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City Manager

**DATE:** June 13, 2006

**TO:** Planning and Zoning Commission

**FROM:** *JZ* Jeff Zimmerman, Long Range Planning Manager

**SUBJECT:** June 21<sup>st</sup> Work Session

Your next work session is scheduled for **Wednesday, June 21, 2006 at 6:30 p.m. in the Council Chambers of the Plano Municipal Center, 1520 K Avenue.** Dinner will be provided at 6 p.m. in Conference Room 2E.

Please find the following attachments for your consideration:

1. The agenda;
2. A brief introduction to the Vision North Texas program and a copy of its Phase 1 Report.
3. A staff report on the update of the Utilities Element of the Comprehensive Plan.

We will have a special guest, Ms. Karen Walz of Strategic Community Solutions. Ms. Walz is the Project Manager for the Vision North Texas and she will discuss this important regional effort with you.

I look forward to seeing you at the work session. Please let us know if you cannot attend.

xc: Frank Turner, Executive Director for Development  
Phyllis Jarrell, Planning Director  
Paige Mims, Assistant City Attorney  
Tom Elgin, Development Review Manager  
Steve Sims, Senior Planner  
Kate Tovell, Senior Planner



# CITY OF PLANO

## NOTICE OF MEETING

### PLANNING & ZONING COMMISSION

#### PLANO MUNICIPAL CENTER

1520 K AVENUE

JUNE 21, 2006

6:00 PM	Dinner	Planning 2E
6:30 PM	Work Session	Council Chambers

### WORK SESSION AGENDA

1. *Presentation* - "Vision North Texas: Understanding Our Options for Growth"
2. *Discussion and direction* - Update of the Utilities Element of the Comprehensive Plan.

### ACCESSIBILITY STATEMENT

Plano Municipal Center is wheelchair accessible. A sloped curb entry is available at the main entrance facing Municipal Avenue, with specially marked parking spaces nearby. Access and special parking are also available on the north side of the building. Requests for sign interpreters or special services must be received 48 hours prior to the meeting time by calling the Planning Department at (972) 941-7151.

CITY OF PLANO  
PLANNING AND ZONING COMMISSION

**Work Session – June 21, 2006**

**Agenda Item No. 1**

**Presentation:** Vision North Project

**Presenter:** Karen Walz, Project Manager

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**DESCRIPTION:**

A presentation on an initiative known as “Vision North Texas: Understanding Our Options for Growth,” a partnership of the North Central Texas Council of Governments (NCTCOG), The Urban Land Institute’s North Texas Council, and the University of Texas at Arlington.

**BACKGROUND:**

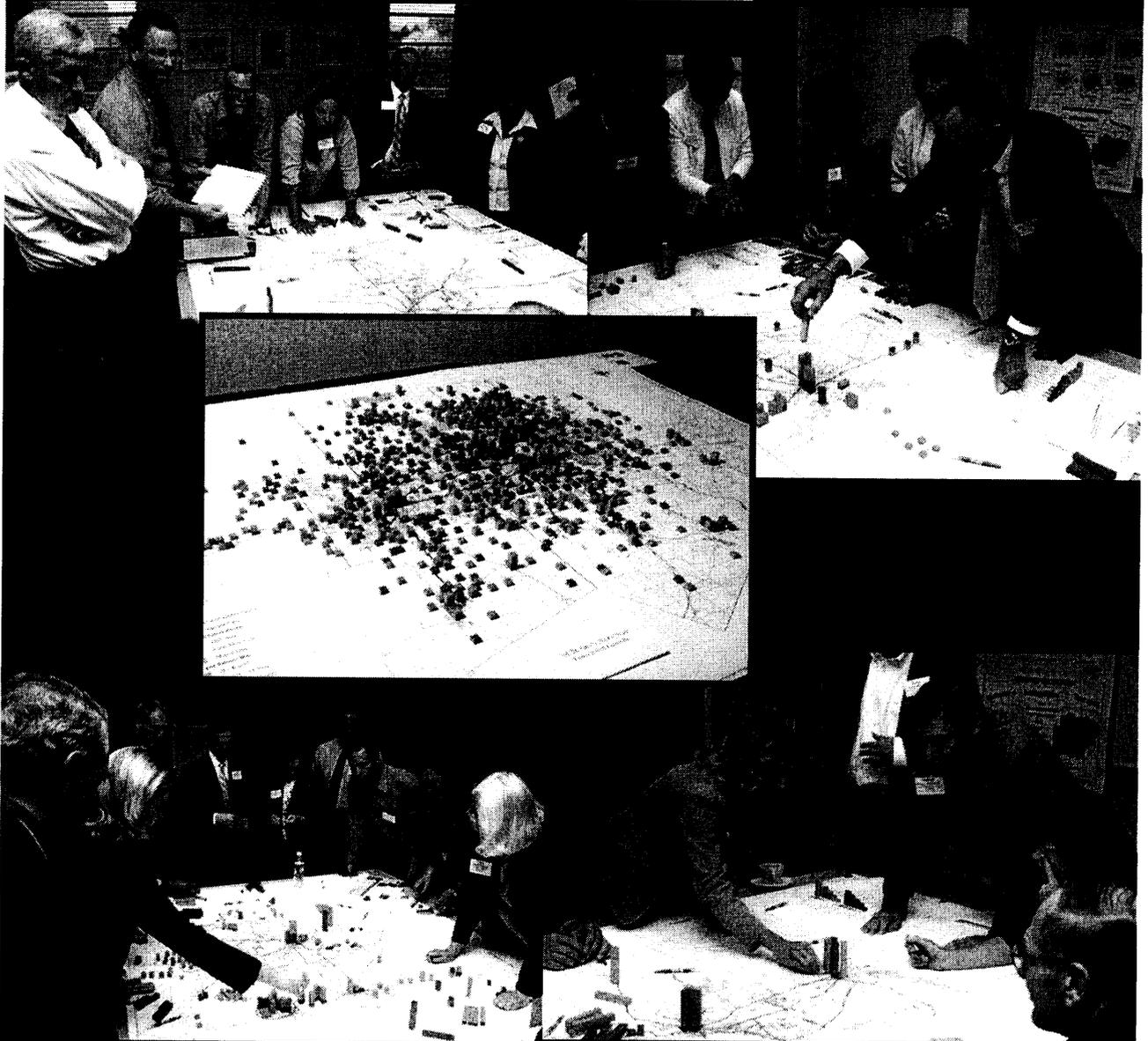
Karen Walz, Principal with Strategic Community Solutions and the Project Manager for Vision North Texas, will make a presentation on this program. The Vision North Texas program was created in 2004 when the newly created North Texas District Council of the Urban Land Institute began discussing the long term impacts of future growth on the region. ULI was soon joined by the NCTCOG’s Center for Development Excellence and UT-Arlington and the Vision North Texas program was activated.

In April of 2005, Vision North Texas organized a gathering of business, civic, and government leaders to discuss where the projected four to five million future residents of north Texas will locate. The attached Phase 1 Report is the result of this workshop and subsequent follow-up activities. Ms. Walz will discuss the accomplishments to date and future activities relating to the Vision North Texas project.

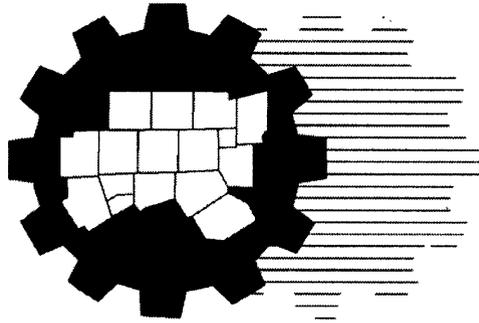


# Vision North Texas

*Understanding Our Options For Growth*



December 2005



**ULI North Texas**



**UTA**

Vision North Texas is a partnership led by the North Central Texas Council of Governments, the Urban Land Institute's North Texas District Council and the University of Texas at Arlington. More information is available at [www.visionnorthtexas.org](http://www.visionnorthtexas.org).

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## 1. Introduction

On April 25, 2005, an invited group of business, civic and political leaders gathered at the University of Texas at Arlington to consider where millions of future Metroplex residents will live, work and play. The day's results were creative, inspiring and sometimes surprising.

This gathering was the culmination of the first phase of *Vision North Texas*, an innovative initiative to address the growth that is expected in the Dallas – Fort Worth Metroplex by 2030. This initiative was tailored to the specific needs of this region, though it was informed by visioning activities conducted in other major metropolitan areas. It will play an important role in the future success and sustainability of this large and growing region.

Three organizations led the work described in this report. The Urban Land Institute's North Texas District Council, formed in early 2004, began the discussions that created Vision North Texas. The North Central Texas Council of Governments joined the

partnership as a way to further the work underway at its Center of Development Excellence and elsewhere in the organization. The University of Texas at Arlington became the third lead partner when it agreed to serve as the host for the Vision North Texas workshop. The collaborative public-private partnership between these organizations has been instrumental to Vision North Texas' success.

*"We decided we could do the most good, in terms of improving quality of life and livable cities, by focusing on emerging growth centers through Transit-Oriented Development."*  
-- Group 7

The objectives of the Vision North Texas project are summarized in this report. The report also describes key aspects of the April 25<sup>th</sup> workshop design and activities. Finally, it presents the results of the participants' work – a range of alternative development scenarios – and evaluates the effect these alternatives could have on the region's future.



The Dallas – Fort Worth region is one of the nation's largest metropolitan areas today. It has the potential to play an even larger national role in the future. Decisions made today about regional development patterns – and the public and private investments that result from these choices – will determine the region's ability to reach this potential. Vision North Texas is an important step in achieving long-term success and sustainability.

## 2. Objectives of Vision North Texas

The Vision North Texas initiative has four primary objectives, all geared to a future that accommodates anticipated growth in a way that is successful and sustainable.

First, Vision North Texas is designed to increase awareness about the massive amount of growth that is projected for the region. Most current residents, and many business and civic leaders, do not realize how much growth is expected over the next 20 to 30 years. As a result, today's decisions may not be best for the much larger communities of the future. Increasing public awareness is the initial step in any effort to create a future that successfully accommodates this growth.



Second, the educational component of Vision North Texas will inform the region's leaders about the implications of this anticipated growth. By educating the leaders and residents about the effects of growth and the current regional development patterns, this initiative brings these regional implications into the discussion of housing and business location choices.

Third, the project seeks to understand the options available to the region in accommodating anticipated growth. Research conducted before and during Vision North Texas clearly shows that changes to the pattern of development in the region can have

important effects on the region's future quality of life. These options mean the region can choose how to accommodate future growth and can work towards a desired pattern of development.

Finally, the Vision North Texas process creates a forum for discussion of the public and private sector actions that are needed to move from a development pattern reflecting past trends and toward a desired urban pattern. This is the first initiative to bring together diverse stakeholders in a structured discussion of these regional choices. The project includes elected officials, the development community, environmental, neighborhood and other organizations and design professionals. It provides an opportunity for these varied perspectives to be heard and for collaboration among leaders who share an interest in the North Texas region's future success.



Vision North Texas has an ambitious agenda of education, discussion and action. It does not, however, seek to create a new layer of regional government or to move zoning and similar decisions from a local to a regional level. It is based on voluntary cooperation and collaboration among the many governments and organizations that can themselves take action to achieve a desired future.

### 3. Workshop Design

For the first phase of Vision North Texas, organizers chose to hold a major regional visioning workshop that would bring together diverse stakeholders from the entire Dallas-Fort Worth Metroplex. This workshop became the focus for public and private sector efforts during 2004 and 2005.

Regional visioning projects have been held in other metropolitan areas in the past several years. The Vision North Texas project built on those efforts and was able to gain insights from their results. Envision Central Texas, Reality Check Los Angeles and Reality Check Washington D.C. were among the initiatives that served as models for Vision North Texas.

This project did not simply follow the steps used elsewhere. It was tailored to meet the particular needs of this region.

#### ***Workshop Logistics***

The Vision North Texas workshop was held on Monday, April 25, 2005 at the University of Texas at Arlington's Hereford University Center. It focused on the projected growth in the ten central counties of the North Texas region: Collin, Dallas, Denton, Ellis, Johnson, Kaufman, Parker, Rockwall, Tarrant and Wise. This 8,125 square mile study area includes the urban parts of the region and those that are rapidly developing.

The session began with a challenge from Kick-Off Speaker J. Ron Terwilliger and background presentations by workshop partners. Participants spent the morning working in small groups. Each group created a scenario describing the group's preferred regional development pattern.

The luncheon featured Keynote Speaker Shelley Poticha. After lunch, each work group presented its results. NCTCOG previewed transportation modeling results for similar alternative scenarios.

The afternoon session includes the use of an innovative keypad polling technique. With this approach, all participants were able to provide immediate feedback on the morning results and future action to build on the workshop. A reception concluded the event.

#### ***Project Leadership***

Many people and organizations contributed to the first phase of Vision North Texas. Those contributions are described below; all the individuals who were involved are noted in Section 9.

#### ***Partners***

The success of Vision North Texas is based on the many public and private partners who have been extensively involved in its design and implementation.

The concept of a regional visioning exercise grew out of the Urban Land Institute (ULI) North Texas District Council's discussions of activities for its first year of operation. District Council Chair John Walsh brought ULI's national and local resources to the project and was directly involved in all aspects of the project.

The North Central Texas Council of Governments (NCTCOG) has played a strong and active role in Vision North Texas. NCTCOG is recognized as an innovative leader among regional agencies and its Center of Development Excellence was already researching and advocating new development

## Vision North Texas Phase 1 Report

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approaches when Vision North Texas began. Since NCTCOG is also the Metropolitan Planning Organization (MPO) for this region, it is in a strong position to incorporate Vision North Texas results and recommendations into the region's decision-making processes.

John Promise, the Director of Environment and Development for NCTCOG, was the project leader for the agency. His staff in the Environment and Development Department played vital roles in the project. NCTCOG's Executive Director, Mike Eastland, and staff from the Transportation and Research & Information Services Departments were also actively involved.

The University of Texas at Arlington is one of the largest academic institutions in this region, with schools that focus on issues of urban design and development. Also, it is centrally located within the region. In addition to serving as the host for the visioning workshop, UTA's School of Architecture was involved in the substantive aspects of the design, with Architecture Dean Don Gatzke taking the lead.

Workshop planning was coordinated through a Regional Visioning Committee chaired by Fernando Costa AICP. The committee's members included academic, business, development and design representatives from public and private sector organizations throughout the Metroplex. Committee members are listed in Section 9 of this report.

Karen Walz AICP, Principal of the Strategic Community Solutions consulting firm, served as the Project Manager for Vision North Texas.

### **Sponsors**

The Vision North Texas project was not a budgeted item in the annual program of any single organization. Rather, it depended on

in-kind assistance and fund-raising from corporations and organizations.

All the lead partners noted above contributed significant resources to the project. Major sponsorships were received from AIA Dallas, AIA Fort Worth and Turner Collie Braden. Professional organizations, banks, development companies all provided assistance. Staff from many local cities and counties provided essential in-kind assistance through their participation on the Regional Visioning Committee. The full listing of these sponsors is found in Section 9.

### **Volunteers**

A large corps of volunteers was essential to the smooth operation of the workshop. Volunteers gave of their own time and professional expertise to assist this visioning effort. These important contributors are listed in Section 9.

### **Key Speakers**

Two individuals were invited to provide comparisons with other regions and challenges based on their experience in other parts of the nation.

J. Ronald Terwilliger is the Chairman and CEO of Trammell Crow Residential. He is also past Chairman of the Urban Land Institute and a leader in ULI's smart growth efforts nationally. Based in Atlanta GA, his business and his ULI involvement have given him a perspective on the challenges facing growing regions. His Kick-Off presentation began the workshop with a challenge to use visioning to create communities with a sense of belonging and a high quality of life.

Shelley Poticha, President of Reconnecting America, was the Keynote Speaker for the Vision North Texas luncheon. Her organization is a leader in research and projects that integrate transportation systems

and the communities they serve. The research on transit-oriented development she presented gave a market-based emphasis to the concepts included in many groups' scenarios.

## ***Participants***

Vision North Texas is the first effort to bring together a wide range of stakeholders from the Metroplex region to address overall concerns related to the region's growth. The workshop's organizers created a strategy to invite people from a list of interests and from each of the 10 counties in proportion to their population.

Regional Visioning Committee members recommended participants and assisted in recruitment. Invitation letters were sent, with follow-up made via personal phone calls and email. When invitees were unable to participate, alternates were identified who would represent the same general perspective as the original invitee. Ultimately, about 150 participants attended the visioning workshop. Additional guests attended the luncheon or were invited from other regions as observers. Workshop participants are listed in Section 9.

### ***Interests Represented***

- *Local government*
- *Business*
- *Economic development*
- *Academic institutions*
- *Environment*
- *Professional & trade*
- *Development*
- *Faith-based community*
- *Neighborhood & civic*
- *Arts & culture*
- *Finance*
- *Non-profits & philanthropic*
- *Youth*
- *Special needs populations*

## ***Workshops Resources***

Background materials provided all participants with a common base of information about the region and its anticipated growth, as well as a shared set of tools for the small group exercise. Publications provided by NCTCOG discussed

regional growth trends and projections, environmental issues, the Principles of Development Excellence and regional transportation systems.

A special workbook was designed for the workshop. In addition to instructions for the day's activities, it included a set of tables that used aerial photos, images and examples to relate the development intensities used in the exercise to familiar places.

These written materials were supplemented by maps developed by NCTCOG and produced by Denton County, which were posted in the rooms where small groups worked. Also, the workshop's opening session included presentations by local experts who highlighted key aspects of this background information before the small group discussions began.

These resources materials were provided to participants before or during the workshop. They are available on the project website, [www.visionnorthtexas.org](http://www.visionnorthtexas.org).

## ***Workshop Activities***

### ***Dialogue***

Fifteen workshop groups were organized so they would include people from different parts of the Metroplex and with varied interests and perspectives. Each group included eight to ten participants and was assisted by two trained volunteers – an expert facilitator and a recorder who kept the record of group discussions and decisions.

Each group completed the same set of tasks. They began with a discussion of regional growth principles and agreed on a set of principles and a theme or headline to describe their desired approach to future growth.

# Vision North Texas Phase 1 Report

After agreeing on a desired approach, group members used Lego® blocks to represent the households and jobs expected in the region by 2030. They placed the blocks on a large map of the region, agreeing on the



development locations that best represented their development approach. All groups successfully allocated all the projected regional growth.

## Results and Feedback

The afternoon sessions brought all workshop participants together in a large ballroom.



Following the keynote presentation, each of the 15 small groups presented its results to all participants. Photos of the groups' work and their resulting Lego® display illustrated the

presentations by group members.

The final workshop session utilized keypad polling to obtain immediate responses from the entire audience. Questions with multiple-choice

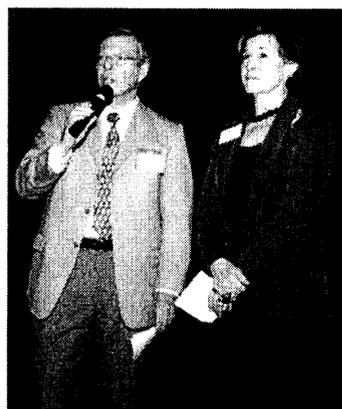
*"This was a great work session for me as an elected official."*

*-- Jody Smith,  
Mayor of Flower Mound*

answers were presented on a large screen.

Each person used an individual keypad, similar to a television remote, to

register his or her anonymous answer to the question. The cumulative results were then



displayed in a bar chart, also projected on the large screen.

Since the results were presented immediately, group members could see the sentiment of the others in the room. Keypad polling was used

to seek feedback on the small groups'

scenarios, on issues for future evaluation and on potential next steps for the

*"We wanted to invest more in the already established urban centers - the downtowns of Fort Worth and Dallas - and the urban centers in between."*

*-- Group 8*

Vision North Texas project.



## 4. Challenges and Opportunities For North Texas

### ***Big and Getting Bigger***

The Metroplex is a large region that is expected to see significant population and employment growth in the future. In 2000, the region had approximately 5.1 million residents and 3.1 million jobs. Between 2000 and 2030, the region's population is expected to increase by 4.0 million people. An additional 2.3 million jobs are expected here by 2030. This growth, while positive in many ways, also presents challenges for the region's natural resources and its facilities such as roads, schools, parks and sewage treatment.

The pattern of anticipated development further challenges the region. The figures below depict the locations of residential development in 2000 and as projected in 2030. The sprawling pattern of low intensity development is expected to add to traffic congestion and air quality, issues that cannot be addressed by individual cities alone.

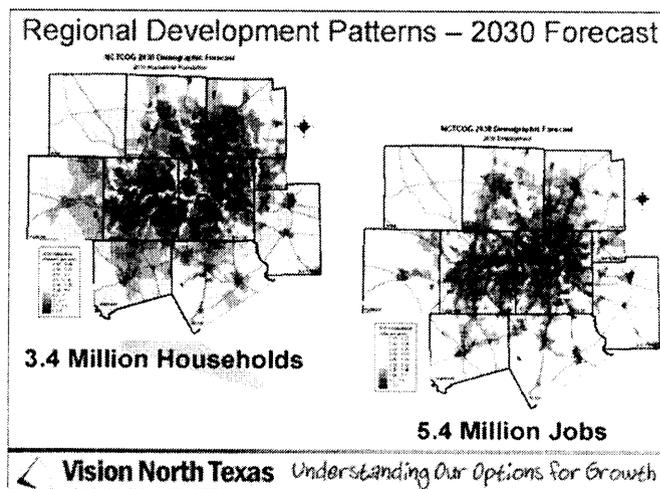
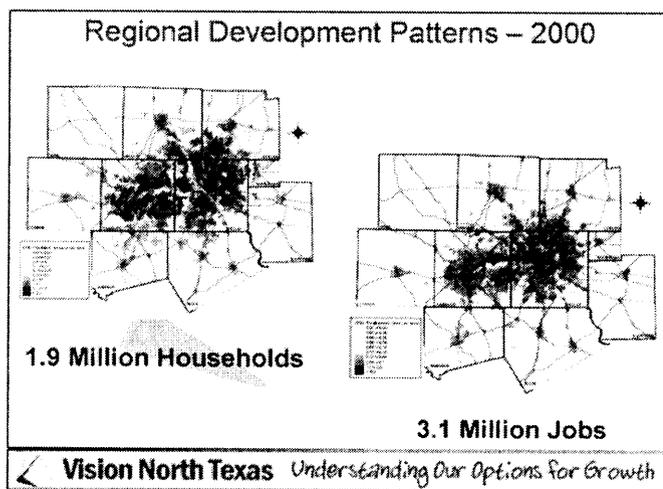
### ***Limited Resources***

If current patterns of water use continue through 2050, the region will need an estimated 2.2 billion gallons of water per day. Currently available sources cannot supply this much, so the region must find new sources or must change water use patterns.

Natural resources, such as water, are not the only limited resources in the region. It would require \$55 billion to meet projected transportation needs by 2025. Even with the \$45 billion now planned for transportation improvements, the regional area of severe congestion grows dramatically.

### ***Environmental and Human Health***

The Metroplex currently violates federal standards for ground level ozone; sections of our major rivers do not meet water quality standards. Failure to meet these environmental standards also translates into public health concerns for children and other sensitive populations.



## ***Intergovernmental Coordination***

Over 230 governmental jurisdictions are responsible for planning, infrastructure and/or public service provision in the Dallas-Fort Worth region. Coordination and cooperation among these entities can be difficult but is essential for addressing regional growth.

## ***New Development Patterns***

Cities nationwide are considering new types of development as a way to address these challenges. Kick-off speaker Ron Terwilliger explained that ULI advocates 'smart growth' that includes compact mixed use development, non-auto travel choices and more connections through both transit and open space. These trends are evident in the Metroplex today but more emphasis is needed for the future.

## ***Transit-Oriented Opportunities***

Keynote speaker Shelley Poticha noted that projects such as DART's Mockingbird Station are the models for successful transit-oriented development (TOD) across the nation. She shared the results of Reconnecting America's research, which found a significant increase in market demand for TOD through 2025. National TOD demand could grow from 6 million households in 2000 to 14.6 million households in 2025. The Dallas region ranks ninth nationally in market demand for TOD, with a 364% increase projected through 2025.

Ms. Poticha emphasized the important role TOD plays in regional sustainability. By reducing transportation costs and increasing access to jobs, it helps create affordable neighborhoods. TOD also benefits businesses by countering the negative impacts of traffic congestion on employee productivity.

The Metroplex is investing in light and commuter rail systems as part of its mobility planning. Transit-oriented developments are already built or underway in many cities. These development choices allow regional taxpayers to maximize the return on their public investments while also creating communities that meet the needs of increasing numbers of area residents.

## ***Sustainability***

Sustainability means that future generations of residents can have the same quality of life as today's residents enjoy due to current use of natural, financial and human resources. The development trends of the past 50 years rely on continual expansion of urban areas and their roads, water, sewer and other infrastructure. They assume that the natural areas and agricultural uses being replaced are not needed; they also assume that people will be willing to commute ever-longer distances and will be able to pay the cost of gasoline needed for this growth pattern. These patterns cannot be sustained indefinitely.

New development patterns may allow the Dallas-Fort Worth region to accommodate the same number of new residents and jobs but in a more sustainable way.

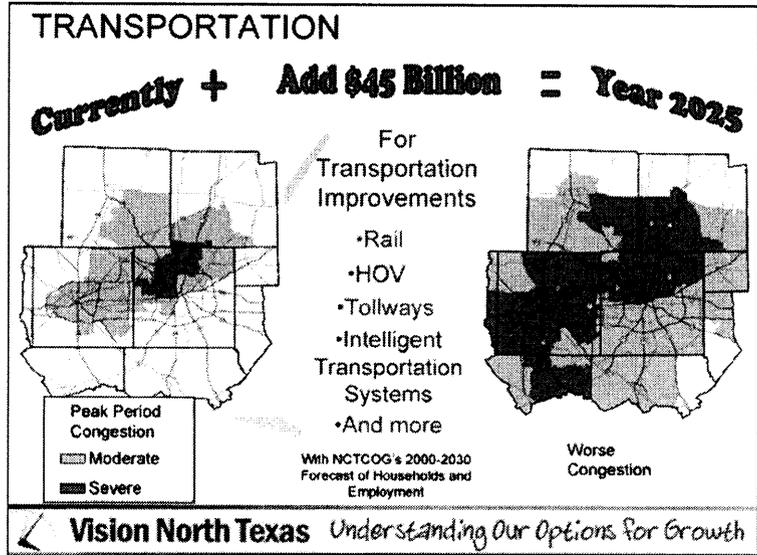
## ***Economic Vitality***

Economists predict that the jobs of the 21<sup>st</sup> century will increasingly be 'knowledge-based' rather than tied to the location of raw materials or production centers. The people who fill these jobs control the expertise businesses need, so they are not constrained by the location of jobs when they choose a place to live. The quality of life in the Metroplex is a critical factor in this region's ability to attract these workers and the companies who hire them.

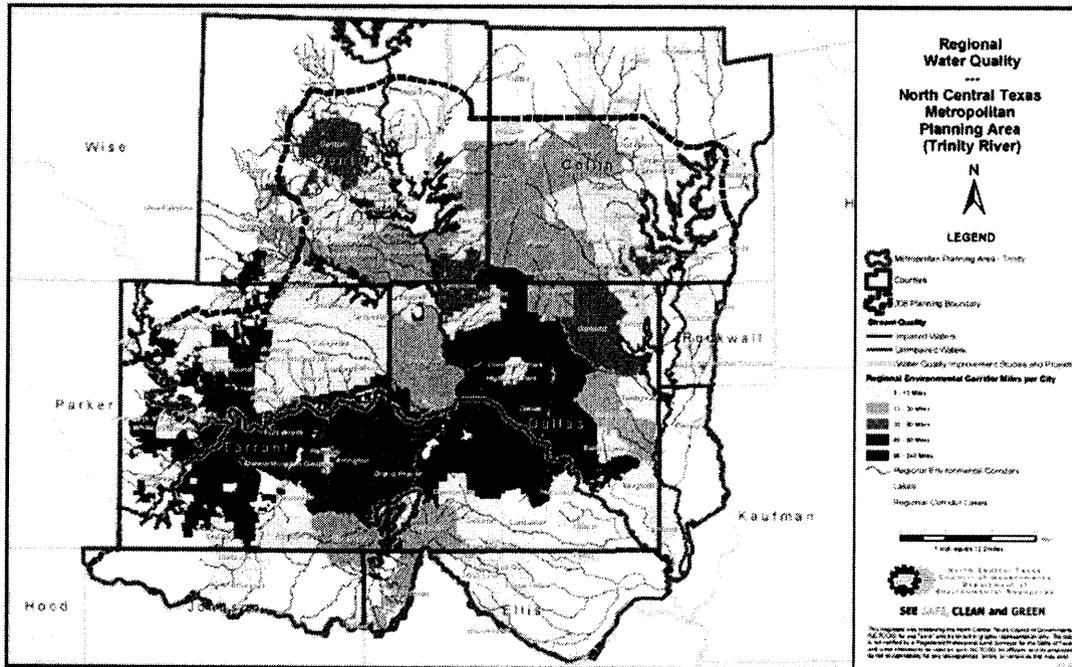
**Principles of Development Excellence**

The North Texas region has begun addressing these challenges through the Center of Development Excellence. Started in 2001, its mission is to promote quality growth that enhances the built environment, reduces miles traveled, uses natural resources efficiently and advances environmental stewardship.

The Development Excellence Steering Committee, a group representing varied interests across the region, developed a set of ten Principles of Development Excellence which were approved by the NCTCOG Executive Board in 2002. These principles are listed on the following page. They provide a guide to the public and private sector for the future development and redevelopment of the region.

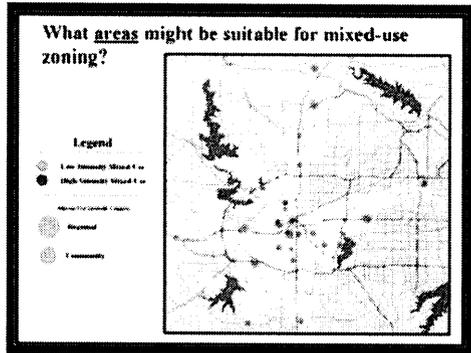


*With forecasted development patterns and planned transportation improvements, the region's congested areas are projected to grow dramatically by 2025.*



*Environmental corridors, lakes and streams are among the assets affected by current development and future growth patterns.*

# Vision North Texas Phase 1 Report

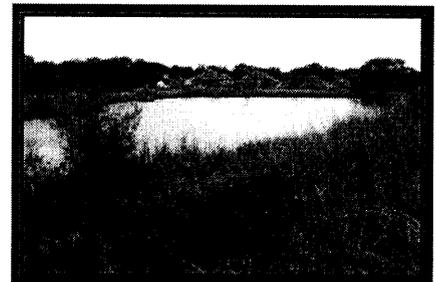


## Ten Principles

Excellence  
for the future of North Central Texas



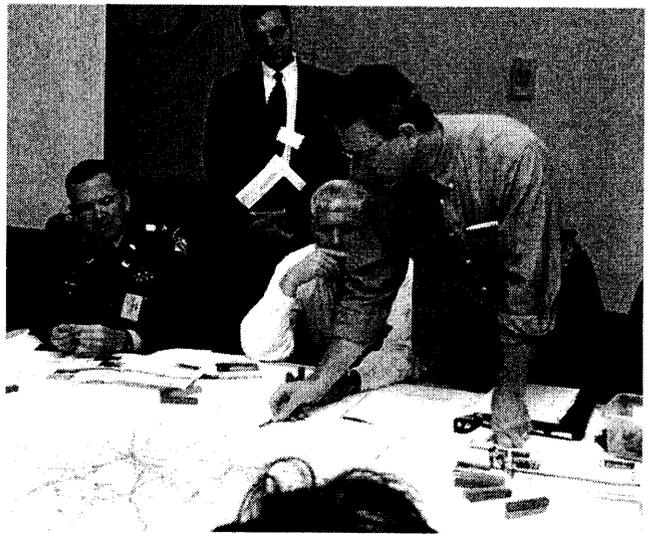
1. **Development Options** – Provide a variety and balance of development options and land use types in communities throughout the region.
2. **Efficient Growth** – Foster redevelopment and infill of areas with existing infrastructure and promote the orderly and efficient provision of new infrastructure.
3. **Pedestrian Design** – Create more neighborhoods with pedestrian-oriented features, streetscapes, and public spaces.
4. **Housing Choice** – Sustain and facilitate a range of housing opportunities and choices for residents of multiple age groups and economic levels.
5. **Activity Centers** – Create mixed use and transit oriented developments that serve as centers of neighborhood and community activity.
6. **Environmental Stewardship** – Protect sensitive environmental areas, preserve natural stream corridors, and create developments that minimize impact to natural features.
7. **Quality Places** – Strengthen community identity through use of compatible, quality architectural and landscape designs and preservation of significant historic structures.
8. **Transportation Efficiency** – Develop land uses, building sites, and transportation infrastructure that enhance the efficient movement of people, goods, and services.
9. **Resource Efficiency** – Provide functional, adaptable, and sustainable building and site designs that use water, energy, and material resources effectively and efficiently.
10. **Implementation** – Adopt Comprehensive Plans and ordinances that support Development Excellence and involve citizens and stakeholders in all aspects of the planning process.



## 5. Workshop Group Results

Each workshop group included people with diverse expertise, experiences and perspectives. With the help of the volunteer facilitators and recorders, each group successfully reached a consensus about a desired future development pattern for the Metroplex. The scenarios they created offer intriguing ideas for the region's decision-makers and civic leaders.

The recommendations made by each of the 15 small groups are described here.<sup>1</sup> In each case, the group's headline reflects the primary intent of their scenario. Photos show some of the group dynamics during the exercise. The Lego® display presents the geographic distribution the group created to apply its scenario theme in allocating future regional growth. Key comments and notes from the group's written record elaborate on the concepts represented by the theme and Lego® display.



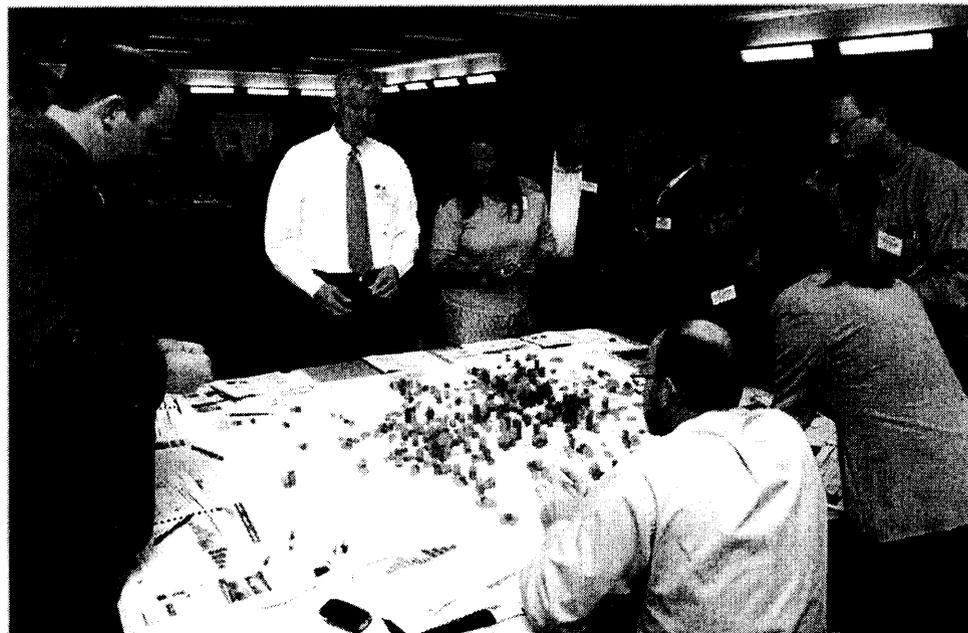
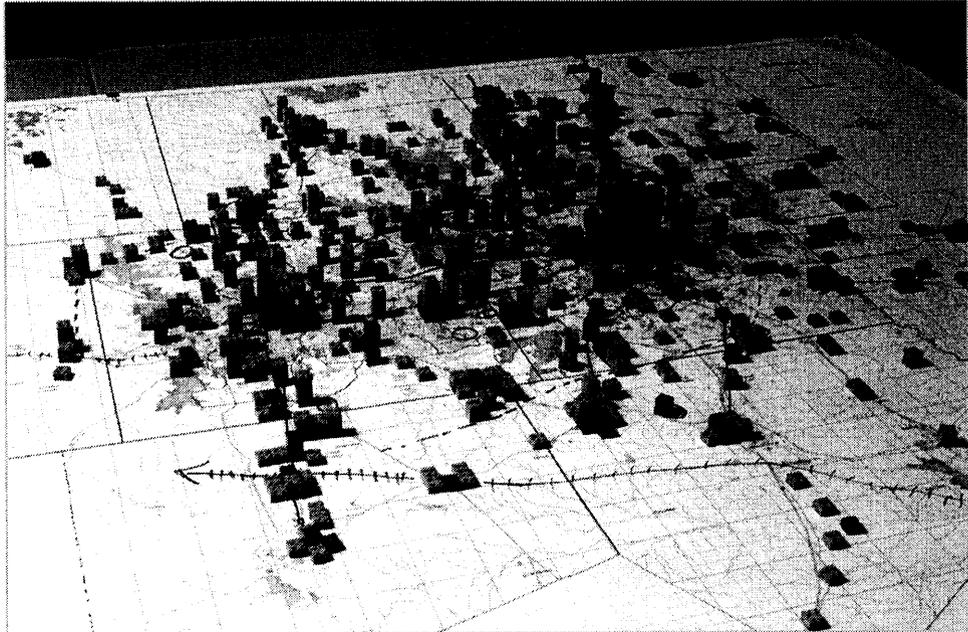
<sup>1</sup> The initial numbering provided for up to 20 groups. In order to ensure interest and geographic representation in each group, participants were assigned to only 15 groups. Group numbers not shown in this report were not used during the exercise.

## ***Group 1 Report***

### **Headline: Growing the Best, Preserving the Rest**

#### **Key Concepts**

- Redevelopment of green spaces in the urban core
- Accept the Principles of Development Excellence
- Employment along existing & projected transportation corridors – looking beyond 2025 transportation network
- Work with developers through Transit-Oriented Development zoning to make high density possible
- Preserve watersheds
- Redevelop older areas
- Maximize the use of existing transportation facilities & rail
- Expand regional airports
- Look beyond the 2025-funded transportation corridors
- Use high density development to create open space
- Quality of life communities with open space
- Use resources efficiently

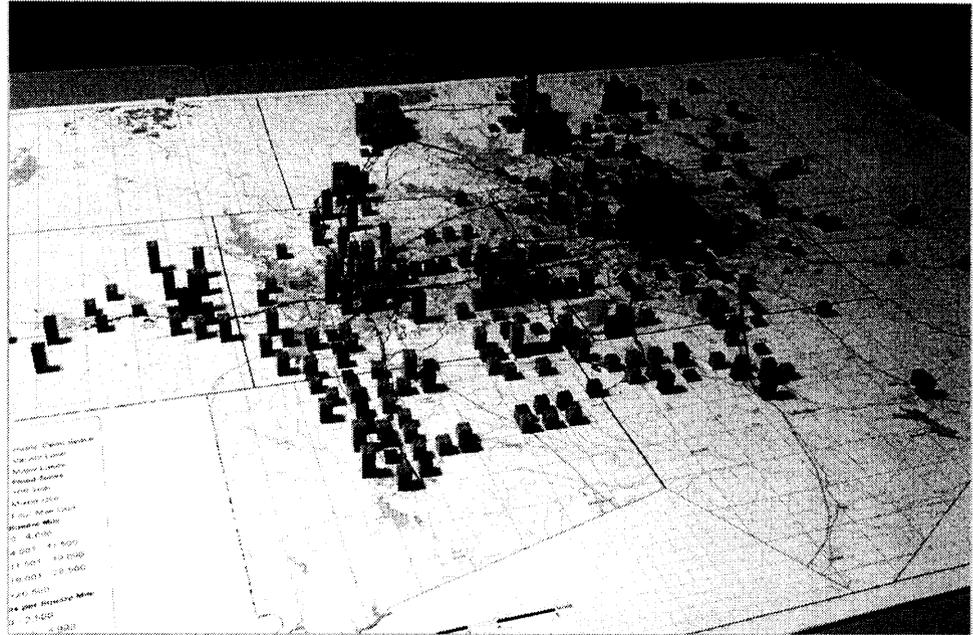


**Group 2 Report**

**Headline: Regional Density by Design**

**Key Concepts**

- Fast, beautiful & clean (efficient)
- This is not Atlanta
- Environmentally responsible
- inclusivity
- Physically & environmentally integrated nodes connected by efficient transportation
- People living closer to their jobs
- Highway & rail to be integrated
- Human scale linkages (bike paths, trails)
- Green building & sustainability
- Form-based adaptive reuse
- Dallas Star Morning News
- Public-private partnerships in order to promote better funding & financing options
- Regional planning vs. individual city planning
- Development Excellence Principles #1 Transportation Efficiency; #2 Quality Places & Dev. of Options

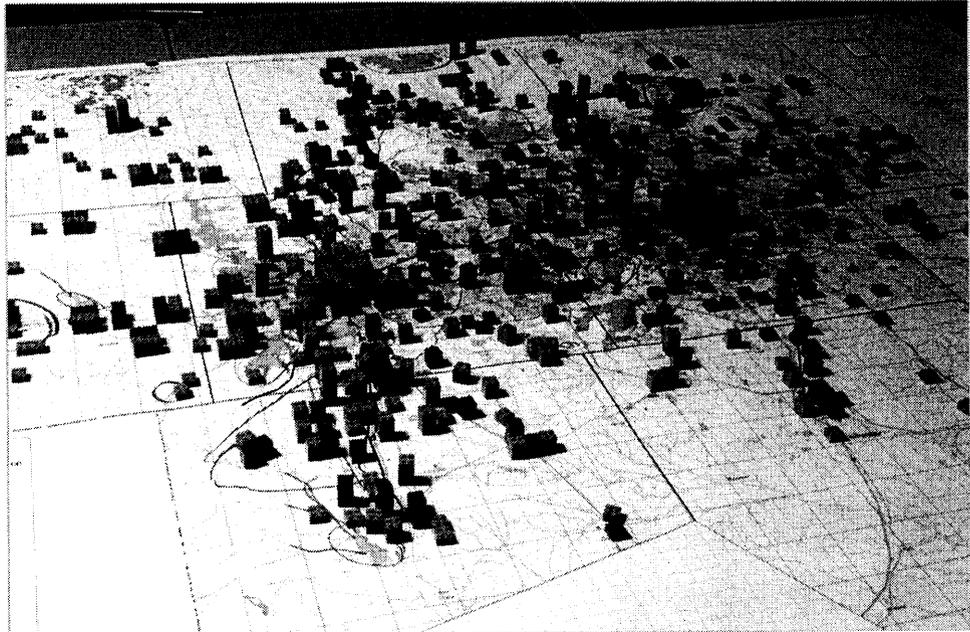


## ***Group 4 Report***

### **Headline: Think Big – Resource Efficiency**

#### **Key Concepts**

- Build on what is in place
- Inter-city redistribution of households & density
- Double the downtown cores?
- Downtown revitalization
- Cultivate urban & activity centers
- Walkability & accessibility
- Neighborhood sustainability
- Higher construction standards
- Economic sectoring
- Wise & Parker County redistribution
- Embedded infrastructure not fully utilized
- Can housing lead the way?
- Diversity – income affordable
- Open space within residential developments
- Connections between educational institutions & workforce
- More mixed use
- Urban design, sense of place
- Resource efficiency

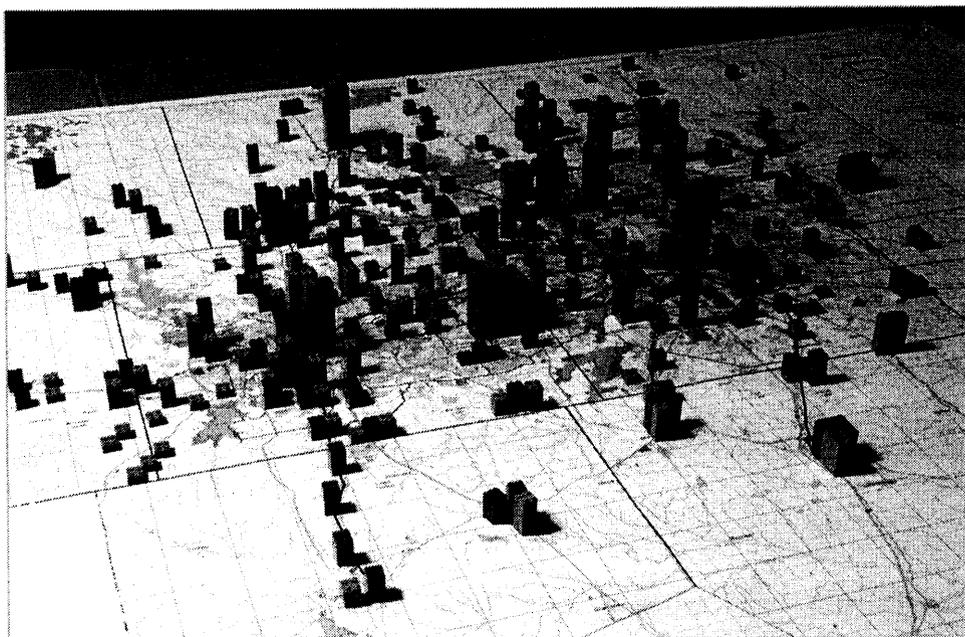


***Group 5 Report***

**Headline: Multiple core development that supports appropriate density built along-side Transit, Employment and Open Natural Greenspace**

**Key Concepts**

- Transit-Oriented Development
- Jobs/Housing Balance
- Core Center Development (Fort Worth, Dallas, Arlington)
- Greatest intensities at larger cities
- Keep development out of floodplain
- Use floodplains as amenity features to build around
- Concentration along predicted transit corridors
- Affordability
- Concentration for job creation – residential opportunities
- Better incorporation of green space
- Better coordination of land use bodies of government
- Land use/code/infrastructure
- Promoting walkability
- Bringing the rail to development
- Design standards
- Mini-central park
- Assisted living proximity to services
- Water conservation
- Shared parking

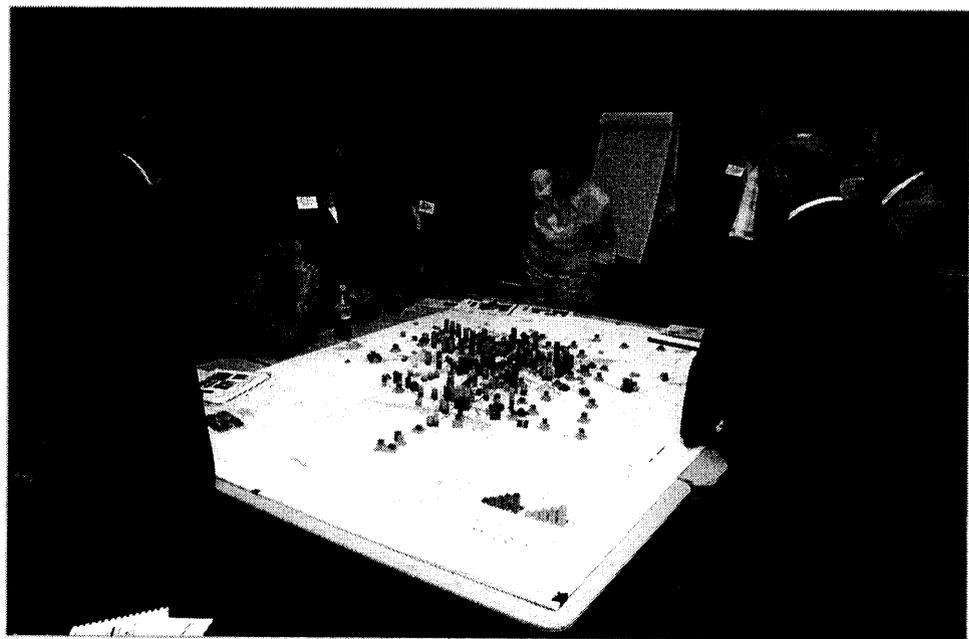
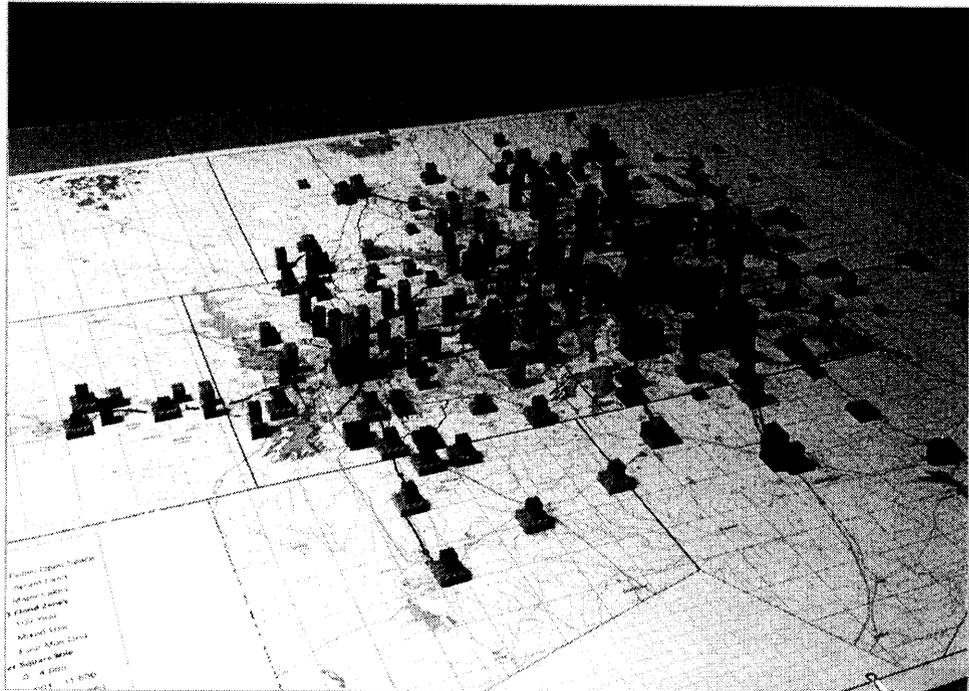


## ***Group 6 Report***

### **Headline: Loading the Lines**

#### **Key Concepts**

- More jobs in South Dallas County to match housing
- Jobs & housing balanced with linked transportation options
- Maximize around existing transportation infrastructure
- Maximize regional greenspace with the Trinity connecting from Fort Worth to Dallas
- More housing in both downtowns
- Control sprawl by restricting infrastructure
- High quality mixed use projects in some of the south cities
- Trinity as a regional jewel
- Two downtown cores with mixed use at transit hubs
- Extending commuter rail east and west
- Good design for public spaces, mixed income housing are keys to high density
- Better design to sell higher densities
- Schools for households with kids
- Recreation along Trinity



***Group 7 Report***

**Headline: Emerging New Growth Centers Through Transit-Oriented Development**

**Key Concepts**

- Agree with Principles of Development Excellence
- Focus growth along existing infrastructure
- Protect open space & greenways, floodplains, watersheds
- Growth centers & corridors
- Preserving and promoting green space
- Reducing traffic congestion by balancing jobs and housing
- Improving air quality
- Transit-oriented development
- Balanced growth – better distribution to the south and east around DART transit corridors

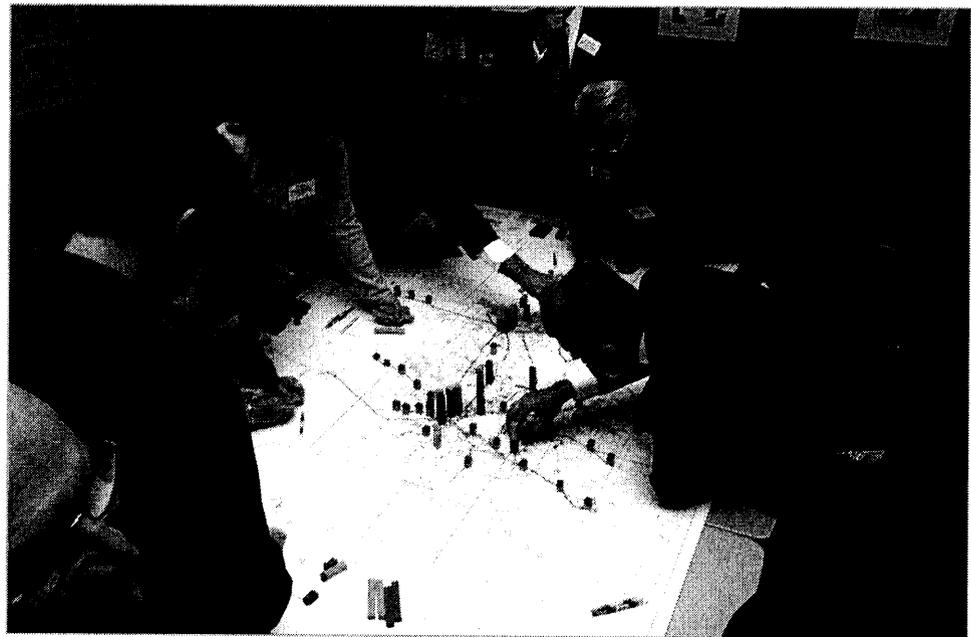


## ***Group 8 Report***

### **Headline: Building Life in our Cities**

#### **Key Concepts**

- Empty nesters back to downtowns
- Higher quality of life through density
- Contiguity
- Quality of life through greater density & more open space
- Reverse sprawl
- Interconnected; shared prosperity
- Quality education
- Distinct urban character
- Multi-modal connectivity
- Fiscally responsible
- Environmentally responsible
- Mixes of uses
- Citizens spend less time and expense commuting; they have more time & money for their lives
- Transit-oriented development
- Mixed income for shared prosperity
- Give people a reason to be in our cities
- Building quality
- Building places
- Cultural assets & charm
- Housing choice
- Go beyond the Legos!



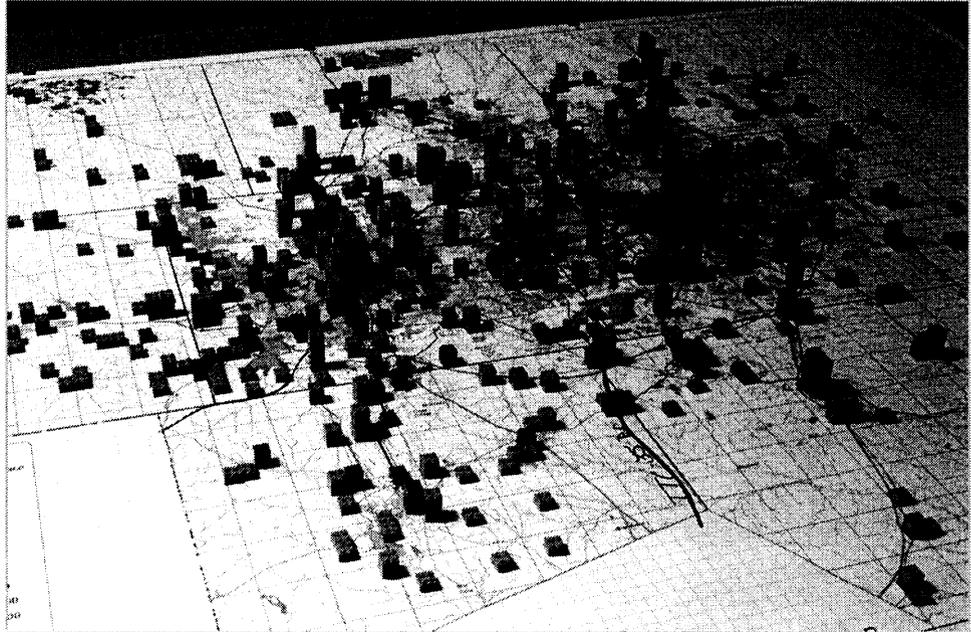
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**Group 10 Report**

**Headline: Quality Places and Efficient Growth**

**Key Concepts**

- Group adopted all 10 Development Excellence Principles
- Capitalize on existing and natural assets
- Segregation of all aspects doesn't create viable communities
- Educate the public to get out of cars!
- Rural growth potential – don't lose rural feel; balance economic development
- Address immigration concerns
- Balance quality of life
- Preservation/infill
- Maintain options
- Sprawl beyond urban into unincorporated areas – how to control growth and traffic impacts in outlying areas
- Cultural change needed for people to choose mixed use
- Change political perception that density creates crime
- Development needs to be driven by conservation of energy & water
- Remove freight from urban areas
- All citizens with access to gov't.

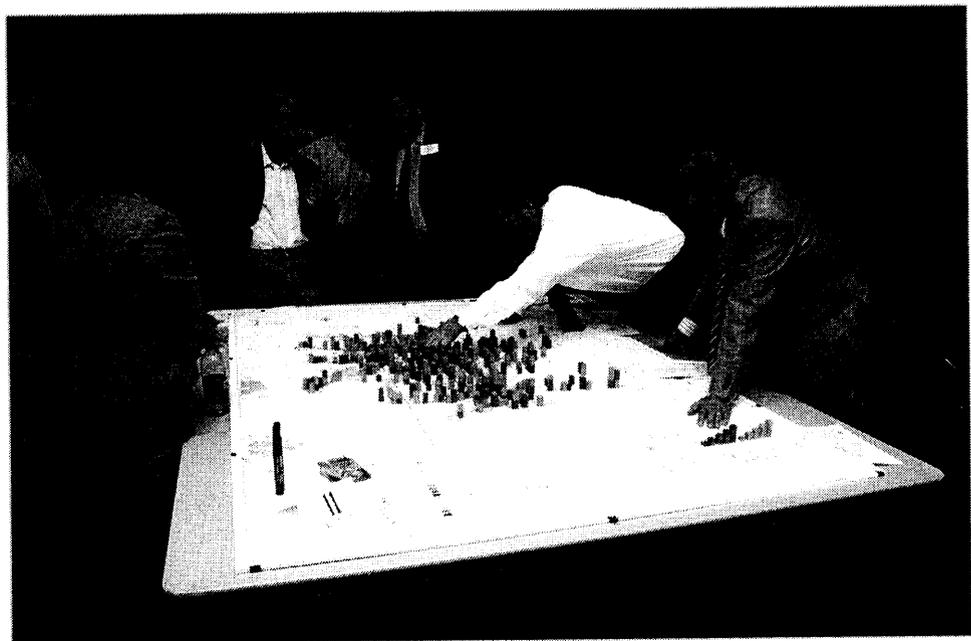
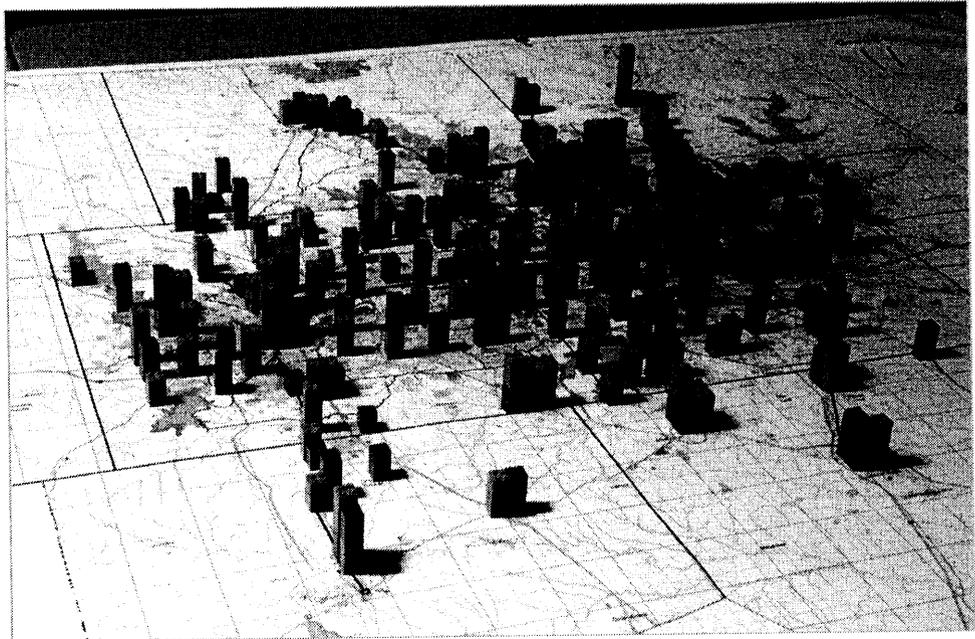


## ***Group 11 Report***

### **Headline: Stop Driving – Think Regional Intensity**

#### **Key Concepts**

- Quit sprawl
- Get densities up
- Transit-oriented development
- Sustainability
- Reduce drive time
- Green spaces with connectivity through hike & bike trails
- Green buildings – low energy consumption
- Regional cooperation between jurisdictions
- Reduce heat island effect of steel & glass buildings
- Shade streets & hardscapes
- Mixed income
- Pedestrian oriented; pedestrian connectivity
- Landscape to reduce energy
- Envisioning spaces
- Expand trail system & develop along it
- Redevelop older built areas at higher intensities
- Intensify first along rail lines, then along some interstates
- DFW airport area is ideal place to grow
- Consider ultra-filtration methods for stormwater runoff



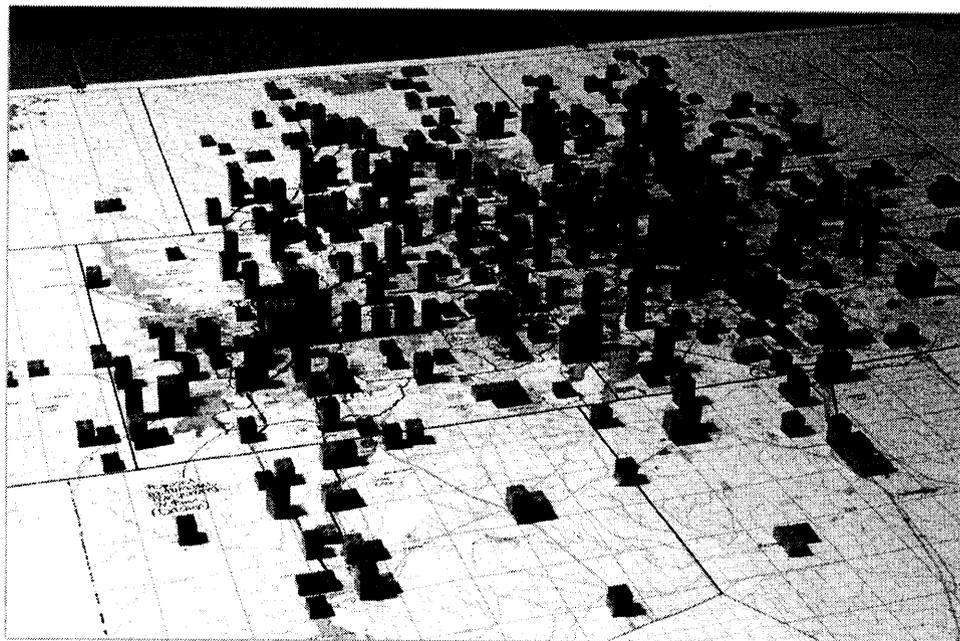
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**Group 12 Report**

**Headline: Sustainable Growth Through Regional Planning that Emphasizes Work Where You Live, Utilizing Multi-Modal Transportation Corridors**

**Key Concepts**

- Transportation corridors are multi-modal
- Regional watershed management creates natural corridors & connectivity
- Work where you live & play
- Education is the stimulus for future job growth & expansion of the knowledge economy
- Focus density around multi-modal infrastructure
- Mixed use
- Large open spaces
- Create an intermodal transportation hub to create regional connectivity
- Criss-cross Metroplex with Regional Area Multi-Modal Systems, intersecting at DFW Airport
- Use educational facilities as nucleus for lifestyle centers
- Increase jobs around DFW & other airports
- Jobs around universities
- Regional comprehensive plan that emphasizes connectivity through natural systems & mobility systems

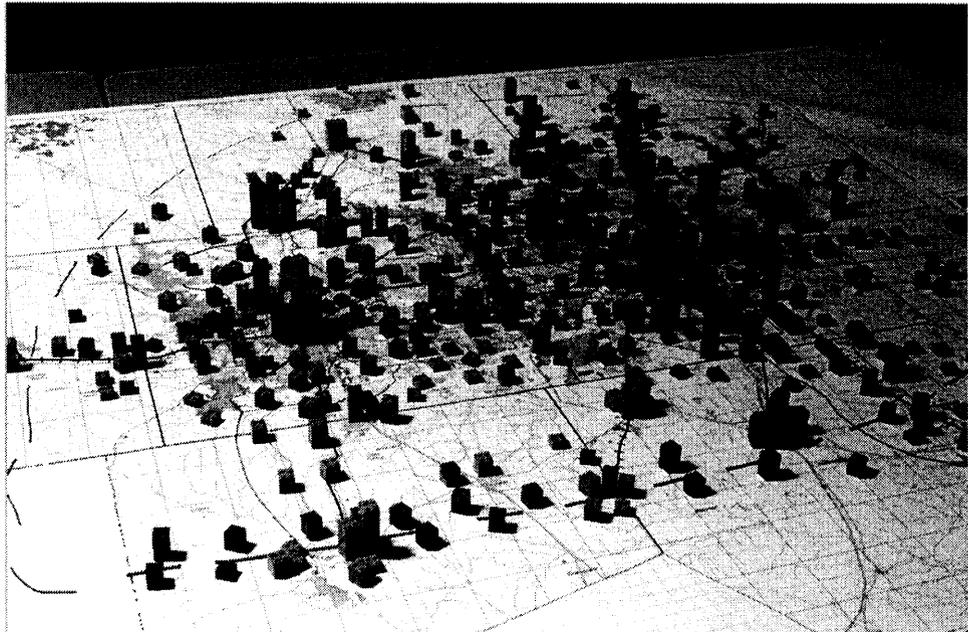


## ***Group 14 Report***

### **Headline: Efficient Transportation Drives Development Design Principles**

#### **Key Concepts**

- Develop mixed use along mass transportation/rail lines
- Develop along waterfronts
- Develop new town centers
- Extend/develop commuter rail lines from Fort Worth to Denton, Ennis & Weatherford
- Provide greenbelts & trails along rail lines
- TransTexas Corridor must be factored in to plans
- Provide a variety of housing options
- Mixed use live, work & play
- Mixed use development provides for school expansion & housing development
- Dense development – less single family
- Housing at commuter rail stations & in new town centers
- Housing closer to trails, veloweb & natural areas
- Employment along the TransTexas Corridor
- Define new downtown areas



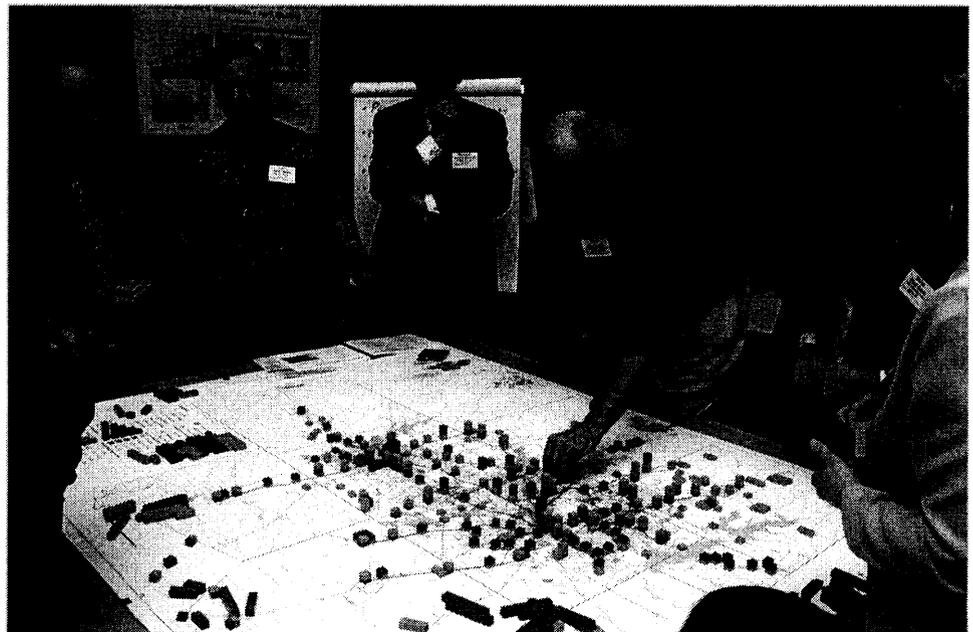
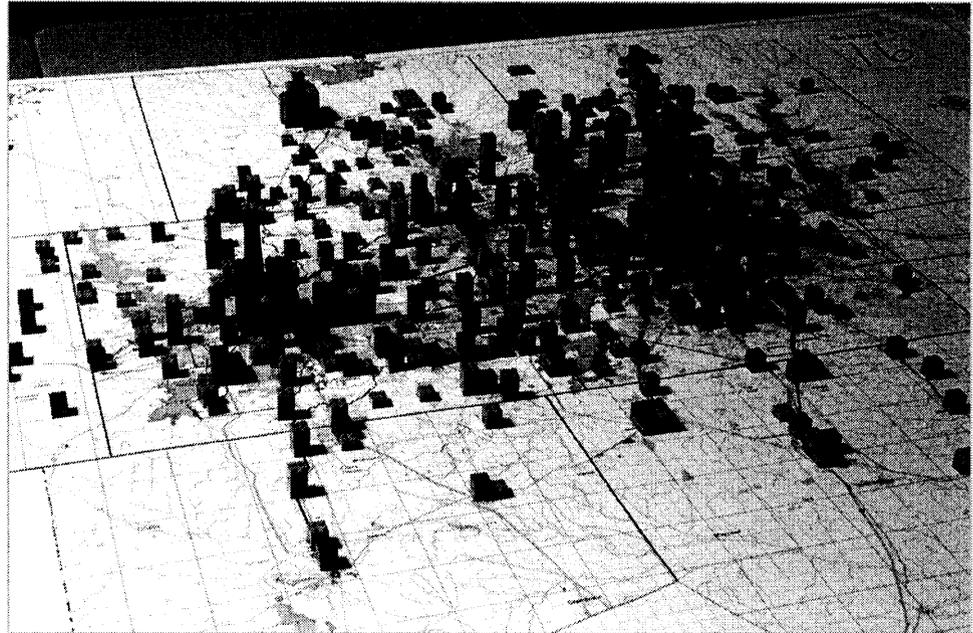
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**Group 16 Report**

**Headline: Connecting Efficient Lifestyles with Quality Places**

**Key Concepts**

- All cities must cooperate
- Sustainable development
- Enhance & implement the Trinity River projects
- Must provide support (entertainment, retail, etc.) for new residential development
- Utilize natural amenities (lakes & rivers) for new housing & jobs
- Different types of single family housing
- Provide common open space
- User-friendly public transportation
- Promote the excellence of schools
- Incentivize zoning & planning
- More public/private partnerships
- Promote local culture & sense of place
- Veloweb lines intersect at rail stations
- Identify priority job locations – DFW, Alliance, Dallas & Fort Worth cores, Frisco, I-20 & I-35, Addison area, 360/I-20 intersection area

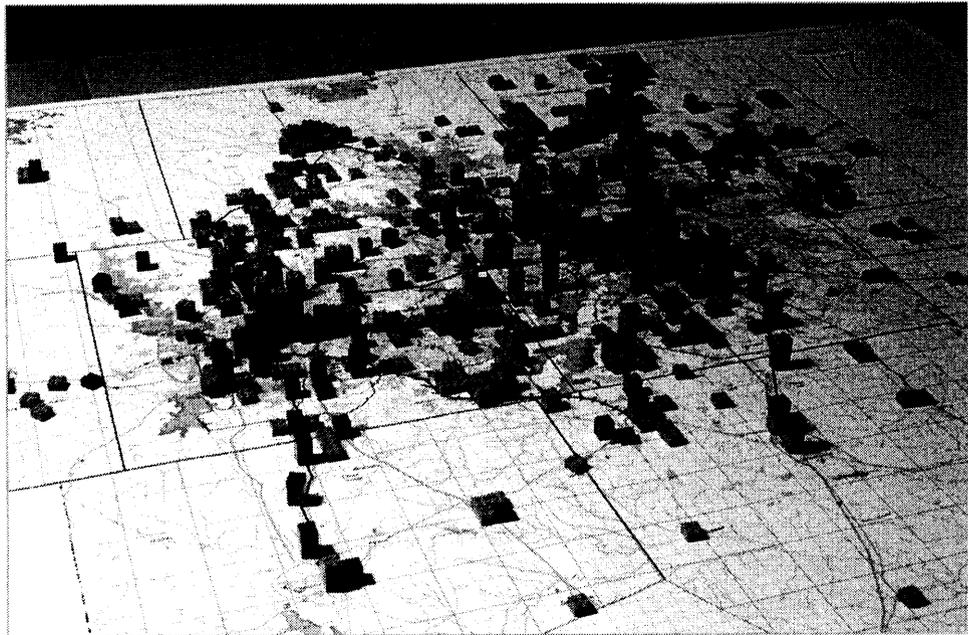


## ***Group 17 Report***

### **Headline: Working Regionally with Public-Private Partnerships to Create a Balanced Approach (in full support of 10 Principles)**

#### **Key Concepts**

- Agreed on 10 Principles
- Density – but at the same time maintain open spaces
- Transportation is the key for growth pattern
- Water is the second key feature
- Employment dictates where everything goes
- Open space & cultural areas also affect
- Protect watersheds
- Started with outlying areas (where we're from); realized the need to focus on existing cultural centers
- Ranch-style living (not all people like to live where jobs are, but they could have commuter rail to travel to workplaces)
- Pedestrian-oriented
- Activity centers (recreation, office on top of retail, medical, communal services)
- Sustainable, quality development with universal design features
- Commuter rail along 350 Mansfield to Fort Worth to Sherman
- Reserve future rail corridors

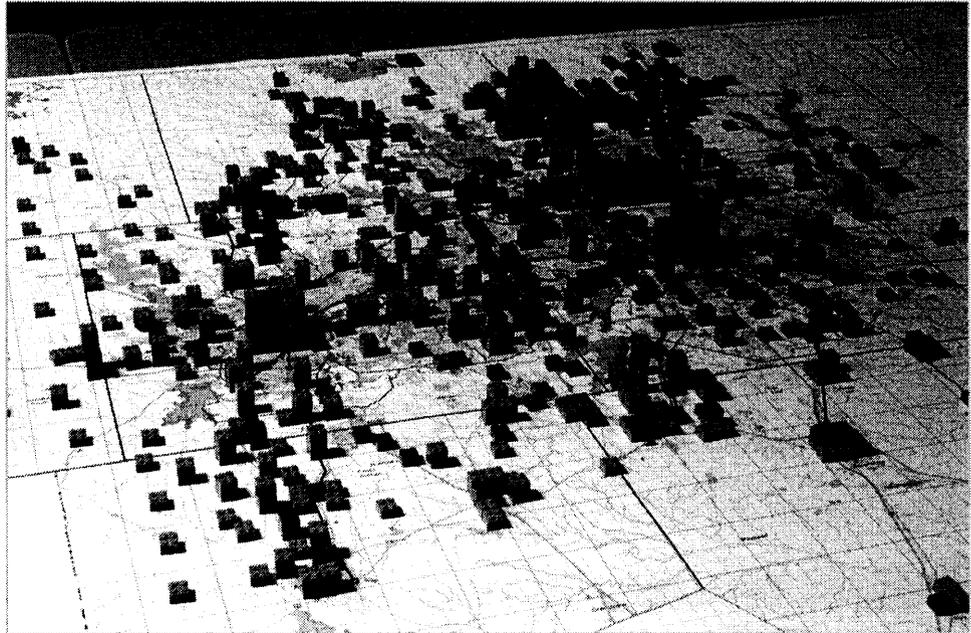


## ***Group 19 Report***

### **Headline: Mixed Use Activity Centers Serving as Hubs of Development Allowing for Quality Options to Live and Work**

#### **Key Concepts**

- Density centered around transportation corridors
- Controlled growth
- Design quality
- Pedestrian friendly
- Water, with hike & bike trails
- Amenity centers
- Planned neighborhoods
- Parks & environmentally sensitive areas
- Hub & spoke concept
- Need options, choices
- Good use of resources
- Quality development
- Mixed use activity centers serving as hubs of development allowing for quality options to live and work
- Predictability of transportation

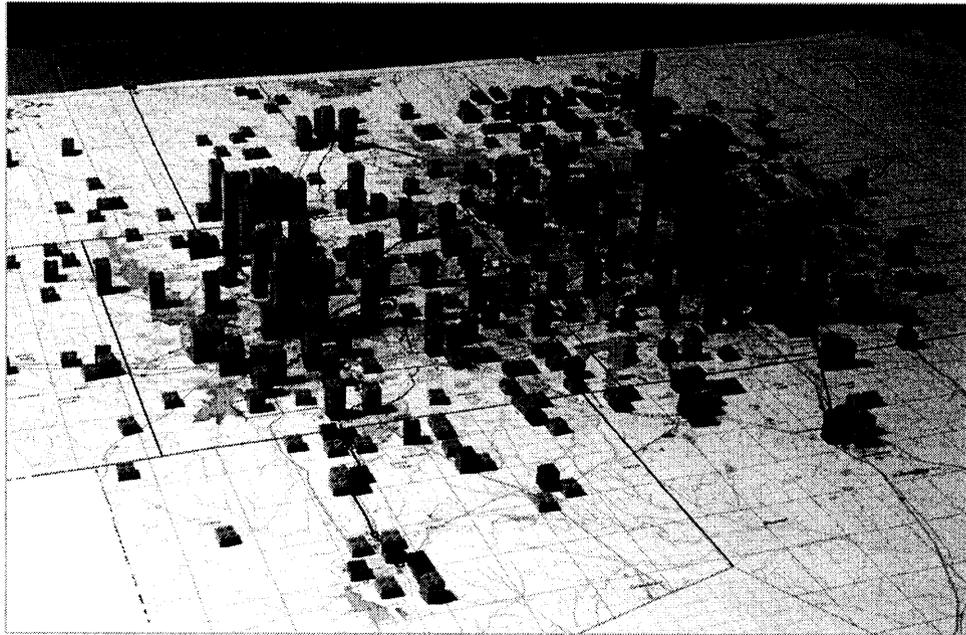


## ***Group 20 Report***

### **Headline: Recognizing Importance of Central Business Districts while Embracing Regional Employment Centers with Mixed Use along Transportation Corridors**

#### **Key Concepts**

- Preservation around water; new parks noted in green
- Downtown Dallas similar to San Antonio Riverwalk
- Embracing density & mixed use along transportation routes
- Sustainable growth and overlaying residential in the Central Business Districts
- Gas exploration out west – no residential
- Focus on current rail & future transportation
- Airport is key feature
- Employment 1st, residential 2<sup>nd</sup> to cut down on drive time
- Lakes – protect water, need to add more lakes, add drinking water
- Demographics are changing
- Intermodal rail development in south Dallas
- Gas prices will drive mixed use
- Development near college campuses
- Employment in Las Colinas, Denton, Carrollton



## 6. Polling Results

Keypad polling gave Vision North Texas the ability to gain immediate, anonymous feedback from the large group of participants, volunteers and others attending the workshop. The system used a Powerpoint presentation to show questions on large screens at the front of the ballroom. Wireless keypad devices were given to each person; buttons on the keypad were selected to respond to the questions on the screen. The group's responses were then shown on the large screens within a minute or two of the polling.

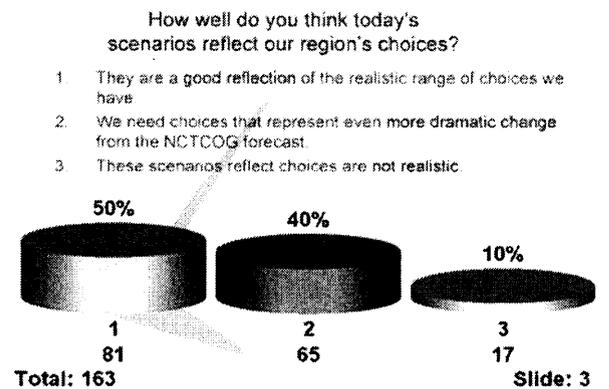
This keypad polling should not be interpreted as a statistically significant survey, nor is the group of respondents a statistically accurate representation of the region's population. However, these respondents are residents from the entire Metroplex who reflect the perspectives of diverse interests, are involved in community activities and are informed about regional issues. Their views suggest the direction regional leaders may choose to take in shaping the future.

### ***Are Scenarios Realistic?***

The first questions in the keypad polling series tested the respondents' views about the scenarios developed during the morning exercise. This exercise was not intended as a detailed analysis of specific properties or technical issues; by its nature, it focused on the broader issues of regional form. But organizers wanted to find out whether respondents felt the general direction advocated by the small groups made sense.

The keypad polling question used to test this perception is shown below, along with group responses.

The responses clearly support the direction advocated by small group participants. Half the respondents saw these scenarios as a "good reflection" of realistic choices for the region. An additional 40% felt that the region should be considering "even more dramatic change" from the forecasted growth pattern. These responses show strong support for the



Vision North Texas Understanding Our Options for Growth

concepts identified by Vision North Texas participants and for action to incorporate these ideas into local and regional policies.

### ***How Should We Evaluate Options?***

The second series of keypad polling questions investigated the issues that were important in creating a desirable pattern for future regional development. Since the constraints of a one-day workshop don't allow for extensive evaluation, Vision North Texas organizers wanted to gain a sense of the priority measures that should be used in further evaluation of scenarios. The second set of keypad questions asked respondents how important a set of evaluation measures were in making decisions about future development scenarios.

# Vision North Texas Phase 1 Report

In each case, four choices were available to respondents:

- ✓ Essential to examine immediately;
- ✓ Important;
- ✓ Interesting but not important; or
- ✓ Not worth evaluating.

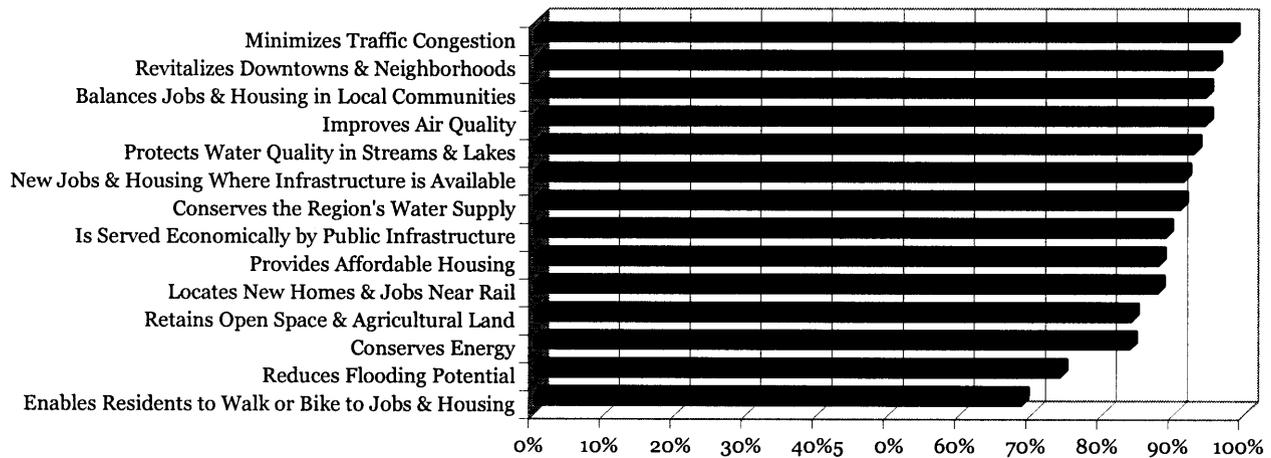
The table below lists the highlights of each of the potential evaluation measures tested. It shows the percentage of respondents who chose 'essential to examine immediately' or 'important' for the specific measure.

Not surprisingly, traffic congestion ranks at the top of the list of evaluation measures. Almost all (98%) of the respondents chose one of the top responses for reducing traffic.

The second-highest ranking for evaluating scenarios was for 'supports revitalization of existing downtowns and neighborhoods'. This measure, which has had far less regional discussion in the past, was ranked as essential or important by 96% of respondents. This response reflects a viewpoint that could help the region focus investment based on the importance of revitalization in developed communities.

The third and fourth questions received equal levels of support for the top two responses. Balancing jobs and housing within existing communities could change the development pattern in some 'bedroom' communities and

**Essential or Important Measures for Evaluating Scenarios**



might reduce pressures on the regional transportation system. Improving air quality is a quality of life, public health and economic concern for the region.

Three other measures received over 90% support as 'essential' or 'important'. These are protecting water quality in streams and lakes; locating new jobs and housing where public infrastructure is currently available; and conserving the region's water supply.

## ***What Should We Do Next?***

The final set of keypad polling questions asked respondents about next steps for Vision North Texas and the region. These responses will be used to help set priorities for action in the future. Respondents had four choices:

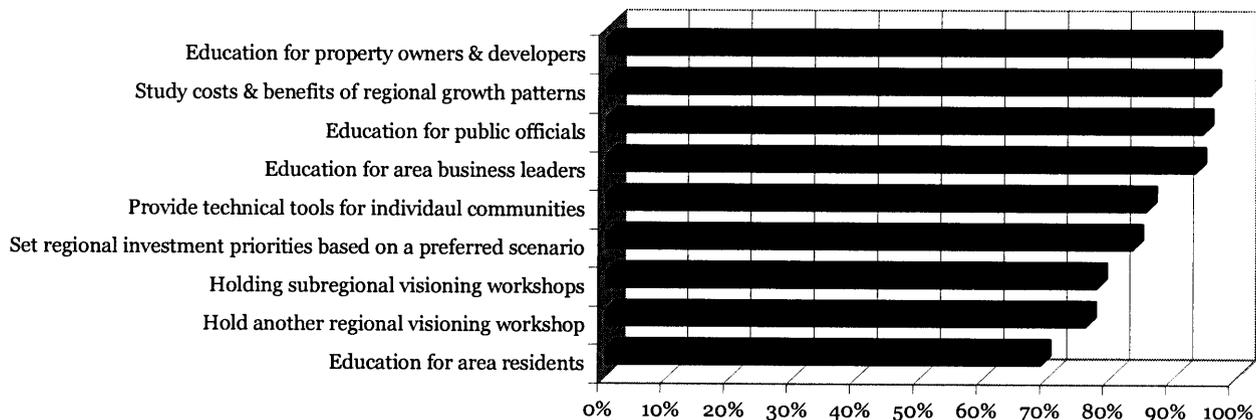
- ✓ Essential to undertake during the next year;

- ✓ Important to undertake as resources become available;
- ✓ Not a good use of regional resources; or
- ✓ Don't know enough to decide.

The chart below reflects responses to the first two choices. The highest priority for action was in the area of education – for property owners and developers. Education for public officials was the third-highest priority. Further study of the costs and benefits of growth patterns was second in priority order, with technical tools ranked fourth.

Surprisingly, 83% of respondents gave one of the top two responses to the idea of 'setting regional investment priorities based on a preferred growth scenario'. Over 50% felt this was essential to do in the next year. There was also strong support (77%) for holding visioning workshops at the subregional level.

### **Essential or Important Activities for the Region**



## 7. Results of Scenario Analysis

### **Scenarios Evaluated**

In total, nineteen scenarios have been considered in this effort to examine desired futures for the Dallas – Fort Worth Metroplex. The table below lists the amount of residents, households and jobs expected to come to the region by 2030; these growth levels were the same in all scenarios. All scenarios are described below.

<b>The Challenge for the Metroplex</b>			
	<b>2000</b>	<b>Added</b>	<b>2030</b>
<b>Residents</b>	5.1 million	4.0 million	9.1 million
<b>Households</b>	1.9 million	1.5 million	3.4 million
<b>Jobs</b>	3.1 million	2.3 million	5.4 million

### **NCTCOG 2030 Forecast**

The first scenario is, in many ways, the base case for comparison of all other scenarios. The NCTCOG’s official 2030 Forecast was developed by the Research and Information Services Department of NCTCOG. It was prepared through a standard process of forecasting and modeling based on past trends and policies reflected in the comprehensive plans of the region’s cities.

This scenario is the region’s currently-approved distribution of jobs and households. Transportation modeling of this scenario demonstrated that traffic congestion would significantly increase if growth follows this development pattern. The impacts of this scenario on the region’s quality of life prompted regional leaders to create Vision North Texas as a way to identify alternatives that can be more successful.

### **Workshop Scenarios**

Chapter 5 describes the creation of alternative development scenarios by 15 diverse groups of regional stakeholders. These scenarios all accommodate the same amount of growth but use different geographic patterns to do so.

### **NCTCOG Rail & Infill Scenarios<sup>2</sup>**

NCTCOG’s Transportation staff created two alternative scenarios while Vision North Texas was underway. Their policy direction is similar to some of the workshop scenarios.

The “Rail Scenario” sought to redistribute growth to more effectively use the region’s rail system. Population and employment growth (2010 – 2030) were redistributed from agricultural and high growth suburban areas to central business districts and rail station areas. Growth in existing single family neighborhoods, airports and undevelopable lands was unchanged from the 2030 forecast. Group 1, 10, 12 and 17 created scenarios similar to this Rail Scenario.

The “Infill Scenario” redistributed growth (2010 – 2030) to increase development in already-developed areas. Growth was moved from agricultural and high growth suburban areas to central business districts, infill areas and freeway & tollway frontages. Existing neighborhoods, airports and undevelopable lands retained current 2030 projections. The scenarios developed by Groups 4 & 19 are similar to this Infill Scenario.

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<sup>2</sup> The NCTCOG Rail & Infill Scenarios affected growth only within the Metropolitan Planning Area (MPA). Due to this geographic boundary, some outlying areas within the 10-county region maintained current 2030 Forecast demographics. Additionally, the Rail & Infill Scenarios redistributed growth occurring between 2010 and 2030, assuming that the distribution of growth occurring between 2000 and 2010 remained unchanged from the official 2030 Forecast. The Polycentric Scenario includes all of the 10 counties and allocated growth occurring between 2000 and 2030.

## Polycentric Scenario

A final scenario was developed after the April 25<sup>th</sup> exercise. It combines features of several workshop scenarios to create a hybrid that differs from the official forecast and from the Rail and Infill scenarios. This scenario also emphasizes development in the Dallas and Fort Worth central business districts and near transit stations. In addition, it focuses growth around centers such as the downtowns of smaller outlying communities. As a result, it distributes new growth more widely across the region but at higher intensities. It combines concepts from Groups 5, 6 and 11.

## Scenario Analysis Methods

The issues of greatest concern to workshop participants were evaluated using various modeling & analytical techniques; some data presented in April was also updated. Issues regarding the geographic distribution of households and jobs were analyzed using GIS mapping and spreadsheet tabulation. This analysis includes all 19 scenarios.

More detailed GIS analysis was used to examine the proximity of new development to key sites or regional features. The 2030 Forecast, Rail, Infill and Polycentric scenarios are included in this analysis. Transportation and air quality issues were analyzed by

NCTCOG's Transportation staff using complex transportation modeling techniques. The 2030 Forecast, Rail, Infill and Polycentric scenarios are included.

Some issues require precise assumptions about detailed development patterns. For these issues, more detailed analysis is needed to refine the policy intent reflected by the location of Lego<sup>®</sup> blocks on a square mile grid covering the region. These research areas are described at the end of this chapter.

## Results of Scenario Analysis

### Overall Distribution

The 19 scenarios produce a wide variation in the number of people and jobs in individual counties. The table below lists each county and then shows which scenario resulted in the highest and lowest share of the region's population and employment. The table shows the percentage of regional growth in each county as well as the percentage of the 2030 total population and employment that would be located there.

Dallas County's share of future growth ranges from just under 15% to almost 45%. All workshop groups envision a larger share of growth in this central county than under the 2030 Forecast. Tarrant County's share of future households ranges from about 18% to

County	Population						Employment					
	Highest Scenario	%		Lowest Scenario	%		Highest Scenario	%		Lowest Scenario	%	
		Change	2030		Change	2030		Change	2030		Change	2030
Collin	Group 17	23.7%	16.0%	Group 8	6.3%	8.2%	Group 1	18.9%	11.7%	Group 11	7.2%	6.8%
Dallas	Group 11	45.5%	44.7%	COG 2030	14.7%	31.1%	Group 6	48.9%	52.6%	Group 4	19.9%	40.5%
Denton	Group 2	20.6%	13.9%	Group 10	6.0%	7.4%	Group 2	22.5%	12.2%	Group 6	7.2%	5.8%
Ellis	Group 7	8.7%	5.0%	Group 20	3.1%	2.5%	Group 7	9.5%	4.9%	Group 17	2.3%	1.9%
Johnson	Group 4	9.8%	5.6%	Group 7	1.8%	2.1%	Group 4	8.0%	4.2%	Group 7	0.5%	1.1%
Kaufman	Group 7	9.7%	5.0%	Group 11	0.0%	0.7%	Group 7	4.5%	2.4%	Group 11	0.0%	0.6%
Parker	Group 10	7.6%	4.3%	Group 11	0.0%	0.9%	Group 4	6.3%	3.2%	Group 11	0.0%	0.5%
Rockwall	Group 4	4.1%	2.3%	Group 11	0.0%	0.4%	COG Infill	2.3%	1.3%	Group 11	0.0%	0.3%
Tarrant	Group 8	31.0%	29.7%	Group 19	17.5%	23.7%	Group 10	34.4%	30.3%	Group 7	20.4%	24.5%
Wise	Group 4	6.0%	3.2%	COG Rail, COG Infill, Groups 2, 6, 11	0.0%	0.5%	Group 5	3.4%	1.8%	COG Rail, COG Infill, Groups 2, 6, 11, 16	0.0%	0.4%

almost 31%. Notable variations also occur for Johnson and Kaufman counties, where the shares of household growth range from 0% to almost 10%. Group 11 placed the greatest emphasis on development in Dallas County; it located no new households in Kaufman, Parker or Rockwall counties. Under this scenario, almost 45% of the region's residents in 2030 would live in Dallas County.

The geographic distribution of new employment does not vary quite as widely, but there are also important differences in these patterns. Dallas County, where 55% of the region's jobs were located in 2000, continues to be the largest employment center under all scenarios. But Dallas County's share of regional employment growth is less than 55% in all cases, so its share of employment declines over time. These scenarios locate 40% to 52% of 2030 jobs in Dallas County.

Tarrant County had the second highest number of jobs in 2000 (27% of the total). Group 10's scenario would give Tarrant County a 30% share of the region's jobs in 2030. The lowest allocation of jobs to this county (by Group 7) would mean a decline to a 24% share. Collin, Denton and Ellis counties all increase their share of regional employment under all 19 scenarios.

### Transportation System

Traffic congestion was the most important evaluation measure for workshop participants. The four scenarios modeled by NCTCOG show that changes in development patterns can make a significant difference to the region's residents and taxpayers.

The table below summarizes the results of transportation modeling for these scenarios. As expected, the Rail Scenario dramatically increases the number of trips on transit. The Polycentric Scenario increases transit travel more than the Infill Scenario. All three alternatives reduce the average trip length,

the amount of vehicle miles traveled and the hours spent traveling.

Scenario	NCTCOG 2030	Rail	Infill	Polycentric
<b>2030 Data For All Scenarios (Metropolitan Planning Area)</b>				
Average Trip Length	12.0	11.0	11.6	10.7
Rail Transit Boardings	247,000	375,000	268,000	275,000
Non-Rail Transit Boardings	360,000	463,000	399,000	418,000
Vehicle Miles Traveled	236 M	221 M	225 M	214 M
Vehicle Hours Traveled	6.5 M	5.9 M	6.0 M	5.6 M
<b>Transportation System Benefits (Based on the Reduction in Level of Service 'F' Roadways Compared to 2030 Forecast)</b>				
Vehicle Hours of Delay	--	-24.0%	-19.0%	-32.5%
Lane Mile Needs	--	-55.5%	-40.5%	-71.5%
Financial Needs (\$ Billions)	--	-\$12.1	-\$8.8	-\$15.6
Roadway Pavement Needs (square miles)	--	-2.8	-2.0	-3.5
NOx Emissions (Nitrogen Oxides)	--	-4.1%	-3.9%	-8.5%
VOC Emissions (Volatile Organic Compounds)	--	-5.3%	-5.2%	-11.0%

This table clearly shows that the region can benefit from the development patterns desired by workshop participants. The Polycentric Scenario would reduce the hours residents spend stuck in traffic by 32.5% and would require 71.5% fewer lane miles to meet their needs. It also has the biggest impact on our spending for transportation – it requires \$15.6 billion less to meet these needs. In all cases, less land in the region must be paved to handle traffic. The Polycentric Scenario would save an area almost as large as the city of University Park from paving.

These scenarios all accommodate the same amount of growth. The alternatives reflect patterns desired by the diverse stakeholders

who participated in the workshop. The transportation modeling shows that these patterns also help reduce congestion and decrease the spending needed to meet transportation needs.

## Downtown & Neighborhood Revitalization

The keypad polling respondents at the Vision North Texas Workshop ranked the revitalization of existing downtowns and neighborhoods as the second most important measure for evaluating these scenarios. Of these respondents, 96% felt this was an 'essential' or 'important' measure.

The downtowns of Dallas and Fort Worth are the historic centers of this region. Once the centers of commerce and culture, today they continue those roles even as they attract new retail, entertainment and housing. Many of the workshop groups supported revitalization.

Analysis of these two downtowns focused on the allocation of the new jobs and households anticipated between 2000 and 2030. The GIS analysis of four scenarios is summarized in the table below. All alternatives locate more of the region's growth in the two central city downtowns than the 2030 Forecast does.

Share of Growth in Center City Downtowns	NCTCOG 2030	Rail	Infill	Poly-centric
<b>Dallas</b>				
New Jobs	2.5%	3.2%	3.2%	4.8%
New Households	2.3%	4.0%	3.0%	3.1%
<b>Fort Worth</b>				
New Jobs	1.6%	3.0%	3.2%	2.3%
New Households	1.0%	2.8%	2.0%	2.0%

While Fort Worth and Dallas are the historic centers of this region, there are many other downtown areas within the region. Also, there are many communities with neighborhoods that need revitalization.

To examine the distribution of anticipated growth among these areas, all cities within the 10-county study area were grouped into one of four categories. This classification is based on four major factors that describe the cities' roles in the region and in its historic development pattern. These factors are:

- Extent of urbanization;
- Median age of the housing stock;
- Whether the city is land-locked or is able to annex adjacent land; and
- Proximity to the two center cities of Dallas and Fort Worth.

Core Cities include the two center cities of Dallas and Fort Worth. First Tier Cities includes cities like Irving, Richardson and Haltom City that are adjacent to the Core Cities and were largely developed by the 1990's. Outlying Cities are further from the Core Cities but are largely urbanized and still growing. Grapevine, Coppell, Frisco and McKinney are examples of Outlying Cities.

Communities like Waxahachie are defined as Separate Cities because they are physically separate from the region's main urban area. Towns are also separate but are less urban; they include places like Anna. The Rural Areas category includes unincorporated areas.

The table below shows the distribution of new households and jobs by these regional form types for the four scenarios studied.

Regional Form Types – Share of New Households	NCTCOG 2030	Rail	Infill	Poly-centric
<b>Core Cities</b>	15.5%	31.3%	31.1%	31.7%
<b>First Tier Cities</b>	11.7%	17.0%	13.1%	24.7%
<b>Outlying Cities</b>	27.2%	22.6%	17.0%	19.9%
<b>Separate Cities</b>	8.2%	4.0%	4.0%	7.3%
<b>Towns</b>	7.4%	3.8%	4.8%	6.0%
<b>Rural Areas (unincorporated)</b>	29.9%	21.3%	29.9%	10.4%

# Vision North Texas Phase 1 Report

Regional Form Types -- Share of New Jobs	NCTCOG 2030	Rail	Infill	Poly-centric
Core Cities	28.6%	34.6%	32.2%	33.4%
First Tier Cities	21.2%	26.0%	23.6%	26.2%
Outlying Cities	20.8%	17.1%	14.6%	19.7%
Separate Cities	8.2%	4.9%	4.7%	7.7%
Towns	5.7%	3.7%	3.8%	6.0%
Rural Areas (unincorporated)	15.3%	13.6%	21.1%	7.0%

All three alternatives place more new housing in the two Core Cities. Rail and Polycentric continue this emphasis on revitalization of developed communities with more housing in the First Tier Cities. These three options locate less housing in the Outlying Cities and the Towns than does the Forecast. The Polycentric Scenario locates more households in the Separate Cities and Towns. Only the Infill Scenario is comparable to the Forecast in development of currently rural areas.

All four scenarios locate the largest share of new jobs in the Core Cities; the three alternatives continue to emphasize revitalization by locating a higher share of jobs in the First Tier Cities as well. The Rail Scenario has fairly low job growth in the outlying communities. The Infill Scenario also places less emphasis on these areas, but includes job growth in currently rural areas that is comparable to the Forecast. This is a result of the scenario's emphasis on job locations along major freeway and tollway routes, which extend through these unincorporated areas. The Polycentric Scenario has significantly less job growth in rural areas but notably more jobs in the Separate Cities and Towns. This is a reflection of its concept of emphasizing growth in many centers around the region.

## Jobs – Housing Balance

The concept of a jobs-housing balance means that an area has enough jobs so all its residents in the labor force could live and

work in the same area. If subareas of the region are in balance, there is a better chance that residents can work closer to home (though a balance does not mean all residents will choose to do this).

All 19 scenarios were evaluated in terms of the jobs-housing balance for each of the 10 counties in the region. A county was considered to be well-balanced if it was within 10% of the regional total. Most scenarios improve the jobs-housing balance of the region. In all but two, Tarrant County is well-balanced. Group 14's scenario provides this balance in Ellis, Johnson, Parker and Tarrant counties. Ten of the 19 scenarios add jobs and households in balanced proportions for 3 to 5 of the region's counties.

## Air Quality

The tables found in the transportation analysis section above show that all three alternative scenarios reduce the emissions linked to air pollution. By growing in these ways, our region's residents should enjoy important health benefits.

## Infrastructure Availability

Development in existing communities is more likely to have infrastructure available or able to be extended cost-effectively. As noted in the discussion of existing downtowns and neighborhoods, the Rail and Polycentric Scenarios locate more jobs and households in these areas than the 2030 Forecast does.

## Development Near Rail Stations

In the 2030 Forecast, 20% of new jobs and almost 10% of new households are within 1/4 mile of the transit station in the 2025 Mobility Plan. The Rail Scenario locates 35% of new jobs and almost 48% of new households in this vicinity. The Polycentric Scenario locates 36% of new jobs and 32% of new households close to transit stations.

### **Open Space & Agricultural Lands**

Land in traffic survey zones that are less than 50% developed was considered to be in open space or agricultural use; some of this land is also in floodplains. 73% of the 2030 Forecast's new households are located in these areas. In contrast, this share drops to 60% for Infill, 50% for Rail and 37% for Polycentric, suggesting more potential for the preservation of open space and agriculture.

### **Ability to Walk or Bike to Work**

The proximity of new jobs and households to the Regional Veloweb system was used to evaluate this measure<sup>3</sup>. Under the 2030 Forecast, 21% of new households and 35% of new jobs are within 1/4 mile of the veloweb. The Rail, Infill and Polycentric scenarios all locate people and jobs closer to the veloweb, with up to 38% of new households and 43% of new jobs this close to the veloweb.

### **Measures for Future Research**

Qualitative effects of four evaluation measures are highlighted below. A detailed analysis of these topics should be included in Phase 2 of Vision North Texas.

### **Water Quality in Streams & Lakes**

The reduction in street paving noted for all scenarios should help reduce water pollution due to runoff from roads. The higher intensity of development in these scenarios means less impervious surface – pavement and structures – in the region. More analysis of site development patterns is needed to quantify regional water quality effects.

### **Regional Water Supply**

Water consumption in the region is affected by many factors, including industrial needs,

irrigation use and the pricing structures of the water providers. A quantitative assessment of the scenarios' impacts requires more specific assumptions about these and other factors.

### **Affordable Housing**

The price of housing does not relate directly to the intensity of development. A declining neighborhood of small homes may have the same number of homes per acre as an upscale condominium development but their values are dramatically different. Lower intensity does not directly translate into lower price. These scenarios will change the character of residential neighborhoods in many parts of the regions. Further research is needed to assess these factors' impact on housing affordability.

### **Energy Conservation**

The reduction in vehicle miles traveled under the alternative scenarios translates into fewer gallons of gasoline and thus less energy used. More detailed assumptions are needed about factors such as building practices that affect non-vehicular energy consumption.

### **Flood Protection**

Reducing impervious cover helps to reduce risks from flooding because water does not run off as quickly during major flood events. For this reason, the alternative scenarios should help reduce flooding. Other development factors that could reduce flooding – such as protection of floodplains and requirements of on-site stormwater retention – cannot be determined by the location of Lego<sup>®</sup> blocks that each cover a square mile of the region. A more detailed assessment of impacts will require a fine-grained analysis of the development patterns in the region and their relationship to floodplain areas.

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<sup>3</sup> The Veloweb is the adopted plan for regional bicycle facilities. This analysis considered the midpoints of grid cells to determine proximity to the veloweb routes.

## 8. Next Steps

### ***Vision North Texas Phase 2***

The partners that organized the first phase of Vision North Texas found very strong interest and support for continuing this effort.

Starting in June, the Regional Visioning Committee (RVC) discussed possible tasks for a Phase 2 work plan and strategies for raising funds to support this work.

In early September, a work plan was adopted by the RVC. The committee's first priority is to ensure that the second phase continue as a strong and equal partnership between the public and private sectors. This partnership is to be reflected in the financial support and policy direction for future work.

Phase 2 is intended to extend from July of 2005 through approximately September 2007. This time frame includes the 2005-2006 and 2006-2007 fiscal years for ULI and NCTCOG and should provide more certainty to the program than one year of funding would. The Phase 2 organizational structure and four major initiatives are summarized below and in the chart on the next page.

### ***Organizational Structure***

The first phase of Vision North Texas built on work previously done by the Center of Development Excellence at NCTCOG. This center is staffed by NCTCOG staff and directed by a public-private Steering Committee chaired by Fernando Costa AICP. As Vision North Texas moves into a second phase, it seems appropriate that Development Excellence and Vision North Texas initiatives be even more closely linked. Therefore, the RVC has proposed that a single public-private steering committee be created

(through NCTCOG and ULI) to direct both efforts. This work plan reflects this concept; new partnership agreements will be needed to formalize the working relationships and responsibilities of NCTCOG, ULI and other partners.

### ***Education and Outreach***

Participants in the April workshop placed education at the top of the priority list for next steps. The principal activities here include presentations to a variety of public, private and civic groups around the region. A speakers bureau will be established and presentation materials prepared. Also, a system for electronic broadcasts of new information will be put in place to give workshop participants updates on progress.

### ***Involvement***

Four major strategies will expand public involvement in this regional dialogue. First, subregional workshops will be held so stakeholders in smaller geographic areas can refine the appropriate development patterns for their parts of the region.

Second, standardized visioning materials will be developed for use by organizations with their own members. One set will allow civic groups to conduct a regional visioning discussion at membership meetings. A second set will be designed so local governments can use it when they update their comprehensive plans and capital improvement programs.

Third, an online visioning exercise will be created that will enable an individual to learn about regional issues and provide feedback electronically.

**Proposed 2005 – 2007 Work Plan  
Vision North Texas Phase 2**

***Education & Outreach***

Educate regional residents, business leaders, elected & appointed officials to raise awareness about the growth anticipated in the region and the choices for accommodating it in a way that is successful and sustainable.

**Phase 2 Objectives:** Reach elected and appointed officials of more than 100 cities and counties in the metropolitan area, 20 targeted groups of regional leaders in all parts of the region, and up to 50 additional interested organizations (with 30 or more members), and educate them on these issues.

***Involvement***

Involve more people in this discussion of the choices available to our region and the application of the Ten Principles of Development Excellence.

**Phase 2 Objectives:** Invite at least 100 additional regional stakeholders to join this dialogue through workshops in at least 3 subareas of the region. Bring elected officials together who face similar challenges and opportunities.

***Research into Development Excellence Best Practices***

Research the implications of these choices and the tools we can use to achieve a desired choice; make available and celebrate the best practices for development excellence in the region.

**Phase 2 Objectives:** Focus on issues such as costs and benefits of alternative growth patterns to public and private sectors. Conduct research on at least three tools and/or techniques that are appropriate to this region and that help stakeholders take action to achieve development excellence.

***Policy Decisions***

Decide whether to create a preferred regional scenario and, if so, what level of detail it should have and what role it should play.

**Phase 2 Objectives:** Agree on a policy recommendation to be adopted by resolutions of the ULI North Texas District Council's Executive Board and the Development Excellence Steering Committee and present this recommendation to the Regional Transportation Council and/or NCTCOG's Executive Board.

## Vision North Texas Phase 1 Report

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Fourth, a series of sessions will be held so elected officials of communities in similar areas can collaborate on solutions to regional issues. For example, a Mayors' Forum may be held for cities throughout the region that are considered 'First Tier Cities', since these communities are facing similar challenges and may be able to play similar roles in shaping the region's growth pattern.

In all cases, these involvement tools will be structured so the results of these discussions can be incorporated in the overall Vision North Texas process. As a result, they will engage residents and organizations and will also contribute to the region's consideration of future development patterns.

### ***Research into Development Excellence Best Practices***

Many Vision North Texas participants believe that an analysis of the economics of various development patterns will be important to persuade business leaders and investors of the role these patterns play in economic vitality. This is one of the areas of research included in the Phase 2 work plan.

With assistance from UTA and others, 2 or 3 research projects will be completed during Phase 2. Also, several design studio courses will provide additional investigation of regional development and design.

The Center of Development Excellence (CDE) has led the successful CLIDE awards program and conducted research on 'development best practices'. Vision North Texas will help to share the lessons of the CLIDE award winners with communities across the region.

### ***Policy Decisions***

The final initiative of this work plan addresses the policy choices needed to effectively accommodate the region's future people and jobs. It should lead to decisions about whether to develop a 'preferred regional scenario' and how that scenario will be used in regional decision-making and investment processes.

Key activities here include policy discussions with stakeholder groups, city and county officials, ULI's Executive Committee, the Regional Transportation Council and the NCTCOG Executive Board. A decision would be made during 2006.

### ***Budget and Funding***

The first phase of Vision North Texas was accomplished in about 9 months. It had a modest budget of approximately \$86,000 and very significant in-kind contributions from many companies and public agencies.

Phase 2 involves an expanded range of activities and more extensive outreach in the region. For these reasons, it requires a larger budget than the first phase. Current estimates are that this Vision North Texas program might require up to \$300,000 per year, including the value of in-kind contributions.

Vision North Texas organizers intend to seek this funding from a variety of sources and expect to secure funding in approximately equal proportions from private and public sources.

## 9. Recognition

The first phase of Vision North Texas has been successful because of the resources, time, expertise and creativity of the many organizations and individuals that have been part of this partnership. These contributions are recognized below.

### ***Lead Partners***

#### **Urban Land Institute, North Texas District Council**

John Walsh, Chair  
Fernando Costa, Visioning Chair  
Kym Cross, Council Coordinator

#### **The University of Texas at Arlington**

Dean Don Gatzke, School of Architecture  
Professor Stephen Lawson, School of Architecture

#### **North Central Texas Council of Governments**

Mike Eastland, Executive Director  
John Promise, Director of Environment & Development

Karen Walz, Project Manager

### ***Regional Visioning Committee***

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Fred Balda, Hillwood Residential  
William Bancroft, Conbrio  
Ed Barry AICP, City of Irving  
Jan Hart Black, Greater Dallas Chamber of Commerce  
Bob Bullis, The University of Texas at Arlington  
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Joel Henrie, Denton County  
Corey Hines, Dunaway Associates  
Alicia Hopkins, North Central Texas Council of Governments  
Joseph Howell, Greater Fort Worth Builders Association

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David Marquis, South of the River  
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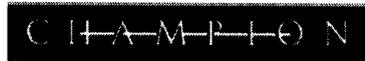


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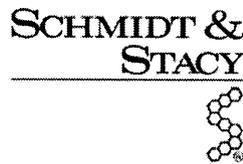
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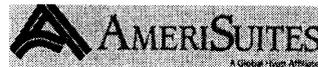


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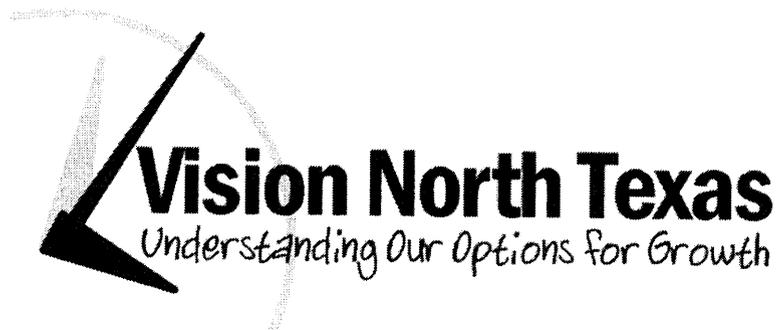
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Dennis Shingleton, UNT Health Science Center  
Fiona Sigalla, Federal Reserve Bank of Dallas  
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Phyllis Snider, River Legacy Foundation  
Greg Solomon, Burleson Area Chamber of Commerce  
Randy Sorenson, Carter - Burgess

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Rick Stopfer, City of Irving  
Carol Strain-Burk, City of Lancaster  
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Jeff Swope, Champion Partners, Ltd.  
Cissy Sylo, ASCE Dallas & City of Frisco  
John Terrell, Dallas-Fort Worth Airport  
Gail Thomas, The Trinity Trust Foundation  
Allison Thompson, City of Burleson  
Oscar Trevino, City of North Richland Hills  
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Sarah Walker, Riverside Alliance  
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Gary Weinstein, The Jewish Community Center of Greater Dallas  
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## **Project Assistance Provided By**

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# CITY OF PLANO

## PLANNING AND ZONING COMMISSION

**Work Session – June 21, 2006**

### **Agenda Item No. 2**

**Discussion and Direction:** Comprehensive Plan Revision

**Applicant:** City of Plano

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#### **DESCRIPTION:**

Discussion and direction on the revision of the Utility Element of the Comprehensive Plan.

#### **REMARKS:**

##### **Key Factors, Objectives and Strategies**

The outline below contains the key factors along with objectives and strategies organized under the three themes of the Comprehensive Plan: Livable City, City of Organized Development, and City in Transition. The commission reviewed the key factors and objectives at the May 15 work session. The focus for this meeting should be on the strategy statements.

#### **UTILITIES ELEMENT OUTLINE**

##### **Introduction**

- Purpose – A general, visionary document to guide decision makers regarding issues related to utility services and facilities.
- Major Themes – What is the relationship between major themes of the Comprehensive Plan and the Utilities Element? How does this element relate to the other chapters of the Comprehensive Plan?

#### **THEME I – LIVABLE CITY**

##### **Key Factors**

- How do utility services contribute to the quality of life in a city?
- Utility services provided – communications, electric, natural gas, water and wastewater
- Utility rates – How do the city's rates compare with those in the Metroplex? What cities should we use for comparison? What is the reason for Plano's favorable utility rates?

##### **Objectives**

- Provide for adequate public and private utility services to meet the need of city residents and businesses.
- Provide for utility rates that are competitive with those in other cities throughout the region while covering the cost of service provision.

### **Strategies**

- Develop and maintain a system of water and wastewater infrastructure and facilities that deliver safe and efficient service to all customers through ongoing monitoring and evaluation.
- Coordinate with private utility providers to ensure innovative service technologies are available to Plano customers.
- Develop rates for service delivery that cover cost of service provision and are comparable with other cities in the area. Regularly monitor the rates to ensure that they would not create a competitive disadvantage in relation to other cities.

## **THEME II – CITY OF ORGANIZED DEVELOPMENT**

### **Key Factors**

- Utility service providers – Who are they? What public and private systems are in place to provide utility services? The deregulation of private utilities has led to increased demand for access to the city's rights-of-way. However, it has allowed the city to decrease expenditures for private utilities.
- Water conservation – How does North Texas Municipal Water District's (NTMWD) "take or pay" system fit in with efforts to conserve water? How does water conservation impact the city's landscaping requirements?
- Infrastructure Maintenance and Replacement – What should the timing be for replacement and maintenance of private and public utilities? Where will the revenue come from to pay for maintenance and replacement of utility infrastructure?
- Public responsibility to private utilities – How does the City ensure adequate space within the public rights-of way for private service delivery without impacting its ability to meet its primary responsibilities?
- Storm water management – What is Plano doing in regards to storm water management?

### **Objectives**

- Provide and maintain safe, effective water and wastewater systems with adequate capacities to serve the city's current and future needs.
- Systematically improve and replace the water and wastewater infrastructure to ensure ongoing service.
- Encourage water conservation by city residents and businesses.
- Meet the goals and objectives of Plano's storm water management plan.
- Maintain a fair and equitable system of regulatory control over private utilities placed within the city's rights-of-way.

### **Strategies**

- Develop and implement a planned maintenance schedule for upgrading and maintaining the water and wastewater system.
- Implement the city's storm water management plan, monitor its effectiveness and refine as needed.
- Develop and implement an education program for property owners on how to conserve water and sustain landscaping.
- Provide annual reports of Plano's storm water management to the regulating authorities.
- Regulate control of use of public rights-of-way through the city's comprehensive right-of-way management ordinance. Update ordinance as needed to address service delivery innovations.

## **THEME III – CITY IN TRANSITION**

### **Key Factors**

- Changing development trends – Most of Plano's residential-zoned land is developed while the demand for housing is still high. There is an excess amount of land zoned for nonresidential uses and it is reasonable to rezone some of this land for residential development. Increased residential development will have the greatest impact on sanitary sewer capacity and upgrades in certain locations will be necessary. Water infrastructure is not affected in the same way because it has been designed to accommodate fire emergencies and its capacity exceeds use resulting from both residential and nonresidential development.
- Completion of water and wastewater system – How much has been completed?
- Impact Fees – These fees provide revenue sources for the city to build infrastructure required to service new development and redevelopment if it increases the size of the water meter serving a site. Continuation of impact fees could serve as a deterrent to redevelopment. Therefore, the city should consider the appropriateness of continuing the impact fee program at the next mandated review in 2008.
- Long range water supply plans – The North Texas Municipal Water District (NTMWD) is the supplier of water for Plano. Are there enough water resources to serve the members of NTMWD? How do we ensure an adequate supply of water for Plano and the other cities served by NTMWD?
- Impact of one water supply source – NTMWD currently has five supply points and multiple pumping facilities serving Plano. However, the city may need to consider other supply points, particularly in western Plano to address temporary system problems.
- Erosion control of creeks – Continued upstream development will increase water flow during storms in Plano's creeks, erode banks in certain locations, and impact the ability of the channels to function as nature intended. This will require efforts to reduce storm water runoff; but in most cases, it will be necessary to stabilize creek banks.
- Continue to work with the North Central Texas Council of Governments (NCTCOG) on Plano's plan for implementation of the Integrated Storm Water Management manual.
- Long term energy resources – What will the impact be on the local economy, city services and natural environment? What role should the city play in securing long term energy resources?

### **Objectives**

- Determine the feasibility of continuing the Impact Fee program.
- Ensure that Plano has the supply of water needed to meet long term needs of the city.
- Balance sanitary sewer capacity with long term land use requirements.
- Protect creeks and public and private property from the consequences of excess storm water runoff.
- Ensure that the city has temporary water connections to address emergencies.
- Continue participation in regional efforts to establish storm water best management practices.
- Promote multi-jurisdictional efforts aimed at providing for adequate long term energy supplies to serve the region and protect its natural environment.

### **Strategies**

- Use results of the water and wastewater system study at time of Impact Fee update to decide feasibility of continuing the program.

- Assess the ability of the sewer system to handle residential uses at locations rezoned for housing. Identify changes required to the existing system to accommodate residential uses.
- Evaluate the effectiveness of connections with other water supply systems to provide temporary, alternative sources in emergency situations.
- Continue implementation of Plano's Erosion Control Ordinance.
- Continue implementation of Plano's Storm Water Management Plan and other programs and initiatives within the Plano's Texas Pollution Elimination System permit from the Texas Commission on Environmental Quality.
- Continue participation in the NCTCOG's Integrated Storm Water Management manual program.
- Work with other jurisdictions to study impact of future growth on long term energy needs.

**RECOMMENDATION:**

Staff seeks the commission's direction and thoughts regarding the organization of the key factors and issues along with the objectives and strategies identified in the preliminary outline for the Utilities Element of the Comprehensive Plan. Staff is seeking answers to the following questions:

- Are there any strategies that need to be added or deleted from the outline?
- Is the commission ready for staff to develop the first draft of the text for consideration at a future work session?