Vision North Texas is a private-public-academic partnership designed to increase awareness about the growth expected in North Texas and to involve people and organizations in initiatives that accommodate that growth successfully and sustainably. Vision North Texas (VNT) Charter Sponsors are the Urban Land Institute’s North Texas District Council, the North Central Texas Council of Governments and the University of Texas at Arlington. Information on VNT’s activities and accomplishments since it began in late 2004 can be found at www.visionnorthtexas.org.

This detailed work plan updates and refines the Vision North Texas work plan for 2008 and 2009. It concentrates our efforts so we can accomplish the objective of a completed “North Texas 2050” document by the end of 2009. This work plan also includes more detail about the contents of work products we will complete during the process and the three major milestone events we will hold in 2008 and 2009.

The updated work plan is organized in three parts. Part 1 begins with a general description of our desired result – the “North Texas 2050” document (here abbreviated as ‘NT2050’). Part 2 describes three key milestones that lead us to this result, including concepts for the structure of events. The work products to be prepared for each event are described in Part 3.
# Vision North Texas Work Plan Update

The contents of this package are:

<table>
<thead>
<tr>
<th>Part 1: The End Result: “North Texas 2050”</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Executive Summary</td>
<td>3</td>
</tr>
<tr>
<td>2. Overview</td>
<td>3</td>
</tr>
<tr>
<td>3. The People of North Texas</td>
<td>3</td>
</tr>
<tr>
<td>4. A Vision for North Texas</td>
<td>3</td>
</tr>
<tr>
<td>5. A Playbook to Achieve the Vision</td>
<td>4</td>
</tr>
<tr>
<td>6. Action Package</td>
<td>4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Part 2: Milestone Events</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Milestone 1: Regional Summit 2008</td>
<td>5</td>
</tr>
<tr>
<td>Highlights</td>
<td>6</td>
</tr>
<tr>
<td>Agenda &amp; Format for Regional Summit 2008</td>
<td>6</td>
</tr>
<tr>
<td>VNT Leadership Consideration of Regional Summit 2008 Results</td>
<td>7</td>
</tr>
<tr>
<td>Anticipated Timeline</td>
<td>8</td>
</tr>
<tr>
<td>Milestone 2: General Assemblies</td>
<td>9</td>
</tr>
<tr>
<td>Highlights</td>
<td>9</td>
</tr>
<tr>
<td>Agenda &amp; Format for General Assemblies</td>
<td>9</td>
</tr>
<tr>
<td>VNT Leadership Consideration of General Assemblies Results</td>
<td>10</td>
</tr>
<tr>
<td>Potential Timeline</td>
<td>11</td>
</tr>
<tr>
<td>Milestone 3: Regional Summit 2009</td>
<td>11</td>
</tr>
<tr>
<td>Highlights</td>
<td>11</td>
</tr>
<tr>
<td>Agenda &amp; Format for Regional Summit 2009</td>
<td>12</td>
</tr>
<tr>
<td>VNT Leadership Consideration of Regional Summit 2009 Results</td>
<td>12</td>
</tr>
<tr>
<td>Potential Timeline</td>
<td>12</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Part 3: Work Products</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contents of Work Product #1 – “Regional Choices for North Texas”</td>
<td>15</td>
</tr>
<tr>
<td>Contents of Work Product #2 – “North Texas Alternative Futures”</td>
<td>17</td>
</tr>
<tr>
<td>Contents of Work Product #3 – “North Texas 2050”</td>
<td>21</td>
</tr>
</tbody>
</table>
Vision North Texas Work Plan Update
Part 1: End Result

Part 1: The End Result: “North Texas 2050”

This outline describes the contents of the “North Texas 2050” document we hope will be approved by key VNT partner organizations in late 2009. There are six sections or chapters, summarized below. A more detailed discussion of this document is found in Part 3.

1. **Executive Summary**
This is a brief and engaging synopsis of the report’s key points and recommendations.

2. **Overview**
The overview tells the reader what is contained in *NT2050*, how it was created, how it will be used by private, public and non-profit decision-makers, and what performance measures will be used to monitor progress over time.

3. **The People of North Texas**
The reason to create something like *NT2050* is to help our region accommodate the people who will live here in the future. *NT2050* should give decision-makers a better understanding of what these future residents will demand (that is, what the shape of the market will be) and better ways to invest so North Texas meets the needs of future residents (in other words, to create a region that is desired by the people who are expected to be here).

This chapter provides information about the people in North Texas today. It includes projections of the future regional population and assessments of the characteristics of these anticipated residents. It then explains what these characteristics mean for the shape of North Texas’ future. It considers the sort of region these future residents will want as a place to live, work and play, and proposes possible alternative scenarios that could meet these demands.

4. **A Vision for North Texas**
This chapter describes the vision we have for the future of North Texas. It includes a vision statement, goals and/or guiding principles, one or more preferred scenarios for the region’s development, and a regional investment framework that integrates the major infrastructure and other assets needed to support anticipated growth. The investment framework will be structured so it includes the major investment categories for our region’s infrastructure and integrates them into a coordinated framework for the region. The possible categories for this framework are listed in Table 1.

<table>
<thead>
<tr>
<th>Table 1: Regional Investment Framework</th>
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<tbody>
<tr>
<td>Primary investment categories could include:</td>
</tr>
<tr>
<td>- Natural assets</td>
</tr>
<tr>
<td>- Water infrastructure</td>
</tr>
<tr>
<td>- Energy infrastructure</td>
</tr>
<tr>
<td>- Facility infrastructure (transportation, public buildings, etc.)</td>
</tr>
<tr>
<td>- Community assets (housing, arts, neighborhoods, etc.)</td>
</tr>
<tr>
<td>- Economic assets (major economic generators &amp; industries)</td>
</tr>
<tr>
<td>- Waste infrastructure</td>
</tr>
</tbody>
</table>
5. **A Playbook to Achieve the Vision**

This chapter supports the decision-makers who want to make their own choices in a way that will achieve the vision described in *NT2050*. It includes decision analysis tools that private, public, academic and non-profit decision-makers can use to understand the implications of individual choices, create their own action programs with measures ranging from education to formal adoption of specific plans or policies, and decide how to modify their choices to respond to changing conditions or uncertainties.

6. **Action Package**

The action package contains the tools and techniques that many different decision-makers will use to achieve the regional vision. These tools include information on ‘best practices’, examples or models that can be used by individual decision-makers and sources for technical assistance. The action package should give decision-makers a way to align their own choices and investments so they help achieve the region’s vision.

The reports prepared during the North Texas 2050 process will probably not be included directly in the final *“North Texas 2050”* document, but will be referenced and will be available in digital form. These documents are expected to include the “Regional Choices for North Texas” report and the “North Texas Alternative Futures” report described in Part 3 of this work plan.
Part 2: Milestone Events

When the initial work plan to create *North Texas 2050* was approved in fall 2007, it included six steps, as well as on-going management of the process. This work plan retains the same structure for VNT activities through the end of 2009. It focuses on three key milestones. Each milestone represents a set of events for public involvement and discussion; each will focus on a specific report prepared and distributed in advance. The chart below shows the schedule, the milestones and the reports.

<table>
<thead>
<tr>
<th>#</th>
<th>Steps</th>
<th>2008</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Mobilizing Resources</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Examining Regional Choices</td>
<td>8</td>
<td>9</td>
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<tr>
<td>3</td>
<td>Creating A Regional Vision Statement</td>
<td>10</td>
<td>11</td>
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<tr>
<td>4</td>
<td>Detailing A Regional Action Package</td>
<td>12</td>
<td>1</td>
</tr>
<tr>
<td>5</td>
<td>Approving A Regional Policy</td>
<td>2</td>
<td></td>
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<tr>
<td>6</td>
<td>Implementing the Results</td>
<td>3</td>
<td></td>
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<tr>
<td>7</td>
<td>Managing The NT2050 Process</td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>

### Key Milestones for North Texas 2050

<table>
<thead>
<tr>
<th>Event</th>
<th>2008</th>
<th>2009</th>
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<tbody>
<tr>
<td>Regional Summit 2008</td>
<td></td>
<td>*</td>
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<tr>
<td>“Regional Choices for North Texas”</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Assemblies</td>
<td></td>
<td>*</td>
</tr>
<tr>
<td>“North Texas Alternative Futures”</td>
<td></td>
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</tr>
<tr>
<td>Regional Summit 2009</td>
<td></td>
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<tr>
<td>“North Texas 2050”</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The section below notes the highlights of each key milestone: its objective, the report that will be the focus of discussion, the general timing and the result anticipated. After these highlights, additional
Vision North Texas Work Plan Update
Part 2: Milestone Events

details are provided. The anticipated agenda and format for the set of events related to each milestone are described, along with the format for VNT leadership consideration of the results of the milestone. Lastly, the anticipated timeline for the particular activities related to each milestone is indicated.

All Vision North Texas work will be organized around these three key milestones, including efforts to secure resources, the schedule of meetings and the substantive tasks that will be completed.

Milestone 1: Regional Summit 2008

Highlights

- **Objective:** Agree on key areas for emphasis in *NT2050*.
- **Focus Report:** “Regional Choices”
- **General Timing:** Subregional discussions to be held in November 2008; Regional Summit 2008 to be held in December 2008; agreement on next steps to be reached in January 2009
- **Anticipated Results:** By the end of the Regional Summit 2008 and follow-up leadership consideration, Vision North Texas will have:
  - Built on the ‘knowledge of what the region is thinking’ that VNT has acquired as a result of our past work.
  - Established a shared understanding about the region’s current situation and “business as usual” future
  - Formed a general understanding of the priorities that stakeholders want to be addressed by the Vision and Action Package for 2050 (such as the major concepts expressed in the vision statement, primary investment categories and topics to be addressed by the infrastructure framework, or tools for inclusion in the action package); and
  - Secured direction for staff and consultants on the details of tasks for the next six months.

Agenda & Format for Regional Summit 2008

- Before the Summit, we will hold 4 subregional update sessions within one week. The Regional Summit will be held at a central location a few weeks later so it can include the results from the subregional update sessions.

- Subregional update sessions
  - **Objectives:** re-engage people/groups who have participated in VNT & add new people/groups throughout the region; discuss the results of the subregional workshops
  - **Format:** 2 hours (from 3 to 5 pm, with registration beginning at 2:30 pm). Hold at locations in the four subregions.
Vision North Texas Work Plan Update
Part 2: Milestone Events

o **Agenda:** Presentation of results by VNT team, commentary by subregional leaders, participant feedback on analysis of subregional workshops, general Q&A, keypad polling of participants.

o **Participants:** invite all past VNT participants and VNT public & private sponsors to attend the subregional sessions; additionally, invite public agencies & other private/academic groups that have not been involved.

o **Preparations:** “Regional Choices” report to be available online in advance; online comment opportunities in advance; produce copies of Executive Summary and written questionnaire for distribution at session. Materials, presentations, keypad questions to cover the same topics at all 4 sessions, though with some variation reflective of the subregional workshop input.

o **Results:** Quantitative response to report/questions; other general comments and questions; subregional leaders who can ‘report’ at the Regional Summit to follow.

- **Regional Summit 2008**
  - **Objective:** opportunity for diverse stakeholders to consider the subregional workshop results and weigh in on the priorities for **NT2050**
  - **Format:** ½ day session, held at NCTCOG Conference Center.
  - **Agenda:** Begin with continental breakfast. Initial session with all participants in one room (Transportation Conference Room); have keynote speaker presentation, presentation of “Regional Choices” report by VNT team, presentations by subregional leaders. Break up into small groups (up to 5 groups) for discussion of this material. Return to full group for reports and keypad polling. Wrap up before lunch.
  - **Participants:** Key participants will be VNT Advisors and representatives of public and private VNT sponsors. Past VNT participants and people who attended the subregional update sessions will also be invited. Special outreach to ensure that key regional stakeholder organizations have representation.
  - **Preparations:** “Regional Choices” report to be available online in advance; report or Executive Summary to be mailed to pre-registered participants. Supplemental briefing packet to summarize subregional update session results and include additional material related to keynote presentation.
  - **Results:** Quantitative feedback on research & subregional findings. Recommendations for **NT2050** priorities.

**VNT Leadership Consideration of Regional Summit 2008 Results**
After the Regional Summit 2008, the results should be shared with key VNT partners and leadership.

- Reporting to regional entities.
Vision North Texas Work Plan Update
Part 2: Milestone Events

- **Objective:** engage the entities that have responsibility for regional planning & investment decisions.
- **Format:** VNT item on the regular meeting agenda of the Regional Transportation Council, Region C Regional Water Planning Group and similar organizations.
- **Agenda:** dependent on the organization’s meeting structure, but generally would involve a presentation by VNT, Q&A, and a request for comments & suggestions from the organization.
- **Participants:** members of the organization’s leadership
- **Preparations:** background to include synopsis of Summit results as well as materials provided to Summit participants.
- **Results:** comment and direction from each group related to its area of responsibility.

VNT Advisory Committee (AC).
- **Objective:** use this group as the forum to reach closure on the direction the VNT process will take prior to the General Assemblies.
- **Format:** provide materials in advance. Meeting in standard 1 1/2 hour format.
- **Agenda:** presentation, discussion, use of keypad polling.
- **Participants:** VNT advisors
- **Preparations:** same as for regional entities, with update to share their comments.
- **Results:** recommendations to the Management Committee about direction for the next phase of VNT work.

VNT Management Committee (MC).
- **Objective:** provide most specific direction for next phase of work.
- **Format:** participants will have received materials for AC meeting. Meeting to discuss details such as timelines, detailed work plan & responsibilities, budget, etc.
- **Agenda:** use ‘decision list’ prepared by staff/consultants to work through the detailed decisions needed to carry out work to reach the next milestone.
- **Participants:** VNT Management Committee
- **Results:** agreement on specific tasks, budgets and schedules for next part of work.

Anticipated Timeline

- A Working Session for the MC will be held in late October, when we have a draft of the “Regional Choices” report to review.
- Regional Summit 2008 Sessions
  - Subregional update sessions – week of Nov. 10
  - Regional Summit – Tuesday, Dec. 9
- VNT Leadership Consideration
  - Reporting to regional entities – early January 2009
Vision North Texas Work Plan Update
Part 2: Milestone Events

- VNT AC – week of Jan. 26
- VNT MC – week of Feb. 2

Milestone 2: General Assemblies

Highlights
- **Objective:** Begin public discussion of regional alternatives and recommendations for the NT2050 document. This discussion will generate feedback that will enable VNT to focus on preferred alternatives in the final NT2050 document.
- **Focus Report:** “North Texas Alternative Futures”
- **General Timing:** General Assemblies to be held in June 2009
- **Anticipated Results:** By the end of these sessions, the alternatives that could be included in the final NT2050 document will have been presented to VNT leaders and key stakeholders and the process for public review and comment will be underway.

Agenda & Format for General Assemblies

- **Alternative Futures Reception**
  - The roll-out of these alternatives will begin with communication to the people who have been the most involved supporters and to an audience of diverse stakeholders.
  - To do this, we will hold a late afternoon/early evening “Alternative Futures Reception”, ideally on Monday, June 8th.
  - This would include distribution of the report and a brief program, but the event would be a reception rather than a meeting or workshop.
  - This is also a prime opportunity to thank the public, private and academic sector sponsors whose support has been essential to VNT.
  - VNT Advisors and public/private sponsors would be invited, as would the media.

- **NCTCOG General Assembly**
  - The typical date for the NCTCOG General Assembly would be June 12, 2009.
  - NCTCOG usually holds an event with lunch and (sometimes) morning break-out sessions for all NCTCOG members. In 2009, the CLIDE awards will also be presented at this luncheon.
  - The “North Texas Alternative Futures” report and the CLIDE awards will be the focus of the luncheon. This will not be a lengthy presentation of the report, simply highlights.
  - A morning panel session will provide more detail for cities & counties about the document and what it means for them. Panelists would include NCTCOG Executive Board members and VNT advisors from cities & counties.
Vision North Texas Work Plan Update
Part 2: Milestone Events

• General Assemblies for other interests
  o Schedule events during the weeks of June 15 and June 22 to present these alternatives to other key stakeholders. Charter sponsors (or other lead partners) would host events and use their own channels of communication to draw attendees.
  o This could be the focus of a ULI District Council membership luncheon or similar session for the business and development communities.
  o UTA could host an assembly for all academic institutions.
  o Other sessions might focus on environmental, neighborhoods, health and other sorts of stakeholders.
  o Presentations might occur at the regular meetings of these regional entities or might be organized as special sessions.

• Online input
  o An interactive review and comment process will go live at the same time the report is released to VNT Advisors. This could include simple surveys and email comments, or it could involve blogs and other techniques. The intent is to enable anyone who comes to an event or hears about the report through the media to be able to review it and provide comments.

• All of these events are designed to introduce the NT2050 alternatives to stakeholders and interested individuals. VNT would offer to make presentations to individual groups during the summer. The stakeholders’ review, discussion and comment on the draft would occur during the summer as well.

VNT Leadership Consideration of General Assemblies Results
After the General Assemblies, stakeholder and public input will be sought and incorporated into the NT2050 document itself.

• Activities following General Assemblies
  o Review of Comments
    ▪ Objective: have the stakeholders who have been participating in VNT also participate in the review and discussion of comments received on the “Alternative Futures” report
    ▪ Format: After the comment deadline, VNT staff & consultants compile comments and recommendations, with proposed actions. An online review/comment system will be used to make these available to the VNT Advisors. Advisors are given a specific amount of time (about 2 weeks) to review and comment on the input received.
    ▪ Participants: VNT Advisors
Vision North Texas Work Plan Update
Part 2: Milestone Events

- Results: Review of public input by diverse, engaged VNT leaders. Comments and recommendation from those leaders.
- Response to Input & VNT Advisors
  - **Objective:** VNT staff & consultants review input & recommend steps to address it; VNT leaders consider and respond to these recommendations.
  - **Format:**
    - Staff & consultants prepare an annotated draft outline of the **NT2050** document reflecting input.
    - Annotated draft provided to VNT MC for review.
    - The VNT MC will use a meeting/conference call to discuss and agree on direction.
    - Staff & consultants complete the **NT2050** document based on agreed direction
  - **Participants:** VNT MC
  - **Result:** “North Texas 2050” document recommended by VNT MC for discussion at Regional Summit 2009

Potential Timeline
- Alternative Futures Reception – early the week of June 8
- NCTCOG General Assembly – Friday, June 12
- Other General Assemblies – weeks of June 15th, June 22nd and June 29th
- Review of Comments – summer 2009
- Response to Input – fall 2009 (see detailed under Milestone 3)

**Milestone 3: Regional Summit 2009**

**Highlights**
- **Objective:** Consideration of, and approval/endorsement of “North Texas 2050” document
- **Focus Report:** “North Texas 2050”
- **General Timing:** The Regional Summit 2009 will be held in November 2009. Key partners’ consideration of **NT2050** will occur in December 2009 or early 2010. (Note that this work extends beyond the current fiscal year for public sector partners.)
- **Anticipated Results:** After the Regional Summit 2009 and the meetings of key partners, a **NT2050** regional vision & action package will be in place. Consideration of **NT2050** by other stakeholders and NT2050 implementation will follow in 2010.
Vision North Texas Work Plan Update
Part 2: Milestone Events

Agenda & Format for Regional Summit 2009

- Regional Summit 2009
  - **Objective:** session to begin approval of “North Texas 2050” and kick off implementation efforts
  - **Format:** One or two day session in a central location. Potentially include the use of videoconferencing to include people at multiple locations. The major part of the Summit will just be one day. If we have a second day of activities, it will be geared toward training or initial work on implementation measures.
  - **Agenda:** Presentation of “North Texas 2050” by VNT leaders, presentations by national & local leaders that support the document and provide ideas & enthusiasm for implementing its recommendations, discussion among stakeholders, and some form of action by VNT Advisors to finalize a document for approval by other entities.
  - **Participants:** VNT Advisors will be the ‘delegates’ making recommendations. Other stakeholder representatives and interested individuals will also be involved, but in a different way.
  - **Preparations:** Several weeks before the Regional Summit 2009, provide participants with the *NT2050* document & information about input received on alternative futures. Set a deadline for advance feedback. Provide update to participants in advance of the Regional Summit 2009.
  - **Results:** a “North Texas 2050” that has been recommended by VNT Advisors.

VNT Leadership Consideration of Regional Summit 2009 Results

These actions follow the Regional Summit 2009 and finalize a *NT2050* document.

- **VNT MC**
  - **Objective:** meet after Regional Summit 2009 to address any key changes recommended and to prepare for adoption/approval sessions with key partners.
  - **Format:** red-lined version of “North Texas 2050”.
  - **Agenda:** electronic communication followed by meeting
  - **Participants:** VNT MC
  - **Results:** resolution of any issues that came up at the Regional Summit 2009; VNT MC members ready to take the document to partners for action.

Potential Timeline:

The bullets below describe the order of discussion and action in fall 2009. Dates are suggested, but these are only examples. The specific dates will depend on the actual timing of work earlier in the year.
Vision North Texas Work Plan Update
Part 2: Milestone Events

and the particular types of comments received at the June 2009 General Assemblies and during the summer.

• VNT staff, consultants and leadership will be available to make presentations to stakeholder groups during the summer.
• A deadline for comments on the “North Texas Alternative Futures” report might be set for mid-September. (for example, Friday, September 11th)
• Staff and consultants consider comments as they are received, and prepare a complete compilation in the week after the comment deadline. (for example, September 18th)
  o MC and Advisors receive an electronic message containing this compilation, proposed actions, and format for comments in late September. They have two work weeks to respond with their comments. (for example, receipt of message September 21st and response deadline October 2nd)
  o Staff and consultants review these comments and send responses to VNT MC (for example, October 9th)
  o MC signs off on responses and meets to discuss them if necessary. For example, sign off might be completed by October 16th
  o The “North Texas 2050” document would be completed, printed and online materials prepared.
  o Regional Summit 2009 would occur in mid-November (for example, the week of November 9th)
  o VNT MC review & wrap-up could occur during the rest of November or in December.

• Action by Partners
  o Objective: formal action (adoption, approval, endorsement, etc.) by the organizations that have been the major partners in creating “North Texas 2050” and that will be key to its implementation. Action by other organizations will also be sought, but could occur later.
  o Format: a final version of “North Texas 2050” to be produced after the MC wrap up.
  o Consideration of NT2050 would be scheduled for the December 2009 or January 2010 meetings of the key groups. As time permits, other groups could consider NT2050 in December or January as well.
  o The calendar for action will need to be developed prior to the completion of the revised document. VNT staff/consultants will be working with key partners to schedule these meetings while the Regional Summit 2009 draft is being produced.
  o Key partners have a representative among the VNT Advisors. That person will work with staff to coordinate the appropriate presentation and any resolutions or other materials in advance of the meetings.
Vision North Texas Work Plan Update  
Part 2: Milestone Events

• Key Partners  
  o These are the organizations that have led the NT2050 process and that would be expected to lead its approval and implementation.  
  o Items would be set for meetings in December 2009 if possible; if not, for the organizations’ meetings in early 2010.  
  o Key partners include:  
    ▪ ULI North Texas Executive Committee  
    ▪ NCTCOG Executive Board  
    ▪ UTA  
    ▪ Regional Transportation Council  
    ▪ Regional Water Planning Groups  
  o Other key partners might include:  
    ▪ Organizations that have been major collaborators in the creation of NT2050 (including the North Texas Housing Coalition and others)  
    ▪ Energy interests  
    ▪ Environmental coalitions  
    ▪ Groups representing major employers

• Other Organizations  
  o After consideration by key partners, we would seek consideration by the other organizations that have been involved in creation of NT2050, such as:  
    ▪ Each of the region’s counties  
    ▪ Each of the region’s cities  
    ▪ North Texas Commission  
    ▪ The Chambers of Commerce  
    ▪ Neighborhood coalitions  
    ▪ Other interest coalitions  
    ▪ Major employers  
    ▪ State and federal organizations (or their North Texas leaders)  
    ▪ Other universities, colleges, community colleges and ISD’s  
    ▪ Other development community organizations  
    ▪ Other private sector businesses  
    ▪ Other civic and non-profit organizations  

• These sessions would occur after the end of the current work plan for VNT.
Part 3: Work Products

This section includes the annotated outlines for each of the three work products we anticipate: the “Regional Choices for North Texas” report for fall 2008, the “North Texas Alternative Futures” report for June 2009 and the “North Texas 2050” document for fall 2009.

Contents of Work Product #1 – “Regional Choices for North Texas”

This outline describes the contents of the document for distribution before the Regional Summit 2008. It builds on the results of Vision North Texas’ Phases One and Two, as well as the two additional subregional workshops conducted in 2008.

The outline describes possible contents and gives examples of what might be included, depending on resource availability and research contributions from collaborating organizations. These organizations include NCTCOG (Environment & Development, Transportation and Research & Information Services departments), UTA (School of Architecture and School of Urban & Public Affairs), the UTA/TAMU urban consortium, Region C Water Planning Group and its consultants, North Texas Housing Coalition and UTD’s Institute for Urban Policy Research.

There are 8 sections or chapters to the report, which are described below. The Executive Summary will be combined with the discussion topics to create a handout for participants at the subregional update sessions and Regional Summit 2008.

1. Executive Summary
   a) A brief synopsis of the key findings in the report.

2. Overview
   a) Explains what Vision North Texas (VNT) is and what it hopes to accomplish
   b) Summarizes the VNT research and stakeholder involvement that has occurred so far
   c) Describes the information and results that are contained in this report
   d) Explains how the report will be used in the Regional Summit 2008

3. North Texas Now
   a) This chapter provides a discussion of North Texas as it is today. Some historic trends might be included as well. Some data will be available only for the year 2000; other data will be more current.
   b) The chapter will be organized in three parts as shown below.
   c) The People of North Texas
      i) Total population
ii) Demographic characteristics (i.e., age, ethnicity, education, income, household composition, market for various types of housing including TOD)

c) The North Texas Development Pattern
   i) Urban pattern & development intensity
   ii) Housing type, age & condition
   iii) Proximity of jobs & housing
   iv) Amount of developed area & impervious cover
   v) Agricultural areas

e) North Texas Investments and Infrastructure
   i) Natural assets (i.e., characteristics & quality of the region’s natural features, floodplains, areas of impaired waters, environmentally sensitive areas)
   ii) Water (i.e., service areas, capacities)
   iii) Energy (i.e., demand, consumption by source)
   iv) Facilities (i.e., extent of facilities and service levels for infrastructure such as transportation, education, health care)
   v) Community character (i.e., vitality of neighborhoods & communities – by community form type, crime and security concerns; arts and culture; historic assets)
   vi) Economic characteristics (i.e., employment by sector/industry, match of jobs and available labor force, extent to which high school students are ‘college-ready’)
   vii) Waste (i.e., solid waste generation, landfill locations & capacities, other)

4. North Texas to 2030: Extending the Trends
   a) Discussion of trends, projections if current direction continues
   b) This chapter will be organized in the same form as chapter 3 and will cover those topics for which there are projections to 2030.
   c) The People of North Texas
      i) Projections to 2010 and 2030, with demographic characteristics as feasible (i.e., age, ethnicity, education, income, household composition, market for various types of housing including TOD)
      ii) Discussion of the ‘social anthropology’ of choices that results from these anticipated demographic characteristics (i.e., what ‘lifestyle choices’ are likely to change the types of housing desired in a market with changing household characteristics).
   d) The North Texas Development Pattern
      i) The development pattern represented by the NCTCOG 2030 Forecast
      ii) The development pattern represented by the combination of local government and special entity development plans
   e) North Texas Investments and Infrastructure
      i) The basic framework for investment that is reflected by adopted plans for the topics listed above.
5. **North Texas: Alternative Visions of the Future**
   a) New directions: trends and activities in the region that are already moving away from “business as usual” or that provide support for such a move.
      i) Such as:
         1. Recent changes in cities’ approach to comprehensive planning & development regulation
         2. Results of investment in new markets (like mixed use development)
         3. Application of ‘best practices’ advocated by Center of Development Excellence
         4. Impacts of mortgage crisis
      ii) New attitudes, as reflected by interactive input from residents at subregional workshops (such as changing definitions of ‘community’)
   a) Discussion of scenarios that provide an alternative view of the region’s prospects for 2030
      i) Based on:
         1. Scenarios from VNT Phase 1 (Rail, Infill, Polycentric)
         2. Scenarios based on subregional workshop results (mapped scenarios as well as the ‘headlines’ and participant concepts)
   b) Discussion of alternatives to the regional investment framework described in #4.
   c) Extrapolate the 2030 alternatives and projections to propose general concepts for the region in 2050.

6. **External Forces Shaping Change**
   a) External forces: implications of global, national and statewide trends for North Texas, such as:
      i) Climate change
      ii) Global economic changes
      iii) Energy issues
      iv) Technology & communications shifts
      v) Security concerns

7. **Regional Summit 2008 Discussion Topics**
   a) This is the ‘discussion list’ of topics that will be used during the subregional update sessions and the Regional Summit 2008. This will synthesize the material from earlier chapters to create a working list of questions for discussion and input.
   b) It will also provide information on how people can participate in these sessions or be involved online.

**Contents of Work Product #2 – “North Texas Alternative Futures”**

This document builds on the “Regional Choices for North Texas” report and the input received at the VNT Regional Summit 2008. It contains analysis of alternatives that could address the direction received
from the Summit. It will be structured to present the results of these options instead of a final recommendation of a single choice. It will be the focus of the stakeholder discussion and input at the General Assemblies and during the summer.

Several chapters of this document are the foundation for chapters of the final NT2050 document. These chapters will be refined through the public dialogue so the document released in the fall will reflect the results of that discussion. This document is expected to have the following seven chapters:

- Executive Summary
- Overview
- Livability for the Future
- An Emerging Vision
- Alternatives for North Texas
- Impacts and Implications
- Research References

The outline describes possible contents and gives examples of what might be included. We will tailor the document contents and work plan to match the resources we have and the contributions by collaborating organizations.

1. Executive Summary
   a) A brief synopsis of the report’s major conclusions.

2. Overview
   a) Explains what is found in the document
   b) Describes how the previous work (the “Regional Choices” report and the input at the VNT Regional Summit 2008) was used to shape the analysis found here
   c) Summarizes process that will be used to present this information and secure input and support for creation of the NT2050 document

3. Livability for the Future
   a) This chapter will build on the demographic projections and characteristics discussed in the “Regional Choices” report.
   b) It will supplement that analysis with additional demographic characteristics and extend of the trends to 2050.
   c) Based on that analysis, it will evaluate the changes in market demands that result from these demographics.
   d) It will describe possible futures that might meet these residents’ needs and interests.
   e) These results (the market demands and possible futures) help define the alternative scenarios discussed in chapter 5.
Vision North Texas Work Plan Update
Part 3: Work Products – “North Texas Alternative Futures”

4. An Emerging Vision
   a) This chapter builds on the stakeholder input from the Summit to propose an initial description of the region’s desired vision.
   b) Narrative, sketches and images describe the characteristics that are the desired result.
   c) A comparison with the existing Principles of Development Excellence may be included.
   d) This chapter is a preliminary version of the vision statement, goals and/or guiding principles that will become the first part of the Vision (chapter 4) in the final NT2050 document.

5. Alternatives for North Texas
   a) This chapter describes a set of alternatives that could achieve the region’s vision. It is the basis for the discussion and input process that begins with the General Assemblies. It includes alternatives scenarios (by which we mean different development patterns) and alternative infrastructure frameworks.
   b) Alternative scenarios
      i) Each scenario illustrates a set of preferred development concepts for the region. This report builds on the set of alternative scenarios presented in the “Regional Choices” report and modifies them based on VNT leadership direction following the Regional Summit 2008.
      ii) Each scenario’s map would use shades of color to depict development in the entire 16 counties (could be shades to reflect intensity, new vs. maintain vs. redevelopment, or another concept); bubbles or symbols to represent a range of centers (mixed use, varying intensity & size); a generalized open space system; symbols for key regional assets/institutions (i.e., universities, hospitals, etc.); highest level of transportation system facilities
      iii) Text and a table of key factors will be used to summarize the most important features that define each scenario and distinguish one scenario from another. For example, these factors might include the number of anticipated housing units by intensity range or the amount of land in ‘developed’ uses. Or it might calculate the reduction in amount of impervious cover in a community because of natural drainage techniques.
      iv) It should not distinguish city limits and should not be at a level of detail that translates into typical comprehensive plan land use designations
   c) Alternative investment frameworks
      i) These are regional scale maps with accompanying data. These need to be integrated across investment categories.
      ii) Concept of investment categories – the variety of systems that are necessary for the region’s future. A possible list of these categories is:
         (1) Natural assets – such as the items included in VNT’s greenprint work
         (2) Water infrastructure – systems that provide water for use and then treat and reuse it.
Vision North Texas Work Plan Update
Part 3: Work Products – “North Texas Alternative Futures”

(3) Energy infrastructure – for the purposes energy is used within the region.
(4) Facility infrastructure – the constructed buildings, roads, and other facilities that serve the region (with primary focus on those that are public)
(5) Community Assets – housing, and possibly aspects such as neighborhood character or historic assets that create community identity
(6) Economic Assets – the major assets that support job growth and the regional economy
(7) Waste Infrastructure – systems for collecting and dealing with solid waste and other waste products
(8) There may be other categories that should be included as well.

iii) A basic investment framework will reflect existing or committed investments shown in adopted plans. This framework will be largely the same as the infrastructure described in the “Regional Choices” report.
iv) One or more future investment frameworks will reflect other possible policy choices regarding infrastructure investment. For example, there might be an alternative that extends all infrastructure to the full extent of plans under discussion. (For transportation, this might be the unconstrained version of the Mobility Plan network of facilities.) Another alternative might propose an investment framework that does not extend beyond the limits of some yet-to-be-defined “currently-served” area. (This would reflect an urban service boundary type of policy for the region.)
v) The investment categories listed above would be included only if we have resources to do the analysis and policy discussion of the role each one plays in achieving the region’s future scenarios.
vi) An important new contribution from VNT will be the integration or coordination across these investment categories. Additional maps and/or text will need to show areas with “room to accommodate new growth”, “inconsistent or incomplete infrastructure availability”, or “areas where the ‘basic infrastructure’ will need reinvestment by 2050”.
vii) One or more of these alternative scenarios and alternative investment networks will become the basis for these parts of the Vision Statement (chapter 4) in the final NT2050 document.

6. Impacts and Implications
   a) This chapter contains the analysis of the alternatives defined in chapter 5. It should be structured in a way that makes it easy for a stakeholder to understand how these different futures would affect the things he or she values, and for different stakeholders to have a discussion about how well these alternatives serve the region as a whole.
   b) The impact part of the analysis would include comparisons across alternatives such as:
      i) The number of hours residents spend in traffic each year
      ii) The region’s carbon footprint
      iii) The amount of area planned for urban uses but not adequately served by infrastructure

Vision North Texas
Prepared by Strategic Community Solutions
As of October 10, 2008
Page 20
c) The implications part of the analysis would discuss some of the options involved in carrying out the various alternatives. For example,
  i) What roles would particular types of decision-makers need to play to realize the alternative?
  ii) Which stakeholders will be most critical to successful implementation?
  iii) What tools and techniques would be most important to include in the Action Package?
d) This chapter will be the focus of the public discussion at and after the General Assemblies. The resulting direction will shape the NT2050 document’s scenario or scenarios and its regional investment frameworks. It will also set priorities for the items in the NT2050 Decision Playbook (chapter 5) and Action Package (chapter 6).

7. Research References
   a) The information in this document will be based on other studies and reports done by VNT partners. Also, some analysis conducted in response to input at the VNT Regional Summit 2008 may be very detailed.
   b) This chapter of the document will list those background reports, studies and analyses. It will give interested readers a way to find out more about the analysis presented here.
   c) These references might be provided online or might be available in a central location such as the NCTCOG Library.

Contents of Work Product #3 – “North Texas 2050”
This is the detailed outline for the document we hope will be approved or endorsed by key organizations in late 2009.

The outline describes anticipated contents and gives examples of what might be included. We cannot accomplish the entire document described here with our current budget. North Texas 2050 will not be able to address all of these issues, or achieve this level of detail, unless we secure additional resources. We will need to tailor the document contents and work plan to match the resources we have.

Also note that some of this content may already exist or may be produced through some other existing project, program or organization. Vision North Texas will not duplicate those efforts. Rather, it will seek the collaboration of these other groups so they will agree to contribute their work to this project.

1. Executive Summary
   a) A brief and engaging synopsis of the report’s key points and recommendations.

2. Overview
   a) Explains what is found in the Vision and in the Action Package
   b) Summarizes the process for creating NT2050, who has been involved and what alternatives have been examined

Vision North Texas
Prepared by Strategic Community Solutions
As of October 10, 2008
Page 21
Vision North Texas Work Plan Update
Part 3: Work Products – “North Texas 2050”

c) Summarizes how NT2050 will be used in decision-making
d) Previews the way performance measures will be used to monitor progress over time

3. The People of North Texas
a) The number and character of people who are here now (and possibly some historic trends)
b) The projections of how many people may be here in the future
   i) 2010
   ii) 2020 (if needed)
   iii) 2030
   iv) 2040 (if needed)
   v) 2050 (including a range)
c) The characteristics of the people who are likely to be here in the future
d) The implications of these characteristics for shaping the region’s future, including implications for changing market demands.
e) Description of possible futures that might meet these residents’ needs and interests.
f) Explain how the NT2050 preferred scenario(s) result in places that will appeal to these people as desirable places to live, work and play.

4. A Vision for North Texas
a) Brief (few sentences or single paragraph) vision statement
b) Narrative and images that elaborate on this desired result for the region (see the Envision Central Texas example to the right)
c) Goals and/or guiding principles for the region (update or refine the Principles of Development Excellence, found on page 23)
d) Preferred scenario(s) (see the Northern Illinois Planning Council example on page 24)
   i) Each scenario illustrates a set of preferred development concepts for the region. There may be only one, or there may be a small number (for instance, there could be two preferred scenarios that are based on different expectations about the price and availability of oil).
   ii) The scenarios reflect the results of the analysis, discussion and stakeholder input beginning with the VNT Regional Summit 2008.

Envision Central Texas Goals
- An environment that is beloved and protected forever.
- An effective transportation system that “got ahead of the curve”.
- An economy that is dynamic and diverse, with job opportunities throughout the region.
- A variety of housing choices affordable for everyone in the region.
- Actions that demonstrate an understanding that social equity and racial harmony are important values that strengthen the region.
- The protection and enhancement of our neighborhoods, towns, rural areas, historic sites and special sense of place.
- Regionwide understanding and the spirit that our fortunes are tied together.
Mission Statement
The mission of the Development Excellence initiative 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.

NCTCOG’s Executive Board adopted this mission statement and an accompanying set of 10 Principles of Development Excellence in 2001. These concepts guide cities, counties, school districts, other public agencies, and the private sector as they plan and create future development and redevelopment in the region:

Ten Principles of Development Excellence

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 on 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
The 2040 Regional Framework Plan provides a vision for meeting land-use challenges in the most efficient, coordinated and sustainable manner. The 2040 Regional Framework Map illustrates this vision for growth with a framework of Centers, Corridors and Green Areas.

Centers

Centers come in different sizes, from Metropolitan Centers to Hamlets. They are generally defined as compact, mixed-use, livable, inclusive and economically vibrant places interconnected by multiple modes of transportation.

The 2040 Plan defines a system of transportation corridors and supportive land uses meant to connect the region’s centers and improve residents’ quality of life by making it easier to get around our communities.

Corridors

Corridors in 2040 provide efficient, contiguous, multi-modal and environmentally sensitive transportation and activity connections between compact centers. They contain mixed land uses that best meet the needs of local communities and the region.

• Compatible land uses and development patterns along the region’s corridors foster efficient and healthy travel behaviors and a sustainable transportation system.
• Corridor intersections connect with various modes of transportation from trains and buses to bicycles and boats.
• Transportation and facility infrastructure is integrated into the natural and built environment in a manner that minimizes impacts to valued natural and cultural resources.

Green Areas

Green Areas in 2040 connect communities and protect natural habitats while contributing to the economy and overall livability of the region. They provide valuable assets for health, well-being and enjoyment; active corridors for recreation; and walking and biking connections between destinations and communities.

• The watershed – a land area that drains to a single body of water – is managed to protect the quantity and quality of water resources, and green areas are protected and managed to enhance biodiversity.
• Hiking, walking, biking, picnicking and other outdoor recreation opportunities are abundant, accessible and close to home.
• Stakeholders and local governments are fully educated about the economic benefits of farming and the public cost of converting farmland to low-density residential development.
iii) Each scenario will have a map that uses general shades for overall development pattern and bubbles or symbols to represent key locations. This map will be the final result of the analysis and input on alternatives.

iv) The map is accompanied by text and key pieces of data to show how it achieves the desired concept and (if there are multiple scenarios) how this scenario compares to the others.

v) It should not distinguish city limits and should not be at a level of detail that translates into typical comprehensive plan land use designations.

e) Regional investment framework (see the San Diego example on page 26)

i) Regional scale maps, accompanying GIS files & related text & data. These need to be integrated across investment categories.

ii) See table 2 (beginning on page 27) for an outline of this concept.

iii) Concept of basic & future frameworks – basic reflects existing or committed investments while future shows the possibilities that would serve a particular preferred scenario(s). Most of the basic infrastructure framework would meet the needs in 2030. Presumably the entities that are responsible for these plans would use the NT2050 future frameworks as they consider updates in the future. Like the scenarios, these future frameworks could propose investments that respond to the changes that actually occur over time.

iv) Concept of infrastructure categories – the variety of systems that are necessary for the region’s future. A proposed list is found in table 2.

v) Each infrastructure category would include a group of related priority issues. These are also suggested in table 2.

vi) The categories and issues listed in table 2 include ‘infrastructure’ that is important to the region’s future success and sustainability. But we don’t now have the resources to address all of these. Infrastructure categories and priority issues will be included in NT2050 only if we have had the resources to include them in the earlier analysis and discussion.

vii) An important new contribution from VNT will be the integration or coordination across infrastructure categories. Additional maps and/or text will need to show areas such as those with “room to accommodate new growth”, “inconsistent or incomplete infrastructure availability”, or “areas where the ‘basic infrastructure’ will need reinvestment by 2050”.

viii) We need to consider how the depiction of these frameworks relates to financial resources, available or anticipated. (In other words, is this a financially constrained framework?)
# Table 2: North Texas 2050
## Regional Investment Framework

<table>
<thead>
<tr>
<th>Investment Category (Color)</th>
<th>Priority Issues Addressed</th>
<th>Basic Framework</th>
<th>Future Framework</th>
</tr>
</thead>
</table>
| Natural Assets (Green)      | • Use set of data established for greenprinting, such as:  
• Open space areas  
• Urban forest canopy  
• River corridors  
• Stormwater  
• Critical habitat  
• Agriculture  
• Others?  
• Systems that exist/have been identified | • Additional assets to meet future needs  
• Might include demand for locally-produced food  
• Might include roles such as carbon sequestration | |
| Water Infrastructure (Blue) | • Municipal water  
• Wastewater  
• Irrigation & livestock  
• Other identified uses (from water plans)  
• Reuse water supplies  
• Surface & groundwater supplies  
• Others?  
• Supplies & facilities in 2007 Texas Water Plan for Regions C, D & G  
• Show areas that have service (included in a CCN) | • Supplies & facilities to meet needs of 2050 preferred scenario(s)  
• May involve changes in assumptions about consumption, reuse, conservation | |
| Energy Infrastructure (Red) | • Electricity  
• Natural gas  
• Gasoline/diesel  
• Others?  
• Electricity grid (at regional level)  
• Gas wells/shale  
• Areas with potential for solar, wind | • System needed to meet 2050 demands  
• May change assumption to increase % of energy used here that is locally generated | |
### Table 2: North Texas 2050 Regional Investment Framework

<table>
<thead>
<tr>
<th>Investment Category (Color)</th>
<th>Priority Issues Addressed</th>
<th>Basic Framework</th>
<th>Future Framework</th>
</tr>
</thead>
</table>
| Facility Infrastructure (Gray) | • Transportation (highway, rail, bike, pedestrian)  
• Aviation & freight systems  
• Major educational institutions  
• Major health care institutions  
• Other key public buildings  
• Others?                                                                 | • Those that exist or are programmed for construction  
• For transportation, this could be ‘Mobility 2030’  
• The emphasis here is on public facilities                                                                 | • Those needed to meet future needs |
| Community Assets (Orange) | • Housing  
• Neighborhoods  
• Urban/community design  
• Historic assets  
• Arts & culture  
• Others?                                                                 | • Existing assets (major arts, culture, historic) can be identified  
• We would need to figure out how to show the others, for the future                                                                 | • Might include needed sorts of housing  
• Might indicate places where new ‘landmarks’ or civic places are needed |
| Economic Assets (Purple) | • Major generators of jobs & economic value  
• Aviation, freight, education & health care might fit here instead of in grey infrastructure                                                                 | • Employment centers/clusters  
• Research centers  
• Telecommunications availability                                                                 | • Those needed for future economic competitiveness |
| Waste Infrastructure (Brown) | • Municipal solid waste  
• Biosolids from wastewater treatment  
• Household hazardous waste  
• Others?                                                                 | • Landfills  
• Transfer stations  
• Treatment facilities                                                                 | • Additional facilities needed for 2050 |
5. **A Playbook to Achieve the Vision**

a) This section would help public, private, academic and non-profit decision-makers use *NT2050* as they make their own choices.

b) One component might be an action matrix that gives a decision-maker suggestions or recommendations about actions to achieve the vision. Table 3 gives an example of such a matrix. It gives examples of action items for different types of decision-makers in 5 broad action areas:

i) **Education**: programs or activities that provide information

ii) **Guidance**: programs or activities that provide recommendations or guidance about the best ways to achieve the vision.

iii) **Adoption**: steps that the decision-maker could take that formally adopt some aspect of the vision as part of the decision-makers’ own regulations or practices.

iv) **Investment**: ways the decision-maker can use investments and financial choices to shape the desired future.

v) **Innovation**: opportunities to carry out NT2050 by creating new partnerships, financial structures, entities, etc.

c) The final version of such a table could be linked to online information on the action tools related to each item. (the NIPC examples on pages 33 and 34 suggest possible approaches)

d) Another component of the playbook might be a decision tree that would help individual decision-makers understand the implications of their choices and focus on the evaluation that will be most important to a strategic decision.

e) A third component of the playbook might connect these action choices to specific preferred scenarios (if we end up with more than one). It might also use the *NT2050* performance measures (or other tools) to help decision-makers design their own strategies for dealing with future uncertainties.

---

**Table 2: North Texas 2050**

<table>
<thead>
<tr>
<th>Investment Category (Color)</th>
<th>Priority Issues Addressed</th>
<th>Basic Framework</th>
<th>Future Framework</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other Issues</td>
<td>- Climate change (greenhouse gas reduction) might relate to several categories</td>
<td>- Our basic framework would integrate all categories and relate this to the scenarios for 2030</td>
<td>- The future framework would ‘harmonize’ investments in all categories for 2030 and 2050</td>
</tr>
</tbody>
</table>
## Table 3: Action to Achieve the North Texas 2050 Vision
(note that these are just a few examples)

<table>
<thead>
<tr>
<th>Decision-Maker</th>
<th>Education</th>
<th>Guidance</th>
<th>Adoption</th>
<th>Investment</th>
<th>Innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual city</td>
<td>Communicate with residents about the preferred direction &amp; choices to reach it</td>
<td>Use preferred development scenario(s) as input when updating comprehensive plan</td>
<td>Adopt the model ordinances for developments within the city</td>
<td>Use capital funds to construct new paths or acquire identified open spaces</td>
<td>Review &amp; realign tax incentives to support the use of locally-generated alternative energy</td>
</tr>
<tr>
<td>Regional Transportation Council</td>
<td>Present NT2050 to public as part of its workshops</td>
<td>Use infrastructure framework in analysis of environmental &amp; community impacts of transportation corridors &amp; alternatives</td>
<td>Adopt the next Mobility Plan to meet the needs of the preferred scenario(s)</td>
<td>Rank capital projects based on their consistency with NT2050; use its scenario(s) as basis for incentive funding like Sustainable Development Fund</td>
<td>Create new methodology for transp. entities to use to streamline completion of capital projects that rehab infrastructure in developed areas</td>
</tr>
<tr>
<td>Developer</td>
<td>Use the NT2050 vision as part of marketing new development</td>
<td>Use scenario(s) and infrastructure framework to help decide where to acquire property</td>
<td>Adopt model guidelines for design of mixed use infill projects</td>
<td>Invest in the construction of projects that achieve the vision</td>
<td>Work with financial institutions to create funding source to capitalize higher initial costs for sustainable design</td>
</tr>
</tbody>
</table>
# Vision North Texas Work Plan Update

**Part 3: Work Products – “North Texas 2050”**

## Table 3: Action to Achieve the North Texas 2050 Vision

(note that these are just a few examples)

<table>
<thead>
<tr>
<th>Decision-Maker</th>
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<th>Guidance</th>
<th>Adoption</th>
<th>Investment</th>
<th>Innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Large agricultural property owner</td>
<td>Share this vision with other property owners in similar situations</td>
<td>Use policies and scenario(s) to guide master planning for new development on part of the ranch</td>
<td>Establish a conservation easement on the part of the ranch identified as an important natural asset</td>
<td>Invest in production of produce, other products for local markets</td>
<td>Create entity (like a farmers' cooperative) to generate &amp; store alternative energy from wind or solar sources</td>
</tr>
<tr>
<td>Neighborhood association</td>
<td>Have presentations on the region’s future at assn. meeting</td>
<td>Use infrastructure framework to guide the location of new bike/ped routes to area destinations</td>
<td>Adopt model design guidelines for the assn.’s review of proposed remodel/redevelopment proposals</td>
<td>Install trees, natural swales or permeable sidewalks to address environment of neighborhood &amp; region</td>
<td>Form assn. committee to coordinate maintenance assistance to needy seniors in the neighborhood</td>
</tr>
<tr>
<td>Individual resident</td>
<td>Learn about the vision and how individual actions help achieve it</td>
<td>Use the scenario(s) to decide which communities might be a good fit for this person in the future</td>
<td>Sign a pledge to take individual actions to make North Texas sustainable</td>
<td>Buy energy efficient appliances to reduce this person’s ‘carbon footprint’</td>
<td>Participate on local task forces or as a volunteer in one’s own community</td>
</tr>
<tr>
<td>Global business with headquarters here</td>
<td>Include NT2050 vision in materials to recruit new employees to this region</td>
<td>Use scenario(s) and infrastructure framework to locate a new facility</td>
<td>Incorporate “best management practices” for water reuse into operations</td>
<td>Fund expanded ‘employee vehicle pool’ so employees could own fewer cars</td>
<td>Provide expertise &amp; resources to establish a fund investing in North Texas carbon credits</td>
</tr>
</tbody>
</table>
**Table 3: Action to Achieve the North Texas 2050 Vision**
(note that these are just a few examples)

<table>
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<tr>
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<th>Investment</th>
<th>Innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td>A county within the region</td>
<td>Informational brochures about role of open space in building the economy</td>
<td>Training manuals to enable county road crews to use pervious surfaces and natural swales</td>
<td>Inclusion of priority natural corridors in county park &amp; open space plan</td>
<td>Use preferred scenario to determine where to participate in tax increment financing districts</td>
<td>Creation of a regional public health program that supports multi-county emergency and wellness care</td>
</tr>
<tr>
<td>A Regional Water Planning Group</td>
<td>Presentations to member cities about how development patterns affect per capita water consumption</td>
<td>Use analysis of NT people and preferred scenario(s) to make new assumptions about water consumption rates in the future</td>
<td>Use the future regional investment framework as the basis for the next update of the Texas Water Plan</td>
<td>Build water reuse facilities that provide resources to areas that are targeted for revitalization</td>
<td>Establish a regional water compact among providers that places first priority for investment in locations that support the vision</td>
</tr>
<tr>
<td>Academic institution</td>
<td>Use the vision of a sustainable urban region to distinguish the school from competitors elsewhere</td>
<td>Use ‘best practices’ for mixed use development as guidance for revitalization of older student housing areas</td>
<td>Use facilities component of infrastructure framework as part of a University Master Plan update</td>
<td>Fund research and teaching programs and faculty in areas of NT2050 implementation</td>
<td>Create a virtual university collaboration that gives NT an educational asset available to people throughout the region</td>
</tr>
</tbody>
</table>

Other key examples may be added.
## Achieve a Balance Between Jobs and Housing

### NPC Role

- Support Illinois Housing Development Authority Employer-Assisted Housing program. *(P)*

- Assist communities in reviewing and revising local planning policies to encourage an appropriate local and sub-regional jobs/housing balance. *(P)*

- Undertake research around the regional jobs/housing mismatch and coordinate with the Urban Transportation Center of the University of Illinois at Chicago and other appropriate entities. *(P/TBF)*

- Advocate for the state to implement policies and programs to support jobs/housing balance improvements. *(P)*

- Research incentives to encourage residents to live near where they work; for example, public/employer partnerships to provide down payment assistance to employees. *(P/TBF)*

- Research state-financed revolving loan programs to assist local communities in providing appropriate housing types near centers and employment nodes. *(TBF)*

- Research grants available to communities that are working actively to improve their jobs/housing ratio. *(TBF)*

### Potential Local Roles

**A Promote job and housing opportunities:**

Offer local government employees employer-assisted housing benefits

**B Implement employer-assisted housing programs** to help employees purchase a home near their job, using the Fannie Mae Employer Assisted Housing Program and Metropolitan Planning Council model

- Adopt flexible community policies to facilitate a diversity of housing, including affordable housing, near centers and employment nodes

- Offer tax relief or other incentives to businesses providing employer-assisted housing programs

- Encourage businesses to hire from the local labor force

**C Improve quality of life with a stronger jobs/housing balance**
### GOAL III: PRESERVE CRITICAL LANDS, INCLUDING AGRICULTURAL, SENSITIVE, AND STRATEGIC OPEN LANDS

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Why</th>
<th>Who</th>
<th>How</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>C 1</strong></td>
<td>Promote walkable development that encourages permanently reserved open lands through incentives.</td>
<td>• Slows land consumption, eases pressure on existing open lands • Provides more affordable housing options with more amenities • Provides open areas within communities that can be used for agriculture or outdoor recreation</td>
<td>local governments, developers, Envision Utah</td>
</tr>
<tr>
<td><strong>C 2</strong></td>
<td>Promote tax incentives for reuse of currently developed areas.</td>
<td>• Encourages efficient use of existing infrastructure • Helps preserve raw undeveloped land • Encourages location of new development near existing services, thereby reducing traffic and travel times</td>
<td>Quality Growth Commission, Envision Utah, local governments</td>
</tr>
<tr>
<td><strong>C 3</strong></td>
<td>Support the establishment of transfer of development rights programs to promote protection of open space and maintain quality of life.</td>
<td>• Allows owners of sensitive lands to transfer their development rights to less sensitive areas. • Helps to preserve sensitive lands while preserving private property rights</td>
<td>local governments, The Nature Conservancy, Utah Open Lands</td>
</tr>
<tr>
<td><strong>C 4</strong></td>
<td>Support the protection of sensitive lands.</td>
<td>• Protects views and vistas for the larger community • Protects wetlands, watersheds, and wildlife habitat • Helps to protect lands that are particularly sensitive to the impacts of development • Development on steep slopes often causes erosion and instability, and ruins the aesthetic quality of hillsides and ridgelines • Development on steep slopes and sensitive lands often damages critical wildlife habitat and blocks access to recreation areas</td>
<td>cities, counties, developers, The Nature Conservancy, Utah Open Lands, Quality Growth Commission, state government</td>
</tr>
<tr>
<td><strong>C 5</strong></td>
<td>Promote use of conservation easements to preserve key/critical land for parks and recreation, open space, watersheds, wildlife habitat, and agriculture</td>
<td>• Preserves key/critical land for parks and recreation, open space, watersheds, wildlife habitat, and agriculture</td>
<td>cities, counties, developers, The Nature Conservancy, Utah Open Lands, American Farmland Trust</td>
</tr>
<tr>
<td><strong>C 6</strong></td>
<td>Encourage the dialogue and ongoing public discussion of how to identify significant public and/or private funds for critical lands preservation. Push to resolve the appropriate balance of public and private funds to be used.</td>
<td>• Land owners may have a reasonable expectation of economic return on a sensitive piece of land, so acquisition of the land may be the only way to preserve it from development while preserving property owners’ rights. • Major constraint to open space preservation is funding to acquire land or easements. Some lands must be purchased to preserve private property rights. There are successful programs that rely on private funds for land acquisition, while other programs have significant public funding sources (e.g., lottery in Colorado)</td>
<td>The Nature Conservancy, Utah Open Lands, American Farmland Trust, Quality Growth Commission, local governments</td>
</tr>
<tr>
<td><strong>C 7</strong></td>
<td>Pursue public land trades to create more private developable land, preserve critical lands and watersheds, and protect sensitive lands from development.</td>
<td>• Greater Wasatch Area’s (GWA) land base is limited in part by large federal land holdings surrounding the urban area. Amount of usable land could be increased by trading sensitive private lands into federal hands, in exchange for federal lands that are more appropriate for development.</td>
<td>USDA Forest Service, US BLM/Department of Interior, Envision Utah, The Nature Conservancy, State of Utah, Utah State and Institutional Trust Lands Administration</td>
</tr>
</tbody>
</table>
6. Action Package
   a) The action package should contain tools and techniques that can be used by many different
decision-makers to help achieve the regional vision.
   b) The package will address the development pattern described by the preferred scenario(s) and
the investment categories and issues that are actually included in the regional investment
framework.
   c) Recommended incentives might include:
      i) An expansion of the existing Sustainable Communities grant program
      ii) The use of tax increment financing districts to fund infrastructure in key revitalization areas
      iii) Buyback programs for energy- or water-wasting appliances
      iv) Density bonuses for development that goes beyond the standard for use of natural systems
      for storm water management
      v) A realignment of current incentive programs so they support this vision. In other words, a
project or proposal that does not align with this vision receives $0 in incentives; the closer
the alignment, the larger financial value of incentives received.
   d) “Best Practice” examples
      i) Use NCTCOG’s “Sustainable North Texas” for this component
      ii) Listed best practice
      iii) Documented best practice
      iv) Recognized best practice
   e) Model action tools, such as:
      i) Mixed use development ordinances for small scale walkable communities
      ii) Standardized tool for calculating solar energy generation potential for properties in this
      region
      iii) Template for a medium-sized business to use in establishing an employee vehicle-sharing
      program
      iv) Model agreement for shared use of energy generated on the site of a multi-owner shopping
      center or business park
   f) Other technical assistance, which might be:
      i) Training programs for employees on managing facilities to reduce their carbon footprint
      ii) Design review assistance for small communities, or small developers, to facilitate creation of
mixed use centers
      iii) Online activities that civic organizations could use to engage their members in
      implementation
      iv) Online directories that match local producers and purchasers to support sustainable local
      goods and services
      v) Volunteer training and organization for people who can help manage the region’s urban
      forest
   g) Indicators & incremental milestones to measure progress
Vision North Texas Work Plan Update
Part 3: Work Products – “North Texas 2050”

i) Performance measures (or indicators) that allow us to quantify progress toward a 2050 vision
ii) Annual reports like the “Transportation State of the Region” that are used to communicate about progress
iii) A process for monitoring and reporting on progress using these measures

h) There could be recommendations of new entities/structures that should be created to implement the vision. Examples could be:
   i) A North Texas carbon credit bank
   ii) A non-profit organization or foundation that could underwrite the inclusion of sustainable features in affordable housing
   iii) A regional entity that could acquire and manage open space and trails systems
   iv) A fund to provide ‘gap’ financing for developers building sustainable projects in targeted locations across the region
   v) A regional revenue-sharing system that reduces the need for inter-city competition for projects/companies that are major tax generators.