

MEMORANDUM

October 16, 2009

To: Planning & Zoning Commission

From: Ken Baker, AICP – Director of Planning & Development Services

Subject: Southlake 2030 Plan Proposed Vision, Goals and Objectives

Action

Requested: Discuss and recommend approval for the proposed Vision, Goals and Objectives of the Southlake 2030 Plan.

**Background
Information:**

The vision, goals and objectives developed as part of the Southlake 2030 Comprehensive Plan define the values of the community and set both the framework and the tone for the rest of the plan elements. The proposed vision, goals and objectives were developed by the Southlake 2030 Plan Vision, Goals and Objectives Committee, using the Southlake 2025 Plan Vision, Goals and Objectives as a foundation. Goals and objectives were added and modified to reflect changes in the community over the last four years and to address new plan elements that are included in the scope of the Southlake 2030 Plan.

Staff has revised the draft vision, goals and objectives based on committee recommendations from the October 1, 2009 SPIN meeting. These changes are indicated in the attached document with **red text**. As directed by the committee, staff also incorporated changes based on comments received from Ray Chancellor (see Ray Chancellor's letter in Attachment B). These changes are indicated with **yellow highlighting**.

Financial

Considerations: None.

Strategic Link: The Vision, Goals and Objectives relate to all focus areas of the strategy map.

**Citizen Input/
Board Review:**

All meetings of the Vision, Goals and Objectives Committee were open to the public. The following committee meetings were held:

- August 13, 2009
- September 3, 2009
- September 17, 2009

In addition, a SPIN citywide meeting was held on October 1, 2009 (see the SPIN report in Attachment A).

A public hearing is scheduled for this item at the Planning & Zoning Commission meeting on October 22, 2009. A public hearing will also be scheduled at a City Council meeting pending Planning & Zoning Commission approval.

Legal Review: None.

Alternatives: Recommend modifications to the proposed vision, goals and objectives or move forward with the vision, goals and objectives as presented.

Attachments:

- (A) SPIN Meeting Report
- (B) Letter from Ray Chancellor
- (C) Southlake 2030 Plan Vision, Goals and Objectives

Attachment A
SPIN MEETING REPORT

CASE NO. N/A

PROJECT NAME: Southlake 2030 Plan – Vision, Goals & Objectives

SPIN DISTRICT: Citywide

MEETING DATE: October 1, 2009

MEETING LOCATION: 1400 MAIN STREET, SOUTHLAKE, TEXAS
MEETING ROOMS 3A & 3B

TOTAL ATTENDANCE: Thirty-two (32)

- **VISION GOALS & OBJECTIVES COMMITTEE PRESENT:** John Terrell, Mayor; Carolyn Morris, City Council; Brandon Bledsoe, City Council; Al Morin, P&Z Chairman; Darrell Faglie, P&Z Vice-Chair; Michael Springer, P&Z; Jeff Wang, P&Z; Joe Lancor, P&Z; John Slocum, Park & Rec; and Ray Tremain, SPIN
- **STAFF PRESENTING:** Shana Yelverton, City Manager; Ben Thatcher, Assistant City Manager; Jim Blagg, Assistant City Manager; Bob Price, Director of Public Works; Greg Last, Director of Economic Development; Ken Baker, Director of Planning and Development Services; Kari Happold, Deputy Director of Community Services; Clayton Comstock, Planner II; Richard Schell, Planner II; Jenny Crosby, Planner II; Daniel Cortez, Planner I
- **SUPPORTING STAFF PRESENT:** Robert Finn, Chief of Police; Mike Starr, Chief of Fire; Dennis Killough, Deputy Director of Planning and Development Services; Gordon Mayer, Deputy Director of Public Works; and Lorrie Fletcher, Planner I

STAFF CONTACT: Lorrie Fletcher, (817)748-8069; lfletcher@ci.southlake.tx.us

EXECUTIVE SUMMARY

Details

- The Southlake 2030 Plan Vision, Goals & Objectives Committee, along with City of Southlake staff members, presented the proposed Southlake 2030 Plan Vision, Goals & Objectives for review.

DISCUSSION

- Mayor John Terrell introduced the committee, staff, and Southlake 2030 Plan. He talked about the Vision, Goals & Objectives and described the process.
- Viewed *Southlake 2030 Plan – Planning Today for a Better Tomorrow* video
- Shana Yelverton spoke about the Southlake 2030 Plan and its relation to the Strategic Management System for the City of Southlake.
- Ken Baker introduced the Vision, Goals & Objectives.
- Staff members introduced the ten goals and summarized the associated objectives.
- Discussion was held regarding the objectives, comments were noted for possible “wording” changes.
- Citizen comments and suggestions.

SPIN Meeting Reports are general observations of SPIN Meetings by City staff and SPIN Representatives. The report is neither verbatim nor official meeting minutes; rather it serves to inform elected and appointed officials, City staff, and the public of the issues and questions raised by residents and the general responses made. Responses as summarized in this report should not be taken as guarantees by the applicant. Interested parties are strongly encouraged to follow the case through the Planning and Zoning Commission and final action by City Council.

Attachment B – Letter from Ray Chancellor

Re: Comments of Ray Chancellor Related to 10-9-2009 Spin Meeting

DRAFT RECOMMENDATIONS SOUTHLAKE 2030 OBJECTIVES

Introduction

Much work has gone into the development of the Southlake 2030 draft of recommendations. I do not care to second guess the professional staff and council members who have better insight into some of the management strategies needed to move the City ahead in the next 20 years. Still, I have to suggest that in the review process the enabling verbs or action words be considered carefully. They will dictate how the goal objective is to be evaluated in the future. Those that express value judgments and not action are difficult if not impossible to measure in future evaluations. For example, as small as the difference may seem, “Encourage high-quality design...” and “Foster (or ensure) high –quality design...” are evaluated in a totally different manner. “Encourage” is a value term and can be evaluated as being achieved if either 10 percent or 100 percent of the objective is accomplished-whatever that result might mean. “To foster or to ensure” requires the enabling objective to be written in a manner to be evaluated as accomplished or not accomplished. This is a minor item to most, but if management wants to actually evaluate strategic planning process status, attention must be given to the implicit and explicit meanings of the action verbs and how they are to be evaluated.

That issue is not the purpose of my suggestion. My concern rests on the failure of the Draft Plan 2030 to contain any action to consider the Southlake Cove Ecosystem in this important planning cycle. This ecosystem which has been studied from Hwy 377 to the Lake Grapevine Dam is centered on the north boundary of the City. Just a few decades ago this ecosystem incorporated a large region including the area from the lake to the north to Big Bear Creek to the south. In just a few years, all but about 10 percent of the original ecosystem has been lost to development. That remaining 10 percent now rests primarily on Corps of Engineers property and the few undeveloped areas north of Dove Road. This ecosystem is a community treasure and surpasses most such areas in Texas in biodiversity and species to be found. As written, the Draft Plan 2030 incorporates objectives that will impinge on the remaining portion of the ecosystem without first defining, protecting, and celebrating this unique treasure. Without addressing this backdoor approach to development in the remaining ecosystem, a City treasure will be lessened and can never be regained. It is time to carefully assess and recognize this treasure before letting even an iota of incremental development occur.

I have always supported the premise that development really can occur while preserving our natural heritage. The key is to recognize the scope and quality of the ecosystem in our city. Then, plan the wildlife corridors and the sensitive areas requiring protection to keep the ecosystem viable. Development plans and policy/regulations will then be put into practice that will allow quality development. As the Draft Plan is written, this process has been reversed. I ask that the committees consider planning strategies that will define, protect and celebrate this community treasure, primarily on Corps of Engineers property as a precursor to future planning strategies particularly related to Mobility plans, Quality Development, Parks, Recreation and Open Space, and Sustainability goals. These are my specific recommendations for wording changes. I will begin with Goal 4: Parks, Recreation, and Open Space which should be the driving force for seeking recognition and protection for this ecosystem that is a valuable community commodity.

1. ADD AN OBJECTIVE TO FOCUS ON THE ECOSYSTEM

“Define, protect, and celebrate the Southlake Cove Ecosystem as a community asset for future generations while exploring non-detrimental active and passive recreation opportunities.

2. Change the wording of Objective 4.2 to read :

“Ensure that parkland and open spaces include an integrated mix of developed and natural areas with the emphasis on protecting the City’s ecosystem and wildlife corridors.”

3. Objective 4.7-This objective contains ambiguous meanings in the words used. I know what is intended but “preserved natural” areas would not be a place for active recreational activities. Drainage areas if defined as natural areas could have wonderful “pocket trails” with educational signage and would provide a variation of park design. These would protect the natural history of the area, the wildlife corridors, and provide passive educational programs. I personally would omit this objective and incorporate its more narrow scope into a larger ecosystem plan.

4. Objective 4.9 Change wording to emphasize a Parks Department’s prime objective
“Develop plans to emphasize the City’s rich natural history and historical landmarks.”

5. Objective 4.13 Rewrite or eliminate

“In conjunction with the Corps of Engineers, pursue recreational opportunities on the Corps of Engineer’s property compatible with the goal of protecting and preserving the existing ecosystem for future generations.”

If the Park objectives are set first, then other objectives are affected. I recommend the following changes as a result of the Park changes.

Objective 1.4 Rewrite the objective

“Emphasize creativity and ensure environmental stewardship in the design of all development and public infrastructure, maximizing the preservation of natural features such as trees, topography, streams, wildlife corridors, and wildlife habitat.”

Objective 1.8 Rewrite the Objective

“Ensure high-quality design and a heightened sensitivity towards the integration of new development with existing development and urban design patterns.”

Objective 3.4 Rewrite the Objective

“Explore opportunities to link Southlake’s pathways to systems in adjacent cities including ecologically non-detrimental nature trails on Corps of Engineers property.”

Objective 7.7 Rewrite the Objective

“Recognize the importance of and protect the biological diversity for the ecological and aesthetic benefit of the community.”

As I said in the meeting, light pollution, primarily from the town center area, and omni-directional lighting at businesses along HWY 114 has reduced the number of stars visible to the naked eye by a

magnitude of 3. This means one can see only about 1/6 of the stars that were visible only 15 years ago. Newcomers have no idea how beautiful the sky used to be here in Southlake. The Milky Way was a visible part of the sky—no longer.

I would like to see the community be attuned to what is happening as a result of air quality , light dispersion, and dust. The “Light-Pollution Free” city designation could be used to emphasize other environmental objectives and certainly fits the vision statement that says”...epitomizes both economic and environmental sustainability.” Some directional lighting is already used and the city should be praised for that. Just an idea...

I wish to compliment the staff. They and the respective committee members have diligently worked to put together an excellent draft. Thank you for considering the issues I have raised. If any comments need further detail, feel free to contact me.

Respectfully submitted,
Ray L. Chancellor, Ph.D.
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Draft Vision, Goals & Objectives

October 16, 2009



DRAFT RECOMMENDATIONS

SOUTHLAKE 2030 VISION STATEMENT

Southlake will continue to enhance its status as a desirable, attractive, safe, healthy and fiscally-sound community with quality neighborhoods, while maintaining a high standard of living, learning, shopping, working, recreation, and open spaces. Southlake will continue to be a vibrant community that epitomizes both economic and environmental sustainability.

SOUTHLAKE 2030 GOALS & OBJECTIVES

Goal 1: Quality Development

Promote quality development that is consistent with the Urban Design Plan, well-~~designed and~~ maintained, attractive, pedestrian-friendly, safe, contributes to an overall sense of place and meet the needs of a vibrant and diverse community.

- Objective 1.1 Encourage the maintenance of existing neighborhoods, features and amenities in order to preserve property values and a unique sense of place.
- Objective 1.2 Create and preserve attractive pedestrian-friendly streets and pathways ~~that limit the impact of the automobile to encourage transportation alternatives to the automobile.~~
- Objective 1.3 Encourage appropriately-scaled neighborhood design that compliments existing development patterns while creating unique places, recognizing that quality residential neighborhoods are the cornerstone of our community.
- Objective 1.4 Emphasize creativity and environmental stewardship in the design of all development and public infrastructure, maximizing the preservation of desirable natural features such as trees, ~~steep slope topography~~, streams, **wildlife corridors** and habitat.
- Objective 1.5 Promote unique community character through a cohesive theme by emphasizing urban design detail and performance standards for structures, streets, street lighting, landscaping, entry features, wayfinding signs, open spaces, amenities, pedestrian/automobile orientation and transition to adjacent uses.

- Objective 1.6 ~~Incorporate~~ Consider high-quality single-family residential uses as part of a planned mixed-use development at appropriate transitional locations.
- Objective 1.7 Explore and encourage opportunities for redevelopment when appropriate.
- Objective 1.8 Encourage ~~Ensure~~ high-quality design and a heightened sensitivity towards the integration of new development with the existing development and urban design pattern.
- Objective 1.9 Strengthen street and landscape design standards to enhance the visual quality along major corridors.
- Objective 1.10 Continue to promote a strong working relationship with the Texas Department of Transportation to improve the appearance of bridges, embankments and entryways into the City.
- Objective 1.11 Ensure that city- and developer-provided infrastructure is functional, aesthetically well-designed, and integrated with the natural environment.
- Objective 1.12 Continue to strengthen the City's regulations to encourage effective signage that is appropriately designed and scaled to minimize adverse impacts on community aesthetics.
- Objective 1.13 Explore creating participation programs with home owner associations and subdivision groups to enhance the long-term viability of neighborhood features and amenities.

Goal 2: Balance

Maintain a balanced approach to growth and development in order to preserve the City's assets (schools, public safety, and competitive edge in the region) and fiscal health.

- Objective 2.1 Encourage a balance of uses, including retail, office, medical, hospitality, entertainment, institutional, industrial and residential that is both responsive to and sustainable within changing market conditions and sustains growth in property values for the future.
- Objective 2.2 Support appropriate public-private financial partnerships that will help retain and enhance the City's economic base.
- Objective 2.3 Ensure the City's built environment fosters a positive relationship between the taxable value of real property and the corresponding cost of municipal services.

Goal 3: Mobility

Develop an innovative mobility system that provides for the safe, convenient, efficient movement of people and goods, reduces traffic congestion, promotes energy and transportation efficiency and promotes expanded opportunities for citizens to meet some routine needs by walking or bicycling.

- Objective 3.1 Provide a safe and efficient street and pathways network that allows travel to shopping areas, schools, parks and places of employment, reducing the need to travel on the City's major arterials (FM 1709, FM 1938, or SH 114) and minimizes cut-through traffic in residential neighborhoods.
- Objective 3.2 Implement and promote a mobility system that addresses safety, design, comfort and aesthetic elements such as landscaping, crosswalks, railing, lighting, traffic-calming and signage in order to provide distinct character and functionality for the City.
- Objective 3.3 In accordance with a need identified by the Citizen Survey, provide and promote a continuous pedestrian pathways system that is user-friendly, efficient, safe, economical, and connect parks, shopping, schools, work and residential areas.
- Objective 3.4 ~~Explore~~ Pursue opportunities to link Southlake's pathways to systems in adjacent cities and trails on the Corps of Engineers property.
- Objective 3.5 Develop a program to encourage the dedication of easements for pathway construction in accordance with the sidewalk priority plan and Capital Improvements Plan.
- Objective 3.6 Identify and prioritize the funding and construction of mobility system capital improvements projects according to the impacts on safety, system efficiency, costs, and maintaining acceptable levels of service.
- Objective 3.7 Increase safe bicycle mobility when reasonably possible.
- Objective 3.8 Work with the Texas Department of Transportation to identify, design and implement projects that prevent or relieve congestion in the area.
- Objective 3.9 Continue to evaluate and improve upon the existing mobility system within the City, maintaining existing infrastructure, making required

improvements and evaluating innovative ways to integrate transportation and land use.

Objective 3.10 Obtain adequate right-of-way for future roadway corridors and improvements.

Goal 4: Parks, Recreation and Open Space

Support a comprehensive integrated parks, recreation and open space system for all ages that creates value and preserves natural assets of the City.

- Objective 4.1 Ensure that new development incorporates usable open space.
- Objective 4.2 Ensure that parkland and open spaces include an integrated mix of developed and natural areas with consideration of protecting the City's ecosystem and wildlife corridors.
- Objective 4.3 Promote water conservation and reuse in the design of parks and open spaces.
- Objective 4.4 Utilize partnerships to create open space and recreation facilities.
- Objective 4.5 Ensure an even geographic distribution of park facilities and recreation activities—both active and passive—for citizens of all ages.
- Objective 4.6 Provide a full range of park facilities and linear linkages that will accommodate the current and future needs of the City's residents and visitors.
- Objective 4.7 Integrate active and passive recreational opportunities into preserved natural and drainage areas.
- Objective 4.8 Incorporate feedback received from the Parks and Recreation Citizen Survey into recreation activities and park facilities.
- Objective 4.9 Acknowledge the City's rich natural history heritage and historical landmarks.
- Objective 4.10 Determine parkland desirable for dedication as part of the development process based on classification, location and maintenance cost.
- Objective 4.11 Prioritize investments in existing and established parks understanding that there will be strategic opportunities for land acquisition.

Objective 4.12 Incorporate educational and learning opportunities within parks and related facilities.

Objective 4.13 ~~Explore~~ Pursue recreational opportunities on Corps of Engineers property compatible with the goal of protecting and preserving the existing ecosystem for future generations.

Goal 5: Public Safety

Establish and maintain protective measures and policies that reduce danger, risk or injury to property and individuals who live, work or visit the City.

Objective 5.1 Maintain an adequate level of police, fire and ambulance services commensurate with population and business needs.

Objective 5.2 Provide effective and efficient professional public safety services in partnership with the citizens we serve, encouraging mutual respect and innovative problem-solving, thereby improving the quality of life in our community.

Objective 5.3 Ensure compliance with the stated standard of response coverage and industry guidelines through the provision of facilities, equipment, personnel and roadways.

Objective 5.4 Ensure that all buildings and public facilities are constructed in compliance with all applicable federal, state, and local safety regulations and standards.

Objective 5.5 Maintain the continued compliance with national standard of excellence through the accreditation process.

Objective 5.6 Enhance and promote public safety through public-private partnerships and utilization and training of volunteers.

Objective 5.7 Maintain a high level of community readiness through training and communications among neighborhood and volunteer groups and city, county, state, and federal entities.

Objective 5.8 Develop and implement safety education programs that enhance the quality of life and safety in the community.

Objective 5.9 Promote security of public buildings and infrastructure.

- Objective 5.10 Ensure safe and ~~healthful~~ healthy working conditions for city staff, volunteers and officials by providing security, facility, vehicular and equipment maintenance, information, education and training.

Goal 6: Economic Development

Create a diversified, vibrant and sustainable economy through the attraction and support of business enterprises and tourism meeting the vision and standards desired by City leaders.

- Objective 6.1 Promote the City both nationally and regionally as a great place to live, work, visit, shop and recreate.
- Objective 6.2 Provide necessary, desirable and diverse goods and services for residents of the City.
- Objective 6.3 Foster an environment that retains and supports existing businesses to ensure the sustainability of our existing tax base.
- Objective 6.4 Attract desired businesses to ensure economic growth as well as continued employment and services for residents of the City.
- Objective 6.5 Enhance the quality of life for residents and the sustainability of City business through the promotion of the tourism, convention and hotel industry in the City.
- Objective 6.6 Develop a clear and understandable incentive policy that accomplishes the business attraction and retention goals of the City and is based on factors such as job creation, investment, quality of business, ~~rate of return and overall impact on the community~~ return on investment and overall value to the community.
- Objective 6.7 Foster communication between the public and private sectors.

Goal 7: Sustainability

Encourage the conservation, protection, enhancement and proper management of the natural and built environment.

- Objective 7.1 Maintain and implement policies to reduce the use of nonrenewable resources, such as energy in the heating, cooling, and operation and maintenance of city facilities.
- Objective 7.2 Promote public awareness and education on such sustainability issues as public health, energy and water conservation and overall environmental stewardship.

- Objective 7.3 Promote sustainable public and private development practices and patterns, building design, water-use reduction and waste reduction.
- Objective 7.4 Protect surface, storm, and groundwater quality from septic discharge, impervious surface runoff, improper waste disposal and other potential contaminant sources.
- Objective 7.5 Conserve, restore and promote tree and plant cover that is native and adaptive to the City and region while also protecting existing significant vegetation and maintaining the existing character of the City.
- Objective 7.6 Protect and enhance air quality in coordination with federal, regional and local agencies.
- Objective 7.7 Recognize the importance of ~~and protecting the~~ biological diversity for the ecological and aesthetic benefits to the community.

Objective 7.8 Define, protect, and celebrate the local Cross Timbers Ecosystem as a community asset for future generations.

Goal 8: Community Facilities

Plan and provide quality community facilities and services that effectively meet the service needs of Southlake’s residents and businesses.

- Objective 8.1 Provide ~~an acceptable~~ level of community facilities that meet the needs of both the existing and projected population.
- Objective 8.2 Encourage cooperation with the school districts in planning for and financing community facilities to encourage the cost-effective provision of resources.
- Objective 8.3 Systematically evaluate City-owned buildings in terms of their quality of service delivery and prioritize maintenance and renovation accordingly.
- Objective 8.4 Incorporate new computer and telecommunications technologies into public buildings and designated areas in order to improve time and cost efficiency of service delivery and to meet increasing demands of information access and sharing.

Goal 9: Partnerships

Fully utilize and coordinate with the City’s many partners to address issues facing the area, provide services and facilities, promote volunteerism, support events and programs and encourage economic growth.

- Objective 9.1 Partner with other government entities, non-governmental organizations and the North Central Texas Council of Governments to address regional and local issues.
- Objective 9.2 Continue mutually beneficial partnerships between the City and local school districts to explore the provision of facilities, services, technology, and other opportunities through open communication and close coordination.
- Objective 9.3 Continue active partnerships with non-profit organizations, civic groups and local businesses to create opportunities that benefit the community.
- Objective 9.4 Partner with local school districts to educate Southlake's youth in their municipality and seek youth input when planning the future of our community.

Goal 10: Infrastructure

Through sound management and strategic investment, develop, maintain, improve and operate public infrastructure that promotes health, safety and an enhanced quality of life for all members of the community.

- Objective 10.1 Ensure equitably-distributed and adequate services and facilities.
- Objective 10.2 Plan and program land acquisition and the installation of all essential public facilities to reasonably coincide with the need for such facilities.
- Objective 10.3 Identify and implement programs where costs may be shared by multiple agencies and/or developers.
- Objective 10.4 Provide for adequate public water and sewer services in appropriate areas of the City.
- Objective 10.5 Provide and maintain an effective stormwater management system throughout the City.
- Objective 10.6 Maintain and enhance existing infrastructure and levels of service through the provision of timely maintenance, repair and replacement as needed.
- Objective 10.7 Provide and maintain effective solid waste collection and recycling programs for residents.

Objective 10.8 Provide a streetlight system for adequate illumination for pedestrian and driver safety where appropriate.

DRAFT