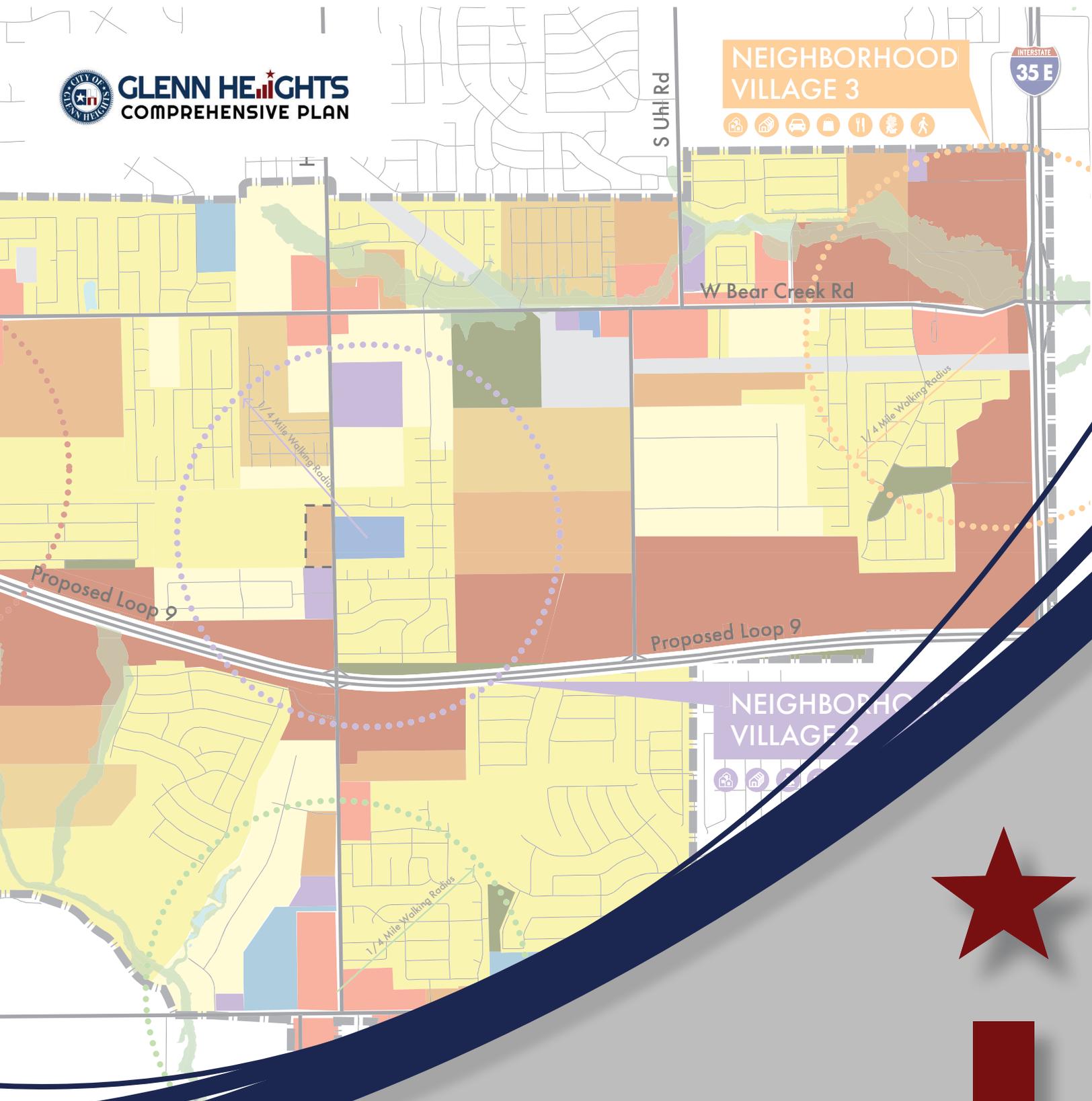




GLENN HEIGHTS COMPREHENSIVE PLAN



NEIGHBORHOOD
VILLAGE 3



W Bear Creek Rd

1/4 Mile Walking Radius

1/4 Mile Walking Radius

Proposed Loop 9

Proposed Loop 9

NEIGHBORHOOD
VILLAGE 2



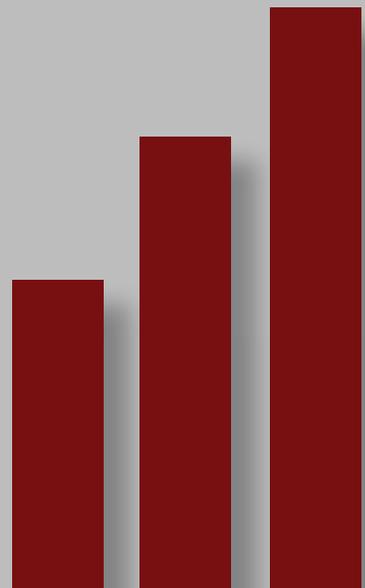
1/4 Mile Walking Radius

CITY OF

GLENN HEIGHTS

Comprehensive Plan

Adopted on XX March, 2024





Thank you everyone, citizens and stakeholder alike, who participated during this planning process.

RESOLUTION NO. _____

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GLENN HEIGHTS, TEXAS, PROVIDING FOR THE ADOPTION OF THE NEW COMPREHENSIVE PLAN FOR THE CITY OF GLENN HEIGHTS, TO PROVIDE FOR THE GOALS AND OBJECTIVES FOR RESPONSIBLE AND ORDERLY GROWTH OF THE CITY; ESTABLISHING POPULATION ESTIMATES; PROVIDING FOR CATEGORIES OF LAND USE; PROVIDING FOR CATEGORIES OF HOUSING; PROVIDING FOR A MOBILITY / TRANSPORTATION ELEMENT; PROVIDING FOR A PARKS AND TRAILS CONNECTION OF THE PLAN; PROVIDING A NEIGHBORHOOD VILLAGE PLAN; PROVIDING FOR PUBLIC FACILITIES PLAN; PROVIDING NEIGHBORHOOD AND BUSINESS ENHANCEMENT PLAN; PROVIDING FOR AN IMPLEMENTATION PLAN; AND PROVIDING FOR A SEVERABILITY CLAUSE.

WHEREAS, under the laws of the State of Texas, authority is conferred upon the City of Glenn Heights to adopt a Comprehensive Plan for the community which promotes the goals and objectives for responsible and orderly development and planning of the City; and

WHEREAS, the City Council has reviewed Exhibit " A", attached hereto and incorporated herein as if set forth at length, and adopts the same as the Comprehensive Plan for the community; and

WHEREAS, the passage of this plan will provide guidance and direction for the orderly and responsible future development of the City and will promote public health, safety, morals and general welfare of the people of the City; and

WHEREAS, a public hearing was conducted the City Council meeting on _____, where persons had the opportunity to be heard on this plan; and

WHEREAS, the City Council believes it to be in the best interest of the citizens to adopt this Comprehensive Plan. NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF GLENN HEIGHTS, TEXAS, THAT:

SECTION 1. The City Council adopts the recitals set forth above as true and correct and are adopted herein verbatim as if fully set forth at length.

SECTION 2. The City Council approves this resolution, including Exhibit "A" attached, Comprehensive Plan" and the same is adopted as if fully set forth herein.

SECTION 3. That if any section, provision, subsection, paragraph, sentence, clause, phrase or word in this resolution or application thereof to any person or circumstance is held to be invalid by a court of competent jurisdiction, such holding shall not affect the validity of the remaining portion of this Ordinance, and the City Council of the City of Glenn Heights, Texas, hereby declares it would have enacted such remaining portions, despite such invalidity.

PASSED AND APPROVED, this the _____ day of _____ 2024.

ATTEST:

Mayor

City Secretary

APPROVED TO AS FORM:

City Attorney

GLENN HEIGHTS

COMPRESSIVE PLAN UPDATE

MM/DD/2024

Prepared for:

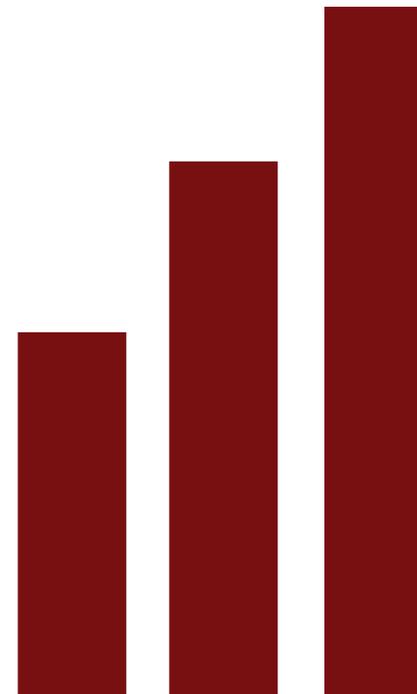


City of Glenn Heights, TX
1938 S Hampton Road
Glenn Heights, TX

Prepared by:



Norris Design
208 North Market Street #250
Dallas, TX



ACKNOWLEDGMENTS

The City of Glenn Heights would like to thank the many individuals who contributed to the creation of the Glenn Heights Comprehensive Plan

CITY OF GLENN HEIGHTS MAYOR AND CITY COUNCIL

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Travis Bruton, *Place Three*
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Brandi C. Brown, *City Secretary*

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Stevelyn Miller, *Citizen*
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Heidi Fry, *Web Designer*

Dedicated to the
work of

Brian Lockley



This comprehensive plan is dedicated to the memory of Brian Lockley. Brian was the community planner that established the vision for Glenn Heights to look forward and create a comprehensive plan for all. He led by example and was a wonderful steward for the City of Glenn Heights. He is missed by his family, community and church patrons.

EXECUTIVE SUMMARY

The Glenn Heights Comprehensive Plan establishes a clear vision for the future of the community. It defines the visions, the goals and both short-term & long-term action items that will aid in the economic, social, transit and land-use development within the city over the next several years. This report documents the approach, the active process and defined outcomes derived from an extensive planning process. The comprehensive plan is flexible in nature and ultimately looks to allow for the Glenn Heights community to thrive and grow.

As the Dallas/Fort Worth Metroplex continues to prosper, Glenn Heights looks to do the same as an excellent place for families and individuals alike to call home. Focusing on stimulating economic advancement along the Interstate 35E corridor and paralleling the upcoming future Loop 9 development, while still providing for a pedestrian-oriented residential community. Village nodes can provide neighborhoods where work, play, and living can potentially occur within a confined area. Glenn Heights looks to maximize and preserve aspects to the existing community while providing a framework to how new development will improve and enhance the community.

The community and its members have played an integral part in the Glenn Heights Comprehensive Plan. Citizens were engaged and provided valuable input throughout the process, whether in person at the public engagement or online via website and digital resources. A large portion of the engagement also occurred during the height of the COVID-19 Pandemic but did not halt citizen's input. It is evident that the people of Glenn Heights care about the safety and future of their community. Desires, concerns, and commentary from the public guided the advisory committee and planning team in establishment of the goals, vision, and recommendations detailed in the plan.

The Glenn Heights Comprehensive Plan is the collimation of the efforts of public, the Comprehensive Advisory Committee, city staff, and others synthesized goals and vision for what "tomorrow" will bring for the City of Glenn Heights.



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1-1 Introduction

Glenn Heights, TX is a community situated within the Dallas/Fort Worth Metroplex in north Texas. The city has great potential for commercial development with the access to Interstate 35 and the future Loop 9 extension. Currently the city has a growing residential population. Glenn Heights is surrounded by the cities of Cedar Hill, DeSoto, Lancaster, Red Oak, Oak Leaf, and Ovilla – all of these communities are growing with retail and industrial development. The city was incorporated in September of 1969 and is situated in both Dallas and Ellis Counties.

In early 2020, pre-Covid-19 pandemic, city leaders initiated the process to update the comprehensive plan for the community. With the outcome of creating a cohesive vision to guide future growth in a sustainable and structured manner. This city-wide comprehensive plan process assessed the existing conditions, analyzed constraints and opportunities, and developed a ‘road map’ to guide future growth for Glenn Heights. Throughout the process, input from the city and citizens were taken to direct the future development of Glenn Heights. This process included comprehensive plan advisory committee (CPAC) meetings, three primary public meetings, and online communication through social media and the Glenn Heights Comprehensive Plan website.



Heritage Community Park Entry Signage

1-2 What is a Comprehensive Plan

As communities grow, mature, and redevelop it is important for residents and leaders to consider what the future holds for their community. Questions such as ‘what do we want the future to look like’ and ‘how do we get there’ can be answered through a community comprehensive plan process. Communities participate in comprehensive planning to prepare a ‘blueprint’ for the growth of a municipality.

Comprehensive plans typically include a future land use plan that serves as a road map for future regulatory decisions and policies that help the municipality implement the vision. What makes a plan comprehensive is that it considers all components of a city and how they work together to create a quality community. This plan includes a review of and recommendations for the following community elements: Future Land Use, Mobility/Transportation, Economic Development Strategies, recommendations for implementation are typically included.

It is also important to articulate what a comprehensive plan does not fulfill. Though a comprehensive plan should serve as the basis for the preparation of regulatory documents such as a zoning map, subdivision regulation, budget, or capital improvement plan and last, the plan itself does not serve as a regulatory document.

1-3 How to Best Use Your Comprehensive Plan

The Glenn Heights Comprehensive Plan is meant to provide guidance on how future growth should occur to elected officials, city staff, property owners, developers, and residents for approximately the next 10-20 years. To facilitate use of the plan, frequently used terms are defined as follows:



The overarching set of statements that represents collective thoughts and ideas that residents and leaders have stated about the future of Glenn Heights.



Goals define a desired result of the planning process. This comprehensive plan has several goals that fit within ten principles defined by the community and stakeholders.



Implementation actions create specific and achievable steps that meet the goals of the plan.

1-4 City Planning in Texas

Unlike other states, comprehensive plans are not currently required in Texas. However, the Texas Local Government Code (LGC) permits municipalities to develop them for the “purpose of promoting sound development.” Most Texas communities develop comprehensive plans to use as a foundation for land use regulations, such as a zoning ordinance or subdivision regulations. If a community chooses to develop a comprehensive plan, the LGC allows municipalities to define the content and design of the plan and requires review by the planning and zoning commission and a public hearing.



Comprehensive plans are common statewide and provide a vision for the future

Another critical aspect of regulatory authority is Extraterritorial Jurisdiction (ETJ), which allows local governments to exercise authority outside the designated city limits. Based on the current size and location, Glenn Heights does not have any ETJ beyond the city limits where the city can impose limited regulations. This plan will make recommendations for the current city limits to expand and the ETJ area to be created, if possible, with the joint agreement of adjacent cities (assuming that the ETJ land would be incorporated during the lifetime of the plan).

Regulatory Authority in Texas

- Zoning :** Regulates height, size, lot coverage, lot size, density, and location of structures (Chapter 211)
- Subdivision :** How a property is subdivided and used via land use (Chapter 212)
- Structures :** How structures relate to the building code and establishing building lines (Chapter 214)
- Certain Business Operations :** Oversee business operations (Chapter 215)
- Signs :** Authorizes municipalities to establish sign regulations and design controls (Chapter 216)

Report Outline

The comprehensive plan is organized into seven chapters that describe these major components:

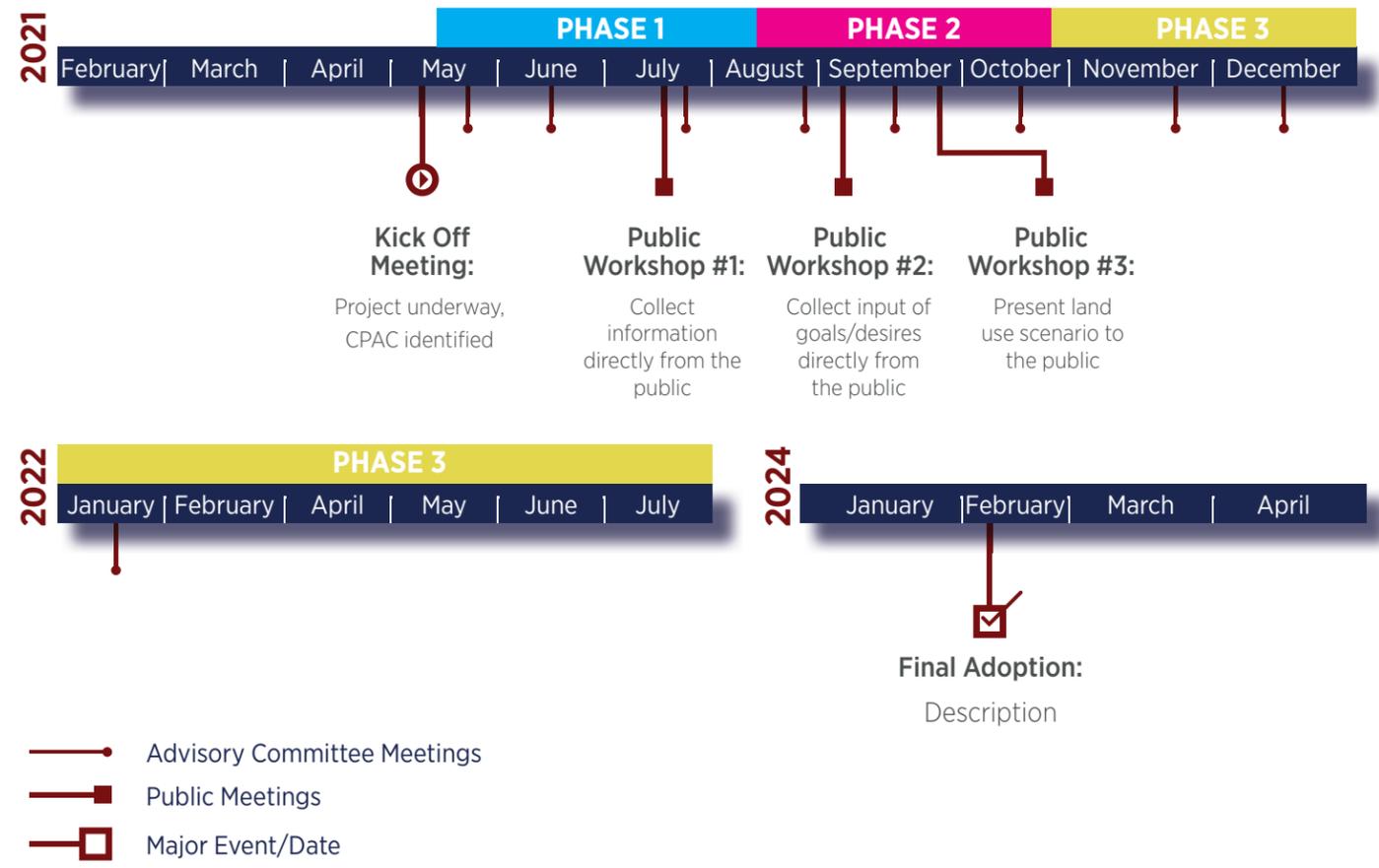
- Chapter 1 -** Describes the purpose and framework of the plan.
- Chapter 2 -** Reviews demographics that describe the existing/ future data sets of the city and larger region, such as demographics and more.
- Chapter 3-** Outlines public engagement activities conducted during the planning process. Also highlights and summarize public input gathered.
- Chapter 4-** Presents three city-wide scenario alternatives that received community input and created the preferred vision for the city.
- Chapter 5 -** Defines the plan for future land use across the city, along with a preferred development relationships.



Chapter 6 - Summarizes the concept for future transportation the city and preferred land use/roadway relationships.

Chapter 7 - Presents a prioritized implementation strategy to realize the plan recommendations and grow economic development.

Project Timeline



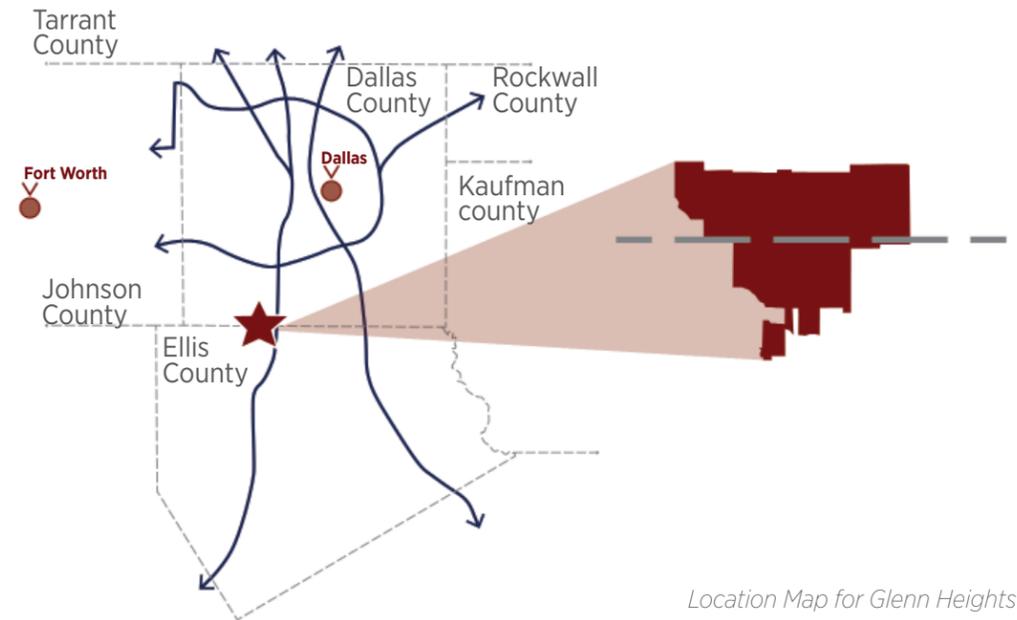
Schedule for Glenn Heights report





2-1: Introduction / Location

Glenn Heights is located approximately 14 miles south of Downtown Dallas. Positioned along the I-35 E corridor Glenn Heights land area covers over 7.2 mi². Amongst several varying levels of living density Glenn Heights also is home to four city parks, several religious structures, and two primary educational facilities. This chapter will focus on the demographic, economic and social composition of the Glenn Heights' community. By analyzing these components it gives the community and its leaders an understanding of trends that can help outline the future development, while positively impacting the plan and vision for the entire city.



2

Chapter 2: Demographics & Analysis

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2-6	North Texas Regional Impacts	13

2-2: History

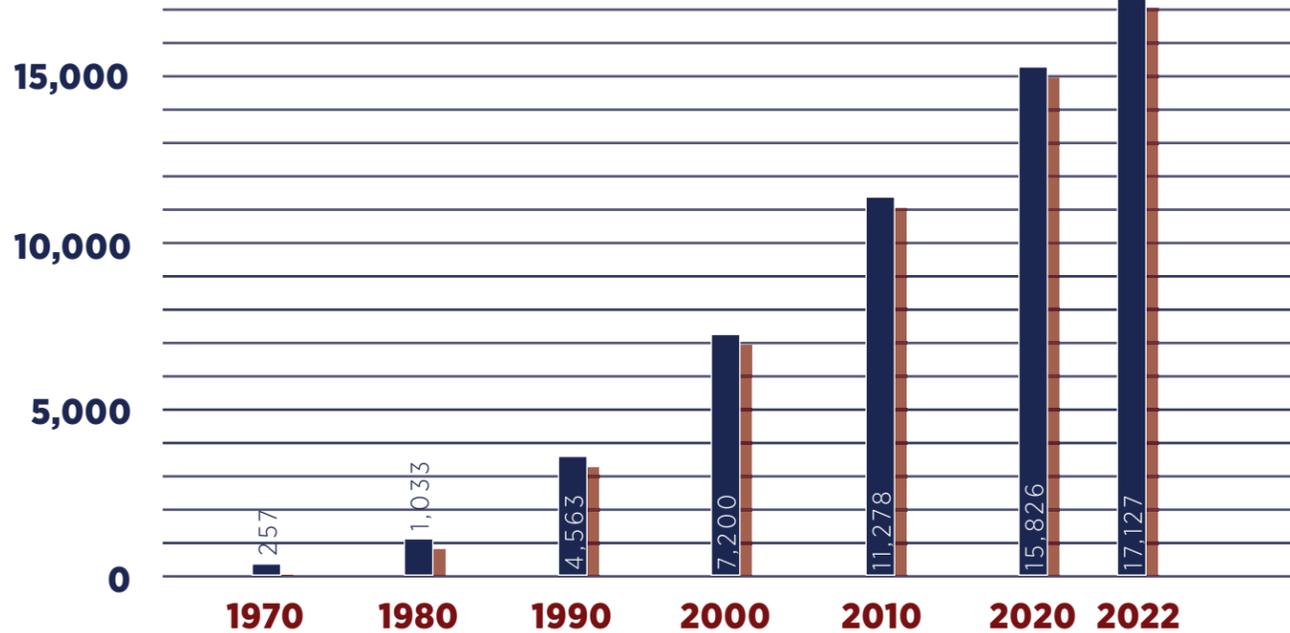
With a long history, the area in and around present day Dallas was originally occupied by the Caddo, Wichita and Comanche people. Though individuals have been settled in what is Glenn Heights for more centuries, it has considerably recent incorporation into present day Texas legislation. Glenn Height was officially incorporated by the State of Texas on September 16, 1969. N.L. Craddock played a significant role in this process. A Dallas firefighter, he opened a 30-acre mobile home business during the 1960 and rather than be annexed to near by DeSoto helped propel Glenn Heights toward legitimate incorporation itself. Today Glenn Heights now maintains its own police, fire, and city works department. Due to its relative infancy and considerable population growth in the past two decades, the city has a sizable land area that is currently undeveloped.



2-3: Population

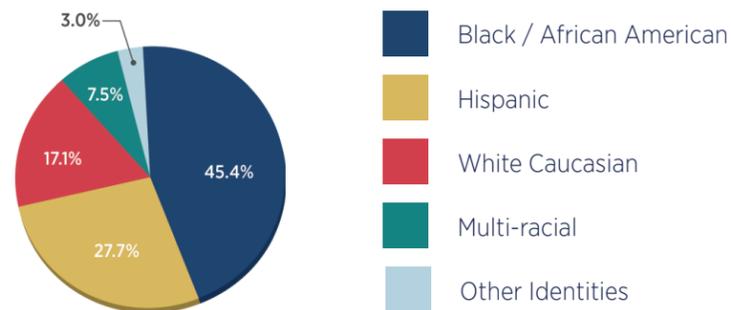
According to the latest US census, which was conducted in 2020, the population of Glenn Heights was recorded at 15,819. This is an increase from the population of 11,278 recorded during the 2010 census. The Census Bureau has estimated that 17,127 residents are likely to reside in Glenn Heights as of July 2021. This growth directly aligns with the trend of increasing population in the greater Dallas-Fort Worth metroplex, one of the highest growing cities in the nation. Of the population the highest percentage of residents identify as the Black/African American, which comprise 44.7% of the total population. Individuals who identify as part of one of the two following groups, Hispanic and White, comprise a similar portion of the city’s population at 44.8%. The average age of Glenn Heights is 31 years old. While most of the population is between the ages of 25-55, another considerable group in Glenn is between the ages of 5-17. Totalling 2,896 individuals, the youth make up a high portion of the population Glenn Heights and present a bright future for the community.

Glenn Heights Total Population



Glenn Heights increase in population over the past decades

Glenn Heights Demographic Breakdown



according to 2019 data

2-4: Employment

The 2019 median household income in Glenn Heights was measured to be \$68,739 slightly above the median national income. With over 5,880 employment opportunities, Glenn Heights has seen roughly a 2.15% employment increase over the past several years. The most prevalent occupations in Glenn Heights according to Census Bureau include Office & Administrative Support Occupations (996 people), Construction & Extraction Occupations (679 people), and Sales & Related Occupations (505 people).

General trends indicate that:

1. Educational Services & Health Care/ Social Services
2. Professional scientific & Technical Services
3. Support & Management for Waste management Services
4. Construction
5. Retail

These are the five most common employment industries. Being in close proximity to the DFW area, job opportunities are also available in surrounding areas of Glenn Heights. This impacts a considerable portion of the population as they work outside of Glenn Heights. On Average the commute for Glenn Heights employees is just over half an hour.

GLENN HEIGHTS 5 YEAR EMPLOYMENT ESTIMATES

	Total Estimate	Labor Force Participation Rate Estimate	Employment/Population Ratio Estimate	Unemployment rate Estimate
Population 16 years and over	9,534	73.7%	67.1%	8.9%
AGE				
16 to 19 years	721	44.5%	33.3%	25.2%
20 to 24 years	966	82.9%	58.4%	29.6%
25 to 29 years	836	90.9%	89.4%	1.7%
30 to 34 years	1,191	88.1%	86.5%	1.8%
35 to 44 years	2,104	84.3%	82.3%	2.4%
45 to 54 years	1,375	81.0%	78.4%	3.2%
55 to 59 years	849	76.7%	53.8%	29.8%
60 to 64 years	736	57.7%	57.7%	0.0%
65 to 74 years	528	19.3%	19.3%	0.0%
75 years and over	228	11.4%	11.4%	0.0%



2-5: Market Analysis

The city of Glenn Heights is uniquely situated in both Dallas and Ellis counties. Incorporated in 1969, this young city defines the essence of a small community under construction with modern amenities. With new master-planned neighborhoods, updated public safety features, and an engaged community the city has experienced extraordinary residential growth over the past five (5) years and was recognized as the 22nd fastest growing small city in Texas by the Dallas Business Journal in 2019. Glenn Heights is indicative of growing city.

To help sustain and support the recent population growth trends, the city is focused on enhancements and expansion of public infrastructure including water, sewer, streets, and pedestrian connectivity via sidewalks and trails. The recently completed parks programming and design masterplan and the update to the comprehensive land use plan currently underway, are examples of the strategic efforts being carried out by the local government, businesses, and community residents, to define the future vision for the city.

As a member of the Dallas Area Rapid Transit (DART), Glenn Heights is positioned to leverage the DART Park & Ride Bus Terminal to attract transit-oriented development projects along the Bear Creek and Interstate-35 corridor. This public transit service is also instrumental in connecting the city's workforce to industry and regional employment centers. The future construction of Loop 9, by the Texas Department of Transportation (TXDOT), will provide strong new access to I-35 along the city's eastern border and unlock vacant and undeveloped tracks of land for commercial and industrial investment as Glenn Heights looks to expand the local economy by adding jobs and industry.

Southern Sector Regional Highlights

The Dallas City Council approved up to \$31.4 million in tax increment financing for the first phase of the Dallas-based developer's planned mixed-use development near the UNT Dallas campus. University Hills could ultimately include 1,500 multi-family units, hundreds of single-family homes, 1.5 million square feet of commercial properties, and more than 50 acres of green space. The first phase of the project, which has been reviewed by the City Council's Economic Development Committee but has yet to receive council approval, would include 500 single-family units, 250 apartments, and close to 200,000 square feet of office and retail space. In late June, the Dallas City Council approved up to \$31.4 million in tax increment financing for the initial phase.



University Hills at UNT Campus

Solar Turbines

According to state and local economic development sources Solar Turbines plans to invest \$3,700,000.00 to build out 89,787 square feet of new space in Desoto. The company plans to occupy the new space at 2050 Kestrel Avenue in Desoto. According to the company website Solar Turbines Incorporated, headquartered in San Diego, California, is a wholly owned subsidiary of Caterpillar Inc.



Solar Turbine

Greenleaf Ventures

Dallas City Council approved a \$1.9M grant on Jan. 12, 2022 to Greenleaf Ventures for the development of 125 single-family homes in Council District 5 Pleasant Grove area. The grant will be funded with a portion of the city's American Rescue Plan Act allocation with the intent of providing water infrastructure in support of the new homes. The single-family homes will be an average of 1,850 square feet, include a minimum of 3 bedrooms, serving mixed income homebuyers with 20% of homes preserved for buyers earning less than 80% area median income which is about \$70,000 for a family of four. They are looking to develop in many cities across the Southern Sector including potentially Glenn Heights.



New residential building of Greenleaf single family development

2-6: North Texas Regional Impacts

The North Texas region, commonly referring to Dallas and Tarrant counties and the surrounding communities, is one of the most economically prosperous regions in the United States. This area has seen economic growth increase rapidly in the past decades. With a comparative lower cost of living than the national average, a business-friendly environment and strong workforce continue to maintain and even grow this prospect. As outlined in the population portion of this report, like Glenn Heights, the entire North Texas region has seen steady and healthy population growth.

Located within this economic and social boom, it is important for Glenn Heights to harness a great deal of the positives impacts of the region. This can be achieved through increasing both A and B economics within the city. Continuing to increase job opportunities within the city rather than having to commute to larger metropolitan areas would be beneficial. In addition, being proactive and developing large areas of undeveloped land would serve the community well.

In addition, proposed Loop 9, a Texas department of Transportation project within the North Texas Region could spark local growth in Glenn Heights. This project looks to connect I-20, I-45, I-35E and Texas Highway 67 together. This project has the capacity for critical impact to the North Texas Region. Moving forward it is important to work in the confines of the project and use it for its advantages rather than as a negative impact.



Vision North Texas Logo image courtesy of Vision North Texas





3-1 Purpose

Citizen input plays a critical part of the comprehensive planning process. Those who are directly involved and part of the community have intimate knowledge of their surrounds. The consulting team utilized the data gathered and provided by the community to help strengthen and guide the reports visions, goals and actions. Members of the Glenn Heights community played an foundational role in the process

3-2 Comprehensive Plan Advisory Committee (CPAC)

At the beginning of the Glenn Heights planning process, the City Council appointed seven (7) members to a Comprehensive Plan Advisory Committee (CPAC). This committee serves as an advisory body supporting the creation of the new comprehensive plan. The committee met monthly during the planning process, due to ongoing health concerns surrounding the COVID-19 pandemic several monthly meetings were conducted via Zoom technology. During the height of the pandemic the committee did take a complete pause. CPAC membership includes the following civic leaders within the Glenn Heights community:

- | | |
|--------------------|--|
| Kelvin Stroy | P&Z Commission Member (Committee Chairman) |
| Aaron Blake | Pastor of Harvest Hill Family Church |
| Arnold Davis, Jr. | P&Z Commission Member |
| Sam Isa | Representative of Dar Al-Arqam Masjid |
| Zee Edwards | Glenn Heights Citizen |
| Stevelyn Miller | Glenn Heights Citizen |
| Brittnei Conwright | Glenn Heights Citizen |

Early in the comprehensive planning process the consultant team had the Advisory Committee complete a SWOT exercise. SWOT stands for strengths, weaknesses, opportunities and threats. This is a common exercise to communicate valuable information from a group of individuals with an extensive knowledge of the area. The information is given and recoded in a non-statistical manner. In this regard, it allowed the Advisory Committee to communicate some thoughts about Glenn Heights as a group early in the planning process. Attached are the result of the exercise conducted.

3

Chapter 3 : Public Engagement

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- 3-2 Comprehensive Plan Advisory Committee (CPAC) **16**
- 3-3 Public Meetings **17**
- 3-4 Logo **18**
- 3-5 Schedule **19**
- 3-6 Project Website **27**



Advisory Committee SWOT Analysis

<u>Strengths</u>	<u>Weaknesses</u>
<ul style="list-style-type: none"> • Access to I-35 • Vacant land=growth potential (residential & commercial) • Red Oak ISD • New homes under construction • Sense of <u>community</u> • Fast <u>growth</u> • Relative location • County split 	<ul style="list-style-type: none"> • Lack of <u>retail/economic diversity</u> • Existing infrastructure • Incompatible zoning • Traffic/<u>congestion</u> • <u>Amenities</u> (parks, valuable retail, etc.) • Pedestrian safety/walkability • Youth activity
<u>Opportunities</u>	<u>Threats</u>
<ul style="list-style-type: none"> • Special funding opportunities (grants, PPPs, etc.) • Working class market • <u>Capitalizing on the growth</u> of nearby Cities as well as GH • <u>Beautification</u> efforts & improvements • Ovilla Road (FM 664) commercial corridor • Space for <u>economic diversity</u> 	<ul style="list-style-type: none"> • Lack of revenue generation • <u>Educational opportunities</u> • Apathy of citizens • Legacy issues/<u>bad reputation</u> • Lack of <u>community identity/unique brand</u>

August 12, 2021

SWOT analysis as identified by Advisory Committee

3-3 Public Meetings

We recognize that every community is diverse, and we believe in utilizing non-traditional methods to engage all demographic groups (i.e. – community input at special events, virtual community meeting rooms, student/youth focus groups, reaching diverse population groups, etc.). We have tailored our community engagement efforts to maximize input – looking at all sides of an opportunity and implementing data-driven decisions through consensus.

The consultant team conducted twenty-seven (27) interviews individually to solicit input regarding the Glenn Heights Comprehensive Plan. The list of people to be interviewed in 30 minutes was provided by the city. Our planning team produced the interview questions prior to the interviews. The city contacted and scheduled the people being interviewed and supplied the private rooms for interviews over a 3-day period. All interview information is held private by the consultant team.

A complete set of stakeholder interview questions is listed in the appendix section of this comprehensive plan document.

The form is titled 'Glenn Heights Comprehensive Plan' and 'STAKEHOLDER INTERVIEWS'. It includes fields for 'Interview of:', 'Interviewed by:', and 'Date & Time:'. Below these are four numbered questions:

- Individual Introductions
- Project Overview
- Any Questions Before Questions?
- Interview

 A note asks respondents to answer from their 'personal perspective'. The questions are:

- Do you think Glenn Heights is special and provides its citizens a superior quality of life? (Agree, Somewhat Agree, Somewhat Disagree, Disagree, Not sure)
- Glenn Heights is an aesthetically pleasing and interesting place for bringing visitors? (Agree, Somewhat Agree, Somewhat Disagree, Disagree, Not sure)
- Glenn Heights is a high-quality community for raising a family? (Agree, Somewhat Agree, Somewhat Disagree, Disagree, Not sure)
- What words or phrases best describes the term "Glenn Heights's Character"? (with blank lines for text)

 The form footer includes 'July 2021 Stakeholder Interviews' and the 'NORRIS DESIGN' logo.

Sample of Stakeholder questions

3-4 Logo

The project team set out to create a unique brand for the project effort that would convey key themes and be used on all comprehensive plan update materials. Creating a project brand helps planning projects stand out and generates a unique project identity that is instantly recognizable at a glance. Before the branding process began, city staff gave several recommendations for key themes the brand would need to portray. These recommendations included: the need to inspire people, the need to be approachable, and the need to emphasize progress and growth while maintaining character.

Multiple meetings and discussions were held throughout the months in late 2019 including a final discussion by the Comprehensive Plan Advisory Committee (CPAC), and the team came to a consensus on the final design of the project brand. In the end the “Tomorrow” brand was chosen to represent the desire to look to Tomorrow for progress and momentum.

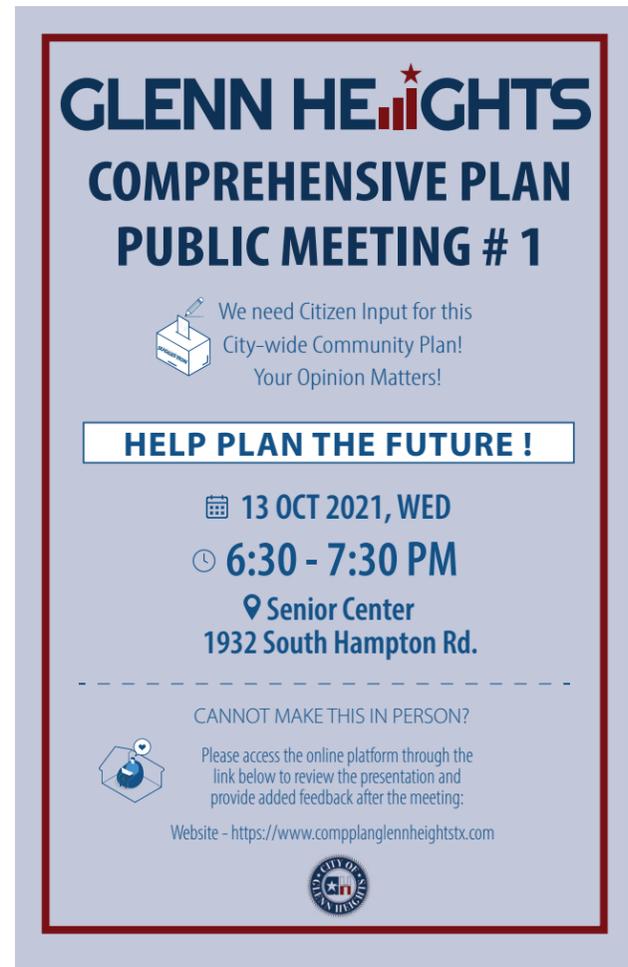


3-5 Schedule

Public Meeting #1 - 13 October 2021

The planning process for the Glenn Heights plan included three (3) in-person public meeting/workshop events to assist the engagement effort.

Public meeting #1 was targeting to communicate to the citizens the opportunity to engage in the process and to give us direct input on plan goals and guiding principles. The turnout was excellent for meeting number one. This initial meeting included opening remarks from Ms. Sonja A. Brown, Mayor Pro Tem with several other City Council members present. The event was held in October at the Senior Center in their presentation room between 6:30 – 7:30 pm. The city used social media and the project website to promote the event to citizens and the business community.



Public Meeting #1 poster

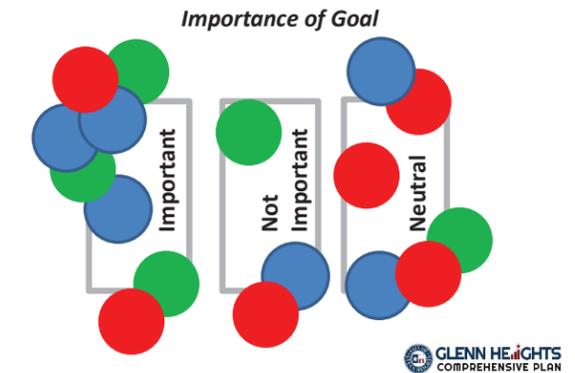
Comprehensive Plan Goals / Selection

Guiding Principles



We have established **twenty-five (25)** draft comp plan goals. They are listed by principle and each 10 principles includes **2-3 draft goals**.

We would like it if you were to place a dot (any color) next to the goals that you most agree with in principle. You have **25 dots** so you must choose which are most important to you and Glenn Heights’s future.



Public preference selection directives

Questions were divided in to ten guiding principles which would help guide the future of Glenn Heights and the development of the comprehensive plan. Attendees were asked to respond to the questions with one of three replies: important, not important, or neutral. The twenty-five questions for the citizens at the Public Meeting #1 include the following:

Economic Development

1. Maximize economic development to provide increased revenue to the city which can result in higher quality services to citizens?.
2. Increase employment opportunities for citizens of all ages across Glenn Heights?
3. Stores and shops in Glenn Heights should focus more on needs of our families, their cars and their homes?

Infrastructure

4. Provide quality infrastructure services for homes and business that places Glenn Heights equal to or ahead of neighboring communities.
5. Create looped infrastructure networks that follow industry best practices for the city

Housing & Neighborhoods

6. Provide a range of residential types(multi-family, small lot SF and large Lot SF) as these housing types provide a range of residents to live in Glenn Heights.
7. Use code enforcement to manage safety, appearance and over-all aesthetics across existing neighborhoods.



Land Use Patterns

- 8. Along major corridors create a commercial/retail and use pattern for increased economic development?
- 9. Create appropriate land use transitions between uses such as single-family and retail, light industrial and residential, etc.?
- 10. Public parks and trailheads should have public access for ease of community users?

Parks & Environment

- 11. Establish more pedestrian trails to connect schools to neighborhoods and provide an important family recreation option?
- 12. Look into adding recreational services(soccer, flag football, etc.) as a part of the City's Parks Department for use by local families?

Community Character

- 13. Improve the community image across the city with increased and additional mowing along streets, in parks and key visible areas?
- 14. Create better pedestrian spaces/places by requiring usable pedestrian spaces as a part of the city's development code?
- 15. Screen trash dumpsters better and require gates to be closed?

Community Character

- 13. Improve the community image across the city with increased and additional mowing along streets, in parks and key visible areas?
- 14. Create better pedestrian spaces/places by requiring usable pedestrian spaces as a part of the city's development code?
- 15. Screen trash dumpsters better and require gates to be closed?

City Government

- 16. Local city government will be transparent and include ample citizen engagement.
- 17. The city will embrace new technologies to provide its residents with the highest level of care and community service.

Resiliency

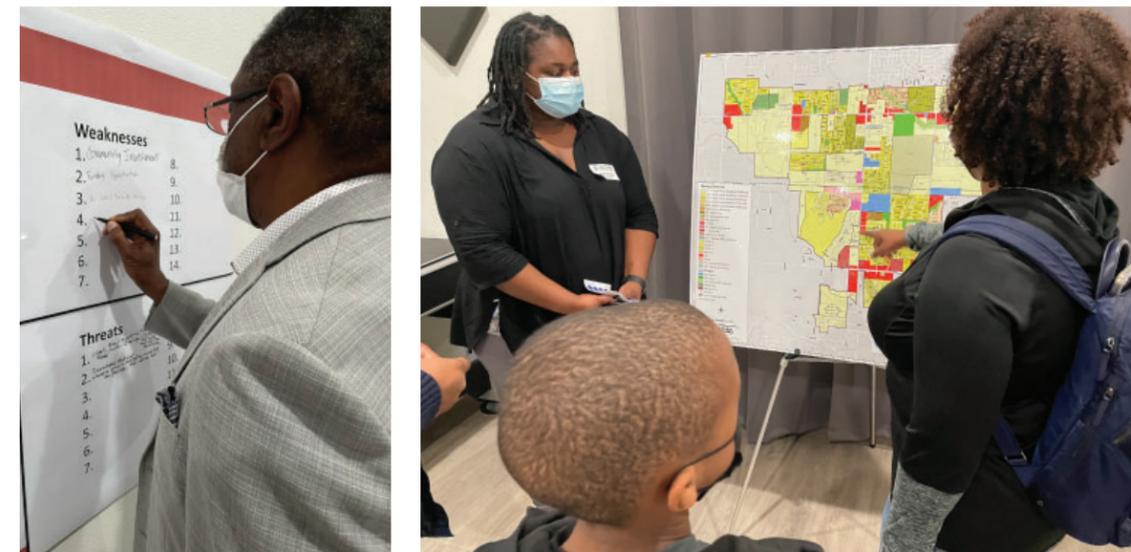
- 18. Put a plan in place to improve the ability for all community members to prepare, respond to, and recover from natural/man-made disasters.
- 19. Create a cybersecurity program to better prepare against, prevent and/or mitigate the effects of a cyber incident.
- 20. Build local resilience via partnerships within the Metroplex and State of Texas

Community Health

- 21. Continue to market for a local full-service grocery store(Brookshire, IGA, etc.) for our city?
- 22. Create a community garden for citizens to raise/enjoy locally grown fruit and vegetables –aiding in better health and community pride?

Transportation & Mobility

- 23. Increase and improve access to DART for better mobility around Glenn Heights and the Metroplex?
- 24. Improve pedestrian access across the city by building and requiring sidewalks along all public streets?
- 25. Improve access and mobility for vehicles along the frontage roadsof-35? (This goal requires coordination with TX DOT)



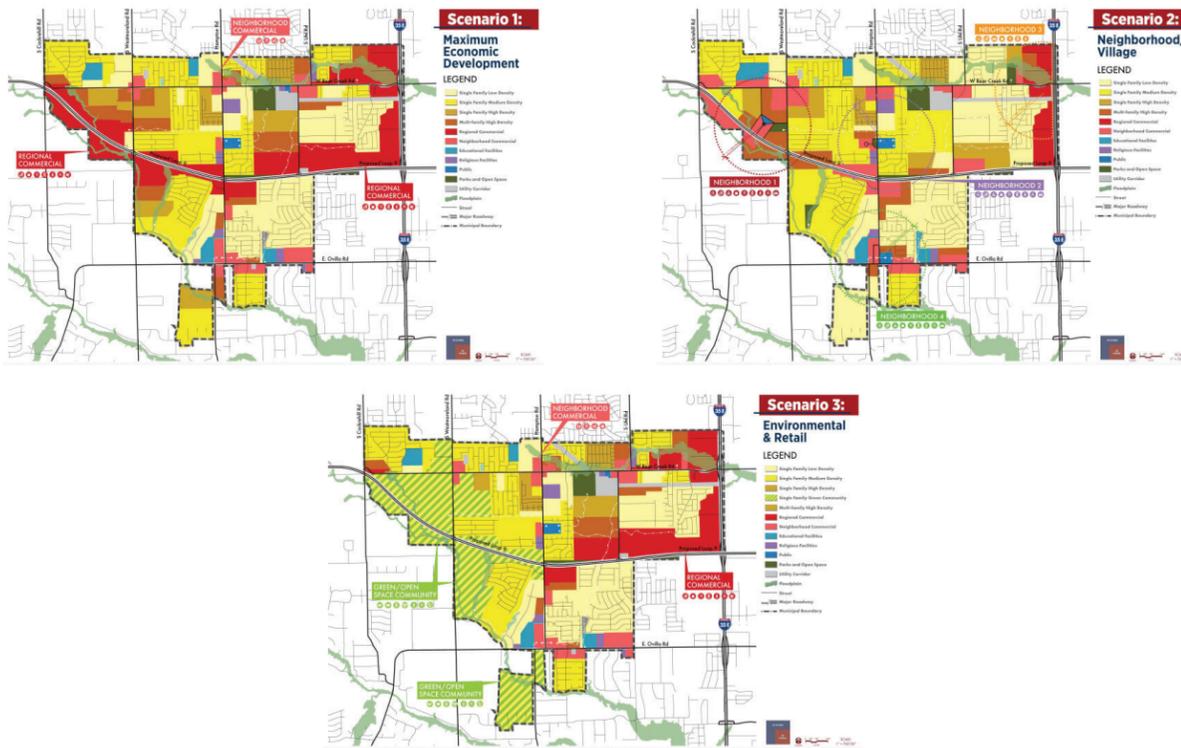
Photos captured during public meeting #1



Public Meeting #2 - 18 November 2021

The second public meeting had a presentation by the consultant team (Norris Design) focusing on the current and short-term real development potential in Glenn Heights and scenario options for city-wide growth. After the presentation, the audience participated in answering a selection of written questions about topics related to each of the scenarios. The goal is to then review the community’s input and then target their desires toward a single preferred scenario and eventually future land use plan and related plan elements.

After the sticky dot selections (+/- 30 minutes) a question-and-answer session went on for about the next 45-minutes answering questions about: Loop 9 development potential, parking in downtown, future housing in Glenn Heights, employment options, diversity of housing, growth around I-35 and more. We had a good public showing by the citizens regarding the future of their community.



3 separate scenario concepts presented during meeting #2

Each of the three (3) scenarios presented at meeting #2 will generate solutions to the following issues that are related goals established by the community:

1. Economic development opportunities
2. Population and growth
3. Environmental and natural systems
4. Parks and open space
5. Sustainability framework elements
6. Transportation and pedestrian/bike mobility
7. Relationship to goals and objectives

Proposed Loop 9

Loop 9 is targeted for segmented implementation in the next 10-15 years. These four to six lanes limited access, traversing along the northern area of the city, forms a portion of the southeastern section (Section “E” from IH-20 to US 287) of a Regional Outer Loop identified in NCTCOG Mobility 2030: The Metropolitan Transportation Plan for the Dallas/Fort Worth Metropolitan Area.



Map of proposed Loop 9 in proximity to Glenn Heights

Input from Glenn Heights citizens attending Public Meeting #2 was defined and recorded on a series of questionnaires. Each of the three scenarios had a set of questions to determine citizen’s likes and dislikes presented in the land use scenarios. The answers were reviewed and use to establish the single preferred scenario which establishes the eventual Future Land Use Plan. A complete set of the scenario questions is listed in the appendix section of this document.

Glenn Heights Comprehensive Plan
Future Land Use Scenario #1

1. This scenario offers maximum economic development potential due to its large amount of land dedicated to Regional Commercial.
 Like Neutral Dislike
2. Maximum economic development potential can create a good revenue (\$\$) stream for the City of Glenn Heights to then help provide quality city services to its residents.
 Like Neutral Dislike
3. This scenario creates strong commercial corridors along I-35 and the proposed Loop 9. This commercial development could create a greater amount of automobile traffic near these stores and offices.
 Like Neutral Dislike
4. This scenario most likely, would result in the lowest overall population for the city.
 Like Neutral Dislike
5. Currently, this scenario has a low amount of pedestrian and place making spaces for public use and enjoyment around the city.
 Like Neutral Dislike
6. This scenario could create a regional draw for shopping / entertainment and employment potential within the Southern Sector.
 Like Neutral Dislike
7. This scenario has the potential to create the greatest amount of new employment opportunities.
 Like Neutral Dislike
8. The focus of the scenario is on growing commercial development (retail, office and hotel).
 Like Neutral Dislike

Sample of questionnaire from public meeting #2



Photos captured during public meeting #2

Public Meeting #3 - 9 May 2022

The final public meeting was conducted around the presentation and discussion of the preferred land use scenario. This scenario came about from the input received in Public Meeting #2 and the Comprehensive Plan Advisory Committee. The input for this scenario will become the Future Land Use Plan (FLUP) which is the core element of the Glenn Heights Comprehensive Plan.

The meeting was well attended and conducted at Senior Center located on South Hampton Road. We want to thank the City of Glenn Heights for their support of the planning process and their generous use of the city facilities for these public meetings.

City of Glenn Heights
Comprehensive Plan
PUBLIC MEETING #3

Walkable Development

Attributes:

1. Less dependence on the automobile
2. Connected to schools, parks and retail services by pedestrians.
3. Supports a healthier life-style
4. Must have a network of sidewalks

GLENN HEIGHTS COMPREHENSIVE PLAN

Scenario Preferred

LEGEND

- High Density Urban Center
- Medium Density Urban Center
- Neighborhood Center
- Neighborhood Village
- Neighborhood Village 2
- Neighborhood Village 3
- Neighborhood Village 4
- Neighborhood Village 5
- Neighborhood Village 6
- Neighborhood Village 7
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CITY OF GLENN HEIGHTS
Land Use Scenario Preferred

Community Gardens

Attributes:

1. Community gardens can help to bring fresh food to your community.
2. Faith-based organizations and/or city can help to establish a garden(s) for local neighborhoods.
3. Helps to improve overall citizen health.

GLENN HEIGHTS COMPREHENSIVE PLAN

Citizen Input (2)

Input Opportunity - Set 2:

Ranking / Hand Out
Rank these Community Character items (1 to 10) by importance to you. 1 is the highest rank.

- Neighborhood Center Focused
- Walkable Development
- Parking not Dominant
- Density is Good
- Useable Open Space
- Connected Across the City
- Street Trees
- Signage Regulations
- Community Gardens
- Housing Choice

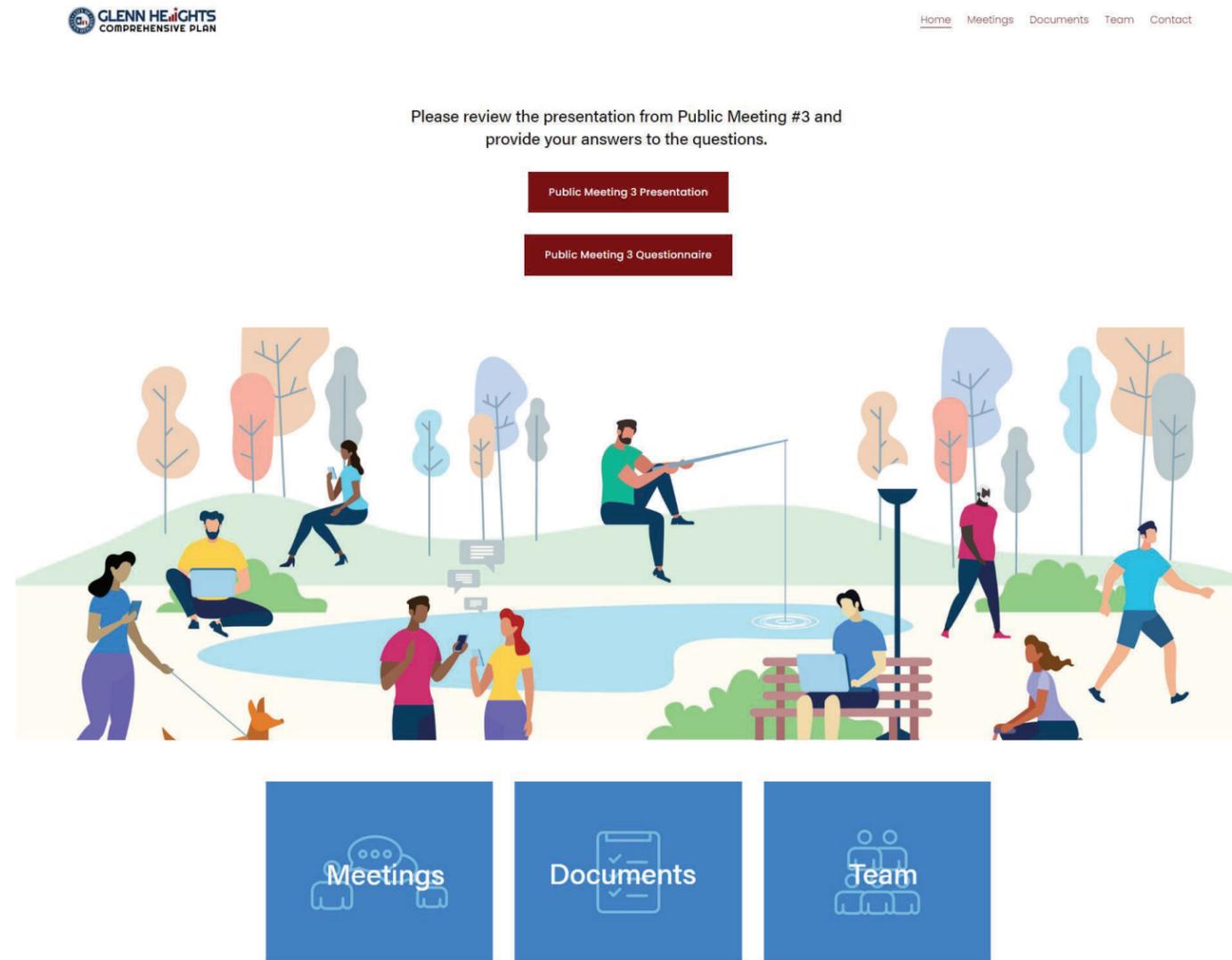
Thank you -

GLENN HEIGHTS COMPREHENSIVE PLAN

Sample of Public meeting #3 slides

3-6 Project Website | www.complanglennheightstx.co

The website was created to educate citizens about the comprehensive planning process and provide information about opportunities for citizens to get involved. The website provided a timeline of public events and access to important planning documents to ensure transparency for citizens to know how and why the plan is moving in the direction that it is. The site served as the depository for all items linked to the planning process. Residents could at their leisure engage with past presentations material and still provide comments. They could also foresee future scheduled events in attempts to attend future live sessions.



Project Website

The pages in this site included: Introduction to Project, Project News, Project Team (both City and consultant), Schedule of Events, Document Library, Sign up for Future Notifications and a Contact Link. Citizens mentioned the ease at getting data from the web site and the benefits of 24/7 access.



Glenn Heights' van supporting community relationship





4-1 : Introduction

To establish this Future Land Use Plan, the project team used the alternative scenario approach to create the preferred direction. These alternative scenarios allow citizens to visualize options and ultimately select their preferences in land use and urban design. The scenarios created for Glenn Heights are described in detail in the following chapter.

Providing and maintaining a high quality of life for its citizens is crucial to a community’s ability to recruit and retain businesses and residents. Quality of life is most directly impacted by neighborhood-based services. When residents are happy and quality of life in a neighborhood is high, property values tend to increase. Thereby providing more revenue to the city so that these services can be maintained and enhanced. Well-maintained streets and utilities, quality schools and parks, and close access to other daily needs are common traits of competitive neighborhoods (or as realtors like to say, “location, location, location!”).

In recent years, there has been an increase in demand for “live, work, play” neighborhoods where a variety of residential types, office and retail are all integrated relatively close together. This neighborhood type is increasing with changing demographics and the health concerns and impacts from COVID-19, but also because these types of development are more fiscally productive, flexible and resilient.

4-2 : Purpose

In order to develop a city-wide future land use map, the project team first worked to create scenarios that established preferred land uses within currently undeveloped or vacant land in the city. Scenarios help graphically depict how a community can shape their future. Three city-wide scenarios were developed with stakeholder input during the public visioning process. These scenarios were then used to develop the future land use plan which is discussed later in the Land Use chapter.

4-3 : Plan Goals

Goals for the comprehensive plan began early in the planning process. First, as a part of the stakeholder interviews as goals for the plan and pier cities were discussed. Next, we entered the discussion with the Comprehensive Plan Advisory Committee and the goals were trimmed, edited and enhanced. The process also included input from local citizens at Public Meeting #1 on inputs for community goals. So as defined, project goals have been vetted at numerous phases in the engagement process. A final set of goals for the Glenn Heights Comprehensive Plan are listed below.

4

Chapter 4 : Alternative Scenario

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		35



ECONOMIC DEVELOPMENT



1. Improve transparency across city government to better allow citizen a healthy role in the process of citizenship.
2. Increase meaningful outreach opportunities into the community to improve communication.

INFRASTRUCTURE



1. Provide quality services for new and existing development.
2. Use industry best practices for the planning and design of infrastructure systems across the community.

HOUSING & NEIGHBORHOODS



1. Provide a range of residential types (single family, townhomes, patio homes, apartments and others) to citizens to help match their family needs with their budget.
2. Use code enforcement to manage safety and appearance across existing neighborhoods in the community.

LAND USE PATTERNS



1. Along major corridors create a commercial land use pattern for a growing economic development impact.
2. Create quality land use and buffer transitions primarily between residential and commercial uses.

COMMUNITY CHARACTER



1. Improve the community image across the city through public and private PLACE making projects.
2. The city can provide better quality environments in the community with increased maintenance.

CITY GOVERNMENT



1. Maximize economic development to provide increased revenue to the city and provide high-quality services to citizens.
2. Expand employment opportunities for citizens across Glenn Heights.

RESILIENCY



1. Planning for resiliency is important in emergency system projections.
2. Increase coordination with regional organizations and neighboring cities to improve public safety.

COMMUNITY HEALTH



1. There is a need for a local grocery store in Glenn Heights to better serve the citizens with healthy options such as fresh food, fruit and vegetables.
2. Establish a plan to create a community garden so citizens can grow local food and benefit from all the many health improvements.

TRANSPORTATION & MOBILITY



1. Increase access to the DART network for our citizens.
2. Create better pedestrian access/mobility across the city for all.

PARKS & ENVIRONMENT



1. Enhance existing space to increase use of existing parks
2. Provide adequate access to greenspace as new development continues

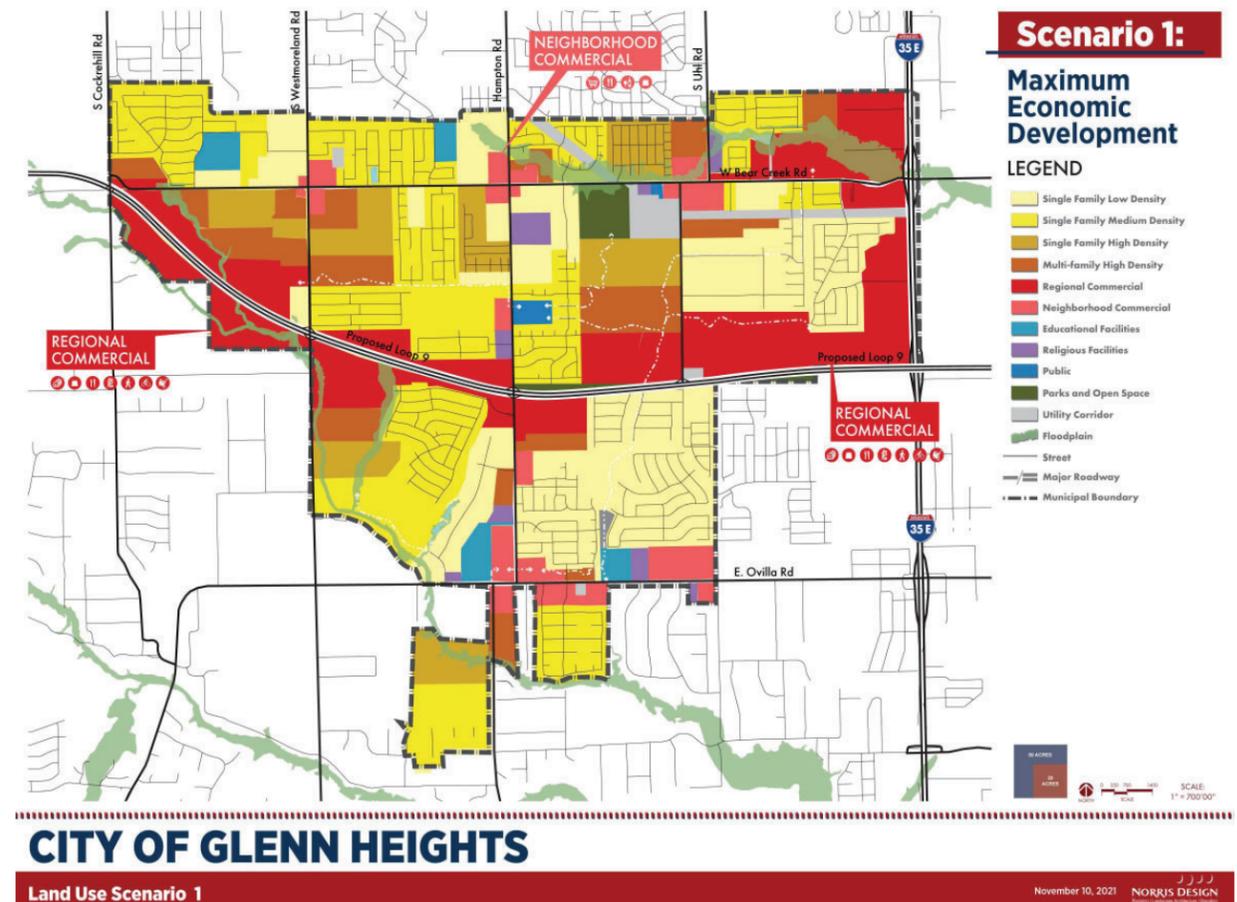
4-4 : ALTERNATIVE SCENARIOS

The vision for Glenn Heights was born out of input from general citizens and city-wide property owners. It is important to note, that the three (3) scenarios were developed with short and long-term opportunities – the desired preferred scenario or final city-wide vision is full of short-term projects to build

SCENARIO 1

Attributes for this scenario include:

1. Regional commercial corridors at I-35 and Proposed Loop 9.
2. Neighborhood commercial nodes at several intersections.
3. Good variety of residential land uses.
4. Protect creek corridors for future pedestrian trails.
5. Proposed Loop 9 will be a local and regional roadway.

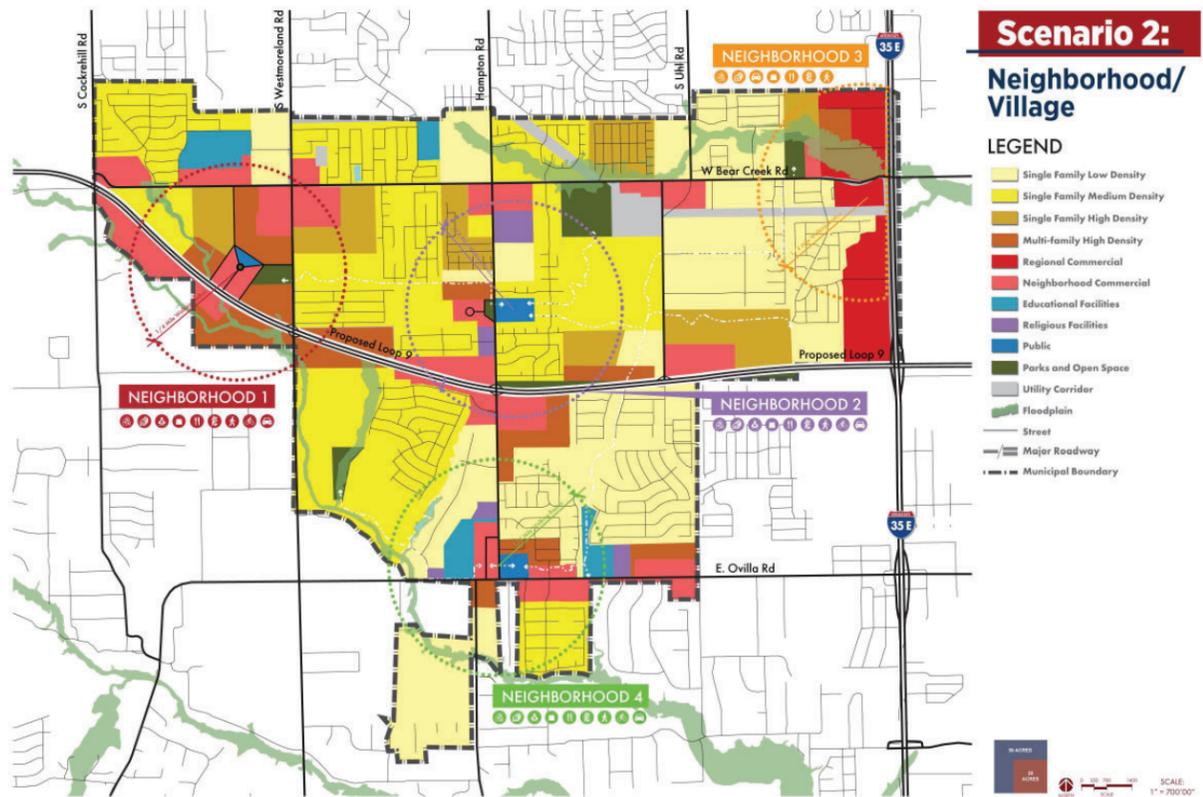


Proposed scenario #1 - Maximum Economic Development

SCENARIO 2

Attributes for this scenario include:

1. Good amount of regional commercial along I-35.
2. Excellent amount of neighborhood commercial along proposed Loop 9 and at major roadway crossings.
3. Three or four defined villages that have a civic or retail center at the core. Focus on trail and sidewalk connections to center. Radius is a ¼ mile which is an easy pedestrian walk..
4. Also, balance of a variety of future residential types and densities (low, med & MF).



CITY OF GLENN HEIGHTS

Land Use Scenario 2

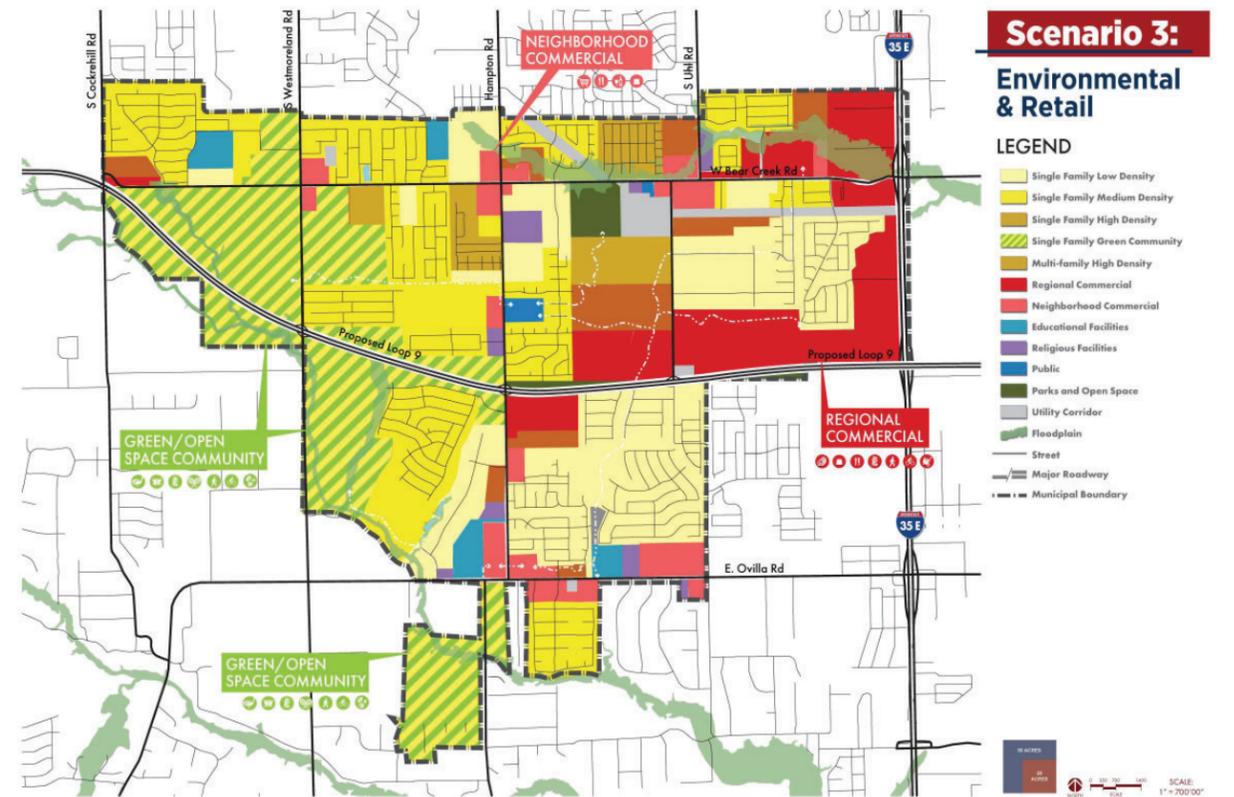
November 10, 2021 NORRIS DESIGN

Proposed scenario #2 - Neighborhood/Village

SCENARIO 3

Attributes for this scenario include:

1. Regional commercial corridors at I-35 and Proposed Loop 9.
2. Neighborhood commercial nodes at several intersections.
3. Good variety of residential land uses.
4. Protect creek corridors for future pedestrian trails.
5. Proposed Loop 9 will serve as a local and regional roadway.



CITY OF GLENN HEIGHTS

Land Use Scenario 3

November 10, 2021 NORRIS DESIGN

Proposed scenario #3 - Environmental & Retail

4-5 : PREFERRED SCENARIOS

The preferred scenario comes from community input, best practices in community planning and a growing North Texas economic trends. The proposed scenario provides quality residential for a range of family lifestyles and development patterns. The future Loop 9 segment brings a tremendous amount of opportunity for new economic development and employment potential.

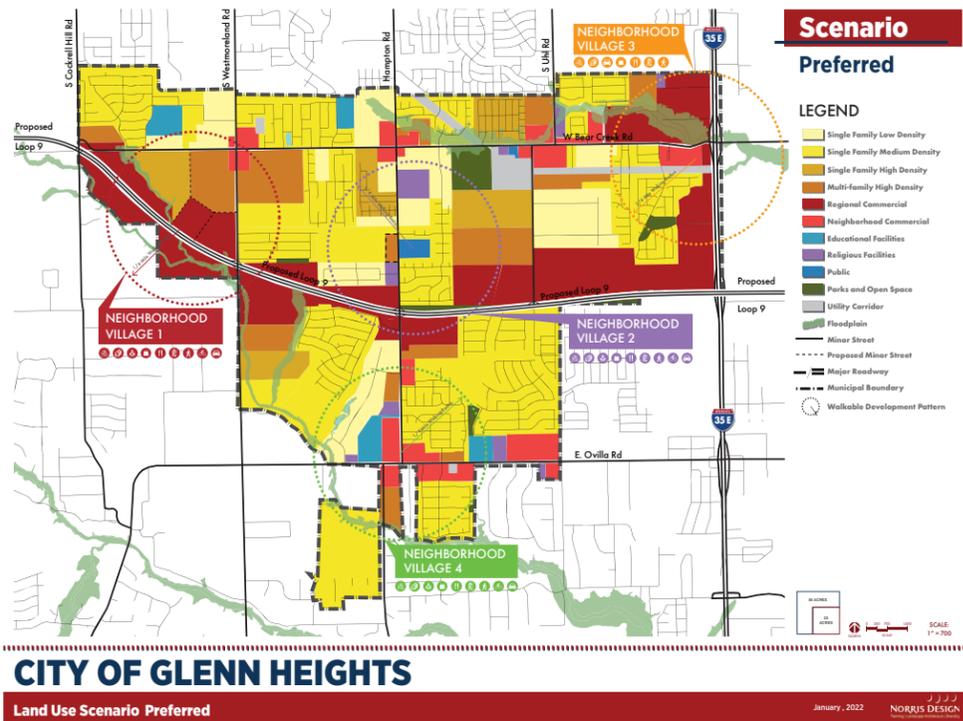
PREFERRED SCENARIO

Attributes for this scenario include:

1. Regional commercial corridors at I-35 and Proposed Loop 9.
2. Three or four defined villages that have a civic or retail center at the core. Focus on trail and sidewalk connections to center. Radius is a ¼ mile which is an easy pedestrian walk.
3. Also, balance of a variety of future residential types and densities (low, med & MF).
4. Good variety of residential land uses.
5. Protect creek corridors for future pedestrian trails.
6. Proposed Loop 9 will serve as a local and regional roadway.

The single preferred scenario includes ten (10) elements of community character. These elements will be described in detail in the Future Land Use chapter.

The elements are as follows: Neighborhood Center Focused, Walkable Development, Parking not Dominant, Density is Good, Usable Open Space, Connected Across the City, Street Trees, Signage Regulations, Community Gardens and Housing Choice.

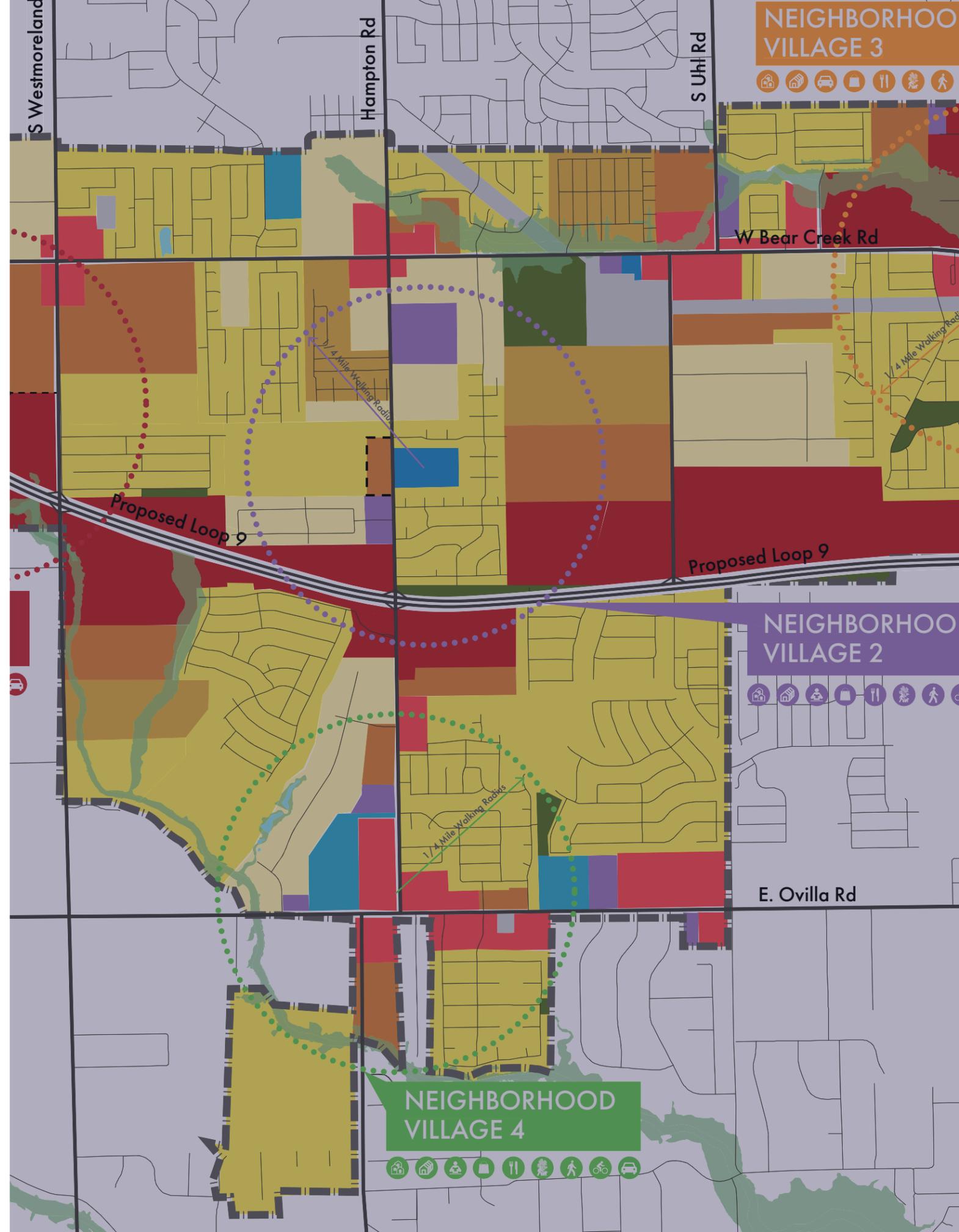


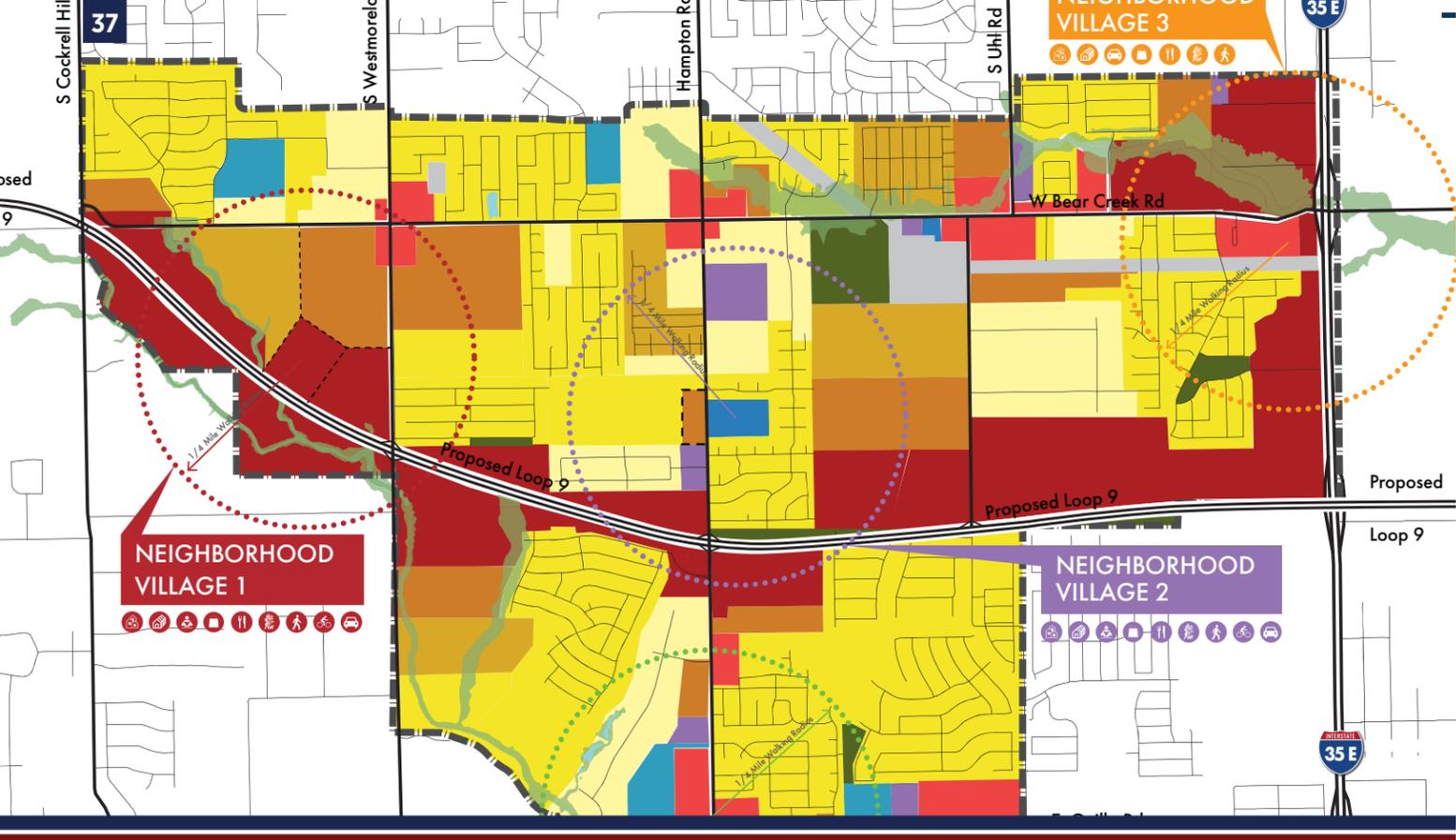
CITY OF GLENN HEIGHTS

Land Use Scenario Preferred

January, 2022 NORRIS DESIGN

Preferred Land Use Scenario





5-1: Introduction

At the core of a comprehensive plan is a well-thought out and articulated future land use framework that serves as a vision representing how citizens and stakeholders want their city to look in the future. This section describes the relationships between the existing land uses in Glenn Heights as well as the process the project team underwent to identify alternative land use scenarios that emphasize different visions for the city and to agree upon the eventual preferred scenario.

The planning process begins with an understanding of existing land uses and development patterns. We have worked with the city's data set of existing land use, roadways, parks and other in progress developments to assemble a graphic for land use scenario development.

5-2: Approach

To establish this Future Land Use Plan, the alternative scenarios approach was utilized to create the singular preferred direction. Identifying and refining (3) separate scenarios helped to identify the key components that were to derive the preferred land use plan. Essentially, these alternative scenarios allow citizens to visualize options and ultimately select their preferences in land use and urban design. The alternative scenarios created for Sanger are described in detail in the following pages.

Chapter 5 : Future Land Use Plan

5

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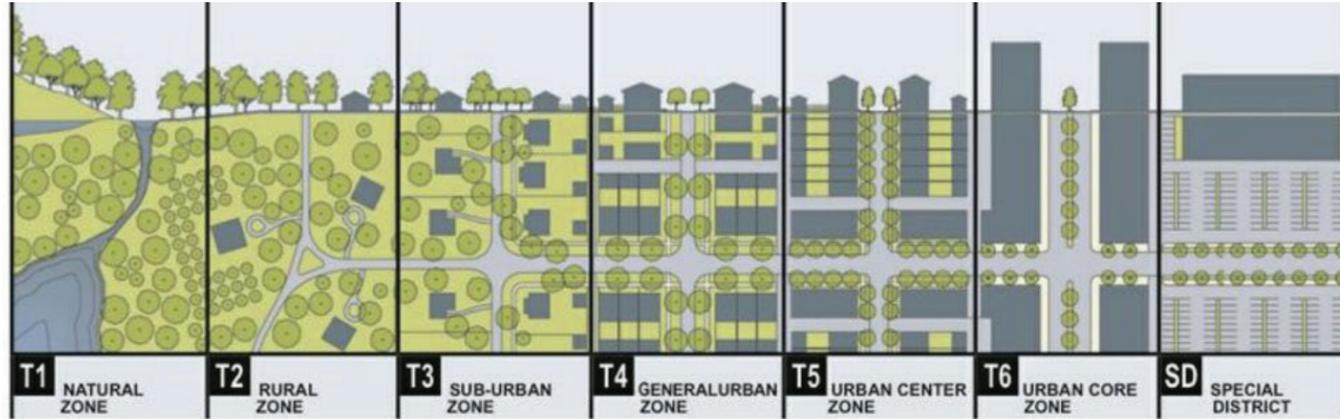
Public meetings were part of sourcing feedback during the process

This plan is fundamental in providing a framework for future development of Glenn Heights. Creating an organized and systematic approach directly impacts the development process of the city derived from community and city input. The preferred plan also identifies and protects green space and natural assets. This unified plan is the proposed approach for future development and economic growth in Glenn Heights. As mentioned previously these are two key components to improving life quality, and creating a higher quality of life improve the overall health, happiness and satisfaction of the community.

5-3 : Community Transect

The “transect” is a land-use term that describes a location based on its relative density, natural and/or built form characteristics. All places within Sanger fall into one of six transect zones, which extend from the most natural areas (T1), such as Lake Ray Hubbard, to the most developed urban place (T6) like the property in downtown. Of course, there are transition zones between, but a quick look at the transect zones reveals common characteristics:

- T1- Natural Environment: Wilderness, forests and natural stream corridors.
- T2- Rural Places: Undeveloped farm and ranch lands.
- T3- Suburban-Urban Places: Most new development post-WWII, retail, office development.
- T4- Traditional Neighborhood Places: Residential smaller-lot neighborhoods in towns, cities and first-tier suburbs.
- T5- Downtown Places: Traditional centers in large and small towns comprised of retail, office, campuses, civic spaces, town square define civic space.
- T6- Urban Core: Multi-story buildings at the center of most cities. Glenn Height’s T6 zone is not as currently as dense as other Texas cities, but it can be walkable and full of economic potential.



Community Transect reflects density and characteristics of development

5-4 : City Center Complex

The City Center project will be hub of all municipal and city-social activities in Glenn Heights. It is currently under construction all will be a wonderful addition to the community for all to enjoy. On February 18, 2020, the City of Glenn Heights unveiled its new City Center Complex. To enhance the customer experience, the City Center Complex will combine all existing administrative city facilities and Public Safety operations into one central location where city services are easily accessible to the public.

The estimated cost for the project is \$13.2 million dollars and include this summary of features:

- Public Safety Building (Police and Fire - 18,591 SF)
- Community Center (17,800 SF)
- City Hall & Municipal Court Building (11,833 SF)
- All-Abilities Park (5-acres)



Imagery of Glenn Heights City Center

5-5: Land Use and Density

The primary component of the final land use plan focused on the development of district nodes where multiple land uses converge along intersections to create walkable, resilient nodes. The Business Education scenario brought about a new land use category to help enhance exiting education/institutional uses and bring jobs and employment to the forefront of each node. This land use category differs from the typical office/institution category by focusing on research institutions, technology, trade schools, co-working spaces, and work-training facilities. It would not allow uses such as: cemeteries, fire stations, public works facilities, etc.

The descriptions below describe the land use designations on the Future Land Use Plan. The plan is a graphic depiction of the desired future land use pattern for Glenn Heights, based on input from the public, planning team and city staff comments. The different land use categories included in the future land use map are described as follows:



**SINGLE FAMILY
LOW DENSITY**

Residential detached developments and land use that may include larger lot and/or gentleman ranching and generally range between 1 dwelling units (DU) to 4 DU/Acre



**SINGLE FAMILY
MEDIUM DENSITY**

Residential detached developments that typically follow a more typical suburban pattern of curvilinear streets and generally range between 4 DU to 9 DU/Acre.



**SINGLE FAMILY
HIGH DENSITY**

Residential detached developments that follow a more smaller typical lot size with short straight streets pattern and generally range between 9 DU to 12 DU/Acre.



**MULTI-FAMILY
DENSITY**

Residential attached developments and land use that generally are at 12 DU to 40 DU/Acre. Includes garden style apartments, duplexes, townhomes, etc.



**REGIONAL
COMMERCIAL**

Regional retail and office land use is often times located adjacent to a regional highway or major arterial. It typically serves big-box stores and corporate branded retailers.



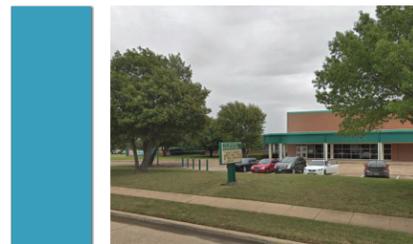
**NEIGHBORHOOD
COMMERCIAL**

Neighborhood serving retail and office land uses frequently located adjacent to the neighborhoods they serve, and neighborhood scaled roadways . Development type examples include hair salons, dry cleaners, and pharmacies.



**EDUCATIONAL
FACILITIES**

This land use includes the complete range of public and private schools. Typically, this development type is one-story, sometimes two-story, buildings with ample surface parking.



**RELIGIOUS/
WORSHIP
FACILITIES**

This is a land use that includes development for individual and family worship and the celebration of those religious events.



PUBLIC

City-owned and managed spaces and any future federal facilities that include city center complex, police and fire stations, libraries, post office, etc.



**PARKS AND OPEN
SPACE**

This land use includes public park facilities found throughout the city and open space that is planned within developments. This use is not vacant undeveloped properties.



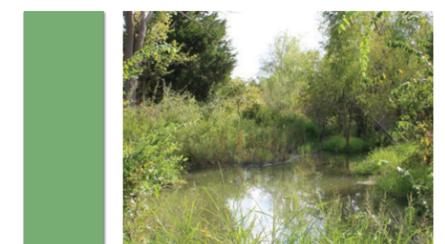
UTILITY

This land use includes utilities provided by city, State of Texas and/or a private provider. They can be to an individual site or running through Glenn Heights as a regional and/or state easement/ROW.



FLOODPLAIN

Land that is included in the city/FEMA's 100-year floodplain and general open space land near floodplains. Floodplain should remain clear of development but may contain recreation uses, trails, or open space for wildlife.



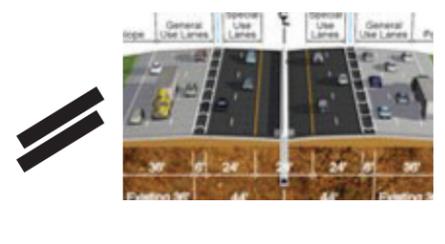
**STREET/
ROADWAY**

Smaller public streets and roads having several different widths both as phase one and at final capacity.



**REGIONAL
ROADWAYS**

Larger highway scaled roadways serving regional and local traffic. They have limited access and egress along with also having a frontage road design at final capacity.



5-6: Intent of the Future Land Use Plan

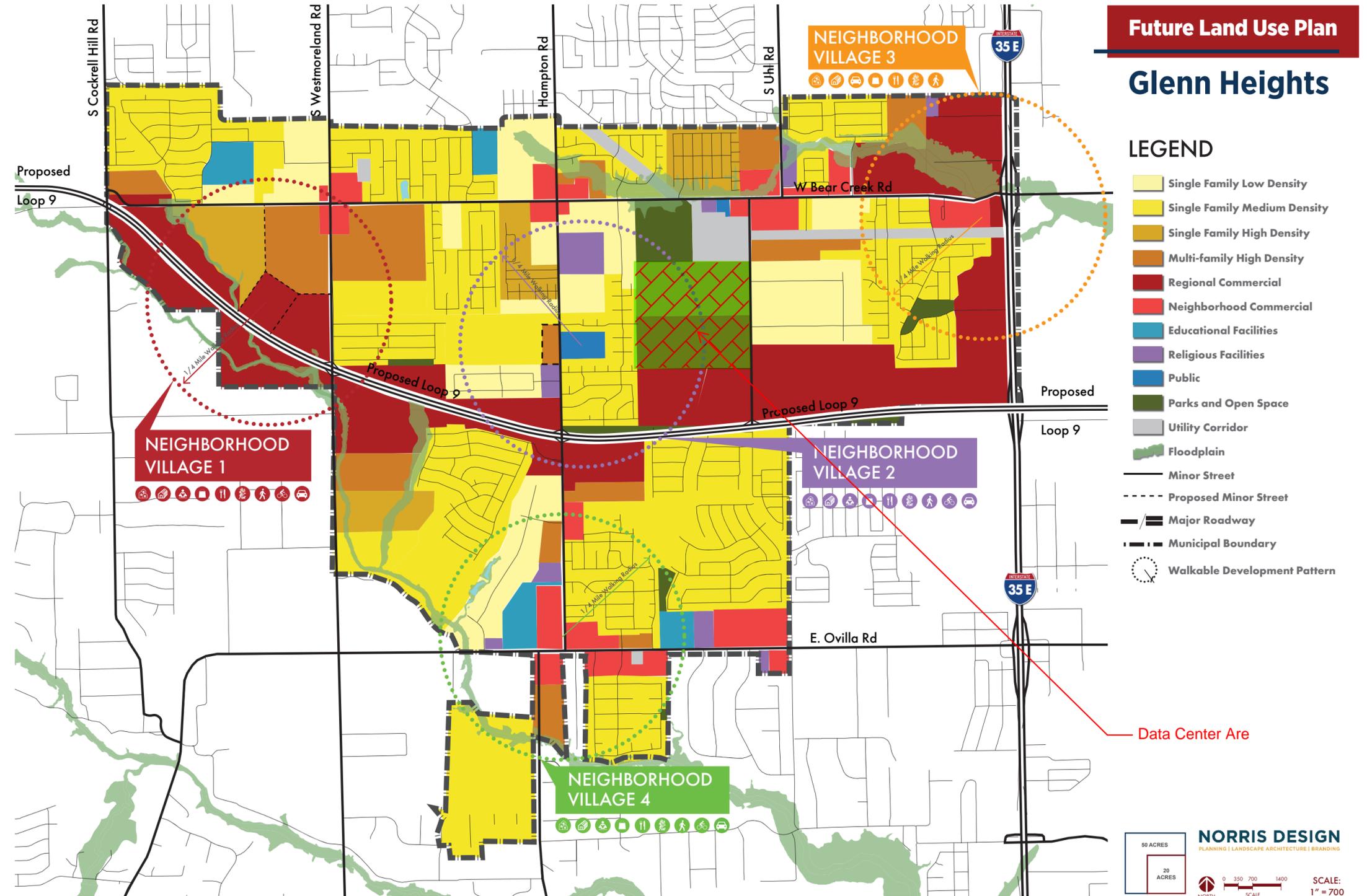
At times, the City of Glenn Heights will likely encounter development proposals that do not directly reflect the purpose and intent of the land use pattern shown on the Future Land Use Plan. Review of such development proposals should include the following considerations:

1. Will the proposed change enhance the site and the surrounding area?
2. Is the necessary infrastructure already in place?
3. Is the proposed change a better use than that recommended by the Future Land Use Plan?
4. Is the proposed change an enhancement to the communities' goals and objectives?
5. Will the proposed use impact adjacent residential areas in a negative manner? Will the proposed use be compatible with, and/or enhance, adjacent residential areas?
6. Are uses adjacent to the proposed use similar in nature in terms of appearance, hours of operation, and other general aspects of compatibility?
7. Does the proposed use present a significant benefit to the public health, safety and welfare of the community? Would it contribute to the city's long-term economic well-being?

Development proposals that are inconsistent with the Future Land Use Plan (or that do not meet its general intent) should be reviewed based upon the above questions and should be evaluated on their own merit.

It is important to recognize that proposals contrary to the Glenn Heights Comprehensive Plan could be an improvement over the uses shown on the map for a particular area. This may be due to changing real estate markets, the quality of proposed developments, and/or economic trends that occur at some point in the future. Thus, proposals should be evaluated and considered based on their alignment with the spirit and intent of this plan and its content.

5-7: Future Land Use Plan



5-8: Future Land Use Plan and Zoning

Specific zoning changes shall be evaluated based on all policies included within the Comprehensive Plan and should consider timing, financial and budget constraints, specific site suitability among other appropriate factors that exist at the time the request is presented to the city for consideration. Zoning changes should be evaluated on these factors in addition to the designations on the Future Land Use Map.

Glenn Heights shall not be obligated to approve any zoning change consistent with the Comprehensive Plan and Future Land Use Plan (FLUP). As with any zoning change, the applicant shall bear the burden to meet the standards of submission regarding adopted policies to demonstrate that their zoning and development request is in the best interest of the community.

A zoning map should reflect the vision of the Future Land Use Plan to the fullest extent possible. It is important to note that the Future Land Use Map is not a zoning map. The zoning map is the graphic which legally regulates locational specific development requirements on individual parcels. Rather, the zoning map should be guided by the graphic depiction of the city’s preferred long-range development pattern as shown on the Future Land Use Plan. Chapter 211 of the Texas Local Government Code states that zoning regulations must be adopted in support with a Comprehensive Plan.

5-9: Community Character

Urban design, as well as other design element of a community affects the overall experience residents and visitors have in a place. Urban design can be focused on a variety of scales – from streets and public spaces to neighborhoods, districts, and even entire cities. Common elements associated with urban design include landscaping, site furniture, lighting, gateways, intersection treatments, and public art. This section presents recommendations for incorporating comprehensive urban design strategies within Glenn Heights’ urban fabric.

While there are areas of Glenn Heights that evoke positive elements of urban design, the majority of the city lacks a cohesive urban character. The Center for Design Excellence in the U.S. defines that urban design is composed of buildings, public spaces, streets, transportation options, and landscape.

From input provided during the planning process there have been ten (10) elements of community character that Glenn Heights can use to add to their community as new development occurs. They are outlined in the following pages with positive attributes listed.

- | | |
|--------------------------------|------------------------------|
| 1. Neighborhood Center Focused | 6. Connected Across the City |
| 2. Walkable Development | 7. Street Trees |
| 3. Parking not Dominant | 8. Signage Regulations |
| 4. Density is Good | 9. Community Gardens |
| 5. Usable Open Space | 10. Housing Choice |

Neighborhood Center Focus

Attributes -

1. Neighborhood centers (NC) can affect the greatest number of people
2. NC areas can possibly have the greatest impact on the look of Glenn Heights
3. NC can assist the city with new economic development



Walkable Development

Attributes -

1. Less dependence on the automobile
2. Connects users to schools, parks and retail services by means of pedestrian focused trails/walk.
3. Supports a healthier lifestyle
4. Must have a network of sidewalks



Parking not Dominant

Attributes -

1. Supports safer parking and pedestrian access
2. Creates higher-quality development with focus on user experience rather than parking
3. Helps to create a better Glenn Heights with less dominant parking



Higher Density is Good

Attributes -

1. Higher density housing in Glenn Heights adds to many items:
 - a. Helps to bring more retail
 - b. Brings more revenue for City services
 - c. Supports additional employment opportunities
2. Better cost/benefit for infrastructure cost
3. Supports a more walkable development pattern



Useable Open Space in Development Plan

Attributes -

1. Open space for people/residents
2. Creates a more useful and desirable neighborhood
3. Open space services a suppose just not leftover land
4. Example to the left:
 - a. Focus of development
 - b. Connected for pedestrians
 - c. Creates value (\$\$)



Connected Walkways Across the City

Attributes -

1. Pedestrian sidewalks on a public street
2. Linear trails to help connect the city
3. All TxDOT roadways also must include wide pedestrian walkways
(Loop 9, Bear Creek Road, etc.)



Street Trees

Attributes -

1. Street trees create shade for pedestrians
2. Shade is very important in Texas' climate
3. Trees add true real-estate value to any community and/or neighborhood



Signage Regulations

Attributes -

1. Signage can help to define a community
2. Higher quality road signage can communicate a community many want to live and/or shop in
3. Update Glenn Heights development regulations to get good commercial signage



Preferred



Not recommended

Community Gardens

Attributes -

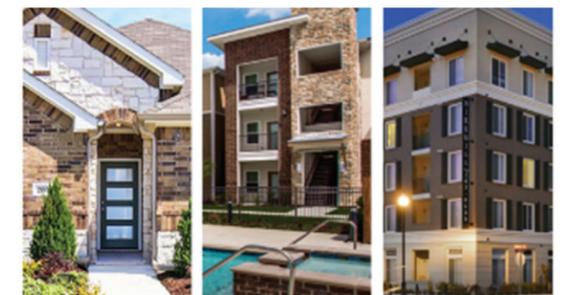
1. Community gardens can help to bring fresh food to your community
2. Faith-based organizations and/or city can help to establish a garden(s) for local neighborhoods
3. Helps to improve overall citizen health



Housing Choice

Attributes -

1. Variety of choices healthy for community
2. Variety of densities good for citizens
3. Rental or for purchase good for all
4. Walkable, close to transit and/or supported by auto transport



5-10: Catalyst Projects

Catalyst projects are public and/or private projects that are planned and designed to cause a corresponding and complementary development reaction on surrounding properties. They are projects of sufficient magnitude to stimulate redevelopment of underdeveloped properties or major rehabilitation of underutilized buildings. The identification and implementation of catalyst projects provides an opportunity for public and private investments to receive a reasonable return. The measure of return on investment can include jobs creation, new place making amenities, increase in land value, improved transportation and access, and new affordable housing units. We list three catalyst development opportunities for the city to assist in moving forward.

Multi-family near Municipal Complex

Multi-family development near the new Glenn Heights municipal center would assist in creating a walkable development pattern focused on civic, cultural, and residential development. Sidewalks on both sides of Hampton Road will safety allow people to enjoy this neighborhood village.



Examples of Multi-family developments

This multi-family residential accommodates a range of housing types, duplexes, triplexes, fourplexes, and low-rise, garden-style apartments with say 12 to 24 dwelling units per building. Cottage homes and small lot single-family houses are also appropriate within this land use category. Higher density multi-family uses, where practical, should be in proximity to transit facilities. Some prototypical images of this development pattern are shown below.

Regional Commercial

Regional commercial development at and near the interchange of I-35 and the proposed Loop 9 would be an excellent land use and help to create additional tax revenue and jobs. Regional commercial includes high intensity uses that draw customers from both adjacent communities as well as the larger metroplex region. Regional commercial uses are typically located in general proximity to nodes along expressways or major arterial roadways and incorporate transit facilities.



Samples of potential mixed-use development

Examples of regional commercial uses include, but are not limited to, movie theaters, retail centers, fitness centers, home improvement, hotels, mid-rise office buildings, and medical centers. Some prototypical images of this development pattern are shown below.



Example of regional commercial development

Neighborhood Village 1

This village is planned along the northern side of Loop 9 and includes great access from Bear Creek Road, Westmoreland, and Loop 9 frontage roads. The proposed development program can include regional commercial along with urban mixed-use development which allow a combination of retail, residential, and employment.

Urban mixed-use contains a mixture of residential, commercial, and institutional uses at a medium level of intensity. Building footprints may be block-scale but could be smaller depending on block configuration and overall development density. Typical first floor uses include, but are not limited to, professional services, offices, institutional uses, restaurants, and retail including grocery stores. The mix of uses may be vertically or horizontally distributed, and there is no requirement that a single building contain more than one use. Some prototypical images of this development pattern are shown below.



Potential development within neighborhood villages





6-1 : Introduction

The transportation system in a community has a profound impact on the quality of life, economic development, and potential for growth. A well-planned and functioning multi-modal transportation system helps ensure that residents and visitors can safely travel to, from, and within the city. This section assesses the existing transportation system in Glenn Heights and makes recommendations for future policies and actions that will result in a safer, more accessible, and better-connected transportation system.

According to the 2015 American Community Survey, 94% of commuters drove to work, 1% took transit, 1% walked, and 1% worked from home. While Glenn Heights is predominantly auto oriented like other Texas cities, there are other options available within the region. The following describes the different types of transportation facilities found in Glenn Heights.

6-2 : Existing Mobility Network

Road Mobility

As defined by the Federal Highway Administration’s (FHWA) Functional Roadway Classification System, there are a variety of roadway types found in Glenn Heights. The following is a brief description and examples of each.

Interstate and Highways

Are officially designated as part of the Interstate Highway System and offer the most mobility and least accessibility. There is one interstate that relates to the city of Glenn Heights-

Interstate 35 East: This major interstate connects Glenn Heights to Dallas and runs south to Houston and north to Oklahoma City and beyond. The six-lane interstate runs along the east edge of the city and has just one interchange within the city limits at Bear Creek Road. This is a regional serving roadway.

Loop 9: Is a proposed major highway that will have primary lanes and a frontage road system. This loop corridor is defined in detail in the public engagement chapter. It is clear, Loop 9 will bring a change in mobility and economic development opportunity to Glenn Heights.



I-35 E near Ovilla Road Overpass

6

Chapter 6 : Mobility & Analysis

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6-4	Thoroughfare Concept Map	56



Principle Arterials

Provide significant through traffic and speeds that are medium. Parking is not allowed, and common land uses along these roadways are commercial and more dense residential uses due to the visibility. Examples of principle arterials in Glenn Heights include:

Bear Creek and Hampton Roads: These major arterials run through modestly urbanized parts of Glenn Heights going across the city. Both of these arterials are currently built to handle the current level of traffic. Right of Way (ROW) for the potential full roadway should be five lanes with a center turn lane.



Bear Creek Road at the entrance of Heritage Park

Minor Arterials

Provide connections between adjacent neighborhoods and within a city. Occasionally parking may be located on-street. Minor arterials receive traffic from local collectors and local streets. Examples of minor arterials in Glenn Heights include Glenn Lane and Sagebrush Drive.



Uhl Road connects newly developing neighborhoods on the eastern side of Glenn Heights

Local Streets

Provide direct driveway access to adjacent properties and allow roadside parking. Examples of local streets in Glenn Heights include residential streets such as Glen Meadow Drive, Pearly Top Road, Lakeside Drive, and many other streets.

Active Transportation

Active transportation includes walking and cycling and is made possible by having a well-connected network of sidewalks, trails, and bikelanes. In Glenn Heights, there are many miles of trails planned, primarily within parks and along creeks. Sidewalks are included in some areas of town, but not throughout the entire city. Trails are more fully discussed in the Parks and Trails section of this document.

Public Transportation

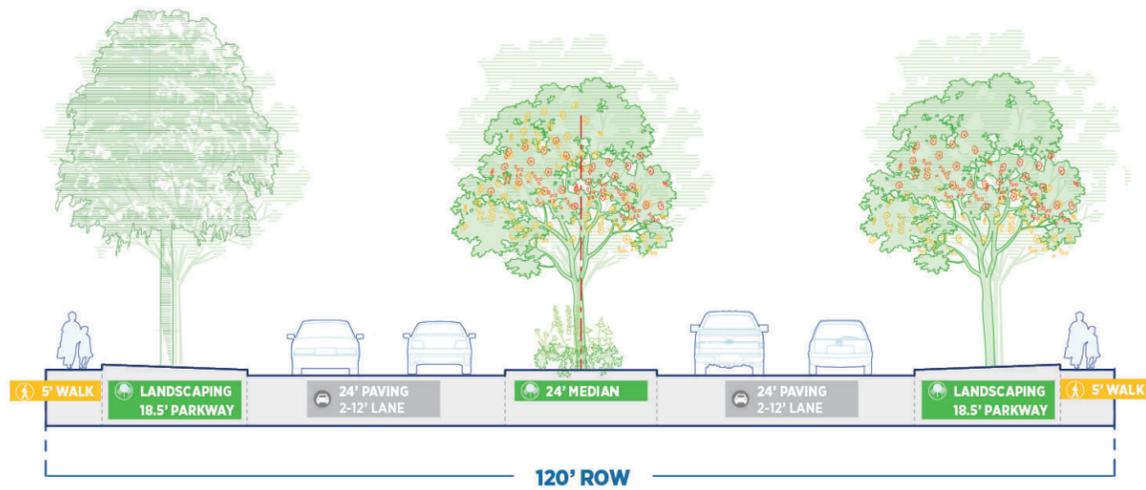
The Glenn Heights metropolitan area is served by the Dallas Area Rapid Transit, also known as the DART. As of 2013, there are five fixed bus routes serving Downtown Dallas Monday through Saturday. Paratransit services are also offered by the transit company.

6-3 : Thoroughfare Concept

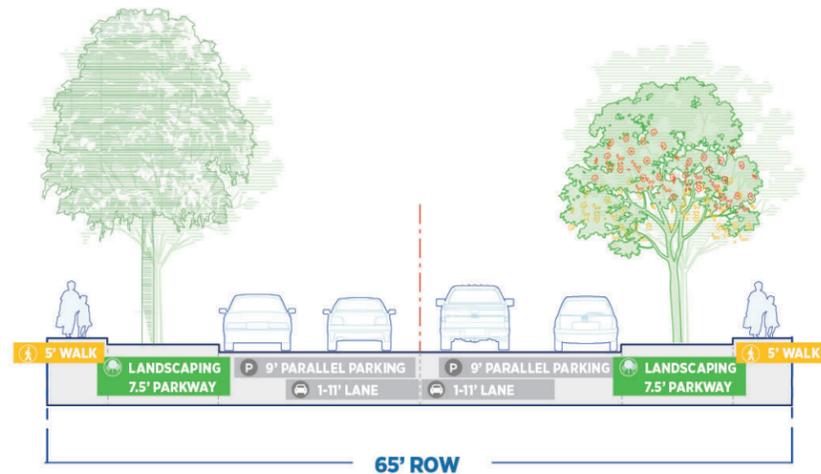
The relationship of roadways and land use coincide—there is a direct relationship between land use intensity and thoroughfare types. The fact that roadways consume such a large portion of public space creates the need to design roadways to be a component of public space through careful consideration of adjacent land uses and intended land use character. These tend to gravitate toward more complete streets.

The 2003 comprehensive plan established a functional roadway network for Glenn Heights based upon an arterial and collector roadway system. Although cross-sections and right-of-way are specified for each classification, adjacent land uses and community goals should be considered in roadway expansion projects, incorporating landscaping or multi-modal trails rather than 6 roadway lanes, for example, when and where appropriate.

That comprehensive plan from 2003 and this plan have assigned several traditional thoroughfare classifications to various major streets within Glenn Heights for organization and ultimate functionality. When a capital project is initiated, a number of issues should be examined, particularly how the roadway may account for elements other than simply vehicular capacity.

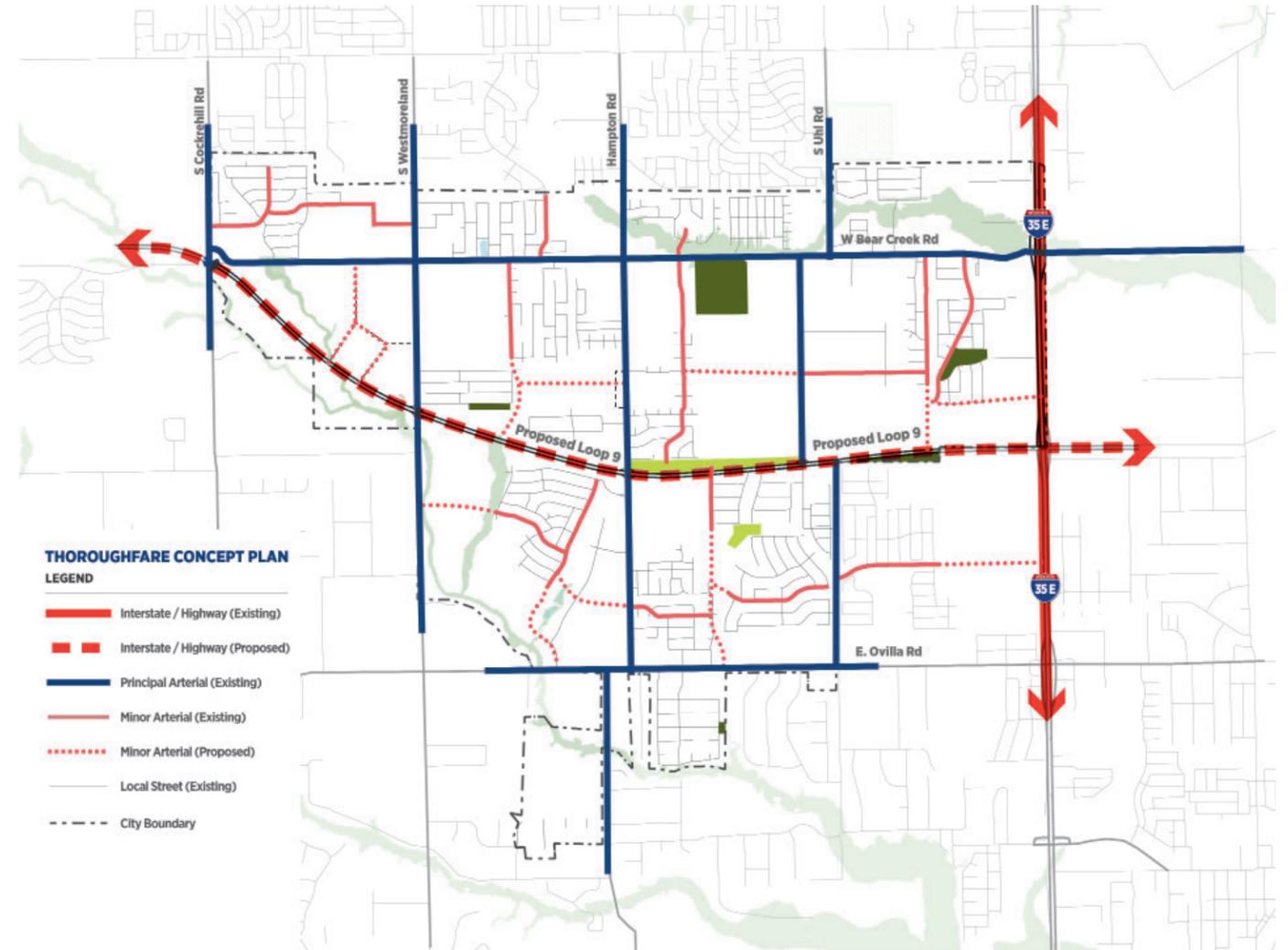


Principal Arterial road section



Minor Arterial road section

6-4 : Thoroughfare Concept Map



Citywide thoroughfare concept map

In addition to the future land use plan, transportation is a major component to an overall comprehensive plan. The proposed elements of the future transportation system in Glenn Heights would make the system safer, more accessible, and create connections for all modes.

This mobility/transportation chapter is a conceptual overview, it was not completed by a transportation engineer. As Glenn Heights grows, they will need to invest in a technical analysis to establish a detailed set of road sections and hierarchy standards. The recommendations and actions for the proposed transportation system are described in the implementation strategies chapter.





7-1: Introduction

This chapter presents the implementation strategy to give Glenn Heights the roadmap to realize this plan’s recommendations for the city, commercial corridors and neighborhoods. This chapter’s implementation strategy builds a framework for strategic investment and provides short-term and long-term action items that city decision-makers can execute in a tactical way. This implementation strategy is intended as a guide, rather than a controlling mechanism, because Glenn Heights is a dynamic environment and part of a larger North Texas whole.



Potential partners for Glenn Heights moving forward

7-2: Partnerships

To easily and effectively carry out the implementation strategies, partnerships with public and private sector entities are needed. The following is a list of potential partners needed to carry out the implementation actions. In addition to these public and private sector entities, coordination is also needed with elected and appointed officials, including the Glenn Heights City Council, Planning & Zoning Committee, and Zoning Board of Adjustment.

- Dallas County
- Ellis County
- City of DeSoto
- City of Lancaster
- City of Red Oak
- City of Oak Leaf
- City of Ovilla
- City of Cedar Hill
- UNT at Dallas
- Paul Quinn College
- Dallas Baptist University
- Southern Dallas County EDC
- Dallas Area Rapid Transit (DART)
- Glenn Heights Chamber of Commerce
- Dallas Regional Chamber of Commerce
- International Inland Port of Dallas (IIPOD)
- Union Pacific Dallas Intermodal Terminal (DIT)
- Texas Department of Transportation (TxDOT)
- North Central Texas Council of Governments (NCTCOG)
- Southern Dallas Progress Community Development Corporation

7-3: Funding

The City of Glenn Heights is already making use of many traditional and innovative funding sources to enhance the community. This inventory of funding sources includes mechanisms that the city already uses and other sources that the city could tap into in the future.

Tax Increment Financing (TIF)/Tax Increment Reinvestment Zone (TIRZ):

an area where a specified portion of the property tax that is generated is reinvested back into the area through the development of infrastructure.

7

Chapter 7: Implantation & Economic Strategies

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Public Improvement District (PID):

a defined geographic area established to provide specific types of improvements or maintenance that is financed by assessments against the property owners in the district. A PID can provide a means to fund supplemental services and improvements to meet community needs which could not otherwise be funded. Chapter 382 of the Texas Local Government Code authorizes cities to create PIDs.

Chapter 380/381 Economic Development Districts:

these agreements allow the granting of certain incentives by cities to encourage developers to build within the jurisdiction. The incentives typically take the form of property tax abatements, loans or grants, commitments for infrastructure, or sales tax rebates.

Capital Improvement Plan:

long-range plan that identifies projects or purchases that require a lot of capital. The Planning and Development Department should use the implementation strategies to define high priority items for future Capital Improvement Plans.



Economic funding is important and evolving in Glenn Heights

Grant Funding Sources

Community Development Block Grant:

flexible program that provides communities with resources to address unique community development needs. Objectives of the program are to ensure decent affordable housing, to provide services to the most vulnerable in communities, and to create jobs through the expansion and retention of businesses. In Texas, the Department of Agriculture administers the program and there are several funding categories that each have their own purpose and requirements.

Texas Parks and Wildlife Department (TPWD) Outdoor Recreation Grants:

this program provides 50% matching funds to local governments with a population of less than 500,000 to acquire and develop parkland or to renovate existing public recreation areas. Two funding cycles occur each year with a maximum ward of \$500,000.

Transportation Alternatives Set-Aside Program:

under the current federal transportation authorization bill, Transportation Alternatives and Safe Routes to School projects are eligible under this category. Trail, bikeway, and sidewalk projects that exceed \$300,000 are the best fit for this program since there is a significant amount of administrative work required. Call for projects occur about every two years and is administered by TxDOT or MPOs in large metropolitan areas.

7-4 : Measuring Progress

Over the extent of its lifespan, the Glenn Heights Comprehensive Plan is meant to be an adaptable document. As political, economic, physical, technological and social conditions and/or any other influence that alters the priorities of the Glenn Heights community evolve, this plan should reflect the same sentiment.

Regular assessment of the plan shall ensure the content is still relevant, appropriate and applicable. At a minimum, every five years the Mayor and City Council or P&Z should prepare an evaluation report with input from city staff and other municipal boards. This overview report should evaluate the listed actions in the Plan and define if they are in process, taking longer or are in need of modification. Additional implementation actions can also be added to the Plan via a plan modification.

Because this process uses a multi-year time frame, it is critical that community leaders take ownership of this plan and maintain their commitment to its ongoing implementation. City officials, including the City Manager, City Council, Planning and Zoning Commission, other boards and commissions, and staff—as well as local committees and organizations — play an essential role in the implementation of this plan. Education, networking, communication, and coordination ensure all necessary parties are involved and working toward achieving a shared goal.



Implementation Diagram

7-5 : Implementation Strategies

The plan defines six general types of actions, including implementation tools, defined as follows:

- 1. Planning:** Actions that involve additional planning or study to address specific issues. An example of this would be a detailed Interstate-35 Plan or Loop Corridor Plan, as recommended for economic development, compatibility areas and for centers and corridors.
- 2. Regulation:** Actions that involve development of new regulations and revisions to Glenn Height’s planning and development documents to include tools such as overlay districts, new zoning categories, etc.



- 3. **Program:** Actions involving a series of steps to be carried out to accomplish an objective.
- 4. **Capital:** Actions that involve investments through the City’s Capital Improvement Program (CIP), as well as potential funding mechanisms, including Tax Investment Reinvestment Zones (TIRZs) and Public Improvement Districts (PIDs).
- 5. **Outreach:** Actions involving outreach to the public, residents and special organizations.
- 6. **Partnership:** These include actions that involve coordination or collaboration with one or more entities to implement the action.

The actions are organized according to each element of the plan. Reference to relevant actions from other elements are provided for each action. The actions are assigned to one of four time frames established to prioritize and organize the actions into manageable and realistic groupings for implementation.

Short-Term: These are actions that should be addressed within three years (<3 yrs.) from plan adoption.

Mid-Term: These are actions that should be addressed within a range of three to five years (3-5 yrs.) from plan adoption.

Long-Term: These are actions designated to be carried out beyond five years or more (5> yrs.) from adoption.

Ongoing: These are actions currently being addressed or should be addressed on a continuing basis.

These actions are not intended to be a definitive prescription or a rigid formula. The purpose is to establish a framework or “to-do list” to guide decision making and the allocation of resources. The provided action plan should not preclude certain actions from being implemented earlier or later than indicated, subject to the availability of city resources.

NUMBER	KEY ACTION	ACTION TYPE (Planning, Regulation, Program, Capital, Outreach and etc.)	TIMEFRAME (Short, Mid, Long-term or Ongoing)	RESPONSIBLE DEPARTMENT OR AGENCY	POTENTIAL PARTNERS
Future Land Use					
1	Support and plan for the implementation of the Loop 9 regional corridor.	Planning	Short-term	Planning & Dev.	TxDOT, NTTA and others
2	Expand infrastructure after analysis of future proposed developments as a catalyst to spur new commercial (revenue producing) growth	Planning	Short-term	Planning & Dev.	GH Chamber
3	Work to create a ‘Pedestrian Village’ focused on the Center City project that is under construction. This will include retail and multi-family development connected with a network of pedestrian walkways.	Planning	Ongoing	Planning & Dev.	
4	New residential development. Identify large green-field areas for new single family and multi-family development. Ensure necessary infrastructure and zoning is in place.	Planning	Mid-term	Planning & Dev.	
5	Provide pedestrian sidewalks along public streets for all new development in Glenn Heights. Adjust regulations as necessary.	Regulation	Short-term	Planning & Dev.	
6	Work to make liquor stores not so prominent within key intersections in the community.	Planning	Ongoing	Planning & Dev. / City Manager	GH Chamber
7	Plan and create a Glenn Heights with a broad range of residential building types (SF small and large lot, patio homes, townhomes, zero-lot line and apartments) for both purchase and rental.	Planning	Ongoing	Planning & Dev.	
8	Continue strong code enforcement for substandard and/or subpar buildings and property yards to support new businesses desire to develop.	Planning	Ongoing	Planning & Dev. / City Manager	GH Chamber



NUMBER	KEY ACTION	ACTION TYPE (Planning, Regulation, Program, Capital, Outreach and etc.)	TIMEFRAME (Short, Mid, Long-term or Ongoing)	RESPONSIBLE DEPARTMENT OR AGENCY	POTENTIAL PARTNERS
Future Land Use					
9	Support and regularly update your Impact Fee Program to help fund future infrastructure. Update regularly to define Glenn Heights' position within regional other communities.	Planning	Ongoing	Planning & Dev. / City Manager	
10	Monitor growth and plan for public facilities, as needed, to meet level of service and population demand.	Regulation	Ongoing	Planning & Dev.	
11	Follow and implement your Parks and Trails Concept Master Plan which was adopted in 2020.	Program	Ongoing	Planning & Dev.	Texas Parks & Wildlife
12	Support pedestrian village plans and implementation in general locations per the comp plan. Land uses can vary but need to clearly support a pedestrian walkable development pattern.	Planning	Ongoing	Planning & Dev.	
13	Create a series of high-quality signage / gateway elements to identify that one is entering Glenn Heights.	Planning	Mid-term	Planning & Dev.	
14	Create programs for the use of the City Center for the better of all local citizens for items just as; healthy living, nutrition, low impact exercise, and much more.	Program	Ongoing	Planning & Dev.	
15	Make sure level of service (LOS) benchmarks are achieved for the Police / Fire / Public Safety force at a level appropriate for Glenn Heights.	Program	Ongoing	Planning & Dev. / City Manager	

NUMBER	KEY ACTION	ACTION TYPE (Planning, Regulation, Program, Capital, Outreach and etc.)	TIMEFRAME (Short, Mid, Long-term or Ongoing)	RESPONSIBLE DEPARTMENT OR AGENCY	POTENTIAL PARTNERS
Mobility / Transportation					
1	Support and plan for the implementation of the Loop 9 regional corridor.	Planning	Short-term	Planning & Dev. / Future Eng. Dept.	TxDOT / NTTA
2	Work to acquire full right-of-way (ROW) for all street and roadways	Planning	Ongoing	Planning & Dev. / Future Eng. Dept.	TxDOT
3	Acquire ROW land for new streets and street expansion from land developers as much as possible.	Planning	Ongoing	Planning & Dev. / Future Eng. Dept.	
4	Support and follow the conceptual thoroughfare plan graphic in this document.	Planning	Ongoing	Planning & Dev. / Future Eng. Dept.	TxDOT
5	In the future conduct a technical thoroughfare planning master plan	Capital	Mid-term	Planning & Dev. / Future Eng. Dept.	TxDOT
6	Require all new developments and redevelopment projects in Glenn Heights to construct sidewalks along streets and roads.	Regulations	Short-term	Planning & Dev. / Future Eng. Dept.	
7	Plan for the frontage road network to be phase 1 of construction of the Loop 9 project	Planning	Mid-term	Planning & Dev. / Future Eng. Dept.	TxDOT / NTTA
8	Support and plan for the coordinated system of pedestrian trails to aid in mobility	Planning	Short-term	Planning & Dev. / Future Eng. Dept.	
9	Encourage developments which feature mixed uses, commercial streets designed to slow traffic, shorter blocks and continuous sidewalks and trails --- to reduce the dependency on automobiles and encourages healthy pedestrian activity.	Planning	Ongoing	Planning & Dev. / Future Eng. Dept.	
10	Monitor and communicate the condition of city roadways, infrastructure, and facilities. Incorporate needed improvements in the Capital Improvement Plan.	Regulations	Ongoing	Planning & Dev. / Future Eng. Dept.	



NUMBER	KEY ACTION	ACTION TYPE (Panning, Regulation, Program, Capital, Outreach and etc.)				TIMEFRAME (Short, Mid, Long-term or Ongoing)	RESPONSIBLE DEPARTMENT OR AGENCY	POTENTIAL PARTNERS
Mobility / Transportation								
11	Explore the use of traffic calming measures where needed (landscaped medians, roundabouts, neckdowns and others) on new and existing streets, as physically possible.	Planning		Short-term		Planning & Dev. / Future Eng. Dept.		
12	Hire a City Engineer with municipal experience in civil and transportation projects.	Capital		Mid-term		Planning & Dev. / Future Eng. Dept.		

NUMBER	KEY ACTION	ACTION TYPE (Panning, Regulation, Program, Capital, Outreach and etc.)				TIMEFRAME (Short, Mid, Long-term or Ongoing)	RESPONSIBLE DEPARTMENT OR AGENCY	POTENTIAL PARTNERS
Community Character								
1	Create a community based around neighborhood center that use pedestrian mobility	Planning		Short-term		Planning & Dev.		
2	Plan and build walkable developments to promote economic growth which connects schools, parks and neighborhoods together.	Planning		Ongoing		Planning & Dev.		
3	Create parking lots that are based on average needs not peak demand.	Planning		Short-term		Planning & Dev.		
4	Support higher density housing which adds to bringing more retail creating revenue opportunities for City services and supports additional employment opportunities	Planning		Ongoing		Planning & Dev.		
5	Create usable open space in new developments not odd leftover areas.	Planning		Short-term		Planning & Dev.		
6	Create connected pedestrian walkways across the city	Planning		Mid-term		Planning & Dev.		
7	Create streets with street trees as they add important shade for pedestrians and establish true real-estate value to any community and/or neighborhood	Planning		Mid-term		Planning & Dev.		

NUMBER	KEY ACTION	ACTION TYPE (Panning, Regulation, Program, Capital, Outreach and etc.)				TIMEFRAME (Short, Mid, Long-term or Ongoing)	RESPONSIBLE DEPARTMENT OR AGENCY	POTENTIAL PARTNERS
8	Create a set of sign controls	Planning		Mid-term		Planning & Dev.		
9	Create community gardens which can help to bring fresh food to your city	Planning		Short-term		Planning & Dev.	Local faith based groups	
10	Preserve open space through the maintenance of natural floodplains, creation of parks, clustering of development, conservation of environmentally sensitive areas, and shading of paving (such as streets, parking lots) to reduce the ambient temperature in the city and provide a more comfortable environment.	Planning		Ongoing		Planning & Dev.		
11	Create signage for all residential neighborhoods	Regulation		Short-term		Planning & Dev.		
12	Consider the update of a parkland dedication ordinance for park land creation and subdivision design	Regulation		Mid-term		Planning & Dev.		

NUMBER	KEY ACTION	ACTION TYPE (Panning, Regulation, Program, Capital, Outreach and etc.)				TIMEFRAME (Short, Mid, Long-term or Ongoing)	RESPONSIBLE DEPARTMENT OR AGENCY	POTENTIAL PARTNERS
Economic Development								
1	Work with TxDOT and the NTTA to set a project schedule for Loop 9. Once this is set start the long-term marketing of commercial development opportunities along Loop 9 for key sites.	Planning		Short-term		Planning & Dev.	TxDOT & NTTA	
2	Research example corridor marketing plans and strategies from other successful city - examples include; US 380, Frisco; SH 121, The Colony, SH 183, Euless and SH 114, Southlake.	Planning		Mid-term		Economic Dev.	Other D/FW cities	
3	Create a special marketing strategy for Bear Creek Road and I-35 corridors.	Planning		Mid-term		Economic Dev.	Glenn Heights Chamber	



4	Review the economic development toolbox for up-to-date strategies.	Planning	Short-term	Economic Dev.	Glenn Heights Chamber
5	Update the City Council strategic plan for grow programs and strategies.	Planning	Short-term	Economic Dev.	Glenn Heights Chamber
6	Create a Strategic Plan with City Council and use an experienced economic development consultant.	Planning	Mid-term	Economic Dev.	Glenn Heights Chamber
7	Develop policies and incentives that encourage development of activity centers (entertainment & retail). Examples may include providing tax breaks for desired development typologies.	Program	Mid-term	Planning & Dev.	
8	Plan to create a pedestrian oriented village focused around the City Center project currently under construction	Planning	Short-term	Planning & Dev.	
9	Plan to create a pedestrian oriented village focused around the City Center project - which may require an special Overlay District to aid in pedestrian improvements and development coordination.	Planning	Short-term	Planning & Dev.	
10	Update the city's zoning ordinance to incorporate the intent of each future land use designation to aide in economic development.	Regulation	Short-term	Planning & Dev.	
11	Create additional street lighting for safety and economic development	Program	Short-term	Planning & Dev.	TxDOT
12	Start a program to create new pedestrian sidewalks where most needed - build 2 blocks of new sidewalk each year. Shows positive growth and appeal to community.	Program	Short-term	Planning & Dev.	TxDOT





A-1: Definitions

Alternative Scenarios: The options or alternatives that were developed during the planning process to solicit input from the community/citizens regarding choices that Glenn Heights could select.

Arterial Streets: The primary function is to provide for continuity and high traffic volumes between major activity centers. Property access is a medium level priority, with an emphasis on limiting the location of driveways and groups of curb cuts that access this roadway type.

Capital Improvement Plan (CIP): Public dollars earmarked for improvement and extension of infrastructure in the city.

City Council: The governing body of the City of Glenn Heights, Texas.

City: Glenn Heights, Texas.

Collector Streets: The street’s primary function is to collect and distribute traffic from local access streets to the arterial or major streets. Collector streets move moderate amounts of traffic volumes and provide limited access to adjacent properties.

Community Park: A community park serves multiple neighborhoods and provides many of the same facilities as neighborhood parks and may include additional fields and facilities.

Community Vision: The comprehensive aspects of the community’s desires.

Comprehensive Plan: A document with graphics, text, and tables that forms policies governing the future development of the city and consisting of various components governing specific geographic areas and functions and services of the city. This document is established with the input of citizens, property owners, city staff, and elected / appointed city officials.

Comprehensive Plan Elements: The specific components of the comprehensive plan. These elements combine to create the over-all plan. Includes items such as; land use, thoroughfares, parks and recreation, urban design, water, wastewater and other elements.

Design Standards: Formal set of standards for development which require certain development character and quality levels for the built and natural environment.

Dwelling Unit (DU): A single dwelling unit for habitation.

8

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Extra-territorial jurisdiction (ETJ): An area of unincorporated County land immediately adjacent to an incorporated city. In Texas, the city may exercise certain development powers (subdivision regulations), but not zoning.

Floodplain: An area of land subject to inundation by a 100-year frequency flood, as shown on the floodplain map from the FEMA.

Future Land Use Plan (FLUP): The graphic document that illustrates the generalized location of future land uses. This graphic document is supported by a complete section in the comprehensive plan that defines and highlights in detail the graphic document. This plan covers land in the city limits and land within the city's ETJ.

Highways: Major roadways carrying large volumes of traffic usually on controlled access roadways. They are intended to convey vehicles for longer distances (city to city, regionally, and beyond). Highways are the jurisdiction of regional, State, and Federal agencies.

Industrial: Industrial uses include assembly, distribution, manufacturing, outdoor storage, warehousing and other similar uses.

Infill Development: Development of new homes, commercial and/or retail buildings, and public facilities on unused or underused lands in existing communities.

Local Streets: Intended for low volume and low speed traffic movement, local streets provide access to residential lots and building sites.

Mixed Use (MXD): A compatible mix of residential and non-residential uses allowed on the same property, or within the same structure. Horizontally mixed-use developments may include any combination of office, retail and residential uses sited adjacent to one another within the same structure or within adjacent structures, on the same property. Vertically mixed-use developments may include any combination of office, retail and residential uses sited above or below one another within the same structure.

Multi-Family Residential: Attached dwelling units designed to be occupied by three or more families living independently of one another, exclusive of boarding houses, hotels, or motels.

Neighborhood Retail: Local retail serves populations within a two (2) mile radius and usually comprised of a major anchor tenant (such as a grocery store) and multiple inline lease spaces.

Office: Development uses include multi-tenant lease spaces and single occupant buildings that house professional businesses.

Parks and Open Space: Areas reserved for active and/or passive recreation, provided either by the city or by private development.

Pedestrian Environment: Commercial and/or neighborhood environment designed to accommodate needs of pedestrians, as well as through and destination traffic, by incorporating select infrastructure improvements, design elements, and traffic management mechanisms.

Planned Development (PD): Planned associations of uses developed as integral land use units such as industrial parks or industrial districts, offices, commercial or service centers, shopping centers, residential developments of multiple or mixed housing, including attached single family dwellings or any appropriate combination of uses which may be planned, developed or operated or integral land use units either by a single owner or a combination of owners.

Planning Process: The process used to develop a document, plan or policy.

Redevelopment: Restoration of existing buildings and properties blighted and/or which diminish the character and function of a neighborhood including adaptive use and historic preservation properties.

Regional Retail: Regional Retail serves a larger population radius – generally about 5 miles. These developments may have multiple anchor tenants along with many pad sites developed on the fringe of the center.

Retail: Retail uses include stores, restaurants, service businesses (banks, hair salons, etc.), and business-to-business companies.

Right-of-Way (ROW): Land provided for the purpose of vehicular access.

Single Family Residential (SF): A detached dwelling unit designed to be occupied by not more than one family.

Slope: The percentage (%) of rise over fall of land.

Comprehensive Plan Advisory Committee (CPAC): For this community planning project, the committee was comprised of members recommended by the Glenn Heights City Council.

Technology: Businesses which specialize in the research, development, and/or production of technically advanced products (usually electronically or digitally based).



Traffic Impact Analysis (TIA): A process that helps the community understand the demands and impacts placed on the city’s transportation network from development. There are two types of TIA. The first assesses the effects that a particular development’s traffic will have on the transportation network resulting from a change in land use different from the future land use plan, while the second type assesses the specific site and roadway improvements needed resulting from a proposed development.

TxDOT: Texas Department of Transportation

Urban Design: Urban design is about making connections between people and places, movement and urban form, nature and the built fabric. Urban design draws together the many strands of place-making, environmental stewardship, social equity and economic viability into the creation of places with distinct beauty and identity. Utilities: Services provided by public and private agencies that support development. Utility services include water, sanitary sewer, storm drainage, electrical, natural gas, telephone and telecommunications, and other similar services.

Wetlands: Areas identified by the National Wetland Inventory (NWI) with a high potential for wetland habitats. The NWI is not an exact location, but a guide to areas that may exhibit wetland conditions.

A-2 : Stakeholder Interviews



GLENN HEIGHTS COMPREHENSIVE PLAN

Glenn Heights Comprehensive Plan
City of Glenn Heights, Texas July 2021

STAKEHOLDER INTERVIEWS

Interview of: _____

Interviewed by: _____

Date & Time: _____

- I. Individual Introductions
- II. Project Overview
- III. Any Questions Before Questions?
- IV. Interview

Answer all the following questions from your ***personal perspective***.

1. Do you think Glenn Heights is special and provides its citizens a superior quality of life?
 Agree Somewhat Agree Somewhat Disagree Disagree Not sure
2. Glenn Heights is an aesthetically pleasing and interesting place for bringing visitors?
 Agree Somewhat Agree Somewhat Disagree Disagree Not sure
3. Glenn Heights is a high-quality community for raising a family?
 Agree Somewhat Agree Somewhat Disagree Disagree Not sure
4. What words or phrases best describes the term "Glenn Heights's Character"?

July 2021 – Stakeholder Interviews



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Planning | Landscape Architecture | Branding



5. Glenn Heights is an economically attractive environment for starting or locating a business?
 ___ Agree ___ Somewhat Agree ___ Somewhat Disagree ___ Disagree ___ Not sure

Why?

6. What are the biggest barriers that might prevent Glenn Heights from reaching its full potential?

7. Tell us three (3) goals that you hope we can "achieve" that will help define success as a part of this Glenn Heights Comprehensive Plan?

8. If the City of Glenn Heights could invest in just one or two capital investments in the next few years to help provide a catalytic benefit – what would be those investments?

(i.e. – road improvements, signalization, access improvements from I-35, etc.)

9. Rank the following categories as to greatest need in Glenn Heights?
 With 1 (+) being the greatest and 8 (-) the lowest.

- ___ Quality retail
- ___ Grocery store
- ___ Employment opportunities
- ___ Quality housing (SF detached)
- ___ Variety of quality housing types (SF, Small lots, Patio Homes, Apts., etc.)
- ___ Define future vision
- ___ Pedestrian trails
- ___ Multi-family housing (Apts)
- ___ _____ write in

10. What are the greatest resources of Glenn Heights for strengthening economic development and creating new employment opportunities? (limit to three)

1. _____
2. _____
3. _____

11. Of the following land use/development types, which could/should play a larger role in the economy of Glenn Heights? Please pick your top three (3) choices.

- ___ Distribution
- ___ Light industrial
- ___ Office
- ___ Retail
- ___ Entertainment/sports facilities
- ___ Lodging

12. What city or town in North TX could be an example city for what Glenn Heights wants to become? Give us 2 or 3 examples?

13. Twenty years (20) from now, what kind of community do you envision (want) Glenn Heights to be? (list 3 words or phrases that defines that future)

1. _____
2. _____
3. _____



A-3 : Alternate Scenarios Questions

Glenn Heights Comprehensive Plan



Future Land Use Scenario #1

1. This scenario offers maximum economic development potential due to its large amount of land dedicated to Regional Commercial.
 Like Neutral Dislike
2. Maximum economic development potential can create a good revenue (\$\$) stream for the City of Glenn Heights to then help provide quality city services to its residents.
 Like Neutral Dislike
3. This scenario creates strong commercial corridors along I-35 and the proposed Loop 9. This commercial development could create a greater amount of automobile traffic near these stores and offices.
 Like Neutral Dislike
4. This scenario most likely, would result in the lowest overall population for the city.
 Like Neutral Dislike
5. Currently, this scenario has a low amount of pedestrian and place making spaces for public use and enjoyment around the city.
 Like Neutral Dislike
6. This scenario could create a regional draw for shopping / entertainment and employment potential within the Southern Sector.
 Like Neutral Dislike
7. This scenario has the potential to create the greatest amount of new employment opportunities.
 Like Neutral Dislike
8. The focus of the scenario is on growing commercial development (retail, office and hotel).
 Like Neutral Dislike

Glenn Heights Comprehensive Plan



Future Land Use Scenario #3

1. This scenario offers the potential for Glenn Heights to include a large master planned residential development designed with pedestrian trails in a creekside setting due to the land dedicated to SF Green Community?
 Like Neutral Dislike
2. This scenario blends economic development potential with a high-quality new residential development opportunity.
 Like Neutral Dislike
3. This scenario uses existing sensitive environmental areas (creeks and wetlands) as residential development property.
 Like Neutral Dislike
4. This scenario most likely, would result in the highest overall population for the city due to having the greatest land for residential.
 Like Neutral Dislike
5. Currently, this scenario has a medium amount of pedestrian and place making spaces for public use and enjoyment around the city.
 Like Neutral Dislike
6. This potential master planned community most likely would include single family (SF) and multi-family attached housing units.
 Like Neutral Dislike
7. This scenario has the potential to create the greatest amount of new residential living opportunities.
 Like Neutral Dislike
8. The focus of the scenario is on growing a quality new residential development in Glenn Heights.
 Like Neutral Dislike



Glenn Heights Comprehensive Plan

Future Land Use Scenario #2



1. This scenario offers good economic development potential and several (4) neighborhood villages which provide a walkable link to neighborhood services.
 Like Neutral Dislike
2. The four (4) neighborhood villages in this scenario (shown on the plan with a ¼ mile ped walking radius and/or circle) are proposed areas with a mix of land uses. The land use may include neighborhood retail, professional office, civic (city hall), public parks, senior housing and more. The concept is to create a walkable pattern of development within ¼ mile radius for enjoyment.
 Like Neutral Dislike
3. This scenario recommends other neighborhood serving commercial at key intersections across the city.
 Like Neutral Dislike
4. Pedestrian trails could be planned to connect these neighborhood villages together.
 Like Neutral Dislike
5. Regarding the neighborhood village scenario, if you had to pick – which one village is the most appealing to you in this scenario?
 #1 West side #2 City Hall #3 Bear Creek Rd. #4 Ovilla Rd.
6. Regarding the neighborhood village scenario, if you had to pick – which is the second most appealing village to you in this scenario?
 #1 West side #2 City Hall #3 Bear Creek Rd. #4 Ovilla Rd.
7. Currently, this scenario has a high amount of pedestrian and place making spaces for public use and enjoyment – due to the pedestrian focus within these neighborhood villages.
 Like Neutral Dislike
8. The focus of the scenario is on creating a future land use pattern of pedestrian walkable neighborhoods and villages.
 Like Neutral Dislike

Glenn Heights Comprehensive Plan

Future Land Use General Questions



25. Do you see some of the benefits to the proposed Loop 9?
 Yes No Not Sure
26. Do you feel the benefits outweigh the negatives regarded to the proposed Loop 9?
 Yes No Not Sure
27. Do you see some merit to blending together the positives to these scenarios and creating a Preferred Scenario?
 Yes No Not Sure
28. From your perspective, does Glenn Heights need a greater variety of commercial development or residential development?
 Commercial Residential
29. From your perspective, do you prefer Glenn Heights being a better community for walkability? That is a community with more sidewalks and greater pedestrian safety.
 Yes No Not Sure
30. Would you like to see pedestrian trails connect Glenn Heights to some of our neighboring communities mainly along creek and roadway corridors?
 Yes No Not Sure

Thank You!
Please turn your answer sheet into city staff tonight.



A-4 : Bibliography

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