modified, changed or terminated from time to time at Landlord's sole discretion and without redress by Tenant.

18. Rules and Regulations: Landlord has adopted Rules and Regulations (hereinafter referred to as the "Rules and Regulations") which shall govern Tenant in the use of the Leased Premises and all common facilities, a copy of which has been furnished to Tenant. The Rules and Regulations are incorporated by reference as if written verbatim herein, and Tenant agrees to comply fully at all times

with the Rules and Regulations. Landlord shall have the right to amend, change and alter the Rules and Regulations from time to time in a reasonable manner for the purpose of assuring the safety, welfare and convenience of Landlord, Tenant and all other tenants and customers of the Airport.

19. Signs and Equipment: After first securing Landlord's approval, which will not be unreasonably withheld, Tenant shall have the right from time to time to install and operate advertising signs and radio, communications, meteorological, aerial navigation and other equipment and facilities in or on the Leased Premises that may be reasonably necessary for the operation of Tenant's business.

20. Landlord's Right of Entry: Landlord and Landlord's authorized representatives shall have the right, during normal business hours, to enter the Leased Premises (i) to inspect the general condition and state of repair thereof, (ii) to make repairs permitted under this Lease, (iii) to show the Leased Premises to any prospective tenant or purchaser or (iv) for any other reasonable and lawful purpose.

During the final one hundred eighty (180) days of the term hereof, Landlord and Landlord's authorized representatives shall have the right to erect and maintain on or about the Leased Premises customary signs advertising the Leased Premises for lease or for sale.

21. Indemnity and Exculpation:

A. Landlord shall not be liable to Tenant or to Tenant's employees, agents, servants, customers, invitees, or to any other person whomsoever, for any injury to persons or damage to property on or about the Leased Premises or any adjacent area owned by Landlord caused by the negligence or misconduct of Tenant, Tenant's employees, servants, customers, invitees, subtenants, licenses or concessionaires or any other person entering the Leased Premises under express or implied invitation of Tenant, or arising out of the use of the Leased Premises by Tenant and the conduct of Tenant's business thereon, or arising out of any breach or default by Tenant in the performance of Tenant's obligations hereunder; and Tenant hereby agrees to indemnify Landlord and hold Landlord harmless from any loss, expense or claims arising out of such damage or injury.

B. Landlord and Landlord's agents and employees shall not be liable to Tenant for any injury to persons or damage to property resulting from the Leased Premises becoming out of repair or by defect or failure of equipment, pipes, or wiring, or broken glass, or by the backing up of drains, or by gas, water, steam, electricity or oil leaking, escaping or flowing into the Leased Premises, regardless of the source, or dampness or by fire, explosion, falling plaster or ceiling or for any other reason whatsoever. Landlord shall not be liable to Tenant for any loss or damage that may be occasioned by or through the acts or omissions of other tenants of Landlord or caused by operations in construction of any private, public or quasi-public work, or of any other person whomsoever, excepting only duly authorized agents and employees of Landlord.

C. Landlord shall not be liable for, and Tenant agrees that it will indemnify and forever hold harmless Landlord, its officers, employees, subsidiaries, agents, subcontractors, visitors and assigns, from and against any and all losses, injuries, death, damages to persons or property and any penalties, damages, costs, expenses or charges imposed for any violation of any laws or ordinances by Tenant, its officers, employees, subsidiaries, agents subcontractors, visitors and assigns, including reasonable costs of defense and attorney fees, and consultant and expert fees, arising out of any act of Tenant, its officers, employees, subsidiaries, agents subcontractors, visitors and assigns, including the use, manufacture, generation, handling, treatment, storage, transport, removal, disposal, release or remediation of any hazardous or toxic chemical, material, substance or waste, whether on or off the Leased Premises by Tenant or its officers, employees, subsidiaries, agents subcontractors, visitors and assigns.

22. Default by Tenant: The following events shall be deemed to be events of default by Tenant under this Lease:

A. Failure of Tenant to pay any installment of rent or any other sum payable to Landlord hereunder on the date that same is due and such failure shall continue for a period of ten (10) days.

B. Failure of Tenant to comply with any term, condition or covenant of this Lease, other than the payment of rent or other sum of money, and such failure shall not be cured within thirty (30) days after written notice thereof to Tenant.

C. Tenant shall fail to deliver the Additional Deposit to Landlord within ten (10) days after the delivery by Landlord to Tenant of the Additional Deposit Notice.

D. Insolvency, the making of a transfer in fraud of creditors, or the making of an assignment for the benefit of creditors by Tenant or any guarantor of Tenant's obligations.

E. Filing of a petition under any section or chapter of the National Bankruptcy Act, as amended, or under any similar law or statute of the United States or any state thereof by Tenant or any guarantor of Tenant's obligations, or adjudication as a bankrupt or insolvent in proceedings filed against Tenant or such guarantor.

F. Appointment of a receiver or trustee for all or substantially all of the assets of Tenant or any guarantor of Tenant's obligations.

G. Abandonment by Tenant of any substantial portion of the Leased Premises or cessation of use of the Leased Premises for the purpose leased.

H. Failure of Tenant to commence construction of the improvements depicted in the plans and specifications as approved by Landlord within six (6) months from the commencement date.

23. Remedies of Landlord: Upon the occurrence of any of the events of default listed in Paragraph 22, Landlord shall have the option to pursue any one or more of the following remedies without notice or demand whatsoever:

A. Terminate this Lease, in which event Tenant shall immediately surrender the Leased Premises to Landlord. If Tenant fails to so surrender the Leased Premises, Landlord may, without prejudice to any other remedy which Landlord may have for possession of the Leased Premises or arrearages in rent, enter upon and take possession of the Leased Premises and expel or remove Tenant and any other person who may be occupying the Leased Premises or any part thereof, without being liable for prosecution or any claim for damages therefor. Tenant shall pay to Landlord on demand the amount of all loss and damages which Landlord may suffer by reason of such termination, whether through inability to relet the Leased Premises on satisfactory terms or otherwise.

B. Terminate this Lease, in which event Tenant shall immediately surrender the Leased Premises to Landlord. If Tenant fails to so surrender the Leased Premises, Landlord may, without prejudice to any other remedy which Landlord may have for possession of the Leased Premises or arrearages in rent, enter upon and take possession of the Leased Premises and expel or remove Tenant and any other person who may be occupying the Leased Premises or any part thereof, without being liable for prosecution or any claim for damages therefor. Tenant shall pay to Landlord on the date of such termination damages in an amount equal to the excess, if any, of the total amount of all monthly rental and other amounts to be paid by Tenant to Landlord hereunder for the period which would otherwise have constituted the unexpired portion of the Term of this Lease over the then fair market rental value of the Leased Premises for such unexpired portion of the term of this Lease.

C. Enter upon and take possession of the Leased Premises without terminating this Lease and without being liable for prosecution or for any claim for damages therefor, and expel or remove Tenant and any other person who may be occupying the Leased Premises or any part thereof. Landlord may relet the Leased Premises and receive the rent therefor. Tenant agrees to pay to Landlord monthly or on demand from time to time any deficiency that may arise by reason of any such reletting. In determining the amount of such deficiency, brokerage commissions, attorneys' fees, remodeling expenses and other costs of reletting shall be subtracted from the amount of rent received under such reletting.

D. Enter upon the Leased Premises without terminating this Lease and without being liable for prosecution or for any claim for damages therefor, and do whatever Tenant is obligated to do under the terms of this Lease. Tenant agrees to pay Landlord on demand for expenses which Landlord may incur in thus effecting compliance with Tenant's obligations under this Lease, together with interest thereon at the rate of ten percent (10%) per annum from the date expended until paid. Landlord shall not be liable for any damages resulting to Tenant from such action, whether caused by negligence of Landlord or otherwise.

Pursuit of any of the foregoing remedies shall not preclude pursuit of any of the other remedies herein provided or any other remedies provided by law, nor shall pursuit of any remedy herein provided constitute a forfeiture or waiver of any rent due to Landlord hereunder or of any damages accruing to Landlord by reason of the violation of any of the terms, conditions and covenants herein contained.

24. Default by Landlord: No default by Landlord hereunder shall constitute an eviction or disturbance of Tenant's use and possession of the Leased Premises or render Landlord liable for damages or entitle Tenant to be relieved from any of Tenant's obligations hereunder (including the obligation of Tenant to pay rent) or grant Tenant any right of deduction, abatement, set-off or recoupment or entitle Tenant to take any action whatsoever with regard to the Leased Premises or Landlord until thirty (30) days after Tenant has given Landlord written notice specifically setting forth such default by Landlord, and Landlord has failed to cure such default within said thirty (30) day period, or in the event such default cannot be cured within said thirty (30) day period then within an additional reasonable period of time so long as Landlord has commenced curative action within said thirty (30) day period and thereafter is diligently attempting to cure such default. In the event that Landlord fails to cure such default within said thirty (30) day period, or within said additional reasonable period of time, Tenant shall have the right to:

(i) Proceed to cure such default and deduct the cost of curing same plus interest thereon at the rate of ten percent (10%) per annum from the next succeeding rental installment(s) due by Tenant to Landlord hereunder; or

(ii) Proceed to cure such default and bring suit against Landlord for the cost of curing same plus interest thereon at the rate of ten percent (10%) per annum.

If any mortgagee of Landlord has given Tenant its address for notices and specifically requests such notice, Tenant agrees to give the notice required hereinabove to such mortgagee at the time Tenant gives same to Landlord, and to accept curative action, if any, undertaken by such mortgagee as if such curative action had been taken by Landlord.

25. Waiver of Subrogation: Each party hereto waives any and every claim which arises or may arise in such party's favor against the other party hereto during the Term of this Lease for any and all loss of, or damage to, any of such party's property located within or upon, or constituting a part of, the Leased Premises, which loss or damage is covered by valid and collectible fire and extended coverage insurance policies, to the extent that such loss or damage is recoverable under such insurance policies. Such mutual waivers shall be in addition to, and not in limitation or derogation of, any other waiver or release contained in this Lease with respect to any loss of, or damage to, property of the parties hereto. Inasmuch as such mutual waivers will preclude the assignment of any aforesaid claim by way of subrogation or otherwise to an insurance company (or any other person), each party hereby agrees immediately to give to each insurance company which has issued to such party policies of fire and extended coverage insurance, written notice of the terms of such mutual waivers, and to cause such insurance policies to be properly endorsed, if necessary, to prevent the invalidation of such insurance coverages by reason of such waivers.

26. Title to Improvements: Any and all improvements on the Leased Premises shall become the property of the Landlord upon the termination of this Lease; provided, however: (i) if Tenant is not then in default hereunder, Tenant shall have the right to remove all personal property and trade fixtures owned by Tenant from the Leased Premises, but Tenant shall be required to repair any of the damage to the Leased Premises caused by such removal in a good and workmanlike manner and at Tenant's sole cost and expense; and (ii) Landlord may elect to require Tenant to remove all improvements from the Leased Premises and restore the Leased Premises to the condition in which the same existed on the date hereof, in which event Tenant shall promptly perform such removal and restoration in a good and workmanlike manner and at Tenant's sole cost and expense.

27. Mechanics' and Materialmen's Lien: Tenant agrees to indemnify and hold Landlord harmless from all liability arising out of the filing of any mechanics' or materialmen's liens against the Leased Premises by reason of any act or omission of Tenant or anyone claiming under Tenant, and Landlord, at Landlord's option, may satisfy such liens and collect the amount expended from Tenant together with interest thereon as provided in Paragraph 37 as additional rent; provided, however, that Landlord shall not so satisfy such liens until fifteen (15) days after written notification to Tenant of Landlord's intention to do so and Tenant's failure during such fifteen (15) day period to bond such liens or escrow funds with appropriate parties to protect Landlord's interest in the Leased Premises.

28. Title: Tenant accepts the Leased Premises subject to: (i) the Base Lease; (ii) the Rules and Regulations; (iii) easements and rights-of-way and (iv) zoning ordinances and other ordinances, laws, statutes or regulations now in effect or hereafter promulgated by any governmental authority having jurisdiction over the Leased Premises.

29. Quiet Enjoyment and Subordination: Landlord covenants, represents and warrants that Landlord has full right and power to execute and perform this Lease and to grant the estate demised herein, and that Tenant, upon payment of the rents herein reserved, and performance of the terms, conditions, covenants and agreements herein contained, shall peaceably and quietly have, hold and enjoy the Leased Premises during the full Term of this Lease; provided, however, that Tenant accepts this Lease subject and subordinate to any recorded mortgage, deed of trust or other lien presently existing upon the Leased Premises. Landlord further is hereby irrevocably vested with full power and authority by Tenant to subordinate Tenant's interest hereunder to any mortgage, deed of trust or other lien now existing or hereafter placed on the Leased Premises or to declare this Lease prior and superior to any mortgage, deed of trust or other lien now existing or hereafter placed on the Leased Premises; provided, however, any such subordination shall be upon the express conditions that (i) this Lease shall be recognized by the mortgagee and that all of the rights of Tenant shall remain in full force and effect during the full term of this Lease on condition that Tenant attorn to the mortgagee, its successors and assigns, and perform all of the covenants and conditions required by the terms of this Lease, and (ii) in the event of foreclosure or any enforcement of any such mortgage, the rights of Tenant hereunder shall expressly survive and this Lease shall in all respects continue in full force and effect so long as Tenant shall fully perform all Tenant's obligations hereunder and attorn to the purchaser. Tenant also agrees upon demand to execute further instruments declaring this Lease prior and superior to any mortgage, deed of trust or other lien and specifically providing that this Lease shall survive the foreclosure of such mortgage, deed of trust or other lien.

30. Rent on Net Return Basis: Except for the rental due under the Base Lease during the time that AATI is the Landlord hereunder, it is intended that the rent provided for in this Lease shall be an absolute net return to Landlord for the term of this Lease, free of any loss, expenses or charges with respect to the Leased Premises, including, without limitation, maintenance, repairs, replacement, insurance, taxes and assessments, and this Lease shall be construed in accordance with and to effectuate such intention.

31. Holding Over: Should Tenant, or any of Tenant's successors in interest fail to surrender the Leased Premises, or any part thereof, on the expiration of the Term of this Lease, such holding over shall constitute a tenancy from month to month only terminable at any time by either Landlord or Tenant after thirty (30) days prior written notice to the other, at a monthly rental equal to two hundred percent (200%) of the rent paid for the last month of the Term of this Lease.

32. Waiver of Default: No waiver by the parties hereto of any default or breach of any term, condition or covenant of this Lease shall be deemed to be a waiver of any subsequent default or breach of the same or any other term, condition or covenant contained herein.

33. Release of Landlord Upon Transfer: All of Landlord's personal liability for the performance of the terms and provisions of this Lease (except for any liability accruing prior to such transfer) shall terminate upon a transfer of the Leased Premises by Landlord, provided that the obligations of Landlord under this Lease are covenants running with the land and shall be binding upon the transferee of Landlord's interest in this Lease and the Leased Premises.

34. Attorneys' Fees: If, on account of any breach or default by Tenant of Tenant's obligations under this Lease, it shall become necessary for Landlord to employ an attorney to enforce or defend any of Landlord's rights or remedies hereunder, Landlord shall be entitled to collect reasonable attorneys' fees incurred in such connection from Tenant.

35. Financial Information: Tenant agrees that Tenant will from time to time upon the written request of Landlord during the term of this Lease furnish to Landlord such credit and banking references as Landlord may reasonably request.

36. Estoppel Certificates: Tenant agrees that from time to time, upon not less than ten (10) days prior written request by Landlord, Tenant will deliver to Landlord a statement in writing certifying that:

A. This Lease is unmodified and in full force and effect (or if there have been modifications, that this Lease as modified is in full force and effect and stating the modifications).

B. The dates to which rent and other charges have been paid.

C. Landlord is not in default under any term or provision of this Lease or if in default the nature thereof in detail in accordance with an exhibit attached thereto.

D. If requested by Landlord, Tenant will not pay rent for more than one (1) month in advance and that this Lease will not be amended without notice to Landlord's mortgagee and that the same will not be terminated without the same notice required by the Lease to be furnished to Landlord also being furnished to Landlord's mortgagee.

Landlord agrees that from time to time, upon not less than ten (10) days' prior written request by Tenant, Landlord will deliver to Tenant a statement in writing certifying that:

A. This Lease is unmodified and in full force and effect (or if there have been modifications, that the lease as modified is in full force and effect and stating the modifications).

B. The dates to which rent and other charges have been paid.

C. Tenant is not in default under any term or provision of this Lease or if in default the nature thereof in detail in accordance with an exhibit attached thereto.

37. Interest on Tenant's Obligations and Manner of Payment: All monetary obligations of Tenant to Landlord under this Lease remaining unpaid ten (10) days after the due date of the same (if no due date has been established under other provisions hereof, the "due date" shall be the date upon which Landlord demands payment from Tenant in writing) shall bear interest at the rate of ten percent (10%) per annum from and after said tenth (10th) day until paid. If more than twice during the term of the Lease Tenant's personal or corporate check is not paid by the bank on which it is drawn for whatever reason, Landlord may require, by giving written notice to Tenant, that the payment of all future monetary obligations of Tenant under this Lease be made on or before the due date by cash, cashier's check, certified check or money order, and the delivery of Tenant's personal or corporate check will no longer constitute payment of such monetary obligations. Any acceptance by Landlord of a personal or corporate check after such notice shall not be deemed or construed as a waiver or estoppel of Landlord to require other payments as required by said notice.

38. Independent Contractor: It is understood and agreed that in leasing and operating the Leased Premises, Tenant is acting as an independent contractor and is not acting as agent, partner, joint venturer or employee of Landlord.

39. Force Majeure: In the event performance by Landlord of any term, condition or covenant in this Lease is delayed or prevented by any Act of God, strike, lockout, shortage of material or labor, restriction by any governmental authority, civil riot, flood, or any other cause not within the control of Landlord, the period for performance of such term, condition or covenant shall be extended for a period equal to the period Landlord is so delayed or hindered.

40. Exhibits: All exhibits, attachments, annexed instruments and addenda referred to herein shall be considered a part hereof for all purposes with the same force and effect as if copied verbatim herein.

41. Use of Language: Words of any gender used in this Lease shall be held and construed to include any other gender, and words in the singular shall be held to include the plural, unless the context otherwise requires.

42. Captions: The captions or headings of paragraphs in this Lease are inserted for convenience only, and shall not be considered in construing the provisions hereof if any question of intent should arise.

43. Successors: The terms, condition and covenants contained in this Lease shall apply to, inure to the benefit of, and be binding upon the parties hereto and their respective successors in interest and legal representatives except as otherwise herein expressly provided. All rights, powers, privileges, immunities and duties of Landlord under this Lease, including, but not limited to, any notices required or permitted to be delivered by Landlord to Tenant hereunder, may, at Landlord's option, be exercised or performed by Landlord's agent or attorney.

44. Severability: If any provision in this Lease should be held to be invalid or unenforceable, the validity of the remaining provisions of this Lease shall not be affected thereby.

45. Notices: Any notice or document required or permitted to be delivered hereunder may be delivered in person or shall be deemed to be delivered, whether actually received or not, when deposited in the United States mail, postage prepaid, registered or certified mail, return receipt requested,

addressed to the parties at the addresses indicated below, or at such other addresses as may have theretofore been specified by written notice delivered in accordance herewith.

LANDLORD:

Town of Addison, Texas
P.O. Box 144
Addison, Texas 75001

Addison Airport of Texas, Inc.
4505 Claire Chennault
Dallas, Texas 75248

TENANT:

Mission Aire IV, ~~Ltd.~~ L.P.
P.O. Box 639
Addison, Texas 75001

46. Fees or Commission: Each party hereto hereby covenants and agrees with the other that such party shall be solely responsible for the payment of any brokers', agents' or finders' fees or commissions agreed to by such party arising from the execution of this Lease or the performance of the terms and provisions contained herein, and such party agrees to indemnify and hold the other party harmless from the payment of any such fees or commissions.

47. Counterparts: This Lease may be executed in multiple counterparts, each of which shall be deemed an original, and all of which shall constitute but one and the same instrument.

48. Governing Law and Venue: This Lease and all of the transactions contemplated herein shall be governed by and construed in accordance with the laws of the State of Texas, exclusive of the conflict of laws provisions thereof, and Landlord and Tenant both irrevocably agree that venue for any dispute concerning this Lease or any of the transactions contemplated herein shall be in any court of competent jurisdiction in Dallas County, Texas.

49. Special Conditions: Any transfer, assignment, or other conveyance of this Lease shall requires the prior written approval of the City.

50. Entire Agreement and Amendments: This Lease, consisting of forty-nine (49) Paragraphs and Exhibits "A" through "C" attached hereto, embodies the entire agreement between Landlord and Tenant and supersedes all prior agreements and understandings, whether written or oral, and all contemporaneous oral agreements and understandings relating to the subject matter hereof. Except as otherwise specifically provided herein, no agreement hereafter made shall be effective to change, modify, discharge or effect an abandonment of this Lease, in whole or in part, unless such agreement is in writing and signed by or on behalf of the party against whom enforcement of the change, modification, discharge or abandonment is sought.

EXECUTED as of the day, month and year first above written.

LANDLORD:

TOWN OF ADDISON, TEXAS
By: _____
Its: CITY MANAGER

ADDISON AIRPORT OF TEXAS, INC.
By: _____
Its: President

TENANT:

MISSION AIRE IV, ~~LTD.~~ L.P.

By: _____

Its: partner

ACKNOWLEDGEMENT

THE STATE OF TEXAS }
COUNTY OF DALLAS }

BEFORE ME, the undersigned authority, on this day personally appeared Ron Whitehead known to me to be the person whose name is subscribed to the foregoing instrument, and acknowledged to me that he executed the same for the purposes and consideration therein stated.

GIVEN under my hand and seal of office this 15th day of OCTOBER, 1997.

MICHELE L. COVINO
Notary Public
STATE OF TEXAS
My Commission Expires
09-22-2001

Michele L. Covino
Notary Public
DALLAS
County, Texas

ACKNOWLEDGEMENT

THE STATE OF TEXAS }
COUNTY OF DALLAS }

BEFORE ME, the undersigned authority, on this day personally appeared Sara Stuart known to me to be the person whose name is subscribed to the foregoing instrument, and acknowledged to me that he executed the same for the purposes and consideration therein stated.

GIVEN under my hand and seal of office this 24th day of October, 1997.

HEATHER GERMAN
Notary Public, State of Texas
My Commission Expires
AUG. 21, 2001

Heather German
Notary Public
Dallas
County, Texas

ACKNOWLEDGEMENT

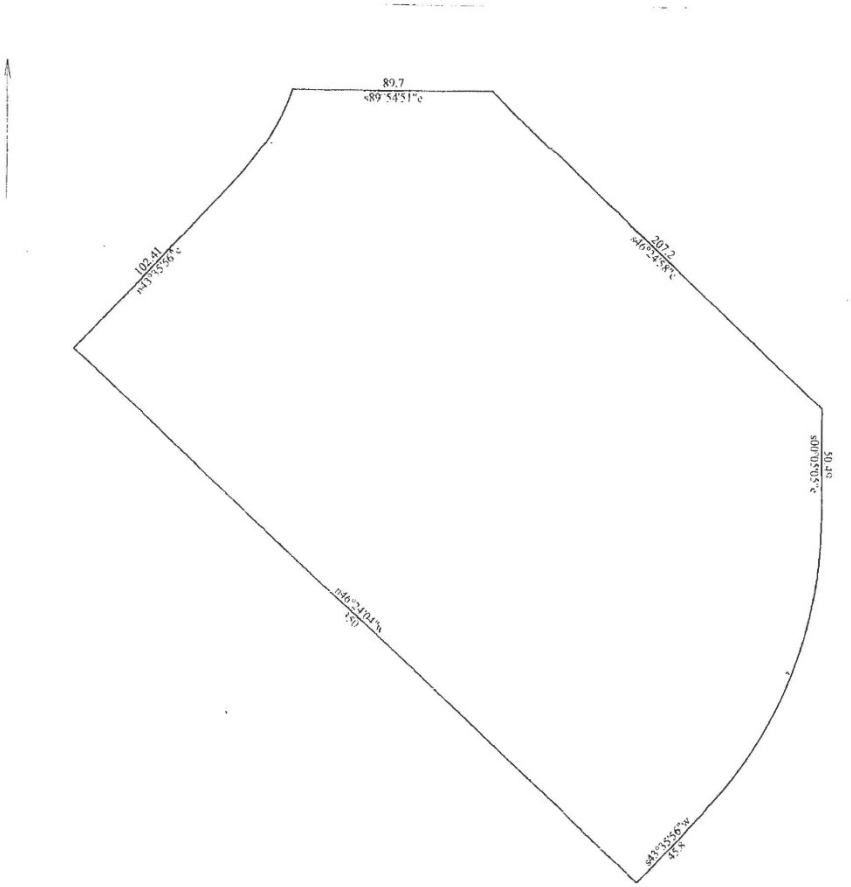
THE STATE OF TEXAS }
COUNTY OF DALLAS }

BEFORE ME, the undersigned authority, on this day personally appeared Ronald M. Frederick known to me to be the person whose name is subscribed to the foregoing instrument, and acknowledged to me that he executed the same for the purposes and consideration therein stated.

GIVEN under my hand and seal of office this 15th day of September, 1997.

ELAINE M. MOORE
NOTARY PUBLIC
State of Texas
Comm. Exp. 12-30-2000

Elaine M. Moore
Notary Public
DALLAS
County, Texas



PROPERTY DESCRIPTION

Being a tract of land situated in the William Lomax Survey, Abstract No. 792, Town of Addison, Dallas County, Texas, and being more particularly described as follows:

Beginning at a ½ inch iron rod with a yellow plastic cap stamped "PITTS 4595" set for a southwest corner of the Replat of the Blakely Airport Addition, an Addition to the Town of Addison, as recorded in Volume 85100, Page 4042, Deed Records, Dallas County, Texas, and being on the easterly right-of-way of Claire Chennault Road (60 foot right-of-way);

Thence along the south line of said Blakely Addition, South 89 degrees 54 minutes 51 seconds East a distance of 89.70 feet to a chiseled "X" found in concrete for corner;

Thence, continuing along said south line, South 46 degrees 24 minutes 58 seconds East a distance of 207.20 feet to a ⅝ inch iron rod found for corner and being on the west right-of-way line of a taxiway;

Thence, along the west line of said taxiway, South 00 degrees 05 minutes 05 seconds East a distance of 50.49 feet to a ½ inch iron rod found for the point of curvature of a curve to the right having a central angle of 43 degrees 41 minutes 01 seconds and a radius of 190.00 feet;

Thence, along said west line and said curve to the right for an arc length of 144.86 feet to a ½ inch iron rod with a yellow plastic cap stamped "PITTS 4595" set for corner;

Thence, continuing along said west line, South 43 degrees 35 minutes 56 seconds West a distance of 45.80 feet to a ½ inch iron rod with a yellow plastic cap stamped "PITTS 4595" set for corner;

Thence, along the north line of the Dorham Oil Tool Company, Inc. tracts as recorded in Volume 82240, Page 0968, and Volume 82240, Page 0976, North 46 degrees 24 minutes 04 seconds West passing a chiseled "X" found in concrete at 160.00 feet and, in all, a distance of 350.00 feet to a chiseled "X" found in concrete on the east right-of-way line of the aforementioned Claire Chennault Road;

Thence, along said east right-of-way line of Claire Chennault Road, North 43 degrees 35 minutes 56 seconds East a distance of 102.41 feet to a ½ inch iron rod with a yellow plastic cap stamped "PITTS 4595" set for the point of curvature of a curve to the left having a central angle of 22 degrees 17 minutes 45 seconds and a radius of 130.00 feet;

Thence, continuing along said east right-of-way and said curve to the left for an arc length of 50.59 feet to the Point of Beginning and containing 68,766 square feet or 1.5787 acres of land.

The basis of bearings for this survey is the measured center line of the airport runway as North 20 degrees 28 minutes 30 seconds West

EXHIBIT "B"

PROPERTY SURVEY AND LEGAL DESCRIPTION OF DEMISED PREMISES

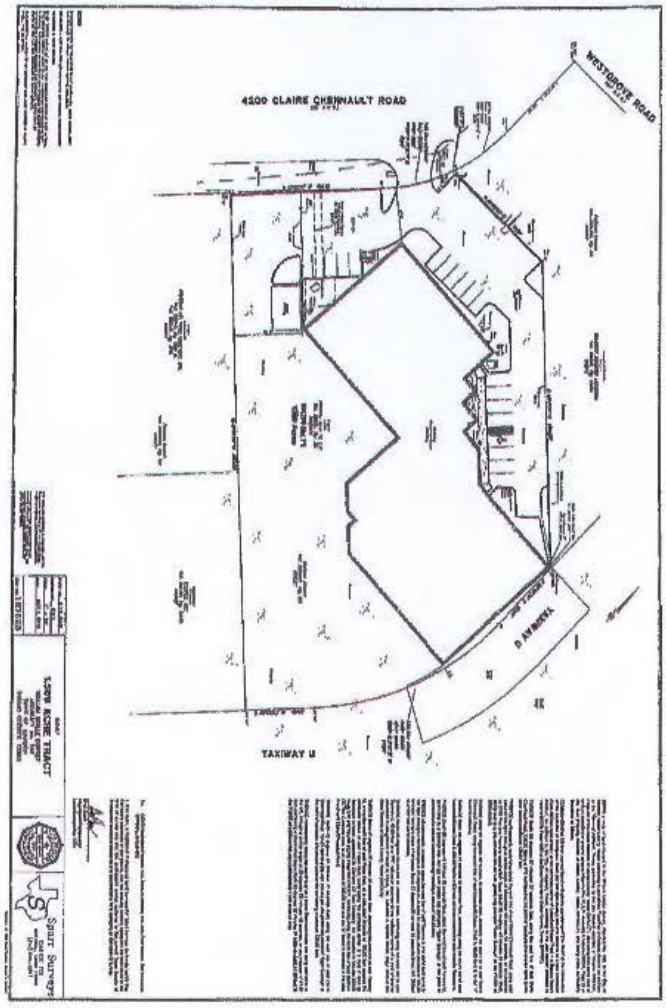


EXHIBIT "C"

BUILDING IMPROVEMENTS

	Description of Building Improvement	Estimated Improvement Cost
1	Upgrade efficient lighting - LED lighting for the entire facility to include hangars, offices and external areas	$47,509
2	Update security, surveillance, controlled access and other internal tracking systems	$34,900
3	Security for TSA compliance for KDCA (Reagan National) and to support NASA, DoD and USAF Special Mission modifications	$22,750
4	Replacement/new and major upgrade of roof for the 4600 building	$68,556
5	Installation of 220/440 V power/3 phase for the 4600 campus such that it supports larger aircrafts' needs/requirements	$27,450
6	Installation of 115V, 400 Hz. Power system and service such to support larger aircrafts' requirements (including: GV, Do328, Embraer 145/Legacy, Embraer 170/190, Bombardier Global 6000)	$22,550
7	Installation of a facility wide compressed air system	$22,500
8	Improvements to electrical system to support item #'s 6 and 7 for power feed	$22,000
9	Refurbishment of floors at both North and South Hangars	$47,500
10	Installation of 'Big-Ass' fans in the North Hangar	$15,000
11	Installation of additional insulation and energy efficient sealants to improve energy usage and consumption	$6,000
12	Remodel to the interior office space (painting, partitioning, floor covering, lighting, HVAC) to accommodate additional staff	$18,770
13	Installation of an external storage building for GSE storage	$27,000
14	Upgrades to landscaping and signage for the 4600 building	$7,500
15	Installation of shoring and jacking to support larger aircraft needs. Up to 200,000 MTOW aircraft weights	$28,000
16	Installation of large weighing systems for up to 200,000 MTOW weights	$24,000
17	Installation of scaffolding and other 'tall-tail' access systems to access elevators and vertical stabilizer of aircraft such as the GV and Citation X	$23,000
18	Replacement of 50% of the Air Conditioning units improving energy consumption	$34,350
	Grand Total	$499,335

EXHIBIT "D"

MEMORANDUM OF LEASE

This Memorandum of Lease is dated as of _____, 20__, and executed by and between the Town of Addison, Texas ("Landlord" or "City") and AQRD-REP LLC, a Texas limited liability company ("Tenant").

WHEREAS, a Ground Lease was executed on July 1, 1997 (the "Ground Lease"), between the City of Addison, Addison Airport of Texas, Inc. ("Landlord") and Mission Aire IV, L.P., a Texas limited partnership as "Tenant" recorded in the Dallas County, Texas Official Public Records ("OPR") as Instrument #199800043109;

WHEREAS, by that Assignment of Lease dated _____, 2018, recorded in Instrument # _____ of the Deed Records of Dallas County, Texas, the Ground Lease was assigned from MISSION AIRE IV, L.P., as assignor, to AQRD-REP LLC, a Texas limited liability company, as assignee; and comprising the Ground Lease, as amended or modified, hereinafter referred to as the "Ground Lease" and described in that certain boundary survey dated July 21, 2004 by the terms of which certain real property now commonly referred to as 4600 Claire Chennault Drive at Addison Airport within the Town of Addison, Texas (being more specifically described in Exhibit "A" attached hereto and incorporated herein by reference) and owned by the City; and thereafter the Ground Lease:

Now let it be known, the said Ground Lease is further amended by that First Amendment to Ground Lease, entered into and made effective _____, 2018, which, among other things, extends the Term so the Ground Lease shall [Note: strike non-applicable of] a) continue to expire on June 30, 2037 OR b) now expire June 30, 2057 unless otherwise earlier terminated.

This Memorandum of Lease is solely for recording and notice purposes and shall not be construed to alter, modify, expand, diminish or supplement the provisions of the Ground Lease, as amended. In the event of any inconsistency between the provisions of this Memorandum of Lease and the provisions of the Ground Lease (as amended), the provisions of the Ground Lease, as amended, shall govern. Reference should be made to the Ground Lease (and all amendments thereto) for the full description of the rights and duties of Landlord and Tenant thereunder, and this Memorandum of Lease shall in no way affect the terms and conditions of the Ground Lease (including all amendments thereto) or the interpretation of the rights and duties of Landlord and Tenant thereunder.

Upon the expiration or earlier termination of the Ground Lease, Landlord and Tenant agree that they shall execute and record a termination of this Memorandum of Lease.

IN WITNESS WHEREOF, the undersigned parties execute this Memorandum of Lease this _____ day of _____, 20__.

TENANT: AQRD-REP, LLC

By: _____

Printed Name: _____

LANDLORD: TOWN OF ADDISON, TEXAS

By: _____

Wesley S. Pierson, City Manager

Title: _____

ACKNOWLEDGEMENT

STATE OF TEXAS §
§
COUNTY OF DALLAS §

BEFORE ME, the undersigned authority, on this day personally appeared _____, _____ of AQRD-REP LLC, a Texas limited liability company, known to me to be the person whose name is subscribed to the foregoing instrument, and acknowledged to me that he executed the same for the purposes and consideration therein stated.

GIVEN under my hand and seal of office this _____ day of _____, 20__.

[SEAL]

By:_____
Notary Public, State of Texas

My commission expires:_____

STATE OF TEXAS §
§
COUNTY OF DALLAS §

BEFORE ME, the undersigned authority, on this day personally appeared _____, city manager of the Town of Addison, a home-rule municipality, known to me to be the person whose name is subscribed to the foregoing instrument, and acknowledged to me that he executed the same for the purposes and consideration therein stated

GIVEN under my hand and seal of office this _____ day of _____, 20__.

[SEAL]

By:_____
Notary Public, State of Texas

My commission expires:_____

EXHIBIT A
to Memorandum of Lease

LEGAL DESCRIPTION OF DEMISED PREMISES

BEING a tract of land situated in the William Lomax Survey, Abstract No. 792, in the City of Addison, Dallas County, Texas, and being a part of the Final Plat of Addison Airport, an addition to the Town of Addison, Texas, according to the plat thereof recorded in Volume 2005131, Page 82 of the Deed Records of Dallas County, Texas (DRDCT), also being that same tract of land as described in ground lease to Mission Aire IV, L.P. recorded in Volume 98031, Page 28 in the Real Property Records of Dallas County, Texas (RPRDCT), and being more particularly described as follows:

COMMENCING at 1/2-inch iron rod found with plastic cap stamped "Dal Tech" at the intersection of the south line of Westgrove Road (60 foot right-of-way) with the east line of Claire Chennault Road (60 foot right-of-way), at the northwest corner of Leasehold Estate Tract 1 of Blakely Airport Addition, an addition to the City of Addison, Texas, according to the plat thereof recorded in Volume 84088, Page 4359 of the Deed Records of Dallas County, Texas (DRDCT);

THENCE South 00 degrees 37 minutes 57 seconds East, along the east line of said Claire Chennault Road, 259.26 feet to a "PK" nail found at the point of curvature of a circular curve to the right having a radius of 130.00 feet;

THENCE southwesterly, continuing along the east line of said Claire Chennault Road, along said curve to the right, through a central angle of 20 degrees 43 minutes 19 seconds, an arc distance of 47.02 feet and having a chord which bears South 09 degrees 43 minutes 43 seconds West, 46.76 feet to a 5/8-inch iron rod set with plastic cap stamped "Sparr Surveys" at the **POINT OF BEGINNING**;

THENCE North 89 degrees 56 minutes 35 seconds East, departing the east line of said Claire Chennault Road, along the south line of said Leasehold Estate Tract 1, 88.59 feet to a cut "x" found in concrete;

THENCE South 48 degrees 41 minutes 09 seconds East, continuing along the south line of said Leasehold Estate Tract 1, 208.29 feet to a 60d nail set in concrete in the west line of a Taxiway U;

THENCE South 00 degrees 48 minutes 39 seconds East, along the west line of said Taxiway U, 50.49 feet to a 5/8-inch iron rod set with plastic cap stamped "Sparr Surveys" at the point of curvature of a circular curve to the right having a radius of 180.00 feet;

THENCE southwesterly, continuing along the west line of said Taxiway U and along said curve to the right, through a central angle of 43 degrees 41 minutes 01 seconds, an arc distance of 144.86 feet and having a chord which bears South 21 degrees 01 minutes 51 seconds West, 141.38 feet to a "PK" nail set in concrete;

THENCE South 42 degrees 52 minutes 22 seconds West, continuing along the west line of said Taxiway U, 45.80 feet to a "PK" nail set in concrete at the northeast corner of a tract of land as described in assignment of lease to Flytex, Inc. recorded in Volume 84039, Page 2070 in the Deed Records of Dallas County, Texas (DRDCT);

THENCE North 47 degrees 07 minutes 38 seconds West, departing the west line of said Taxiway U, along the north line of said Flytex tract, at a calculated distance of 180.63 feet passing the northwest corner of said Flytex tract, same being the northeast corner of a tract of land as described in lease agreement to Donham Oil Tool Company, Inc. recorded in Volume 82240, Page 978 and Volume 82240, Page 968 DRDCT, continuing along the north line of said Donham Oil Tool Company tract, in all a distance of 350.63 feet to a cut "x" found in concrete in the east line of said Claire Chennault Road;

THENCE North 42 degrees 57 minutes 17 seconds East, along the east line of said Claire Chennault Road, 104.21 feet to a 5/8-inch iron rod set with plastic cap stamped "Sparr Surveys" at the point of curvature of a circular curve to the left having a radius of 130.00 feet;

THENCE northeasterly, along the east line of said Claire Chennault Road and along said curve to the left, through a central angle of 22 degrees 53 minutes 43 seconds, an arc distance of 51.95 feet and having a chord which bears North 31 degrees 32 minutes 14 seconds East, 51.60 feet to the ***POINT of BEGINNING*** and **CONTAINING** 1.586 acres of land.

LEASE ADDENDUM #1

TENANT'S LEASEHOLD MINIMUM MAINTENANCE AND REPAIR STANDARDS AND PRACTICES

I. ***Purpose***: Pursuant to Section 11 (or elsewhere as provided for) of the Lease[1] the Tenant is required to maintain the Demised Premises and all improvements, fixtures, equipment and personal property thereto in "good repair and in a first class condition" and in accordance with all applicable ordinances, codes, rules and regulations of or adopted by the City of Addison or any regulating agency with oversight of any or all portions of the Demised Premises throughout the Term as it may be extended or otherwise amended.

Additionally, Section 26 entitled Title to Improvements provides, among other things, Tenant shall own and hold title to any building improvements constructed on the Demised Premises and upon the expiration or early termination of the ownership of said building improvements, said building improvements shall merge with the title of the Demised Premises and become the property of the Landlord. Landlord may, at Landlord sole discretion, elect Tenant to: (i) deliver to Landlord the Demised Premises clean and free of trash and in good repair and condition in accordance with these *Tenant's Leasehold Minimum Maintenance and Repair Standards and Practices* together with all fixtures and equipment situated in the Demised Premises with reasonable wear and tear excepted; or (ii) prior to the expiration or early termination of the Term, demolish and remove or cause to be removed from the Demised Premises all building improvements together with any fixtures or equipment remaining and restore the Demised Premises to reasonably the same condition it was found immediately prior to Tenant's taking possession of the Demised Premises as of the Effective Date. Such demolition and removal shall be performed at Tenant's sole cost and risk in accordance with all prevailing ordinances, codes, rules and regulations governing same.

Therefore, these *Tenant's Leasehold Minimum Maintenance and Repair Standards and Practices* ("Maintenance Standards") hereby set forth in general the minimum level of standard of maintenance and repair or practice the Landlord expects of Tenant and Tenant (or any of its successors and, or assigns) agrees to be obliged in order to comply with the terms and conditions of the Lease.

II. ***Governing Standard or Practice***: Section 8.A of the Lease, as amended or modified, states the Tenant agrees to comply with all laws, ordinances, rules, regulations, directives, permits, policies or standards of any governmental authority, entity, or agency affecting the use of the Demised Premises; and any "Construction/Maintenance Standards and Specifications" published by Landlord or its Airport Manager governing such matters at Addison Airport. Section 11.B. of the Lease states "Should there ever arise a conflict between the degree of standard or duty to practice any such standard or practice between [these Maintenance Standards] and any new construction and maintenance and repair standard so adopted by the Landlord, the standard and/or practice representing the higher or greater degree of standard and/or practice shall prevail as if

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[1] All capitalized terms used in these Tenant's Minimum Leasehold Maintenance Standards and Procedures are as used and defined in the underlying Lease unless otherwise defined herein.

such higher degree of standard and/or practice is incorporated into and made a part of these [Maintenance Standards].

III. ***Terminology Used***: Unless otherwise provided herein, the definition and/or the description of certain terms used or referred to below shall be the same as defined in the Lease or ASTM International Standard E2018-15[2] (as it may be amended or modified from time to time or its equivalence as generally accepted by the United States commercial real estate industry at the time).

For the purpose herein the standard being in "*good repair and in first-class condition*" generally means when the building component or system is serving its designed function, is of working condition and operating well, shows evidence of being well taken care of and does not require immediate or short-term repairs above its *de minimis* threshold or does not evidence a material physical deficiency.

Building System – Interacting or independent components or assemblies, which form single integrated units that comprise a building and its site work, such as pavement and flatwork, structural frame, roofing, exterior walls, plumbing, HVAC, electrical, etc. (ASTM E2018-15).

Component – A portion of a building system, piece of equipment, or building element (ASTM E2018-15).

Deferred Maintenance – Physical deficiencies that could have been remedied with routine maintenance, normal operating maintenance, etc., excluding *de minimus* conditions that generally do not present a material physical deficiency to the subject property (ASTM E2018-15).

Effective Age – The estimated age of a building component that considers actual age as affected by maintenance history, location, weather conditions, and other factors. Effective Age may be more or less than actual age (ASTM E2018-15).

Engineer: Designation reserved by law for a person professionally qualified, examined, and licensed by the appropriate governmental board having jurisdiction, to perform engineering services (ASTM E2018-15).

Expected Useful Life – The average amount of time in years that an item, component or system is estimated to function without material repair when installed new and assuming routine maintenance is practiced (ASTM E2018-15).

Fair Condition – To be found in working condition, but may require immediate or short-term repairs above the *de minimis* threshold of not evidencing a material physical deficiency (ASTM E2018-15).

Normal Wear and Tear - Defined as deterioration that results from the intended use of the commercial premises, including breakage or malfunction due to age or deteriorated condition, but the term does not include deterioration that results from negligence, carelessness, accident or abuse

[2] ASTM Designation E2018-15; November 2015ASTM International, 100 Barr Harbor Drive, PO Box C700, West Conshohocken PA 19428-2929, United States

of the premises, equipment or chattels by the Tenant, by a guest or invitee of the Tenant (Section 93.006[b]); Chapter 93 of the Texas Property Code entitled "Commercial Tenancies"

Physical Deficiency (ies) – The presence of a conspicuous defect or defects and/or material deferred maintenance of a subject property's material systems, components, or equipment as observed. Specifically excludes deficiencies that may be remedied with routine maintenance, miscellaneous minor repairs, normal operating maintenance, etc. (ASTM E2018-15).

Poor Condition – Found not to be in working condition or requires immediate or short-term repairs substantially above the *de minimis* threshold of not evidencing a material physical deficiency (ASTM E2018-15).

Routine Maintenance - Repair that does not require specialized equipment, professional services, or licensed contractors but, rather can be corrected within the budget and skill set of typical property maintenance staff (ASTM E2018-15).

IV. ***Baseline Property Condition Assessment:*** Beginning on or about the tenth (10th) anniversary but no later than the twelfth (12th) anniversary of the Effective Date of the First Amendment, Tenant shall procure, at the sole cost of Tenant, a Property Condition Assessment baseline report (PCA) to be prepared, written and signed by a licensed professional engineer qualified to assess the condition of the Demised Premises and all Building Improvements, fixtures and equipment made a part thereto pursuant to the then-operative version of ASTM International Standard Designation E2018 as of the date the PCA is performed. If at that time, for any reason, ASTM International no longer publishes standards for conducting property condition assessments for commercial real estate in the United States, Landlord and Tenant shall mutually agree to adopt another similar standard of practice to be performed by qualified third Parties recognized and accepted by the commercial real estate industry in the United States.

For any portion of the Demised Premises designed and constructed with the intent to be used for the storage and movement of aircraft, the PCA shall also include an aircraft pavement condition assessment performed for such areas in accordance with FAA Advisory Circular 150/5380-7A "*Airport Pavement Management Program*" and ASTM Standard Designation D5340 "*Standard Test Method for Airport Pavement Condition Index Surveys*" (or their respective operative standard in effect at the time of the PCA report date) (the "Pavement Standards"). If no such standard exists at the time, the pavement condition assessment shall be performed based on prevailing industry standards as of the date of the assessment.

A. Within thirty (30) days of the published date of the PCA report Tenant shall deliver to Landlord a complete signed original copy of the PCA report together with the aircraft pavement condition assessment, if any, together with:

(1.) "**Tenant's Remedy Plan**", a written plan prepared by Tenant itemizing and given in sufficient detail Tenant's plan to remedy and cure, at Tenant's sole cost and expense, any and all Physical Deficiencies and, or Deferred Maintenance matters identified and communicated in the PCA report. Tenant's Remedy Plan shall indicate, among other things, that all work will be completed in a good and workman like condition pursuant to all local building codes and ordinances as required by the Lease within one hundred and

eighty (180) calendar days from the date of the PCA's published report date (the "Remedy Period") unless otherwise agreed to in writing by Landlord.

(a.) If the pavement condition index (PCI), as defined in the Pavement Standards, reflects a score less than 70 (or its equivalence) the Tenant's Remedy Plan shall set forth in sufficient detail Tenant's intended remedy and cost estimate necessary to increase the aircraft pavement PCI score to a minimum of 70 within the Remedy Period.

(b.) In the event the PCA recommends supplemental testing or evaluation of any building component including, but not limited to, structural, building envelope, roofing, HVAC, plumbing, electrical, fire alarm and suppression, elevator, hangar door and/or door operators, environmental, pavement and ADA, Tenant's Remedy Plan shall reflect Tenant's plan to complete such supplemental investigations as recommended within the Remedy Period.

(2.) "**Tenant's Facility Maintenance and Repair Plan**" (or "Maintenance Plan") which sets forth in sufficient detail Tenant's stated itemized objectives to maintain and keep all building components and systems, pavement and landscaped areas in good condition and repair together with any planned capital repairs, including those cited in the PCA report and any capital improvements planned within the next ten (10) years following the PCA published report date. Additionally, the Maintenance Plan should include but not be limited to the following:

(a.) Tenant's schedule and checklist for periodic self-inspection of all major building components and systems on annualized basis.

(b) Tenant shall periodically update the Maintenance Plan to reflect scheduled repairs made together with itemized repair costs given, new conditions found as a result of Tenant's periodic self-inspections and Tenant's plan to maintain or repair said condition.

B. If Tenant fails to deliver to Landlord a complete signed original Baseline PCA Report, Tenant's Remedy Plan and Tenant's Facility Maintenance and Repair Plan as required herein, Landlord may provide written notice thereof to Tenant. Tenant shall have sixty (60) days after receipt of such notice to provide such report or plan. Tenant's failure to provide the documentation required herein shall be considered an event of default of the Lease. Tenant's failure to promptly remedy any Physical Deficiency (ies) identified and communicated in any PCA report as required herein is also considered an event of default under the Lease. In the event of such default(s), in addition to all other rights and remedies available to Landlord under the Lease and by law, Landlord may, but not be obligated to, cause such reports and plans to be prepared and implemented as deemed commercially reasonable; and all reasonable costs therefore expended by Landlord plus interest thereon as provided for in Section 39 of the Lease shall be paid by Tenant upon demand.

V. ***Requirement for Subsequent Baseline Property Condition Report Updates, Tenant Remedy Plan Updates and Tenant's Facility Maintenance and Repair Plan Updates:***

A. Upon each ten (10) year anniversary of the Effective Date of the First Amendment to Ground Lease (but not later than two (2) years after each 10-year anniversary) Tenant shall procure, at its sole cost and expense, a PCA update (including aircraft pavement condition assessment) with the subsequent PCA report being of similar form and scope as the initial baseline PCA outlined above. Consideration should be given to the age of all building components and whether any special assessments might be warranted. Within thirty (30) days of the published date of the subsequent PCA report, Tenant shall deliver to Landlord a complete signed original of the subsequent PCA report together with the aircraft pavement condition assessment findings. Simultaneously, Tenant shall deliver to Landlord its Tenant Remedy Plan setting forth Tenant's itemized and detailed plan for remedying and curing all Physical Deficiencies and/or Deferred Maintenance matters identified and communicated in the subsequent PCA report. Similarly, Tenant shall also deliver to Landlord Tenant's Facility Maintenance and Repair Plan updated to reflect the most recent subsequent PCA report findings and recommendations.

B. With no more than seventy-two (72) but no less than sixty (60) months remaining until the scheduled Lease expiration date as may be amended or modified over the Term, Tenant shall procure, at its sole cost and expense, a final PCA report (including aircraft pavement condition assessment) with the final PCA report being of similar form and scope as the initial baseline PCA outlined above (the "Final PCA Report"). Consideration should be given to the age of all building components and whether any special assessments might be warranted. Within thirty (30) days of the published date of the Final PCA Report, Tenant shall deliver to Landlord a complete signed original of the Final PCA Report together with the aircraft pavement condition assessment findings. Simultaneously, Tenant shall deliver to Landlord its Tenant Remedy Plan setting forth Tenant's itemized and detailed plan for remedying and curing all Physical Deficiencies and/or Deferred Maintenance matters identified and communicated in the Final PCA Report. Similarly, Tenant shall also deliver to Landlord Tenant's Facility Maintenance and Repair Plan updated to reflect the Final PCA Report findings and recommendations which are to be implemented through the Lease expiration date.

VI. ***Qualification of Property Condition Reviewer***: The qualifications of a third-party consultant performing or overseeing the PCA shall be:

- Licensed in the state of Texas as a professional architecture or engineer;
- Demonstrated experience working with general aviation type properties;
- Having working knowledge of relevant FAA Advisory Circulars and ASTM Standards relating to facility and pavement maintenance and survey standards affecting the subject property type and scope (size and complexity, etc.); and
- Experience preparing property condition reports.

VII. ***Record Retention***: Throughout the Term Tenant shall diligently gather and retain in an orderly manner all documentation affecting and relating to the Building Improvements and any fixtures or equipment made a part of the Demised Premises. To the extent possible the Tenant shall retain digital copies of all such documentation, which can be easily reviewed, inspected and

sourced. All such documents are to be made available to each consultant assigned to perform the property condition assessment and pavement condition analysis. Such documents to be retained should include but not be limited to:

- Site plan – updated as necessary.
- Property Survey – updated as necessary to reflect any changes to the leased premises.
- Construction and "as-built" drawings together with written building specifications.
- Certificate of Occupancy and building permits.
- Building Owner's Manual received from the General Contractor
- Pavement Condition Assessment Reports (aircraft apron and other)
- Insurance casualty claims and adjustment reports affecting the Building Improvements
- Description of future/planned material improvement or repairs.
- Outstanding notices and citations for building, fire, and zoning code and ADA violations
- Previously prepared, if any, Property Condition Assessment reports or engineering testing and surveys pertaining to any aspect of the subject property's physical condition.
- Lease listing literature, listing for sale, marketing/promotional literature such as photographs, descriptive information, reduced floor plans, etc.
- Periodic inspection reports (self or third-party) and supporting documentation.
- Irrigation Plans, updated as needed
- Operating manuals, instructions, parts lists

VIII. ***Reversionary Process (at Lease Expiration or Early Termination):*** Pursuant to the terms and conditions of the Lease, unless otherwise amended or modified the Lease is due to expire at the end of the Lease Expiration Date at which time any and all Building Improvements and any subsequent improvements and alterations made thereto as defined in the Lease revert and become under the ownership of the Landlord. If Tenant is not then in default of the Lease, Tenant shall have the right to remove all personal property and trade fixtures owned by the Tenant from the Demised Premises, but Tenant shall be required to repair any damage to the Demised Premises caused by such removal, which work shall be conducted in a good and workmanlike manner and at Tenant's sole cost and expense.

Accordingly, in order to facilitate an orderly transfer of all the ownership interests of the Demised Premises, Tenant shall deliver or cause to be delivered to Landlord all of the following on or before the Expiration Date, or earlier termination of the Lease:

A. Tenant's Representations: Tenant shall certify and attest in writing, in a form acceptable to Landlord:

(1.) Tenant conveys to Landlord in good and indefeasible title all the Building Improvements free and clear of any and all liens, assessments, easements, security interests and other encumbrances; and

(2.) There are no lessees or sub-lessees in possession of any portion of the Building Improvements, tenants at sufferance or trespassers; and

(3.) There are no mechanic's liens, Uniform Commercial Code liens or unrecorded liens against the Building Improvements, and all obligations of Tenant arising from the ownership and operation of the Demised Premises and any business operated on the Building Improvements including but not limited to taxes, leasing commissions, salaries, contracts, and similar agreements, have been paid or will be paid before the Expiration Date; and

(4.) There is no pending or threatened litigation, condemnation, or assessment affecting the Building Improvements; and

(5.) Tenant has disclosed to Landlord any and all known conditions of a material nature with respect to the Building Improvements which may affect the health or safety of any occupant of the Demised Premises. Except as disclosed in writing by Landlord or Tenant, the Improvements have no known latent structural defects or construction defects of a material nature, and none of the improvements has been constructed with materials known to be a potential health hazard to occupants of the Building Improvements; and

(6.) Except as otherwise disclosed in writing by Tenant to Landlord, the Building Improvements does not contain any Hazardous Materials other than lawful quantities properly stored in containers in compliance with applicable laws. For the purpose herein, "Hazardous Materials" means any pollutants, toxic substances, oils, hazardous wastes, hazardous materials or hazardous substances as defined in or pursuant to the Comprehensive Environmental Response, Compensation and Liability Act, as amended, the Clean Water Act, as amended, or any other federal, state or local environmental law, ordinance, rule, or regulation, whether existing or subsequently enacted during the Term.

B. Any rental and monies due under the Lease unless paid in full; and

C. A Bill of Sale conveying personal property remaining or left on the Demised Premises, if any, free and clear of liens, security interest and encumbrances; and

D. All plans, drawings and specifications respecting the Building Improvements, including as-built plans and specifications, landscape plans, building system plans (HVAC, Telecom/Data, Security System, plumbing) air-conditioning in Tenant's possession or control; and

E. Inventory with corresponding descriptions and identification of all keys, lock combinations, access codes and other such devices or means to access every securable portion, compartment, cabinet, panel, closet, gate or point of entry within the Demised Premises; and

F. All soil reports, engineering and architectural studies, grading plans, topographical maps, feasibility studies and similar information in Tenant's possession or control relating to the Demised Premises; and.

G. A list and complete copies of all current service contracts, maintenance contracts, management contracts, warranties, licenses, permits, operating agreements, reciprocal easement agreements, maps, if any, applicable to the Demised Premises, certificate of occupancy, building inspection approvals and covenants, and conditions and restrictions respecting the Demised Premises; and

H. Copies of all utility bills (electric, water/sewer and gas) and similar records respecting the Building Improvements for the past three (3) months; and

I. A schedule of all service contracts, agreements and other documents not expressly referenced herein relating to the Demised Premises.

End

F. All soil reports, engineering and architectural studies, grading plans, topographical maps, feasibility studies and similar information in Tenant's possession or control relating to the Demised Premises; and.

G. A list and complete copies of all current service contracts, maintenance contracts, management contracts, warranties, licenses, permits, operating agreements, reciprocal easement agreements, maps, if any, applicable to the Demised Premises, certificate of occupancy, building inspection approvals and covenants, and conditions and restrictions respecting the Demised Premises; and

H. Copies of all utility bills (electric, water/sewer and gas) and similar records respecting the Building Improvements for the past three (3) months; and

I. A schedule of all service contracts, agreements and other documents not expressly referenced herein relating to the Demised Premises.

End

Filed and Recorded
Official Public Records
John F. Warren, County Clerk
Dallas County, TEXAS
07/18/2018 03:25:02 PM
$250.00
201800191903



Property Location




4600 Claire Chennault Drive

2025 City Council Regular Meeting **4. k.**

Meeting Date: 11/18/2025
Department: Airport
Key Focus Areas: Economic Development and Revitalization

AGENDA CAPTION:

Consider action on a Resolution approving the sale and assignment of the ground lease between AQRD Hangar Management, LLC, and Premier Jet Center, LLC, for the use of airport property at 4582 and 4584 Claire Chennault Drive for commercial office and aeronautical purposes; authorizing the City Manager to sign the Landlord's Consent required under the ground lease and other necessary documents; and providing for an effective date.

BACKGROUND:

The AQRD Ground Lease effective October 1, 2022, is an agreement between the Town of Addison and AQRD Hangar Management, LLC, for approximately 1.57 acres at Addison Airport. The lease covers two parcels at 4582 and 4584 Claire Chennault Drive, which have been combined into a single, inseverable leasehold. The premises include two aircraft hangars, apron space, and associated parking, intended for commercial aviation activities such as aircraft sales, maintenance, repair, storage, training, charter, and rentals.

The lease begins with an initial five-year term and includes an option to extend until June 30, 2057 contingent upon the tenant completing over $1.1 million in building improvements. A recorded Memorandum of Lease confirms that AQRD Hangar Management, LLC, has met this requirement, securing the full lease term. The First Amendment to the Lease incorporated a revised survey, increasing the premises to 68,383 square feet and adjusting the base rent accordingly.

AQRD Hangar Management, LLC now requests the Town's consent to assign its leasehold interest to Premier Jet Center, LLC, a Delaware limited liability company. The assignment includes all rights and obligations under the lease, including ownership of the building improvements made to the land.

Premier Jet Center, LLC (Premier) is wholly owned by West Star Aviation, LLC (West Star), with West Star serving as the manager of Premier Jet Center, LLC. Stephen Maiden is the Chief Executive Officer, and Mathew DeLellis serves as the Chief Financial Officer.

West Star Aviation Holdings LLC, a Delaware limited liability company, is the parent company of these two entities and other operating subsidiaries. It mainly provides aviation services to business aircraft owners and operators across the United States and worldwide. The company offers a wide range of support and services, including, but not limited to, airframe maintenance, repair and overhaul, interior refurbishment, modifications, paint work, avionics service, and fueling services. Premier Jet Center and West Star Aviation form a strong and stable presence in the general and business aviation sectors, with a shared commitment to operational excellence and long-term investment in aviation infrastructure. Aerospace Quality Research and Development (AQRD), the operating affiliate and subtenant of AQRD Hangar Management, LLC, will continue to occupy the facilities, providing uninterrupted engineering and Part 145 repair services. It will become a subtenant to Premiere Jet Center, LLC, while strengthening its alliance with West Star.

There is no direct economic impact on the Airport. Premier Jet Center and West Star Aviation are stable and strong players in the general and business aviation sectors, with a shared focus on operational excellence and long-term investment in aviation infrastructure. Their presence at Addison Airport will significantly enhance the airport's aircraft maintenance and repair segment. The City Attorney has

reviewed the proposed Assignment of Ground Lease Agreement with Consent of Landlord and finds it acceptable for the Town's purposes. Also reviewed and to be executed by the City Manager is a Memorandum of Lease for public recording purposes, affirming that Premier Jet Center, LLC is the tenant, and a Landlord's Statement of Fact affirming that the underlying ground lease is in good standing. Pending Council approval, the City Manager will sign the Consent of Landlord and related documents, then instruct Airport management to deliver or arrange for the delivery of these documents to the escrow agent involved in the transaction for closing. A fully signed and recorded copy of the documents will then be sent back to the Town for its records.

FISCAL IMPACT

There is no direct fiscal impact to the Addison Airport or the Town.

RECOMMENDATION

Staff recommends approval.

Attachments

Resolution - Assignment of Ground Lease (AQRD & Premier)

Property Location

RESOLUTION NO. R25-___

A RESOLUTION APPROVING THE SALE AND ASSIGNMENT OF THE GROUND LEASE BETWEEN AQRD HANGAR MANAGEMENT, LLC AND PREMIER AIR CENTER, LLC, FOR THE USE OF THE AIRPORT PROPERTY LOCATED AT 4582 AND 4584 CLAIRE CHENNAULT DRIVE FOR COMMERCIAL OFFICE AND AERONAUTICAL PURPOSES. THE RESOLUTION FURTHER AUTHORIZES THE CITY MANAGER TO SIGN THE LANDLORD'S CONSENT REQUIRED UNDER THE GROUND LEASE AND OTHER NECESSARY DOCUMENTS, SUBJECT TO THE CITY ATTORNEY'S APPROVAL OF THEIR FORM.

WHEREAS, AQRD Hangar Management, LLC is the current tenant under that certain Ground Lease dated June 28, 2022, for the airport property located at 4582 and 4584 Claire Chennault Drive owned by the Town of Addison (the "Ground Lease"); and

WHEREAS, AQRD Hangar Management, LLC desires to assign all its rights, duties, and obligations under the Ground Lease as amended and modified to Premier Air Center, LLC, a Delaware limited liability company; and

WHEREAS, the City Council desires to provide the Town's consent and authorize the City Manager to execute the same.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE TOWN OFADDISON, TEXAS:

SECTION 1. The Assignment of Ground Lease between AQRD Hangar Management LLC and Premier Air Center, LLC for commercial office and aeronautical use, a copy of which, as amended and modified, is attached to this Resolution as **Exhibit A** with Landlord's Consent, is hereby approved and the City Manager is authorized to execute the Landlord's Consent in conformance with the Ground Lease and any other necessary documents, subject to the City Attorney's review and approval to form.

SECTION 2. This Resolution shall take effect from and after its date of adoption.

DULY RESOLVED AND ADOPTED by the City Council of the Town of Addison, Texas, on this ***18th*** day of ***November 2025***

TOWN OF ADDISON, TEXAS

_____

Bruce Arfsten, Mayor

ATTEST:

_____

Valencia Garcia, City Secretary

Exhibit A

STATE OF TEXAS §
§ **ASSIGNMENT OF GROUND LEASE**
COUNTY OF DALLAS §

This Assignment of Ground Lease (the "Assignment") is entered into and made effective as of [_____], 2025, at Addison, Texas by and between **AQRD HANGAR MANAGEMENT LLC**, a Texas limited liability company, having an address at 4600 Claire Chennault Drive, Addison, TX 75001 (the "Assignor") **AND PREMIER AIR CENTER, LLC**, a Delaware limited liability company, having an address at 2 Airline Court, East Alton, IL 62024 (the "Assignee").

WHEREAS, a Ground Lease was executed on June 28, 2022, by and between the Town of Addison, Texas, as landlord ("Landlord") and AQRD Hangar Management, LLC, a Texas limited liability company, as tenant ("Tenant"), as amended by First Amendment to Ground Lease dated February 13, 2023 modifying the description of the Demised Premises (collectively, the "Ground Lease"), pursuant to which certain real property located at 4582 and 4584 Claire Chennault Drive, Addison, Texas (more particularly described in Exhibit A attached hereto and incorporated herein by reference), is leased from Landlord to Tenant; and

WHEREAS, the addresses 4582 and 4584 Claire Chennault Drive, Addison, Texas, as set forth in the legal descriptions, have historically also been referred to as 4582 and 4584 Claire Chennault Street, Addison, Texas. All references herein to "Claire Chennault Drive" shall be deemed to refer to the same premises as "Claire Chennault Street" listed in some of the historical lease documents; and

WHEREAS, a true and correct copy of the Ground Lease in its entirety, with all assignments, amendments, and/or modifications made thereto, is attached, and incorporated herein by reference as Exhibit B; and

WHEREAS, the Ground Lease provides in Section 9 thereof that, without the prior written consent of Landlord, Tenant may not assign the Ground Lease or any rights of Tenant thereunder (except as provided therein), and that any assignment must be expressly subject to all the terms and provisions of the Ground Lease, and that any assignment must include a written agreement from Assignee whereby Assignee agrees to be bound by the terms and provisions of the Ground Lease; and

WHEREAS, Assignor desires to assign the Ground Lease to Assignee, and Assignee desires to accept the assignment thereof in accordance with the terms and conditions of this Assignment.

NOW, THEREFORE, for and in consideration of the mutual promises, covenants and conditions contained herein, the sufficiency of which is hereby acknowledged, the parties hereto, each intending to be legally bound, agree as follows:

AGREEMENT

1623243940.7

1. Assignor hereby assigns, bargains, sells, and conveys to Assignee, effective as of the date above, all of Assignor's right, title, duties, responsibilities, and interest in and to the Ground Lease, TO HAVE AND TO HOLD the same, for the remaining term thereof, and Assignor does hereby bind itself and its successors and assigns to warrant and forever defend the same unto Assignee against every person or persons lawfully claiming any part thereof through Assignor.

2. Prior to the effective date of this Assignment, Assignee agrees to pay an Assignment Fee in the amount of One Thousand Dollars and no/100 ($1,000.00) to Landlord.

3. Assignee hereby agrees to, and shall be bound by and comply with all of the terms, provisions, duties, conditions, and obligations of Tenant under the Ground Lease. For purposes of notice under the Ground Lease, the addresses of Assignee and Landlord are:

Assignee

Premier Air Center, LLC
2 Airline Court
East Alton, IL 62024

Landlord

Town of Addison, Texas
Attn: City Manager
P.O. Box 9010-75001
Addison, TX 75001

With copy to:

Addison Airport
Attn: Airport Manager
4545 Jimmy Doolittle Drive, Suite 200
Addison, TX 75001

4. Lease Modification.

(a) The following is hereby added as the second paragraph of Section 9.A.1. of the Ground Lease:

> Notwithstanding anything to the contrary contained herein, Tenant may assign or sublet all or part of its interest in the Lease (a "Permitted Transfer") to the following types of entities (a "Permitted Transferee") without the written consent of Landlord:
>
> (i) an "Affiliate" of Tenant, which means any entity controlling, controlled by, or under common control with Tenant ("control" meaning, with respect to a corporation, the right to exercise, directly or indirectly, more than 50% of the voting or ownership rights attributable to the shares of the controlled corporation, and with respect to a person or entity that is not a corporation, the possession, directly or indirectly, of the power to direct or cause the direction of the management or policies of the controlled person or entity);

(ii) any corporation, limited partnership, limited liability partnership, limited liability company or other business entity in which or with which Tenant, or its corporate successors or assigns, is merged or consolidated, in accordance with applicable statutory provisions governing merger and consolidation of business entities, regardless of whether such transaction results in a change of control of Tenant or the surviving entity;

(iii) any entity to which substantially all of Tenant's assets are transferred; or

(iv) any entity or person that acquires, in a single transaction or series of related transactions, 49% or more of the voting or ownership right of the Tenant, whether by transfer, sale, or other disposition, including by way of a change of control, regardless of whether such acquirer is an Affiliate of the Tenant.

Provided, in the case of (i) through (iv) above, Tenant's obligations under the Lease are assumed, or deemed assumed by operation of law, by the Permitted Transferee. Tenant shall promptly notify Landlord of any such Permitted Transfer. Tenant shall remain liable for the performance of all of the obligations of Tenant hereunder, unless Landlord specifically and in writing releases the original named Tenant hereunder, or if Tenant no longer exists because of a merger, consolidation, or acquisition, the surviving or acquiring entity shall expressly assume in writing the obligations of Tenant hereunder.

(b) Section 9.A.3. of the Ground Lease is hereby deleted in its entirety.

5. Nothing in this Assignment shall be construed or be deemed to modify, alter, amend, or change any term or condition of the Ground Lease, except as set forth herein.

6. The above and foregoing premises and recitals to this Assignment are incorporated and made part hereof, and Assignor and Assignee warrant and represent that such premises and statements, and all other provisions of this Assignment, are true and correct, and that in giving consent, Landlord (as defined in the Consent of Landlord attached hereto) is entitled to rely upon such representations and statements.

7. This Assignment is subject to the consent and filing requirements of the Town of Addison, Texas.

8. Assignor acknowledges that, in addition to any other remedies provided in the Ground Lease or by law, Landlord may, at its own option, collect directly from Assignee all rents becoming due under such assignment and apply such rent against any sums due to Landlord. No

such collection by Landlord from any such Assignee or subtenant shall release Assignor from the payment or performance of Assignor's obligations under the Ground Lease.

9. The undersigned representatives of Assignor and Assignee have the necessary authority to execute this Assignment on behalf of each of the respective parties hereto, and Assignor and Assignee certify one to the other that any necessary resolutions or other act extending such authority have been duly passed and are now in full force and effect.

SIGNATURE PAGE FOLLOWS

IN WITNESS WHEREOF, Assignor and Assignee have executed and delivered this Assignment of Ground Lease on the day and the year first set forth above.

Assignor:

AQRD HANGAR MANAGEMENT LLC,
a Texas limited liability company

By: _____
Name: V. Raj Narayanan
Title: Manager

STATE OF TEXAS)
: ss.:
COUNTY OF DALLAS)

BEFORE ME, the undersigned authority, on this day personally appeared V. Raj Narayanan, Manager of AQRD HANGAR MANAGEMENT LLC, a Texas limited liability company, known to me to be the person whose name is subscribed to the foregoing instrument, and acknowledged to me that he executed the same for the purposes and consideration therein stated.

GIVEN under my hand and seal of the office this ___ day of _____, 2025.

_____
Notary Public, State of Texas

1623243940.7

Assignee:

PREMIER AIR CENTER, LLC
a Delaware limited liability company

By: ___
Name:
Title:

STATE OF TEXAS)
: ss.:
COUNTY OF DALLAS)

BEFORE ME, the undersigned authority, on this day personally appeared _____, _____ of _____, a _____, known to me to be the person whose name is subscribed to the foregoing instrument, and acknowledged to me that he executed the same for the purposes and consideration therein stated.

GIVEN under my hand and seal of the office this ___ day of _____, 2025.

_____
Notary Public, State of Texas

1623243940.7

CONSENT OF LANDLORD

The Town of Addison, Texas ("Landlord") is the Landlord under the Ground Lease described in the Assignment of Ground Lease ("Assignment") entered into and made effective [_____], 2025, at Addison, Texas, by and between AQRD HANGAR MANAGEMENT LLC, a Texas limited liability company (the "Assignor") and PREMIER AIR CENTER, LLC, a Delaware limited liability company (the "Assignee"). In executing this Consent of Landlord (the "Consent"), Landlord is relying upon the warranties and representations made in the foregoing Assignment by Assignor and Assignee, and in relying upon the same, Landlord hereby consents to the Assignment from Assignor to Assignee.

Notwithstanding this Consent, Landlord does not waive any of its rights under the Ground Lease, and does not release Assignor from its covenants, obligations, duties or responsibilities under or in connection with the Ground Lease, and Assignor shall remain liable and responsible for all such covenants, obligations, duties and responsibilities. In addition, notwithstanding any provisions of this Consent or the Assignment to the contrary, this Consent shall not operate as a waiver of any prohibition against further assignment, transfer, conveyance, pledge, change of control, or subletting of the Ground Lease or the premises described therein without Landlord's prior written consent.

This Consent shall be and remains valid only if and provided that, no later than 3:00 o'clock p.m. on January 30, 2026:

(i) the Assignment has been executed and notarized by both Assignor and Assignee,

(ii) all other matters in connection with the transfer, sale, and/or conveyance by Assignor to Assignee of Assignor's interest in the Ground Lease have been fully consummated and completed and the transaction closed as reasonably determined by Landlord (such matters including, without limitation, the full execution and finalization of this Assignment and any other documentation so required by Landlord relating to this transaction) and delivered to Landlord c/o Addison Airport Real Estate Manager, at 4545 Jimmy Doolittle Drive, Suite 200, Addison, Texas 75001. Otherwise, and failing compliance with and satisfaction of each of paragraphs (i) and (ii) above, this Consent shall be null and void *ab initio* as if it had never been given and executed.

Signed this ___ day of _____, 2025.

LANDLORD:
TOWN OF ADDISON, TEXAS

_____
By: David Gaines, City Manager

1623243940.7

EXHIBIT A

LEGAL DESCRIPTION OF PROPERTY

4582 and 4584 Claire Chennault Drive at Addison Airport, Addison, Texas

Being a 1.57 acre ground lease situated in the Edward Cook Survey, Abstract No. 326, Dallas County, Texas, and being a portion of a ground lease to AQRD Hanger Management LLC as shown on Exhibit 2 recorded in Document Number 202200250427 Deed records of Dallas County, Texas (D.R.D.C.T.), and a part of the Final Plat of ADDISON AIRPORT ADDITION, an Addition to the Town of Addison, Texas, according to the plat as recorded in Volume 2005131, Page 82 of the Deed Records of Dallas County, Texas (D.R.D.C.T.), and being more particularly described as follows:

BEGINNING at a "X" in concrete found for Northerly corner said ground lease to AQRD Hanger Management LLC and the Southwest corner of a ground lease to AQRD-REP, LLC recorded in Document # 201800191903 (D.R.D.C.T.), and being on the South line of a Claire Chennault Dr.;

THENCE South 47 degrees 05 minutes 22 seconds East, along the Northerly line of said AQRD Hanger Management LLC lease, the Southerly line of said AQRD-REP, LLC lease, a distance of 350.44 feet to a found nail found for the Northeast corner of said AQRD Hanger Management LLC lease, and the Southeast corner of said AQRD-REP, LLC lease;

THENCE South 42 degrees 28 minutes 50 seconds West, departing said Northerly line of said AQRD Hanger Management LLC lease, the Southerly line of said AQRD-REP, LLC lease, along the Southerly line of said AQRD Hanger Management LLC lease, a distance of 194.69 feet to a point foe the Southeast corner of said AQRD Hanger Management LLC lease;

THENCE North 47 degrees 07 minutes 03 seconds West, departing the Southerly line of said AQRD Hanger Management LLC lease, along the West line of said AQRD Hanger Management LLC lease, a distance of 351.74 feet to a 3/8 inch iron rod found Northwest corner of said AQRD Hanger Management LLC lease;

THENCE North 42 degrees 51 minutes 46 seconds East, along the Southerly line of said Claire Chennault Dr., a distance of 194.86 feet to the POINT OF BEGINNING and containing 1.57 acres of land more or less.

1623243940.7

EXHIBIT B

True and Correct Copy of Ground Lease as

Assigned, Amended, and Modified

1623243940.7

Docusign Envelope ID: 17E6133F-763B-4D9E-8B29-B46A4DE8A03C

STATE OF TEXAS §
COUNTY OF DALLAS §

KNOW ALL MEN BY THESE PRESENTS:

MEMORANDUM OF LEASE EXTENSION

This Memorandum of Lease is dated 1/7/2025, and executed by and between the Town of Addison, Texas ("Landlord") and AQRD Hangar Management LLC, a Texas limited liability company ("Tenant").

WHEREAS, in consideration of the premises and of the mutual covenants and agreements set forth in that certain Ground Lease Agreement dated as of June 28, 2022 (the "Ground Lease"), by and between Landlord and Tenant, Landlord has leased to Tenant, and Tenant has leased from Landlord, a certain parcel of land located at and within Addison Airport ("Airport") which parcel of land is more described in Exhibit A attached hereto and made a part hereof, for a Base Term of sixty (60) months following the Commencement Date (as defined in the Ground Lease), subject to all of the terms, provisions and conditions of the Ground Lease; and

WHEREAS, Pursuant to Section 2.C.2 of the Ground Lease, provided Tenant (i) is not then in default beyond the expiration of applicable notice and cure periods under this Lease or any other agreement with Landlord, (ii) achieves Final Completion of the New Building Improvements, and (iii) exceeds the stipulated Construction Value for the New Building Improvements (as such terms are defined in Lease Addendum #2 of the Ground Lease) on or before the expiration of the Base Term above, the Base Term shall be extended so that the Ground Lease will end June 30, 2057 ("Extended Base Term"); and

WHEREAS, the Ground Lease was amended by that First Amendment dated February 13, 2023 establishing the final Demised Premises square footage and Base Rent amount; and

WHEREAS, Tenant has completed, to Landlord's satisfaction, each of the above requirements necessary to qualify for the Extended Base Term, thus extending the expiration of the Ground Lease to June 30, 2057.

Now let it be known, the said Ground Lease shall now expire June 30, 2057 unless otherwise earlier terminated.

This Memorandum of Lease is solely for recording and notice purposes. Reference should be made to the Ground Lease (and all amendments thereto) for the full description of the rights and duties of Landlord and Tenant thereunder, and this Memorandum of Lease shall in no way affect the terms and conditions of the Ground Lease (including all amendments thereto) or the interpretation of the rights and duties of Landlord and Tenant thereunder.

Upon the expiration or earlier termination of the Ground Lease, Landlord and Tenant agree that they shall execute and record a termination of this Memorandum of Lease.

Ground Lease #0635-0101

Docusign Envelope ID: 17E6133F-763B-4D9F-8B29-B46A4DE8A03C

IN WITNESS WHEREOF, the undersigned parties execute this Memorandum of Lease this 6th day of January, 2025.

TENANT:	**LANDLORD:**
AQRD Hangar Management LLC a Limited Liability Company	**Town of Addison, Texas** A Texas Home-rule Municipality
Signed by: By: V. Raj Narayanan V. Raj Narayanan, Manager	Signed by: By: Passion Hayes Passion Hayes, Deputy City Manager

Ground Lease #0635-0101

Docusign Envelope ID: 17E6133F-763B-4D9E-8B29-B46A4DE8A03C

ACKNOWLEDGEMENT

STATE OF TEXAS §
§
COUNTY OF DALLAS §

BEFORE ME, the undersigned authority, on this day personally appeared V. Raj Narayanan, Manager of AQRD Hangar Management LLC, a Texas limited liability company, known to me to be the person whose name is subscribed to the foregoing instrument, and acknowledged to me that he executed the same for the purposes and consideration therein stated.

GIVEN under my hand and seal of office this 3rd day of January, 2025.

Melissa Melville Newman
My Commission Expires
3/2/2028
Notary ID 7450509

Signed by:
Melissa Melville Newman
D6E15E0C6003405...
Notary Public, State of Texas

STATE OF TEXAS §
§
COUNTY OF DALLAS §

BEFORE ME, the undersigned authority, on this day personally appeared Passion Hayes, Deputy City Manager of the Town of Addison, a home-rule municipality, known to me to be the person whose name is subscribed to the foregoing instrument, and acknowledged to me that she executed the same for the purposes and consideration therein stated

GIVEN under my hand and seal of office this 6th day of January, 2025.

Name: Melissa Melville Newman
My Commission Expires: 3/2/2028
Notary ID: 7,450,509.00

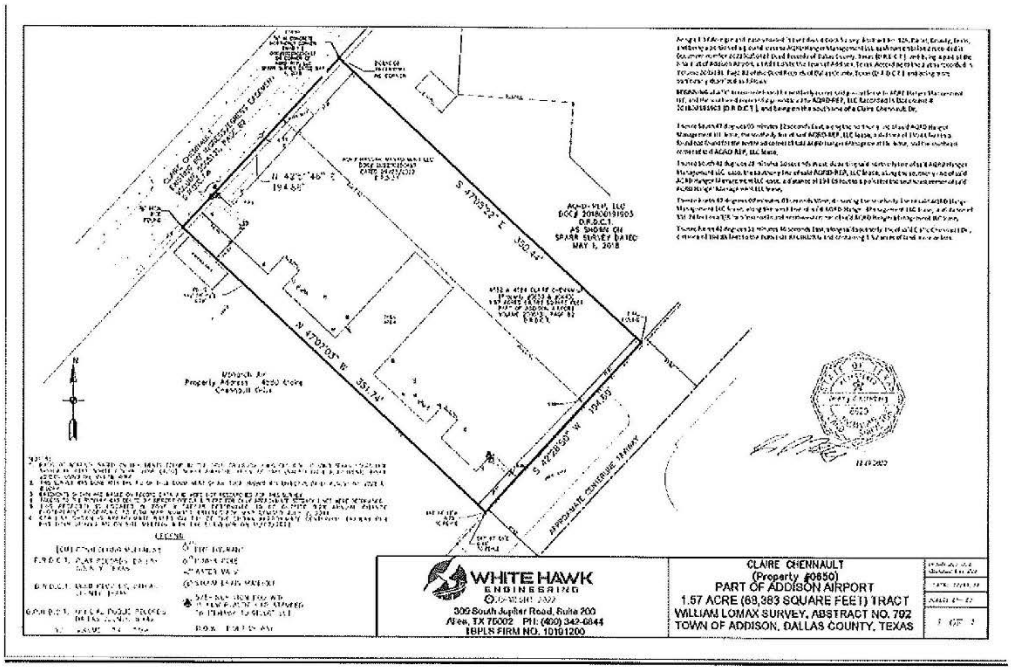
Signed by:
Melissa Melville Newman
D6E15E0C6003405...
Notary Public, State of Texas

Ground Lease #0635-0101

Docusign Envelope ID: 17E6133F-763B-4D9E-8B28-B46A4DE8A03C

EXHIBIT A

PROPERTY SURVEY AND LEGAL DESCRIPTION OF DEMISED PREMISES



Ground Lease #0635-0101

Dallas County
John F. Warren
Dallas County Clerk

Instrument Number: 202500004829

eRecording - Real Property

Recorded On: January 09, 2025 09:41 AM

Number of Pages: 5

" Examined and Charged as Follows: "

Total Recording: $37.00

********** **THIS PAGE IS PART OF THE INSTRUMENT** **********
Any provision herein which restricts the Sale, Rental or use of the described REAL PROPERTY because of color or race is invalid and unenforceable under federal law.

File Information:	
Document Number:	202500004829
Receipt Number:	20250109000031
Recorded Date/Time:	January 09, 2025 09:41 AM
User:	Natasha R
Station:	Cc134

Record and Return To:
Simplifile

STATE OF TEXAS
COUNTY OF DALLAS

I hereby certify that this Instrument was FILED **In the File Number sequence on the date/time printed hereon, and was duly** RECORDED **in the Official Records of Dallas County, Texas.**

John F. Warren
Dallas County Clerk
Dallas County, TX

STATE OF TEXAS §
§
COUNTY OF DALLAS §

KNOW ALL MEN BY THESE PRESENTS:

FIRST AMENDMENT TO GROUND LEASE

This First Amendment to Ground Lease ("First Amendment") is made and entered into and effective as of **FEBRUARY 13,** _____, 2023 ("Effective Date"), between the Town of Addison, Texas, a home-rule municipality ("Landlord" or "City"), and AQRD Hangar Management LLC, a Texas limited liability company ("Tenant").

WITNESSETH:

WHEREAS, Landlord and Tenant entered into that certain Ground Lease Agreement effective June 28, 2022 ("Ground Lease"), by the terms of which Landlord leased to Tenant and Tenant leased from Landlord a certain parcel of improved and unimproved land consisting of approximately 1.57 acres (approximately 68,383 square feet) of land located at what is commonly known as 4582 and 4584 Claire Chennault Drive (the "Demised "Premises"), as more fully described in Exhibit 2 and Exhibit 3 of the Ground Lease; and

WHEREAS, a true and correct copy of the Ground Lease is attached hereto as **Exhibit "A"** and incorporated herein by reference;

WHEREAS, Landlord and Tenant desire to amend and replace the property survey that is made part of the Ground Lease as Exhibit 2 in its entirety with the property survey dated December 19, 2022, prepared and signed by White Hawk Engineering; and

WHEREAS, pursuant to Paragraph A.3 under Section 3. Rental of the Ground Lease, if the Demised Premises is amended or modified and the gross square feet is increased or decreased, the Base Rent shall be recalculated using the prevailing Base Rental Rate subject to the adjustment as provided for in Section 4 of the Ground Lease; and

WHEREAS, Landlord and Tenant desire to amend the Ground Lease subject to the terms and conditions set forth below.

NOW THEREFORE, KNOW ALL MEN BY THESE PRESENTS, in consideration of the terms, covenants, and conditions set forth in the Ground Lease and in this First Amendment, the sum of $10.00, and other good and valuable consideration, the sufficiency of which is hereby acknowledged, Landlord and Tenant agree as follows:

1. **Recitals.** All the above and foregoing recitals and premises are incorporated herein and made a part of this First Amendment for all purposes.

2. **Amendment.** Landlord and Tenant agree to amend and modify the Ground Lease as follows:

   A. Exhibit 2 of the Ground Lease, being the property survey, is hereby replaced in its entirety with the property survey attached hereto and incorporated herein as **Exhibit "B"** of this First Amendment to Ground Lease.

   B. Exhibit 3 of the Ground Lease, being the legal description of the Demised Premises, is hereby replaced in its entirety with the legal description attached hereto and incorporated herein as **Exhibit "C"** of this First Amendment to Ground Lease.

   C. The Demised Premises described in the fourth paragraph of the preamble to the Ground Lease is amended and modified to read as follows ". . . *a portion of the Airport generally described and hereinafter referred to as that certain parcel of improved and unimproved land consisting of approximately 1.57 acres (approximately 68,383 gross square feet) located at what is commonly known as 4582 and 4584 Claire Chennault Drive . . .*".

   D. Section 3. Rental. Paragraph A.2 – Base Rent is hereby amended and replaced in its entirety to read as follows:

> **2. Base Rent**: Tenant agrees to and shall pay Landlord annual Rental for the Demised Premises in the amount of Fifty-One Thousand Two Hundred Eighty-Seven Dollars and 25/100 ($51,287.25) (Note: Base Rent is calculated at $0.75 per gross square foot located within the Demised Premises as determined by the Survey accepted by the parties) which amount shall be paid by Tenant in twelve equal monthly installments in advance on the first day of each calendar month (the "Base Rent", which shall be adjusted as set forth herein). The first monthly payment or installment of Base Rent in the amount of Four Thousand, Two Hundred Seventy-Three Dollars and 94/100 ($4,273.94) is due and payable on or before the Commencement Date. Thereafter, another payment or installment of the Base Rent, subject to adjustment as set forth below, shall be due and payable on the first day of each calendar month during the term hereof. All Rent is due on the first of each month and is delinquent after the 10th day of each month and subject to the provisions of Section 23 and Section 39.

3. **No Other Amendments.** Except to the extent modified or amended herein, all other terms, conditions, provisions, and obligations of the Ground Lease, as amended and/or modified, shall remain unchanged and in full force and effect during the Term of the Ground Lease.

4. **Authority to Execute.** The undersigned individuals, officers, and/or agents of the parties hereto have the authority to execute this First Amendment on behalf of each respective party, and each party certifies that any necessary resolutions or other act extending such authority have been duly passed and are now in full force and effect.

IN WITNESS WHEREOF, the undersigned parties execute this First Amendment to Ground Lease as of the day, month, and year first above written.

TENANT:

AQRD Hangar Management LLC

By: _____
V. Raj Narayanan, Manager

LANDLORD:

Town of Addison, Texas

By: _____
David Gaines, City Manager

EXHIBIT A
Resolution No. R23-12
February 13, 2023

0635-0101
Page 3

ACKNOWLEDGEMENTS

STATE OF TEXAS §
§
COUNTY OF DALLAS §

This instrument was acknowledged before me on January 18, 2023, by V. Raj Narayanan, Manager of AQRD Hangar Management LLC, a Texas limited liability company, on behalf of the company.

GIVEN UNDER MY HAND AND SEAL OF OFFICE, this the 18 day of January, 2023.

Notary Public, State of Texas

VALLANITA LEWIS
Notary Public, State of Texas
Comm. Expires 09-07-2025
Notary ID 133315777

STATE OF TEXAS §
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COUNTY OF DALLAS §

This instrument was acknowledged before me on **FEBRUARY 14,** 2023, by David Gaines, City Manager of the Town of Addison, Texas, a Texas home-rule municipality, on behalf of the municipality.

GIVEN UNDER MY HAND AND SEAL OF OFFICE, this the **14th** day of **February 14**, 2023.

Irma G. Parker
Notary Public, State of Texas
Comm. Expires 08-07-2026
Notary ID 477006-4

Notary Public, State of Texas

IRMA G. PARKER - ID 477006-4
NOTARY PUBLIC
STATE OF TEXAS
EXP. 08/07/2026

0635-0101
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STATE OF TEXAS §
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COUNTY OF DALLAS §

Summary of Exhibits

- Exhibit 1: Legal Description of Addison Airport
- Exhibit 2: Property Survey
- Exhibit 3-Legal Description of Demised Premises
- Exhibit 4: Description of New Building Improvements
- Exhibit 5: Memorandum of Lease
- Exhibit 6: Form of Irrevocable Standby Letter of Credit
- Lease Addendum #1- Tenant's Leasehold Minimum Maintenance and Repair Standards and Practices
- Lease Addendum #2-Construction of New Building Improvements

GROUND LEASE AGREEMENT

This Ground Lease Agreement ("Lease") is made and entered into as of JUNE 28, 2022 (the "Effective Date"), by and among the **Town of Addison, Texas,** a Texas home-rule municipality (hereinafter sometimes referred to as "Landlord"), and **AQRD Hangar Management LLC**, a (Texas limited liability company) (hereinafter referred to as "Tenant") (Landlord and Tenant are sometimes referred to herein together as the "Parties").

WITNESSETH:

WHEREAS, the Landlord is the record title owner of the Addison Airport, a description of which is set forth in **Exhibit 1** attached hereto and incorporated herein (the "Airport"); and

WHEREAS, the Airport is operated and managed by the Landlord or by any person or entity authorized by Landlord from time to time to manage and or operate the Airport on behalf of the Landlord (severally and/or collectively hereinafter referred to as "Airport Manager" or "Manager"); and

WHEREAS, the Town of Addison, as a home-rule municipality, operates under a municipal charter that has been adopted or amended as authorized by Article XI, Section 5, of the Texas Constitution. The Town of Addison, as a municipality, from time to time establishes and enforces federal, state and local ordinances, codes and regulations, which in doing so is acting in its governmental capacity, which may be the same or separate as its capacity as Landlord and Manager provided for herein; and

WHEREAS, Tenant desires to lease from the Landlord, and the Landlord desires to lease to Tenant, a portion of the Airport generally described and hereinafter referred to as that certain parcel of improved and unimproved land consisting of approximately 1.57 acres (approximately 68,250 gross square feet) located at what is commonly known as 4582 and 4584 Claire Chennault Drive, as shown on Exhibit 2 and being more particularly described on Exhibit 3, each attached hereto and incorporated herein (collectively the "Property Survey"), together with the non-exclusive right to use the Common Facilities as defined in Section 17 hereinbelow (which parcel is referred to herein as the "Demised Premises") according to the terms and conditions set forth in this Agreement. The Property Survey, which is mutually agreed to and accepted by the Parties, was prepared by a licensed surveyor in the state of Texas and provides a legal description by metes and bounds and establishes the gross square feet of land area contained within the Demised Premises used as the multiplier to calculate Base Rent identified in Section 3 hereinbelow;

WHEREAS, prior to the Effective Date of this Lease, a portion of the Demised Premises was subject to a certain ground lease first entered into and made effective June 17, 1981 with Donham Oil Tool Company and by way of assignment, Doyle Hartman and Margaret M. Hartman d/b/a/ Doyle Hartman, Oil Operator ("Hartman Ground Lease") was the last known tenant of record of the Hartman Ground Lease, which expired on February 28, 2022 as evidenced by that Memorandum of Ground Lease Expiration filed as Instrument # 20220019404 with the Official Public Records of Dallas County, Texas (the "OPR"). The remaining portion of the Demised Premises was also subject to that certain ground lease first entered into and made effective June 17, 1981 with Donham Oil Tool Company, and by way of various assignments, Mills Group, Inc. (the "Mills Ground Lease") became the last known tenant of record of the Mills Ground Lease, which expired on June 29, 2022 as evidenced by that Memorandum of Ground Lease Expiration filed as Instrument # 20220018597 0 with the OPR; and

WHEREAS, the Hartman Ground Lease and Mills Ground Lease were each subject to that certain Reciprocal Easement Agreement dated June 28, 1983, recorded in Volume 83139, Page 1576 of the Deed of Records of Dallas County, Texas and also recorded in Volume 83248, Page 4110 of the Deed Records of Dallas County, Texas (the "REA"). The REA was amended by that First Amendment to Reciprocal Easement Agreement dated December 19, 2011 as filed and recorded as Instrument #201100333707 in the OPR.

WHEREAS, immediately upon the expiration of the Hartman Ground Lease and the Mills Ground Lease, pursuant to the terms of said agreements, the ownership and title to any and all improvements on the respective demised premises became the sole property of Landlord, giving Landlord the exclusive right to sell, pledge, encumber, license, transfer or otherwise convey all said improvements made to the land.

WHEREAS, Landlord, in its sole and absolute discretion, terminated the REA, as amended or modifed, as evidenced by that certain Memorandum of Easement Termination filed and recorded in the OPR as Instrument # 20220019 1245 dated July 8, 2022.

WHEREAS, it has long been held by Landlord that 4582 and 4584 Claire Chennault are best served to be operated at all times under the same tenant/operator to mitigate inherent vehicle, pedestrian, and aircraft ingress and egress conflicts. It is hereby the sole intent by Landlord, by way of this Lease, to make these two parcels inseverable (e.g. by way of assignment at some later date) other than at Landlord's sole and absolute discretion and consent[1].

WHEREAS, Landlord, in its sole and absolute discretion, hereby merges the demised premises of the Hartman Ground Lease and the Mills Ground Lease together and hereby replaces them in their entirety with the description of the Demised Premises as given above.

WHEREAS, the Demised Premises has been improved with two existing metal clad over steel frame conventional aircraft hangars with split-level office and shop space attached (each building approximately 13,540 building square feet[2]) together with approximately 24,150 square feet of dedicasted concrete aircraft apron, and 20,130 square feet of off-street covered parking with concrete vehicle driveway access (the "Existing Building Improvements").

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[1] The premises may be sub-leased to multiple sub-tenants provided they are all made subject to Section 9 of this Lease. It is the intent for the two parcels to remain under the same operational control at all times.
[2] Per Dallas Appraisal Central District; 2022

NOW, THEREFORE, KNOW ALL MEN BY THESE PRESENTS:

Section 1. Demise of the Premises:

In consideration of and subject to the terms, covenants and conditions set forth in this Agreement, Landlord does hereby lease to Tenant, and Tenant does hereby lease from Landlord, the Demised Premises. This Lease is given and entered into subject to (i) all federal, state, and local laws, statutes, constitutional provisions, charters, ordinances, codes, rules, regulations, directives, policies, permits, standards, and orders (including, without limitation, court orders) of any governmental authority, entity, or agency (including, without limitation, the Town of Addison, Texas, the State of Texas, the Federal Aviation Administration, and the Texas Department of Transportation) whether in existence or hereafter enacted, adopted or imposed, and including, without limitation, any and all grant agreements or grant assurances, the Rules and Regulations, and the Minimum Standards, now existing or as hereafter agreed to, adopted or imposed, (ii) all restrictive covenants affecting the Demised Premises, (iii) all restrictions, easements, and other encumbrances on or matters affecting the Demised Premises, whether of record or not or which could be revealed by a survey of the Demised Premises, and (iv) and all of the terms, conditions, and provisions of this Lease. In furtherance of the foregoing, Landlord represents to Tenant that, to the best of Landlord's actual knowledge, there are no mortgages, deeds of trust or monetary liens affecting the Demised Premises which are not filed of record.

Section 2. Preliminary Period, Due Diligence Period, and Term:

A. Preliminary Period: The period of time beginning upon the Effective Date of this Lease and ending upon the Commencement Date is herein referred to as the "Preliminary Period". Any entry upon and/or use or occupancy of the Demised Premises by Tenant during the Preliminary Period shall be subject to all of the terms and conditions of this Lease.

B. Due Diligence Period: Commencing on the Effective Date of this Lease and ending the last day of the third calendar month following the Effective Date of this Lease (the "Due Diligence Period"), Tenant shall be allowed to perform such due diligence as necessary to assess, evaluate or to obtain basic information about the Demised Premises and, or about the Existing Building Improvements thereon including, but not limited to, the following:

1. The environmental condition of (and any hazardous materials present thereon) the Demised Premises, including the Existing Building Improvements thereon and the necessary remediation, if any, of the same, as provided for in Paragraph 22 - Environmental (for the avoidance of doubt, the due diligence shall include the Landlord providing the Tenant with copies of or access to any and all environmental studies including but not limited to Environmental Site Assessments conducted on the Demised Premises or adjacent parcels to which the Landlord has in its possession as of the Effective Date);

2. The fees, expenses, and tax obligations that will be assessed on the improvements resulting from the proposed redevelopment and capital improvements made to the Demised Premises from all local, state, or federal taxing authorities or other governmental or regulatory agencies;

3. Identifying the necessary permits, approvals, waivers and their related costs required by any governing authorities, including, but not limited to, the Town of Addison, Dallas County, the State of Texas, the Federal Aviation Association (FAA), and the Texas Department of Transportation (TxDOT), for the completion of the project contemplated herein;

4. Estimates for the necessary demolition and removal of, in whole or in part, the Existing Building Improvements and any related remediation efforts to prepare the site for redevelopment.

5. The Landlord may request, and Tenant shall timely remit to the Landlord such documentation and information deemed necessary and appropriate by the Landlord for it to make a determination as to Tenant and its guarantors, if any, creditworthiness, financial condition, organizational structure and governance suitability and capacity to perform under the terms and conditions of the Lease.

6. If either party is dissatisfied with the outcome of its due diligence or is unable to obtain the necessary information regarding one or more of the items listed in this sub-paragraph B, that party shall have the right to give the other party written notice describing sufficiently the deficiency and give the other party five (5) business days to either remedy the condition or give in writing a statement how they intend to timely remedy the condition. Notwithstanding the foregoing, either party may disaffirm this Lease by giving written notice to the other party on or before the expiration of the Due Diligence Period, in which case the Lease shall become null and void *ab inito* with no further obligation borne by either party to the other.

C. Term:

1. **Base Term:** Provided neither party disaffirms the Lease pursuant to Section 2.B above and all other provisions of this Lease, the term hereof shall commence on the first day of the first calendar month following the expiration of the Due Diligence Period (the "Commencement Date"), and shall end the last day of the sixtieth (60th) calendar month following the Commencmenet Date (the "Base Term").

2. **Extended Term Option:** Provided Tenant (i) is not then in default beyond the expiration of applicable notice and cure periods under this Lease or any other agreement with Landlord, (ii) achieves Final Completion, and (iii) exceeds the stipulated Construction Value for the New Building Improvements as set forth and required in Lease Addendum #2 (attached hereto and incorporated herein by reference) on or before the expiration of the Base Term above, the Base Term shall be extended so that this Lease will end June 30th, 2057 ("Extended Base Period"). Should Tenant earn and qualify for the Extended Base Period, the Parties hereby mutually agree to execute and record a Memorandum of Lease substantially in the form of **Exhibit 5** attached hereto this Lease and incorporated herein by reference, memorializing the Extended Base Term being in effect. Should Tenant fail to complete the New Building Improvements as required pursuant to Lease Addendum #2, Tenant shall not be entitled to this Extended Term causing the Base Term to remain unchanged except for as adjusted, if any, pursuant to Section 4 - Adjustment of Rent.

D. Notwithstanding the foregoing, it is the intent of the Parties to this Agreement not to allow the Term, including the Extended Term Option, to exceed the maximum statutory limit of forty (40) consecutive full-calendar years from the Commencement Date.

Section 3. Rental

A. Subject to adjustment as hereinbelow provided, Tenant agrees to and shall pay to Landlord, without notice, demand, offset or deduction, Rental each month over the Term for the Demised Premises as set forth below:

1. Initial Rent Payment: Provided neither Landlord or Tenant terminate this Lease on or before the expiration of the Due Diligence Period pursuant to Section 2.B.6, above, it shall be deemed Tenant accepts the Demised Premises together with the Existing Building Improvements pursuant to Section 7 below. Accordingly, within five days following the expiration of the Due Diligence Period, Tenant shall pay or cause Landlord to be paid a one-time installment of Rental for the sum amount of Six Hundered Thirty-Five Thousand Dollars and no cents ($635,000.00 US) ("Initial Rent Payment") due and payable to the Addison Airport on behalf of Landlord in ACH funds or cashier's check, which such Initial Rent Payment shall be deemed fully earned and non-refundable except as otherwise provided for herein; and

2. Base Rent: Tenant agrees to and shall pay Landlord annual Rental for the Demised Premises in the amount of Fifty-One Thousand, One Hundred and Eighty-Seven Dollars and 50/100. ($51,187.50) (Note: Base Rent is calculated at $0.75 per gross square foot located within the Demised Premises as determined by the Survey accepted by the parties) which amount shall be paid by Tenant in twelve equal monthly installments in advance on the first day of each calendar month (the "Base Rent", which shall be adjusted as set forth herein). The first monthly payment or installment of Base Rent in the amount of Four Thousand, Two Hundred and Sixty-Five Dollars and 63/100 ($4,265.63) is due and payable on or before the Commencement Date. Thereafter, another payment or installment of the Base Rent, subject to adjustment as set forth below, shall be due and payable on the first day of each calendar month during the term hereof. All Rent is due on the first of each month and is delinquent after the 10th day of each month and subject to the provisions of Section 23 and Section 39.

3. If the Demised Premises is amended or modified and the gross square feet is increased or decreased, the Base Rent shall be recalculated using the prevailing Base Rental Rate subject to adjustment as provided for in Section 4.

4. In the event the Commencement Date is a date other than the first day of a calendar month, the monthly Base Rent determined in for any partial month at the beginning of the Term shall equal the product of the Base Rent multiplied by a fraction, the numerator of which is the number of days in the partial month (beginning with the Commencement Date and ending with the last day of the partial month) and the denominator of which is the number of days in such full calendar month. Payment of Base Rent for any fractional calendar month at the end of the Term shall be similarly prorated.

5. For purposes of this Lease, the term "Rent" means the Initial Rent Payment, Base Rent, additional rent, and all other sums that Tenant may owe to Landlord or otherwise be required to pay under this Lease. Landlord shall have the same rights and remedies for nonpayment of any Rent as for non-payment of Base Rent.

B. Security Deposit: No Security Deposit required.

Section 4. Adjustment of Rental:

A. Commencing on the second anniversary of the Commencement Date and on every second anniversary thereafter (hereinafter referred to as the "Adjustment Date"), the monthly Rental due under Section 3.A.1. (Base Rent) shall be adjusted as follows:

1. Annual Rent (including Base Rent) shall be adjusted to reflect changes in the Consumers' Price Index - All Items for Dallas, Texas Metropolitan Area (hereinafter referred to as the "Consumer Price Index"), as quoted in the publication *Consumer Price Index for All Urban Consumers (CPI-U)* for the Dallas-Fort Worth Consolidated Metropolitan Statistical Area which is issued by the U.S. Department of Labor, Bureau of Labor Statistics. The basic index ("Basic Index") is the Consumer Price Index existing as of the Commencement Date. The current index ("Current Index") is the Consumer Price Index on the first day of the calendar month preceding the then applicable Adjustment Date.

2. Beginning with the first full month following the then applicable Adjustment Date, the annual Rent (including the Base Rent) shall be adjusted so that it equals the product of the annual Rent (including the Base Rent) multiplied by a fraction, the numerator of which is the Current Index and the denominator of which is the Basic Index (the "Adjusted Rental"), but in no event shall such annual Rent (including the Base Rent) ever be decreased below the Base Rent set forth in Section 3.A.2., above.

3. In the event that the Consumer Price Index is unavailable for whatever reason for the computations set forth hereinabove, another index approximating the Consumer Price Index as closely as feasible (as determined by Landlord) shall be substituted therefor.

Section 5. Permitted Use and Prohibited or Restricted Use of the Demised Premises:

A. Permitted Uses: The Demised Premises mayh be used and occupied by Tenant only for the following uses:

1. Constructing, owning and operating an aeronautical facility used in connection with the sale of aircraft and aircraft parts; aircraft maintenance and repair; repair of aircraft parts; aircraft storage; aircraft training; aircraft charter, aircraft rentals; and

2. Office or administrative space used in support of said aeronautical operations or services;

B. Prohibited or Restricted Use of Demised Premises: The following uses are expressly prohibited or restricted:

1. Ground transportation for rent or hire (including taxi and limousine service);

2. Retail services including food sales; barber and valet services, alcoholic beverage sales, sales of pilot supplies; newsstands and gifts;

3. Aircraft fueling operations without valid license or permit issued by Landlord;

4. Any use that would conflict with the FAA policy on the Non-Aeronautical Use of Airport Hangars as may be amended or modified (*FR/Vol. 81, No. 115, June 15, 2016; 14 CFR Chapter 1 [Docket No. FAA 2014-0463]).*

5. For any illegal purpose or any other activity (federal, state, county and municipal laws, rules, regulations, standards and policies) that, in Landlord's reasonable opinion, would create a nuisance, unreasonably disturb other tenants of the Airport, or which may cause an increase in Landlord's insurance costs, whether or not such increased costs are actually incurred; and

6. Aviation fueling operations of any kind without a valid fuel dispensing permit issued by the Town of Addison.

7. The Tenant shall in good faith continuously throughout the Term of this Lease conduct and carry on in the entire Demised Premises the type of business for which the Demised Premises are leased, except during periods in which the Demised Premises may not be occupied as a result of fire or other casualty, or reasonable periods for repairs and alterations of the Building Improvements to the Demised Premises, all such repairs and alterations to be diligently pursued to completion.

8. Tenant acknowledges that Landlord is bound by the terms and conditions of any and all Federal Aviation Administration, Texas Department of Transportation, and other grant agreements, grant assurances and regulations regarding the Airport, and the terms or any grant, loan, regulation, or agreement under Section 22.055 of the Texas Transportation Code, as amended or superseded, whether now existing or made in the future. Tenant agrees not to knowingly take any action or refrain from taking any action in relation to the Demised Premises that would cause Landlord to be in violation of such regulations or standards.

9. The Tenant for itself, its personal representatives, successors in interest, and assigns, as a part of the consideration hereof, does hereby covenant and agree that to the extent that the Demised Premises are used for commercial purposes that (i) no person shall be excluded from participation in, denied the benefits of or be otherwise subjected to discrimination in the use of said facilities on the basis of race, creed, color, national origin, sex, age or handicap; (ii) that in the construction of any improvements on, over or under the Demised Premises and the furnishing of services thereon, no person shall be excluded from participation in, denied the benefits of or be otherwise subjected to discrimination in the use of said facilities on the basis of race, creed, color, national origin, sex, age or handicap; (iii) that the Tenant shall use

the Demised Premises in compliance with all other requirements imposed by or pursuant to Title 49, Code of Federal Regulations, Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Non-discrimination in Federally-assisted programs of the Department of Transportation-Effectuation of Title VI of the Civil Rights Act of 1964 and as said Regulations may be amended.

10. To the extent the Demised Premises is used for commercial purposes, Tenant agrees to furnish all services on a fair, equal, and non-unjustly discriminatory basis to all users thereof and to charge fair, reasonable, and not unjustly discriminatory prices for such services, provided that the Tenant may be allowed to make reasonable and non-discriminatory discounts, rebates or other similar types of price reductions to volume purchasers.

Section 6. Construction of Building Improvements:

In connection with the use and occupancy of the Demised Premises by Tenant, Tenant will cause to be constructed on the Demised Premises throughout the Term, buildings and other improvements at Tenant's sole cost, expense and risk including but not limited to the New Building Improvements referenced in Section 2.C.2 above and more specifically provided for in Lease Addendum #2 attached hereto and incorporated herein by reference. For purposes herein, the term "Building Improvements" shall mean, without limitation the Existing Building Improvements, as defined in the Preamble of this Lease made on or to the Demised Premises as of the Effective Date, the New Building Improvements as defined in Lease Addendum #2, and any other Future Building and Other Improvements (as defined in Lease Addendum #2) made to, constructed, installed, located or placed upon the Demised Premises during the Term, as the Term may be extended or modified. Except as provided for by this Lease (including Lease Addendum #2, Tenant may not construct, locate, install, place or erect any other improvements upon the Demised Premises without the prior written consent of Landlord.

Section 7. Acceptance of Demised Premises:

TENANT WILL ACKNOWLEDGE THAT TENANT HAS FULLY INSPECTED THE DEMISED PREMISES AND ACCEPTS THE DEMISED PREMISES AND THAT THE DEMISED PREMISES ARE LEASED TO TENANT "AS IS, WHERE IS, AND WITH ALL FAULTS AND PATENT AND LATENT DEFECTS", AND LANDLORD HAS NOT MADE, DOES NOT MAKE, AND SPECIFICALLY DISCLAIMS, ANY REPRESENTATION, PROMISE, COVENANT, AGREEMENT, GUARANTY OR WARRANTY OF ANY KIND OR CHARACTER, EXPRESS OR IMPLIED, OR ARISING BY OPERATION OF LAW, AS TO THE QUANTITY, QUALITY, CONDITION, SUITABILITY, HABITABILITY, OR FITNESS OF THE PROPERTY INCLUDING WITHOUT LIMITATION THE DEMISED PREMISES AND THE IMPROVEMENTS THEREON, FOR ANY PURPOSE WHATSOEVER, INCLUDING, WITHOUT LIMITATION, ANY REPRESENTATION REGARDING SOIL CONDITIONS, AVAILABILITY OF UTILITIES [SUBJECT TO SECTION 16], DRAINAGE, ZONING LAWS, ENVIRONMENTAL LAWS, OR ANY OTHER FEDERAL, STATE OR LOCAL STATUTES, CODES, REGULATIONS OR ORDINANCES. TENANT ALSO

ACKNOWLEDGES AND AGREES THAT TENANT'S INSPECTION AND INVESTIGATION OF THE DEMISED PREMISES HAVE BEEN (OR WILL BE) ADEQUATE TO ENABLE TENANT TO MAKE TENANT'S OWN DETERMINATION WITH RESPECT TO THE SUITABILITY OR FITNESS OF THE PROPERTY, INCLUDING, WITHOUT LIMITATION, WITH RESPECT TO SOIL CONDITIONS, AVAILABILITY OF UTILITIES [SUBJECT TO SECTION 16], DRAINAGE, ZONING LAWS, ENVIRONMENTAL LAWS, AND ANY OTHER FEDERAL, STATE OR LOCAL STATUTES, CODES, REGULATIONS OR ORDINANCES. TENANT ACKNOWLEDGES THAT THE DISCLAIMERS, AGREEMENTS AND OTHER STATEMENTS SET FORTH IN THIS PARAGRAPH ARE AN INTEGRAL PORTION OF THIS LEASE AND THAT LANDLORD WOULD NOT AGREE TO LEASE THE DEMISED PREMISES TO TENANT AS SET FORTH HEREIN WITHOUT THE DISCLAIMERS, AGREEMENTS AND OTHER STATEMENTS SET FORTH IN THIS PARAGRAPH. TENANT FURTHER ACKNOWLEDGES THAT TENANT IS NOT IN A DISPARATE BARGAINING POSITION WITH RESPECT TO LANDLORD. TENANT ACKNOWLEDGES AND AGREES FURTHER THAT THIS LEASE IS SUBJECT TO ANY AND ALL CURRENTLY EXISTING TITLE EXCEPTIONS OR OTHER MATTERS OF RECORD OR ANY MATTER OR ITEM VISIBLE OR APPARENT FROM AN INSPECTION AFFECTING THE DEMISED PREMISES. TENANT WAIVES ANY EXPRESS OR IMPLIED WARRANTIES OF SUITABILITY, HABITABILITY, MERCHANTABILITY AND FITNESS FOR A PARTICULAR PURPOSE, AND FURTHER WAIVES ALL CLAIMS BASED ON ANY DEFECT IN THE DEMISED PREMISES WHETHER OR NOT SUCH DEFECT COULD HAVE BEEN DISCOVERED BY TENANT'S REASONABLE INSPECTION. TENANT, AT ITS COST, SHALL BE ENTITLED TO PERFORM A PHASE I ENVIRONMENTAL STUDY, PROVIDING A COPY THEREOF TO LANDLORD, ALL AS MAY BE SPECIFIED IN MORE DETAIL IN SECTION 22.E. BELOW. WITHOUT LIMITING THE FOREGOING, THERE IS NO WARRANTY, EXPRESS OR IMPLIED, OF SUITABILITY, MERCHANTABILITY, HABITABILITY, OR FITNESS FOR ANY PARTICULAR PURPOSE GIVEN IN CONNECTION WITH THIS LEASE.

In accepting the Demised Premises, Tenant acknowledges that this Lease shall be construed to provide Rent to Landlord on a Net Return Basis, as set out in Section 32, below.

Section 8. Securing Governmental Approvals and Compliance with Law; Noise Abatement:

A. Tenant at Tenant's sole cost and expense shall obtain any and all governmental licenses, permits and approvals necessary for the construction of improvements and for the use and occupancy of the Demised Premises. This Lease is subject to and Tenant shall comply at all times with all laws, ordinances, rules, regulations, directives, permits, or standards of any governmental authority, entity, or agency (including, without limitation, the Town of Addison, Texas, the State of Texas, the Federal Aviation Administration, the Texas Department of Transportation, the United States Environmental Protection Agency, and the Texas Commission on Environmental Quality) applicable or related to, whether directly or indirectly the use and occupancy of the Demised Premises and whether in existence or hereafter enacted, adopted or imposed. Tenant shall promptly comply with all

governmental orders and directives for the correction, prevention and abatement of nuisances in or upon, or connected with, the Demised Premises, all at Tenant's sole cost and expense, and shall comply with and be subject to (and this Lease is made and entered into subject to) any and all grant agreements or grant assurances now existing or as hereafter agreed to, adopted or imposed.

Tenant agrees that any new construction or modification of existing improvements on the Demised Premises will comply with all standards and rules published by the Landlord or by the Airport Manager (Airport Manager may be changed or modified by the City, and for purposes of this Lease, the Airport Manager shall also mean any person or entity authorized by Landlord to manage and/or operate the Airport), including, but not limited to, the Airport's published "Construction/Maintenance Standards and Specifications," will comply with the Town of Addison building and related codes and zoning requirements or any other laws, ordinances, permits, rules, regulations, or policies of the Town of Addison, Texas, and will meet or exceed all applicable State and Federal standards, permits, laws, rules, or regulations. Tenant recognizes that the referenced Construction/ Leasehold Maintenance Standards and Specifications, Town of Addison building and related codes and zoning requirements and other laws, ordinances, permits, rules, regulations or policies, and all applicable State and Federal standards, laws, rules, or regulations may be modified or amended from time to time and that compliance will be measured by such standards in effect at the time of a particular construction or modification of improvements after the initial construction of the Building Improvements pursuant to the Design Plan.

B. Tenant shall comply with all noise abatement standards at the Airport at all times, shall notify any employee, guest or invitee of Tenant, including any aircraft operator, using any portion of the Demised Premises of such standards and shall ensure compliance with such standards by such third party.

Section 9. Assignment, Subletting and Mortgaging of Leasehold Estate; Stored Aircraft Information:

A. Assignment:

1. Without the prior written consent of Landlord (which consent may be granted or withheld in Landlord's sole and absolute discretion and opinion), Tenant shall have no power to and may not assign, sell, pledge, encumber, license, transfer, or otherwise convey in any manner whatsoever, including by merger, consolidation, operation of law, or otherwise, (together, "assign" or "assignment," and the person or entity to whom an assignment is made being an "assignee"), this Lease or any rights, duties, or obligations of Tenant hereunder (except to a leasehold mortgagee as hereinbelow provided and in accordance with and subject to all of the terms and conditions of this Lease) nor sublet (except as provided for in Section 9.B below) in whole or in part any portion of the Demised Premises, and any such assignment or any subletting shall be null and void and may be deemed by Landlord (in Landlord's sole discretion) an event of default under Section 23 of this Lease. Any assignment or subletting shall be expressly subject to all the terms and provisions of this Lease, including the provisions of Section 5 pertaining to the use of the Demised Premises. In the event of any Landlord-approved assignment or subletting, Tenant shall not assign Tenant's rights, duties, or obligations hereunder nor sublet the Demised Premises without first obtaining a written agreement from each such assignee or sublessee whereby each

such transferee or sublessee agrees to be bound by the terms and provisions of this Lease. No such assignment or subletting shall constitute a novation. In the event of the occurrence of an event of default while the Demised Premises are assigned or sublet, Landlord, in addition to any other rights and remedies provided herein or by law, may at Landlord's option, collect directly from such assignee or subtenant all rents becoming due under such assignment or subletting and apply such rent against any sums due to Landlord hereunder. No direct collection by Landlord from any such assignee or subtenant shall release Tenant from the payment or performance of Tenant's obligations hereunder. Landlord's consent to any assignment or subletting will not act as a waiver of any rights or remedies granted to or retained by Landlord under this Lease and shall not act as an election of remedies nor shall it prohibit Landlord from exercising its rights and remedies with respect to any other actual or proposed assignment or subletting, and Landlord's consent to any assignment shall not relieve Tenant or any Guarantor of any liability to Landlord under this Lease or otherwise.

2. If consent by Landlord to an assignment is required hereunder, Tenant shall request, in writing, Landlord's consent to a proposed assignment and such request must include: (i) the name of the proposed assignee; (ii) the nature and character of the assignee's business; (iii) all material terms of the proposed assignment; and (iv) audited financial statements or other evidence of the proposed assignee's creditworthiness and ability to assume Tenant's obligations under this Lease.

3. For purposes hereof, an assignment will be deemed to occur if the person or persons who own or have control of more than 50% of Tenant on the Effective Date of this First Amendment to Ground Lease cease to own or have control of more than 50% of Tenant at any time during the Term; provided that any such person shall have the unencumbered right to make from time to time gifts, sales or other transfers, upon death and/or *inter vivos*, of part or all of his or its ownership interest in the Tenant to a Permitted Transferee. A "Permitted Transferee" for purposes of this Lease, shall mean: (i) a person who is a parent or descendant of the transferor; (ii) a trust, the primary beneficiaries of which are relatives of the transferor as described in (i) above; (iii) an entity, the voting or financial control of which is owned by the transferor and/or his relatives as described in (i) above; and (iv) a trust, the primary beneficiary of which is such transferor; and such transfer shall not be considered an event deemed to be an "assignment" hereunder. Tenant shall provide to Landlord from time to time, as requested by Landlord and in a form acceptable to Landlord, a written certification as to the ownership and/or control of Tenant. For purposes hereof, "control" means the possession, directly or indirectly, of the power to direct or cause the direction of the management and policies of an entity, whether through ownership of voting securities or partnership interests, by contract, or otherwise.

B. Subletting:

1. Notwithstanding the foregoing, Landlord hereby acknowledges and consents to Tenant's subletting of the Demised Premises for the purpose of renting aircraft storage only, provided that each sublease is evidenced by written agreement, signed and executed by Tenant and sublessee and fairly states:

a. Each sublessee agrees to be bound by the terms and provisions of the Lease, including the provisions of Section 5 and Section 18 regarding the Airport's Governing Documents, to the extent such extends to a sublease; and

b. In the event of any conflict between the terms of the Lease and the terms of the sublease, the terms of the Lease shall control; and

c. Such subletting shall not constitute a novation of the Lease; and

d. Sublessee shall be obligated to obtain Landlord's consent to any action as to which Tenant is obligated to obtain such consent under the Lease; and

e. Any such sublease term shall not extend beyond the Term of this Lease, as this Lease may be amended or modified; and

f. Landlord shall have no responsibility or obligation for the performance by Tenant of its obligations under the sublease; and

g. With occurrence of an Event of Default while the Demised Premises are sublet, Landlord, in addition to any other remedies provided herein or by law, may at Landlord's option, collect directly from such subtenant all rents becoming due under such subletting and apply such rent against any sums due to Landlord hereunder.

2. Neither this consent, the exercise by Landlord of its rights and remedies hereunder, nor the sublease or any other instrument shall give sublessee any rights directly or indirectly against Landlord or create or impose any obligation, duty, responsibility, or liability of Landlord in favor of or for the benefit of sublessee.

3. Furthermore, Tenant agrees that in no way does any sublease release Tenant from any of its covenants, agreements, liabilities and duties under this Lease; that this consent does not constitute approval by Landlord of the terms of any such sublease; that nothing herein contained shall be deemed a waiver or release of any of the Landlord's rights or remedies under this Lease or pursuant to law, in equity, or otherwise; that Tenant shall remain fully liable for the performance of each and every term, provision, covenant, duty and obligation of the Tenant under this Lease, including, without limitation, the duty to make any and all payments of Rent; and that any violation of any terms and conditions of this Lease by a sublessee may constitute an Event of Default, subject to notice and cure as provided in Section 23 of this Lease.

4. Upon request by Landlord, Tenant shall provide to Landlord within five (5) business days of receipt of each request a complete and accurate roster of any subtenants which shall include, but not be limited to, name, mailing address, email address, daytime telephone number, 24-hour emergency contact information, together with the make, model, aircraft type and "N" number of any aircraft regularly stored or located on or in the Demised Premises. Tenant's failure to provide said information as prescribed constitutes an Event of Default, subject to notice and cure, as provided in Section 23 of this Lease.

C. Mortgaging of Leasehold Estate:

1. Tenant shall have the right to mortgage the leasehold estate of Tenant created hereby in order to secure a mortgage loan for the purpose of (i) obtaining funds for the construction of the New Building Improvements described in Lease Addendum #2, or to reimburse Tenant for funds advanced by Tenant for such purpose or to refinance any such loan, or (ii) other construction upon the Demised Premises approved from time to time by Landlord in writing, or (iii) for any other purpose which may be approved from time to time by Landlord in writing. In the event that Tenant, pursuant to mortgages or deeds of trust, mortgages the leasehold estate of Tenant created hereby, the leasehold mortgagee shall in no event become personally liable to perform the obligations of Tenant under this Lease unless and until said mortgagee becomes the owner of the leasehold estate pursuant to foreclosure, transfer in lieu of foreclosure, or otherwise, and thereafter said leasehold mortgagee shall remain liable for such obligations only so long as such mortgagee remains the owner of the leasehold estate. Notwithstanding the foregoing, it is specifically understood and agreed that no such mortgaging by Tenant and/or any actions taken pursuant to the terms of such mortgage shall ever relieve Tenant of Tenant's obligation to pay the Rent due hereunder and otherwise fully perform the terms and conditions of this Lease.

2. Any Mortgage affecting Tenant's leasehold estate shall contain provisions (i) requiring the leasehold mortgagee to give Landlord at least fifteen (15) days written notice prior to accelerating the debt of Tenant to such mortgagee and/or initiating foreclosure proceedings under said mortgages or deeds of trust, and (ii) allowing Landlord during such fifteen (15) day notice period to cure Tenant's default and prevent said acceleration and/or foreclosure proceedings, and thereafter at Landlord's option to assume Tenant's position under said Mortgage.

3. Landlord agrees, if and so long as the leasehold estate of Tenant is encumbered by a leasehold mortgage and written notice to such effect has been given to Landlord, to give the holder of such leasehold mortgage at such address or addresses as may be specified in such written notice to Landlord for the giving of notices to the leasehold mortgagee, or as otherwise may be specified by the leasehold mortgagee to Landlord in writing, written notice of any default hereunder by Tenant, simultaneously with the giving of such notice to Tenant, and the holder of any such leasehold mortgage shall have the right, for a period of fifteen (15) days after its receipt of such notice or within any longer period of time specified in such notice, to take such action or to make payment as may be necessary or appropriate to cure any such default so specified, it being the intention of the parties hereto that Landlord shall not exercise Landlord's right to terminate this Lease without first giving any such leasehold mortgagee the notice provided for herein and affording any such leasehold mortgagee the right to cure such default as provided for herein.

4. Landlord further agrees to execute and deliver to any proposed leasehold mortgagee of Tenant a "Non-Disturbance Agreement" wherein Landlord agrees that Landlord will (i) recognize such mortgagee after foreclosure, or transfer in lieu of foreclosure, as Tenant hereunder, and (ii) continue to perform all of Landlord's obligations hereunder so long as such mortgagee performs all of the obligations of Tenant hereunder; provided, however, that notwithstanding the foregoing or any other provision of this Lease, such mortgagee or its successors and assigns after foreclosure or transfer in lieu of foreclosure shall not and does not have the right and shall not and does not have the power to assign (as defined in subsection A. of this Section above) this Lease, or any

right, interest, obligation, or liability hereunder, or any part of the Demised Premises, without the prior written approval of Landlord, and any such assignment shall be null and a cause for immediate termination of this Lease by Landlord, it being the intent of this provision that such mortgagee shall have no greater right to assign or sublet this Lease, or any right, interest, obligation, or liability hereunder, or any part of the Demised Premises, than the Tenant has as set forth in this Section. Landlord also agrees to consider the execution and delivery to such proposed leasehold mortgagee any other documents which such proposed leasehold mortgagee may reasonably request concerning the mortgaging by Tenant of the leasehold estate created hereby; provided, however, that Landlord shall never be required to subordinate Landlord's interest in the Demised Premises to the mortgage of such proposed leasehold mortgagee.

Section 10. Property Taxes and Assessments:

A. Following the Commencement Date, Tenant shall pay, before they become delinquent, any and all property taxes or assessments, and any other governmental charges, fees or expenses (collectively, the "Taxes"), levied or assessed on any improvements on the Demised Premises, the personal property and fixtures on the Demised Premises, and, if applicable, upon the leasehold estate of Tenant created hereby. Upon the request of Landlord, Tenant shall from time to time furnish to Landlord "paid receipts" or other written evidence that all such taxes have been paid by Tenant. In the event Tenant shall fail to pay any such taxes, assessments, or charges prior to delinquency, Landlord shall have the right to pay (but not the obligation) or may cause all taxes, assessments, or charges to be paid and the reasonable costs thereof expended by Landlord plus interest thereon as provided in Section 39 of this Lease shall be paid by Tenant on demand. Subject to the payment of any outstanding Taxes, Tenant may protest, appeal or institute other formal proceedings to effect a reduction or abatement of real estate taxes and assessments with respect to real estate taxes and assessments levied against the improvements on the Demised Premises and/or the Tenant's leasehold interest in the Lease for any tax fiscal year that ends after the Commencement Date of this Lease. Such protest, appeal or other proceedings may be conducted only in the name of Tenant. To this end and at Tenant's expense, Tenant shall give Landlord written notice of any such protest or appeal and resolution thereof. Notwithstanding the foregoing, Tenant shall not contest the determination that the buildings and/or improvements are subject to taxation. If a final (non-appealable) determination is rendered by DCAD or a court of appropriate and competent jurisdiction that any such buildings or other improvements are not subject to property taxation, the Rent (as the same may be adjusted) for the year in which such final determination becomes effective shall be increased by an amount equal to the property tax revenue from such buildings and improvements that Tenant would have paid to the Town of Addison, Texas in that year but for such final determination (and such initial increased amount shall be paid to Landlord on or before December 31 of such year, unless otherwise agreed to by Landlord); thereafter, the Rent (as the same may be adjusted) as so increased shall continue, subject to adjustment as set forth in this Lease.

Section 11. Maintenance and Repair of Demised Premises:

A. Tenant shall, throughout the Term hereof, maintain in good repair and in a first-class condition (in accordance with any construction and/or maintenance standards and specifications established by Landlord or Airport Manager from time to time and all applicable ordinances, codes, rules and regulations of or adopted by the Town of Addison, Texas) all the Demised

Premises and all buildings, improvements, fixtures, equipment and personal property (excluding aircraft stored in the Building Improvements) on the Demised Premises and keep them free from waste or nuisance and, at the expiration or termination of this Lease, deliver up the Demised Premises clean and free of trash and in good repair and condition (in accordance with any construction and/or maintenance standards and specifications established by Landlord or Airport Manager from time to time and all applicable ordinances, codes, rules and regulations of or adopted by the Town of Addison, Texas), with all fixtures and equipment situated in the Demised Premises in good working order, reasonable wear and tear excepted. Tenant shall reimburse Landlord for and indemnify Landlord against all damages which Landlord incurs from Tenant's delay in vacating the Demised Premises.

B. Notwithstanding the foregoing, set forth as "Lease Addendum #1" attached hereto and incorporated herein by reference and made a part hereof, are "Tenant's Leasehold Minimum Maintenance and Repair Standards and Practices," which are intended as maintenance and repair standards and practices Landlord expects of Tenant. Tenant (and any of its successors or assigns) hereby agrees to meet or exceed the Tenant's Leasehold Minimum Maintenance and Repair Standards and Practices throughout the Term. Notwithstanding the foregoing, as provided in Section 18 below, Landlord reserves the right, in its sole discretion, to introduce and adopt other regulations deemed appropriate and necessary by Landlord for the purpose, among other things, protection of the property of Landlord. In the event Landlord should formally adopt similar leasehold maintenance and repair standards governing such practices of all ground leaseholds at Addison Airport ("Replacement Maintenance Standards"), such encompassing regulations and practices shall supersede and replace Lease Addendum #1 in its entirety upon the effective date of such Replacement Maintenance Standards for the duration of the Term.

Section 12. Alterations, Additions and Improvements:

After completion of the New Building Improvements described in Lease Addendum #2, Tenant shall not create any openings in the roof or exterior walls, or make any alterations, additions or improvements to the Demised Premises or any improvements thereon or modifications thereto without the prior written consent of Landlord or Manager. Consent for non-structural alterations, additions or improvements shall not be unreasonably withheld by Landlord or Manager. Tenant shall have the right to erect or install shelves, bins, machinery, air conditioning or heating equipment and trade fixtures, provided that Tenant complies with all applicable governmental laws, ordinances and regulations (including, without limitation and as may be required by law, obtaining a building permit).

All alterations, modifications, additions and improvements in and to the Demised Premises shall be performed in a first class, workmanlike manner, shall comply with all the standards and requirements set out above, and in Lease Addendum #2 and Section 8, and Tenant shall promptly pay and discharge all costs, expenses, claims for damages (including incidental, special, and consequential damages), liens and any and all other liabilities and obligations which arise in connection therewith (and shall defend, indemnify, and hold harmless Landlord and Manager, and their respective officials, officers, employees, and agents, from and against any and all such costs, expenses, claims, liens, liabilities, and obligations as set forth in Lease Addendum #2).

Section 13. Insurance and Bonds:

A. At all times in connection with this Lease and during the Term hereof, Tenant shall purchase and maintain at Tenant's sole cost and expense and in a company or companies lawfully authorized to do business in Texas such insurance coverages relating to the Demised Premises as follows:

1. Insurance against loss or damage to improvements by fire, lightning, and all other risks from time to time included under standard extended coverage policies, and sprinkler, vandalism and malicious mischief, all in amounts sufficient to prevent Landlord or Tenant from becoming co-insurers of any loss under the applicable policies but in any event in amounts not less than one hundred percent (100%) of the full insurable value of the Demised Premises and any and all improvements thereon. The term "full insurable value" as used herein means actual replacement value at the time of such loss. Upon request, such replacement value shall be determined by a qualified appraiser, a copy of whose findings shall be submitted to Landlord, and, thereafter, proper adjustment in the limits of insurance coverage shall be effected.

2. Commercial General Liability insurance at minimum combined single limits of $1,000,000 per-occurrence and $1,000,000 general aggregate for bodily injury, death or property damage or destruction occurring on, in or about the Demised Premises, which coverage shall include products/completed operations ($1,000,000 products/ completed operations aggregate). Coverage for products/completed operations must be maintained for at least two (2) years after construction work has been completed. Coverage must include contractual liability.

3. Statutory limits of workers compensation insurance and employer's liability with limits of liability of not less than $1,000,000.00 each-occurrence each accident/$1,000,000.00 by disease each-occurrence/$1,000,000.00 by disease aggregate.

4. If applicable, boiler and pressure vessel insurance on all steam boilers and air compressors, parts thereof and appurtenances attached or connected thereto which by reason of their use or existence are capable of bursting, erupting, collapsing, imploding or exploding, in the minimum amount of $500,000.00 for damage to or destruction of property resulting from such perils.

5. In connection with the design and construction of any improvements on the Demised Premises, architects, engineers, and constructions managers, including design/build contractors used by Tenant, shall carry professional liability insurance at minimum limits of $250,000.00; this coverage must be maintained for at least two (2) years after the improvements are completed, and if coverage is written on a claims-made basis, a policy retroactive date equivalent to the inception date of this Lease (or earlier) must be maintained.

6. Hangarkeepers Legal Liability insurance, at limits of $1,000,000.00 per-occurrence is required if Tenant is engaged in maintenance, repair, or servicing of aircraft belonging to

a third-party, or if Tenant is otherwise involved in any operation in which Tenant has care, custody, or control of an aircraft that belongs to a third-party.

7. Aircraft liability insurance against third party bodily injury or death and property damage or destruction at minimum limits required by regulatory agencies having jurisdiction at the Airport and which are acceptable to Landlord, but in any event not less than $1,000,000.00 each occurrence (applies to the ownership, operation or use of aircraft by Tenant or any subtenant). Policy shall include non-owned aircraft liability with a minimum of $1,000,000 and medical expense coverage with a limit of $5,000 for any one person.

8. Business Automobile Liability insurance for all Tenant-owned and non-owned vehicles being operated on the Airport with a minimum combined single limit of $1,000,000 for bodily injury and property damage.

9. If Tenant is fueling aircraft at the Airport pursuant to a fueling permit or license issued by the City, Tenant shall maintain a minimum of $1,000,000 in Pollution Liability Insurance coverage, which may be satisfied through sudden and accidental pollution coverage under Tenant's commercial general liability policy.

10. Such other insurance in such amounts and against such other insurable hazards, which at the time are commonly obtained within the aeronautical industry for similar types of building improvements and other improvements that may be located on the Demised Premises and Tenant's permitted use of the Demised Premises.

B. Tenant shall cause all such policies of insurance to comply with the following and be specifically endorsed as follows:

1. The Town of Addison, Texas, and the Airport Manager and their respective past and present officials, officers, employees and agents shall be named as additional insureds, or loss payees as the case may be, except with respect to the professional liability policies and workers compensation insurance;

2. All insurance policies which name the Town of Addison, Texas and the Airport Manager (and their respective past and present officials, officers, employees and agents) as additional insureds must be endorsed to read as primary coverage and non-contributory regardless of the application of other insurance;

3. A waiver of subrogation in favor of the Town of Addison, Texas and the Airport Manager (and their respective past and present officials, officers, employees and agents) shall be contained in each policy required herein;

4. All insurance policies shall be endorsed to the effect that the Town of Addison, Texas and the Airport Manager will receive at least thirty (30) days written notice prior to cancellation or non-renewal of the insurance (except that if such insurance is canceled for non-payment of premium, such notice shall be ten [10] days.);

5. All insurance policies shall be endorsed to require the insurer to immediately notify the City and the Airport Manager of any material change in the insurance coverages;

6. All liability policies shall contain no cross liability exclusions or insured versus insured restrictions applicable to the claims of the Town of Addison or the Airport Manager;

7. Tenant may maintain reasonable and customary deductibles, subject to approval by Landlord; and

8. Insurance must be purchased from insurers that are financially acceptable to Landlord and licensed to do business in the State of Texas.

C. All insurance must be written on forms filed with and approved by the Texas Department of Insurance. Certificates of insurance, satisfactory to Landlord, evidencing all coverage above, shall be prepared and executed by the insurance company or its authorized agent, promptly delivered to Landlord and updated as may be appropriate, and shall:

1. List each insurance coverage described and required herein. Such certificates will also include a copy of the endorsements necessary to meet the requirements and instructions contained herein; and

2. Specifically set forth the notice-of-cancellation or termination provisions to the Town of Addison and the Airport Manager.

D. In connection with any construction on the Demised Premises, Lease Addendum #2 shall govern.

E. Landlord reserves the right to review the insurance requirements contained herein and to reasonably adjust coverages and limits when deemed necessary and prudent by Landlord,.

Section 14. Casualty Damage or Destruction:

A. In case of any damage to or destruction of the buildings, structures, equipment, or any other improvements on or at the Demised Premises (including the Building Improvements), or any part thereof, Tenant will promptly give written notice thereof to Landlord, generally describing the nature and extent of such damage and/or destruction.

B. In case of any damage to or destruction of any building, structure, equipment, or other improvements (including the Building Improvements) on or at the Demised Premises, or any part thereof, Tenant, whether or not the insurance proceeds, if any, payable on account of such damage and/or destruction shall be sufficient for such purpose, at Tenant's sole cost, risk and expense will promptly and diligently commence and complete the restoration, repair and replacement of said building, structure, equipment, or other improvements as nearly as possible to their value, condition and character immediately prior to such damage and/or destruction and with at least as good workmanship and quality as such building, structure, equipment, or other improvements on

or at the Demised Premises being repaired or replaced, with such alterations in and additions thereto as may be approved in writing by Landlord (hereinafter sometimes referred to as the "Restoration"). All Restoration plans (whether design, architectural, or otherwise) shall be approved in writing by Landlord prior to the commencement of construction. All such design and construction shall comply with other Sections of this Lease concerning the design and construction of buildings and other improvements on or at the Demised Premises, including without limitation Sections 6 (including Lease Addendum #2), 8, and 13 hereof.

C. All insurance proceeds, if any, payable on account of such damage to or destruction of the buildings, structures and equipment on the Demised Premises shall be held by Landlord. Landlord shall be protected, and fully indemnified in accordance with Sections 6 and 21 hereof and other relevant provisions of this Lease, in acting upon any certificate believed by Landlord to be genuine and to have been executed by the proper party and shall receive such certificate as conclusive evidence of any fact or as to any matter therein set forth. Such certificate shall be full warranty, authority and protection to Landlord in acting thereon and Landlord shall be under no duty to take any action other than as set forth in this Section 14.

D. Insurance proceeds received by Landlord on account of any damage to or destruction of the buildings, structures and equipment on the Demised Premises, or any part thereof (less the costs, fees and expenses incurred by Landlord and Tenant in the collection thereof, including, without limitation, adjuster's and attorney's fees and expenses ["Net Insurance Proceeds"]) shall be applied as follows:

1. Net insurance proceeds as above defined shall be paid to Tenant or as Tenant may direct from time to time as Restoration progresses to pay (or reimburse Tenant for) the cost of Restoration, upon written request of Tenant to Landlord accompanied by (a) certificate of a supervising architect or engineer approved by Landlord, describing in reasonable detail the work and material in question and the cost thereof, stating that the same were necessary or appropriate to the Restoration and constitute a complete part thereof, and that no part of the cost thereof has theretofore been reimbursed, and specifying the additional amount, if any, necessary to complete the Restoration, and (b) an opinion of counsel satisfactory to Landlord that there exist no mechanics', materialmen's or similar liens for labor or materials except such, if any, as are discharged by the payment of the amount requested.

2. Upon receipt by Landlord of the certificate and opinion required by the foregoing clauses (i) (a) and (b) that Restoration has been completed and the cost thereof paid in full, and that there are no mechanics', materialman's or similar liens for labor or materials supplied in connection therewith, the balance, if any, of such proceeds shall be paid to Tenant or as Tenant may direct.

E. In the event Tenant does not promptly commence Restoration, or after commencement Tenant does not diligently proceed to the completion of same shall be an Event of Default by Tenant pursuant to notice and cure in Section 23.B of this Lease. Landlord shall have the right, but not the obligation, to commence or complete Restoration as described hereinafter. Landlord's right to commence or complete Restoration shall begin after Landlord has given Tenant at least thirty (30) days written notice requesting (i) the commencement of Restoration, or (ii) that Tenant

diligently proceed to the completion of Restoration, and Tenant during such thirty (30) day period fails to commence or fails to proceed to diligently complete Restoration. In such event, Landlord shall be entitled to obtain the insurance proceeds, and Tenant shall promptly pay any deficiency if such proceeds are not sufficient for Restoration.

F. In the event of termination of this Lease by Landlord as a result of Tenant's failure to commence or complete (as the case may be) the Restoration, this Lease shall terminate and come to an end upon Landlord's termination as aforesaid as though the date of such termination by Landlord were the date of expiration of the Term of this Lease. All insurance proceeds, if any are remaining and/or available subject to another secured interest on the property, shall be paid to the Landlord.

Section 15. Condemnation:

A. If during the Term hereof, any part of the Demised Premises shall be acquired or condemned by eminent domain for any public or quasi-public use or purpose, or are sold to a condemning authority under threat of condemnation, and after such taking by or sale to said condemning authority the remainder of the Demised Premises is not susceptible to efficient and economic occupation and operation by Tenant, this Lease shall automatically terminate as of the date that said condemning authority takes possession of the Demised Premises, and Landlord shall refund to Tenant any prepaid but unaccrued Rental less any sum then owing by Tenant to Landlord.

B. If after such taking by or sale to said condemning authority the remainder of the Demised Premises is susceptible to efficient and economic occupation and operation by Tenant, this Lease shall not terminate but the Rental due hereunder shall be adjusted so that Tenant shall be required to pay for the remainder of the term hereof the sum obtained by multiplying each monthly Rental installment due hereunder, as adjusted from time to time pursuant to Section 4, by a fraction, the numerator of which shall be the number of square feet remaining in the Demised Premises after the taking by or sale to said condemning authority and denominator of which shall be the square footage originally contained in the Demised Premises. The Rental adjustment called for herein shall not commence until said condemning authority actually takes possession of the condemned portion of the Demised Premises.

C. If this Lease is not terminated pursuant to Section 15.A., above, Tenant shall promptly restore any building and any other improvements on the Demised Premises, and the condemnation proceeds to which Landlord and Tenant are entitled shall be awarded and paid first to cover the costs and expenses for restoring the remaining portion of the Demised Premises to a condition susceptible to efficient and economic occupation and operation by Tenant, and any remaining proceeds to which Landlord and Tenant are entitled shall be awarded and paid to Landlord and Tenant, as their interest may appear. If this Lease is terminated pursuant to Section 15.A, condemnation proceeds to which Landlord and Tenant are entitled shall be awarded and paid to Landlord and Tenant as their interests may appear.

Section 16. Utilities.

Tenant shall be responsible, at Tenant's sole cost and expense, for obtaining all utility connections at or for the Demised Premises and Tenant shall pay all charges for water, electricity, gas, sewer, telephone or any other utility connections, tap-in fees, impact fees, and services furnished to the Demised Premises during the Term hereof. Tenant agrees to contact all utility service providers prior to any excavation or digging on the Demised Premises. Landlord shall in no event be liable or responsible for any cessation or interruption in any such utility services.

Section 17. Common Facilities.

Tenant and Tenant's employees, agents, servants, customers and other invitees shall have the non-exclusive right to use all common facilities, improvements, equipment and services which may now exist or which may hereafter be provided by Landlord for the accommodation and convenience of Landlord's customers and tenants, including landing and takeoff facilities, means of ingress and egress to the Demised Premises, other Airport installations, and all other reasonable services which may be provided with or without charge from time to time by Landlord in operating the Airport ("Common Facilities"). All such Common Facilities shall at all times be under the exclusive control, operation and management of Landlord and may be rearranged, modified, changed, altered, removed, or terminated from time to time at Landlord's sole discretion.

Section 18. Airport Governing Documents.

Landlord, in its sole and absolute discretion, shall have the right from time to time to adopt, amend, modify, alter, and terminate in a reasonable manner certain rules and regulations, standards of operations, policies, procedures and practices deemed necessary and appropriate for the purpose of assuring the safety, welfare, fairness and equality without unjust discrimination, convenience and protection of property of Landlord, Tenant, other tenants and users of the Airport, their customers, and the general public (herein collectively referred to as the "Airport Governing Documents.") Tenant hereby agrees to comply fully at all times with these Airport Governing Documents.

As of the Effective Date of this Lease such Airport Governing Documents include, without limitation:

1. Addison Airport Minimum Standards and Requirements for Commercial Aeronautical Service Providers vr. 2004 (also commonly referred to as the "Minimum Standards" or "Airport Minimum Standards"); and

2. *Addison Airport Rules and* Regulations vr. 2010 (also commonly referred to as the "Rules and Regulations" or "Airport Rules and Regulations"), which shall govern Tenant's use of the Demised Premises and all Common Facilities of the Airport; and

3. *Addison Airport Rates and Charges* – a schedule of the current rates, fees and charges assessed by the Airport for various services and facilities, which are generally

approved in connection with the Airport's annual budgetary process but may be amended from time to time as deemed reasonable and appropriate.

Landlord has also adopted the National Business Aviation Association (NBAA) Noise Abatement Program (https://nbaa.org/aircraft-operations/environment/noise-abatement-program/) revised in 2015. Unless Landlord adopts a noise abatement program of its own, Tenant and Tenant's subtenants and their aeronautical guest and invitees are required to comply with NBAA's recommended noise abatement procedures, which are suitable for any aircraft type and airport operating environment.

Section 19. Signs and Equiptment.

After first securing Landlord's approval, Tenant shall have the right from time to time to install and operate signs depicting Tenant's name and operate radio, communications, meteorological, aerial navigation and other equipment and facilities in or on the Demised Premises that may be reasonably necessary for the operation of Tenant's business, provided such signs and equipment are installed and maintained in compliance with all applicable governmental laws, rules, and regulations, including the City sign ordinance, and do not interfere with the operation of any navigation facilities or Airport communications (including, without limitation, navigation facilities or Airport communications used or operated by the Federal Aviation Administration).

Section 20. Landlord's Right of Entry.

Landlord and Landlord's authorized representatives shall have the right, during normal business hours, to enter the Demised Premises (i) to inspect the general condition and state of repair thereof, (ii) to make repairs permitted under this Lease, (iii) to show the Demised Premises to any prospective tenant or purchaser or (iv) for any other reasonable and lawful purpose.

During the final one hundred eighty (180) days of the term hereof, Landlord and Landlord's authorized representatives shall have the right to erect and maintain on or about the Demised Premises customary signs advertising the Demised Premises for lease.

Section 21. Indemnity, Exculpation and Release.

A. Exculpation.

Landlord and the elected officials, the officers, employees, representatives, agents, and volunteers of Landlord, individually or collectively, in both their official and private capacities, (each a "Landlord Person" and collectively the "Landlord Persons"), and Airport Manager and Airport Manager's owner's, officers, employees, representatives, and agents, in both their official and private capacities, (each a "Manager Person" and collectively the "Manager Persons"), shall not be liable to Tenant or to any of Tenant's owners, directors, officers, shareholders, partners, managers, employees, agents, consultants, servants, customers, invitees, patrons, subtenants, licensees, concessionaires, contractors, subcontractors, or any other person or entity for whom Tenant is legally responsible, and their respective owners,

directors, officers, shareholders, partners, managers, employees, agents, consultants, servants, customers, invitees, patrons, subtenants, licensees, concessionaires, contractors, and subcontractors, (each a "Tenant Person" and collectively "Tenant Persons"), or to any other person whomsoever, for any death or injury to persons or damage to or destruction of property or any other harm on or about the Demised Premises or any adjacent area owned by Landlord caused by or resulting from any act or omission of Tenant or any Tenant Persons, or arising out of the use or occupation of the Demised Premises by Tenant or any Tenant Persons and/or the conduct of Tenant's business thereon, or arising out of any breach or default by Tenant in the performance of Tenant's obligations hereunder.

B. Tenant's Indemnity Obligation.

Tenant shall DEFEND (with counsel reasonably acceptable to Landlord), INDEMNIFY, AND HOLD HARMLESS Landlord and all other Landlord Persons and Airport Manager and all Manager Persons (Landlord and all other Landlord Persons, and Airport Manager and all other Manager Persons, being collectively the "Indemnified Persons") from and against any and all claims, actions, proceedings, causes of action, demands, losses, harm, damages, penalties, fines, liability, expenses, lawsuits, judgments, costs, and fees (including reasonable attorney fees and court costs) of any kind and nature whatsoever made upon, incurred by, suffered by, or asserted against any of the Indemnified Persons, whether directly or indirectly (collectively for purposes of this Section, "Damages"), that result from, relate to, are based upon, or arise out of, in whole or in part, (I) any condition of the Demised Premises caused in whole or in part by Tenant or by any Tenant Persons; (II) any act or omission of Tenant or any Tenant Persons under, in connection with, or in the performance of, this Lease; (III) any representations or warranties by Tenant under this Lease; (IV) any personal injuries (including but not limited to death) to any Tenant Persons and to any third persons or parties arising out of or in connection with Tenant's use and occupancy of the Demised Premises under this Lease; and/or (V) the Demised Premises becoming out of repair due to the fault of Tenant or any Tenant Persons for any reason, including by failure of equipment, pipes, or wiring, or broken glass, or by the backing up of drains, or by gas, water, steam, electricity or oil leaking, escaping or flowing into the Demised Premises, regardless of the source, or by dampness or by fire, explosion, falling plaster or ceiling. THIS DEFENSE, INDEMNITY, AND HOLD HARMLESS OBLIGATION SHALL AND DOES INCLUDE DAMAGES ALLEGED OR FOUND TO HAVE BEEN CAUSED, IN WHOLE OR IN PART, BY THE NEGLIGENCE (BUT EXCLUDING THE GROSS NEGLIGENCE OR WILLFUL MISCONDUCT) OF THE INDEMNIFIED PERSONS (OR ANY OF THEM), OR CONDUCT BY THE INDEMNIFIED PERSONS (OR ANY OF THEM) THAT WOULD GIVE RISE TO STRICT LIABILITY OF ANY KIND. HOWEVER, TO THE EXTENT GROSS NEGLIGENCE AND/OR WILLFUL CONDUCT ARE ALLEGED SIMULTANEOUSLY WITH CLAIMS REQUIRING DEFENSE AND INDEMNITY HEREIN, TENANT SHALL DEFEND ALL CLAIMS ALLEGED AGAINST THE INDEMNIFIED PERSONS. Tenant's liability under this indemnity obligation shall be reduced by that portion of the total amount of the Damages (excluding defense fees and costs) equal to the Indemnified Person's or Indemnified Persons' proportionate share of the negligence or conduct that would give rise to strict liability of any kind, that caused the loss. Likewise, Tenant's liability for Indemnified Person's or Indemnified Persons' defense costs and attorneys' fees shall be limited to a

portion of the defense costs and attorneys' fees equal to the Indemnified Person's or Indemnified Persons' proportionate share of the negligence or conduct that would give rise to strict liability of any kind, that caused the loss.

Tenant shall promptly advise Landlord and Airport Manager in writing of any claim or demand against any Indemnified Persons, Tenant, or any Tenant Persons related to or arising out of Tenant's activities under this Lease and shall see to the investigation and defense of such claim or demand at Tenant's sole cost and expense. The Indemnified Persons shall have the right, at the Indemnified Person's or Indemnified Persons' option and own expense, to participate in such defense without relieving Tenant of any of its obligations hereunder.

C. **Release.**

Tenant hereby RELEASES Landlord and all other Landlord Persons, and Airport Manager and all other Manager Persons, (i) for any death or injury to any person or persons or damage to or destruction of property of any kind resulting from the Demised Premises becoming out of repair or by defect in or failure of equipment, pipes, or wiring, or broken glass, or by the backing up of drains, or by gas, water, steam, electricity or oil leaking, escaping or flowing into the Demised Premises, regardless of the source, or by dampness or by fire, explosion, falling plaster or ceiling or for any other reason whatsoever, and (ii) any loss or damage that may result from or be occasioned by or through the acts or omissions of other tenants of Landlord or caused by operations in construction of any private, public, or quasi-public work, INCLUDING, WITHOUT LIMITATION, ANY AND ALL CLAIMS WHICH ARISE FROM, OR ARE ALLEGED OR FOUND TO HAVE BEEN CAUSED BY, IN WHOLE OR IN PART, THE NEGLIGENCE [BUT EXCLUDING GROSS NEGLIGENCE OR WILLFUL MISCONDUCT] OF ANY OF THE INDEMNIFIED PERSONS, OR CONDUCT BY ANY OF THE INDEMNIFIED PERSONS THAT WOULD GIVE RISE TO STRICT LIABILITY OF ANY KIND.

D. THE PROVISIONS OF THIS SECTION 21 SHALL SURVIVE THE EXPIRATION OR TERMINATION OF THIS LEASE.

Section 22. Environmental Compliance.

A. No Storage or Disposal: Tenant shall not install, store, use, treat, transport, discharge or dispose (or permit or acquiesce in the installation, storage, use, treatment, transportation, discharge or disposal by Tenant, its directors, officers, shareholders, members, partners, agents, employees, invitees, contractors, subcontractors, independent contractors, or subtenants) on the Demised Premises or any portion of the Common Facilities, any: (a) asbestos in any form; (b) urea formaldehyde foam insulation; (c) transformers or other equipment which contain dielectric fluid containing levels of polychlorinated biphenyls in excess of 50 parts per million; or (d) any other chemical, material, air pollutant, toxic pollutant, waste, or substance which is regulated as toxic or hazardous or exposure to which is prohibited, limited or regulated by the Resource Conservation Recovery Act (42 U.S.C. §6901, et seq., as amended or superseded), the Comprehensive and Environmental Response Compensation and Liability Act (42 U.S.C. §9601, et seq, as amended or superseded), the Hazardous Materials Transportation Act, the Toxic Substances Control Act,

the Clean Air Act, and/or the Clean Water Act, or any other federal, state, county, regional, local or other governmental authority laws, rules, orders, standards, policies, or regulations, or which, even if not so regulated may or could pose a hazard to the health and safety of the occupants of the Demised Premises and/or any portions of the Common Facilities, and which is either: (i) in amounts in excess of that permitted or deemed safe under any applicable law, rule, order, standard, policy, or regulation or (ii) in any manner prohibited or deemed unsafe under applicable law, rule, order, standard, policy, or regulation. (The substances referred to in (a), (b), (c) or (d) are collectively referred to hereinafter as "Hazardous Materials").

B. Cleanup Laws: Tenant shall, at Tenant's own expense, comply with any presently existing or hereafter enacted laws relating to Hazardous Materials (collectively, "Cleanup Laws"); provided, however that Tenant shall not be responsible for correcting any violation of the Cleanup Laws under this Section that existed prior to the Effective Date. In furtherance and not in limitation of the foregoing, Tenant shall, at Tenant's own expense, make all submissions to, provide all information to, and comply with all requirements of the appropriate governmental authority (the "Authority") under the Cleanup Laws. Should any Authority require that a cleanup plan be prepared and that a cleanup be undertaken because of the existence of Hazardous Materials which were installed, stored, used, treated, transported, disposed of or discharged on the Demised Premises and/or any portion of the Common Facilities, by Tenant, its directors, shareholders, members, partners, officers, agents, employees, invitees, independent contractors, contractors, subcontractors, licensees, subtenants, any other person entering the Demised Premises under express or implied invitation of Tenant, or any person directly or indirectly employed by or acting under Tenant, during the Term of this Lease, Tenant shall, at Tenant's own expense, prepare and submit the required plans and financial assurances and carry out the approved plans in accordance with such Cleanup Laws and to Landlord's satisfaction. At no expense to Landlord, Tenant shall promptly provide all information requested by Landlord for preparation of affidavits or other documents required by Landlord to determine the applicability of the Cleanup Laws to the Demised Premises and/or any portion of the Common Facilities, as the case may be, and shall sign the affidavits promptly when requested to do so by Landlord.

C. TENANT'S FURTHER INDEMNITY OBLIGATION. TENANT SHALL INDEMNIFY, DEFEND, SAVE AND HOLD HARMLESS LANDLORD AND ALL OTHER LANDLORD PERSONS, AND AIRPORT MANAGER AND ALL OTHER MANAGER PERSONS, FROM AND AGAINST, AND REIMBURSE LANDLORD AND ALL OTHER LANDLORD PERSONS, AND AIRPORT MANAGER AND ALL OTHER MANAGER PERSONS, FOR, ANY AND ALL OBLIGATIONS, DAMAGES, INJUNCTIONS, FINES, PENALTIES, DEMANDS, CLAIMS, COSTS, FEES, CHARGES, EXPENSES, ACTIONS, CAUSES OF ACTION, JUDGMENTS, LIABILITIES, SUITS, PROCEEDINGS AND LOSSES OF WHATEVER KIND OR NATURE (INCLUDING, WITHOUT LIMITATION, ATTORNEYS' FEES AND COURT COSTS), AND ALL CLEANUP OR REMOVAL COSTS (COLLECTIVELY FOR PURPOSES OF THIS SUBSECTION, "DAMAGES") AND ALL ACTIONS OF ANY KIND ARISING OUT OF OR IN ANY WAY CONNECTED WITH, (I) THE GENERATION, INSTALLATION, STORAGE, USE, TREATMENT, TRANSPORTING, DISPOSAL OR DISCHARGE OF HAZARDOUS MATERIALS IN OR ON THE DEMISED PREMISES AND/OR ANY PORTION OF THE AIRPORT, INCLUDING THE COMMON FACILITIES, OR ANY PROPERTY ADJACENT TO THE AIRPORT, BY TENANT OR ANY TENANT PERSONS, AND (II) ALL FINES, SUITS, PROCEDURES, CLAIMS AND ACTIONS OF ANY KIND ARISING OUT OF TENANT'S FAILURE TO PROVIDE ALL INFORMATION, MAKE ALL SUBMISSIONS AND TAKE ALL STEPS REQUIRED BY THE AUTHORITY

UNDER THE CLEANUP LAWS OR ANY OTHER ENVIRONMENTAL LAW, RULE, STANDARD, REGULATION, OR POLICY. SUCH DEFENSE, INDEMNITY, AND HOLD HARMLESS OBLIGATION SHALL AND DOES INCLUDE DAMAGES ALLEGED OR FOUND TO HAVE BEEN CAUSED, IN WHOLE OR IN PART, BY THE NEGLIGENCE [BUT NOT THE GROSS NEGLIGENCE OR WILLFUL MISCONDUCT] OF THE LANDLORD, ANY OTHER LANDLORD PERSON, AIRPORT MANAGER, OR ANY OTHER MANAGER PERSON, OR BY ANY ACT OR OMISSION OF LANDLORD, ANY OTHER LANDLORD PERSON, AIRPORT MANAGER, OR ANY OTHER MANAGER PERSON THAT MAY GIVE RISE TO STRICT LIABILITY OF ANY KIND. HOWEVER, TO THE EXTENT GROSS NEGLIGENCE AND/OR WILLFUL MISCONDUCT ARE ALLEGED SIMULTANEOUSLY WITH CLAIMS REQUIRING DEFENSE AND INDEMNITY HEREIN, TENANT SHALL DEFEND ALL CLAIMS ALLEGED AGAINST THE LANDLORD, AND ANY OTHER LANDLORD PERSON, AND AIRPORT MANAGER, AND ANY OTHER MANAGER PERSON. TENANT'S LIABILITY UNDER THIS INDEMNITY OBLIGATION SHALL BE REDUCED BY THAT PORTION OF THE TOTAL AMOUNT OF THE DAMAGES (EXCLUDING DEFENSE FEES AND COSTS) EQUAL TO THE INDEMNIFIED PERSON'S OR INDEMNIFIED PERSONS' PROPORTIONATE SHARE OF THE NEGLIGENCE, OR CONDUCT THAT WOULD GIVE RISE TO STRICT LIABILITY OF ANY KIND, THAT CAUSED THE LOSS. LIKEWISE, TENANT'S LIABILITY FOR INDEMNIFIED PERSON'S OR INDEMNIFIED PERSONS' DEFENSE COSTS AND ATTORNEYS' FEES SHALL BE REDUCED BY A PORTION OF THE DEFENSE COSTS AND ATTORNEYS' FEES EQUAL TO THE INDEMNIFIED PERSON'S OR INDEMNIFIED PERSONS' PROPORTIONATE SHARE OF THE NEGLIGENCE, OR CONDUCT THAT WOULD GIVE RISE TO STRICT LIABILITY OF ANY KIND, THAT CAUSED THE LOSS. In addition to and not in limitation of Landlord's other rights and remedies, Tenant's failure to abide by the terms of this Section shall be restrainable by injunction.

D. Environmental Notices: Tenant shall promptly supply Landlord with copies of any notices, correspondence and submissions made by Tenant to or received by Tenant from any governmental authorities of the United States Environmental Protection Agency, the United States Occupational Safety and Health Administration, the FAA, TxDOT, or any other local, state or federal authority that requires submission of any information concerning environmental matters or Hazardous Materials.

E. Prior to the Commencement Date of this Lease, the Tenant, at Tenant's sole cost and expense, shall be entitled to conduct a Phase I Environmental Site Assessment ("ESA") with respect to the Demised Premises. If the Phase I ESA indicates the likely presence of Hazardous Materials on the Demised Premises, Tenant shall be entitled to conduct a Phase II ESA at Tenant's sole cost and expense. If the Phase II ESA indicates the presence of Hazardous Materials on the Demised Premises, Tenant shall be entitled, as its sole remedy, to disaffirm this Lease, in which case this Lease shall become null and void and no further obligation shall be borne by either party hereto. A copy of a Phase I ESA and Phase II ESA, if any, shall be delivered promptly to Landlord upon completion.

F. SURVIVAL: THE PARTIES OBLIGATIONS AND LIABILITIES OF THE PARTIES PURSUANT TO THE TERMS OF SECTIONS 6, 21 AND 22 SHALL SURVIVE THE EXPIRATION OR EARLIER TERMINATION OF THIS LEASE.

Section 23. Default by Tenant.

Each of the following events, inclusive of those events of default otherwise referenced herein, shall be deemed to be an "Event of Default" by Tenant under this Lease:

A. Failure of Tenant to pay any installment of Rent or any other sum payable to Landlord hereunder, or to pay or cause to be paid taxes (to the extent Tenant is obligated to pay or cause same to be paid), utilities, or insurance premiums, or any other payment which Tenant is to make under this Lease, on the date that same is due and such failure shall continue for a period of ten (10) days after the date on which such payment is to be made.

B. Failure of Tenant to comply with any term, condition or covenant of this Lease (other than the payment of Rent or other sum of money, or the payment of taxes, utilities or insurance premiums, or other payments Tenant is to make under this Lease, as set forth in Subsection A. of this Section 23) and such failure shall not be cured within either (i) a specific cure period provided for in this Lease applicable to such failure or (ii) if not otherwise specified, thirty (30) days after written notice thereof to Tenant; provided, however, in the event such failure is not susceptible of cure within such thirty (30) day period, then such thirty (30) day period shall be extended for an additional period of time (not to exceed an additional sixty [60] days) so long as Tenant has provided Landlord written notice of the curative measures Tenant proposes to undertake and commenced to cure such failure within the initial thirty (30) day period and thereafter diligently pursues such cure.

C. INTENTIONALLY DELETED.

D. Insolvency, the making of a transfer in fraud of creditors, or the making of an assignment for the benefit of creditors by Tenant or any guarantor of Tenant's obligations.

E. Filing of a petition under any section or chapter of the Bankruptcy Code, as amended, or under any similar law or statute of the United States or any State thereof by Tenant or any guarantor of Tenant's obligations, or adjudication as a bankrupt or insolvent in proceedings filed against Tenant or such guarantor.

F. Appointment of a receiver or trustee for all or substantially all of the assets of Tenant or any guarantor of Tenant's obligations.

G. Abandonment or cessation of use of the Demised Premises or any substantial portion thereof for the purpose leased by Tenant for a period of ninety (90) consecutive days.

H. Tenant is in default of any other lease or agreement with the Town of Addison after notice and opportunity to cure, if applicable, or, provided Tenant is the holder of a valid aviation fuel dispensing permit or license issued by the Town of Addison, is in default of said fuel dispensing permit or license after notice and opportunity to cure, if applicable.

Section 24. Remedies of Landlord.

A. Upon the occurrence of any of Event of Default by Tenant under this Lease, Landlord, without prejudice to any other legal, equitable, or contractual right or remedy, shall have the option to pursue any one or more of the following rights or remedies using lawful force if necessary or appropriate, without notice or demand whatsoever.

1. Terminate this Lease or any of Tenant's rights under this Lease, with or without reentering or repossessing the Demised Premises, and terminate any other lease or agreement at the Airport between Landlord and Tenant and any fuel license or permit granted to Tenant. Landlord may also terminate this Lease at any time after a termination of occupancy or possession as described in subsection B. of this Section.

2. Terminate Tenant's right to occupy or possess all or any part of the Demised Premises without terminating this Lease and with or without reentering or repossessing the Demised Premises.

3. Recover unpaid Rent and any Damages (as defined below).

4. Re-enter and re-possess all or any part of the Demised Premises by changing or picking the locks, access codes, or other access control devices, and taking any other self-help or judicial action, to exclude Tenant and other occupants from the Demised Premises. Re-entry or repossession of the Demised Premises by Landlord will not be construed as an election by Landlord to terminate this Lease.

5. Remove and store (at Tenant's sole cost) any property (other than aircraft) on the Demised Premises.

6. Sue for eviction, specific enforcement, equitable relief, Rent, damages, or any other available remedy.

7. Cure Tenant's default, and if Landlord does so, Tenant must reimburse Landlord within thirty (30) days after Landlord delivers an invoice for any actual, out-of-pocket expenses Landlord incurred effecting compliance with Tenant's obligations.

8. Withhold or suspend any payment that this Lease would otherwise require Landlord to make.

9. Exercise all other remedies available to Landlord at law or in equity (including, without limitation, injunctive and other extraordinary remedies).

B. For purposes of this Section, "Damages" includes, without limitation, all actual, incidental, and or consequential damages, court costs, interest, and attorneys' fees incurred by Landlord and arising from Tenant's breach of this Lease, including, without limitation, the cost of (A) recovering possession of the Demised Premises, (B) removing and storing Tenant's and any other occupant's property, (C) re-letting the Demised Premises, including, without limitation, the costs of brokerage

commissions and cleaning, make-ready, or repairing the Demised Premises for a substitute tenant or tenants, (D) collecting any money owed by Tenant or a substitute tenant, (E) repairing any damage caused by any Tenant Persons, (F) performing any obligation of Tenant under the Lease, and (G) any other loss or cost incurred by Landlord as a result of, or arising from, Tenant's breach of the Lease or Landlord's exercise of its rights and remedies for such breach.

C. Unless Landlord delivers signed, written notice thereof to Tenant explicitly accepting surrender of the Demised Premises, providing for termination of this Lease, or evicting Tenant, no act or omission by Landlord or Airport Manager or their respective officials, officers, employees, or agents will constitute Landlord's acceptance of surrender of the Demised Premises, termination of Lease, or an actual or constructive eviction of Tenant (including, without limitation, Tenant's delivery of keys to any of Landlord's or Manager's officials, officers, employees, or agents or Landlord's repossession, reentry, or reletting of the Demised Premises).

D. Pursuit of any of the foregoing rights or remedies by Landlord shall not preclude Landlord's pursuit of any of the other rights or remedies herein provided or any other rights or remedies provided by law, in equity, or otherwise, nor shall pursuit of any right or remedy herein provided constitute a forfeiture or waiver of any Rent due to Landlord hereunder or of any damages accruing to Landlord by reason of the violation of any of the terms, conditions and covenants herein contained.

Section 25. Default by Landlord.

No default by Landlord hereunder shall constitute an eviction or disturbance of Tenant's use and possession of the Demised Premises or render Landlord liable for damages (including consequential damages) or entitle Tenant to be relieved from any of Tenant's obligations hereunder (including the obligation to pay Rent) or grant Tenant any right of deduction, abatement, set-off or recovery or entitle Tenant to take any action whatsoever with regard to the Demised Premises or Landlord until thirty (30) days after Tenant has given Landlord written notice specifically setting forth such default by Landlord, and Landlord has failed to cure such default within said thirty (30) day period, or in the event such default cannot be cured within said thirty (30) day period then within an additional reasonable period of time so long as Landlord has commenced curative action within said thirty (30) day period and thereafter is diligently attempting to cure such default. In the event that Landlord fails to cure such default within said thirty (30) day period, or within said additional reasonable period of time, Tenant shall have the right as its sole and exclusive remedy to:

A. Proceed to cure such default (provided such cure occurs entirely within the Demised Premises) and deduct the cost of curing same plus interest thereon at the rate of ten percent (10%) per annum from the next succeeding rental installment(s) due by Tenant to Landlord hereunder;

B. Proceed to cure such default (provided such cure occurs entirely within the Demised Premises) and bring suit against Landlord for the cost of curing same plus interest thereon at the rate of ten percent (10%) per annum; or

C. Seek, through judicial action, a declaratory judgment action, and limited equitable remedies of injunction and specific performance, as well as actual damages directly resulting from such default (but subject to the provisions of subsection B. of Section 26, below).

If any mortgagee of Landlord has given Tenant its address for notices and specifically requests such notice, Tenant agrees to give the notice required hereinabove to such mortgagee at the time Tenant gives same to Landlord, and to accept curative action, if any, undertaken by such mortgagee as if such curative action had been taken by Landlord.

Section 26. Mitigation of Damages:

A. In conjunction with any obligation imposed by law on Landlord to mitigate damages arising from Tenant's abandonment of the Demised Premises in breach of this Lease, Landlord, beginning not more than ninety (90) days after Tenant physically vacates the Demised Premises and continuing until the Demised Premises have been relet (but subject to the provisions of this subsection A. set forth below), will market the Demised Premises for lease, and Tenant will remain liable for all Rent and for Damages incurred by Landlord (as the term "Damages" is defined in Section 24, above).

B. Landlord and Tenant agree to the following criteria in connection with Landlord's obligation (if any) to mitigate damages as described above:

1. Landlord will have no obligation to solicit or entertain negotiations with any other prospective tenants of the Demised Premises until and unless Landlord obtains full and complete possession of the Demised Premises, including without limitation, the final and unappealable legal right to relet the Demised Premises free of any claim of Tenant.

2. Landlord will not be obligated to offer the Demised Premises to a prospective tenant when other premises suitable for that prospective tenant's use are (or soon will be) available in any other premises located at Addison Airport.

3. Landlord will not have any obligation to lease the Demised Premises for any rental less than the current rate then prevailing for similar space at Addison Airport (or if no similar space is available, the current fair market rental then prevailing for similar space in comparable buildings in the same market area as the Demised Premises) nor shall Landlord be obligated to enter into a new lease under any terms or conditions that are unacceptable to Landlord.

4. Landlord will not be obligated to enter into any lease with any prospective tenant whose reputation is not acceptable to Landlord, in Landlord's commercially reasonable judgment and opinion.

5. Landlord will not be obligated to enter into a lease with any prospective tenant: (i) which does not have, in Landlord's sole judgment and opinion, sufficient financial resources and operating experience to operate the Demised Premises in a first class manner and meet its financial obligations; or (ii) whose proposed use of the Demised Premises is not a permitted use under the terms of this Lease.

6. Landlord will not be required to expend any amount of money to alter, remodel or otherwise make the Demised Premises suitable for use by any prospective tenant.

If Landlord makes the Demised Premises available for relctting under the criteria set forth hereinabove, Landlord will be deemed to have fully satisfied Landlord's obligation (if any) to mitigate damages under this Lease and under any law or judicial ruling in effect on the date of this Lease or at the time of Tenant's default, and **TENANT HEREBY WAIVES AND RELEASES**, to the fullest extent legally permissible, any right to assert in any action by Landlord to enforce the terms of this Lease, any defense, counterclaim, or rights of setoff or recoupment respecting the mitigation of damages by Landlord (or alleged failure by Landlord to adequately mitigate its damages), unless and to the extent Landlord maliciously or in bad faith fails to act in accordance with the requirements of this Section.

No rent collected from a substitute tenant for any month in excess of the rent due under the Lease for that month will be credited or offset against unpaid rent for any other month or any other Damages. Tenant stipulates that the mitigation requirements expressed in this Section are objectively reasonable. **TO THE FULLEST EXTENT PERMITTED BY LAW, TENANT WAIVES ANY OTHER OBLIGATION BY LANDLORD TO MITIGATE ITS DAMAGES AFTER TENANT FAILS TO PAY RENT OR VACATES OR ABANDONS THE PREMISES.**

C. Tenant's right to seek actual damages as a result of a default by Landlord under this Lease shall be conditioned on Tenant taking all actions reasonably required, under the circumstances, to minimize any loss or damage to Tenant's property or business, or to any of Tenant's officers, employees, agents, invitees, or other third parties that may be caused by any such default of Landlord.

Section 27. Waiver of Subrogation.

Each party hereto waives any and every claim which arises or may arise in such party's favor against the other party hereto during the Term of this Lease for any and all loss of, or damage to, any of such party's property located within or upon, or constituting a part of, the Demised Premises, which loss or damage is covered by valid and collectible casualty, fire and extended coverage insurance policies, to the extent that such loss or damage is recoverable under such insurance policies. Such mutual waivers shall be in addition to, and not in limitation or derogation of, any other waiver or release contained in this Lease with respect to any loss of, or damage to, property of the parties hereto. Inasmuch as such mutual waivers will preclude the assignment of any aforesaid claim by way of subrogation or otherwise to an insurance company (or any other person), each party hereby agrees immediately to give to each insurance company which has issued to such party policies of fire and extended coverage insurance, written notice of the terms of such mutual waivers, and to cause such insurance policies to be properly endorsed, if necessary, to prevent the invalidation of such insurance coverages by reason of such waivers.

Section 28. Title to Improvements.

A. Any and all improvements on the Demised Premises, including, without limitation, any buildings constructed on the Demised Premises by or for Tenant, shall be owned by Tenant during the term of this Agreement. The term "improvements" shall include, without limitation, the Building Improvements) as defined in Section 6.

B. Upon the termination of this Agreement, whether by expiration of the Term hereof or by reason of default on the part of Tenant, or for any other reason whatsoever, the improvements (including, without limitation, the Building Improvements), and all parts thereof, shall merge with the title of the Demised Premises, free and clear of any claim of Tenant and all persons or entities claiming under or through Tenant (including, without limitation, any holder of a leasehold mortgage), and shall become the property of Landlord. In such event (i) Tenant shall deliver up to Landlord the Demised Premises clean and free of trash and in good repair and condition in accordance to the prevailing *Tenant's Leasehold Minimum Maintenance and Repair Standards and Practices*, as amended or modified, with all fixtures and equipment situated in the Demised Premises delivered in good working order, reasonable wear and tear excepted, and (ii) unless Tenant is then default. Tenant shall have the right to remove all personal property (including aircraft stored in the Building Improvements) and trade fixtures owned by Tenant from the Demised Premises, but Tenant shall be required to repair any damage to the Demised Premises caused by such removal in a good and workmanlike manner and at Tenant's sole cost and expense; or (iii) with no less than twelve (12) months remaining to the Term, Landlord may elect to by written notice require Tenant to demolish and remove, or cause to be removed, all improvements from the Demised Premises and restore the Demised Premises to the condition in which the same existed immediately prior to this Lease's Effective Date, in which event Tenant shall, at Tenant's sole cost, risk and expense, perform and complete such removal and restoration in a good and workmanlike manner, in accordance with all applicable ordinances, codes, rules and regulations prior to the expiration or termination of the Term. Upon such termination, Tenant shall, at Landlord's request, execute a recordable instrument evidencing the termination of this Agreement and giving the effective date of said termination or expiration date.

C. Tenant's obligations under this Section 28 shall continue and survive beyond the expiration or termination of this Lease.

Section 29. Mechanics' and Materialmen's Liens; Lien for Rent; Waiver of Landlord Liens.

TENANT AGREES TO DEFEND, INDEMNIFY AND HOLD HARMLESS TO THE FULL EXTENT AS PROVIDED IN THIS LEASE, THE INDEMNIFIED PERSONS FROM AND AGAINST ALL LIABILITY ARISING OUT OF THE FILING OF ANY MECHANICS' OR MATERIALMEN'S LIENS AGAINST THE DEMISED PREMISES BY REASON OF ANY ACT OR OMISSION OF TENANT OR ANYONE CLAIMING UNDER TENANT (INCLUDING, WITHOUT LIMITATION, ANY TENANT PERSONS), AND LANDLORD, AT LANDLORD'S OPTION, MAY SATISFY SUCH LIENS AND COLLECT THE AMOUNT EXPENDED FROM TENANT TOGETHER WITH INTEREST THEREON AS PROVIDED IN SECTION 39 as additional Rent; provided, however, that Landlord shall not so satisfy such liens until fifteen (15) days after written notification to Tenant of Landlord's intention to do so and Tenant's failure during such fifteen (15) day period to bond such liens or escrow funds with appropriate parties to protect Landlord's interest in the Demised Premises, unless a shorter period of time is dictated by applicable law.

Section 30. INTENTIONALLY DELETED.

Section 31. Quiet Enjoyment and Subordination.

Landlord represents that Tenant, upon payment of the Rent and performance of the terms, conditions, covenants and agreements herein contained, shall (subject to all of the terms and conditions of this Lease) peaceably and quietly have, hold and enjoy the Demised Premises during the full Term of this Lease. Landlord further is hereby irrevocably vested with full power and authority by Tenant to subordinate Tenant's interest hereunder to any mortgage, deed of trust or other lien hereafter placed on the Demised Premises or to declare this Lease prior and superior to any mortgage, deed of trust or other lien hereafter placed on the Demised Premises; provided, however, any such subordination shall be upon the express condition that the lienholder executes a commercially reasonable subordination non-disturbance attornment ("SNDA") in which it is acknowledged that (i) this Lease shall be recognized by the mortgagee and that all of the rights of Tenant shall remain in full force and effect during the full Term of this Lease on condition that Tenant attorn to the mortgagee, its successors and assigns, and perform all of the covenants and conditions required by the terms of this Lease, and (ii) in the event of foreclosure or any enforcement of any such mortgage, the rights of Tenant hereunder shall expressly survive and this Lease shall in all respects continue in full force and effect so long as Tenant shall fully perform all Tenant's obligations hereunder and attorn to the purchaser. Tenant also agrees upon demand to execute further instruments declaring this Lease prior and superior to any mortgage, deed of trust or other lien and specifically providing that this Lease shall survive the foreclosure of such mortgage, deed of trust or other lien.

Section 32. Rent on Net Return Basis.

The Rent provided for in this Lease shall be an absolutely net return to Landlord for the Term of this Lease, free of any loss, expenses or charges with respect to the Demised Premises, including, without limitation, maintenance, repairs, replacement, insurance, taxes and assessments, and this Lease shall be construed in accordance with and to effectuate such intention.

Section 33. Holding Over.

Should Tenant, or any of Tenant's successors in interest fail to surrender the Demised Premises, or any part thereof, on the expiration of the Term of this Lease, such holding over shall constitute a tenancy from month to month only terminable at any time by either Landlord or Tenant after thirty (30) days prior written notice to the other, at a monthly Rental equal to one hundred twenty-five percent (125%) of the Base Rent paid for the last month of the Term of this Lease.

Section 34. Waiver of Default.

No waiver by the parties hereto of any default or breach of any term, condition or covenant of this Lease shall be deemed to be a waiver of any subsequent default or breach of the same or any other term, condition or covenant contained herein. Landlord will not be deemed to have waived any right or Tenant's breach of any obligation under this Lease, unless Landlord delivers a signed writing, addressed to Tenant explicitly relinquishing that right or breach. No custom or practice arising during the administration this Lease will waive, or diminish, Landlord's right to insist upon strict performance of Tenant's obligations. No restrictive endorsement or other statement on or accompanying any check or payment will be deemed an accord and satisfaction or novation, and Landlord will be entitled to

accept any such check or payment, without prejudice, to Landlord's rights to recover the full amount due and to exercise its other remedies.

Section 35. Release of Landlord Upon Transfer.

All of Landlord's personal liability for the performance of the terms and provisions of this Lease (except for any liability accruing prior to such transfer) shall terminate upon a transfer of the Demised Premises by Landlord, provided that the obligations of Landlord under this Lease are covenants running with the land and shall be binding upon the transferee of Landlord's interest in this Lease and the Demised Premises.

Section 36. Attorneys' Fees.

If, on account of any breach or default by either Party to this Lease, it shall become necessary for either Party to employ an attorney to enforce or defend any of its rights or remedies hereunder, with the result that a judicial proceeding shall be filed, then the prevailing party in such judicial proceeding shall be entitled, in addition to any other rights it may have, in law or equity, to collect reasonable attorneys' fees and costs of Court incurred.

Section 37. Financial Information.

Tenant agrees that Tenant will from time to time upon the written request of Landlord during the Term of this Lease furnish to Landlord such credit and banking references as Landlord may reasonably request.

Section 38. Estoppel Certificate.

A. Landlord and Tenant agree that from time to time, upon not less than ten (10) business days' prior written request by the other, it will deliver to the other Landlord a statement in writing certifying that:

1. This Lease is unmodified and in full force and effect (or if there have been modifications, that this Lease as modified is in full force and effect and stating the modifications).

2. The dates to which Rent and other charges have been paid.

3. The other party is not in default under any term or provision of this Lease or if in default the nature thereof in detail in accordance with an exhibit attached thereto.

4. If requested by Landlord, Tenant will not pay Rent for more than one (1) month in advance and that this Lease will not be amended without notice to Landlord's mortgagee and that the same will not be terminated without the same notice required by the Lease to be furnished to Landlord also being furnished to Landlord's mortgagee and Landlord's mortgagee fails to cure such default within the curative period allowed Landlord under this Lease.

B. Landlord agrees that from time to time, upon not less than ten (10) days' prior written request by Tenant, Landlord will deliver to Tenant a statement in writing certifying that:

1. This Lease is unmodified and in full force and effect (or if there have been modifications, that the Lease as modified is in full force and effect and stating the modifications).

2. The dates to which Rent and other charges have been paid.

3. Tenant is not in default under any term or provision of this Lease or if in default the nature thereof in detail in accordance with an exhibit attached thereto.

Section 39. Interest on Tenant's Obligations and Manner of Payment.

All monetary obligations of Tenant to Landlord under this Lease remaining unpaid ten (10) days after the due date of the same (if no due date has been established under other provisions hereof, the "due date" shall be the date upon which Landlord demands payment from Tenant in writing) shall bear interest at the rate of ten percent (10%) per annum (or the maximum interest rate permitted by law, whichever is lower) from and after said tenth (10th) day until paid. If more than twice during the Term of the Lease Tenant's personal or corporate check is not paid by the bank on which it is drawn for whatever reason, Landlord may require by giving written notice to Tenant that the payment of all future monetary obligations of Tenant under this Lease are to be made on or before the due date by cash, cashier's check, certified check or money order, and the delivery of Tenant's personal or corporate check will no longer constitute payment of such monetary obligations. Any acceptance by Landlord of a personal or corporate check after such notice shall not be deemed or construed as a waiver or estoppel of Landlord to require other payments as required by said notice. Notwithstanding the foregoing, Tenant's failure to pay any monetary amount due payable is a monetary default of this Lease.

Section 40. Special Events.

Landlord may sponsor certain special events, including, but not limited to, air shows, to be conducted on portions of the Airport, which may limit or obstruct access to the Premises and/or to the Airport ("Special Events"), and Tenant agrees and consents to the same. As a material inducement to Landlord to enter into this Lease, and notwithstanding anything to the contrary contained herein, Tenant, on behalf of Tenant and on behalf of all directors, officers, shareholders, partners, principals, employees, agents, contractors, subtenants, licensees or concessionaires of Tenant and on behalf of any other party claiming any right to use the Demised Premises by, through or under Tenant, hereby: (i) agrees that Landlord has the right to sponsor any or all Special Events and to allow use of portions of the Airport therefor even if the same limit or obstruct access to the Demised Premises and/or to the Airport; (ii) **releases, waives and discharges** Landlord and Manager, and Landlord Persons and Manager Persons, from all liability for any loss, damage, cost, expense or claim arising or resulting from or pertaining to the limitation or obstruction of access to the Demised Premises and/or to the Airport from the conduct of Special Events and/or activities relating or pertaining thereto, including, without limitation, death, injury to person or property or loss of business or revenue (the "Released Claims"); (iii) **covenants not to sue** the Landlord or Manager, or any of the Landlord Persons and Manager Persons, for any Released Claims; (iv) agrees that the terms contained in this Section are

intended and shall be construed to be as broad and inclusive as possible under the laws of the State of Texas; and (v) agrees that if any portion of this Section is held to be invalid or unenforceable, the remainder of this Section shall not be affected thereby but shall continue in full force and effect.

Section 41. Independent Contractor.

It is understood and agreed that in leasing, using, occupying, and operating the Demised Premises, Tenant is acting as an independent contractor and is not acting as agent, partner, joint venturer or employee of Landlord or Airport Manager.

Section 42. Force Majeure.

A. In the event performance by Landlord of any term, condition or covenant in this Lease is delayed or prevented by an Act of God, strike, lockout, shortage of material or labor, restriction by any governmental authority, quarantine or mandatory closure order enacted in response to a pandemic or other public health crises, civil riot, flood, or any other cause not within the control of Landlord, the period for performance of such term, condition or covenant shall be extended for a period equal to the period Landlord is so delayed or hindered.

B. In the event performance by Tenant of any term, condition or covenant in this Lease is delayed or prevented by an Act of God, strike, lockout, shortage of material or labor, restriction by any governmental authority, quarantine or mandatory closure order enacted in response to a pandemic or other public health crises, civil riot, flood, or any other cause not within the control of Tenant, the period for performance of such term, condition or covenant shall be extended for a period equal to the period Tenant is so delayed or hindered.

Section 43. Exhibits.

All exhibits, attachments, annexed instruments and addenda referred to herein shall be considered a part hereof for all purposes with the same force and effect as if copied verbatim herein.

Section 44. Use of Language.

Words of any gender used in this Lease shall be held and construed to include any other gender, and words in the singular shall be held to include the plural, unless the context otherwise requires. The terms "day", "week,", "month", "year" or any plural form of said terms shall be construed to mean on a calendar basis unless expressly stated otherwise. For the purposes herein, the term "business day" means any day except any Saturday, any Sunday, any day which is a federal legal holiday in the United States or any day on which banking institutions in the State of Texas are authorized or required by law or other governmental action to close.

Section 45. Captions.

The captions or headings, sections, or paragraphs in this Lease are inserted for convenience only, and shall not be considered in construing the provisions hereof if any question of intent should arise.

Section 46. Successors; No Third Party Beneficiaries; No Waiver of Immunity; No Tax Representation.

The terms, conditions and covenants contained in this Lease shall apply to, inure to the benefit of, and be binding upon the parties hereto and their respective successors in interest and legal representatives except as otherwise herein expressly provided. All rights, powers, privileges, immunities and duties of Landlord under this Lease, including, but not limited to, any notices required or permitted to be delivered by Landlord to Tenant hereunder, may, at Landlord's option, be exercised or performed by Landlord's agent or attorney.

Except as otherwise set forth in this Lease (e.g., provisions relating to the Airport Manager and Manager Persons), this Lease and all of its provisions are solely for the benefit of the parties hereto and do not and are not intended to create or grant any rights, contractual or otherwise, to any third person or entity.

Notwithstanding any other provision of this Lease, nothing in this Lease shall or may be deemed to be, or shall or may be construed to be, a waiver or relinquishment of any immunity, defense, or tort limitation to which the City, its officials, officers, employees, representatives, and agents, or Airport Manager, its owners, officers, employee, representatives, and agents, are or may be entitled, including, without limitation, any waiver of immunity to suit.

Notwithstanding any provision of this Lease, Landlord makes no representation that this Lease or any provision hereof will entitle or allow Tenant to receive any federal income or other federal tax benefit whatsoever.

Section 47. Severability.

If any provision in this Lease should be held to be invalid, illegal, or unenforceable, the validity and enforceability of the remaining provisions of this Lease shall not be affected thereby, and the invalid, illegal, or unenforceable term will be reformed to give effect (to the fullest extent possible) to the parties' intentions in a manner that is legal, valid, and enforceable. It is the parties intent that the Term of this Lease not exceed 40 years (480 months); if it should be determined that the Term of this Lease exceeds such period of time, the Term hereof shall be reformed so as to make the Term hereof not exceed such period of time.

Section 48. Notices.

Any notice or document required to be delivered or given hereunder in writing shall be delivered or given (i) in person; (ii) by United States mail, postage prepaid, registered or certified mail, return receipt requested; or (iii) by Federal Express Corporation or other nationally recognized carrier to be delivered on the next business day. Such notice or document shall be deemed to be delivered or given, whether actually received or not (a) when received if delivered or given in person; (b) if sent by United States mail three (3) business days after being deposited in the United States mail as set forth above; or (c) on the next business day following the day the notice or document is provided to Federal Express Corporation or other nationally recognized carrier to be delivered as set forth

above. Addresses for the delivery or for giving of any such notice or document are as follows (or at such other address as either Party might specify by written notice):

TO LANDLORD:

Town of Addison, Texas
c/o City Manager
5300 Belt Line Road
Dallas, Texas 75254
Email: wpierson@addisontx.gov

and

Town of Addison, Texas
c/o Addison Airport Manager
4545 Jimmy Doolittle Drive, Suite 200
Addison, Texas 75001
Attn: Real Estate Manager
Email: bill.dyer@addisonairport.net

TO TENANT:

AQRD Hangar Management LLC
c/o Manager – V. Raj Narayanan
4600 Claire Chennault Drive
Addison, Texas 75001
Email: Raj@AerospaceQrd.com

Section 49. Fees or Commissions.

Each party hereto hereby covenants and agrees with the other that such party shall be solely responsible for the payment of any brokers', agents' or finders' fees or commissions agreed to by such party arising from the execution of this Lease or the performance of the terms and provisions contained herein, and such party agrees to indemnify and hold the other party harmless from the payment of any such fees or commissions.

Section 50. Counterparts.

This Lease may be executed in multiple counterparts, each of which shall be deemed an original, and all of which shall constitute but one and the same instrument.

Section 51. Consent; "Includes" and "Including"; Recitals.

Where Landlord consent or approval is required in this Lease, such consent or approval may be given by the City Council of the Town of Addison, or by the City Manager of the Town of Addison. For purposes of this Lease, "includes" and "including" are terms of enlargement and not of limitation or exclusive enumeration, and use of the terms does not create a presumption that components not expressed are excluded. The above and foregoing recitals to the Lease are true and correct and are incorporated into and made a part of this Lease for all purposes.

Section 52. Governing Law, Venue, Survivability of Rights, and Remedies.

This Lease and all of the transactions contemplated herein shall be governed by and construed in accordance with the laws of the State of Texas, without regard to choice of laws rules of any jurisdiction. Any and all suits, actions or legal proceedings relating to this Agreement shall be maintained in the state or federal courts of Dallas County, Texas, which courts shall have exclusive jurisdiction for such purpose. Each of the parties submits to the exclusive jurisdiction of such courts for purposes of any such suit, action, or legal proceeding hereunder, and waives any objection or claim that any such suit, action, or legal proceeding has been brought in an inconvenient forum or that the venue of that suit, action, or legal proceeding is improper. Any rights and remedies either party may have with respect to the other arising out of the performance of or failure to perform this Lease during the Term hereof shall survive the cancellation, expiration or termination of this Lease.

Section 53. Entire Agreement and Amendments; Authorized Persons.

This Lease, consisting of fifty-three (53) Sections and **Exhibits 1-6, Lease Addendum #1** and **Lease Addendum #2** attached hereto, embodies the entire agreement between Landlord and Tenant and supersedes all prior agreements and understandings, whether written or oral, and all contemporaneous oral agreements and understandings relating to the subject matter hereof. Except as otherwise specifically provided herein, no agreement hereafter made shall be effective to change, modify, discharge or effect an abandonment of this Lease, in whole or in part, unless such agreement is in writing and signed by or in behalf of the party against whom enforcement of the change, modification, discharge or abandonment is sought.

The undersigned representatives of the parties hereto are the properly authorized persons and have the necessary authority to execute this Lease on behalf of the respective parties hereto.

EXECUTED as of the day, month and year first above written.

TENANT:	**LANDLORD:**
AQRD Hangar Management LLC a Limited Liability Company By: _____ V. Raj Narayanan, Manager	**Town of Addison, Texas** A Texas home-rule municipality By: _____ Wesley S. Pierson, City Manager

June 28, 2022
RESOLUTION NO. R22-042

ACKNOWLEDGEMENTS

STATE OF TEXAS §
§
COUNTY OF DALLAS §

BEFORE ME, the undersigned authority, on this day personally appeared V. Raj Narayanan, Manager of AQRD Hangar Management LLC, a Texas limited liability company, known to me to be the person whose name is subscribed to the foregoing instrument, and acknowledged to me that he executed the same for the purposes and consideration therein stated.

GIVEN UNDER MY HAND AND SEAL OF OFFICE, this the 20th day of June, 2022.

Melissa Newman
My Commission Expires
03/02/2024
ID No. 7450509

Notary Public, State of Texas

STATE OF TEXAS §
§
COUNTY OF DALLAS §

BEFORE ME, the undersigned authority, on this day personally appeared Wesley S. Pierson, City Manager of the Town of Addison, a home-rule municipality, known to me to be the person whose name is subscribed to the foregoing instrument, and acknowledged to me that he executed the same for the purposes and consideration therein stated

GIVEN under my hand and seal of office this 29th day of JUNE, 2022.

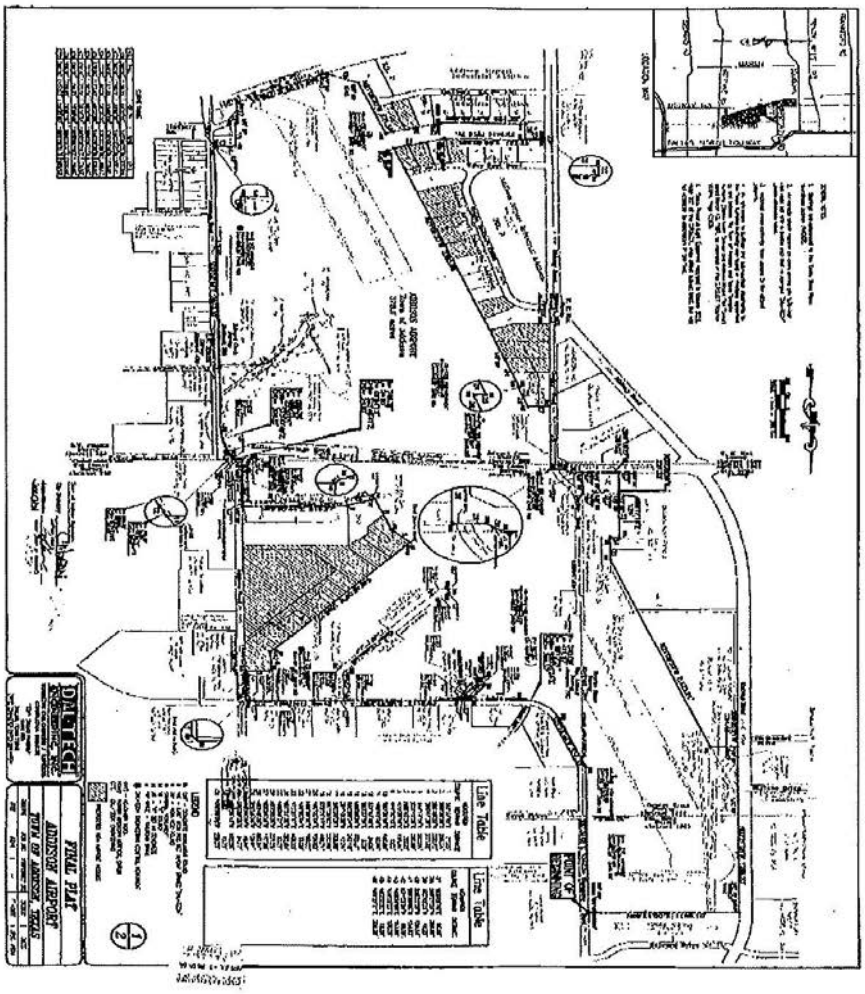
Irma G. Parker
Notary Public, State of Texas
Comm. Expires 08-07-2022
Notary ID 4770064

Notary Public, State of Texas

IRMA G. PARKER
Notary Public, State of Texas
Comm. Expires 08-07-2022
Notary ID 4770064

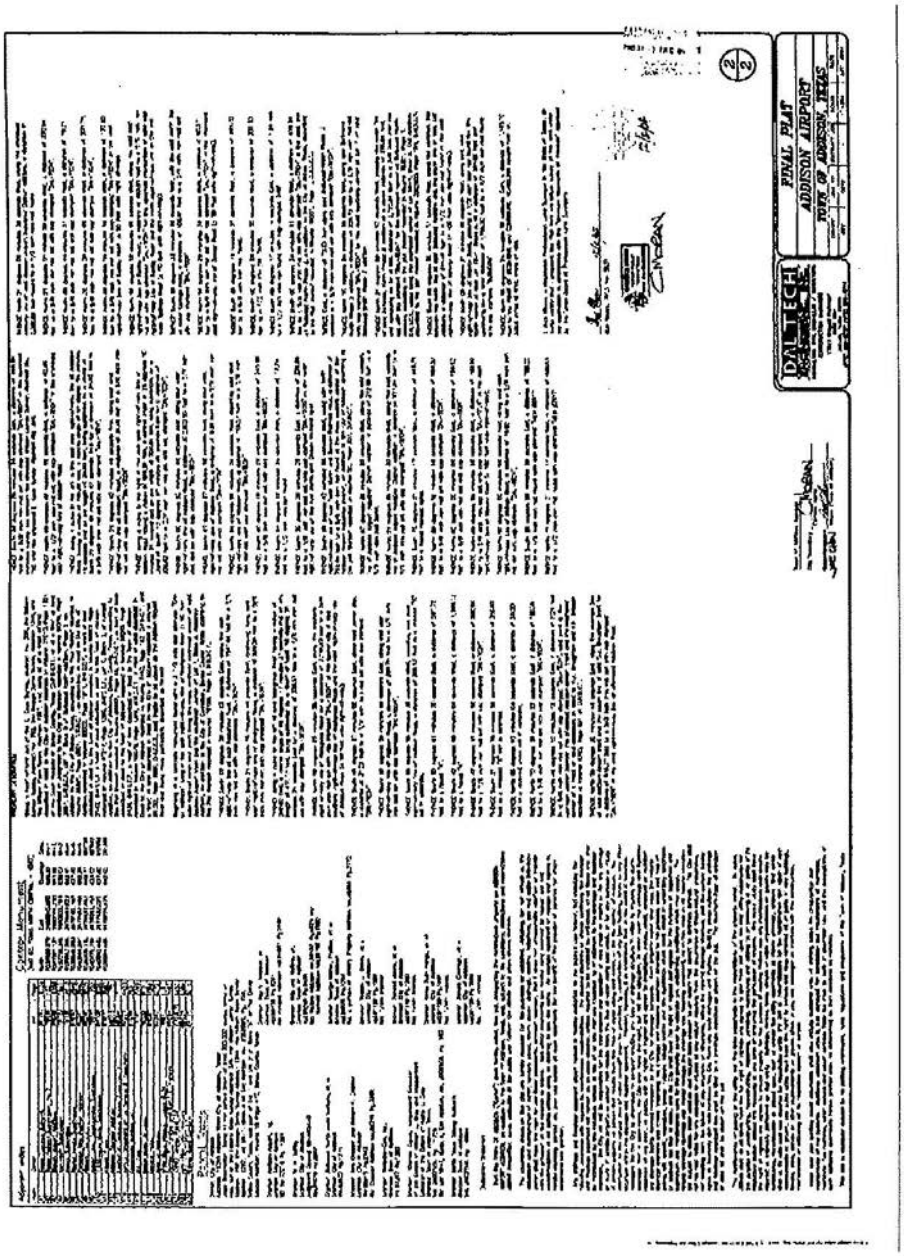
Exhibit 1
Legal Description of Addison Airport

The property platted pursuant to the Final Plat, Addison Airport, recorded as Instrument #200503420292 in Dallas County, Texas Official Public Records as depicted on the following two pages.



Page 41

0630-3204



Page 42

0630-3204

Exhibit 2

Property Survey of Demised Premises

4582 Claire Chennault Drive

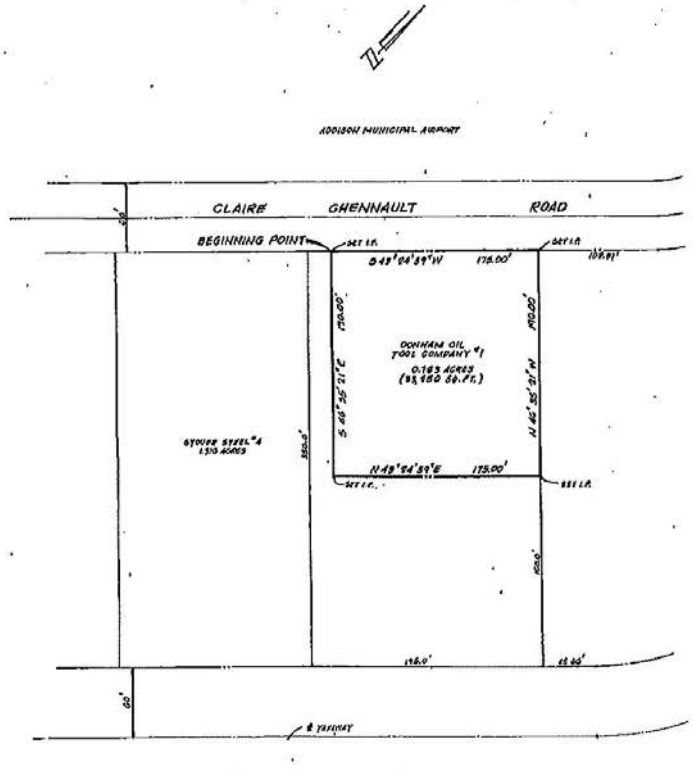


Exhibit 2 (continued)

Property Survey of Demised Premises

4584 Claire Chennault Drive

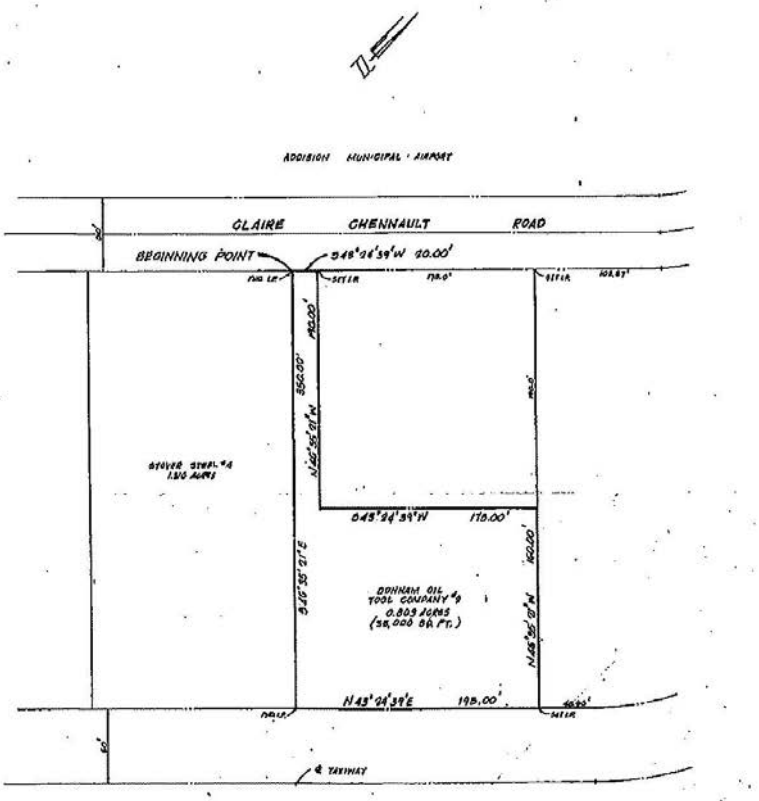


Exhibit 3

Legal Descriptions of Demised Premises

4582 Claire Chennault Drive



4584 Claire Chennault Drive

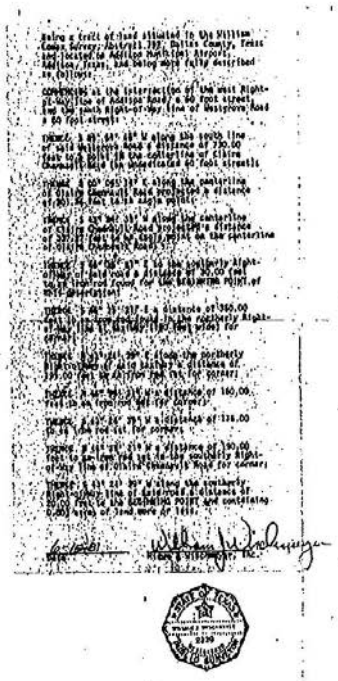


Exhibit 4

Description of New Building Improvements

To be further developed by AQRD Hangar Management LLC and Landlord Prior to Conclusion of Due Diligence Period

This Exhibit 4 hereby includes by reference the complete set of Construction Documents approved by the Town of Addison for the Building Improvements including but not limited to all architectural, civil, mechanical, and electrical and landscape drawings and specifications, together with all change orders and as-built modifications, warranties and guaranties procured by Tenant.

Exhibit 5

Form of Memorandum of Lease

AFTER RECORDING RETURN TO:
Addison Airport Management
c/o Real Estate Manager
4545 Jimmy Doolittle Road, Suite 200
Addison, Texas 75001

MEMORANDUM OF LEASE

This Memorandum of Lease is dated as of _____202_, and executed by and between the Town of Addison, Texas ("Landlord") and AQRD Hangar Management LLC, a Texas limited liability company ("Tenant").

WHEREAS, in consideration of the premises and of the mutual covenants and agreements set forth in that certain Ground Lease Agreement dated as of _____, 2022 (the "Ground Lease"), by and between Landlord and Tenant, Landlord has leased to Tenant, and Tenant has leased from Landlord, a certain parcel of land located at and within Addison Airport ("Airport") that is more particularly described in Exhibit A attached hereto and made a part hereof, for a term of sixty (60) months following the Commencement Date (as defined in the Ground Lease), subject to all of the terms, provisions and conditions of the Ground Lease.

WHEREAS, Pursuant to Section 2.C.2 of the Ground Lease, provided Tenant (i) is not then in default beyond the expiration of applicable notice and cure periods under this Lease or any other agreement with Landlord, (ii) achieves Final Completion of the New Building Improvements, and (iii) exceeds the stipulated Construction Value for the New Building Improvements (as such terms are defined in Lease Addendum #2 of the Ground Lease) on or before the expiration of the Base Term above, the Base Term shall be extended so that this Lease will end June 30th, 2057 ("Extended Base Term").

WHEREAS, Tenant has completed, to Landlord's satisfaction, each of the above requirements necessary to qualify for the Extended Base Term, thus extending the expiration of the Ground Lease to June 30th, 2057.

Now let it be known, the said Ground Lease is amended by that First Amendment to Ground Lease, entered and made effective _____, 202_, which, among other things, extends the Term so the Ground Lease shall now expire June 30, 2057 unless otherwise earlier terminated.

This Memorandum of Lease is solely for recording and notice purposes and shall not be construed to alter, modify, expand, diminish or supplement the provisions of the Ground Lease, as amended. In the event of any inconsistency between the provisions of this Memorandum of Lease and the provisions of the Ground Lease (as amended), the provisions of the Ground Lease, as amended, shall govern. Reference should be made to the Ground Lease (and all amendments thereto) for the full description of the rights and duties of Landlord and Tenant thereunder, and this Memorandum of Lease shall in no way affect the terms and conditions of the Ground Lease (including all amendments thereto) or the interpretation of the rights and duties of Landlord and Tenant thereunder.

Upon the expiration or earlier termination of the Ground Lease, Landlord and Tenant agree that they shall execute and record a termination of this Memorandum of Lease.

IN WITNESS WHEREOF, the undersigned parties execute this Memorandum of Lease this _____ day of _____, 202___.

TENANT:	**LANDLORD:**
AQRD Hangar Management LLC a Limited Liability Company By: _____ V. Raj Narayanan, Manager	**Town of Addison, Texas** A Texas home-rule municipality By: _____ _____, City Manager

ACKNOWLEDGEMENT

STATE OF TEXAS §
§
COUNTY OF DALLAS §

BEFORE ME, the undersigned authority, on this day personally appeared V. Raj Narayanan, Manager of AQRD Hangar Management LLC, a Texas limited liability company, known to me to be the person whose name is subscribed to the foregoing instrument, and acknowledged to me that he executed the same for the purposes and consideration therein stated.

GIVEN under my hand and seal of office this 20th day of June, 2022.

Melissa Newman
My Commission Expires
03/02/2024
ID No. 7460509

Notary Public, State of Texas

STATE OF TEXAS §
§
COUNTY OF DALLAS §

BEFORE ME, the undersigned authority, on this day personally appeared, _____City Manager of the Town of Addison, a home-rule municipality, known to me to be the person whose name is subscribed to the foregoing instrument, and acknowledged to me that he executed the same for the purposes and consideration therein stated

GIVEN under my hand and seal of office this _____ day of _____, 202__.

Irma G. Parker
Notary Public, State of Texas
Comm. Expires 08-07-2022
Notary ID 4770064

Notary Public, State of Texas

EXHIBIT A

PROPERTY SURVEY AND LEGAL DESCRIPTION OF DEMISED PREMISES

Exhibit 6

Form of Irrevocable Standby Letter of Credit

[Lender Letterhead]

_____, 202_

Town of Addison, Texas
c/o City Manager
5300 Belt Line Road
Dallas, Texas 75254
Email: wpierson@addisontx.gov

Dear Mr. Pierson:

At the request of _____[TENANT]_____, we have established in favor of the Town of Addison the enclosed Irrevocable Standby Letter of Credit #_____, in an amount not to exceed _____ and ___/100 Dollars ($_____.00).

Please examine this instrument carefully. If you are unable to comply with the terms and conditions, please communicate with the applicant to arrange for an amendment.

All drawings under this credit must be accompanied by the original Letter of Credit for endorsement.

If we can be of further assistance, please do not hesitate to call us at _____.

Sincerely,

_____[LENDER]_____

By:_____
Name:_____
Title:_____

Enclosure

cc: _____[TENANT]_____
_____
_____
Attention:_____

[Lender Letterhead]

IRREVOCABLE LETTER OF CREDIT #_____

Date: _____, 202_

Beneficiary:

Town of Addison, Texas
c/o City Manager
5300 Belt Line Road
Dallas, Texas 75254
Email: wpierson@addisontx.gov

Applicant:

[TENANT]
_____
_____
Attention:_____

Gentlemen:

We hereby issue our Irrevocable Standby Letter of Credit #_____ in favor of Beneficiary. This Letter of Credit is effective up to the aggregate amount of _____ and No/100 Dollars ($_____.00) available by draft drawn on Issuer at sight, marked "Drawn under Irrevocable Standby Letter of Credit #_____" accompanied by the following:

1. Beneficiary's written statement purportedly signed by its authorized representative reading as follows: "The undersigned is authorized to make the following statement on behalf of Town of Addison, Texas ("Beneficiary"). Beneficiary hereby certifies that an event of default has occurred under that certain Lease Agreement dated _____, 20__, between Beneficiary and Applicant (the "Lease") with respect to the construction of the Building Improvements, as defined therein, and that such default is ongoing. The amount of the draft presented represents the amount known by me to be required to complete construction of the Building Improvements under the Lease."

2. This original Letter of Credit and any amendments thereto (if any). In the event of a partial drawing the original Letter of Credit will be endorsed and returned to you, unless the Letter of Credit has expired or the amount available is reduced to zero.

Special Conditions:

1. Partial drawings are permitted under this Letter of Credit.

2. Other than Beneficiary's statement required above, the Issuer shall require no further substantiation of the occurrence of such an event of default, consent of Applicant, or proof of the necessity of the draw.

3. This Letter of Credit sets forth in full the terms of our undertaking and such undertaking shall not in any way by modified, amended or amplified by reference to any document, instrument or agreement referred to herein or to which this Letter of Credit relates, and any such reference shall not be deemed to incorporate herein by reference any document, instrument or agreement.

4. Except as expressly stated herein, this undertaking is not subject to any agreement, condition or qualification.

We hereby engage with you that documents drawn under and in compliance with the terms of this Letter of Credit will be duly honored if presented for payment to [LENDER], at _____, Attention: _____, prior to 5:00 pm on or before _____, 202___.

This Letter of Credit is subject to and governed by the Uniform Customs and Practice for Documentary credits of the International Chamber of Commerce (Publication 600, 2007 Revision).

_____[LENDER]_____

By:_____
Name:_____
Title:_____

Lease Addendum #1

Tenant's Leasehold Minimum Maintenance and Repair Standards and Practices

I. ***Purpose***: Pursuant to Section 11 (or elsewhere as provided for) of the Lease[1] the Tenant is required to maintain the Demised Premises and all improvements, fixtures, equipment and personal property thereto in "good repair and in a first class condition" and in accordance with all applicable ordinances, codes, rules and regulations of or adopted by the City of Addison or any regulating agency with oversight of any or all portions of the Demised Premises throughout the Term as it may be extended or otherwise amended.

Additionally, Section 28 entitled Title to Improvements provides, among other things, Tenant shall own and hold title to any building improvements constructed on the Demised Premises and upon the expiration or early termination of the ownership of said building improvements, said building improvements shall merge with the title of the Demised Premises and become the property of the Landlord. Landlord may, at Landlord sole discretion, elect Tenant to: (i) deliver to Landlord the Demised Premises clean and free of trash and in good repair and condition in accordance with these *Tenant's Leasehold Minimum Maintenance and Repair Standards and Practices* together with all fixtures and equipment situated in the Demised Premises with reasonable wear and tear excepted; or (ii) prior to the expiration or early termination of the Term, demolish and remove or cause to be removed from the Demised Premises all building improvements together with any fixtures or equipment remaining and restore the Demised Premises to reasonably the same condition it was found immediately prior Tenant's taking possession of the Demised Premises as of the Effective Date. Such demolition and removal shall be performed at Tenant's sole cost and risk in accordance with all prevailing ordinances, codes, rules and regulations governing same.

Therefore, these *Tenant's Leasehold Minimum Maintenance and Repair Standards and Practices* ("Maintenance Standards") hereby set forth in general the minimum level of standard of maintenance and repair or practice the Landlord expects of Tenant and Tenant (or any of its successors and, or assigns) agrees to be obliged in order to comply with the terms and conditions of the Lease.

II. ***Governing Standard or Practice***: Section 8.A. of the Lease states the Tenant agrees to comply with all laws, ordinances, rules, regulations, directives, permits, policies or standards of any governmental authority, entity, or agency affecting the use of the Demised Premises; and any "Construction/Maintenance Standards and Specifications" published by Landlord or its Airport Manager governing such matters at Addison Airport. Section 11.B. of the Lease states "Should there ever arise a conflict between the degree of standard or duty to practice any such standard or practice between [these Maintenance Standards] and

[1] All capitalized terms used in these Tenant's Minimum Leasehold Maintenance Standards and Procedures are as used and defined in the underlying Lease unless otherwise defined herein.

any new construction and maintenance and repair standard so adopted by the Landlord, the standard and/or practice representing the higher or greater degree of standard and/or practice shall prevail as if such higher degree of standard and/or practice is incorporated into and made a part of these [Maintenance Standards].

III. ***Terminology Used***: Unless otherwise provided herein, the definition and/or the description of certain terms used or referred to below shall be the same as defined in the Lease or ASTM International Standard E2018-15[2] (as it may be amended or modified from time to time or its equivalence as generally accepted by the United States commercial real estate industry at the time).

For the purpose herein the standard being in "*good repair and in first-class condition*" generally means when the building component or system is serving its designed function, is of working condition and operating well, shows evidence of being well taken care of and does not require immediate or short-term repairs above its *de minimis* threshold or does not evidence a material physical deficiency.

Building System – Interacting or independent components or assemblies, which form single integrated units that comprise a building and its site work, such as pavement and flatwork, structural frame, roofing, exterior walls, plumbing, HVAC, electrical, etc. (ASTM E2018-15).

Component – A portion of a building system, piece of equipment, or building element (ASTM E2018-15).

Deferred Maintenance – Physical deficiencies that could have been remedied with routine maintenance, normal operating maintenance, etc., excluding *de minimus* conditions that generally do not present a material physical deficiency to the subject property (ASTM E2018-15).

Effective Age – The estimated age of a building component that considers actual age as affected by maintenance history, location, weather conditions, and other factors. Effective Age may be more or less than actual age (ASTM E2018-15).

Engineer: Designation reserved by law for a person professionally qualified, examined, and licensed by the appropriate governmental board having jurisdiction, to perform engineering services (ASTM E2018-15).

Expected Useful Life – The average amount of time in years that an item, component or system is estimated to function without material repair when installed new and assuming routine maintenance is practiced (ASTM E2018-15).

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[2] ASTM Designation E2018-15; November 2015ASTM International, 100 Barr Harbor Drive, PO Box C700, West Conshohocken PA 19428-2929, United States

Fair Condition – To be found in working condition, but may require immediate or short term repairs above the *de minimis* threshold of not evidencing a material physical deficiency (ASTM E2018-15).

Normal Wear and Tear - Defined as deterioration that results from the intended use of the commercial premises, including breakage or malfunction due to age or deteriorated condition, but the term does not include deterioration that results from negligence, carelessness, accident or abuse of the premises, equipment or chattels by the Tenant, by a guest or invitee of the Tenant (Section 93.006[b]); Chapter 93 of the Texas Property Code entitled "Commercial Tenancies"

Physical Deficiency (ies) – The presence of a conspicuous defect or defects and/or material deferred maintenance of a subject property's material systems, components, or equipment as observed. Specifically excludes deficiencies that may be remedied with routine maintenance, miscellaneous minor repairs, normal operating maintenance, etc. (ASTM E2018-15).

Poor Condition – Found not to be in working condition or requires immediate or short term repairs substantially above the *de minimis* threshold of not evidencing a material physical deficiency (ASTM E2018-15).

Routine Maintenance - Repair that does not require specialized equipment, professional services, or licensed contractors but, rather can be corrected within the budget and skill set of typical property maintenance staff (ASTM E2018-15).

IV. ***Baseline Property Condition Assessment:*** Beginning on or about the tenth (10th) anniversary but no later than the twelfth (12th) anniversary of the Term, Tenant shall procure, at the sole cost of Tenant, a Property Condition Assessment baseline report (PCA) to be prepared, written and signed by a licensed professional engineer qualified to assess the condition of the Demised Premises and all Building Improvements, fixtures and equipment made a part thereto pursuant to the then-operative version of ASTM International Standard Designation E2018 as of the date the PCA is performed. If at that time, for any reason, ASTM International no longer publishes standards for conducting property condition assessments for commercial real estate in the United States, Landlord and Tenant shall mutually agree to adopt another similar standard of practice to be performed by qualified third Parties recognized and accepted by the commercial real estate industry in the United States.

For any portion of the Demised Premises designed and constructed with the intent to be used for the storage and movement of aircraft, the PCA shall also include an aircraft pavement condition assessment performed for such areas in accordance with FAA Advisory Circular 150/5380-7A "*Airport Pavement Management Program*" and ASTM Standard Designation D5340 "*Standard Test Method for Airport Pavement Condition Index Surveys*" (or their respective operative standard in effect at the time of the PCA report date) (the "Pavement Standards"). If no such standard exists at the time, the pavement

condition assessment shall be performed based on prevailing industry standards as of the date of the assessment.

A. Within thirty (30) days of the published date of the PCA report Tenant shall deliver to Landlord a complete signed original copy of the PCA report together with the aircraft pavement condition assessment, if any, together with:

(1.) "**Tenant's Remedy Plan**", a written plan prepared by Tenant itemizing and given in sufficient detail Tenant's plan to remedy and cure, at Tenant's sole cost and expense, any and all Physical Deficiencies and, or Deferred Maintenance matters identified and communicated in the PCA report. Tenant's Remedy Plan shall indicate, among other things, that all work will be completed in a good and workman like condition pursuant to all local building codes and ordinances as required by the Lease within one hundred and eighty (180) calendar days from the date of the PCA's published report date (the "Remedy Period") unless otherwise agreed to in writing by Landlord.

(a.) If the pavement condition index (PCI), as defined in the Pavement Standards, reflects a score less than 70 (or its equivalence) the Tenant's Remedy Plan shall set forth in sufficient detail Tenant's intended remedy and cost estimate necessary to increase the aircraft pavement PCI score to a minimum of 70 within the Remedy Period.

(b.) In the event the PCA recommends supplemental testing or evaluation of any building component including, but not limited to, structural, building envelope, roofing, HVAC, plumbing, electrical, fire alarm and suppression, elevator, hangar door and/or door operators, environmental, pavement and ADA, Tenant's Remedy Plan shall reflect Tenant's plan to complete such supplemental investigations as recommended within the Remedy Period.

(2.) **"Tenant's Facility Maintenance and Repair Plan"** (or "Maintenance Plan") which sets forth in sufficient detail Tenant's stated itemized objectives to maintain and keep all building components and systems, pavement and landscaped areas in good condition and repair together with any planned capital repairs, including those cited in the PCA report and any capital improvements planned within the next ten (10) years following the PCA published report date. Additionally, the Maintenance Plan should include but not be limited to the following:

(a.) Tenant's schedule and checklist for periodic self-inspection of all major building components and systems on annualized basis.

(b) Tenant shall periodically update the Maintenance Plan to reflect scheduled repairs made together with itemized repair costs given, new

conditions found as a result of Tenant's periodic self-inspections and Tenant's plan to maintain or repair said condition.

B. If Tenant fails to deliver to Landlord a complete signed original Baseline PCA Report, Tenant's Remedy Plan and Tenant's Facility Maintenance and Repair Plan as required herein. Landlord may provide written notice thereof to Tenant. Tenant shall have sixty (60) days after receipt of such notice to provide such report or plan. Tenant's failure to provide the documentation required herein shall be considered an event of default of the Lease. Tenant's failure to promptly remedy any Physical Deficiency (ies) identified and communicated in any PCA report as required herein is also considered an event of default under the Lease. In the event of such default(s), in addition to all other rights and remedies available to Landlord under the Lease and by law, Landlord may, but not be obligated to, cause such reports and plans to be prepared and implemented as deemed commercially reasonable; and all reasonable costs therefore expended by Landlord plus interest thereon as provided for in Section 39 of the Lease shall be paid by Tenant upon demand.

V. ***Requirement for Subsequent Baseline Property Condition Report Updates, Tenant Remedy Plan Updates and Tenant's Facility Maintenance and Repair Plan Updates:***

A. Upon each ten (10) year anniversary of the Term (but not later than two (2) years after each 10-year anniversary) Tenant shall procure, at its sole cost and expense, a PCA update (including aircraft pavement condition assessment) with the subsequent PCA report being of similar form and scope as the initial baseline PCA outlined above. Consideration should be given to the age of all building components and whether any special assessments might be warranted. Within thirty (30) days of the published date of the subsequent PCA report, Tenant shall deliver to Landlord a complete signed original of the subsequent PCA report together with the aircraft pavement condition assessment findings. Simultaneously, Tenant shall deliver to Landlord its Tenant Remedy Plan setting forth Tenant's itemized and detailed plan for remedying and curing all Physical Deficiencies and/or Deferred Maintenance matters identified and communicated in the subsequent PCA report. Similarly, Tenant shall also deliver to Landlord Tenant's Facility Maintenance and Repair Plan updated to reflect the most recent subsequent PCA report findings and recommendations.

B. With no more than seventy-two (72) and no less than sixty (60) months remaining until the Lease Expiration Date, Tenant shall procure, at its sole cost and expense, a final PCA report (including aircraft pavement condition assessment) with the final PCA report being of similar form and scope as the initial baseline PCA outlined above (the "Final PCA Report"). Consideration should be given to the age of all building components and whether any special assessments might be warranted. Within thirty (30) days of the published date of the Final PCA Report, Tenant shall deliver to Landlord a complete signed original of the Final PCA Report together with the aircraft pavement

condition assessment findings. Simultaneously, Tenant shall deliver to Landlord its Tenant Remedy Plan setting forth Tenant's itemized and detailed plan for remedying and curing all Physical Deficiencies and/or Deferred Maintenance matters identified and communicated in the Final PCA Report. Similarly, Tenant shall also deliver to Landlord Tenant's Facility Maintenance and Repair Plan updated to reflect the Final PCA Report findings and recommendations which are to be implemented through the Lease Expiration Date.

VI. ***Qualification of Property Condition Reviewer***: The qualifications of a third-party consultant performing or overseeing the PCA shall be:

- Licensed in the state of Texas as a professional architecture or engineer;
- Demonstrated experience working with general aviation type properties;
- Having working knowledge of relevant FAA Advisory Circulars and ASTM Standards relating to facility and pavement maintenance and survey standards affecting the subject property type and scope (size and complexity, etc.); and
- Experience preparing property condition reports.

VII. ***Record Retention***: Throughout the Term Tenant shall diligently gather and retain in an orderly manner all documentation affecting and relating to the Building Improvements and any fixtures or equipment made a part of the Demised Premises. To the extent possible the Tenant shall retain digital copies of all such documentation, which can be easily reviewed, inspected and sourced. All such documents are to be made available to each consultant assigned to perform the property condition assessment and pavement condition analysis. Such documents to be retained should include but not be limited to:

- Site plan – updated as necessary.
- Property Survey – updated as necessary to reflect any changes to the Demised Premises.
- Construction and "as-built" drawings together with written building specifications.
- Certificate of Occupancy and building permits.
- Building Owner's Manual received from the General Contractor
- Pavement Condition Assessment Reports (aircraft apron and other)
- Insurance casualty claims and adjustment reports affecting the Building Improvements
- Description of future/planned material improvement or repairs.
- Outstanding notices and citations for building, fire, and zoning code and ADA violations

- Previously prepared, if any, Property Condition Assessment reports or engineering testing and surveys pertaining to any aspect of the subject property's physical condition.
- Lease listing literature, listing for sale, marketing/promotional literature such as photographs, descriptive information, reduced floor plans, etc.
- Periodic inspection reports (self or third-party) and supporting documentation.
- Irrigation Plans, updated as needed
- Operating manuals, instructions, parts lists

VIII. ***Reversionary Process (at Lease Expiration or Early Termination):*** Pursuant to the terms and conditions of the Lease, unless otherwise amended or modified the Lease is due to expire at the end of the Lease Expiration Date at which time any and all Building Improvements and any subsequent improvements and alterations made thereto as defined in the Lease revert and become under the ownership of the Landlord. If Tenant is not then in default of the Lease, Tenant shall have the right to remove all personal property and trade fixtures owned by the Tenant from the Demised Premises, but Tenant shall be required to repair any damage to the Demised Premises caused by such removal, which work shall be conducted in a good and workmanlike manner and at Tenant's sole cost and expense.

Accordingly, in order to facilitate an orderly transfer of all the ownership interests of the Demised Premises, Tenant shall deliver or cause to be delivered to Landlord all of the following on or before the Expiration Date, or earlier termination of the Lease:

A. Tenant's Representations: Tenant shall certify and attest in writing, in a form acceptable to Landlord:

(1.) Tenant conveys to Landlord in good and indefeasible title all the Building Improvements free and clear of any and all liens, assessments, easements, security interests and other encumbrances; and

(2.) There are no lessees or sub-lessees in possession of any portion of the Building Improvements, tenants at sufferance or trespassers; and

(3.) There are no mechanic's liens, Uniform Commercial Code liens or unrecorded liens against the Building Improvements, and all obligations of Tenant arising from the ownership and operation of the Demised Premises and any business operated on the Building Improvements including but not limited to taxes, leasing commissions, salaries, contracts, and similar agreements, have been paid or will be paid before the Expiration Date; and

(4.) There is no pending or threatened litigation, condemnation, or assessment affecting the Building Improvements; and

(5.) Tenant has disclosed to Landlord any and all known conditions of a material nature with respect to the Building Improvements which may affect the health or safety of any occupant of the Demised Premises. Except as disclosed in writing by Landlord or Tenant, the Improvements have no known latent structural defects or construction defects of a material nature, and none of the improvements has been constructed with materials known to be a potential health hazard to occupants of the Building Improvements; and

(6.) Except as otherwise disclosed in writing by Tenant to Landlord, the Building Improvements does not contain any Hazardous Materials other than lawful quantities properly stored in containers in compliance with applicable laws. For the purpose herein, "Hazardous Materials" means any pollutants, toxic substances, oils, hazardous wastes, hazardous materials or hazardous substances as defined in or pursuant to the Comprehensive Environmental Response, Compensation and Liability Act, as amended, the Clean Water Act, as amended, or any other federal, state or local environmental law, ordinance, rule, or regulation, whether existing or subsequently enacted during the Term.

B. Any Rental and monies due under the Lease unless paid in full; and

C. A Bill of Sale conveying personal property remaining or left on the Demised Premises, if any, free and clear of liens, security interest and encumbrances; and

D. All plans, drawings and specifications respecting the Building Improvements, including as-built plans and specifications, landscape plans, building system plans (HVAC, Telecom/Data, Security System, plumbing) air-conditioning in Tenant's possession or control; and

E. Inventory with corresponding descriptions and identification of all keys, lock combinations, access codes and other such devices or means to access every securable portion, compartment, cabinet, panel, closet, gate or point of entry within the Demised Premises; and

F. All soil reports, engineering and architectural studies, grading plans, topographical maps, feasibility studies and similar information in Tenant's possession or control relating to the Demised Premises; and.

G. A list and complete copies of all current service contracts, maintenance contracts, management contracts, warranties, licenses, permits, operating agreements, reciprocal easement agreements, maps, if any, applicable to the Demised Premises, certificate of occupancy, building inspection approvals and covenants, and conditions and restrictions respecting the Demised Premises; and

H. Copies of all utility bills (electric, water/sewer and gas) and similar records respecting the Building Improvements for the past three (3) months; and

A schedule of all service contracts, agreements and other documents not expressly referenced herein relating to the Demised Premises.

Lease Addendum #2

Construction of Building Improvements

Note: Capitalized terms used herein are the same as defined in the Lease or any Addendum other attached and made a part of the Lease unless otherwise expressly provided for. This Lease Addendum #2 is made a part of and hereby incorporated into the Lease by reference.

A. Building Improvements. For purposes herein, the term "Building Improvements" shall mean, without limitation the Existing Building Improvements, as defined in the Preamble of the Lease made on or to the Demised Premises as of the Effective Date, the New Building Improvements as defined in sub-section B below, and any Future Building or Other Improvements made to, constructed, installed, located or placed upon the Demised Premises throughout the Term, as amended or modified, as provided for sub-section C below. Except as provided for in the Lease or this Lease Addendum #2, Tenant may not construct, locate, install, place or erect any other improvements upon the Demised Premises without the prior written consent of Landlord.

B. New Building Improvements

1. As provided for in Section 2.C.2 of the Lease entitled *Extended Term Option*, Tenant has the option to construct or cause to be constructed on the Demised Premises, at Tenant's sole cost, expense and risk, certain building improvements more fully described in Exhibit 4 of the Lease, which is incorporated herein by reference (the "New Building Improvements"). Accordingly:

a. The New Building Improvements are to be constructed in accordance with plans and specifications prepared by a state licensed architect and/or engineer retained by Tenant (the "Design Plan"), which said Design Plan shall be submitted to Landlord for approval evidenced by the issuance of a building permit necessary to construct the New Building Improvements. Landlord's approval of the Design Plan or any other plans and/or specifications does not impose on Landlord any responsibility whatsoever, including, without limitation, any responsibility for the conformance of the plans and specifications with any governmental regulations, building codes, and the like, for which Tenant and its contractors shall have full and complete responsibility, Landlord agrees its approval of the Design Plan shall not be unreasonably withheld, conditioned or delayed.

b. Tenant shall bear all cost and expense of the demolition and removal of any Existing Improvements on, or in the Demised Premises in accordance with the Design Plan.

c. The construction cost or value (separate and apart from the cost of design) of the New Building Improvements shall exceed One Million One-Hundred Tousand Dollars ($1,100,000.00) (the "Construction Value"), and Tenant shall submit to

Landlord upon request all commercially reasonable evidence of such Construction Value in a form acceptable to Landlord (the "Construction Value Evidence"). For purposes hereof, reasonable evidence of Construction Value would be satisfied by the American Institute of Architects (AIA) G702 and G703 Application for Payment certified by the Tenant, owner, architect or engineer and, Tenant's general contractor to be true and correct to their best knowledge or some form of documentation similar thereto acceptable to Landlord.

d. Once construction of the New Building Improvements commence, Tenant shall complete construction of the New Building Improvements, with reasonable diligence, without material deviation from the Design Plan, and any material deviation from the Design Plan shall be subject to the advance review and approval of Landlord.

e. "Substantial Completion of the New Building Improvements" or "Substantial Completion" shall be (unless provided for elsewhere in this Lease) deemed to have occurred upon the issuance by the Town of Addison, Texas, of a certificate of temporary or final occupancy for any portion of the New Building Improvements, if required. If a certificate of temporary or final occupancy is not required under the local building codes, Tenant shall deliver a notarized affidavit to the Landlord that all New Building Improvements are completed per the approved Designed Plan.

f. "Final Completion" of the construction of the New Building Improvements shall be deemed to occur upon (i) the issuance by Tenant's architect who designed the New Building Improvements, if any, of such documentation as may be necessary to establish the final completion (closeout) of the construction of the New Building Improvements, (ii) delivery by Tenant to Landlord comprehensive As-Built drawings and documentation reviewed by Tenant's architect reflecting all approved changes and modifications to the originally approved Design Plan, and (iii) Tenant's Construction Cost Evidence defined in subsection 1.c above.

C. Future Building and Other Improvement Construction: To construct, locate, install, place or otherwise erect any other improvements upon the Demised Premises other than the Existing Building Improvements and New Building Improvements provided for in the Lease or herein, shall be regarded "Future Building and Other Improvements" which shall be performed, if any, substantially in the same manner, standard and regard as provided in this Lease Addendum #2, including without limitation as required for the New Building Improvements and requirements for Construction Insurance, Performance and Performance Bond or Irrevocable, Stand-by Letter of Credit as set forth in subsection E, below.

D. General Terms and Conditions Governing New Building Improvements and Future Building and Other Improvements:

1. Any architect or engineer shall be duly licensed to practice architecture or engineering, respectively, in the State of Texas. Such construction shall be performed in a first-class, workmanlike manner and in compliance with all applicable building codes, standards and ordinances, as set out in more detail below. Tenant agrees to promptly pay

and discharge all costs, expenses, claims for damages (including incidental, special, and consequential damages) or injury (including, without limitation, claims for personal injury or death, or property damage or destruction, or economic loss), liens and any and all other liabilities and obligations which arise in connection with such construction or violation of this Lease with respect thereto, and TENANT SHALL DEFEND, INDEMNIFY, AND HOLD HARMLESS LANDLORD AND MANAGER IN ACCORDANCE WITH SECTION 21.B. entitled *TENANT'S INDEMNITY OBLIGATION*. It is expressly understood and agreed that Tenant's construction of any building improvements shall include the finish-out of such building and improvements in accordance with the plans and specifications for the finish-out of the Building Improvements as submitted by Tenant to Landlord and approved in writing by Landlord.

3. Landlord's approval of the Design Plan or any other plans and/or specifications does not impose on Landlord any responsibility whatsoever, including, without limitation, any responsibility for the conformance of the plans and specifications with any governmental regulations, building codes, and the like, for which Tenant and its contractors shall have full and complete responsibility.

4. Tenant agrees that any construction or modification of the Building Improvements or any other improvements (authorized to be constructed in writing by Landlord) on the Demised Premises shall comply with all standards, codes, and rules adopted by Landlord or Manager, including, but not limited to, any rules relating to construction and maintenance standards and specifications, shall further comply with the Town of Addison, Texas building and related codes and zoning requirements, and will meet or exceed all applicable state and federal standards (including, without limitation, Title III of the Americans With Disabilities Act of 1990, ("ADA") any state laws governing handicapped access or architectural barriers, and all rules, regulations, and guidelines promulgated under such laws, as amended from time to time). Tenant recognizes that such construction/maintenance standards and specifications, Town of Addison building and related codes and zoning requirements, and all applicable state and federal standards (including, without limitation, Title III of the Americans With Disabilities Act of 1990, any state laws governing handicapped access or architectural barriers, and all rules, regulations, and guidelines promulgated under such laws, as amended from time to time) may be modified or amended from time to time and that compliance will be measured by such standards in effect at the time of a particular construction or modification of improvements after the initial construction of the Building Improvements pursuant to the approved Design Plan.

5. With respect to Title III of the Americans With Disabilities Act of 1990, Tenant acknowledges and agrees it shall remain fully responsible and obligated over the Term to construct, alter and maintain the Building Improvements in accordance with the prevailing ADA Act. Furthermore, Tenant shall ensure no person or groups of persons shall, on the grounds of race, color, sex, religion, national origin, age, disability, retaliation or genetic information, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under the ADA Act. Tenant shall give Landlord written notice within ten (10) days of Tenant having knowledge or written notice of any ADA Act violation

or claim of violation from any governmental entity with authority on such matters or from any third party.

6. Tenant will properly and timely submit to the FAA the TxDOT, and any other governmental authority, entity or agency having jurisdiction regarding the Airport, a Notice of Proposed Construction or Alteration, when and as required, and such other forms and information as may be required by the FAA, TxDOT, or other governmental entity or agency having jurisdiction over the Airport.

7. Tenant further agrees that the Landlord shall be authorized at all times during any project of construction to enter upon the Demised Premises and all parts thereof, during normal business hours, in order to observe the performance of such construction, and Tenant agrees to provide the Landlord a construction schedule setting out the time of commencement, final completion and completion of significant elements of the construction, which schedule shall be delivered to Landlord prior to the start of any construction project on the Demised Premises.

E. Construction Insurance, Performance and Performance Bond or Irrevocable, Stand-by Letter of Credit:

In addition to the applicable insurance requirements set forth in Section 13 of the Lease:

1. During any period of construction, Tenant or Tenant's General Contractor shall obtain and keep in full force and effect a Builder's Risk Completed Value policy with an all-risks endorsement in an amount equal to the greater of the full-completed value or the amount of the construction contract including any amendments or change orders thereto. The policy shall provide "All Risk" Builder's Risk Insurance (extended to include the perils of wind, collapse vandalism, malicious mischief, and theft, including theft of materials whether or not attached to any structure). The deductible shall not exceed $5,000 or deductibles imposed by carrier due to state market conditions.

2. In connection with the design and construction of any improvements on the Demised Premises, architects, engineers, and constructions managers, including design/build contractors used by Tenant, shall carry professional liability insurance at minimum limits of $250,000.00. This coverage must be maintained for at least two (2) years after the improvements are completed and if coverage is written on a claims-made basis, a policy retroactive-date equivalent to the inception date of this Ground Lease (or earlier) must be maintained.

3. Tenant shall obtain and keep in full force and effect at its sole cost and expense a Performance Bond and a Payment Bond guaranteeing, respectively, the faithful performance of all construction work and the payment of all obligations arising during the construction (including, without limitation, the payment of all persons performing labor or providing materials under or in connection with the Building Improvements), in the penal sum of one-hundred percent (100%) of the construction costs. Tenant shall pay or cause to be paid the premiums for such bonds. Bonds shall be issued by a surety company satisfactory to Landlord, licensed by the State of Texas to act as a Surety, and listed on the

current U.S. Treasury Listing of Approved Sureties. All forms shall be made on a form complying with the requirements of the laws of the State of Texas and satisfactory to Landlord. Such bonds shall be in conformance with the provisions of Chapter 2253, Tex. Gov. Code and any successor statute thereto. Tenant and Landlord shall be named as joint obligees of all such bonds. Alternatively, and at Tenant's election, Tenant shall cause to be issued in favor of Landlord, at Tenant's sole cost and expense, and kept in full force and effect at all times during any period of construction, an irrevocable, stand-by letter of credit to secure the faithful performance of all construction work and the payment of all obligations arising during the construction (including, without limitation, the payment of all persons performing labor or providing materials under or in connection with the Building Improvements), in the amount of one hundred percent (100%) of the construction costs (the "Letter of Credit"), such Letter of Credit to be drawn upon by site draft conditioned only upon the certification of the Landlord that an event of default has occurred under this Lease with respect to the construction of the Building Improvements and Tenant has not cured the event of default after being given notice and a reasonable opportunity to cure as provided in this Lease. The form of such Letter of Credit is attached hereto and incorporated herein as Exhibit 6. Tenant shall cause the original executed Letter of Credit to be delivered to Landlord not later than the Construction Commencement Date. Upon written approval by Landlord on not less than ten (10) business days written notice to Landlord from Tenant, Tenant shall have the right to reduce the amount of the Letter of Credit on a calendar quarterly basis by an amount equal to the construction costs incurred and paid by Tenant during the immediately preceding calendar quarter as demonstrated by the Construction Value Evidence submitted to Landlord. After the completion of the Building Improvements contemplated by this Lease, in the event that Tenant subsequently requests the commencement of additional construction or improvements in an amount equal to or greater than Five Hundred Thousand Dollars ($500,000), then Tenant shall provide Landlord a Payment Bond and Performance Bond or Letter of Credit in the same manner as articulated in this subparagraph.

F. Failure of the Parties to observe and comply with the requirements of this Lease Addendum #2, subject to notice and cure as provided in Section 23 of the Lease, shall be an Event of Default.

Location of Ground Tenant AQRD Hangar Management, LLC



Ground Tenant AQRD Hangar Management, LLC is located at 4582 and 4584 Claire Chennault Drive at Addison Airport.



The new survey consolidates and describes 4582 and 4584 Claire Chennault Drive as one legal parcel for purposes of the Ground Lease. AQRD Headquarters is located to the east at 4600 Claire Chennault Drive (red line at bottom of view is the Airport Boundary Line).

2025 City Council Regular Meeting **5. a.**

Meeting Date: 11/18/2025

Department: Development Services

Key Focus Areas: Economic Development and Revitalization

AGENDA CAPTION:

POSTPONED INDEFINITELY Hold a public hearing, present, discuss, and consider action on a request to rezone an 11.6± acre property, generally located at the southeast corner of Addison Road and Excel Parkway, boarding the Addison town boundary and the Dallas North Tollway to the east, addressed as 16641 Dallas Parkway, from Planned Development (PD), Ordinance No. 020-47, to Mixed-Use Suburban Corridor (M-2) and a new Planned Development (PD) District with use and development standards for multifamily residential, fee-simple townhomes, and associated private open space and common areas, through the approval of development plans and standards. Case 1939-Z/ Addison Toll Road Development (Addison Rd & Excel Pkwy).

BACKGROUND:

The Addison Planning and Zoning Commission, meeting in regular session on October 21, 2025, voted to recommend denial of a request to rezone an 11.6± acre property, generally located at the southeast corner of Addison Road and Excel Parkway, bordering the Addison town boundary and the Dallas North Tollway to the east, addressed as 16641 Dallas Parkway, from Planned Development (PD), Ordinance No. 020-47, to Mixed-Use Suburban Corridor (M-2) and a new Planned Development (PD) District with use and development standards for multifamily residential, fee-simple townhomes, and associated private open space and common areas, through the approval of development plans and standards.

- Voting Aye: Barker, Braun, Copeland, Fansler, Smith, Then
- Voting Nay: Wright
- Absent: none

Due to a recommendation of denial by the Planning and Zoning Commission, approval of this request would require a supermajority by City Council.

SPEAKERS AT THE PUBLIC HEARING:

- For: Zack Smutzer, 4925 Marcus Avenue
- On: none
- Against: Valerie Collins, 14668 Wayside Court

FISCAL IMPACT

N/A

RECOMMENDATION

The applicant has requested that the request be postponed indefinitely.

2025 City Council Regular Meeting **6. a.**

Meeting Date: 11/18/2025
Department: Special Events
Key Focus Areas: Vibrant and Active Community

AGENDA CAPTION:

Present, discuss, and consider action on a Resolution approving an Events Agreement between the Town of Addison and DCO Realty, Inc. for the management, operation, coordination, and control of a variety of events at Vitruvian Park and authorizing the City Manager to execute the agreement in an amount not to exceed $185,000.

BACKGROUND:

The Town of Addison and DCO Realty, Inc., the developer/manager of Vitruvian Park, entered into an event sponsorship reimbursement agreement in 2012 that is presented to Council for renewal annually. DCO Realty, Inc. desires to conduct and present a variety of public events within the Vitruvian Park area during Fiscal Year (FY) 2026. The Town desires to participate in these events and activities as a sponsor. To facilitate this, the Town will enter into an agreement with DCO Realty, Inc. for sponsorship reimbursement purposes in an amount not to exceed $185,000. These funds are used for the following projects:

- Vitruvian Lights Light Show -- $155,000
- Vitruvian Lights Event --- $10,000
- Vitruvian Nights Live Event --- $5,000
- Vitruvian Salsa Festival Event -- $15,000

FISCAL IMPACT

These funds are included in the approved FY2026 Hotel Fund budget.

RECOMMENDATION

Staff recommends approval.

Attachments

Presentation - Vitruvian Park Events (DCO Realty)
Resolution - Vitruvian Park Events (DCO Realty)

DCO Realty, Inc. Agreement: 2025-26 Vitruvian Park Events

November 18, 2025

Abby Morales, Director of Special Events & Theatre

AGREEMENT







DCO Realty, Inc. produces the events and provides:

- Lights installation
- Porter service
- Restroom cleaning
- Traffic control
- Security service
- Park light timers
- Lights maintenance
- Entertainment booking
- Marketing & promotion with Town listed as a sponsor

Town of Addison is a sponsor of the events and provides the following support:

DEPARTMENT	RESPONSIBILITIES
Parks & Recreation	1. Staff support for tree lighting ceremony and special events. 2. Electric outlet / timer maintenance on Town property. 3. Park use permitting.
Public Works & Engineering	1. Staff support for tree lighting. 2. Staff support for vendor access to electric cabinets.

INVESTMENT

EVENT	TOWN SPONSORSHIP	UDR INVESTMENT	Additional (Non-Town) Sponsorships
Vitruvian Lights – Opening Night	$155,000	$160,000	$7,500
Vitruvian Lights – Saturday Concert	$10,000		
Vitruvian Nights Live	$5,000	$57,000	$4,500*
Vitruvian Salsa Festival	$15,000	$100,000	
TOTAL INVESTMENT	**$185,000**	**$317,000**	**$12,000**

QUESTIONS

RESOLUTION NO. _____

A RESOLUTION OF THE CITY COUNCIL OF THE TOWN OF ADDISON, TEXAS APPROVING AN EVENTS AGREEMENT WITH DCO REALTY, INC. TO CONDUCT AND PRESENT A VARIETY OF PUBLIC EVENTS AND ACTIVITIES IN VITRUVIAN PARK; PROVIDING FOR CITY SPONSORSHIP OF THE SCHEDULED EVENTS IN AN AMOUNT NOT TO EXCEED $185,000.00; AUTHORIZING THE CITY MANAGER TO EXECUTE THE AGREEMENT; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City Council desires to authorize an agreement with DCO Realty, Inc. to conduct and present a variety of public events and activities in Vitruvian Park with the Town's sponsorship participation during the Town's 2025-2026 fiscal year (the "Events").

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE TOWN OF ADDISON, TEXAS:

SECTION 1. The City Council hereby approves the Events Agreement between the Town of Addison and DCO Realty, Inc. for the above-described events, which includes an annual sponsor fee amount not to exceed $185,000.00, a copy of which is attached to this Resolution. The City Manager is hereby authorized to execute the agreement.

SECTION 2. This Resolution shall take effect from and after its date of adoption.

DULY RESOLVED AND ADOPTED by the City Council of the Town of Addison, Texas, on this the ***18th*** day of ***NOVEMBER*** 2025.

TOWN OF ADDISON, TEXAS

_____
Bruce Arfsten, Mayor

ATTEST:

_____
Valencia Garcia, City Secretary

STATE OF TEXAS §
§
COUNTY OF DALLAS §

EVENTS AGREEMENT

This Events Agreement ("Agreement") is made and entered into as of the 1st day of October, 2025 ("Effective Date") by and between the Town of Addison, Texas ("City" or "Addison") and DCO Realty, Inc., a Delaware corporation ("DCO") (the City and DCO are sometimes referred to herein together as the "parties" and individually as a "party").

Recitals:

1. Except for properties owned by the City, DCO is the owner, manager, or otherwise has control over that area within the City that is known as Vitruvian Park and that is generally located along each side of Vitruvian Way, south of Spring Valley Road, and east of Marsh Lane.

2. DCO desires to conduct and present a variety of public events and activities within that area as described herein, primarily on City owned property, and the City desires to participate in the public events and activities as set forth in this Agreement.

3. The public events and activities within Vitruvian Park attract individuals throughout the region to the City.

NOW, THEREFORE, for and in consideration of the mutual covenants and agreements hereinafter set forth, the benefits flowing to each of the parties hereto, and other good and valuable consideration, the City and DCO do hereby contract and agree as follows:

Section 1. Events; Term. DCO will conduct, present, manage, operate, coordinate, and control a variety of events, including Vitruvian Lights, Vitruvian Nights Live, and Vitruvian Salsa Festival (collectively, the "Events" and each an "Event"), during the period of time from October 1, 2025 to September 30, 2026 (the "Events Period"). The Events will be conducted at and within that area of the City depicted and described in the attached **Exhibit A** ("Event Site"). A portion of the Event Site is a public park and open space area generally referred to as Vitruvian Park, which portion is shown outlined in green on **Exhibit A**(and is referred to herein as the "Vitruvian Park Portion"). DCO is solely responsible for the Events.

DCO will conduct each Event in accordance and compliance with the terms and conditions hereof and all laws, ordinances, rules, regulations, standards, guidelines, and policies of the City or any other governmental authority having jurisdiction over the Event or the Event Site. Any Events not identified in the Agreement will require a separate Park Use Permit.

Bands and music performers selected to perform at the Events shall not conflict with those scheduled to perform at events produced by City. For the following events, DCO will provide the names of contracted performers as follows:

- Vitruvian Lights (November 2025- January 2026) –
    - Saturday, November 22, 2025: Limelight

    - Saturday, November 29, 2025: Dallas String Quartet

- Vitruvian Nights Live (June-August 2026) – DCO will provide names of contracted performers (bands) by April 1, 2026.
- Vitruvian Salsa Festival (August 2026) – DCO will provide names of contracted performers (bands) by April, 1, 2026.
- Bite Night (April – November 2026) – A completed Park Use Permit Request must be submitted to the Director of Parks and Recreation no later than 60-days prior to each event. All participating vendors (food trucks) shall provide a valid Certificate of Insurance ("COI") to the Director of Parks and Recreation no later than 60-days prior to each event. The COI must meet the insurance requirements outlined in the Park Use Permit Request. A completed Temporary Food Permit application must be submitted to the Environmental Health Division no later than 60-days prior to each event.
- Yoga (March – May 2026 and September – November 2026) – A completed Park Use Permit Request must be submitted to the Director of Parks and Recreation no later than 60-days prior to each event. All fitness instructors shall complete/submit the Town's standard Instructor Form no later than 60-days prior to each event and receive written approval from the Town prior to providing instruction. All participating vendors (fitness instructors) shall provide a valid COI to the Director of Parks and Recreation no later than 60-days prior to each event. The COI must meet the insurance requirements outlined in Park Use Permit Request.

This Agreement shall be effective as of the Effective Date first set forth above and continue in effect through September 30, 2026, subject, however, to the termination provisions of this Agreement.

Section 2. Sponsorship; Sponsorship Benefits. The City will be a sponsor of the Events, as set forth herein. The City shall make available to DCO an annual sponsor fee (the "Sponsor Fee") in an annual amount not to exceed $185,000.00 to help cover actual costs of the Events during the Event Period. Parties agree that the Sponsor Fee shall be divided between the Events and made available to DCO not to exceed the amounts provided in the schedule attached hereto as **Exhibit D**. DCO agrees to use commercially reasonable efforts to ensure that the Vitruvian Lights annual holiday light show conforms to the standards provided in **Exhibit C** ("Lighting Requirements"). DCO will submit invoices to the City accompanied by receipts or other reasonable evidence of amounts actually incurred in connection with the Events and the City will reimburse DCO within thirty (30) days of receipt of such invoice, not to exceed the Sponsor Fee.

The Events will be designed to enhance and promote the identity of the Vitruvian Park area of Addison, which will in turn benefit retail, restaurant and housing providers in that area. The Events will create an entertainment amenity for all Addison residents and for those that live or work in the surrounding area and for regional tourists. In addition to these benefits to the City, for the City's sponsorship of each Event, DCO will provide the City with the following benefits:

(a) a listing of the City logo as a sponsor of the Events on collateral pieces, including

but not limited to posters, fliers, invitations, admission passes, tickets, brochures, programs, etc.;

(b) a listing of the City logo as a sponsor of the Events on all print, broadcast, outdoor and electronic advertising, including but not limited to newspaper ads, magazine ads, radio ads, billboards, newsletters, web communications, etc.;

(c) a listing of the City as a sponsor of the Events in all press releases, and other communications regarding the Events;

(d) a listing of the City logo as a sponsor on all street banners and signs in connection with the Events;

(e) the inclusion of the City logo on the web site (www.udr.com/vitruvian-park/) and links to the City's websites (www.addisontx.gov); and

(f) provide recognition of the Town of Addison from the stage at the Events.

Section 3. Event Promotion, Advertising. Any promotion or advertising by, for, or on behalf of DCO or the City of any of the Events that references Addison or the Vitruvian Park Portion shall, before being used for promotion or advertising purposes, first be submitted to Addison or DCO, as applicable, for its prior review and approval (if any), which approval shall not be unreasonably withheld, conditioned or delayed. In the event Addison or DCO, as applicable, fails to disapprove (with specific comments regarding the reason(s) for such disapproval) such promotion or advertising within ten (10) calendar days after the same is submitted (or resubmitted after modifications, as the case may be) to Addison or DCO, as applicable, such promotion or advertising shall be deemed approved. The parties agree that the type of promotions and advertising provided for the same or similar events in the Town of Addison prior to this Agreement are acceptable.

The City will promote the Events and will, among other things, (a) list the Events on the City's website (www.addisontx.gov) with a link to DCO's website (https://www.udr.com/vitruvian-park/), (b) display digital ads (as approved by the City, if at all and in the City's sole discretion, and subject to availability) across Belt Line Road advertising the Events (which digital ads, if any, will be supplied by DCO to the City no later than one (1) month prior to event), and (c) promote the Events on the City's social media sites.

Section 4. Termination.

(a) Either party may terminate this Agreement if the other party commits a material breach of this Agreement, and

(i) such breach remains uncured for a period of 10 calendar days after notice thereof (which notice shall specifically identify the breach) is received by the breaching party, or

(ii) if the breach cannot with diligence be cured within said 10 day period, if within such period the breaching party provides the non-breaching party written notice of the curative measures which it proposes to undertake, and proceeds promptly to initiate such measures to cure such breach, and thereafter prosecutes the curing of

such breach with diligence and continuity, the time within which such failure may be cured shall be extended for such period as may be necessary to complete the curing of such breach with diligence and continuity, not to exceed 30 calendar days following the occurrence of the breach unless otherwise agreed by the parties.

Upon termination of this Agreement by Addison pursuant to this subsection 4(a), Addison will pay to DCO any amounts then due pursuant to this Agreement through the date of such notice of breach, but no further or additional payments will be made. Upon termination of this Agreement by DCO pursuant to this subsection 4(a), Addison will pay to DCO any amounts then due pursuant to this Agreement through the date of such termination.

(b) This Agreement may also be terminated by either party hereto for any reason or for no reason upon giving at least thirty (30) days written notice of such termination to the other party hereto. If Addison terminates this Agreement pursuant to this subsection 4(b), Addison will pay to DCO any amounts then due pursuant to this Agreement through the date of such termination. If DCO terminates this Agreement pursuant to this subsection 4(b), Addison will pay to DCO any amounts then due pursuant to this Agreement through the date of such termination but no further or additional payments will be made.

(c) Payment obligations under this Section 4 shall survive termination of this Agreement.

Section 5. Insurance. At all times in connection with this Agreement, DCO shall purchase and maintain in a company or companies lawfully authorized to do business in Texas such insurance coverages set forth in Section 67-16(b)(4) of the Code of Ordinances of the City, a copy of which is attached as **Exhibit B** to this Agreement (with the addition that the requirement for commercial general liability shall also include coverage for death); provided, however, that the City Manager may waive the requirement of any of such insurance where, in the sole opinion of the City Manager, such insurance is not necessary to cover or protect a function or purpose of this Agreement. All vendors hired or contracted by DCO shall also provide a COI meeting the same requirements.

In addition to the provisions of Section 67-16(b)(4), DCO shall specifically endorse applicable insurance policies as follows:

(i) The Town of Addison, Texas shall be named as an additional insured with respect to General Liability and Automobile Liability.

(ii) All liability policies shall contain no cross-liability exclusions or insured versus insured restrictions applicable to the claims of the Town of Addison, Texas.

(iii) A waiver of subrogation in favor of the Town of Addison, Texas, its elected officials, its officers, employees, and agents shall be contained in each policy required herein.

(iv) Reserved.

(v) All insurance policies shall be endorsed to the effect that the Town of Addison, Texas will receive at least sixty (60) days' notice prior to cancellation or non-renewal of the insurance.

(vi) All insurance policies, which name the Town of Addison, Texas as an additional insured, must be endorsed to read as primary coverage regardless of the application of other insurance.

(vii) Required limits may be satisfied by any combination of primary and umbrella liability insurances.

(viii) DCO may maintain reasonable and customary deductibles, subject to approval by the Town of Addison, Texas.

(ix) Insurance must be purchased from insurers that are financially acceptable to the Town of Addison, Texas and licensed to do business in the State of Texas.

Certificates of Insurance shall be prepared and executed by the insurance company or its authorized agent, delivered to DCO and the City prior to the commencement of each Event, and shall:

(i) List each insurance coverage described and required herein. Such certificates will also include a copy of the endorsements necessary to meet the requirements and instructions contained herein.

(ii) Specifically set forth the notice-of-cancellation or termination provisions to the Town of Addison.

Upon request, DCO shall furnish the Town of Addison with complete copies of all insurance policies certified to be true and correct by the insurance carrier.

Section 6. **Responsibility, Assumption of Risk.** In connection with the Events and this Agreement and for the consideration set forth herein, **DCO agrees to assume and does hereby assume all responsibility and liability for any and all damages or destruction of any property or personal injuries (including death) to any person of whatsoever kind or nature caused by, arising out of, or in connection with DCO's conducting, presentation, management, operation, coordination, and control of the Events as set forth in Section 1 of this Agreement or by any act or omission of any DCO Persons (as defined in Section 7, below). Addison assumes, and shall have, no responsibility for any property placed by DCO or by any DCO Persons on the Event Site, and DCO hereby RELEASES Addison and all Addison Persons from any and all claims or liabilities of any kind or nature whatsoever for any loss, injury or damages whatsoever to persons or property that are sustained by reason of the occupancy of the Event Site.**

DCO, for itself and the DCO Persons do hereby ASSUME THE RISK of all conditions, whether dangerous or otherwise, in and about the Vitruvian Park Portion, and waive any and all specific notice of the existence of any defective or dangerous condition in or about the same. The provisions of this paragraph shall survive the termination of this Agreement and the Events.

The provisions of this Section shall survive the expiration or termination of this Agreement.

Section 7. **DCO's INDEMNITY OBLIGATION. FOR THE CONSIDERATION SET FORTH**

IN THIS AGREEMENT, DCO COVENANTS AND AGREES TO FULLY DEFEND, INDEMNIFY AND HOLD HARMLESS ADDISON, ITS ELECTED AND APPOINTED OFFICIALS, ITS OFFICERS, EMPLOYEES, REPRESENTATIVES, AND VOLUNTEERS, INDIVIDUALLY OR COLLECTIVELY, IN BOTH THEIR OFFICIAL AND PRIVATE CAPACITIES (COLLECTIVELY, "ADDISON PERSONS" AND EACH AN "ADDISON PERSON"), FROM AND AGAINST ANY AND ALL CLAIMS, LIABILITY, JUDGMENTS, LAWSUITS, DEMANDS, HARM, LOSSES, DAMAGES, PROCEEDINGS, SUITS, ACTIONS, CAUSES OF ACTION, LIENS, FEES, FINES, PENALTIES, EXPENSES, OR COSTS, OF ANY KIND AND NATURE WHATSOEVER MADE UPON OR INCURRED BY THE CITY OR ANY OTHER ADDISON PERSON, WHETHER DIRECTLY OR INDIRECTLY, (THE "CLAIMS"), THAT ARISE OUT OF, RESULT FROM, OR RELATE TO:

(1) DCO'S CONDUCTING, PRESENTATION, MANAGEMENT, OPERATION, COORDINATION, AND CONTROL OF THE EVENTS AS SET FORTH IN SECTION 1 OF THIS AGREEMENT,

(2) REPRESENTATIONS OR WARRANTIES BY DCO UNDER THIS AGREEMENT,

(3) ANY PERSONAL INJURIES (INCLUDING BUT NOT LIMITED TO DEATH) TO ANY DCO PERSONS (AS HEREINAFTER DEFINED) ARISING OUT OF OR IN CONNECTION WITH DCO'S CONDUCTING, PRESENTATION, MANAGEMENT, OPERATION, COORDINATION, AND CONTROL OF THE EVENTS, AND/OR

(4) ANY OTHER ACT OR OMISSION UNDER, IN CONNECTION WITH, OR IN PERFORMANCE OF THIS AGREEMENT BY

(I) DCO OR BY ANY OF ITS OWNERS, PARTNERS, OFFICERS, DIRECTORS, MANAGERS, EMPLOYEES, AGENTS, REPRESENTATIVES, CONSULTANTS, CONTRACTORS, SUBCONTRACTORS, LICENSEES, INVITEES, OR CONCESSIONAIRES, OR ANY OTHER PERSON OR ENTITY FOR WHOM DCO IS LEGALLY RESPONSIBLE, BY

(II) ANY AFFILIATE OF DCO OR ANY AFFILIATE'S OWNERS, PARTNERS, OFFICERS, DIRECTORS, MANAGERS, EMPLOYEES, AGENTS, REPRESENTATIVES, CONSULTANTS, CONTRACTORS, SUBCONTRACTORS, LICENSEES, INVITEES, OR CONCESSIONAIRES, OR OF ANY OTHER PERSON OR ENTITY FOR WHOM SUCH AFFILIATE IS LEGALLY RESPONSIBLE, AND/OR BY

(III) THE RESPECTIVE OWNERS, PARTNERS, OFFICERS, MANAGERS, EMPLOYEES, DIRECTORS, AGENTS, REPRESENTATIVES, CONSULTANTS, CONTRACTORS, SUBCONTRACTORS, LICENSEES, AND CONCESSIONAIRES OF THE ENTITIES AND PERSONS DESCRIBED IN THE FOREGOING (I) AND (II) (THE ENTITIES AND PERSONS DESCRIBED IN THE FOREGOING (I), (II), AND (III) BEING COLLECTIVELY "DCO PERSONS").

SUCH DEFENSE, INDEMNITY AND HOLD HARMLESS SHALL AND DOES INCLUDE DAMAGES ALLEGED OR FOUND TO HAVE BEEN CAUSED IN WHOLE OR IN PART BY THE NEGLIGENCE OF ADDISON AND/OR ANY OTHER ADDISON PERSON, OR

CONDUCT BY ANY ADDISON AND/OR ANY OTHER ADDISON PERSON THAT WOULD GIVE RISE TO STRICT LIABILITY OF ANY KIND, BUT DOES NOT INCLUDE ANY CLAIMS FOUND TO BE CAUSED BY THE GROSS NEGLIGENCE OR WILLFUL MISCONDUCT OF ADDISON AND/OR ANY OTHER ADDISON PERSON. HOWEVER, DCO'S LIABILITY UNDER THIS CLAUSE SHALL BE REDUCED BY THAT PORTION OF THE TOTAL AMOUNT OF THE CLAIMS (INCLUDING DEFENSE FEES AND COSTS) EQUAL TO THE ADDISON PERSON OR ADDISON PERSONS' PROPORTIONATE SHARE OF THE NEGLIGENCE, OR CONDUCT THAT WOULD GIVE RISE TO STRICT LIABILITY OF ANY KIND, THAT CAUSED THE LOSS.

FOR PURPOSES HEREOF, "AFFILIATE" MEANS (A) ALL PERSONS, CORPORATIONS, AND OTHER ENTITIES, IF ANY, CONTROLLED BY DCO, (B) ALL PERSONS, CORPORATIONS, AND OTHER ENTITIES WHICH CONTROL DCO ("PARENT"), AND (C) ALL PERSONS, CORPORATIONS, AND OTHER ENTITIES CONTROLLED BY A PARENT; AND "CONTROL" MEANS THE POSSESSION, DIRECTLY OR INDIRECTLY, OF THE POWER TO DIRECT OR CAUSE THE DIRECTION OF THE MANAGEMENT AND POLICIES OF AN ENTITY, WHETHER THROUGH OWNERSHIP OF VOTING SECURITIES OR PARTNERSHIP INTERESTS, BY CONTRACT, OR OTHERWISE.

EACH PARTY SHALL PROMPTLY ADVISE THE OTHER PARTY IN WRITING OF ANY CLAIM OR DEMAND AGAINST ANY ADDISON PERSON, DCO, OR ANY DCO PERSON RELATED TO OR ARISING OUT OF DCO'S ACTIVITIES UNDER THIS AGREEMENT, AND, TO THE EXTENT REQUIRED UNDER THIS SECTION 7, DCO SHALL SEE TO THE INVESTIGATION AND DEFENSE OF SUCH CLAIM OR DEMAND AT DCO'S SOLE COST AND EXPENSE. THE ADDISON PERSONS SHALL HAVE THE RIGHT,

AT THE ADDISON PERSONS' OPTION AND AT OWN EXPENSE, TO PARTICIPATE IN SUCH DEFENSE WITHOUT RELIEVING DCO OF ANY OF ITS OBLIGATIONS HEREUNDER.

THE PROVISIONS OF THIS DEFENSE, INDEMNITY, AND HOLD HARMLESS OBLIGATION SHALL SURVIVE THE TERMINATION OR EXPIRATION OF THIS AGREEMENT.

Section 8. Miscellaneous.

(a) *Notices*. For purposes of this Agreement and except as otherwise provided for in this Agreement, notices and all other communications provided for herein shall be in writing, addressed as provided hereinafter to the party to whom the notice or request is given, and shall be either (i) delivered personally, (ii) sent by United States certified mail, postage prepaid, return receipt requested, or (iii) placed in the custody of Federal Express Corporation or other nationally recognized carrier to be delivered next business day. Notice shall be deemed given when received if delivered personally or if sent by Federal Express or other nationally recognized carrier; or seventy-two (72) hours after deposit if sent by certified mail.

Addresses for notices and communications are as follows:

To DCO:
c/o UDR, Inc.
1745 Shea Center Drive, Suite 200
Highlands Ranch, CO 80129
Attn: Legal Department

To Addison:
Town of Addison, Texas
5300 Belt Line Road
Addison, Texas 75254
Attn: City Manager

From time to time either party may designate another address within the United States for all purposes of this Agreement by giving the other party not less than ten (10) days advance notice of such change of address in accordance with the provisions hereof.

(b) *Independent Contractors.* This Agreement shall not be deemed to create a joint venture, joint enterprise, partnership, principal-agent, employer-employee or similar relationship between DCO and Addison. DCO and Addison are and shall be acting as independent contractors under this Agreement.

(c) *Assignment; Binding Agreement.* DCO shall not, and has no authority to, assign, sell, pledge, transfer, encumber, or otherwise convey (any of the foregoing, and the occurrence of any of the foregoing, a "Conveyance") in any manner or form whatsoever (including by operation of law, by merger, or otherwise) all or part of its rights and obligations hereunder without the prior written approval of the City. Any Conveyance of any kind or by any method without the City's prior written consent shall be null and void. This Agreement shall be binding on and inure to the benefit of the parties, their respective permitted successors and permitted assigns.

(d) *Construction of Terms.* For purposes of this Agreement, (i) "includes" and "including" are terms of enlargement and not of limitation or exclusive enumeration, and use of the terms does not create a presumption that components not expressed are excluded, and (ii) "day" or "days" means calendar days. The use of any gender in this Agreement shall be applicable to all genders, and the use of singular number shall include the plural and conversely. Article and section headings are for convenience only and shall not be used in interpretation of this Agreement.

(e) *Rights, Remedies; Waiver.* Except as set forth in or otherwise limited by this Agreement, the remedies and rights set forth in this Agreement: (a) are and shall be in addition to any and all other remedies and rights either party may have at law, in equity, or otherwise, (b) shall be cumulative, and (c) may be pursued successively or concurrently as either party may elect. The exercise of any remedy or right by either party shall not be deemed an election of remedies or rights or preclude that party from exercising any other remedies or rights in the future. Any rights and remedies either party may have with respect to the other arising out of this Agreement shall survive the expiration or termination of this Agreement. All waivers must be in writing and signed by the waiving party.

(f) *Entire Agreement; Amendment*. This Agreement represents the entire and integrated agreement between DCO and the City with regard to the matters set forth herein and supersedes all prior negotiations, representations and/or agreements, either written or oral. Any amendment or modification of this Agreement must be in writing and signed by authorized representatives of DCO and the City or it shall have no effect and shall be void.

(g) *No Third Party Benefits.* This Agreement and each of its provisions are solely for the benefit of the parties hereto and are not intended to create or grant any rights, contractual or otherwise, to any third person or entity.

(h) *Immunity.* Notwithstanding any other provision of this Agreement, nothing in this Agreement shall or may be deemed to be, or shall or may be construed to be, a waiver or relinquishment of any immunity, defense, or tort limitation to which the City, its officials, officers,

employees, representatives, and agents are or may be entitled, including, without limitation, any waiver of immunity to suit.

(i) *Severability*. The terms, conditions, and provisions of this Agreement are severable, and if any provision of this Agreement shall be held to be invalid, illegal or unenforceable by a court of competent jurisdiction, the validity, legality and enforceability of the remaining provisions shall in no way be affected or impaired thereby.

(j) *Governing Law; Venue.* This Agreement and performance hereunder shall be governed by and construed in accordance with the laws of the State of Texas, without regard to choice of laws rules of any jurisdiction. Any and all suits, actions or legal proceedings relating to this Agreement shall be maintained in the state or federal courts of Dallas County, Texas, which courts shall have exclusive jurisdiction for such purpose. Each of the parties submits to the exclusive jurisdiction of such courts for purposes of any such suit, action, or legal proceeding hereunder, and waives any objection or claim that any such suit, action, or legal proceeding has been brought in an inconvenient forum or that the venue of that suit, action, or legal proceeding is improper.

(k) *Recitals; Exhibits.* The Recitals to this Agreement are incorporated into this Agreement and made a part hereof for all purposes. All appendices and exhibits to this Agreement referenced in this Agreement are incorporated herein by reference and made a part hereof for all purposes wherever reference is made to the same.

(l) *Authorized Signatories*. The officers and/or agents of the parties hereto executing this Agreement are the properly authorized officials or representatives and have the necessary authority to execute this Agreement on behalf of each of the respective parties, and each party hereby certifies to the other that any necessary resolutions or other act extending such authority have been duly passed and are now in full force and effect.

(m) *Counterparts*. This Agreement may be executed in any number of counterparts, each of which shall be deemed an original and constitute one and same instrument.

(n) *No Boycott – Israel*. Pursuant to Texas Government Code Chapter 2270, Organization's execution of this Agreement shall serve as verification that the Organization does not presently boycott Israel and will not boycott Israel during the term of this Agreement.

(o) *Force Majeure*. Except for a party's obligation to make payment hereunder, neither party shall be liable for any failure or delay in the performance of its obligations due to fire, flood, earthquake, elements of nature or acts of God, acts of war, terrorism, riots, civil disorder, rebellions, epidemic, pandemic, outbreak of communicable disease, quarantines, national or regional emergencies, or other similar cause beyond the reasonable control of the party affected, provided such default or delay could not have been prevented by reasonable precautions and cannot reasonably be circumvented, and provided further that the party hindered or delayed notifies the other party describing the circumstances causing such failure or delay.

In Witness Whereof, the parties hereto have executed this Agreement effective as of Effective Date.

TOWN OF ADDISON, TEXAS

By:_____
David Gaines, City Manager

Date: _____

DCO REALTY, INC.

By:_____
H Andrew Cantor, Authorized Agent

Date: 11/3/2025

EXHIBIT A

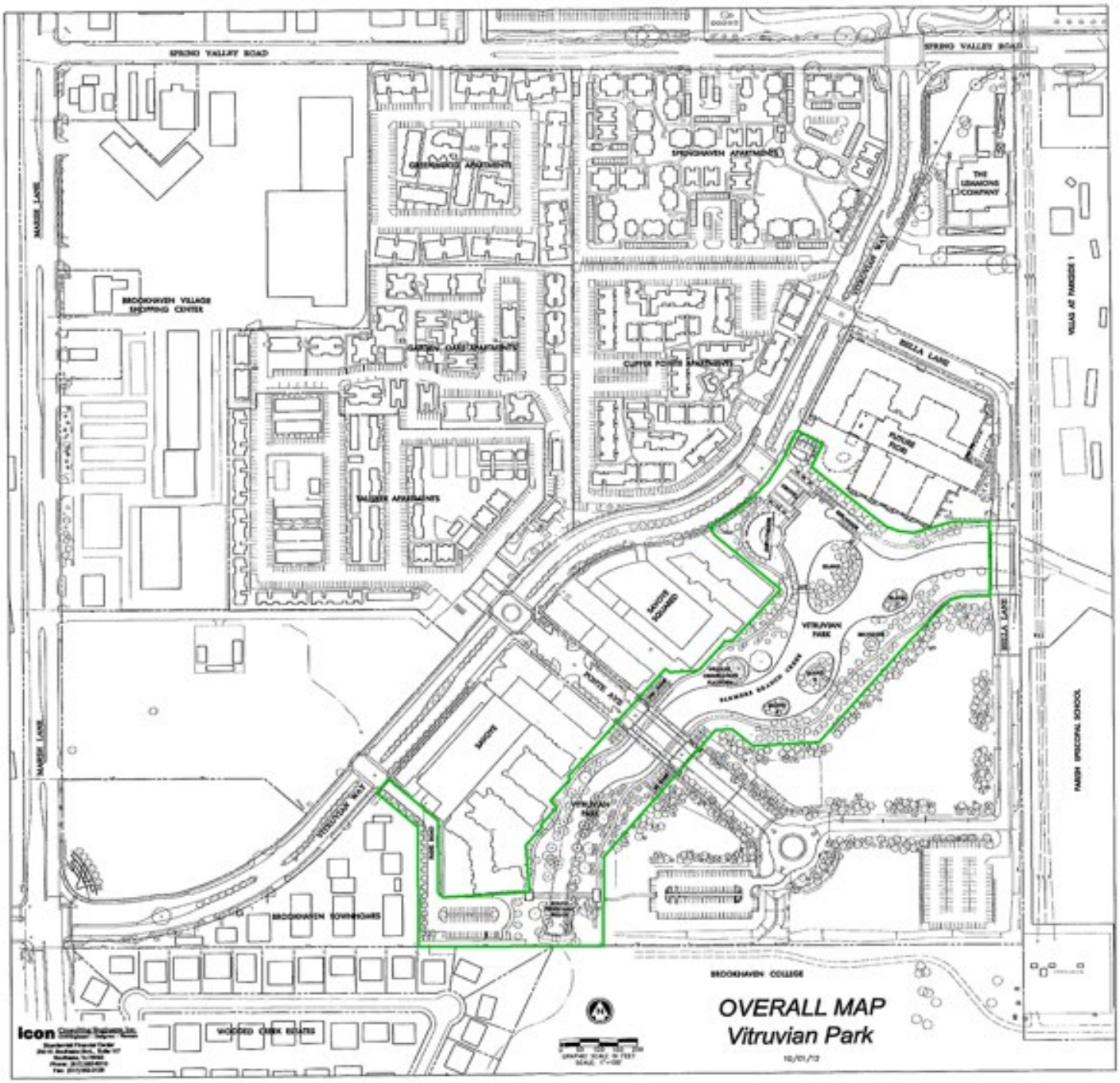

SPRING VALLEY ROAD
MARSH LANE
BROOKHAVEN VILLAGE SHOPPING CENTER
GREENWOOD APARTMENTS
SPRINGHAVEN APARTMENTS
THE LEMMONS COMPANY
GARDEN OAKS APARTMENTS
COPPER POINTE APARTMENTS
VILLAS AT PARKSIDE I
BELLA LANE
FUTURE PARK
VALENTE APARTMENTS
VITRUVIAN WAY
JUNIOR SOCCER FIELDS
VITRUVIAN PARK
POINTE AVE
BELLA LANE
PARISH EPISCOPAL SCHOOL
JUNIOR
BROOKHAVEN TOWNHOMES
BROOKHAVEN COLLEGE
WOODED CREEK ESTATES
Icon
OVERALL MAP
Vitruvian Park
10/01/13

EXHIBIT B

Section 67-16(b)(4), Code of Ordinances

(4) *Insurance.* The promoter of a district event or host of a non-district event held on public property and all contractors and subcontractors shall purchase and maintain insurance at their own expense during the event and its setup and teardown in the following minimum amounts:

a. Statutory limits of workers compensation insurance.

b. Employers liability $1,000,000.00.

c. Commercial general liability $1,000,000.00.

d. General aggregate $2,000,000.00.

e. Product/completed operations aggregate $2,000,000.00.

f. Personal injury and advertising $1,000,000.00.

g. Per occurrence $1,000,000.00.

h. Medical coverage $5,000.00 per person.

i. Fire liability $50,000.00 per fire.

j. Liquor liability endorsement $1,000,000.00 per claim.

k. Comprehensive automobile liability $1,000,000.00 (owned, leased, non-owned and hired automobiles).

The committee shall review the sufficiency of required policies and, based on the nature of the event, request reasonable changes or increases in coverage. Upon such request, the promoter shall immediately increase the limits of such insurance to an amount satisfactory to the town and make other reasonable changes requested. The amount required by the committee shall be commensurate with other events of the nature of the subject event.

Required policies shall be issued by a carrier that is rated "A-:VII" or better by A.M. Best's Key Rating Guide and licensed to do business in the State of Texas, name the Town of Addison as an additional insured on a primary basis in all liability coverages, and include a waiver of the subrogation endorsement in all coverages in favor of Addison.

Certificates of insurance shall be delivered to the special event manager at least 30 days prior to the first day of the district event. Each such certificate must provide that it shall not be canceled without at least 30 days written notice thereof being given to the Town of Addison. Certified copies of insurance policies shall be furnished to the Town of Addison upon request.

EXHIBIT C

Vitruvian Lights Tree Lighting Requirements

Approximately 476 trees are to be wrapped with LED lights for a nightly display that runs fromNovember 22 through January 1. The lights shall be fully operational and turned on from 5:00 p.m. to 11:00 p.m. daily during the stated period.

In addition to the nightly light display, DCO will host two (2) special events at Vitruvian Park. These shall take place on November 22 and November 30 (with the option to reschedule due to inclement weather as needed).

I. Installation Timeline
   1. Light installation will be completed in early November.
   2. The artificial tree, historically installed, will be installed by mid-November (to be completed by week of November 17).
   3. A minimum of two (2) lighting tests will be completed by November 22.
   4. The lighting display will operate daily from November 22 through January 1 from 5:00 p.m. to 11:00 p.m. Times for Bite Night will be as follows:
      i. December 6th: 6:00 p.m. – 10:00 p.m.
      ii. December 13th: 6:00 p.m. – 10:00 p.m.
      iii. December 20th: 6:00 p.m. – 10:00 p.m.
   5. Light removal from all Town of Addison trees shall be completed in the first two (2) weeks of January.
   6. Light removal from all remaining trees shall be completed by the end of January.

II. Installation Locations
   1. Tree Lights
      i. Vitruvian Park
         a. Amphitheater
         b. Belvedere
         c. Grotto
         d. Esplanade
         e. Islands
         f. Observation Deck
         g. Restrooms
         h. Trail
   2. Vitruvian Way
      i. Medians
      ii. Sidewalk (between Savoye2 and Fiori)
      iii. Vitruvian Way & Spring Valley corners
   3. Ponte Avenue
      i. Sidewalks of retail and bridge (north)
      ii. Ponte Avenue / Vitruvian Way (corners)
   4. Artificial Tree (20', LED lights, tree topper)
      i. Vitruvian Park – Ponte Avenue roundabout
   5. 3D Gift Box (13'x10', LED lights, walk through)
      i. Vitruvian Park – Grotto
   6. Décor Fencing w/Garland, Bows

i. Vitruvian Park –
   a. Observation Deck
   b. Greenspace adjacent to observation deck
ii. Ponte Avenue – roundabout

III. DCO Responsibilities
1. Select, hire and compensate a vendor for lighting installation, management and removal.
   i. Ensure vendor complies with all applicable laws, rules, regulations and procedures in the execution of this project.
   ii. Ensure vendor receives clear direction and management in the execution of this project.
2. Supply functional LED lights to vendor.

IV. Town of Addison Responsibilities
1. Provide at least one Parks Department staff member for onsite support during the two (2) special events (November 22 and November 30).
2. Provide at least one Public Works & Engineering Department staff member for onsite support during the Lighting Ceremony on November 22.
3. Ensure electrical outlets and timers on electrical panels are functional in all areas owned and/or managed by the Town of Addison.
4. Provide at least one Public Works & Engineering Department staff member for onsite support when the vendor accesses Town of Addison electrical cabinets. Date and time for such access to be coordinated between DCO, Town of Addison and vendor.

V. DCO Coordinated Services
1. Porter Service – In accordance with the schedule below, additional service is in place from Friday, November 22, 2025 through Thursday, January 2, 2026.

- November 22nd – Thorough sweep prior to commencement (completed by 12:00pm)
- November 23rd – January 1st (M/T/W/TH/F/SAT/SUN; holidays included) – (completed daily by 3:00pm)
- January 2nd – Thorough sweep following conclusion of Vitruvian Lights (completed by 4:00pm)
  - Empty trash receptacles and collect debris (if/where applicable)
  - Access road; including adjacent greenspace
  - Bella Lane; including adjacent greenspace
  - Bella Lane parking lot
  - Athletic field
  - Ponte Avenue; including adjacent greenspace
  - Ponte Avenue parking lot; including surrounding greenspace

- Sand volleyball courts; including surrounding greenspace
- PARK INTERIOR; amphitheater, grotto, esplanade, islands, observation deck, trail (adjacent greenspace)

2. Restroom Cleaning Service - Daily cleaning service for all Vitruvian Park restrooms from November 22 – January 2.

3. Traffic Control - Installation of one-way vehicle volume counter on Ponte Avenue for northbound traffic from November 22 – January 1.

4. Security Service – Beginning November 22, 2025, security will patrol public and private land from 5:00pm – 10:00pm daily to prohibit unauthorized activity for the duration of Vitruvian Lights.

5. Park Lights Timers – Beginning November 23, 2025, tree lights will be on from 5:00pm – 11:00pm daily through January 1, 2026. As a result, park light timers are adjusted to turn-off at 12:00am; this allows time for those in attendance to navigate to their vehicles. On special event dates, this permits the event services team and vendors additional lighting to complete clean-up/break-down.

6. Lights Maintenance – Beginning November 23, 2025, vendor will be onsite by 5:00pm daily to ensure all lights (trees, artificial tree, 3D gift box) are fully-functioning for duration of Vitruvian Lights.
    - Upon arrival, reset GFCIs and/or reconnect string lights/power cords (if applicable)
    - Outages that require troubleshooting and/or replacement of string lights/power cords to follow (if applicable)

EXHIBIT D

Schedule of Sponsor Fee Payment

Subject to the payment terms and conditions detailed above in Section 2 of this Agreement, the parties agree that all Event-specific Sponsor Fees shall be paid following successful completion of the related Event. If successful completion of an individual Event is not possible due to Force Majeure, as defined in Section 8(o) of the Agreement, Addison agrees to pay DCO the Event-specific Sponsor Fee amount in accordance with the Agreement.

NAME OF EVENT	**SPONSOR FEE TOTAL**
Vitruvian Lights Light Show	$155,000.00
Vitruvian Lights Event	$10,000.00
Vitruvian Nights Live Event	$5,000.00
Vitruvian Salsa Festival Event	$15,000.00
TOTAL	**$185,000.00**

2025 City Council Regular Meeting **6. b.**

Meeting Date: 11/18/2025

Department: Public Works

Key Focus Areas: Mobility and Connectivity
Infrastructure Development and Maintenance
Vibrant and Active Community

AGENDA CAPTION:

Present, discuss, and consider action on Change Order No. 1 to the design contract with Teague Nall and Perkins, Inc. for the Quorum Drive Reconstruction Design Project in an amount not to exceed $399,340, revising the total contract amount to $4,820,987, and extending the contract completion date to October 2027.

BACKGROUND:

The purpose of this item is to consider approval of design change order #1 with Teague Nall and Perkins, Inc. in an amount not to exceed $399,340.

On June 13, 2023, the Town of Addison entered into a professional services agreement with Teague Nall and Perkins, Inc. (TNP) for the Quorum Drive Reconstruction Design Project in the amount of $4,421,647.

During the early visioning and schematic design phase, several design refinements and scope modifications were identified to better align the project with Council's placemaking and multimodal mobility goals. These adjustments were discussed during the Visioning Workshop on February 26, 2025, and incorporated into the 15% schematic design review process.

Change Order No. 1 adds professional design services to address scope changes identified during the project's visioning phase and subsequent coordination. The change order includes the following major components:

- Triangle Park at Quorum and Landmark Place
- Intersection and Corridor Reconfiguration
- Curb Line Modifications
- Traffic Modeling
- Subsurface utility engineering and utility coordination
- Topographic and boundary survey
- Additional water and wastewater design
- Additional drainage analysis and design
- Additional roadway design
- Additional traffic analysis and signal design
- Additional Illumination design
- Public space (pavilion and restrooms), landscape, irrigation, and aesthetic design
- Agency Coordination and Permitting

This individual consideration item provides the options of a two-way cycle track or a four-lane divided roadway. This item has the option to be approved as a four-lane divided roadway in an amount not to exceed $399,340; or in an amount not to exceed $380,510 for the two-way cycle track.

The staff presentation will build upon a previous City Council Work Session on May 28, 2024.

Change Order #1 extends the contract time for final design to October 2027.

FISCAL IMPACT

Four Lane Divided Roadway Option
Original Contract: $4,421,647
Change Order #1: $399,340
Revised Total: $4,820,987

The current opinion of probable project cost for the Quorum Drive Reconstruction Project for a four-lane divided roadway, excluding franchise utility relocations, is estimated at $39,876,987.

DESCRIPTION	COST
DESIGN COST ESTIMATE	$4,820,987
ROW COST ESTIMATE	$900,000
CONSTRUCTION COST ESTIMATE	$31,050,000
CONSTRUCTION MANAGEMENT COSTS	$3,106,000
TOTAL PROJECT COST ESTIMATE	**$39,876,987**

Two-Way Cycle Track Option
Original Contract: $4,421,647
Change Order #1: $380,510
Revised Total: $4,802,157

The current opinion of probable project cost for the Quorum Drive Reconstruction Project for a two-way cycle track, excluding franchise utility relocations, is estimated at $37,279,157.

DESCRIPTION	COST
DESIGN COST ESTIMATE	$4,802,157
ROW COST ESTIMATE	$925,000
CONSTRUCTION COST ESTIMATE	$28,682,000
CONSTRUCTION MANAGEMENT COSTS	$2,870,000
TOTAL PROJECT COST ESTIMATE	**$37,279,157**

RECOMMENDATION

Staff seeks direction on approving a design change order with the following two options:

Option 1: Four-lane divided roadway, either with or without sharrows in an amount not to exceed $399,340.

Option 2: Two-way cycle track option in an amount not to exceed $380,510.

Attachments

Presentation - Quorum Drive Change Order #1
Two Way Cycle Track Change Order #1
Four Lane Divided Change Order #1

Quorum Drive Reconstruction
Change Order #1

November 18, 2025

Rebecca P. Diviney, P.E, Director of Public Works & Engineering
Janna Tidwell, PLA, Director of Parks & Recreation

Project Background

Quorum Drive: DART Railroad to Dallas North Tollway

Constructed in the early 1980's.

Condition: Failed / Critical Condition (per Asset Management risk score)



2019 Bond Election – Proposition B

- Approved by voters on November 21, 2019.

Strategic Plan Initiatives:

- Economic Development & Revitalization
- Mobility & Connectivity
- Vibrant Active Community

Project Background

June 13, 2023: City Council approved a Professional Services Agreement with Teague Nall and Perkins (TNP) for the design of the Quorum Drive Reconstruction project with a contract amount of $4,421,647.

Project Limits:
Quorum Drive from DART Railroad → Dallas Parkway

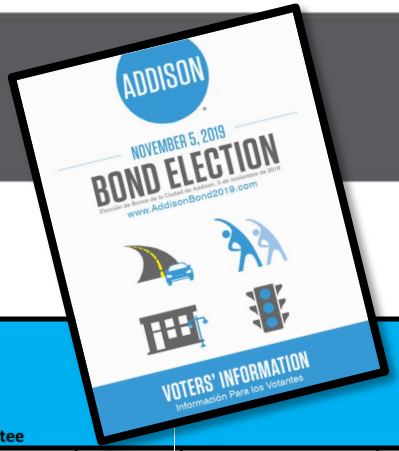
Scope of Work:

- Full pavement replacement with concrete.
- Pedestrian connectivity, lighting, and seating.
- Replacement and upsizing of Town-owned utilities.
- Traffic signal replacements.
- Placemaking and urban visioning*.

**** Once the visioning elements were identified, it was noted that a design amendment may be required and / or a Phase I project would be recommended.***



Project Background



October 24, 2023: Council appointed a 10-member advisory committee of residents and business representatives.

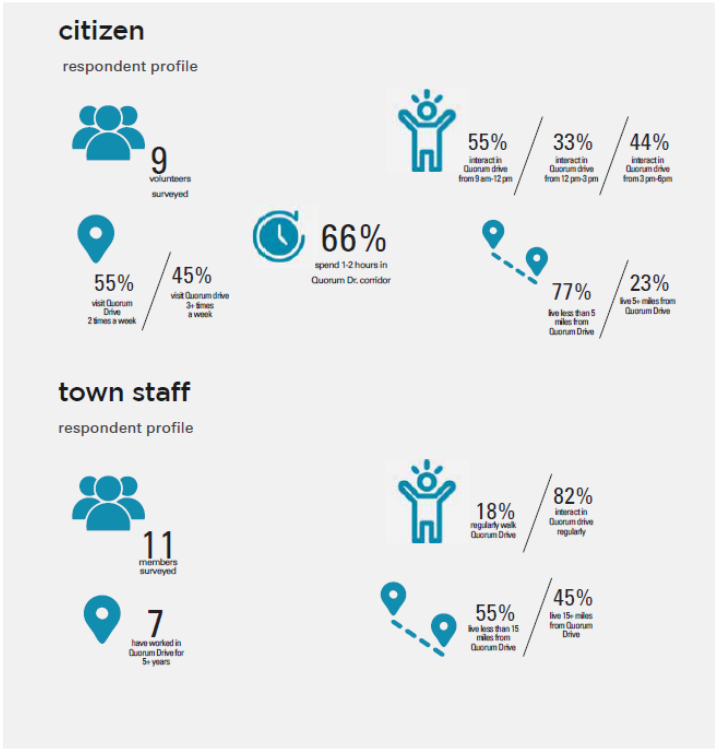
May 28, 2024: Staff presented an overview of feedback from the advisory committee and recommendations for the project guided by:

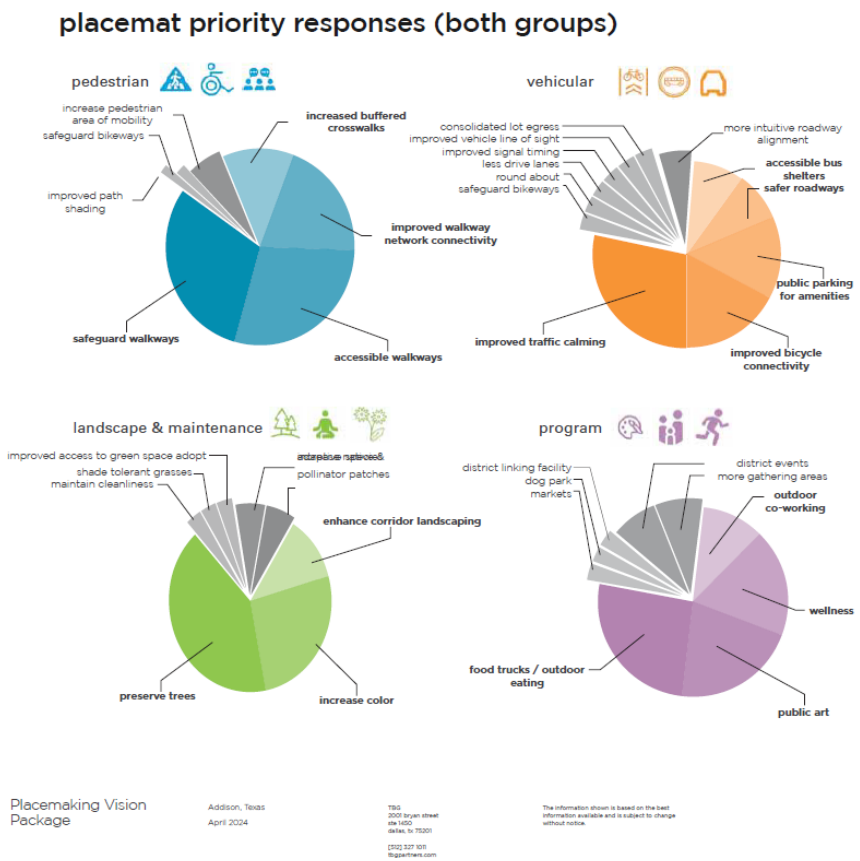
- Quorum Art Walk Recommendations – A walkable corridor that showcases public art.
- PROS Plan recommendation – Identified need to create outdoor spaces for people working in and visiting the South Quorum Business District.
- Economic Development Plan – Identified placemaking as a key tool to attract development and redevelopment in Addison.

Advisory Committee Applicants for the South Quorum Road Study Advisory Committee

Name	Addison Resident	Work In South Quorum Business District	Years in Addison	Organization / Business Representation
Dr. Jay M Ihrig	Yes		20+ Years	Addison Arbor Foundation
Arnold Broussard		Yes	6-10 Years	Marriott Quorum Hotel Aimbridge
Philip Postel		Yes	11-15 Years	Community National Title - CEO
Andrew Hervey		Yes	11-15 Years	Representative Quorum South Protective Association
Stephen Springs		Yes	20 + Years	BSW Architects / Senior Principal
Barbara Papas	Yes		20+ Years	Addison Arbor Foundation
Judy Barrett	Yes		20+ Years	Addison Arbor Foundation
Atif Taftaf	Yes		0-5 Years	
Curtis Green	Yes		0-5 Years	
Schnell Blanton	Yes		0-5 Years	

Project Background





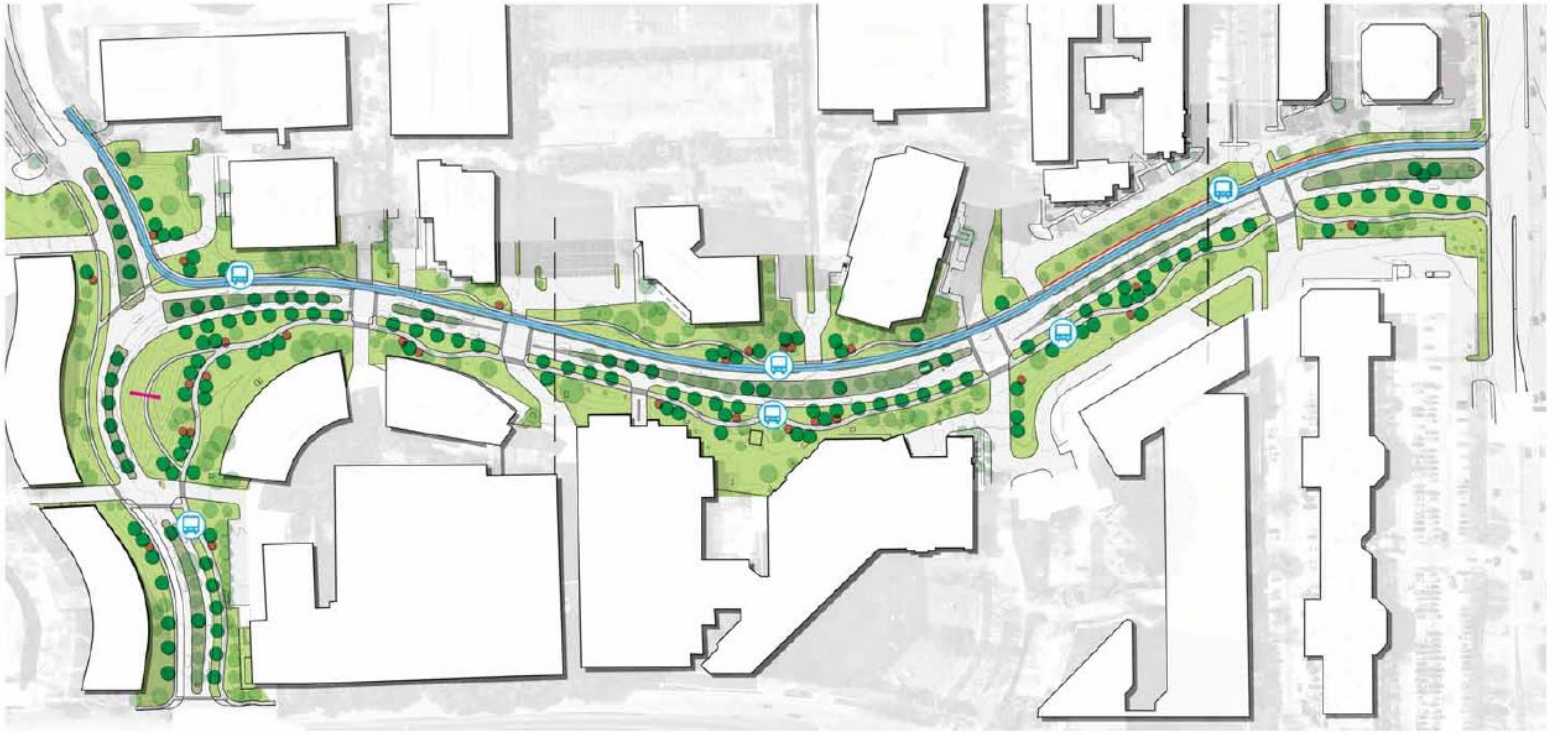
Project Advisory Committee Process:

- Project kick-off.
- Establishment of project priorities.
- Brainstorming of visioning ideas.
- Review of visioning recommendations and provision of feedback.
- Review of final recommendations and confirmation of support for the project.

Overarching Recommendations:

- “Arboretum-like” quality of the corridor as its most important characteristic.
- Need for improved connectivity identified as an important objective for the project.

Project Development



Quorum Drive Vision Plan



tnp TBG Phil Myrick LLC Placemaking Planning Urban Design

quorum drive

Placemaking Vision Package

Addison, Texas
April 2024

TBG
2001 bryan street
ste 1450
dallas, tx 75201

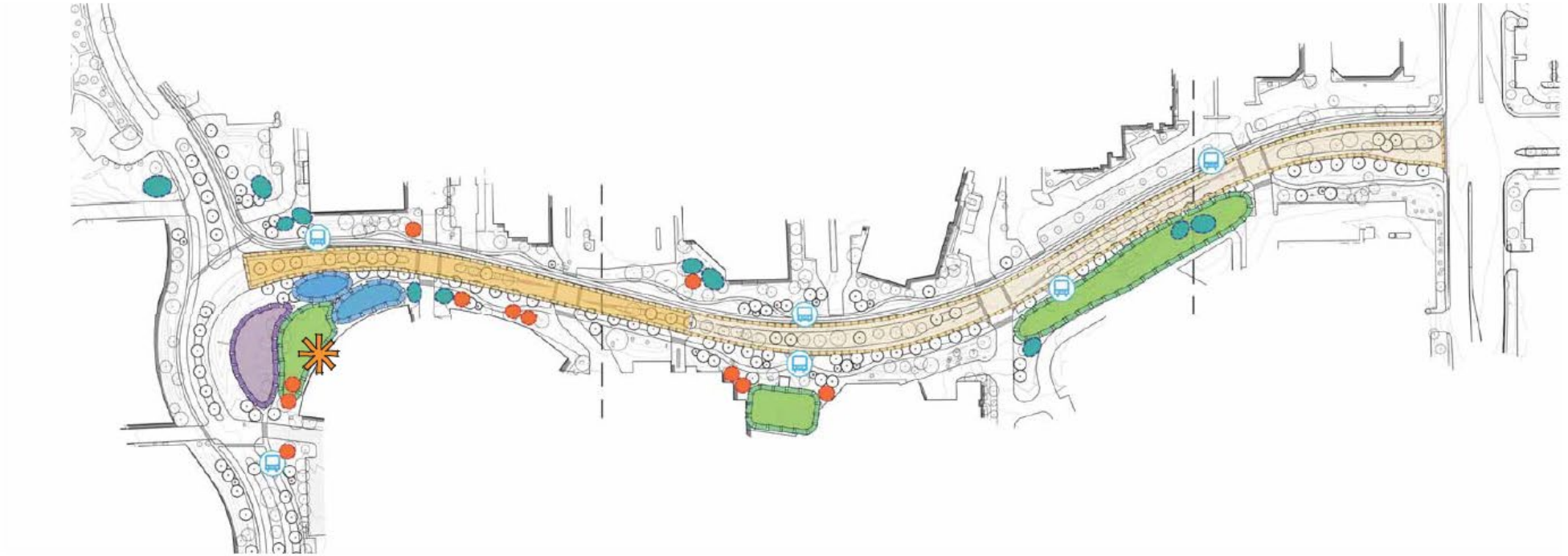
The information shown is based on the best information available and is subject to change without notice.

Advisory Committee recommendations were presented to Council in May 2024.

Plan Framework:

- Addition of a two-way cycle track on the east side of Quorum Drive.
- Elimination of one traffic lane in each direction from Belt Line Road to the Dallas North Tollway.
- Improvement of traffic flow at the intersection of Quorum Drive and Landmark Place.
- Creation of park and green space along the corridor.
- Potential consolidation of bus stops.
- Continuation of bike lane to Verde Valley.

South Quorum Drive Placemaking Elements



Beer Garden with Pet Space
10,000 sqft



Event Lawn
9,000 sqft



Event Plaza
8,000 sqft



Private Gathering Spaces
1,000 - 1,200 sqft



Coworking Garden
300 - 500 sqft



Passive Lawn
6,500 - 18,000 sqft



Open Street/ Events
28,000 - 87,000 sqft



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quorum drive

Placemaking Vision Package

Addison, Texas
April 2024

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dallas, tx 75201

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Phase I Recommendations

- Build out park to include:
  - Gathering pavilion
  - Restrooms
  - Private gathering spaces
- Eliminate dog areas.
- Add coworking nodes / art walk spaces as “add alternates”.

South Quorum Drive Placemaking Elements – Coffee / Beer Garden













Frisco Rail Yard

Outdoor Space
Total: 14,000 sqft

Program Included:
**Informal Seating*
**Patio Seating and Bar*
**Restrooms*

Truck Yard Courtyard

Outdoor Space
Total: 6,000 sqft

Program Included:
**Several Resident Food Trucks*
**Outdoor Stage*
**Tree house / Patio Space*
**Dog Friendly*

Mutt's

Outdoor Space
Small Dog: 8,000 sqft Large Dog: 28,000 sqft

Program Included:
**Beverages (Alcoholic / Non Alcoholic)*
**Entry Fee/Membership $$*
**Water Bowls for Dogs*
**Permanent Staff and Dog Washing Truck $$*
**Small / Large Dog Areas*

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South Quorum Drive Placemaking Elements – Event & Passive Lawn













Harwood Park

(Active Space)
Total: 18,000 sqft

Main Street Garden

(Active Space)
Total: 23,000 sqft

Energy Square

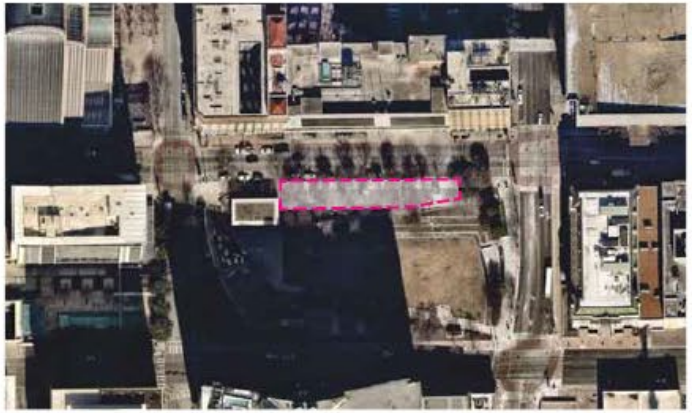
(Passive Space)
Total: 5,000 sqft

South Quorum Drive Placemaking Elements – Coworking & Private Gathering Spaces













Main Street Garden

Outdoor Space
Total: 6,000 sqft
Smaller Coworking Zones: 300 sqft - 400 sqft

Program Included:
(Public Park)
**Formal work stations*
**Overhead canopy*
**Wifi & Electric Plug Ins*

West End Square

Outdoor Space
Overall Space: 20,000 sqft
Smaller Coworking Zones: 250 sqft - 800 sqft

Program Included:
(Public Park)
**Informal Work Stations*
**Small & Large Gathering*
**Wifi & Electric Plug Ins*

Energy Square

Outdoor Space
Overall Space: 10,000 sqft
Smaller Coworking Zones: 500 sqft - 700 sqft

Program Included:
(Private Office Courtyard)
**Formal Work Stations*
**Wifi & Electric Plug Ins*
**Intimate Working Pods*

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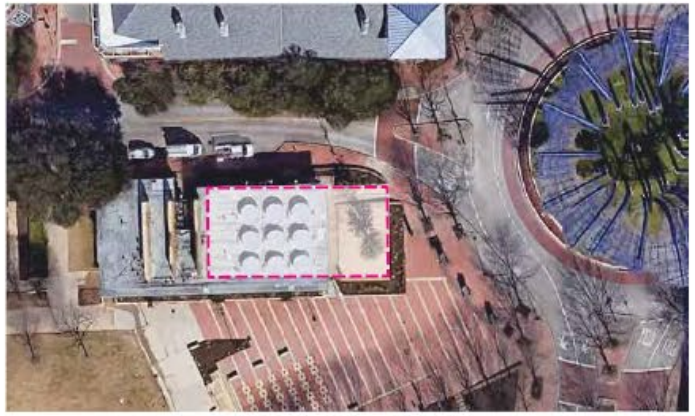
South Quorum Drive Placemaking Elements – Event Plaza and Open Street













Klyde Warren Park Pavilion Lawn

Outdoor Event Space
Total: 9,000 sqft

Program Included:
**Seasonal Events*
**Food Trucks*
**Stage*
**Full Time Events Coordinator*
**Water Feature*

Addison Circle Park Pavilion

Event Space
Total: 6,500 sqft

Program Included:
**Seasonal Events (City Park)*
**Water Feature*
**Full Time Cafe*

San Antonio Botanical Garden Pavilion

Event Space
Total: 3,000 sqft

Program Included:
**Private and Public Events*
**Classes and Educational Events*
**Formal/ Informal Seating*

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South Quorum Drive Placemaking Elements – Event Plaza and Open Street













Deep Ellum Community Arts Fair

Outdoor Space
Total: 35,000 sqft (3 blocks closed down / single road)

Program Included:
** 3 Day Event in April (Free)*
**Art Vendors (10x10 tent layout)*
** Live Performances*
** Food & Beverage*

Uptown Block Party

Outdoor Space
Total: 132,300 sqft (3 blocks closed down / divided road)

Program Included:
** 1 Day Event in Fall (Free)*
**Vendors (10x10 tent layout)*
** Live Performances*
** Food & Beverage*
**Restrooms (for event)*

Lower Greenville Block Party

Outdoor Space
Total: 50,000 sqft (3 blocks closed down / single road)

Program Included:
**1 Day Event in Spring (Ticketed $)*
**Adjacent to Bars & Restaurants*
** Live Performances (3 Music Stages)*
** Food & Beverage*

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quorum drive

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Addison, Texas
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Design Change Order #1

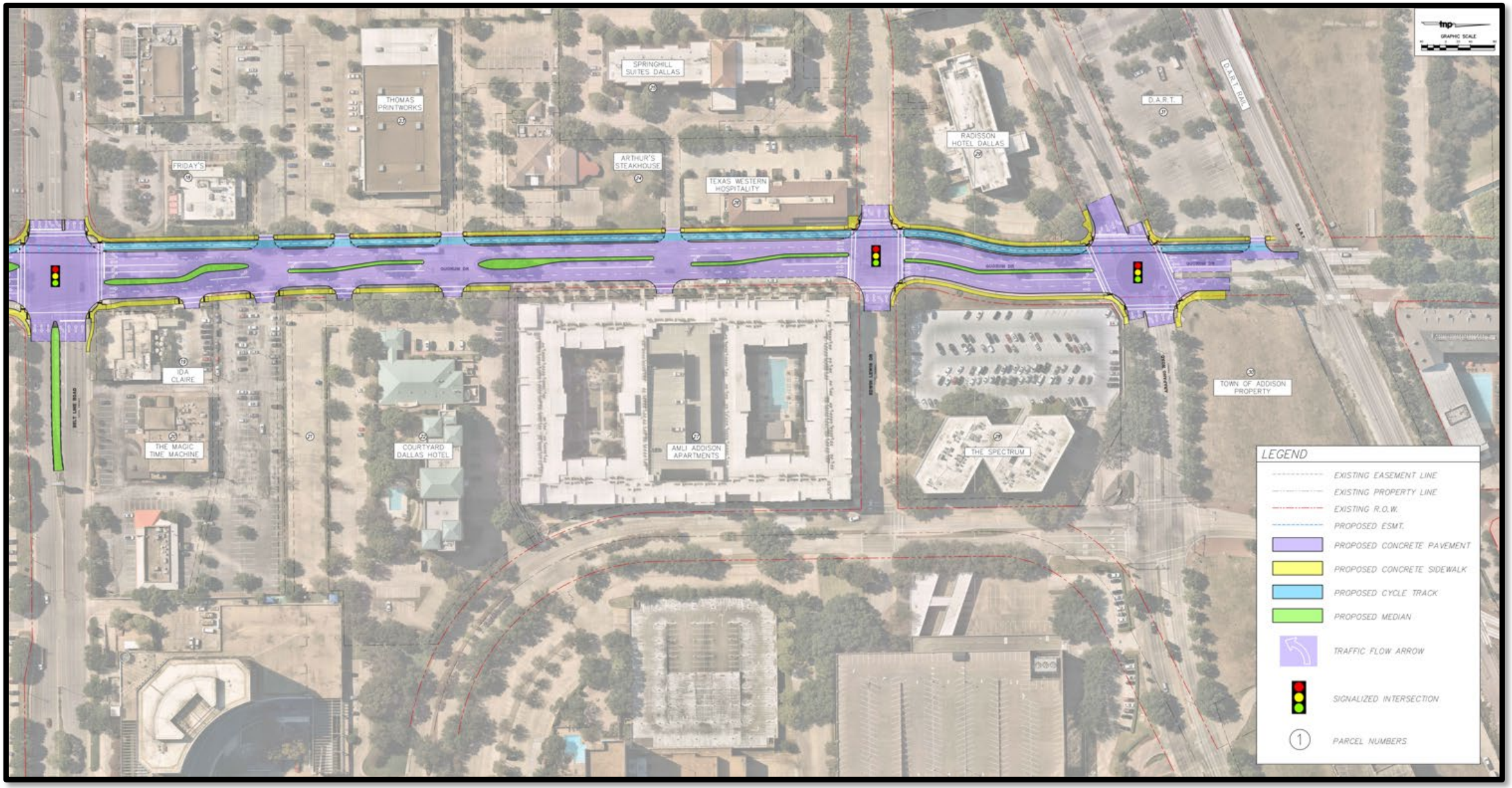
- Triangle Park at Quorum and Landmark Place
  - Utility connections needed for water, sewer, drainage, opportunities for food trucks, and a multi-use building.

- Placemaking and Amenity Improvements
  - Passive lawns
  - Open spaces
  - Coworking spaces
  - Art murals for the Quorum Art Walk
  - Gateway, wayfinding / directional signage, and informational art sign
  - Custom art at bus stops

- Intersection and Corridor Reconfiguration
  - Intersection of Quorum and Landmark changed to a T-intersection
  - Traffic modeling
  - Enhanced paving and art at four intersections

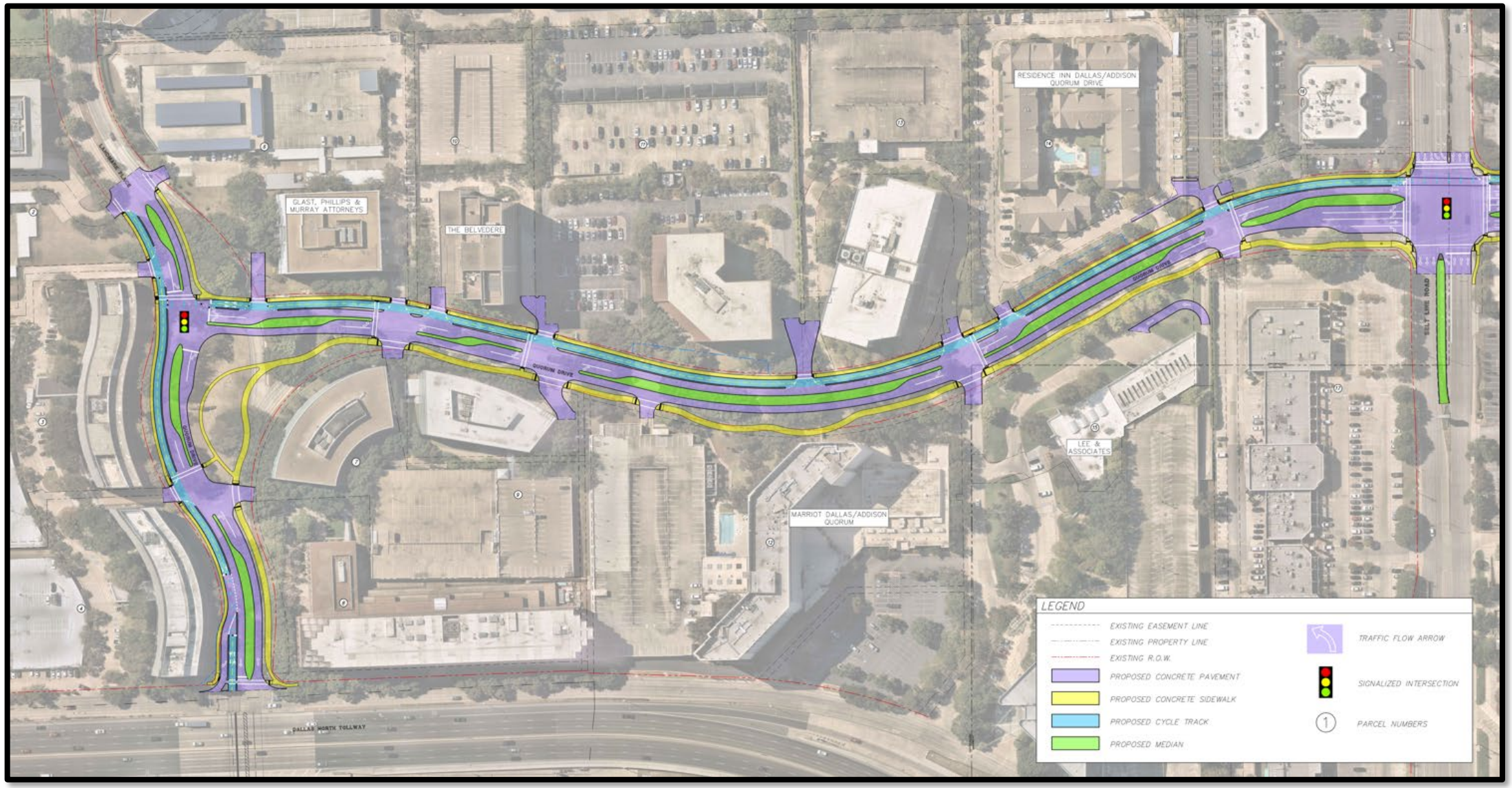
Direction Requested from City Council on a two-way cycle track or a four-lane divided roadway

Cycle Track Option – DART ROW to Belt Line Road



- Two-way cycle track added to the west side of the roadway
- Curb line modfications

Cycle Track Option – Belt Line Road to DNT



- Intersection of Quorum at Landmark reconfigured
- Triangle park with multiuse building

Existing Conditions North of Belt Line Road



Cycle Track North of Belt Line Road



- Existing on-street parking replaced with a two-way cycle track on the west side of the roadway.

Existing Conditions South of Belt Line Road

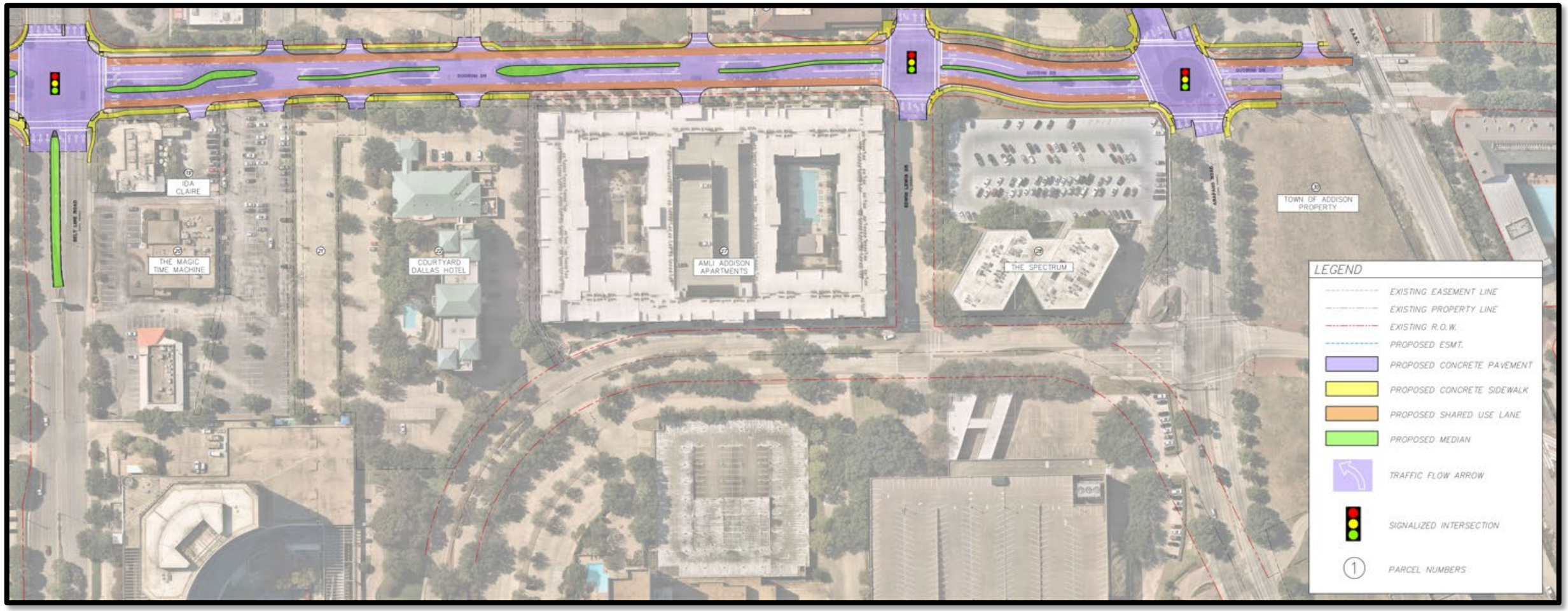


Cycle Track South of Belt Line Road

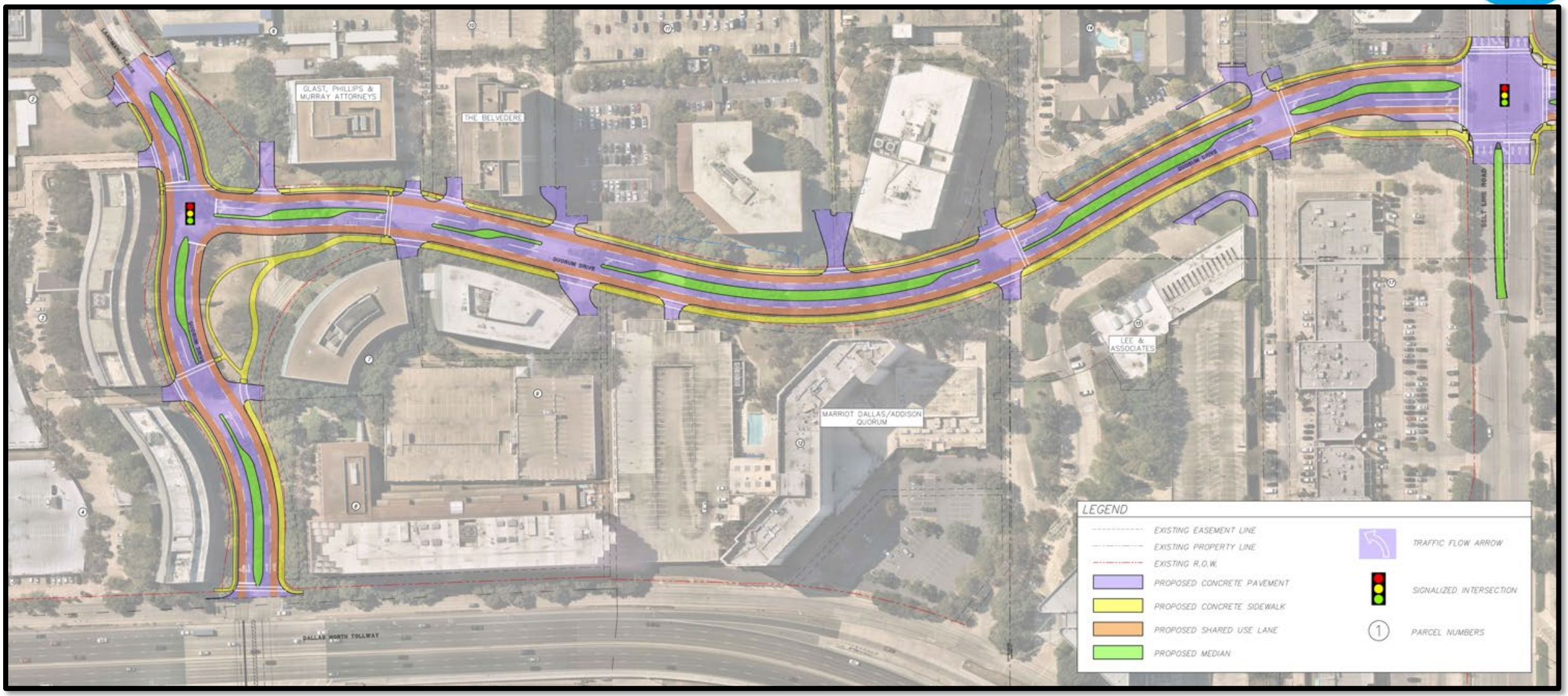


- Allows for a wider parkway.
- Meandering sidewalk and larger sidewalk buffers.
- Larger Triangle Park.
- Bus stop bulb outs required to keep traffic flowing.

Four Lane Divided Option – North of Belt Line Road



Four Lane Divided Option – South of Belt Line Road



Existing Conditions North of Belt Line Road



Four Lane Divided Option – North of Belt Line Road



- Existing on street parking replaced with multi-use trail on the west side of the roadway.

Existing Conditions South of Belt Line Road

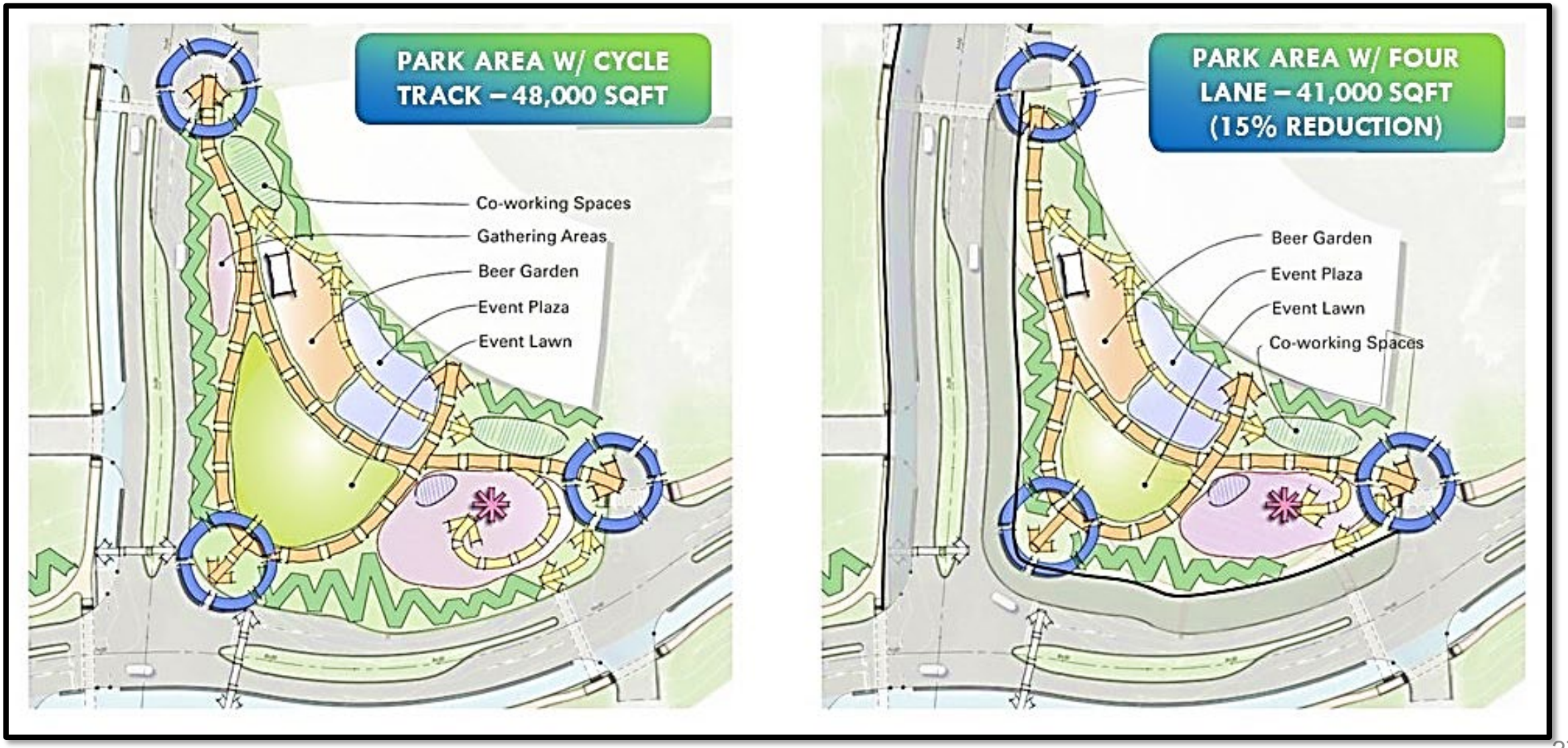


Four Lane Divided Option – South of Belt Line Road



- Preserves current roadway capacity
- Consideration of sharrow lanes as cues to drivers regarding bicycle presence.
- Sidewalks more consistent with existing conditions.
- Reduces size of Triangle Park by 15% compared to reduced lanes.

Triangle Park



Project Budget and Funding

Overall Project Funding Source:	Overall Project Budget:
State Infrastructure Bank and 2019 Bonds	$27,103,310
Utility Funds, Stormwater Funds, Interest Earnings, Other Funding	$12,773,677

Change Order Options

Description	Two Way Cycle Track	Four Lane Divided
ESTIMATED DESIGN COSTS	$4,802,157.00	$4,820,987.00
ESTIMATED ROW COSTS	$925,000.00	$900,000.00
ESTIMATED CONSTRUCTION COSTS	$28,682,000.00	$31,050,000.00
ESTIMATED CONSTRUCTION MANAGEMENT COSTS	$2,870,000.00	$3,106,000.00
ESTIMATED TOTAL PROJECT COST	**$37,279,157.00**	**$39,876,987.00**

Direction Requested

Staff is seeking Council direction on the following items:

- Design Change Order #1 due to scope changes:
  - Implementation of the Visioning Recommendations include the following items that were not in the original project scope:
    - Utility connections needed at Triangle Park for pavilion, restroom and coworking spaces.
  - Proposed two-way cycle track vs. four lane divided roadway with or without sharrows.
    - Two-way cycle track was added due to the visioning process and direction received during the May 28, 2024 presentation.
- Original design contract – $4,421,647
- Proposed Change Order #1 Design Amendment:

Two-Way Cycle Track	Four-Lane Divided
$380,510	$399,340

Questions

TOWN OF ADDISON CHANGE ORDER FORM

Change Order Number 1
Contract: Fiscal Year 2025
Project Manager: Jonathan Bengfort
Date: 10/29/2025

A. INTENT OF CHANGE ORDER

This amendment outlines additional professional services for the Quorum Drive Reconstruction Design project. These changes reflect scope modifications discussed during the visioning phase of the project and at the schematic workshop held on February 26, 2025.

B. REASON FOR CHANGE

Triangle Park at Quorum and Landmark Place: The Town has tasked the design team with the full buildout of the park at the intersection of Quorum and Landmark Place as part of the project. This work includes incorporating utility connections (water, sewer, drainage, and power) and integrating the architectural features of a multi-use building.

Transition of Project for Future Connection: The design scope has been expanded to design the transition of the roadway improvements to the existing condition along Landmark Place and to consider the ultimate build out of the roadway to Landmark Blvd. This change order does not include the full design of Landmark Place west of Quorum.

Two-Way Cycle Track: A two-way cycle track has been added along the west side of Quorum, running from Landmark Place to the DART station and along Landmark Place from the DNT to Landmark Boulevard. This addition was introduced during the project's visioning phase.

Intersection and Corridor Reconfiguration: Significant changes occurred during the visioning phase, affecting the configuration of the intersection at Quorum and Landmark Place and the overall corridor alignment. These changes, which now require further analysis, include:

- **Traffic Calming Adjustments:** Lane reductions on Quorum, from Beltline to DNT, converts the existing 4-lane divided roadway into a two-lane divided roadway.

- **Curb Line Modifications:** Adjustments of more than 6 inches, both horizontally and vertically, have been made to the curb line along the corridor to accommodate the new cycle track and lane reconfigurations. Initially, no adjustments to the existing curb were anticipated greater than 6” vertically or 12” horizontally.

- **Traffic Modeling:** Additional modeling is necessary to analyze the reconfiguration at the Landmark Boulevard and Quorum intersection and the lane reduction on Quorum.

- **Future Connection:** The design scope has been expanded to design enhanced pavement, illumination, and aesthetic elements that will need to transition to the existing condition along Landmark Place and consider the reconfigured intersection. The design scope now considers the ultimate build out of the roadway to Landmark Blvd, but this change order does not include the full design of Landmark Place west of Quorum.

C. DESCRIPTION OF CHANGE

Task 5: Subsurface utility engineering and utility coordination

The detailed scope and deliverables for this task can be found in the executed contract dated June 14th, 2023 for this project. The scope effort presented below gathers data beyond the original projects limits by 650 LF along Landmark Place from Quorum Dr. to Landmark Blvd, required to confirm design of the transition back into the existing section west of the Quorum/Landmark intersection. Additional efforts include:

Task 5.1, 5.2 & 5.3 UC

- Determine ownership data
- Develop a utility conflict log and conflict list
- Create an existing utility exhibit
- Coordinate with utility companies and request verification

Task 5.4 SUE

- Level B SUE – additional 5,000 LF of utilities along eastbound Landmark Place and intersection with Landmark Blvd to understand how the transition back into the existing section west of the Quorum/Landmark intersection will impact existing conditions.
- Level C/D SUE – additional 1,000 LF of utilities along eastbound Landmark Place and intersection with Landmark Blvd.

Task 6: Topographic and boundary survey

The detailed scope and deliverables for this task can be found in the executed contract dated June 14th, 2023 for this project. The scope effort presented below gathers data beyond the original projects limits along the north side of Landmark Place from Quorum Dr. to Landmark Blvd, required to design the transition back into the existing section west of the Quorum/Landmark intersection.

Task 7: Tree identification and management

The detailed scope and deliverables for this task can be found in the executed contract dated June 14th, 2023 for this project. The scope effort presented below extends the original projects limits along Landmark Place from Quorum Dr. to Landmark Blvd to allow for informed designs of the transition back into the existing section west of the Quorum/Landmark intersection. Additional efforts include:

- Performing tree inspection and condition assessment
- Tagging and locating trees 4 inches and larger.
- Preparing a Tree survey map with tag numbers and type.
- Incorporation of the tree survey into the protection and removal plans

Task 8: Water and wastewater design

The detailed scope and deliverables for this task can be found in the executed contract dated June 14th, 2023 for this project. The same scope and deliverables will also be used for the additional effort for the amenities in Triangle Park in connection with Task 12. Additional efforts include:

Task 8.1 & 8.3 Water design and layouts

- Develop ~300 LF of 8" waterline design and plan sheets

Task 8.2 & 8.4 Sewer design and layouts

- Develop ~500 LF of 8" sanitary sewer design and plan sheets.

Task 9: Drainage analysis and design

The detailed scope and deliverables for this task can be found in the executed contract dated June 14th, 2023 for this project. The proposed cycle track, lane reduction between DNT and Beltline, and amenities within Triangle Park will result in expanded drainage improvements beyond what was initially anticipated. Additional drainage inlets and longitudinal storm drains will be needed to offset the reduced street capacity and provide adequate conveyance from the park. Additional efforts include:

Task 9.1 Preliminary Drainage Design

- Develop improvement recommendations for cycle track

Task 9.2 Final Drainage Design

- Develop proposed sub-area mapping and storm drain sizing for:
    - Additional longitudinal systems for reduced street capacity (~2,000 LF)
    - Additional storm drain and inlets for Triangle Park (~500 LF)
- Create storm drain plan and profile sheets for additional drainage system and inlets mentioned above.

Task 10: Roadway design

The detailed scope and deliverables for this task can be found in the executed contract dated June 14th, 2023 for this project. The proposed cycle track, lane reduction between DNT and Beltline, and modified intersection configuration at Landmark Place will increase the roadway design effort required for the project. This task includes the design of the transition from the roadway improvements to the existing section west of the Quorum/Landmark intersection. Additional efforts include:

Task 10.1 Finalize Design Elements

- Develop horizontal and vertical roadway design:
    - Design transition of cycle track and traffic calming improvements to existing condition on Landmark Place and ensure future expansion and connection to Landmark Blvd.
    - Incorporation of cycle track along the length of the project
- Develop driveway profiles/cross sections:
    - Design transition of cycle track and traffic calming improvements to existing condition on Landmark Place and ensure future expansion and connection to Landmark Blvd.
    - Incorporation of cycle track along the length of the project

- Develop intersection reconfiguration design for Quorum Dr at Landmark Place
- Incorporate the future Town of Addison fiber conduit, which will include hand holds, for the length of the project.

Task 10.2 Plan Development

- Create roadway plan and profile sheets for transition
- Create cross-section sheets for transition
- Create signing and pavement marking layout for transition
- Create cycle-track specific layouts and details

Task 11: Traffic analysis and signal design

The detailed scope and deliverables for this task can be found in the executed contract dated June 14th, 2023 for this project. The proposed cycle track, lane reduction between DNT and Beltline, and modified intersection configuration at Landmark Place will require additional traffic analysis. Additional efforts include:

11.1 Permanent Signal Design (if-needed)

- Prepare permanent traffic signal plans for proposed signal at Quorum Drive and Landmark Place if recommended.

Task 11.3 Traffic Analysis

- Evaluation of the 15% schematic design to recommend modifications to lane configurations, storage lengths, intersection alignment, and median opening locations.
- Evaluation of intersection control by collecting traffic data, field evaluation, and modeling and present findings in a technical memorandum for Quorum Drive and Landmark Place intersection

Task 11.4 Traffic Signal Modification

- If the results of Task 11.3 indicate that traffic signal modifications are needed at the signalized intersection of Quorum Drive & Dallas Parkway, prepare traffic signal modification plans for the intersection. It is assumed that traffic signal modifications would only be needed on the northwest and southwest corners of Quorum Drive & Dallas Parkway Southbound. This traffic signal is operated by the City of Dallas.
- Conduct a field investigation to verify existing signage and traffic control devices. This, along with the topographic survey and SUE conducted in previous tasks, will form the basis for permanent signal design. Coordinate permanent traffic signal design with other roadway improvements at the project intersections.

Task 12: Illumination design

The detailed scope and deliverables for this task can be found in the executed contract dated June 14th, 2023 for this project. Task includes the review and improvements to the existing condition along Landmark Place which will consider the ultimate build out of the roadway. Additional efforts include:

Task 12.1, 12.2, & 12.3 Illumination Plans

- Design illumination for interim transition from cycle track and traffic calming improvements to existing condition on Landmark Place and ensure future expansion and connection to Landmark Blvd.

Task 13: Public space, landscape, irrigation, and aesthetic design

The detailed scope and deliverables for this task can be found in the executed contract dated June 14th, 2023 for this project. An architectural structure has also been requested at Triangle Park to provide restrooms, shade, and food truck connections for special events. Additional efforts include:

Task 13.1 Finalize Public Space Environment and Experience

Provide architectural, structural, and MEP services for the additional structure at Triangle Park.

- Restrooms, Shade, and Food Truck Connections for special events. The restroom shall not exceed 800 square feet, and the adjacent shade structure shall not exceed 500 square feet. These design services include architectural, structural, and MEP services for the building, and all MEP services are to be provided within five (5) feet of the building by others.
- The bathroom facilities will include two (2) toilets for women, one (1) toilet for men, and one (1) urinal for men's
- The space allotted for the food truck shall consist of compacted crushed granite, or similar material. The space is intended to not be entirely concrete and allow for patrons to avoid standing on grass or in wet conditions.
- This item includes determining the correct orientation for the existing Sunset at Quorum Art piece. This art piece will be removed by others to be cleaned. This item includes determining the correct orientation of the art piece and providing a correctly positioned foundation. One cleaned the art piece will be placed on the foundation and secured by others.

Task 13.2 Hardscape Plan Design

Consider hardscape design and plans for improvements to existing condition on Landmark Place and ensure future expansion and connection to Landmark Blvd.

- Task to consider how pedestrian amenities along Landmark Place, between Quorum Ln and the East side of Landmark Blvd, to include transitions from pedestrian pavements, planters, lighting, art location incorporation, and fixed furnishings to existing conditions. This includes the coordination of enhanced vehicular pavement addressing enhanced areas and consideration for the ultimate build out of Landmark Place.

Task 13.3 Landscape Plan Design

Design landscape plan for interim transition from cycle track and traffic calming improvements to existing condition on Landmark Place.

Task 13.4 Irrigation Plan Design

Design irrigation plan for interim transition from cycle track and traffic calming improvements to existing condition on Landmark Place.

TASK 19: Agency Coordination and Permitting

The detailed scope and deliverables for this task can be found in the executed contract dated June 14th, 2023 for this project. The additional scope effort includes the two-way cycle track and the coordination efforts required with applicable regulatory agencies (e.g. DART, NTTA, NCTCOG) to incorporate it into this project.

D. EFFECT OF CHANGE ON CONTRACT PRICE

This change order will have the following effect on the cost on this contract:

Description	Amount
Original Contract Amount	$4,221,647
Original Contract Additional Services	$200,000
Amount of Previous Change Orders	$0
Amount of this Change Order	$380,510
Revised Contract Amount	$4,802,157
Total % Increase/Decrease (Including Previous Change Orders)	8.6%

A breakdown of the costs can be found in the attached proposal.

E. EFFECTS OF CHANGE ON CONTRACT TIME

This change order will have the following effect on contract time:

The Original Agreement, dated June 14, 2023, was for Final Design to be completed by August 2025. The Placemaking and Urban Design Visioning process limited the design effort through October 2025.

Change Order #1, as presented, extends the Contract Time for Final Design to October 2027.

F. AGREEMENT

By the signatures below, duly authorized agent of the Town of Addison, Texas and Teague Nall and Perkins, Inc. do hereby agree to append this Change Order Number 1 to the fiscal year 2025 between themselves, for the design contract that was executed in June 2023.

Firm Information:
Teague Nall and Perkins, Inc.
5237 N. Riverside Drive, Suite 100
Fort Worth, Texas 76137

_____ _____

David Gaines — Date
City Manager

_____ _____

Becky Diviney P.E. — Date
Director Public Works and Engineering

_____ _____

Jonathan Bengfort P.E. — Date
Director of Engineering Services
Teague Nall and Perkins, Inc.

TOWN OF ADDISON CHANGE ORDER FORM

Change Order Number 1
Contract: Fiscal Year 2025
Project Manager: Jonathan Bengfort
Date: 10/29/2025

A. INTENT OF CHANGE ORDER

This amendment outlines additional professional services for the Quorum Drive Reconstruction Design project. These changes reflect scope modifications discussed during the visioning phase of the project, at the schematic workshop held on February 26, 2025, and subsequent direction from the Town.

B. REASON FOR CHANGE

Triangle Park at Quorum and Landmark Place: The Town has tasked the design team with the full buildout of the park at the intersection of Quorum and Landmark Place as part of the project. This work includes incorporating utility connections (water, sewer, drainage, and power) and integrating the architectural features of a multi-use building.

Intersection and Corridor Reconfiguration: Significant changes occurred during the visioning phase, affecting the configuration of the intersection at Quorum and Landmark Place and the overall corridor alignment. These changes, which now require further analysis, include:

- **Curb Line Modifications:** Adjustments of more than 6 inches, both horizontally and vertically, have been made to the curb line along the corridor to accommodate the new T-intersection at Quorum and Landmark place. Initially, no adjustments to the existing curb were anticipated greater than 6" vertically or 12" horizontally.

- **Traffic Modeling:** Additional modeling is necessary to analyze the reconfiguration at the Landmark Boulevard and Quorum intersection.

- **Future Connection:** The design scope has been expanded to design enhanced pavement, illumination, and aesthetic elements that will need to transition to the existing condition along Landmark Place and consider the reconfigured intersection. The design scope now considers the ultimate build out of the roadway to Landmark Blvd, but this change order does not include the full design of Landmark Place west of Quorum.

C. DESCRIPTION OF CHANGE

Task 5: Subsurface utility engineering and utility coordination

The detailed scope and deliverables for this task can be found in the executed contract dated June 14th, 2023 for this project. The scope effort presented below gathers data beyond the original projects limits by 650 LF along Landmark Place from Quorum Dr. to

Landmark Blvd, required to tie the reconfigured Quorum/Landmark intersection back into existing section. Additional efforts include:

Task 5.1, 5.2 & 5.3 UC

- Determine ownership data
- Develop a utility conflict log and conflict list
- Create an existing utility exhibit
- Coordinate with utility companies and request verification

Task 5.4 SUE

- Level B SUE – additional 5,000 LF of utilities along eastbound Landmark Place and intersection with Landmark Blvd to understand how the transition back into the existing section west of the Quorum/Landmark intersection will impact existing conditions.
- Level C/D SUE – additional 1,000 LF of utilities along eastbound Landmark Place and intersection with Landmark Blvd.

Task 6: Topographic and boundary survey

The detailed scope and deliverables for this task can be found in the executed contract dated June 14th, 2023 for this project. The scope effort presented below gathers data beyond the original projects limits along the north side of Landmark Place from Quorum Dr. to Landmark Blvd, required to tie the reconfigured Quorum/Landmark intersection back into existing section.

Task 7: Tree identification and management

The detailed scope and deliverables for this task can be found in the executed contract dated June 14th, 2023 for this project. The scope effort presented below extends the original projects limits along Landmark Place from Quorum Dr. to Landmark Blvd to allow for informed designs to tie the reconfigured Quorum/Landmark intersection back into existing section. Additional efforts include:

- Performing tree inspection and condition assessment
- Tagging and locating trees 4 inches and larger.
- Preparing a Tree survey map with tag numbers and type.
- Incorporation of the tree survey into the protection and removal plans

Task 8: Water and wastewater design

The detailed scope and deliverables for this task can be found in the executed contract dated June 14th, 2023 for this project. The same scope and deliverables will also be used for the additional effort for the amenities in Triangle Park in connection with Task 12. Additional efforts include:

Task 8.1 & 8.3 Water design and layouts

- Develop ~300 LF of 8" waterline design and plan sheets

Task 8.2 & 8.4 Sewer design and layouts

- Develop ~500 LF of 8" sanitary sewer design and plan sheets.

Task 9: Drainage analysis and design

The detailed scope and deliverables for this task can be found in the executed contract dated June 14th, 2023 for this project. The reconfigured intersection and amenities within Triangle Park will result in expanded drainage improvements beyond what was initially anticipated. Additional conduit design and further investigation of inlet locations are needed along with providing adequate conveyance from the park. Additional efforts include:

Task 9.1 Preliminary Drainage Design

- Develop improvement recommendations for park and reconfigured intersection.

Task 9.2 Final Drainage Design

- Develop proposed sub-area mapping and storm drain sizing for:
    - Additional storm drain and inlets for Triangle Park (~500 LF)
- Create storm drain plan and profile sheets for additional drainage system and inlets mentioned above.

Task 10: Roadway design

The detailed scope and deliverables for this task can be found in the executed contract dated June 14th, 2023 for this project. Vetting the 4-lane alternative with a 15% level design in addition to the modified intersection configuration at Landmark Place will increase the roadway design effort required for the project. Additional efforts include:

Task 10.1 Finalize Design Elements

- Develop 15% design for 4-lane alternative with an updated Schematic Layout.
- Develop horizontal and vertical roadway design:
    - Design transition of roadway section to existing condition on Landmark Place and ensure future expansion and connection to Landmark Blvd.
- Develop driveway profiles/cross sections:
    - Ensure future expansion and connection to Landmark Blvd.
- Develop intersection reconfiguration design for Quorum Dr at Landmark Place and ensure functional tie-in to Landmark Blvd.
- Incorporate the future Town of Addison fiber conduit, which will include hand holds, for the length of the project.

Task 10.2 Plan Development

- Create roadway plan and profile sheets for transition
- Create cross-section sheets for transition
- Create signing and pavement marking layout for transition

Task 11: Traffic analysis and signal design

The detailed scope and deliverables for this task can be found in the executed contract dated June 14th, 2023 for this project. The modified intersection configuration at Landmark Place will require additional traffic analysis. Additional efforts include:

11.1 Permanent Signal Design (if-needed)

- Prepare permanent traffic signal plans for proposed signal at Quorum Drive and Landmark Place if recommended.

Task 11.3 Traffic Analysis

- Evaluation of the 15% schematic design to recommend modifications to lane configurations, storage lengths, intersection alignment, and median opening locations.
- Evaluation of intersection control by collecting traffic data, field evaluation, and modeling and present findings in a technical memorandum for Quorum Drive and Landmark Place intersection

Task 11.4 Traffic Signal Modification

- If the results of Task 11.3 indicate that traffic signal modifications are needed at the signalized intersection of Quorum Drive & Dallas Parkway, prepare traffic signal modification plans for the intersection. It is assumed that traffic signal modifications would only be needed on the northwest and southwest corners of Quorum Drive & Dallas Parkway Southbound. This traffic signal is operated by the City of Dallas.
- Conduct a field investigation to verify existing signage and traffic control devices. This, along with the topographic survey and SUE conducted in previous tasks, will form the basis for permanent signal design. Coordinate permanent traffic signal design with other roadway improvements at the project intersections.

Task 12: Illumination design

The detailed scope and deliverables for this task can be found in the executed contract dated June 14th, 2023 for this project. Task includes review and improvements to proposed illumination that will need to transition to the existing condition along Landmark Place, consider the reconfigured intersection, and the ultimate roadway build-out. Additional efforts include:

Task 12.1, 12.2, & 12.3 Illumination Plans

- Design illumination for tie-in along Landmark Place, and consider ultimate build-out of Landmark Place to Landmark Blvd.

Task 13: Public space, landscape, irrigation, and aesthetic design

The detailed scope and deliverables for this task can be found in the executed contract dated June 14th, 2023 for this project. An architectural structure has also been requested at Triangle Park to provide restrooms, shade, and food truck connections for special events. Additional efforts include:

Task 13.1 Finalize Public Space Environment and Experience

Provide architectural, structural, and MEP services for the additional structure at Triangle Park.

- Restrooms, Shade, and Food Truck Connections for special events. The restroom shall not exceed 800 square feet, and the adjacent shade structure shall not exceed 500 square feet. These design services include architectural, structural, and MEP services for the building, and all MEP services are to be provided within five (5) feet of the building by others.
- The bathroom facilities will include two (2) toilets for women, one (1) toilet for men, and one (1) urinal for men's

- The space allotted for the food truck shall consist of compacted crushed granite, or similar material. The space is intended to not be entirely concrete and allow for patrons to avoid standing on grass or in wet conditions.
- This item includes determining the correct orientation for the existing Sunset at Quorum Art piece. This art piece will be removed by others to be cleaned. This item includes determining the correct orientation of the art piece and providing a correctly positioned foundation. One cleaned the art piece will be placed on the foundation and secured by others.

Task 13.2 Hardscape Plan Design
Consider hardscape design and plans for improvements to existing condition on Landmark Place and ensure future expansion and connection to Landmark Blvd.

- Task to consider how pedestrian amenities along Landmark Place, between Quorum Ln and the East side of Landmark Blvd, to include transitions from pedestrian pavements, planters, lighting, art location incorporation, and fixed furnishings to existing conditions. This includes the coordination of enhanced vehicular pavement addressing enhanced areas and consideration for the ultimate build out of Landmark Place.

Task 13.3 Landscape Plan Design
Design landscape plan that will need to transition to the existing condition along Landmark Place and consider the reconfigured intersection.

Task 13.4 Irrigation Plan Design
Design irrigation plan that will need to transition to the existing condition along Landmark Place and consider the reconfigured intersection.

TASK 19: Agency Coordination and Permitting
The detailed scope and deliverables for this task can be found in the executed contract dated June 14th, 2023 for this project. The additional scope effort includes the shared lane configuration and the coordination efforts required with applicable regulatory agencies (e.g. DART, NTTA, NCTCOG) to incorporate it into this project.

D. EFFECT OF CHANGE ON CONTRACT PRICE
This change order will have the following effect on the cost on this contract:

Description	Amount
Original Contract Amount	$4,221,647
Original Contract Additional Services	$200,000
Amount of Previous Change Orders	$0
Amount of this Change Order	$399,340
Revised Contract Amount	$4,820,987
Total % Increase/Decrease (Including Previous Change Orders)	9.0%

A breakdown of the costs can be found in the attached proposal.

E. EFFECTS OF CHANGE ON CONTRACT TIME
This change order will have the following effect on contract time:

The Original Agreement, dated June 14, 2023, was for Final Design to be completed by August 2025. The Placemaking and Urban Design Visioning process limited the design effort through October 2025.

Change Order #1, as presented, extends the Contract Time for Final Design to October 2027.

F. AGREEMENT

By the signatures below, duly authorized agent of the Town of Addison, Texas and Teague Nall and Perkins, Inc. do hereby agree to append this Change Order Number 1 to the fiscal year 2025 between themselves, for the design contract that was executed in June 2023.

Firm Information:
Teague Nall and Perkins, Inc.
5237 N. Riverside Drive, Suite 100
Fort Worth, Texas 76137

_____ _____

David Gaines — Date
City Manager

_____ _____

Becky Diviney P.E. — Date
Director Public Works and Engineering

_____ _____

Jonathan Bengfort P.E. — Date
Director of Engineering Services
Teague Nall and Perkins, Inc.