



**Vision North Texas  
Leadership Summit**

**September 25, 2006**



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Leadership Summit  
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## **Executive Summary**

The Vision North Texas Leadership Summit was held on September 25, 2006 at the Arlington Convention Center. It was designed to bring together public sector leaders from the North Texas region who face common challenges and opportunities because of their communities' character and location within the region.

Approximately 100 elected and appointed officials participated in the event, which was co-chaired by Dallas County Judge Margaret Keliher and Arlington Mayor Robert Cluck. William H. Hudnut III, Senior Research Fellow at Urban Land Institute, provided the keynote presentation. He urged participants to maintain the vitality of the region's core and inner tier communities while creating diverse neighborhoods in the region's growing outer communities. Judge Keliher and Mayor Cluck were joined by Fort Worth Mayor Mike Moncrief and Cedar Hill Mayor Rob Franke in giving a North Texas response to the issues raised by Mayor Hudnut.

Eight workshop groups allowed participants to meet with representatives from other similar communities. Four groups focused on the Core and Inner Tier Communities, two groups addressed Outer Tier Communities and two groups considered Separate Communities. Each group considered regional issues and the specific concerns of their communities. They supported the use of the Development Excellence Principles to guide growth. The workshop groups recommended priorities and action steps for their communities and the region.

Following reports from each workshop group, the Summit participants used keypads to respond individually to a series of questions about priority issues and action after the Summit. Water issues ranked highest for the region, followed by transportation, education, air quality and economic competitiveness. Participants voiced a high level of commitment to continuing work with Vision North Texas and to involving more regional leaders in this partnership.



**Cedar Hill participants included Planning & Zoning Commissioner Detrick DeBurr**



**Garland Mayor Bob Day reports on his group's conclusions**



## Leadership Summit Report



Vision North Texas is a private-public partnership designed to increase awareness about the growth expected in North Texas and to involve people and organizations in initiatives that accommodate this growth successfully.







## **Vision North Texas Leadership Summit Overview**

### **Objectives**

The Vision North Texas Leadership Summit was held on September 25, 2006 at the Arlington Convention Center. It was designed to bring together elected officials from the North Texas region who face common challenges and opportunities because of their communities' character and location within the region. These leaders reviewed analysis about shared issues and set priorities for action through Vision North Texas and other initiatives.

The Leadership Summit's specific objectives were to:

1. Support the overall Vision North Texas (VNT) objectives:
  - a) Increase public awareness of the growth that's projected for our region;
  - b) Educate participants about the implications of regional growth;
  - c) Understand the options we have for accommodating that growth; and
  - d) Create a forum for discussion about public and private sector actions.
2. Report on research and analysis about issues related to the North Texas regional development pattern and its impact on individual communities;
3. Agree on top priority 'regional impact issues' that affect communities and that should be the focus for regional policy and action;
4. Support networking among elected officials whose communities share similar characteristics and challenges for the future; and
5. Provide feedback to the overall VNT effort from the perspective of elected leaders.

### **Participants**

This first Vision North Texas Leadership Summit involved the officials of cities and counties that are partners in Vision North Texas. At the time of the summit, there were 39 partner communities; they are listed on page ## of this report.

The Leadership Summit was co-chaired by Dallas County Judge Margaret Keliher and Arlington Mayor Dr. Robert Cluck. The Co-chairs were actively involved in summit preparations. Because of their recognized leadership on issues affecting this region, their willingness to Co-chair the Leadership Summit gave it important credibility and helped increase attendance by top officials.

Invitations were sent to County Judges, Mayors, City Managers, Planning Directors, Economic Development Directors and Planning & Zoning Commission Chairs of the participating communities. In addition, the Board President and Superintendent of selected Independent School Districts serving these communities were also invited.

Approximately 100 elected and appointed officials participated in the summit. In many cases, communities sent a team of several individuals. Almost all (90%) of the cities and counties participating in Vision North Texas had representatives at the summit.



## Agenda

The agenda below shows the activities that occurred as part of the summit and the key individuals involved in each. The summit began at 9:00 a.m. and ended on time at 1:30 p.m.

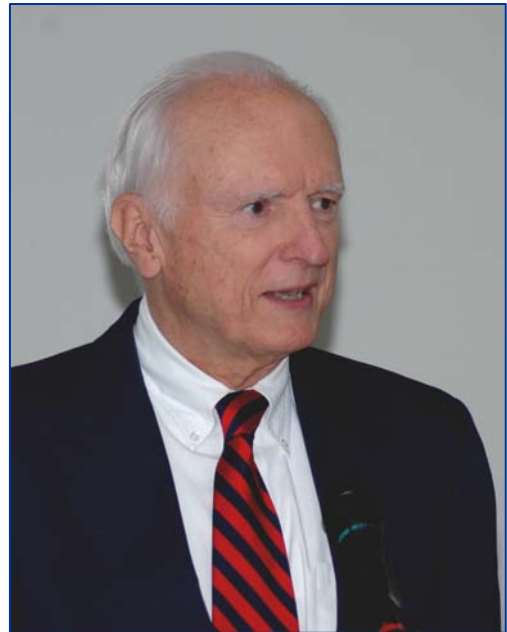
<b>Activity</b>	<b>Speakers</b>
Welcome & Introductions	Dallas County Judge Margaret Keliher and Arlington Mayor Robert Cluck
Overview of Summit	Karen Walz, Vision North Texas Project Manager
Introduction of Keynote Speaker	Bob Bolen Senior Advisor to the Chancellor, Texas Christian University; former Mayor, City of Fort Worth
Keynote Presentation	William H. Hudnut III Senior Resident Fellow and ULI/Joseph C. Canizaro Chair for Public Policy, the Urban Land Institute
North Texas Leadership Perspectives	<ul style="list-style-type: none"> <li>• Dallas County Judge Margaret Keliher</li> <li>• Fort Worth Mayor Mike Moncrief</li> <li>• Arlington Mayor Robert N. Cluck, M.D.</li> <li>• Cedar Hill Mayor Rob Franke</li> <li>• Panel moderated by Fernando Costa, Vision North Texas Management Committee Chair</li> </ul>
Questions & Answers	All participants
Break; Go to Workshop Group Sessions	
Discussion of Regional Issues; Identification of Regional Impact Issues	Workshop Groups
Break; Return to Lunch	
Lunch and Conversation	
Reports from Workshop Groups	Group representatives
Discussion of Identified Issues	All participants
Wrap Up, Next Steps and Acknowledgements	Fernando Costa and Leadership Summit Co-Chairs Keliher and Cluck
Adjourn	

## Highlights of Keynote Presentation

Keynote speaker William H. Hudnut III, a Senior Resident Fellow with the Urban Land Institute and former four-term Mayor of Indianapolis, provided an inspiring and challenging keynote presentation to begin the Leadership Summit. He urged participants to maintain the vitality of the region's core and inner tier communities while creating diverse neighborhoods in the region's growing outer communities.

Mayor Hudnut explained the different challenges faced by Texas communities, which must *manage* their growth, compared to communities in regions like the Northeastern U. S., which struggle with *attracting* growth to fight urban decay, disinvestment and abandonment. He proposed that the region decide on its desired future and then work for the means to achieve that end.

Mayor Hudnut noted that many people increasingly identify with places on three levels – global, regional and neighborhood. He provided examples of strategies for action to create choice and a sense of place for the region's neighborhoods while addressing concerns like affordable housing and energy use at the regional level.



**Keynote Speaker Bill Hudnut**

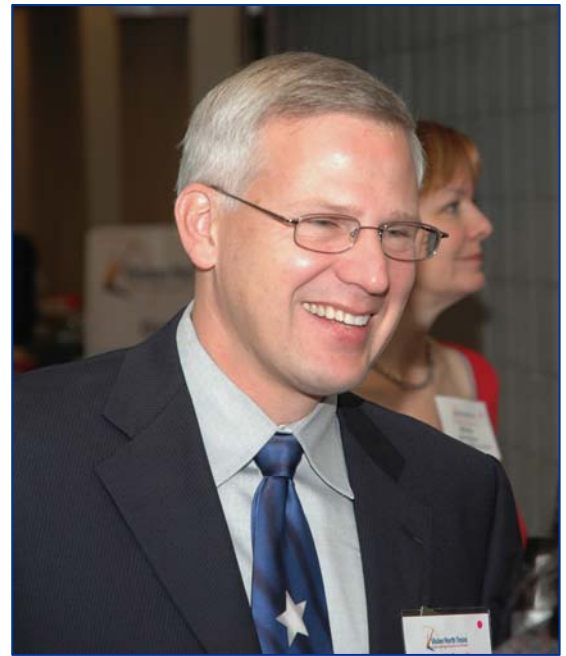
## Highlights of North Texas Leadership Panel Discussion

All four panelists contributed vision and provocative ideas to the day's discussion. Dallas County Judge Keliher emphasized the "importance of long-range planning to ensure that the region's growth and prosperity are sustainable into the future". Fort Worth Mayor Mike Moncrief noted that "the time has come to work together on regional land use issues. We need a regional 'gamebook' to grow successfully".



**Dallas County Judge Margaret Keliher and Fort Worth Mayor Mike Moncrief**

Arlington Mayor Robert Cluck urged participating communities to work together because “none of these issues can be solved by one city alone”. Cedar Hill Mayor Rob Franke described his city’s ethnic diversity and its emphasis on “building consensus, not just achieving a majority vote on important decisions.”



Arlington Mayor Robert Cluck and Cedar Hill Mayor Rob Franke

The panel members all stressed the importance of leadership in shaping quality communities and a sustainable region. As Mayor Moncrief noted, “the folks we serve are counting on us for this [regional] direction”.

## **Workshop Group Results**

### **Group Logistics**

For the Vision North Texas Leadership Summit, participants were divided into eight groups so they could be directly engaged in discussion of regional issues and priorities. These groups were organized by community type, as defined below. Four of the groups included representatives from core and inner tier communities; two groups included outer tier community representatives; and two groups included representatives from separate communities. Each group was assisted by two expert volunteers – a facilitator and a recorder.



**Registrants receive group assignments**

A set of questions was developed to guide the discussion in these workshop groups. Six major questions and thirteen follow-up questions were used; responses to the major questions are reported below. Each of the workshop groups had an intense and productive discussion in response to these questions.

### **Community Types**

While some regional issues have a similar effect on all communities within the region, other issues affect communities in different ways. Five primary 'community form types' have been defined for Vision North Texas. This classification is based on four major factors that describe the cities' roles in the region and in the region's historic development pattern:

- Extent of urbanization;
- Primary development period, reflected by the age of the housing stock;
- Whether the city is largely land-locked or is able to grow by annexing adjacent land; and
- Proximity to the two center cities of Dallas and Fort Worth.

#### **Community Form Types**

- ✓ Core Areas
- ✓ Inner Tier Communities
- ✓ Outer Tier Communities
- ✓ Separate Communities
- ✓ Rural/Unincorporated Areas



Core Areas include the oldest central parts of the region’s two center cities of Dallas and Fort Worth. Much of the Core Area was developed before 1950.

Inner Tier Communities include cities like Irving, Richardson and Haltom City that are adjacent to the Dallas and Fort Worth and were largely developed by the 1990’s. Those parts of Fort Worth and Dallas developed since World War II also are considered Inner Tier Communities. For the most part, these communities no longer have the ability to grow through annexation, so their future economic and fiscal vitality depends on the character of neighborhood and business areas already inside the existing city limits.

Outer Tier Communities are further from the region’s two central cities but are part of the region’s urbanized area. Most of their development has occurred since 1980. They are largely urbanized and can still expand through annexation. Grapevine, Coppell, Frisco and McKinney are examples of Outer Tier Communities.

Cities like Waxahachie are defined as Separate Communities because they are physically separate from the region’s main urban area. They include central areas that were largely developed before 1990; they typically can still grow outward. Smaller towns are also considered Separate Communities though they are less urban; they include places like Anna. The Rural/Unincorporated Areas category includes unincorporated areas.

The list below shows the preliminary listing, by Community Form Type, of the North Texas cities participating in Vision North Texas. As Vision North Texas continues, this listing may be modified to reflect additional research and discussion about individual communities’ character.

Participating Communities, By Type		
Core & Inner Tier Communities	Outer Tier Communities	Separate Communities
Addison	Allen	Azle
Arlington	Benbrook	Cleburne
Carrollton	Burleson	Denton
Dallas	Cedar Hill	Greenville
Farmers Branch	De Soto	Royce City
Forest Hill	Frisco	Waxahachie
Fort Worth	Lancaster	Weatherford
Garland	Lewisville	
Grand Prairie	Little Elm	
Hurst	McKinney	
Irving	Red Oak	

## Participating Communities, By Type

Core & Inner Tier Communities	Outer Tier Communities	Separate Communities
Mesquite	Rowlett	
Plano	Southlake	
Richardson	The Colony	

Participating Counties – Dallas, Ellis, Rockwall and Tarrant – include communities of several types as well as Rural/Unincorporated Areas.

## General Conclusions

### Top Regional Issues

The table below shows how frequently the workshop groups identified a particular topic as one of their top priorities for the region. Groups were asked to identify the “top five issues our entire North Texas region must address to meet the needs of over 9 million people in 2030”. However, some groups identified a different number of top issues. The table below shows the number of groups (out of a total of 8) that included each issue among their top items.

Issue	Number of mentions as ‘top priority’
Water for people & businesses	6
Air quality	5
Education	5
Transportation	5
Health	4
Energy consumption	3
Affordability	2
Environmental	2
Sustainable development	2
Traffic congestion	2
Transportation infrastructure	2
Water in lakes, streams and rivers	2
Community character	1
Cultural assets	1
Directing growth effectively	1
Fiscal issues	1
Investment in regional public infrastructure	1
Limitations from State legislature	1



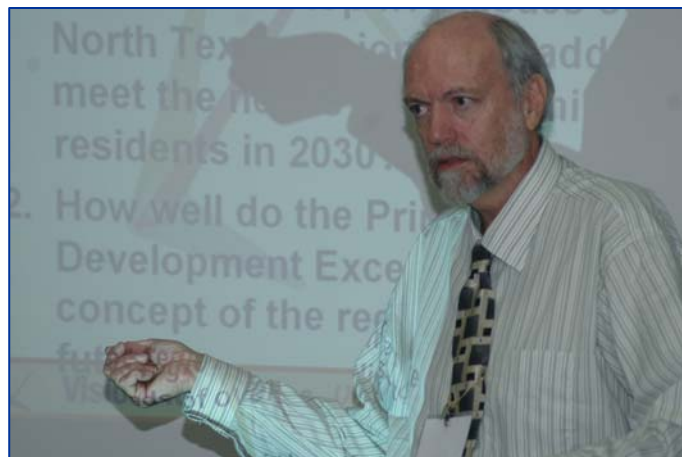
<b>Issue</b>	<b>Number of mentions as 'top priority'</b>
Live/work balance	1
Mixed use	1
Organizational infrastructure	1
Population growth	1
Property rights sensitivity	1
Transportation choice	1
Unhealthy competition/lack of regional view	1

Water supply concerns (“water for people and businesses”) ranked highest, with 6 of the 8 groups including this as a top issue for the region. Given this year’s drought and water restrictions, it is reasonable for these issues to be identified as priorities for the region. Air quality and transportation are both issues that have received a great deal of attention and debate in the region; they are each ‘top priority’ for 5 out of 8 groups. Education was also listed as a ‘top priority’ by 5 of the 8 groups. This is a notable new item that has received far less attention at the regional level. Half of the groups included health as a top priority issue for the region.

This listing presents the issues as they were identified by the groups themselves. As a result, some items noted above may be slightly different ways of defining very similar issues. For example, the issues of ‘sustainable development’, ‘directing growth effectively’, ‘live/work balance’ and ‘mixed use’ are all closely related. Action to address these concerns may well receive support from a wider range of communities than this list suggests.

### Principles of Development Excellence

The workshop groups discussed the Principles of Development Excellence adopted by the North Central Texas Council of Governments (NCTCOG) Executive Board in 2001. The groups were asked how well these principles describe their concept of the region’s desired future. Two groups did not respond to this question. Four groups expressed general agreement with these principles. Two groups (both representing Core/Inner Tier Communities) agreed with the principles that are currently included but added an additional perspective. These groups argued that the pattern of physical development did not completely determine whether the result would be “good development”. These groups added to the existing principles the issues of health, education, social and economic concerns, quality of life and culture.



**Facilitator Bud Melton leads a discussion of Development Excellence**



## Willingness to Be Involved

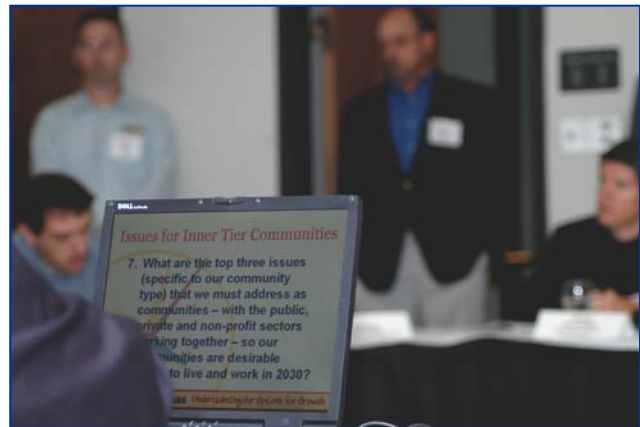
Workshop group participants were very interested in continuing involvement with Vision North Texas and these regional issues. Suggestions offered by workshop groups include:

- Promote VNT in individual cities, to ISD's and to the private sector to encourage a regional perspective
- Create a task force to promote revitalization with representatives from [Core and Inner Tier] cities
- Conduct public outreach (communications and education) to build civic leadership and market the region
- Engage the 'next generation' in this dialogue
- Establish a 'policy for funding' that would involve public and private investment and engagement
- Be involved in subregional activities
- Provide policy and research assistance to VNT
- Embrace diversity and draw in minority involvement
- Investigate the role of counties in protecting cities
- Support increased development density in transit-oriented developments

## Issues by Community Type

Two key questions related to the types of communities represented in each of the workshop groups:

1. What are the top three issues (specific to our community type) that we must address as communities – with the public, private and non-profit sectors working together – so our communities are desirable places to live and work in 2030?
2. What are the most important contributions our communities make to the future of the whole region? What are our 'distinctive competencies' or unique niches?



## Core/Inner Tier Communities

Core and Inner Tier Community participants recognized that the history of their communities has been a history of change. The decisions made in response to changing demands and opportunities have given these communities the character they have today. These results also shape the role these communities and their leaders can play in the region's future.

### **Issue: Development Patterns**

Core and Inner Tier Communities saw a significant amount of growth after World War II; most of their development occurred before 1990. Today, almost all the land in these communities is in some form of urban use.

This does not mean the cities are “built out” or completed. As one group noted, “the development/redevelopment process never ends. We are in a process of continuous reinvention.” One result of this continuous reinvention is that the Core and Inner Tier Communities contain stable, established neighborhoods as well as recently-redeveloped mixed use areas.



**Grand Prairie Council Member Rick Sala**

### **Issue: Community Character**

The residents of Core and Inner Tier Communities are much more diverse than they were in the early decades of their urban growth. Today’s residents are racially and ethnically diverse; there are increasing numbers of elderly residents and there are many different household types. Changing demographics have led to changes in demand for public services and created pressures on public funding sources.

### **Issue: Quality of Life**

Participants emphasized the importance of a high quality of life if the Core and Inner Tier Communities are to be successful in the future. Most workshop groups stressed the importance of health, education, public safety and culture to



**Farmers Branch City Manager Linda Groomer**



**Hurst Mayor Richard Ward**

a high quality of life. These issues are distinct from concerns about the physical pattern of development. Summit participants placed a high priority on action in these areas.

### **Role in the Region**

Leaders of the Core and Inner Tier Communities felt that their contributions to the region result from their history and the diversity they have today.

- These communities can offer established, stable neighborhoods to residents who prefer this community choice.
- They can use their experiences to articulate strategies for quality growth – both their success stories and the “things we’d do differently”.
- They can promote cooperation and become regional advocates.
- These communities offer multiple choices and can advocate this diversity (which includes more intense, sustainable development) at appropriate locations throughout the region.
- They can be “leaders in change” because they are “bridging the old and the new”.



**Fort Worth Assistant City Manager Libby Watson**

### **Outer Tier Communities**

The future of the region’s Outer Tier Communities depends on their success in balancing key issues they are facing today. They must balance action to serve new urban development with efforts to maintain their traditional “small town” character. They must balance concerns about individual property rights with the long-term benefits to all property owners that come from sustainable development. Finally, they must balance attention to regional concerns with the need to carry out their own unique visions of the future.

The balance achieved by the Outer Tier Communities will shape their own successes and their roles in the region.

### **Issue: New Development**

The Outer Tier Communities still have substantial amounts of land in rural or agricultural use; many of them can annex additional land. Therefore, they



**Ron Aljoe, Lewisville Planning & Zoning Commission Chair**

are facing challenges and questions related to initial urban or suburban growth:

- What uses and development intensities are appropriate in areas where no development exists yet?
- Where, when and what size of public infrastructure facilities (like roads, schools, water and sewer systems, parks and fire stations) should be built?
- What services are needed and what level is adequate?
- Who pays for capital improvements and services?
- Will the ‘products’ being built today meet the needs of the markets of the future?

### **Issue: Sustainability**

Even as they respond to rapid growth, the Outer Tier Communities recognize the importance of sustainable or smart growth. They see value in maintaining their rural character, traditional town centers and natural resources. They support sustainability even as they recognize the challenges to achieving it in communities with more traditional ideas about the user of land.

### **Issue: Leadership**

Participants noted that the leaders in these communities generally have “strong problem-solving attitudes”. They believe they contribute leadership to help address issues and to be stewards of resources. They also emphasize communications and consensus-building. All of these leadership strengths are important to the challenges facing the region.

### **Role in the Region**

These workshop groups identified roles in the region that depend on a balanced approach to growth and the leadership strengths noted above.

- These communities provide the “new and shiny” neighborhoods that define quality of life to some residents of the region.
- If they balance this new growth with attention to traditional character, they may create places that are sustainable.
- They can provide leadership for cooperative regional visioning, communications and consensus-building.

### **Separate Communities**

Some of the participating Separate Communities are significant (in terms of area or population size, or historic role) while others are very small. Many of them are now facing pressures for urban growth that is quite different from their past development patterns.



**Geraldyn Kaminsky, Frisco  
Planning & Zoning Commission  
Chair**

**Issues: Paying for Growth**

Many issues were identified that relate to the challenges of paying for adequate infrastructure and the services needed for quality urban growth. Basic services, water, education, health care and transportation were all noted as issues in these communities. Other questions relate to the service providers and the appropriate service levels for capital improvements and operations.

**Issue: A Regional Mindset**

These groups emphasized the issues created by unhealthy competition among the region’s cities. One group stressed the need for “courage to plan, develop and implement a regional mindset”. The other group stressed the importance of “working together for a single [regional] voice when dealing with transportation.

**Issue: Individual Personalities**

Even though they supported a regional view on issues, these leaders from Separate Communities also noted that their communities have “individual community personalities”.

**Role in the Region**

The importance these leaders place on a common regional voice or mindset suggests that their communities can play a significant role in creating and building support for such a regional mindset.

- They can participate in educational outreach and communications with public and private interests.
- They could address concerns about paying for growth and unhealthy competition by collaboration on approaches to issues such as adequate public facility standards and approaches to funding of infrastructure and services.
- If they retain their “individual community personalities” as they grow, they will add to the diversity of community choice available to future residents of the region.



**Dana McLaughlin, Neighborhood Services Manager, Town of Azle**



**Participants in Separate Communities Group 2**





## Keypad Polling Results

After the workshop group session, all Summit participants gathered to report on their discussions. A keypad polling technique was used to provide immediate and anonymous feedback from all participants on a series of questions related to regional issues and priorities. Tamer Partners provided this technology and expertise for the Leadership Summit. The section below discusses keypad polling results.

### Our Priorities for the Entire Region

The first substantive question sought to determine whether the workshop group reports were viewed as reasonable or realistic by individual participants. The question asked, and the responses (presented as a percentage of those who



**Burlison Council Member Jim Wadlow 'votes' with his keypad**



**Garland planner Anita Russelmann considers her keypad selection**

did respond) are shown below; they show a strong level of consistency between group ideas and individual opinions.

1. **How well do the groups' priorities reflect my own views about the issues our entire North Texas region must address?**
  - a. These are top priority issues for our region to address (79.5%)
  - b. These are important issues but other issues should receive higher priority (20.5%)
  - c. These issues should not be the focus of regional dialogue and action (0.0%)
  - d. I'm not sure how important these issues are (0.0%)



## Potential Issues of Regional Significance

The next set of polling questions asked about the importance of each issue to the region as a whole. The choices listed below apply to each issue on this list.

2. **How important is action on [issue] to the future of the North Texas region?**
- Essential to take action in the next year
  - Important to take action as resources become available
  - Not a good use of regional resources
  - I don't know enough about this issue to decide

Issue	A	B	C	D
Affordability	29.1%	51.9%	17.7%	1.3%
Air quality	80.8%	17.9%	1.3%	0.0%
Community character	32.1%	51.3%	16.7%	0.0%
Cultural assets	16.7%	64.1%	16.7%	2.6%
Economic competitiveness	80.8%	16.7%	2.6%	0.0%
Education	85.9%	10.3%	1.3%	2.6%
Energy consumption	75.6%	21.8%	2.6%	0.0%
Fiscal issues	28.0%	37.3%	32.0%	2.7%
Global access	41.6%	48.1%	10.4%	0.0%
Health	62.8%	30.8%	6.4%	0.0%
Investment in regional public infrastructure	78.2%	21.8%	0.0%	0.0%
Natural resources	46.8%	50.6%	2.6%	0.0%
Regional open space	42.1%	48.7%	9.2%	0.0%
Regional urban form (development pattern)	64.6%	29.1%	6.3%	0.0%
Traffic congestion	90.9%	7.8%	0.0%	1.3%
Transportation choice	79.2%	20.8%	0.0%	0.0%
Water for people & businesses	93.7%	6.3%	0.0%	0.0%
Water in lakes, streams and rivers	78.6%	21.4%	0.0%	0.0%

This table shows that 'water for people and businesses' received the highest level of support as an issue that is 'essential' to address in the next year. The issues of 'traffic congestion', 'education', 'air quality' and 'economic competitiveness' complete the top five for which action next year is 'essential' to participants.

By combining the top two choices, participants' opinions about important regional activities are shown. This set of priorities should help the region and Vision North Texas focus on areas where funding and other resources will be well-spent. Four issues were rated as 'essential' or 'important' by all participants: 'investment in regional infrastructure', 'transportation choice', 'water for people and businesses' and 'water in lakes, streams and rivers'. Issues with over 90% support include 'air quality', 'traffic congestion', 'economic competitiveness', 'energy consumption', 'natural resources', education, 'regional urban form', 'health' and 'regional open space'.



## Community Types and Their Role in the Region

This set of questions sought response to the recommendations created by workshop groups for each of the community types. Each question had these response choices:

- 3. Did the workshop groups describe an appropriate and desirable role for this community type?**
- a. I think these communities should make the contributions identified by the workshop groups, but I think they will need regional support or collaboration to do this.
  - b. I don't think these communities will be able make the contributions identified by the workshop groups.
  - c. I think these communities could make these contributions but I don't see a way for the region to assist them.
  - d. I don't think these communities should play the role described by the workshop groups.

Role for Community Types within the Region	A	B	C	D
Role for Core & Inner Tier Communities	84.7%	11.9%	3.4%	0.0%
Role for Outer Tier Communities	84.3%	11.4%	4.3%	0.0%
Role for Separate Communities	82.6%	7.2%	10.1%	0.0%

These responses demonstrate strong support for the ideas and recommendations developed by the working groups.



## Our Commitment to Action

This set of questions sought commitment to the actions discussed in the last segment of the workshop group discussions. Since each person was using his/her own keypad to respond, the answers relate to the individual and his/her organization. As with earlier questions, these responses show strong support for continuing action with Vision North Texas. All questions had the same set of responses:

- a. Definitely
- b. Maybe
- c. Probably not
- d. I don't think this is important for the region

Commitment to Action	A	B	C	D
4. Am I willing to continue this regional collaboration and help implement its recommendations?	96.1%	2.6%	1.3%	0.0%
5. Am I willing to participate in activities to involve and educate the people and organizations in my community about the region's growth and our choices to accommodate it successfully and sustainably?	90.9%	9.1%	0.0%	0.0%
6. Am I willing to contribute time, expertise or other resources to research on Development Excellence best practices for our region?	73.7%	23.7%	2.6%	0.0%
7. Am I willing to collaborate with other communities in similar situations to act on our priority issues?	86.5%	13.5%	0.0%	0.0%
8. Am I willing to help build support for our region's priorities at the state and federal levels?	78.7%	20.0%	0.0%	1.3%
9. Am I willing to participate in partnerships with the private sector and non-profit organizations to act on our priority issues?	88.2%	9.2%	0.0%	2.6%

## Reference Materials



Vision North Texas is a private-public partnership designed to increase awareness about the growth expected in North Texas and to involve people and organizations in initiatives that accommodate this growth successfully.



## Leadership Summit Speakers

### Keynote Speaker

William H. Hudnut, III, Senior Resident Fellow,  
Urban Land Institute

Former four-term Mayor of Indianapolis and Congressman, author, public speaker, TV commentator, think tank fellow, elected official, and clergyman, Bill Hudnut currently occupies the Urban Land Institute/Joseph C. Canizaro Chair for Public Policy at the Urban Land Institute in Washington, DC, a non-profit Washington-based organization dedicated to promoting quality land use and influencing public policy through research and education.



Hudnut is probably best known for his sixteen-year tenure as Mayor of Indianapolis, 1976-1991. His stated goal was to build a "cooperative, compassionate and competitive" city. He established "a national reputation for revitalizing his Midwestern city," (*The Washington Post*) and came to be regarded as "an entrepreneurial leader willing to take prudent risks" (*The Toledo Blade*). He spearheaded the formation of a public-private sector partnership that led to Indianapolis' emergence during the 1980s as a major American city. A past president of the National League of Cities and the Indiana Association of Cities and Towns, Hudnut helped Indianapolis record spectacular growth during his sixteen years in office

Hudnut sponsored seventeen bills that became public law as a Congressman. He is currently serving as Vice-Mayor of Chevy Chase, MD and is a member of the Board of the National League of Cities. He was a member of the Millennial Housing Commission appointed by Congress during 2001-2002. Prior to his entry into public life, as a clergyman he served churches in Buffalo, NY, Annapolis, MD, and Indianapolis, IN. After stepping down as Mayor, Hudnut held posts at the Kennedy School of Government at Harvard, the Hudson Institute in Indianapolis, and the Civic Federation in Chicago, before assuming his current position with ULI in 1996.

A much sought-after speaker, "spirited...with high energy eloquence," (*The Toledo Blade*) Hudnut "gives life to the word charismatic" (*The Cincinnati Enquirer*). He is the author of *Minister Mayor* (1987), a book reflecting on his experience in politics and religion; *The Hudnut Years in Indianapolis, 1976-1991* (1995), a case study in urban management and leadership;



*Cities on the Rebound* (1998), an analysis of clues to the successful city of the future; and *Halfway to Everywhere* (2003), a portrait of America's first tier suburbs.

Hudnut is the recipient of many awards, including Princeton University's highest alumni honor, the Woodrow Wilson Award for public service (1986); *City and State* magazine's "Nation's Outstanding Mayor of 1988"; the Rosa Parks Award from the American Association for Affirmative Action in 1992; and the Distinguished Public Service Award from the Indiana Association of Cities and Towns (1985).

Hudnut graduated from Princeton University with high honors and election into Phi Beta Kappa. He graduated *summa cum laude* from Union Theological Seminary in New York City. He has received honorary degrees from twelve colleges and universities.

## Leadership Summit Co-Chairs

### Margaret Keliher, Judge, Dallas County

Citizens elected Margaret Keliher to a four-year term as County Judge on November 5, 2002. She is the first female in the 160-year history of Dallas County to serve in that role. As County Judge she is the presiding officer of the Commissioners Court and Chief Elected Official of Dallas County.

Judge Keliher came to the Court after serving as Judge of the 44<sup>th</sup> District Court of Dallas County from 1999 to 2002. She came to that bench from a local law firm where she handled commercial and business litigation. Before joining the firm, Judge Keliher served as a member of the Dallas County District Attorney's office as a felony prosecutor. Prior to her law career, she was a Certified Public Accountant with a big six accounting firm.



As Dallas County Judge, Judge Keliher is involved in many diverse activities. Some of her responsibilities include serving as chair of The Texas Clean Air Working Group, the North Texas Clean Air Steering Committee and the North Texas Cement Kiln Study Group. She also serves as chair of the Dallas Regional Mobility Coalition and Vice Chair of the Dallas Central Appraisal District Board. She has participated in many different community volunteer organizations, serving on the Advisory Board of Directors for the Dallas Childrens' Theater Guild and the YWCA of Metropolitan Dallas.

### Robert N. Cluck, M.D., Mayor, City of Arlington

Dr. Cluck received his Bachelor of Science from Southern Methodist University in 1960 and his Doctorate of Medicine from the University of Texas Southwestern Medical School, Dallas, Texas in 1964. His professional medical training includes a Rotating Internship at Parkland Memorial Hospital, Dallas, Texas (1964 – 1965); a General Practice Residency at John Peter Smith Hospital, Fort Worth, Texas (1965 – 1966); and an Obstetrics and Gynecology Residency at Parkland Memorial Hospital, Dallas, Texas (1968 – 1971).

Dr. Cluck served in the United States Air Force from 1966 to 1968, with assignments at the Clark Air Force Base, Philippines and the Pope Air Force Base, North Carolina.

Dr. Cluck is currently the Vice President for Medical Affairs at Arlington Memorial Hospital, a position he has held since 2002. He was previously Medical Director at Arlington Memorial Hospital (2001 to 2002) and Medical Director for the Harris Methodist Health Plan (1998 to 2000). His medical career also included private practice from 1971 through 1994, with a specialty of OB-GYN.



Dr. Cluck is actively involved in serving the Arlington community. He was elected Mayor of the City of Arlington in 2003. He served as a Member of the Arlington City Council from 1999 to 2003. In addition to his service on the City Council, Dr. Cluck serves on the Board of Directors of the Arlington Chamber of Commerce (2003 – present) and the Board of Directors of the Texas Municipal League (2003 – present).

## North Texas Speakers

### Bob Bolen, Senior Advisor to the Chancellor, Texas Christian University and former Mayor, City of Fort Worth

Bob Bolen is the former mayor of Fort Worth and current senior advisor to the chancellor at Texas Christian University. As the recipient of the North Texas Commission (NTC)'s first NTC Regional Champion Award in 2003, Bolen was described as one of the 'forefathers of regionalism'.



In 1982, as the newly elected mayor of Fort Worth, Bob Bolen was instrumental in creating a spirit of regional collaboration to address imminent transportation issues for North Texas. This resulted in the successful joint purchase of the Rock Island right-of-way that led to today's Trinity Railway Express between Fort Worth and Dallas. He has served in leadership roles in numerous regional organizations over many years including DFW International Airport Board, the Regional DFW Sports Commission and the Regional Transportation Council. Bolen served as mayor of Fort Worth from 1982 to 1991. Bolen has been a pioneer in the realization that cooperation and collaboration among the various entities in the region, both public and private, were the best ways to deal with the issues facing the region.

### Rob Franke, Mayor, City of Cedar Hill

Rob Franke is the Mayor of Cedar Hill, Texas. He has served the city in various roles for over 18 years. He is in his fourth term as Mayor and has also served on the City Council. This includes two years as a council member, one year as Mayor Pro Tem and currently he is in his ninth year as Mayor. His community service in Cedar Hill includes service to the Northwood University Board of Governors, the Cedar Hill Chamber of Commerce Board of Directors, Best Southwest Board of Directors, President and founding member of the Cedar Hill Soccer Association and various special committees.

In the Dallas/Fort Worth Metroplex, Mr. Franke has been a member of the Dallas Council on Alcohol and Drug Abuse and the Dallas Mobility





Coalition. Currently, he serves on TEX 21 (a regional transportation committee) and is regional director for Region 13 of the Texas Municipal League, having served as president from 2004-2005.

Professionally, Rob has a degree in Chemical Engineering from Kansas State University and is a Registered Professional Engineer in Texas and Kansas. Rob is a partner in his own company, R&B Associates, Inc. performing civil, environmental engineering and consulting services.

As the Mayor of Cedar Hill, Rob has led the city during a period of unprecedented growth and economic expansion. During his tenure as mayor, Cedar Hill's tax base has shown a 240% increase, growing from approximately \$800 million in 1996 to over \$2.7 billion, and the population of the city has grown from approximately 23,000 people to nearly 44,000. Rob characterizes his leadership role as facilitating communication and an atmosphere where things work. Public-private partnerships and expanded and innovative service delivery have been hallmarks of Rob's tenure. Over the past ten years, Cedar Hill has built, or is in the process of building, 25% of its total planned arterial street network and has increased the water and sewer lines to serve this new population by 25%. At the same time, Cedar Hill's park land has increased by more than 38%. This approach to city services is reflected in the overall vision for Cedar Hill created through Rob's leadership – to be a premier city that retains its distinctive character where citizens and businesses flourish in a safe clean environment.

### Mike Moncrief, Mayor, City of Fort Worth

Michael J. "Mike" Moncrief, a life long resident of Fort Worth, is the 43rd mayor of the City of Fort Worth. He was elected mayor May 3, 2003.

Mayor Moncrief is a successful Fort Worth business owner who is involved in various community and civic affairs. He also has served as an elected official at the county and state levels for 26 years. Mayor Moncrief served for two years as a Texas House representative (1971-1972), 12 years as Tarrant County judge (1974-1986) and 12 years as Texas State senator (1991-2003).



As a state representative, Mayor Moncrief served on five major committees, including the Appropriations Committee. He secured passage of major drug legislation and is responsible for the bill that authorized the construction of the Fort Worth State School. At the end of his legislative term, he was voted legislator of the Year by his fellow members.

As Tarrant County judge, Mayor Moncrief worked closely with the leadership of Fort Worth and Tarrant County in construction of the Fort Worth/Tarrant County jail. Working with family court judges, the District Attorney's Office and adult probation officers, then County Judge Moncrief set up the county's Restitution Enforcement Program, and he worked with the historic preservation community to pass a bond program that financed the renovation of the historic Tarrant County Courthouse.



During his tenure as state senator, Mayor Moncrief passed many pieces of landmark legislation. He has been recognized nationally for authoring the Texas Children's Health Insurance Program (CHIP), which has assured hundreds of thousands of Texas children an opportunity to receive medical services. As senator, Mayor Moncrief also authored precedent-setting legislation that protects citizens from stalkers, protects animals from canned hunts and assists elderly citizens in need of home health care or assisted living.

In 2001, Senator Moncrief was appointed President Pro Tempore of the Texas Senate. In that capacity, he presided over the affairs of Texas as governor when the governor and lieutenant governor were out of state.

A graduate of Tarleton State University in Stephenville, Texas, Mayor Moncrief served as president of the student body and was named to Who's Who in American Colleges and Universities. He is past president of the Tarleton Alumni Association and was honored as a distinguished alumnus in 1977.

Mayor Moncrief currently serves on the board of numerous social services, advocacy and research associations and foundations. He is the recipient of many honors, including Who's Who in American Government, Newsmaker of the Year, Outstanding Young Man of Fort Worth and Outstanding Young Man of Texas. The latter two are Jaycee honors. He proudly served on the board of the Texas Department of Mental Health and Mental Retardation from April 1988 to 1990.



## **Research and Information**

Before the summit, participants received a packet of background materials that included research and information on the event. These materials are available online at [www.visionnorthtexas.org](http://www.visionnorthtexas.org).

## **Leadership Summit Packet**

The packet included information on the Leadership Summit agenda and biographies of the speakers and panelists. It explained the set of community form types used to structure the summit and the activities planned for workshop group sessions. It proposed a set of issues with potential regional significance (presented below). Also, it recognized the contributions of people and organizations involved in Vision North Texas.

The packet included research highlighting the implications of two significant regional trends: increasing traffic congestion and changing demographics of the region's residents. An analysis of development policies and trends examined the policies of local community comprehensive plans to determine how consistent they are with the principles of Development Excellence. The impacts of special districts on the region's development pattern were illustrated through mapping of these districts in Denton County. The analysis of alternative growth scenarios completed in Phase 1 of Vision North Texas was also summarized.

## **Additional Background Information**

Summit participants received additional reports so they could review more detailed information about the Vision North Texas process and the trends facing the region. These reports were:

1. Phase 1 Report Highlights, Vision North Texas
2. Work Plan for 2006-07, Vision North Texas Phase 2
3. News and Notes, Vision North Texas Phase 2, July 2006
4. Development Excellence for North Texas
5. SEE Safe Clean & Green, Regional Environmental Corridors
6. integrated Storm Water Management, Design Manual for Site Development (summary)
7. North Central Texas Development News, 2nd Quarter 2006
8. Dallas 2006 Economic Development Guide (excerpt), Greater Dallas Chamber
9. Transportation State of the Region, 2006 Annual Report

## **Potential Issues of Regional Significance**

For the Leadership Summit, Vision North Texas drafted a list of issues that may be important to the future of individual North Texas communities. They may affect the region's quality of life, economic vitality and sustainability. For these reasons, the list of issues below provided a starting point for the workshop groups' discussions. Groups could add, drop or change the issues on this list. Topics are listed in alphabetical order.



## Affordability

- Keeping the region's cost of living affordable compared to other major metropolitan areas
- Having a variety of quality housing available in the region that is affordable to the region's residents
- Having workforce housing (housing that is affordable to the people employed by local businesses) available near major employment centers

## Air quality

- Meeting federal requirements for air quality
- Having air that is safe for children and other sensitive individuals to breathe

## Community character

- Supporting individual communities' efforts to create or retain unique identities
- Enhancing reinvestment and revitalization in existing neighborhoods that retains the neighborhoods' character
- Creating new neighborhoods that will have a sense of character and identity
- Incorporating the cultures of new residents into the character of a community
- Creating communities, neighborhoods and business areas that are beautiful and distinctive, so they will maintain their appeal over time
- Providing model design guidelines or requirements for use by local governments

## Cultural assets

- Identifying key cultural assets that are of regional, national or international importance
- Having a regional system that supports identified cultural assets
- Creating or supporting community- and neighborhood-scale cultural assets
- Providing regional support for preservation of historic sites and landmarks

## Economic competitiveness

- Ensuring that North Texas is a successful competitor for the location of global business headquarters
- Supporting the growth of start-up companies in this region
- Maintaining the vitality of the region's current major industries
- Expanding the region's role in key sectors of the future global economy
- Supporting business and educational resources that attract knowledge-based industries and creative people
- Providing enough workers, with appropriate skills, to meet the employment needs of area businesses

## Education

- Having schools that meet federal and state standards for quality

- Increasing the role of independent school districts in providing lifelong learning to community residents
- Assisting school districts in responding to the needs of changing student populations
- Increasing collaboration among school districts, colleges and universities and local governments to support community livability
- Designing education facilities that enhance the livability of their surrounding neighborhoods
- Having colleges and universities that are global leaders in research, teaching and creativity.

### Energy consumption

- Having an adequate supply of energy to meet the needs of anticipated future residents and businesses
- Making energy available to users throughout the region
- Using energy as efficiently as possible in homes, businesses and construction
- Increasing the role of renewable energy sources in the region's energy consumption
- Supporting the growth of businesses in the region that provide energy from renewable sources

### Fiscal issues

- Understanding the fiscal costs and benefits of decisions that shape the region's urban development pattern
- Addressing fiscal disparities among the region's communities
- Implementing policies and funding mechanisms that cause the users of public infrastructure to pay the costs of this infrastructure
- Creating systems for regional support for public investments of regional significance and facilities that provide critical regional services (such as hospitals)
- Addressing the fiscal impacts of competition among the region's cities in attracting businesses

### Global access

- Maintaining or enhancing the region's air transportation system and its connections to the world
- Strengthening the region's systems for the shipment of goods worldwide
- Building the region's personal and business connections for worldwide marketing of the region
- Ensuring that the region's telecommunications systems give it global access to information

### Health

- Designing neighborhoods and business areas to support healthy lifestyles
- Ensuring that the region offers state-of-the-art health care facilities to its residents
- Meeting the basic wellness and emergency health care needs of all the region's residents



- Designing health care facilities that enhance the livability of their surrounding neighborhoods

### Investments in regional public infrastructure

- Making investments in public infrastructure (water, sewer, transportation or other major facilities) based on its value to the region
- Making regional investments that extend the life of existing public infrastructure
- Making regional investments that support coordinated infrastructure extension to new urban developments
- Making regional investments that support redevelopment within existing urban areas
- Identifying policies for infrastructure planning and funding that support regional urban form objectives

### Natural resources

- Retaining areas of critical habitat for threatened and endangered species
- Making areas of grassland and woodland available to area residents for outdoor activities and environmental education
- Reducing erosion along streams and in areas of steep slopes
- Protecting and enhancing the region's urban forests
- Extracting natural resources (such as oil shale) in a way that is compatible with nearby urban uses

### Regional open space

- Having a system of regional natural open spaces that are accessible to the public
- Having a network of trails that connects open spaces throughout the region
- Identifying natural open spaces that are close to neighborhoods in all parts of the region

### Regional urban form or development pattern

- Defining areas for future urban growth within the region
- Creating urban communities with a balance of jobs and housing
- Creating walkable neighborhoods with a mix of uses and development intensities
- Supporting higher development intensities in areas that meet certain defined regional criteria
- Defining areas within the region that should remain rural or in agricultural use
- Creating neighborhoods, business areas and major facilities that can adapt to changing market conditions over the long term
- Providing models and tools for local governments' use in managing growth and development
- Creating neighborhoods that are livable for people at all stages in their lives
- Managing urban growth in areas outside incorporated cities
- Creating activity centers with a mix of uses in locations throughout the region
- Supporting higher intensity development near transit stations

- Supporting regional development patterns that make better use of existing infrastructure
- Supporting regional development patterns that minimize conflicts between land uses

### Traffic congestion

- Keeping traffic congestion at current levels as the region continues to grow
- Reducing traffic congestion below current levels

### Transportation choice

- Providing public transportation options to people throughout the region
- Having regional routes for bicycle and other types of non-motorized travel
- Ensuring that transportation system users pay the costs related to their travel choices

### Water for people and business

- Providing water that meets federal water quality standards
- Having an adequate supply of water to meet the needs of anticipated future residents and businesses
- Making water available to users throughout the region
- Using available water as efficiently as possible

### Water in lakes, streams and rivers

- Having enough water in lakes, streams and rivers to support recreational uses
- Having enough water to sustain existing natural habitats and ecosystems
- Meeting federal standards for water quality in lakes, rivers and streams
- Retaining floodplain areas as part of the region's 'green infrastructure'
- Using 'waterfronts' as key community design features







## **About Vision North Texas**

Vision North Texas is a private – public partnership led by three organizations: the Urban Land Institute’s North Texas District Council, the North Central Texas Council of Governments and the University of Texas at Arlington. It is intended to raise awareness about the growth expected in the North Texas Metroplex over the next 25 years and to serve as a forum to discuss and address the issues related to accommodating this growth.

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

Vision North Texas began in 2004. The first phase focused on a regional visioning exercise for stakeholders throughout the region. This exercise, held on April 25, 2005, brought together leaders from the 10 central counties of the North Texas region. They heard presentations from national speakers and worked in small groups to create ‘scenarios’ of desirable regional growth patterns. The Phase 1 workshop and its results are discussed in the “Phase 1 Report Highlights” document included in this packet. It has been recognized with awards from the Texas Chapter of the American Planning Association, the Texas Society of Architects and others.

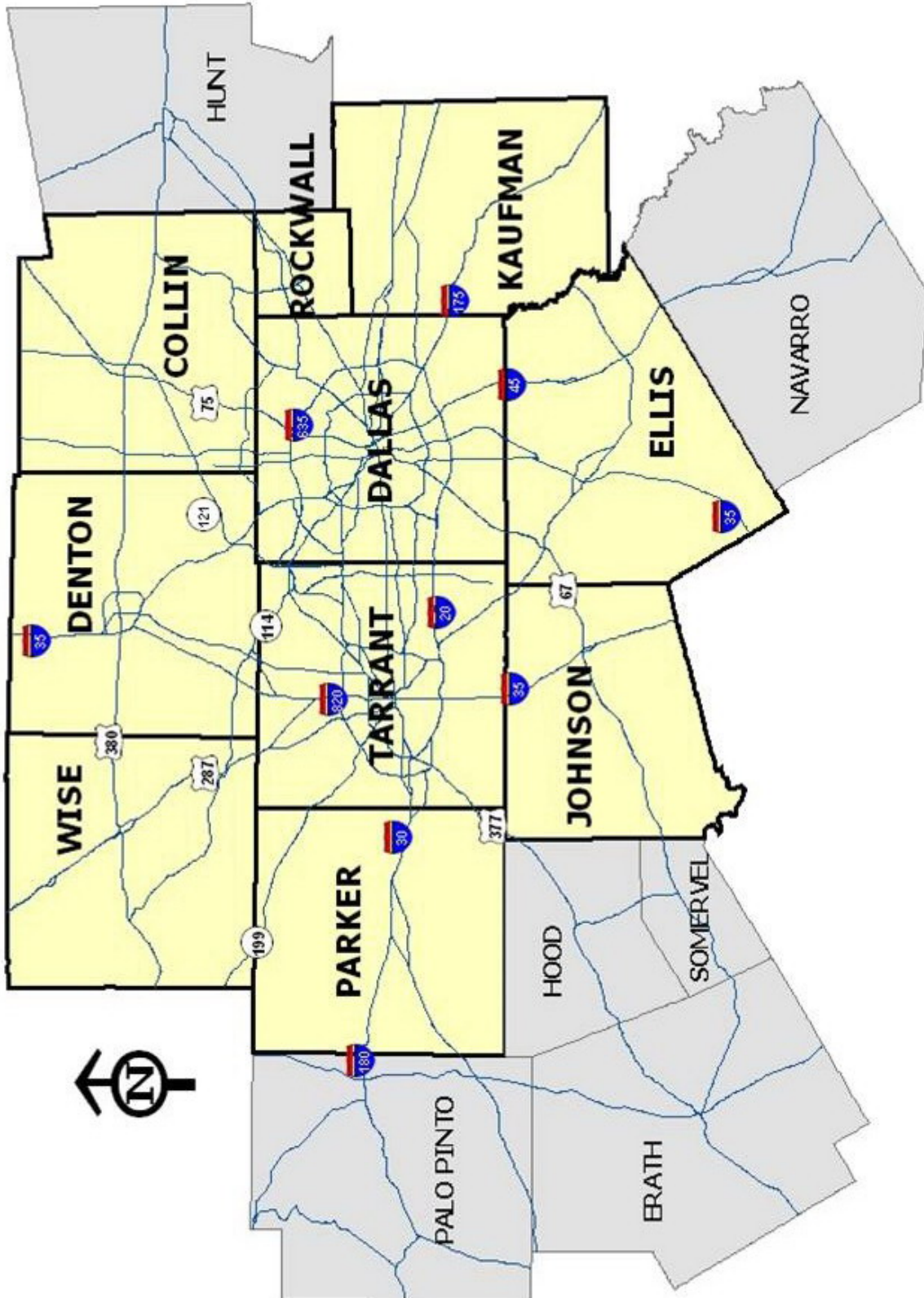


Phase 2 of Vision North Texas began in late 2005 and continues through 2007. The Phase 2 Work Plan is organized into four initiatives: education and outreach; involvement; research into development excellence best practices; and policy decisions.

The Dallas – Fort Worth region is one of the nation’s largest metropolitan areas today. It has the potential to play an even larger national role in the future. Decisions made today about regional development patterns – and the public

and private investments that result from these choices – will determine the region’s ability to reach this potential. Vision North Texas is an important step in achieving long-term success and sustainability.

During Phase 1, Vision North Texas focused on the 10 central counties of the region: Collin, Dallas, Denton, Ellis, Johnson, Kaufman, Parker, Rockwall, Tarrant and Wise. For Phase 2, Erath, Hood, Hunt, Navarro, Palo Pinto and Somervell are also included. The map on the following page shows this study area.



Vision North Texas is a private-public partnership designed to increase awareness about the growth expected in North Texas and to involve people and organizations in initiatives that accommodate this growth successfully.



## **Acknowledgements**

### **Leadership Summit Working Group**

Dallas County Judge Margaret Keliher, Co-Chair  
Arlington Mayor Robert Cluck, Co-Chair

Terri Adkisson, Dallas Area Rapid Transit Board of Directors  
Bill Bancroft, Conbrio  
Judy B. Bell, City of Crandall  
George Campbell, City of Weatherford  
Betsy del Monte, U.S. Green Buildings Council – North Texas  
Councilmember Sal Espino, City of Fort Worth  
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Councilmember Linda Koop, City of Dallas  
Dan S. Petty, North Texas Commission  
Allison J.H. Thompson, City of Burleson  
Frank Turner, Greater Dallas Planning Council  
John Walsh, ULI North Texas District Council

### **Leadership Summit Volunteers**

These individuals contributed their time and expertise to make the Vision North Texas Leadership Summit a success.

#### **Facilitators & Recordors**

Terri Adkisson, DART Board of Directors  
Bill Bancroft, Conbrio  
Kenny Calhoun, NCTCOG  
Stephanie Colovas, Real Estate Advisor  
Raymond Darrow, DMS Architects, Inc.  
Betsy del Monte, U.S. Green Building  
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Robert Rummel-Hudson

#### **Overall Support**

Scott Miller, NCTCOG  
Georgia Nelson, NCTCOG  
Mary Tatum, NCTCOG  
Jack Tidwell, NCTCOG



## **Public Partners**

These are the cities and counties that are sponsors and participants in Vision North Texas as of November 15, 2006.

Dallas County	City of Dallas	City of Little Elm
Ellis County	City of Denton	City of McKinney
Rockwall County	City of De Soto	City of Mesquite
Tarrant County	City of Farmers Branch	City of Plano
Town of Addison	City of Forest Hill	City of Red Oak
City of Allen	City of Fort Worth	City of Richardson
City of Arlington	City of Frisco	City of Rowlett
City of Azle	City of Garland	City of Royse City
City of Benbrook	City of Grand Prairie	City of Southlake
City of Burleson	City of Greenville	City of The Colony
City of Carrollton	City of Hurst	City of Waxahachie
City of Cedar Hill	City of Irving	City of Weatherford
City of Cleburne	City of Lancaster	
	City of Lewisville	

## **Private Sector Sponsors**

These are the private companies and non-profit organizations that sponsor Vision North Texas.

### **Charter Sponsors**

- ✓ North Central Texas Council of Governments
- ✓ University of Texas at Arlington
- ✓ Urban Land Institute, North Texas District Council

### **Titanium**

- ✓ Urban Land Institute (through Community Action Grant)

### **Platinum**

- ✓ Hillwood Development Corporation

### **Gold**

- ✓ AIA Fort Worth

- ✓ TIG Real Estate Services, Inc.
- ✓ Tarrant Regional Water District

### **Silver**

- ✓ AIA Dallas
- ✓ Greater Fort Worth Real Estate Council
- ✓ Walsh Ranch

### **Bronze**

- ✓ Dunaway Associates
- ✓ Greater Dallas Planning Council
- ✓ Greater Fort Worth Builders Association
- ✓ Greater Fort Worth Commercial Real Estate Women
- ✓ North Texas Commission, North Texas Future Fund
- ✓ Turner, Collie & Braden



## Vision North Texas Management Committee

The Management Committee provides the overall direction for the entire Vision North Texas partnership program.

**Fernando Costa AICP, Chair**

Director of Planning  
City of Fort Worth

**Mike Eastland**

Executive Director  
NCTCOG

**Donald Gatzke**

Dean  
School of Architecture  
University of Texas at Arlington

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**John Promise P.E.**

Director of Environment & Development  
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Project Manager  
The Trust for Public Land

**John Walsh**

Chairman  
ULI North Texas District Council

**Karen Walz FAICP**

Project Manager  
Vision North Texas



## Vision North Texas Advisors

These North Texas leaders currently serve as Vision North Texas Advisors.

**Terri Adkisson**  
Dallas Area Rapid Transit  
Board of Directors

**Bill Bancroft**  
Conbrio

**Judy B. Bell**  
City of Crandall

**Brian J. L. Berry**  
University of Texas at  
Dallas

**Bonnie Bowman**  
League of Women Voters,  
Arlington

**George Campbell**  
City of Denton

**Rene Castilla**  
Dallas County Community  
College District

**Mayor Robert Cluck**  
City of Arlington

**Stephanie Colovas**  
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**Fernando Costa**  
City of Fort Worth

**Peter Coughlin**  
South Side on Lamar

**Melissa Dailey**  
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**Mayor Bob Day**  
City of Garland

**Bruce Davis**  
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The Enterprise Foundation

**Gary Martin**  
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**Mayor Mike Simpson**  
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**Nathaniel Tate**  
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**Bob Terrell**  
CH2M Hill

**John Terrell**  
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**Alex H. Tynberg**  
The Trust for Public Land

**Frank Turner**  
Greater Dallas Planning  
Council and City of Plano

**Peter Vargas**  
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**Ron Whitehead**  
Town of Addison

**Jeff Williams**  
River Legacy Foundation

**Libby Willis**  
Riverside Alliance

**Jerry Wimpee**  
Rockwall County





More information on Vision North Texas can be found at  
[www.visionnorthtexas.org](http://www.visionnorthtexas.org)

**Vision North Texas**

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