North Texas Alternative Futures
Executive Summary

... building a future that is better than business as usual

September 18, 2009
Sheraton Grand Hotel
Irving, Texas
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Welcome
Thank you for participating in this important dialogue about the future of North Texas! The organizations that have partnered to create Vision North Texas recognize that the best possible future for our region is one that reflects the interests, goals and aspirations of our diverse residents, businesses and stakeholders. Your involvement in Vision North Texas will help create a valuable new ‘gamebook’ for our region – North Texas 2050. We appreciate the time, expertise and perspective you are sharing. Working together, we can make the future of North Texas even better than business as usual.

Agenda and Objectives
Today’s agenda is shown in the table to the right. Our objectives for the day are:

- Share our evaluation of scenarios that represent alternative futures for the North Texas region;
- Gain feedback and insight from all participants about these alternative futures and the action tools that would achieve them;
- Build agreement about the Guiding Principles and Vision that should direct North Texas 2050, and
- Through these discussions, expand the range of perspectives that are reflected in the North Texas 2050 to be drafted after this session.

After today’s session, the focus of Vision North Texas will turn to creation of North Texas 2050, which should be completed by the end of 2009. We invite you to mark your calendar for the Regional Summit on Friday, January 22, 2010, when North Texas 2050 will be released and its adoption & implementation will begin.
Discussion Questions

What are the characteristics of the best possible future for North Texas? Your ideas will help determine the answer to this question.

We ask you to join two discussion sessions today. In each, please contribute your opinions and listen to the perspectives of the other group members. Your discussion group will seek to reach agreement on answers to the questions below.

1. What are the advantages this scenario offers to the North Texas region of 2030 or 2050?
2. What are the disadvantages of this scenario for the North Texas region of 2030 or 2050?
3. How effective will these action tools be in actually producing a region that resembles this scenario?
4. How feasible is it to implement these action tools?
5. How would your group update or modify the region’s guiding principles? See page 22 for possible revisions and additions to the adopted Principles of Development Excellence.
6. What phrases describe your group’s vision of the best future for North Texas? Review the ideas on page 20 and create a vision statement your group supports.

Introduction to Scenarios

Scenarios provide a valuable tool for considering the effect of today’s decisions on important factors that will shape the future. Merriam Webster defines a scenario as “an account or synopsis of a possible course of action or events”. A scenario is not a prediction of the future; it is a description of a possible future that would result from a set of assumptions about external trends and possible choices available to decision-makers. A range of scenarios is defined and then evaluated to test the implications of choices such as development patterns or capital investment options. Comparisons across scenarios use a consistent set of evaluation factors and allow a community to consider how well the results of today’s decisions meet community goals or achieve a desired vision of the future. The scenarios examined by Vision North Texas reflect the input received from stakeholders at workshops during 2007 and 2008.

Role of Scenarios

A major part of North Texas 2050 will be a vision of the region’s preferred future. This vision will be expressed in several ways: through a brief descriptive statement, a set of goals or principles for development, one or more preferred patterns of physical development (the geographic distribution of neighborhoods,

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1 Merriam Webster online dictionary (www.merriam-webster.com/dictionary); definition 3.
business areas, open spaces and other regional assets in the year 2050) and an integrated framework of regional investments to support those development patterns. These preferred scenarios will be created based on this regionwide dialogue and input about the set of five alternative scenarios described on the following pages.

Definition of **North Texas 2050 Scenarios**

**Overview of Scenarios**

The five scenarios described below provide a range of possibilities for North Texas. Each scenario is intended to illustrate a key concept indicated in Exhibit 1. These scenarios will be analyzed in terms of benefits and impacts on the region in the year 2030. This is the year for which modeling technology and data are currently available. A qualitative analysis will extend the conclusions about the scenarios in 2030 to consider the scenarios’ outcomes for 2050. In this way, these scenarios will guide the creation of the **North Texas 2050** vision.

The section below provides information on the features of North Texas that remain constant across all five scenarios. After that section, each of the scenarios is described.

**Common 2030 Characteristics**

This analysis assumes that the number and character of the people, households and jobs in the 16 county region in 2030 will not change from one scenario to another. These projections are based on the North Central Texas Council of Governments 2030 Forecast, with additional assumptions about growth and development pattern for the six counties beyond the area for which this forecast was defined\(^2\). Exhibit 2 presents the population, household and employment levels for the 16 county region in 2000, 2030 and 2050.

**Disclaimers Related to All Scenario Analysis**

The projections shown in Exhibit 2 are solely for use in this Vision North Texas project, not for other modeling purposes.

<table>
<thead>
<tr>
<th>Scenario</th>
<th>Key Concept</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Business As Usual</td>
<td>Continuation of current trends and adopted plans</td>
</tr>
<tr>
<td>2. Connected Centers</td>
<td>Give people more choice about how they connect to the places where they live, work and play</td>
</tr>
<tr>
<td>(Chagall)</td>
<td></td>
</tr>
<tr>
<td>3. Return on Investment</td>
<td>Maximize the benefit received from the extensive investment taxpayers and property owners have made in the region’s existing infrastructure &amp; development pattern</td>
</tr>
<tr>
<td>(Galleria 1)</td>
<td></td>
</tr>
<tr>
<td>4. Diverse, Distinct Communities</td>
<td>Create a region with different sorts of communities and centers, built on the traditional character of regional communities but designed to meet the needs of the region’s future markets</td>
</tr>
<tr>
<td>(Galleria 2)</td>
<td></td>
</tr>
<tr>
<td>5. Green Region</td>
<td>Emphasize green development or natural assets as the foundation for future regional growth</td>
</tr>
<tr>
<td>(Galleria 3)</td>
<td></td>
</tr>
</tbody>
</table>

**Exhibit 1: North Texas 2050 Scenario Summary**

**Exhibit 2: Growth Projections**

<table>
<thead>
<tr>
<th>Regional Growth</th>
<th>2000</th>
<th>2030</th>
<th>2050</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Population (millions)</td>
<td>5.31</td>
<td>9.49</td>
<td>11.66</td>
</tr>
<tr>
<td>Total Households (millions)</td>
<td>1.94</td>
<td>3.48</td>
<td>4.38</td>
</tr>
<tr>
<td>Total Employment (millions)</td>
<td>3.22</td>
<td>5.58</td>
<td>7.17</td>
</tr>
</tbody>
</table>

\(^2\) The counties outside the NCTCOG forecast area are Erath, Hood, Hunt, Navarro, Palo Pinto and Somervell.
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growth varies. Development intensity was manually redistributed to best represent each scenario's regional development pattern. This data was created specifically for Vision North Texas and has not been evaluated for other uses. Responsibility for the use of this data lies solely with the user.

The information presented here reflects the best information and analysis available at this time. Further discussion and analysis may refine this evaluation.

**Scenario 1: Business as Usual**
This scenario represents the region as it will exist in 2030 if private and public decision-makers continue in the direction the region is headed today. Exhibit 3 shows the concept for this scenario.

**Physical Development Pattern**
With this scenario, the pattern of population and employment distribution will reflect past trends and the current policies of local governments regarding land use. It is based on the North Central Texas Council of Governments 2030 Forecast and distribution of growth, with additional assumptions regarding development patterns in the region's outlying counties. Exhibit 4 shows this geographic distribution of households in 2030.

**Investment Framework**
Infrastructure investments will reflect existing adopted plans, such as “Mobility 2030” for transportation facilities and the “2007 Texas Water Plan” for major water supplies and facilities.

**Alternative Futures for North Texas**
Stakeholder input at Vision North Texas workshops and events strongly supports the idea that North Texas should seek a future that is “better than business as usual”. The four alternative scenarios offer choices that accommodate the same amount of growth but reflect different development patterns and investment frameworks. In the sections that follow, these alternative scenarios are compared to the first Business as Usual scenario to examine their effects on the region’s future.

**Scenario 2: Connected Centers**
This scenario envisions a region where people have more choices about how they connect to the places
where they live, work and play. Exhibit 5 indicates the general concept applied to the region.

**Physical Development Pattern**

With this scenario, many human-scale mixed use centers would be located throughout North Texas. These centers might be similar to the development projects created in recent years near DART light rail stations (and illustrated in the image of the Plano Downtown DART station area development):

- Within about one-half mile of the center’s primary destinations, so people can walk to and from locations within the center;
- Including a mix of residential, office, retail, restaurant and public uses;
- Generally developed at a moderate intensity;
- Designed with a consistent or compatible urban design approach for the center, with features such as those associated with ‘new urbanism’; and
- Containing places for people to gather such as parks or plazas.

**Investment Framework**

The investment framework associated with this scenario would include:

- An emphasis on mobility choices within the centers, particularly for walking and biking;
- An emphasis on mobility choices between centers, including trails/paths, public transportation (bus, streetcar, light rail and commuter rail) and routes for travel by car;
- The potential for shared locations for public facilities and services in centers (such as libraries, schools, clinics and recycling locations);
- The potential for shared energy infrastructure (such as district heating or cooling);
- Provision of urban levels of water and wastewater services to these centers; and
- Use of parks or open spaces to define and identify particular centers.

These centers might be located in areas that are already developed or in outlying parts of the region where few urban areas exist today. As a result, some might be in unincorporated areas of the region.

In Exhibit 5, important roadway connections are shown in brown and important rail connections are shown in green.
Scenario 3: Return on Investment

This scenario envisions a region that maximizes the benefit received from the extensive investment taxpayers and property owners have made in the region’s existing infrastructure and development pattern. Exhibit 6 shows a draft of the scenario diagram for this alternative. In this diagram, the blue shading is the area that is currently included in transportation planning. The green shading shows areas that are generally urban (they have existing development or existing infrastructure). In this scenario, the growth through 2030 would be mostly contained in these green areas. Reinvestment projects, such as Montgomery Plaza in Fort Worth, would be an important part of this scenario, as would stable existing neighborhoods.

Physical Development Pattern

This scenario is based on the identification of the areas within North Texas where urban-scale services are generally available. Such services include water and sewer systems, adequate transportation facilities, parks, schools and hospitals.

This scenario assumes that future development occurs in this existing urban area – there is not an extension of urban development into areas that are currently undeveloped. Roads, sewers, water systems and other services would not be extended and suburban or urban development intensities would not occur in areas that are now ranchland or open space.

Within these urban service areas, there is an emphasis on development that fills in vacant properties or revitalizes underutilized properties. Other concepts reflected in this scenario are:

- Stable single family neighborhoods are the focus of maintenance and investment so they remain highly livable and good investments for homeowners;
- Existing commercial and employment centers might be more stable because reinvestment would help existing locations remain successful in the marketplace and would make a move to a new center less economically attractive;
- Mixed use, higher intensity development might occur where land is available or underutilized along freeways and tollway;
- Older commercial areas along arterial streets might be revitalized with moderate intensity mixed use development; and
• Areas that are now in agricultural use would generally remain so.

**Investment Framework**

The investment framework associated with this scenario would include:

• A higher priority on maintaining and rehabilitating existing infrastructure than on extending infrastructure into areas where it does not currently exist;

• An emphasis on conservation, transportation demand management and other strategies that use existing infrastructure more effectively;

• Attention to reinvestment that helps existing infrastructure meet new needs – for example, retrofit of existing auto-oriented arterial streets to become ‘complete streets’ for all modes of travel; and

• Expansions of service areas (if needed) would focus first on locations where some services already exist; or on locations where such an expansion appears to be very cost-effective – generating its own high return on investment.

In this scenario, most of the future jobs and residents would be located within existing services areas, shown in green on Exhibit 6. As a result, little new development would be expected in areas that are currently unincorporated or outside an existing utility service area (areas in blue or tan on Exhibit 6).

**Scenario 4: Diverse, Distinct Communities**

This scenario creates a region with different sorts of communities and centers, built on the traditional character of regional communities but designed to meet the needs of the region’s future markets. Instead of focusing on quantities (of new population or of facility capacity), it focuses on qualities – the features, places and experiences that make one community stand out from another and that encourage residents to develop strong and lasting ties to their own community. Exhibit 7 shows the scenario diagram for this alternative.

**Physical Development Pattern**

This scenario combines some aspects of other scenarios with a different approach to the regional form. Key concepts include:

• Support for reinvestment and development in downtown Dallas and downtown Fort Worth as the centers for the entire region;

• Support for revitalization and investment in the downtowns of other communities around the region, both large and small, providing regional support for the efforts many of these communities have underway;

*Exhibit 7: Diverse, Distinct Communities Diagram (Scenario 4)*
By strengthening these traditional centers, create places with a mix of uses and more intense development, but in locations that reinforce community history and character;

Develop additional centers in locations near transit stations, major employment centers and other major regional destinations;

Use of parks and natural areas to create buffers that separate one outlying community from another, helping them to maintain distinct boundaries; and

Ensure that the region as a whole provides neighborhoods and communities that match the market demands anticipated in the future.

**Investment Framework**

The investment framework associated with this scenario would include:

- An emphasis on mobility choices such as walking and biking in downtowns and new centers around the region;
- An emphasis on mobility choices between these centers, including trails/paths, public transportation (bus, streetcar, light rail and commuter rail) and routes for travel by car;
- Use of natural areas to differentiate communities as they grow;
- Provision of urban levels of service in existing communities and focused on their downtowns;
- Extension of urban services and facilities to new areas, but to centers where this infrastructure can be clustered efficiently rather than to large areas of low intensity development; and
- The potential for outlying communities to include economic growth related to alternative energy generation from wind or solar sources.

This scenario would involve growth in outlying parts of the region, but this growth would be focused around existing downtowns and town centers and would occur with a mix of uses at moderate development intensities.
Scenario 5: Green Region

Vision North Texas began a ‘greenprinting’ process with the first of the four subregional workshops. Greenprinting is a process that uses geographic information systems (GIS) to assemble demographic and geographic data; this information is then combined with stakeholder input to develop a set of shared open space priorities within the context of regional growth and development. A set of greenprint goals has been developed and confirmed through the input of stakeholders at each of the four workshops. Many of the workshop groups emphasized green development or natural assets as the foundation for future regional growth. Exhibit 8 shows the scenario diagram of this concept.

Physical Development Pattern

This scenario reflects these greenprinting ideas. It includes:
- An initial identification of natural assets and open spaces that create a ‘green infrastructure’ for the region and that should be protected or enhanced;
- Support for development in communities where residents can enjoy the green assets envisioned by Vision North Texas stakeholders;
- An emphasis on the inclusion of natural areas in the development pattern in all parts of the region;
- The use of tools such as the transfer of development rights (TDR) to protect natural areas while enabling property owners to benefit from previously-approved development intensity;
- Provision for new jobs and neighborhood areas that can benefit from these green assets;
- Support for green jobs – economic development based on the area’s natural assets, continuing agricultural uses and eco-tourism; and
- An emphasis on reducing the region’s carbon footprint even as its population and job base expand.

Investment Framework

The investment framework associated with this scenario would include:
- An initial design of green infrastructure to serve the region’s needs for parks and trail connections and for storm water management and other needs;
- A strong emphasis on networks for non-auto mobility options;
- The use of alternative energy sources, LEED building and conservation to reduce the region’s
energy consumption needs;
- An emphasis on water conservation and demand reduction above current levels as a strategy to meet the region’s needs; and
- A greater emphasis on public infrastructure design, materials and locations that reduce the region’s carbon footprint.

While much of the region’s development might occur within the existing urban fabric, some development of free-standing ‘green communities’ will occur in outlying areas as well.

**Comparison of Scenarios**

What effect would these scenarios have on the quality of life in North Texas in 2030 or 2050? To answer this question, experts in various fields were asked to evaluate these scenarios. They defined indicators and used them to compare each scenario’s impact. They developed case studies, mostly from the North Texas region, that provide examples of the way the region’s communities might grow under each scenario. They identified the action tools that would be needed to actually achieve this pattern of physical development and its associated infrastructure framework. And they debated these ideas in focus group discussions and experts’ dialogues. The experts who contributed to this research are recognized on page 29 of this report. The products they created – as reports, tables, case study examples or Powerpoint presentations - are available at www.visionnorthtexas.org. The section below summarizes the key findings of this work.

**Impacts on the Region**

The table below provides a comparison of the development characteristics – where people and jobs are located, how intense the development is and how the use of land changes. The left side of the table presents these comparisons to the existing situation, the Business as Usual (BAU) scenario and the four alternative scenarios. On the right side, the four alternatives are compared to Business as Usual.

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Distribution and Land Use in 2030</th>
<th>Distribution Compared to BAU</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Existing</td>
<td>Business as Usual</td>
</tr>
<tr>
<td><strong>Total 2030 Households by Intensity Range</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low</td>
<td>75.2%</td>
<td>76.8%</td>
</tr>
<tr>
<td>Low-Moderate</td>
<td>14.9%</td>
<td>14.8%</td>
</tr>
<tr>
<td>Moderate</td>
<td>5.2%</td>
<td>3.9%</td>
</tr>
<tr>
<td><strong>New Households (2000 - 2030) by Community Type (vs. BAU)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Core Communities</td>
<td>+16.6%</td>
<td>+20.1%</td>
</tr>
<tr>
<td>Inner Tier Communities</td>
<td>+10.1%</td>
<td>+14.4%</td>
</tr>
<tr>
<td>Outer Tier Communities</td>
<td>-5.2%</td>
<td>-6.7%</td>
</tr>
</tbody>
</table>
The next table uses a qualitative scale to examine the alternative scenarios and their impact on a number of key issues affecting the future of the region and its residents. For each issue, a set of indicators has been developed by the VNT experts. The table compares the change under each alternative scenario to BAU.

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Connected Centers</th>
<th>Return on Investment</th>
<th>Diverse, Distinct Communities</th>
<th>Green Region</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Key Natural Asset &amp; Water Indicators</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water Use</td>
<td>+ Improves</td>
<td>+ Improves</td>
<td>+ Improves</td>
<td>+++ Improves significantly</td>
</tr>
<tr>
<td>Waterworks</td>
<td>+ Improves</td>
<td>+ Improves significantly</td>
<td>+ Improves</td>
<td>+ Improves</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Connected Centers</th>
<th>Return on Investment</th>
<th>Diverse, Distinct Communities</th>
<th>Green Region</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Key Transportation Indicators</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average Trip Length</td>
<td>+ + Improves</td>
<td>+ + Improves significantly</td>
<td>+ + Improves significantly</td>
<td>+ + Improves</td>
</tr>
<tr>
<td>Rail Transit Boardings</td>
<td>+ + Improves significantly</td>
<td>+ Improves slightly</td>
<td>+ Improves slightly</td>
<td>0 Stays the same</td>
</tr>
<tr>
<td>Indicator</td>
<td>Connected Centers</td>
<td>Return on Investment</td>
<td>Diverse, Distinct Communities</td>
<td>Green Region</td>
</tr>
<tr>
<td>-----------------------------------------------</td>
<td>-------------------</td>
<td>----------------------</td>
<td>-------------------------------</td>
<td>--------------</td>
</tr>
<tr>
<td>Imperviousness and Run-off</td>
<td>+ Improves</td>
<td>+ Improves</td>
<td>+++ Improves significantly</td>
<td></td>
</tr>
<tr>
<td>Lake Water Quality</td>
<td>+ Improves</td>
<td>+ Improves</td>
<td>+++ Improves significantly</td>
<td></td>
</tr>
<tr>
<td>Ag Working Lands</td>
<td>+ Improves</td>
<td>++ Improves</td>
<td>+ Improves</td>
<td></td>
</tr>
<tr>
<td>Habitat Diversity</td>
<td>+ Improves</td>
<td>+ Improves</td>
<td>+ Improves</td>
<td>+++ Improves</td>
</tr>
<tr>
<td>Tree Canopy</td>
<td>++ Improves</td>
<td>++ Improves</td>
<td>+ Improves</td>
<td></td>
</tr>
<tr>
<td>Parks &amp; Trails</td>
<td>+++ Improves</td>
<td>+ Improves</td>
<td>+++ Improves significantly</td>
<td></td>
</tr>
</tbody>
</table>

**Transportation System Benefits – Change from Business As Usual Scenario (Based on difference in level of Service ‘A,B,C’ Roadways Compared to 2030 Forecast)**

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Connected Centers</th>
<th>Return on Investment</th>
<th>Diverse, Distinct Communities</th>
<th>Green Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bus Transit Boardings</td>
<td>+ Improves</td>
<td>+ Improves</td>
<td>+ Improves</td>
<td>++ Improves</td>
</tr>
<tr>
<td>Auto Vehicle Miles Traveled</td>
<td>+ Improves</td>
<td>+ Improves</td>
<td>+ Improves</td>
<td>++ Improves</td>
</tr>
<tr>
<td>Auto Vehicle Hours Traveled</td>
<td>+ Improves</td>
<td>+ Improves</td>
<td>+ Improves</td>
<td>++ Improves</td>
</tr>
<tr>
<td>Decrease in Auto Vehicle Hours of Delay</td>
<td>+ + Improves</td>
<td>+ + Improves</td>
<td>+ + Improves</td>
<td></td>
</tr>
<tr>
<td>Decrease in Lane Mile Needs</td>
<td>+ + Improves</td>
<td>+ + Improves</td>
<td>+ + Improves</td>
<td></td>
</tr>
<tr>
<td>Decrease in Roadway Pavement Needs (Square Miles)</td>
<td>+ + Improves</td>
<td>+ + Improves</td>
<td>+ + Improves</td>
<td></td>
</tr>
<tr>
<td>Decrease in Financial Needs (8 Billions)</td>
<td>+ + Improves</td>
<td>+ + Improves</td>
<td>+ + Improves</td>
<td></td>
</tr>
<tr>
<td>Reduced VOC Emissions (Volatile Organic Compounds)</td>
<td>+ + Improves</td>
<td>+ + Improves</td>
<td>+ + Improves</td>
<td></td>
</tr>
<tr>
<td>Reduced NOx Emissions (Nitrogen Oxides)</td>
<td>+ + Improves</td>
<td>+ + Improves</td>
<td>+ + Improves</td>
<td></td>
</tr>
<tr>
<td>Reduced CO Emissions (Carbon Monoxide)</td>
<td>+ + Improves</td>
<td>+ + Improves</td>
<td>+ + Improves</td>
<td></td>
</tr>
<tr>
<td>Reduced CO2 Emissions (Carbon Dioxide)</td>
<td>+ + Improves</td>
<td>+ + Improves</td>
<td>+ + Improves</td>
<td></td>
</tr>
</tbody>
</table>

**Key Health Indicators**

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Connected Centers</th>
<th>Return on Investment</th>
<th>Diverse, Distinct Communities</th>
<th>Green Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access to affordable healthy foods</td>
<td>+ Improves</td>
<td>- Worsens</td>
<td>+ Improves</td>
<td></td>
</tr>
<tr>
<td>Access to affordable physical activity</td>
<td>++ Improves</td>
<td>+ Improves</td>
<td>+ Improves</td>
<td></td>
</tr>
<tr>
<td>Educational attainment</td>
<td>++ Improves</td>
<td>+ Improves</td>
<td>+ Improves</td>
<td></td>
</tr>
<tr>
<td>Air Quality</td>
<td>+ Improves</td>
<td>- Worsens</td>
<td>+ Improves</td>
<td></td>
</tr>
</tbody>
</table>

Vision North Texas

North Texas Alternative Futures
The third table addresses issues for which different scenarios have different results, but those results are not accurately portrayed by the level of improvement or decline. For these issues, brief descriptions provide the highlights of the conclusions reached by experts participating in this research effort.

**Economic Indicators**

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Connected Centers</th>
<th>Return on Investment</th>
<th>Diverse, Distinct Communities</th>
<th>Green Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diversity of market opportunities</td>
<td>Lets each city be itself; but may make it harder for small cities to compete.</td>
<td>Harder to persuade investors to do infill/redevelopment. Less outmigration and more use of existing buildings &amp; grayfield sites.</td>
<td>Reflects local communities – their character and the engagement of their own stakeholders. Creates the greatest diversity. Might be less appealing to outside developers.</td>
<td>Consistent with current trends of families, business &amp; technology to go ‘green’. Requires a change in perception about this region being supportive of ‘green’ business.</td>
</tr>
<tr>
<td>Indicator</td>
<td>Connected Centers</td>
<td>Return on Investment</td>
<td>Diverse, Distinct Communities</td>
<td>Green Region</td>
</tr>
<tr>
<td>-----------------------------------------------</td>
<td>-------------------------------------------------------</td>
<td>-----------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Development intensity/compatibility</td>
<td>Less sprawling.</td>
<td>More intense; challenge to develop adjacent to existing neighborhoods (NIMBY concerns).</td>
<td>More authentic character; Allows new communities to become destinations. Might do a better job of meeting interests of international immigrants.</td>
<td>Supports green business growth, businesses related to agricultural uses; continuation of agriculture in outlying areas. Design, site plan details critical.</td>
</tr>
<tr>
<td>Efficient use of investments in infrastructure</td>
<td>More efficient than BAU.</td>
<td>Benefit from existing infrastructure; less reliance on transit investment; requires public spending on rehab &amp; replacement.</td>
<td>Benefits from community infrastructure throughout the region. Less reliance on major regional projects.</td>
<td>Emphasis on investment in natural infrastructure systems and approaches such as ISWM.</td>
</tr>
<tr>
<td>Impact on investment horizons</td>
<td>More certainty about public investment; helps developers to look at a longer time horizon.</td>
<td>Attractive to investors with a ‘generational’ vantage point.</td>
<td>Attractive to millennials and those with an interest in character of place.</td>
<td>Responds to ‘life-cycle cost’ of energy for a home or business. Need to find the balance between cost and return.</td>
</tr>
</tbody>
</table>

**Development Dynamics**

| Core CBD                                      | Less viable CBD office buildings will be converted to residential. Services will be in place to make living downtown more viable. New employment growth will expand slowly as the CBD moves toward a better Jobs/housing balance. | CBD Buildings that are less viable as office space will be converted to residential. Services will be in place to make living downtown more viable. New employment growth will expand slowly as the CBD moves toward a better Jobs/housing balance. | CBD Buildings that are less viable as office space will be converted to residential. Services will be in place to make living downtown more viable. New employment growth will expand slowly as the CBD moves toward a better Jobs/housing balance. | CBD Buildings that are less viable as office space will be converted to residential. Services will be in place to make living downtown more viable. New employment growth will expand slowly as the CBD moves toward a better Jobs/housing balance. |
| Core Outside CBD                              | Outside the CBD, core neighborhoods will continue to densify. Housing density will increase, as will employment density. The largest concentration of both households and employment centers will occur near transit stations. IE. Significant focus on mixed-use TOD | Core neighborhoods continue to densify. Significant focus on infill housing. Development patterns are more opportunistic. Value will be maintained in property not immediately adjacent to transit. Highest density Scenario for this community type. Mixed use non-TOD. | Outside the CBD, core neighborhoods will continue to densify but less so due to greater growth within Separate Communities. Housing density will increase substantially but also slightly less here than in other scenarios. Less growth in employment than business as usual. | Outside the CBD, core neighborhoods will continue to densify. Housing density will increase substantially. Development patterns will tend to be more opportunistic. Density around transit nodes will grow but value will be maintained in property away from immediately adjacent to transit. |
| Inner Tier                                    | Neighborhoods will densify roughly twice as fast as BAU. Housing density will increase substantially. The largest concentration of both households and employment centers will occur near transit stations. IE. Significant focus on mixed-use TOD | Neighborhoods will continue to densify 2.5 times faster than BAU. Same characteristics as for ‘Core Outside CBD’ in this scenario. | Lowest density alternative scenario for these communities. Neighborhoods will densify a little less than twice as fast as business as usual. Employment growth will be on par with business as usual but with greater focus on mixed use. | Neighborhoods will densify a little more than twice as fast as business as usual. Employment growth will be on par with business as usual but with greater focus on mixed use centers and mixed use traditional centers. |
### Outer Tier

- **Connected Centers**: Neighborhoods will grow at a lower pace than business as usual. Greater focus on mixed use centers and traditional centers. Largest concentration of both households and employment near transit stations.

- **Return on Investment**: Neighborhoods will grow at a lower pace than business as usual. Employment growth will be slightly greater than with business as usual with greater focus on mixed use centers and traditional centers.

- **Diverse, Distinct Communities**: Low density alternative scenario for these communities. Neighborhoods will grow at almost half the pace of business as usual. Employment growth will be on par with business as usual but with greater focus on mixed use centers and traditional centers.

- **Green Region**: Lowest density alternative scenario for these communities. Neighborhoods will grow at half the pace of business as usual. Employment growth will be slightly less than with business as usual and with greater focus on mixed use centers and traditional centers.

### Separate Communities

- **Connected Centers**: Minimal increase in residential development; very low employment growth.

- **Return on Investment**: Minimal increase in residential development; very low employment growth.

- **Diverse, Distinct Communities**: Largest share of new development for these communities. Significant opportunity for redevelopment.

- **Green Region**: Minimal increase in residential development; very low employment growth.

### Outlying

- **Connected Centers**: Development at about half the level of Business as Usual.

- **Return on Investment**: Lowest amount of new development for these areas.

- **Diverse, Distinct Communities**: Development at about half the level of Business as Usual.

- **Green Region**: Highest density scenario for both residential and employment.

### Education Indicators

- **Early childhood education near home or work**: Child care provided at these centers would provide this accessibility.

- **Match between financial resources for education and services demanded**: Not directly addressed.

- **Provision of alternative teaching approaches to engage all students**: Child care in community centers would provide this accessibility.

- **Effective use of buildings and facilities to deliver new forms of learning**: Focus on existing communities might strengthen support & funding for schools in local communities.

### Impacts on Community Character

- **Land use pattern**: Denser in centers & outward movement from centers

- **% of low income population**: Decrease in redeveloped areas

- **Access to jobs**: Improve with concentrated centers

- **Crime**: Decrease with greater concentration of law enforcement efforts

### Mixed-Use Development Outlook, for Selected Community Types – Expected Change in Number of Projects (see research report for evaluation of other community types)

<table>
<thead>
<tr>
<th>Core Communities</th>
<th>Mixed-Use Building/Tower</th>
<th>Multi-Building Structure</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mixed-Use Building/Tower</strong></td>
<td>Likely to increase</td>
<td>Depends on other dynamics</td>
</tr>
<tr>
<td><strong>Multi-Building Structure</strong></td>
<td>Likely to increase</td>
<td>Depends on other dynamics</td>
</tr>
</tbody>
</table>
### Case Study Examples

Broad decisions about regional development patterns, major public facilities and overall policy choices are important to the region’s future. But the actual day-to-day experience of a future resident will be determined by specific details – the type of neighborhood, the character of a central gathering place or the stress involved in traveling from home to work or other destinations. Case studies help illustrate the way these specific details might be incorporated in the larger alternative scenarios for North Texas. For this analysis, many issue teams researched case studies as part of their work. Two teams – one led by the UTA School of Architecture and the other by the ULI Sustainability Committee – worked...
together to identify a set of urban design case studies and then assembled information about key project details. These case studies are presented at www.visionnorthtexas.org on a GoogleMaps base, so their location within the North Texas region can be readily identified. Among these case studies are:

- Celebrating Leadership In Development Excellence (CLIDE) award winners throughout the region;
- Downtown projects including 511 Akard and Gables Republic Tower in Dallas and The Tower in Fort Worth;
- Core projects and communities including Mockingbird Station, Montgomery Plaza and University Park;
- Inner tier projects including Addison Circle, Legacy Town Center in Plano and River Legacy Park in Arlington;
- Outer tier community projects including Montgomery Farms in Allen, Southlake Town Center, Austin Ranch in Plano, Alliance Town Center and downtown McKinney; and
- Separate community projects including transit-oriented development in downtown Denton.

Each case study contains images, site plans and information on the project’s characteristics. Importantly, they also explain the relevance of the case study to the four alternative scenarios and to locations in each community type.

Action Package

North Texans have clearly said they want a future that is ‘better than business as usual’. To achieve this goal, it is not enough to have an inspiring vision of that best future. Regional leaders, decision-makers and investors will need to make different choices and use different tools if they are to achieve a different result. Vision North Texas expects that a range of actions will be necessary for implementation of North Texas 2050. They include incentives, examples of best practices, model ordinances and templates, technical assistance, benchmarks for monitoring progress and creation of new institutions or entities. Detailed evaluations of action tools are found in the reports from many VNT issue research teams. Changes to public policy are also needed to support sustainable development. This section summarizes these policy changes and describes some of the potential action tools.

Action Through Regional Plans and Policies

A key way to achieve a better future is to ensure that the broad direction expressed in North Texas 2050 is reflected and refined in the region’s infrastructure-specific plans. Mobility 2030: The Metropolitan Transportation Plan for the Dallas-Fort Worth Area, 2009 Amendment is the current plan for the region’s transportation systems and services. Its Sustainable Development, Transportation Demand Management and other programs already support some of the concepts
represented in these alternative scenarios. The update of this Mobility Plan offers an important opportunity to incorporate the recommendations of North Texas 2050 related to transportation.

Similarly, the region’s water plans must be updated every five years. When the three Water Planning Regions carry out their updates, their new water plans can support North Texas 2050 implementation related to water. For natural assets, expansion of the Trinity Vision offers a forum for action to implement a range of North Texas 2050 recommendations.

Finally, North Texas 2050 can be implemented through the creation of more detailed regional visions for particular issues. These ‘vision plans’ should support the vision described in North Texas 2050 but with specific recommendations and refinements. One such regional vision plan would address the entire education continuum (from pre-kindergarten through higher education and lifelong learning). A second regional vision plan would focus on the regional urban forest.

Sustainable Development Public Policy

The ULI Sustainability Committee has examined the policies that encourage sustainability, and those that restrict it. Their evaluation matches public policies that support sustainability with each of the four alternative scenarios. The policies that aid sustainability are:

- **For Connected Centers**
  - Mixed use allowed in designated centers
  - Form-based code to provide opportunities for diverse uses
  - Street width and speed to encourage pedestrian access
  - Gradation of height and density away from designated centers
  - Parking access provided along walkable streets
- **For Return on Investment**
  - Planned development along the routes of major infrastructure facilities
  - Increased density in previously developed areas
  - Increased impact fees in greenfield areas

- **For Diverse, Distinct Communities**
  - Form-based code to allow preservation of traditional character
  - Mixed use allowed in specific areas
  - Pedestrian oriented streets in community centers
- **For Green Region**
  - Increased density in developed areas
  - Preservation of undeveloped areas
  - Increased impact fees in greenfield areas
  - Limitations of road and utility extensions into designated green areas
  - Alternative funding for conservation development

Policies that restrict sustainable development include:

- Deep front-yard setbacks
- No on-street parking
- Wide street requirements
- Height restrictions
- Mixed use restrictions

- Specific use restrictions (such as those that preclude apartments or multi-family development)
- Lot size minimums
- Limitations to traffic slowing elements
- Specific building type restrictions (retail, church, school)
While these policies may be appropriate or important in particular locations, their widespread application makes it very challenging to support development that is sustainable and that creates a region that is ‘better than business as usual’.

**Potential Action Tools**

These are some of the action tools discussed in the Vision North Texas alternative futures research. As the region focuses on one or a few preferred scenarios, the action tools that are most critical to achieving those scenarios will be identified. Further investigation will detail the steps needed to structure and implement those action tools.

- **Incentives**
  - Fast-tracking of projects that meet criteria for sustainability
  - Focus regional infrastructure funding to encourage development consistent with the scenario(s)
  - Use of brownfield grants & tax incentives to encourage redevelopment of previously industrial property
  - Incentives for educational facilities that are constructed in conjunction with other uses or at designated centers
  - Application of existing economic incentives (such as foreign trade zones, enterprise zones and skills development funds) to support sustainable objectives

- **Examples of best practices**
  - Programs such as iSWM (integrated storm water management)
  - Water reuse techniques
  - Use of pervious paving materials
  - Management of ‘green’ or cool roofs
  - Economic models to show benefits of design that reduces greenhouse gas emission

- **Model ordinances and templates**
  - Sustainable development building codes
  - Conservation easements and dedications to land conservancies
  - Transfer (or purchase) of development rights, within a city or the region
  - Model ordinances and design guidelines for development of ‘empty-nester’ housing on large holdings within urban areas
  - Models for operational practices for public safety response in more dense development
  - ‘Operational’ manuals for more intense mixed use projects to ensure compatibility with lower density surroundings

- **Technical assistance**
  - Economic programs to support farming and agricultural businesses to provide locally-grown food
  - Assistance to support decentralized power generation
  - Training programs to provide elected and appointed officials with expertise on sustainable development

- **Benchmarks for monitoring progress**
  - Indicators to measure & track the economic value of natural resources
  - Annual report on progress toward preferred future
  - Five-year performance targets

- **Creation of new institutions or entities**
  - Systems that would provide up-front funding or reimbursement so developers are able to complete projects that take longer to provide financial returns
  - Structure similar to an economic development corporation that would operate in redevelopment areas
  - Changes to ‘take-or-pay’ structure of agreements between water suppliers and local jurisdictions
  - Enhanced regional governance tools
  - Increased tools for control of land uses in extra-territorial jurisdictions and unincorporated areas
  - System to provide ‘credential’ or other recognition for Council members, Planning & Zoning Commissioners and others who have completed sustainable development training.
Vision and Guiding Principles
The North Texas 2050 document will include a description of the future stakeholders want for North Texas. This description will include narrative (including a Vision Statement and a set of Guiding Principles), graphics (such as diagrams that illustrate one or more Preferred Scenarios) and tables (such as lists of important indicators of progress). North Texas Alternative Futures participants will help create the Vision Statement and Guiding Principles using the ideas below as a starting point for discussion.

**Vision**
A Vision Statement should tell ‘where we want to go’. For North Texas, the statement should describe the best or most desirable future for the year 2050. It should reflect general agreement among the stakeholders of the region and should be a fairly concise paragraph or short set of phrases.

**Vision Statements and Headlines**
Participants in previous Vision North Texas sessions have developed ‘headlines’ for their workshop groups and other phrases that could be reflected in a vision of the best future for North Texas. Phrases from these past Vision North Texas discussions include:

- **Regional Visioning Workshop (April 2005)**
  - Growing the Best, Preserving the Rest
  - Regional Density by Design
  - Think Big - Resource Efficiency
  - Multiple core development that supports appropriate density built alongside Transit, Employment and Open Natural Greenspace
  - Loading the Lines
  - Emerging New Growth Centers Through Transit-Oriented Development
  - Building Life in our Cities
  - Quality Places & Efficient Growth
  - Stop Driving - Think Regional Intensity
  - Sustainable Growth Through Regional Planning that Emphasizes Work Where You Live, Utilizing Multi-Modal Transportation Corridors

- **Efficient Transportation Drives Development Design Principles**
  - Connecting Efficient Lifestyles with Quality Places
  - Working Regionally with Public-Private Partnerships to Create a Balanced Approach (in full support of 10 Principles)
  - Mixed Use Activity Centers Serving as Hubs of Development allowing for Quality Options to Live and Work
  - Recognizing Importance of Central Business Districts while Embracing Regional Employment Centers with Mixed Use along Transportation Corridors

- **Mini-Workshop Sessions (Feb. & July 2006)**
  - Efficient Transportation Drives Development Design Principles
  - Connecting Efficient Lifestyles with Quality Places
  - Working Regionally with Public-Private Partnerships to Create a Balanced Approach (in full support of 10 Principles)
  - Mixed Use Activity Centers Serving as Hubs of Development allowing for Quality Options to Live and Work

- **Leadership Summit (September 2006)**
  - For Core & Inner Tier Communities: Process of ‘continuing reinvention’
  - For Outer Tier Communities: Serving new urban development but maintain a traditional ‘small town’ character
  - For Separate Communities: Retaining the ‘individual personalities’ of these communities

- **Growth under the “$10 per gallon gas” model**
- **Non-concentrated approach**
- **Transportation Out West**
- **Following the Path of Least Resistance**
- **All Aboard – growth guided by the location of transportation facilities, major landmarks & attraction, and major institutions**
Subregional Workshops (January 2007 through June 2008)

- Nodes and Corridors: In order to preserve environmental assets, the southeast region will develop by creating growth opportunities in nodes and corridors fed by public transportation and by encouraging high density in mixed use settings.
- Development Nodes and Preservation Corridors.
- Sustainable economic development and redevelopment to retain quality of life and livability of our communities.
- More intense makes sense!
- Healthy and safe rail-oriented growth.
- Path to sustainability.
- Growth and transportation while conserving our natural resources and open spaces.
- Conserve our natural resources and enhance our quality of life by integrating live/work/play/educate.
- Mejor Tierra – A Better Earth.

- Self-supporting, sustainable exurban nodal development linked by commuter rail.
- Urban nodes win the day.
- Wide open spaces: economic development opportunity and quality of life.
- Smart growth along transit corridors through preservation/conservation of natural/cultural resources.
- Growth in green: path to the future.
- Preserving the best of the West through transportation-focused development.
- Transit-linked employment anchors.
- Preserving rural character with nodal development.
- Rural character, city living: development, transportation, open space.
- Building an Educated Coalition for Responsible Development: The Smart Utilization of Existing and New Resources
- P. O. D. for T. O. D.
- On the Right ‘Track’
- Efficient Growth Through a Holistic Approach
- Efficient Facilities and Resources for a Successful Future
- Regional Approach to Smart Growth for a Sustainable Future
- Balanced Efficient Growth
- Live, Work, Life Together: Future Growth Accommodated through Transit Expansion and Diversification
- Where the West Goes Green: Community, Economy and the Environment
- A Delicate Balance
- Do Grey Right to Achieve the Right Green
- Live Life Linked
- Utilize Our Greener Pastures Through Focused Development
- A Clean Slate: Regionally Coordinated, Transit-Focused Development
- Community Centered Development “Cradle to Grave”
- Produce Where We Consume

Vision Statement for North Texas 2050

For the purposes of discussion, the Vision Statement below is proposed to describe the best possible North Texas region in 2050.

In 2050, the North Texas region will be:

- **Desirable** as a place to live, because it offers neighborhoods, mixed use centers and communities that meet the needs of people of all income levels and at all stages of their lives;
- **Thriving** because it is a global location of choice for businesses in emerging and expanding industries;
- **Sustainable** because its critical natural areas are protected and it is responsible and largely self-sufficient in its use of natural resources; and
- **Resilient** because its culture of collaboration among organizations supports rapid and innovative response to change.
A Mission Statement should explain ‘who we are’ or ‘what we do’. The Center of Development Excellence (CDE) adopted this mission statement in 2001: The Mission Statement for Development Excellence is to promote quality growth in North Central Texas that

- enhances the built environment
- reduces vehicle miles of travel
- uses water & energy resources effectively and efficiently, and
- helps advance environmental stewardship

in order to ensure continued economic vitality and provide the highest attainable quality of life for all residents.

The Center of Development Excellence should be one of the groups responsible for implementing North Texas 2050. While its leaders may choose to review and refine this Mission Statement in the future, it appears to be an appropriate statement of what CDE will do to help create the region’s desired future.

**Guiding Principles**

In 2001, the Center of Development Excellence Steering Committee developed a set of ten Principles of Development Excellence. These concepts were intended to describe the type of development that would be most positive for the region and most supportive of the Center’s Mission Statement. These principles were then adopted by the NCTCOG Executive Board. These principles provide the starting point and foundation for the guiding principles that will be included in North Texas 2050.

Throughout the Vision North Texas project, stakeholders have been asked to review these principles and provide feedback on the direction they set. In most cases, the stakeholder input is the result of a facilitated discussion among people from varied backgrounds and perspectives. Thus, these comments reflect a degree of agreement among the region’s diverse interests. There are three primary types of feedback from stakeholders:

1. Stakeholders have consistently agreed that these are desirable principles for the region to follow. In general, there is strong support for these principles. There has been no feedback suggesting that a Development Excellence Principle be eliminated.
2. Some groups of stakeholders believe that additional ideas should be emphasized that relate to these principles. These ideas could be addressed by revisions to the statements explaining each of the principles. These suggestions are noted below, under the appropriate Development Excellence Principle.
3. In several Vision North Texas sessions, working groups felt that additional issues should be included in any set of principles that is intended to guide the region’s development. It’s possible that these issues can be addressed by revisions to the ten existing principles. It is also possible that they should be the focus of new principles. These issues are discussed in the section immediately after the existing Principles of Development Excellence.

### 10 Principles of Development Excellence

1. Development Options
2. Efficient Growth
3. Pedestrian Design
4. Housing Choice
5. Activity Centers
6. Environmental Stewardship
7. Quality Places
8. Transportation Efficiency
9. Resource Efficiency
10. Implementation
Principles of Development Excellence

In this section, the approved wording explaining the principle is shown in italics. The comments below reflect stakeholder input about possible refinements to the existing principle.

1. Development Options - *Provide a variety and balance of development options and land use types in communities throughout the region.*
   - There should be a greater emphasis on improving the jobs-housing balance and giving people the ability to work closer to where they live.
   - It’s important to increase development intensity in order to support transit and other non-auto mobility choices.
   - These options must also consider the economic realities for property owners, developers, future users, and local governments.

2. Efficient Growth - *Foster redevelopment and infill of areas with existing infrastructure and promote the orderly and efficient provision of new infrastructure.*
   - There must be a strategy for cooperation and coordination on the infrastructure and parks/open spaces that are of a regional scale.
   - Linear parks and open spaces are needed as part of ‘infrastructure’ and because they offer mobility choices.

   - These features must also connect the neighborhoods to the rest of the community and the region.
   - It’s important that natural open space be close enough to neighborhoods that it’s accessible without driving.

4. Housing Choice - *Sustain and facilitate a range of housing opportunities and choices for residents of multiple age groups and economic levels.*
   - These choices should help with ‘self-determination’ by future residents.

5. Activity Centers - *Create mixed use and transit-oriented developments that serve as centers of neighborhoods and community activity.*
   - These are important for the region as a whole, even though they won’t be appropriate in all areas (though some types of mixed use are possible in most parts of the region).
   - Activity centers must help visitors and newcomers find their way and learn about destinations – they aren’t just important for existing residents.

6. Environmental Stewardship - *Protect sensitive environmental areas, preserve natural stream corridors, and create developments that minimize impact on natural features.*
   - We need more emphasis on improving air quality.
   - We must identify and retain open spaces and natural areas that have regional significance.

7. Quality Places - *Strengthen community identity through use of compatible, quality architectural and landscape designs and preservation of significant historic structures.*
   - Cultural and natural assets should be considered in creating these quality places.
8. **Transportation Efficiency** - Develop land uses, building sites, and transportation infrastructure that enhance the efficient movement of people, goods, and services.
   - The region should not be funding highways that encouraging a sprawling development pattern.
   - We need to be anticipating and providing for new forms of transportation.
   - The transportation system must also be sustainable over the long term.

9. **Resource Efficiency** - Provide functional, adaptable, and sustainable building and site designs that use water, energy, and material resources effectively and efficiently.
   - We should place more emphasis on alternative, renewable energy sources.
   - We should encourage local, distributed energy generation.
   - We must stress the sustainable use of our water resources.

10. **Implementation** - Adopt comprehensive plans and ordinances that support Development Excellence and involve citizens and stakeholders in all aspects of the planning process.
    - Community participation must be emphasized for this to be successful.

**Additional Issues for Guiding Principles**
Participants at the Vision North Texas Leadership Summit in 2006 expressed comments that were heard again in several subregional workshops and at the 2009 Regional Summit. They argued that the pattern of physical development does not completely determine whether the result will be ‘good development’ or a region that is a desirable place to live and work. The additional issues these stakeholders identified are:
   - Education;
   - Health;
   - Equity (social & economic concerns);
   - Culture (and potentially arts); and
   - Quality of life (in general).

These issues could be addressed by additional Guiding Principles in *North Texas 2050*.

**Contributing Research**
This Executive Summary presents key findings from an extensive and collaborative research effort. These findings are discussed and detailed in reports of the many issue area working groups and the summaries of dialogues held with groups of issue experts. These reports and summaries are available at [www.visionnorthtexas.org](http://www.visionnorthtexas.org). Relevant background studies that informed this research are also found on this website.
Acknowledgements
As a voluntary partnership, Vision North Texas would not exist without the support and resources provided by many organizations and individuals. Vision North Texas recognizes the important contributions – of time, expertise, volunteer assistance, pro bono support and funding – from these individuals and organizations.

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- John Terrell, DFW International Airport
- Allison Thompson, City of Cedar Hill
- Frank Turner, City of Plano
- Peter Vargas, City of Allen
- John Walsh, Urban Land Institute North Texas
- Libby Watson, Strategic Collaboration, LLC
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- City of Carrollton
- City of Colleyville
- City of Coppell
- City of Decatur
- City of Denton
- City of DeSoto
- City of Farmers Branch
- City of Fate
- City of Ferris
- City of Fort Worth
- City of Frisco
- City of Garland
- City of Haltom City
- City of Hurst
- City of Irving
- City of Kerens
- City of Lancaster
- City of McKinney
- City of Melissa
- City of Mesquite
- City of Midlothian
- City of North Richland Hills
- City of Richardson
- City of Seagoville
- City of Weatherford
- Dallas County
- Ellis County
- Tarrant County
- Town of Addison
- Town of Fairview
- Town of Trophy Club
Vision North Texas Assistance

This important discussion about the best futures for North Texas would not be possible without the expertise and involvement of the individuals who serve on the Alternatives Research Team and of the organizations they represent. Many of these individuals, and other local experts, also provided important assistance to the North Texas Alternative Futures event. These contributors are listed below.

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Vision North Texas

A partnership of the Urban Land Institute North Texas District Council, the North Central Texas Council of Governments and the University of Texas at Arlington

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Report printing by:

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North Texas Alternative Futures
Executive Summary