

5. GOALS, OBJECTIVES, TENETS AND PRINCIPLES

The preceding sections describe how Benbrook has developed, the environmental and demographic factors shaping the community, and a vision of Benbrook's future. The Comprehensive Plan serves as a blueprint for the future of the city. The plan provides a guide and direction for desired growth. With clearly defined goals, specific strategies and actions can be taken to achieve the desired future.

This Section consists of five major parts:

- 5.1 Core Values: this segment describes the development of a Core Value Statement, a document representing the fundamental policy of Benbrook Governance.
 - 5.2 Development of Goals Objectives, Tenets, and Principals: this segment describes an historical account of the development of current comprehensive plan goals, objectives, tenets, and principles.
 - 5.3 Overall Goal for Benbrook: this segment establishes the over-arching ideals of the City, to which all planning efforts should strive to achieve.
 - 5.4 Overall City Strategic Plan: this segment identifies specific goals and objectives that are intended to be accomplished within a three- to five-year period, and targeted toward reaching the Overall Goal for Benbrook.
- And, finally 5.5 Planning Tenets and Principles: this section establishes policies that are used to evaluate future development proposals and on-going city functions.

The terms "goals", "objectives", "strategies", "tenets" and "principles" are used in this Comprehensive Plan.

A goal is a broad and inclusive general statement of desired ultimate physical, social, or economic quality of life outcome the community seeks. Objectives are specific, measurable steps identified as a means toward achieving community goals. Strategies are specific steps, actions or programs to achieve the objective, and eventually the goal. Progress on implementing the strategies can be measured against various criteria to identify their effectiveness toward achieving a goal or objective.

Planning tenets are additional broad goals that outline a desired outcome, while planning principles identify more specific criteria and measures to meet the tenets. While the goals, objectives, and strategies require specific actions, tenets and principles may not require specific action, but provide guidelines that underlie all decision-making. The tenets and principles are intended to supplement and compliment the more specific goals, objectives and strategies. In the event of a conflict between a strategy and a principle, the strategy takes precedent.

5.1 CORE VALUES

At a City Council planning work session on November 3, 2005, City Council enumerated its goals and objectives for the upcoming fiscal year and beyond. Several goals, particularly in municipal finance, were discussed and consensus reached. The goals were designed to charter a clear policy direction for the long-term future of Benbrook.

To formally articulate these policies, City staff developed a Core Value Statement. The Core Value Statement represents the fundamental policy of Benbrook governance and is intended to:

- (1) express the overriding priorities of the City,
- (2) state the character and nature of government in Benbrook, and
- (3) serve as a guide for future City Councils.

City Council met in two work sessions to complete the Core Value Statement. The document includes written commitments to:

- Protect and enhance quality of life.
- Govern with efficiency and high character.
- Be inclusive and communicative with Benbrook citizens.
- Emphasize excellence in core services like public safety.
- Ensure financial stability and utilize future revenue growth wisely.
- Employ only the most qualified City staff through market competitive compensation and benefits.

The Core Value Statement also establishes specific financial goals and includes written commitments to:

- Place a minimum of 70 percent of all future sales tax revenue increases in a separate fund for major, pay-as-you-go projects.
- Place 100 percent of all proceeds derived from gas and oil land lease, including lease bonus and royalties, in a separate fund for major, pay-as-you-go projects.
- Require a super majority vote of City Council for use of sales tax fund and gas and oil lease royalties fund revenues.
- Maintain a cash reserves policy of at least three months operating expenses.
- Keep total annual debt service payments below 20 percent of the City budget.

CORE VALUE STATEMENT

Quality of Life

The City of Benbrook endeavors to ensure that Benbrook remains a great City by implementing legislation, policy, projects, and services that protect and enhance quality of life now and for future generations.

Tenets of Governance

The City of Benbrook will provide governance that is effective, efficient, and equitable.

Character of Governance

The City of Benbrook will govern with attentiveness, compassion, creativity, dedication, dependability, discretion, enthusiasm, fairness, flexibility, honesty, humility, resourcefulness, respect, thoroughness, wisdom, and without bias.

Inclusive Governance

The City of Benbrook believes that inclusive, communicative, open government is best.

Services, Programs and Projects

The City of Benbrook will provide services, programs and projects that enhance the quality of life by assuring that:

1. Public safety is emphasized.
2. City infrastructure is well maintained.
3. Recreation and cultural opportunities are abundant.
4. Development and growth is orderly and strategic.

5. Neighborhoods and business corridors are attractive, clean and safe.

Financial Stability

The City of Benbrook is committed to providing the best value for taxpayer dollars and to ensure that financial resources are available to invest in community priorities. To protect long-term financial stability, the City will:

1. Continually strive to diversify its tax base,
2. Conservatively estimate revenue receipts,
3. Fund core services through reliable, predictable revenue sources,
4. Predicate expenditures on need, not revenues,
5. Utilize additional revenue sources prudently,
6. Place a minimum of 70% of all future sales tax revenue increases in a separate fund for major, pay-as-you-go projects,
7. Place 100 percent of all proceeds derived from gas and oil land lease, including lease bonus and royalties, in a separate fund for major, pay-as-you-go projects,
8. Require a super majority vote of City Council for use of sales tax fund and gas and oil lease royalties fund revenues,
9. Maximize grant funding,
10. Maintain a cash reserves policy of at least three months operating expenses,
11. Keep total annual debt service payments below 20 percent of the City budget,
12. Continue "pay-as-you-go" when possible,
13. Regularly update the City's long-range financial plan,
14. Maintain a high quality bond rating, and
15. Hold the line on the current property tax rate and reduce future tax rates as prudent and possible.

Professional Staff

Through market competitive compensation/benefits and a quality work environment, the City of Benbrook will recruit and retain only the most qualified, professional employees for City service.

5.2 DEVELOPMENT OF GOALS, OBJECTIVES, TENETS AND PRINCIPLES

The original goals, objectives, tenets and principles adopted as part of this Comprehensive Plan were developed in a series of workshops during 1995 as part of a strategic planning process prepared jointly by the City Council and Planning and Zoning Commission. The process included a reassessment of Benbrook's strengths and weaknesses, as well as brainstorming ways to improve quality of life in the City. The goals and objectives were revised in 1999 and in 2005. Most recently, the goals were reviewed and the Strategic Plan updated first during three workshops, the first two held in August 2009 by the City Council, Planning and Zoning Commission and Benbrook Economic Development Corporation Board, and then in a third joint workshop in October 2009 with the City Council, Planning and Zoning Commission, Zoning Board of Adjustment, Parks and Recreation Board, Tax Increment Financing Board, Benbrook Economic Development Corporation Board, Benbrook Library Board and Benbrook Water Authority Board.

The tenets and principles contained in this plan have been developed in a variety of ways. Some have arisen out of the historical character of the City. Others were previously adopted in prior Comprehensive Plans as goals and objectives, and remain valid. Some tenets and principles were developed as part of a City Council retreat in April 1988 where City Council members, Board and Commission representatives, and key staff members discussed future goals for the City. Some subsidiary goals were developed for land use, recreation, and economic development during specific planning efforts for those topics, and have been incorporated

herein. Finally, some principles have been incorporated into this plan based on Benbrook's and other cities experiences.

5.3 OVERALL GOAL FOR BENBROOK

After considerable discussion, the City has identified the following as the overall goal of the City:

THE OVERALL GOAL OF BENBROOK IS TO PROTECT AND ENHANCE NEIGHBORHOOD QUALITY AND VALUES, AND IMPROVE THE EFFICIENCY AND EFFECTIVENESS OF GOVERNMENT SERVICES, WHILE PROMOTING ECONOMIC DEVELOPMENT, PROMOTING COMMUNITY APPEARANCE AND PRIDE, AND PROVIDING APPROPRIATE COMMUNITY FACILITIES.

The subsequent Strategic Plan and Tenets and Principles are all designed to address portions of the Overall Goal for Benbrook.

5.4 2009-2014 OVERALL CITY STRATEGIC PLAN

The following table (Table 5.1) includes the overall City Strategic Plan, which outlines the specific goals and sub-goals, the specific objective to be achieved, strategies to achieve that objective, the party or parties responsible for implementing the strategy, and the resources that may be required. The order in which goals are listed does not connote priority. The Strategic Plan may be amended from time to time to reflect changing conditions.

In addition to the overall City Strategic Plan, there may be supplemental Strategic Plans or Action Plans which relate to specific functions within the City or affiliated organizations. At this time, there are two such supplemental plans: one for parks and recreation (see Table 5.2) and one for the Benbrook Economic Development Corporation's (BEDC) Strategic Plan (see Section 5.4.1 below.) The Parks and Recreation Plan was developed in 1998, but has been updated to reflect current schedules. The BEDC's latest Strategic Plan was adopted in March 2010.

5.4.1 Benbrook Economic Development Corporation Strategic Plan (adopted by BEDC February 22, 2010)

The Benbrook Economic Development Corporation (EDC) Board of Directors met on January 9th, 2010, to review and revise its Strategic Plan and its short and long range goals. The EDC began by discussing its history and past economic development planning efforts. It was agreed that the EDC would use its 2006 planning efforts as a beginning point. Each past goal was reviewed and either kept for further discussion and prioritization with new goals or eliminated as completed or not relevant any longer.

The EDC Board discussed the EDC's mission statement and agreed to keep the existing mission statement for now, but return to it in the future to revise it. They all agreed that it did need to be revised somewhat to be more concise.

BENBROOK EDC MISSION STATEMENT

"The mission of the Benbrook Economic Development Corporation is to develop and strengthen the economy of Benbrook by encouraging commercial investment, while enhancing the aesthetic quality and ease of living in the community by providing diverse and convenient goods and services."

(text continued on Page 5.18)

Table 5.1 Overall City Strategic Plan

The following five goals are taken directly from the Overall Goal for Benbrook (see Section 5.3). Sub-goals are outlined beneath each goal.

GOAL 1. PROTECT AND ENHANCE NEIGHBORHOOD QUALITY AND VALUES

SUB-GOAL	OBJECTIVE	STRATEGY	RESPONSIBLE PERSON	RESOURCES REQUIRED	MILESTONE DATE
1A. Reduce impact of code violations on the character of Benbrook's neighborhoods	1A1. Reduce code violations within the City by 10% or better annually	Implement code tracking software to better track violations	Public Involvement Director	Initial software cost = \$2,500 Annual maintenance cost = \$3,000 Data entry on code activities = 260 Man Hours (MH) annually	Software installation = October 2009 Annual report = January
		Increase efforts to resolve persistent violating properties through more aggressive abatement	Public Involvement Director		Annual report = January
		Continue compassion-based code compliance program	Public Involvement Director		Annual report = January
		Increase public education on code compliance through publications, website updates, newsletter articles, and video	Public Involvement Director		Annual report = January
1B. Develop small parks in or near Benbrook neighborhoods	1B1. Develop at least three small neighborhood parks over the next five years(2010-2015)	Design and construct improvements in parks	Public Services Director	Equipment costs = Construction costs = Manpower =	Annual report =November

GOAL 2. IMPROVE THE EFFICIENCY AND EFFECTIVENESS OF GOVERNMENT SERVICES

SUB-GOAL	OBJECTIVE	STRATEGY	RESPONSIBLE PERSON	RESOURCES REQUIRED	MILESTONE DATE
2A. Consider and address issues in the annual citizen survey	2A1. Develop an annual action plan to address at least two issues raised in the most recent citizen survey	Review survey results and identify issues to be addressed	City Manager	None for plan, costs for actions to be determined later	Plan developed three months after receipt of survey results
2B. Maintain or improve emergency response times	2B1. Assess any deficiencies in the current 2.5-minute police response time goal and the 5-minute fire and EMS response time goal	Review response time data, identify deficiencies, and prepare report and recommendations	Police Chief Fire Chief	None for plan, costs for actions to be determined later	Report prepared by January 2010
2C. Improve mobility for residents to destinations within Benbrook	2C1. Revise Transportation Element of Comprehensive Plan by September 2010	Review and Revise the Transportation Element of the Comprehensive Plan to identify needs and opportunities for mobility improvements for all modes	Deputy City Manager	Costs for developing plan to be determined	Plan completed by September 2010
2D. Improve mobility for residents traveling outside of Benbrook and for non-residents travelling through Benbrook	2D1. Revise Transportation Element of Comprehensive Plan by September 2010	See Objective 2C1	See Objective 2C1	See Objective 2C1	See Objective 2C1
2E. Enhance City's web site	2E1. Revise City's web site to be more informative, and more citizen-friendly	Revise web site layout, improve navigation, and improve content management	Information Technology Director, Public Involvement Director	Unknown	New web site active by June 2010

**GOAL 2. IMPROVE THE EFFICIENCY AND EFFECTIVENESS OF GOVERNMENT SERVICES
(continued)**

SUB-GOAL	OBJECTIVE	STRATEGY	RESPONSIBLE PERSON	RESOURCES REQUIRED	MILESTONE DATE
2F. Expand citizen access and involvement using new and emerging technologies	2F1. Implement or develop one new Gov 2.0 technology or approach annually	Review options with Facebook, Twitter, blogs, YouTube, Telephone Town Halls, etc.	Information Technology Director Public Involvement Director	Unknown	New service or program to be implemented by September of each year
2G. Keep City's technology and equipment up-to-date	2G1. Create an Interdepartmental Information Technology (IT) policy Committee by January 2010	Identify representatives from each City function to participate in IT Policy Committee	Deputy City Manager Information Technology Director	None	Committee formed by January 2010
	2G2. Revise and adopt City's IT Strategic Plan by June 2010	Review existing draft and revise and adopt plan	Deputy City Manager information technology Director	Consultant assistance?	IT Strategic Plan adopted by June 2010

GOAL 3. PROMOTE ECONOMIC DEVELOPMENT

SUB-GOAL	OBJECTIVE	STRATEGY	RESPONSIBLE PERSON	RESOURCES REQUIRED	MILESTONE DATE
3A. Expand city limits	3A1. Execute Interlocal Agreement with Fort Worth on boundary adjustments by June 2010	Continue negotiations with Fort Worth	Deputy City Manager	None	Agreement adopted in June 2010
3B. Attract businesses that benefit from local option alcohol provisions in Benbrook	3B1. Attract one new restaurant annually that benefits from the sale of mixed drinks	Develop marketing plan and identify prospective restaurants suitable for Benbrook	BEDC Director	Consultant assistance?	Marketing plan developed by June 2010
		Recruit one new restaurant annually to Benbrook	BEDC Director	None	Annual report to BEDC Board and City Council= October
	3B2. Gain voter approval for sale of wine in grocery stores by January 2011	Identify third party (Chamber, interest groups, etc.) willing to promote a local option election for sale of wine in grocery stores; review past local option election materials	BEDC Director	None (third party may have expenses related to petition drive and campaign literature)	Election held by January 2011

GOAL 3. PROMOTE ECONOMIC DEVELOPMENT (continued)

SUB-GOAL	OBJECTIVE	STRATEGY	RESPONSIBLE PERSON	RESOURCES REQUIRED	MILESTONE DATE
3C. Increase the number of jobs in Benbrook	3C1. Increase total employment within Benbrook by 5% annually (2009 employment equals 4,762)	Identify and promote job expansion with existing businesses through regular visits and technical assistance	BEDC Director	Unknown	Annual report to BEDC Board and City Council= October
		Develop marketing plan and identify prospective new businesses	BEDC Director	Consultant assistance?	Marketing plan completed by June 2010
		Recruit one new business to Benbrook annually	BEDC Director	Unknown	Annual report to BEDC Board and City Council= October
3D. Grow the non-residential tax base in City	3D1. Increase the non-residential assessed value within the City by 5% annually (2009 commercial/industrial value = \$303.5 million)	Develop marketing plan and identify prospective new businesses	BEDC Director	Consultant assistance?	Marketing plan completed by June 2010
		Recruit one new business investment annually	BEDC Director	Unknown	Annual report to BEDC Board and City Council= October
	3D2. Increase the sales tax revenue in Benbrook by 5% annually	Develop marketing plan and identify prospective new retail businesses	BEDC Director	Consultant assistance?	Marketing plan completed by June 2010
		Recruit one new retail business annually	BEDC Director	Unknown	Annual report to BEDC Board and City Council= June 2010

GOAL 4. PROMOTE COMMUNITY APPEARANCE AND PRIDE

SUB-GOAL	OBJECTIVE	STRATEGY	RESPONSIBLE PERSON	RESOURCES REQUIRED	MILESTONE DATE
4A. Complete the Benbrook Boulevard (US 377) Improvements on time	4A1. Maintain TxDOT bid opening for project by February 2012	Work with TxDOT to monitor design progress and funding commitments	Deputy City Manager	City match = \$2 million	--Final design completed September 2011 --ROW acquired by January 2012 --Utilities relocated by February 2012 --Bid opening by February 2012
4B. Evaluate need and implement Benbrook brand, if appropriate	4B1. Develop marketing/branding study to assess need for more aggressive branding program by September 2010	Develop marketing/branding study	Public Involvement Director	Consultant assistance?	Study completed by September 2010
4C. Maintain City facilities to exceptional community standards	4C1. Maintain City facilities (including buildings and parks) at exceptional levels on an ongoing basis	Develop objective and measurable performance standards	Public Services Director	None	Performance measures developed by June 2010 Monthly reports to City Council thereafter
4D. Improve visibility of City facilities	4D1. Develop and implement standardized signage and way-finding system for all public facilities	Using results of branding study, develop identification and signage plan	Public Services Director	Consultant assistance?	Plan completed by September 2011
		Install signage throughout City	Public Services Director	Unknown	Signs installed by September 2012
	4D2. Construct entryway monuments as part of the Benbrook Boulevard improvements	Include entryway monuments in Benbrook Boulevard (US 377) landscaping plans	Deputy City Manager	TBD	Construction completed by February 2014

GOAL 4. PROMOTE COMMUNITY APPEARANCE AND PRIDE (continued)

SUB-GOAL	OBJECTIVE	STRATEGY	RESPONSIBLE PERSON	RESOURCES REQUIRED	MILESTONE DATE
4E. Promote redevelopment that improves Benbrook's appearance	4E1. Identify potential commercial redevelopment areas along Benbrook Boulevard and Camp Bowie West/Williams Road and develop options for quality redevelopment	Prepare draft redevelopment plans and strategies to share with landowners	Deputy City Manager BEDC Director	Consultant assistance?	Draft plans completed by September 2011
4F. Improve compatibility and coordination with adjacent cities	4F1. Initiate a semi-annual coordination meeting with Fort Worth and Tarrant County staff to review projects of mutual interest	Invite parties and schedule meetings	Deputy City Manager	none	First meeting scheduled by January 2010
	4F2. Reestablish inter-city development proposal notification	Identify appropriate contact(s) at Fort Worth and set up notification system	Deputy City Manager	none	Monthly notification initiated by January 2010

GOAL 5. PROVIDE APPROPRIATE COMMUNITY FACILITIES

SUB-GOAL	OBJECTIVE	STRATEGY	RESPONSIBLE PERSON	RESOURCES REQUIRED	MILESTONE DATE
5A. Complete expansion of Benbrook Community Center/YMCA Master Plan	5A1. Complete construction of Phase 2 expansion	Monitor construction contract	Public Services Director	Construction cost = \$815,000	Construction completed by July 2010
	5A2. Plan, design and complete Phase 3 (final) expansion	Develop plans, identify funding, and schedule construction	Public Services Director	Consultant assistance?	-Building designs completed by September 2011 -Construction completed by September 2015
5B. Improve and enhance the recreational use of Lake Benbrook	5B1. Review Lake Benbrook Master Plan and identify Action Plan to implement	Review previous Master Plan and develop schedule for implementation	Public Services Director	None	Action Plan completed by June 2010
	5B2. Review options to mitigate lake level fluctuations	Meet with stakeholders (Corps of Engineers, Tarrant Regional Water District, BWA) to identify options for maintaining lake levels	City Manager	Engineering assistance?	Summary report of options completed by September 2010
5C. Create a Visitor's Center/Museum	5C1. Develop a plan and funding options to build and staff a Visitor's Center/Museum	Identify needs and develop plan and cost estimates	Public Involvement Director	Consultant assistance?	Plan completed by December 2010
5D. Use trails and linear parks to enhance connectivity in Benbrook	5D1. Revise the Trail and Bike Route Master Plan to identify and resolve gaps in system	Incorporate revised Plan as part of Transportation element in Comprehensive Plan update	Deputy City Manager	none	Revised Plan completed by September 2010
	5D2. Construct/install a minimum of 2,000 linear feet of bike lane/trail annually	Develop plans and construct bike lane/trail	Public Services Director	Construction costs = \$200,000 annually	Annual Construction completion= September

GOAL 5. PROVIDE APPROPRIATE COMMUNITY FACILITIES (continued)

SUB-GOAL	OBJECTIVE	STRATEGY	RESPONSIBLE PERSON	RESOURCES REQUIRED	MILESTONE DATE
5E. Construct small storm drainage improvement projects to reduce flooding	5E1. Construct at least one small storm drainage project annually	Identify projects, prepare plans, and oversee construction	Public Services Director	Construction cost = \$100,000 annually from Storm Water Utility	Annual Construction completion= September

Table 5.2 Parks and Recreation Supplemental Strategic Plan

North Benbrook (Area A) and Mont Del - RCCC (Area B) Planning Area Park and Recreation Priorities

Implementation Priority	Description of Project	Funding Sources	Estimated Cost
	2009 – 2014		
1	Acquire 15-20 acres (minimum) for a large neighborhood park or small community park. Construct Facilities:	TP&WD Matching Grant, General Fund, Bond Funds, Parkland Dedication Funds	\$2,000,000
2	Picnic Shelters (1)	General Fund, TP&WD Matching Grant	\$70,000
3	Picnic Stations with Grills (5)	General Fund, TP&WD Matching Grant	\$9,000
4	Sand Volleyball Courts (2)	General Fund, TP&WD Matching Grant	\$18,000
5	Tennis Courts (4)	General Fund, TP&WD Matching Grant	\$170,000
6	Playground (2)	General Fund, TP&WD Matching Grant	\$100,000
7	Trails (4.9 miles)	General Fund, Bond Funds, TP&WD Matching Grant, RTP or TEA-21 Trail Grant	\$1,044,000
8	Multi-Purpose Courts (1)	General Fund, TP&WD Matching Grant	\$44,000
9	Multi-Purpose Open Space suitable for team practice, kite flying, gatherings, etc. including earthwork and grass planting	General Fund, TP&WD Matching Grant	\$8,000

Notes

- Residents of these two sectors presently have few City of Benbrook recreational facilities.
- Fort Worth's Z. Boaz Park is centrally located between the two service zones.
- The tract of land between Plantation and Westerly could provide a suitable upland location.
- With proper site selection and development, a tract in the Mary's Creek corridor could be an economical and suitable site.
- Park standards would suggest a 7-10 acre neighborhood park for each of these service zones, thus the minimum of 15-20 acres for a single park.

Table 5.2 (continued)

South Benbrook Planning Area (Area C) Park and Recreation Priorities

Implementation Priority	Description of Project	Funding Sources	Estimated Cost
2009-2014			
	Develop additional outdoor recreational facilities in Dutch Branch and Timber Creek Park.		
1	Multi-Purpose Courts (1)	Bond Funds	\$44,000
2	Picnic Pavilion or Shelters (3)	Bond Funds	\$105,000
3	Picnic Stations with Grills (4)	Bond Funds	\$7,200
4	Inline Skating Rink (1)	Bond Funds	\$80,000
5	Trails (3.3 miles)	Bond Funds, RTP or TEA-21 Trail Grant	\$700,000
6	Nature Study Area including restoration planting, signage, small amphitheater	Bond Funds	\$20,000
7	Playground (1)	Bond Funds	\$50,000

Notes

- Dutch Branch Park and Timber Creek Park contain all of the city's existing recreation facilities, but both need renovation and new facilities.
- Concessionaire facilities in Dutch Branch Park provide significant recreational opportunities for Benbrook residents.

Table 5.2 (continued)

Westpark Planning Area (Area D) Park and Recreation Priorities

Implementation Priority	Description of Project	Funding Sources	Estimated Cost
2009 – 2014			
1	Acquire land for a linear or neighborhood park. (14 acres)	TP&WD Matching Grant, Bond Funds, Parkland Dedication Funds	\$1,400,000
	Construct linear/neighborhood park facilities.		
2	Trails (2.2 miles)	TP&WD Matching Grant, Bond Funds	\$464,000
3	Picnic Stations with Grills (2)	TP&WD Matching Grant, General Fund	\$3,600
4	Playground (1)	TP&WD Matching Grant, General Fund	\$50,000
5	Picnic Shelter (1)	TP&WD Matching Grant, General Fund	\$35,000
6	Tennis Courts (2)	TP&WD Matching Grant, General Fund	\$85,000
7	Duck Pond (1)	TP&WD Matching Grant, General Fund	\$100,000
8	Multi-Purpose Court (1)	General Fund, TP&WD Matching Grant	\$44,000

Notes

- This service zone has significant undeveloped area.
- Opportunities exist to work with future developers on park land dedication.
- Opportunities exist to link into proposed regional trail system and/or to Dutch Branch Park.

Table 5.2 (continued)

Whitestone Ranch Planning Area (Area E) Park and Recreation Priorities

Implementation Priority	Description of Project	Funding Sources	Estimated Cost
2009-2014			
1	Acquire land for a linear or neighborhood park. (23 acres)	TP&WD Matching Grant, Bond Funds, Parkland Dedication Funds	\$2,700,000
	Construct linear/neighborhood park facilities.		
2	Playground (1)	TP&WD Matching Grant, General Funds	\$50,000
3	Picnic Stations with Grills (4)	General Funds	\$7,200
4	Picnic Shelter (2)	General Funds	\$70,000
5	Trails (2.2 miles)	Bond Funds, RTP or TEA-21 Trail Grant	\$464,640
6	Multi-Purpose Courts (1)	General Funds	\$44,000
7	Sand Volleyball Courts (1)	General Funds	\$18,000

Notes

- This service zone has significant undeveloped area.
- Opportunities exist to work with future developers on park land dedication.
- Opportunities exist to link into proposed regional trail system and/or to Dutch Branch Park.

Prior to the Board's retreat in January 2010, outside opinions were solicited by the Board's facilitator for input into the strategic plan. Numerous different community groups were offered the opportunity to be interviewed by the facilitator. Interviews took place at City Hall and different peer groups were interviewed and asked to provide input for the short term and long range goals of the EDC. Input was also sought for high priority projects that in their opinion could be completed in one year. Groups interviewed were:

- Benbrook Area Chamber of Commerce
- Bankers
- Real Estate interests
- Business Owners
- City Departments
- City Council
- Land owners and developers
- Nonprofit organizations, and
- Homeowners associations

A summary of opinions expressed, in priority order, are listed below:

Community Interviews Priority Areas

1. Town Center
2. Recruit a sit down Restaurant of any kind (Types mentioned listed below)
 - a. Dave and Busters
 - b. Logan's
 - c. Red Lobster
 - d. Applebee's,
 - e. Cotton Patch
 - f. Outback
 - g. Chili's
 - h. Salt Grass
 - i. Keg
3. Develop properties surrounding Wal-Mart
4. Improve BEDC-City Council relationship, lead the effort to facilitate greater cohesion and better working relationships
 - a. Improve communication with other agencies,
 - i. City departments,
 - ii. internal,
 - iii. Library,
 - iv. Water
 - v. Community
5. Initiate Redevelopment of 377
 - a. Small business assistance
 - b. Redevelopment of shopping centers
 - i. Sutherland's
 - c. Create Incentives
 - d. Improve image
 - i. Design Guidelines
6. Recruitment of Retail Development
 - a. Other admired community examples noted
 - i. Colleyville
 - ii. North Richland Hills
 - iii. Weatherford
 - iv. Southlake

- v. Keller
 - vi. Granbury
 - vii. White Settlement
 - viii. Lake Worth
7. Recruit entertainment businesses
 8. Assist in the creation of a better identity
 - a. Create a gathering place
 - b. Sense of place
 - c. Identity
 - d. Clean up image
 - e. Improve image of businesses on 377
 - f. Removal of old signs
 - g. Signage ordinance
 9. Recruitment emphasis
 - a. Restaurant
 - b. Entertainment
 - c. Retail
 - d. Retirement
 - e. Light Industrial
 10. Develop Incentives for businesses
 11. Market the role and successes of the EDC
 - a. Marketing plan for different components
 - b. Marketing to the community
 - c. Marketing to other sectors
 - d. Relocation
 - e. New business
 12. Short term, achievable and visible projects, to gain momentum
 13. Lake Benbrook property development
 14. Meeting center, community center
 15. No more fast food, no more gas stations

Historical Perspective on Economic Development

The relationship of Benbrook to Fort Worth has been identified over the years as part of the planning process for economic development. The proximity to Fort Worth as a bedroom community and having a clear demarcation between Benbrook and Fort Worth is both a benefit and a detriment. This is a geographical fact that will not change and this obstacle can be conquered by creative approaches and innovative thinking.

Repeatedly, the more rural nature of Benbrook is listed as a reason why people are migrating to the community. The recreational atmosphere of the community is a draw, with hike and bike trails, Benbrook Lake, several equestrian facilities and its natural setting. Benbrook is described as a family-orientated community with educational opportunities, healthcare, athletic events, and a regional airport nearby.

The BEDC has been proactive since 1993 in developing and following a strategic plan. Since that time there are still some common constraints that exist today:

- Benbrook is surrounded by the City of Fort Worth,
- The Corps of Engineers and Tarrant Regional Water District have control over the water level at Benbrook Lake,
- The Corps of Engineers also limits the development of land around the lake because it owns most of the adjoining land,
- The current physical appearance of businesses along Benbrook Boulevard (US

- 377) does not establish a high quality image,
- There is no real sense of place or a town center,
- The existing ownership of developable land is not always conducive to development, and
- The community has a “drive-through” feel rather than a “stop and stay” feel

2010 BEDC Strategic Plan Goals for Economic Development

The BEDC Board reviewed the previous goals from the 2006 BEDC Strategic Plan and developed several new topics for consideration. The public opinion outline was used as a starting point for discussion and prioritization. Each topic was discussed in detail and listed as a potential topic area for the plan. A short amount of time was given for Board members to develop strategies to achieve the top three goals.

Short-Term Goals:

Goal 1: Recruitment is a main focus of the EDC and specific target industries have been identified by the Board. Further professional demographic research or cluster analysis should be conducted to focus the recruitment effort for target areas that match Benbrook’s demographics. The target sectors are:

- High Technology
- High-end professional
- Restaurant
- Retail
- Entertainment
- General Commercial (including around the Wal-Mart area)
- Defense-related, and a
- Retirement facility

Note: Benbrook’s demographic data doesn’t necessarily support the desired industries in some instances. A Community ID Market Research Report was prepared in 2002 by the Buxton Company. This report contains more detailed retail market analysis information, retail trade information, and customer preferences by demographics.

Strategy: Further define industry matches by conducting a cluster analysis.

Strategy: Develop a marketing plan to recruit restaurants, entertainment and retail companies that are potential matches for Benbrook.

Strategy: Continue to participate in the International Council for Shopping Centers (ICSC) and build relationships with decision makers in the corporate, retail, entertainment and restaurant industries.

Strategy: Compare Benbrook to other communities in the region that are seeing growth and development and present the differences in economies and demographics between those cities and Benbrook

Goal 2: Continue to facilitate the development of the Town Center development project as a new course for Benbrook’s future.

Strategy: Update the concept as if it were going to happen

Strategy: Pursue planning and financial tools that will set the stage for the project to happen and not be overtaken by lesser projects

Strategy: Design the gateway into Benbrook’s new Town Center

Strategy: Continue to pursue investors and developers and build relationships with real estate brokers.

Goal 3: Create a new image and identity for Benbrook EDC efforts

Strategy: Develop two marketing plans

Strategy: Develop a marketing plan that will identify restaurants, retail and other businesses suitable for recruitment to Benbrook.

- Identify companies and share information with the Board
- Does Benbrook meet the criteria-why or why not?
- What can we do about it if anything?

Strategy: Design a marketing campaign that will target the identified companies through numerous types of media;

Strategy: Design a new web site to showcase the organization, what it does their role in economic development and past success stories.

Strategy: Develop a new marketing plan that will market the efforts of the EDC to the community and outside sources.

- Develop a committee to provide input to the plan
- Identify the new image for the community and design marketing and advertising materials to support and promote the image
 - Other materials produced should all have the same or similar image
- Partner with other entities on a “shop local campaign”
- Develop a new tagline
- Provide a synopsis or graph of where tax-payer’s money goes
 - Examples:
 - Peoria, Arizona
 - Woodland, Texas
 - Plano, Texas

Strategy: Include a component in the marketing plan that will assist in improving the image and establish a higher quality identity for the City of Benbrook.

Goal 4: Develop a business retention and expansion plan to:

- Assist and support local businesses,
- Reduce cost of doing business,
- Improve business competitiveness,
- Increase business trade, and
- Provide business support through incentives.

Strategy: Demonstrate community support for local firms as part of the marketing program

Strategy: Devise a survey to send to firms and plan one-on-one company visits, compile information and analyze data. The survey will help provide a better understanding of products and services provided by the firm and the economic impact to the community. It will also help to understand the issues small businesses are facing that might hinder expansion or growth.

Strategy: Identify and investigate business retention and expansion programs that have worked in other communities

Strategy: Develop responses to immediate concerns that are identified in the survey and interviews

Strategy: Publish consumer profile information from the Buxton report such as; who shops, lifestyle, purchasing power, etc.

Strategy: Investigate ways to assist small businesses, possibly with low interest loans, façade grants, or technical assistance, communication, forums and

programming

Goal 5: Continue to investigate the creation of additional recreational resources within the community

Strategy: Collaborate with other organizations and possibly fund portions of recreational projects (Example: park fountain)

Goal 6: Investigate the possibility of a retirement center/community

Strategy: Use existing demographic information to compose a case for a retirement upper scale or new age retirement community

Strategy: Use compiled information in the decision making process to determine if a retirement community/center is a feasible industry and/or project for the EDC to pursue in the future.

Goal 7: Review governance of Benbrook Economic Development Corporation

Strategy: Review and revise as needed the articles of incorporation and by-laws for the Benbrook Economic Development Corporation.

Strategy: Review and revise the mission statement to more appropriately reflect the nature of business by the BEDC. Who we are and what we do.

Goal 8: Continue to work on Benbrook's image and identity

Strategy: Develop a forum for communication with small business owners

Strategy: Share the concerns from the community on the image of Benbrook and how the physical realm plays a major role in projecting the image of the city.

Strategy: Hire an architect, host a charrette, or design some "before and after" architectural image of what Benbrook could look like.

Strategy: Devise incentives or other forms of assistance for physical improvement projects for small business on Hwy 377.

Assistance areas may include:

Signage

Facades

Repair and maintenance

Paint

Landscaping

Window display

Longer-Range Goals

Goal 1: Develop a high impact, multifaceted incentives program to support development of the Town Center project, development north or south of IH-20 or highway frontage development.

Strategy: Outline a set of incentives program to support the type of development expected at the gateway of Benbrook on both sides of IH-20.

Specific details can be devised at the time of negotiation but have the framework and components outlined

Goal 2: Develop the south side of IH-20 by expansion of the Industrial Park or other development

Strategy: Investigate the purchase of land to expand the industrial park
Strategy: Investigate possible land swaps with the City of Fort Worth for additional land near the industrial park for phase II

Goal 3: Investigate the possibility of the EDC coordinating the Tax Increment Financing funds.

Goal 4: Plan strategically for the future economic growth of Benbrook. Since Benbrook is a landlocked community, continuing to use EDC funds to purchase key properties that are instrumental in the development of Benbrook's future is imperative.

Strategy: Use EDC funds to purchase key properties that are pivotal in the development of Benbrook.

Because of the limited amount of commercial property and key intersections, it is imperative that future development be strategic in nature and that properties are developed with intended purpose rather than leave development to chance or rely on private developers to do the right thing.

Strategy: Purchase vacant properties or commercial properties

Goal 5: Lead the effort in the revitalization of Benbrook Boulevard (US 377)

Strategy: Bring together a taskforce of stakeholders to develop a strategy to revitalize Benbrook Boulevard (US 377)

Strategy: Form a small business coalition that will have input and spearhead efforts

Strategy: Use the TXDOT Highway plan as a starting point for landscaping and beautification efforts

Strategy: Consider revisions to regulations or requirements for redevelopment in several areas:

- Zoning
- Land use
- Landscaping
- Signage ordinance
- Set backs and parking
- Façade renovation
- Façade easements

Goal 6: Conduct a Highway frontage study

Strategy: Conduct a highway frontage study that illustrates, how much land, land ownership, exits and onramps, potential prospects for such land.

Strategy: Publish on the web site a map that will illustrate areas for development

5.5 PLANNING TENETS AND PRINCIPLES

THE OVERALL PLANNING GOAL OF BENBROOK IS TO HAVE A SAFE, COMFORTABLE AND ENJOYABLE COMMUNITY IN WHICH TO LIVE AND WORK. All other tenets and principles are aimed at achieving this overall goal. The following seven non-prioritized tenets adopted to achieve this future community are:

TENET 1: Residents and visitors to Benbrook should feel safe from crime, injury, and other physical and psychological harm.

TENET 2: Benbrook should provide an economic environment conducive to the availability of sufficient and varied goods and services to meet the needs of the community and provide a reasonable employment base.

TENET 3: Residential neighborhoods should provide a choice of housing stock and be protected from the intrusion of blighting influences.

TENET 4: Transportation systems should be developed and maintained to provide safe, efficient, and comfortable means of traveling to, from, and within the city.

TENET 5: Recreational spaces and opportunities should be provided to allow choice of leisure time activities.

TENET 6: Quality educational opportunities should be available to all citizens.

TENET 7: The City should provide sufficient infrastructure and services to meet the needs of the citizens and protect the rights of citizens, while minimizing government cost to the extent practical.

Each of these tenets is to be achieved gradually through the implementation of various principles and programs. These principles will be used daily by the staff and various Boards and Commissions when evaluating new programs and projects.

A. PRINCIPLES OF DEVELOPMENT EXCELLENCE

The North Central Texas Council of Governments Center of Development Excellence recommends 10 Principles of Development Excellence as a guide to cities, counties, school districts, other public agencies, and the private sector as they plan and create future development and redevelopment in the region. Benbrook is adopting these principles as part of its approach to future development within the City.

Development Options

Provide a variety and balance of development options and land use types in communities throughout the region.

Efficient Growth

Foster redevelopment and infill of areas with existing infrastructure and promote the orderly and efficient provision of new infrastructure.

Pedestrian Design

Create more neighborhoods with pedestrian-oriented features, streetscapes, and public spaces.

Housing Choice

Sustain and facilitate a range of housing opportunities and choices for residents of multiple age groups and economic levels.

Activity Centers

Create mixed use and transit-oriented developments that serve as centers of neighborhood and community activity.

Environmental Stewardship

Protect sensitive environmental areas, preserve natural stream corridors, and create developments that minimize impact on natural features.

Quality Places

Strengthen community identity through use of compatible, quality architectural and landscape designs and preservation of significant historic structures.

Transportation Efficiency

Develop land uses, building sites, and transportation infrastructure that enhance the efficient movement of people, goods, and services.

Resource Efficiency

Provide functional, adaptable, and sustainable building and site designs that use water, energy, and material resources effectively and efficiently.

Implementation

Adopt comprehensive plans and ordinances that support Development Excellence and involve citizens and stakeholders in all aspects of the planning process.

B. SPECIFIC TENETS AND PRINCIPLES

TENET 1: Residents and visitors to Benbrook should feel safe from crime, injury, and other physical and psychological harm.

PRINCIPLE 1.1: The City should provide a well-trained, well-staffed, well-equipped police force and facilities.

Principle 1.1.1: The Police Department should provide sufficiently trained staff, vehicles and equipment to respond within 2.5 minutes to emergency calls made throughout the City.

Principle 1.1.2: The City should provide adequate police and jail facilities to meet applicable guidelines and standards.

PRINCIPLE 1.2: The Police Department should take the necessary steps to prevent crime and to aggressively enforce the laws of the City and State.

Principle 1.2.1: The Police Department and neighborhood groups and businesses should work together to implement effective crime prevention programs.

Principle 1.2.2: The Police Department should continue to foster working relationships with other law enforcement organizations to increase its effectiveness in reducing crime in Benbrook.

Principle 1.2.3: The Police Department should be visible in every area of the city at all hours through frequent, irregularly-timed patrols.

PRINCIPLE 1.3: The City should provide a well-trained and well-equipped fire protection service.

Principle 1.3.1: The City should provide adequate fire equipment and personnel to respond within 5 minutes to fire or other emergency calls made throughout the City.

Principle 1.3.2: The City should coordinate fire service with Fort Worth to provide the best service at the least cost.

Principle 1.3.3: The Fire Department should achieve the highest training for all fire fighters and with basic certification required of all volunteers.

Principle 1.3.4: The Fire Department should foster strong working relationships with nearby fire fighting departments and fire prevention programs to assure coordinated functioning in times of joint need and response.

PRINCIPLE 1.4: The Fire Department should take necessary steps to prevent residential, commercial, and vacant land fires.

Principle 1.4.1: The Fire Department, neighborhood associations, and businesses should work together to implement effective fire prevention programs.

Principle 1.4.2: The Fire Marshall should work with the Community Development Department to assure fire protection measures are incorporated into new construction within the City, in accordance with current applicable building and fire codes.

PRINCIPLE 1.5: The City should provide quality and responsive emergency medical assistance to all residents and visitors.

Principle 1.5.1: The Fire Department should provide sufficiently trained staff and equipment to respond within five minutes to emergency calls throughout the City.

Principle 1.5.2: The Fire Department should take pro-active measures to provide training to citizens in first aid and CPR techniques, to provide immediate civilian response to emergency situations.

PRINCIPLE 1.6: The City should protect homes and businesses from flooding and erosion.

Principle 1.6.1: The City should restrict and regulate development within floodways and floodplains to minimize the effects of flooding on habitable structures.

Principle 1.6.2: Existing development within flood-prone areas should be relocated or protected to the degree practical.

Principle 1.6.3: Existing development along stream channels should be periodically evaluated for potential structural damage from stream bank erosion, and mitigation actions should be explored.

PRINCIPLE 1.7: City streets and infrastructure should be designed, constructed, and maintained to promote user safety.

Principle 1.7.1: The City should establish and enforce minimum design standards for streets to minimize the risk of accidents and/or injuries.

Principle 1.7.2: Adequate street lighting should be provided to promote safety and to discourage crime.

Principle 1.7.3: Traffic calming measures should be investigated where local street speed and/or cut-through traffic is excessive.

Principle 1.7.4: Intersections should be evaluated for any sight restrictions that may need to be removed.

PRINCIPLE 1.8: The City should take pro-active measures to establish a strong working relationship with the Benbrook Water Authority to promote the safety and efficiency of both operations, and to protect the quality of the water supply for the city.

Principle 1.8.1: The City should establish a strong working relationship with the Benbrook Water Authority to encourage a high level of coordination and continuity between the overall development, growth, and economic principles of both organizations.

PRINCIPLE 1.9: The City should investigate the potential benefits of incorporating Crime Prevention Through Environmental Design (CPTED) reviews as part of the land development process.

TENET 2: Benbrook should provide an economic environment conducive to the availability of sufficient and varied goods and services to meet the needs of the community and provide a reasonable employment base.

PRINCIPLE 2.1: The City should provide sufficient land for commercial and industrial uses.

Principle 2.1.1: The City should allocate approximately 10 percent of the developable land within the city to commercial uses.

Principle 2.1.2: The City should approve commercial zoning requests and development proposals that conform to the Comprehensive Plan.

Principle 2.1.3: Land development standards in commercial areas should provide for a variety of flexible development options to allow creativity, enhance stability and strengthen the City's economic base, while minimizing the adverse effects on adjacent non-commercial uses.

Principle 2.1.4: Commercial areas should be located within designated corridors along thoroughfares.

Principle 2.1.5: Commercial development should only be permitted along designated thoroughfares and should be designed to prohibit or discourage use of collector and residential streets.

Principle 2.1.6: The City should discourage the rezoning of property solely for the intent of increasing the property's value.

PRINCIPLE 2.2: The City should encourage increases in population and economic development that are in the best interests of the City. Growth that conforms to the Comprehensive Plan generally meets this criterion.

Principle 2.2.1: The City should periodically review specific growth and development plans for each of the major areas of the city.

Principle 2.2.2: The City should encourage and approve commercial developments which:

- a. are located along designated commercial corridors,
- b. have lots with depths greater than 200 feet,
- c. are sufficiently large enough to allow adequate buffering from adjacent land uses where appropriate,
- d. are on lots with single ownership or on smaller lots whose owners are organized into an association to share parking and entrances,
- e. are designed to minimize curb cuts and use shared access while maintaining adequate traffic circulation in parking lots,
- f. will not cause traffic to be routed through residential neighborhoods or force commercial traffic onto residential streets,
- g. have adequate parking, preferably to the side or rear,
- h. have adequate truck loading areas,
- i. provide adequate landscaping and/or open space for visual buffers from adjacent residential development,
- j. have adequate buffers to protect adjacent residential areas from noise, traffic, and air pollution,
- k. have adequate public facilities, including water, sewer, streets, power, and fire protection to support the development, and
- l. have adequate drainage for a high percentage of impervious cover.

Principle 2.2.3: The City should discourage automobile-oriented commercial uses of land that have:

- a. shallow lots, i.e. less than 200 feet deep,
- b. narrow frontage less than 150 feet,
- c. numerous owners,
- d. numerous curb cuts for entrances,
- e. numerous small buildings with no architectural unity,
- f. little or no landscaping in and around the parking lots,
- g. limited parking restricted to front setback or street, and
- h. the lack of landscaping or other buffers, especially adjacent to residential areas exposing them to a blighting influence

Principle 2.2.4: The design of new business uses and the reuse of existing business property should make appropriate provision for:

- a. Convenient and safe on-site movement of pedestrians, bicyclists, and handicapped persons,
- b. convenient and safe on-site movement and storage of private vehicles,
- c. safe on-site movement and storage of delivery and service trucks and vehicles --- separated from areas used by pedestrians and private vehicles, to the extent possible,
- d. improved appearance of the property through the use and location of

- e. signs that convey the establishments message without creating a visual nuisance or safety hazard to the public, and landscaping and outdoor lighting that enhances the use of the business property and adjoining properties.

Principle 2.2.5: The City should encourage the creation of mixed-use Town and Village Centers in the appropriate locations, which include:

- a. mixing land uses
- b. compact development
- c. range of housing choices
- d. create walkable neighborhoods and transportation options
- e. foster distinctive, attractive communities with a strong sense of place
- f. preserve open space, natural beauty, and critical environmental areas, and
- g. make development decisions that are predictable, fair and cost-effective.

PRINCIPLE 2.3: The City should provide a regulatory environment that encourages continued viability and expansion of existing conforming businesses and establishment of new business and industry.

Principle 2.3.1: The City should review its commercial and development regulatory process to identify and implement measures which would reduce the time and expense of development while continuing to protect other City interests. A one-stop permitting process in conjunction with BWA should be investigated.

Principle 2.3.2: Zoning and development regulations should be periodically reviewed and revised to allow flexibility to develop within established constraints and to minimize review and approval time by the City.

Principle 2.3.3: The City should encourage appropriate design of commercial corridors that reduce congestion and land use conflicts associated with strip commercial development.

Principle 2.3.4: The City should recognize that increased population growth is necessary for increased commercial development, and should take measures to increase residential development.

Principle 2.3.5: The City Council should review the principles and actions of the Council, Boards and Commissions, city staff, Benbrook Water Authority, and franchised utilities to identify hindrances to economic development that are not justified. Unnecessary hindrances should be removed to the extent possible.

Principle 2.3.6: The City should work to improve its image with regard to the development review, approval, and inspections process.

PRINCIPLE 2.4: The City should take a pro-active role in attracting and maintaining business and industry within the City.

Principle 2.4.1: The City should work with the Benbrook Economic Development Corporation and Benbrook Area Chamber of Commerce to achieve mutually agreed upon goals. The goals should be developed as part of a joint City/BEDC/Chamber work session.

Principle 2.4.2: The City should encourage and participate in the development of quality promotional materials for the City.

Principle 2.4.3: The City, through its City Council and staff, should be represented at Chamber of Commerce meetings and functions.

Principle 2.4.4: The City should fully utilize the services of the Governor's Economic Development office, North Central Texas Council of Governments and other organizations that may assist in economic development activities.

Principle 2.4.5: The City should investigate development inducements such as tax abatements, infrastructure assistance, and development incentives to attract preferred types of business development.

Principle 2.4.6: The City should encourage and promote retail sales within Benbrook through various promotional activities.

Principle 2.4.7: The City should review its image as a community and seek to improve any identified negative aspects.

Principle 2.4.8: Capital expenditures should provide a high quality of service to commercial corridors and encourage additional private investment in property improvements.

Principle 2.4.9: The BEDC should recruit quality restaurants to Benbrook.

Principle 2.4.10: The BEDC should actively work with landowners and Realtors to actively market vacant land.

Principle 2.4.11: The BEDC should continue to work with commercial real estate brokers and the International Council of Shopping Centers (ICSC) to attract quality retail and entertainment uses to Benbrook.

Principle 2.4.12: The City should evaluate and promote areas of mixed use and higher density residential uses to create sufficient market demand for restaurants and entertainment uses.

Principle 2.4.13: The City and BEDC should investigate the creation of additional recreational resources within the community, including a water park, and lake-oriented recreation.

Principle 2.4.14: The BEDC should target recruiting efforts toward high technology industries (including defense subcontractors) and back-office industries to Benbrook.

Principle 2.4.15: The City and BEDC should assist financially in the installation of improved infrastructure when such action will induce quality development that might not otherwise occur. Use of the tax increment finance district and the half-cent sales tax are the most likely sources of funding.

Principle 2.4.16: The BEDC should develop a plan to provide a streamlined development response and process for prospective business contacts.

Principle 2.4.17: The BEDC should continue to offer low-cost financing options to prospective businesses, where feasible and prudent.

Principle 2.4.18: The City should consider establishing a Freeport exemption as an economic development incentive.

TENET 3: Residential neighborhoods should offer a choice of housing options, and should provide protection from the intrusion of blighting influences.

PRINCIPLE 3.1: The City should provide adequate land for various types of housing within acceptable densities and quality.

Principle 3.1.1: Approximately 50 percent of the land available for existing and future development within the City should be allocated to residential uses.

Principle 3.1.2: No more than 50 percent of the dwelling units within the City should be allocated to multi-family units.

Principle 3.1.3: The density of new residential areas should be in the same range as the average density of adjacent existing development, unless, for higher density development, adequate protection and buffers are provided.

Principle 3.1.4: Residential development should provide adequate lot sizes and shapes to accommodate residential structures, provide usable open space of adequate size, and protect the privacy of indoor and outdoor uses.

Principle 3.1.5: Housing should be developed in accordance with applicable building codes to provide safe, decent, and sanitary conditions.

Principle 3.1.6: The City should enforce building and other applicable codes to maintain the quality of housing and neighborhoods.

PRINCIPLE 3.2: Residential land uses should be protected from the incompatible intrusion of other land uses.

Principle 3.2.1: Site design techniques, such as buffers or screens, access and building orientation, should be employed to mitigate negative intrusions on residential areas.

Principle 3.2.2: Vacant land or redevelopment within existing residential areas should be limited to similar density residential, public or semi-public uses.

Principle 3.2.3: The City should deny zoning requests and development proposals that are in direct conflict with the Comprehensive Plan.

Principle 3.2.4: The City should discourage rezoning requests when the zoning request is solely to the benefit of the applicant and deemed detrimental to the community as a whole.

Principle 3.2.5: Residential and commercial developments should be maintained in a clean and neat fashion.

Principle 3.2.6: Residential fences should be maintained in a clean and attractive manner.

PRINCIPLE 3.3: Design standards should maximize the quality of life within neighborhoods, where possible.

Principle 3.3.1: All new neighborhood streets, as well as existing City streets that are projected to have high vehicle or pedestrian traffic volumes, should be amenable to pedestrian traffic through the provision of sidewalks as they are constructed or reconstructed.

Principle 3.3.2: Underground utilities are preferred and should be provided, where possible, to avoid visual clutter.

Principle 3.3.3: Quality landscaping and other site amenities, as described in the Zoning Ordinance, should be provided wherever possible.

Principle 3.3.4: Residential areas should be designed to provide easy, convenient access to community facilities and services.

Principle 3.3.5: The City should utilize design standards that protect existing neighborhoods from any negative effects of new development by requiring adequate design standards for:

1. buffer zones or screens (separation by distance, fences, walls, dense vegetation, earthen berms, changes in ground elevation, etc.)
2. building orientation
3. location of vehicular parking and access routes
4. location of pedestrian paths
5. location of outdoor activities (including pools and recreation areas)
6. controls on outdoor lighting (including placement and intensity of luminaries)

Principle 3.3.6: The City should require adequate design standards for the development of new residential areas, including:

1. Provide usable open space of adequate size to serve the needs of residents. Assurances must be provided that such open space, if commonly owned, will be maintained. The City has also adopted parkland dedication requirements for new residential developments.
2. Protection of natural drainage patterns and vegetation where possible.
3. Protect, to the appropriate level, the privacy of indoor and outdoor uses.
4. Provide attractive landscaped settings for structures, with appropriate off-street parking areas, designed as an integral part of the development.

Principle 3.3.7: When new residential uses are proposed for declining or deteriorating areas, new uses should be:

1. developed at a density required to enhance economic feasibility without creating undue negative impacts on adjoining residences from higher density redevelopment,
2. compatible with the capacity of streets, drainage, and utility systems serving the site, and;
3. developed to avoid negative impacts on adjoining uses through the application of site design techniques for the location of structures, parking areas, and the use of landscaping.

PRINCIPLE 3.4: Development within Benbrook should be compatible with the on-going mission of Naval Air Station Fort Worth Joint Reserve Base (NAS Fort Worth JRB).

Principle 3.4.1: The land area within the 65 Ldn (average day-night noise level in decibels) noise contour should be classified as noise-sensitive for purposes of reviewing new development proposals.

Principle 3.4.2: The 65 Ldn noise contour should be based on the most recently approved Air Installation Compatible Use Zone (AICUZ) report.

Principle 3.4.3: Information should be made available to advise future property purchasers of their location within the 65 Ldn contour.

Principle 3.4.4: Review future land use plan for land use compatibility with the AICUZ recommendations.

Principle 3.4.5: The City should continue to use the NAS Overlay zoning district to regulate land uses within the 65 Ldn contour and avoid rezoning of property for uses that are incompatible with the continued use of NAS Fort Worth JRB.

Principle 3.4.6: The City should encourage compatible commercial and industrial uses within the 65Ldn contour, while discouraging new residential development.

Principle 3.4.7: The City should coordinate new development/redevelopment within the 65 Ldn with NAS Fort Worth JRB, the members of the NAS Fort Worth JRB Regional Coordinating Committee, and the North Central Texas Council of Governments by notifying parties of pending development decisions.

Principle 3.4.8: The City should provide information to the public on how to achieve noise reductions when remodeling buildings by providing informational brochures and advice on sound attenuation construction techniques.

TENET 4: Transportation systems should be developed and maintained to provide safe, efficient, and comfortable means of travel to, from, and within the city.

PRINCIPLE 4.1: A system of thoroughfares, collectors and local streets should be planned and established to provide safe and efficient flow of traffic through the city.

Principle 4.1.1: Streets should be designed with sufficient width to reduce congestion and increase safety.

Principle 4.1.2: Streets should be designed with a minimum number of points of conflict, wherever possible.

Principle 4.1.3: Intersections and drive approaches should be designed with adequate sight distances and spacing to reduce conflicts.

Principle 4.1.4: Adequate street illumination should be provided to allow safe travel at night.

Principle 4.1.5: Streets should be designed to discourage speeding, while adequately recognizing the need for continuous street pattern.

Principle 4.1.6: Signs, walls, and other necessary structures should be located to avoid creation of hazards to motorists on public streets.

Principle 4.1.7: Streets and street rights-of-way should be maintained in a clean and attractive manner.

Principle 4.1.8: The City should install landscaping (trees and wildflowers) along selected roadways.

PRINCIPLE 4.2: Land uses should be compatible with the thoroughfare system by allowing the free flow of traffic on thoroughfares and restricting non-essential traffic from local and collector streets.

Principle 4.2.1: Commercial areas should be located on thoroughfares in such a manner as to allow free flow of traffic on thoroughfares while minimizing commercial traffic on collector and local streets.

Principle 4.2.2: Residential uses should be oriented to front on local streets wherever possible, and on collector streets only when necessary. Frontage on thoroughfares should be avoided.

Principle 4.2.3: Sufficient off-street parking should be provided for all land uses to avoid congestion on streets.

PRINCIPLE 4.3: The City should investigate the costs and benefits of joint use mass transport with Fort Worth and a regional transportation authority, should one come into existence.

PRINCIPLE 4.4: The City should use urban design standards and streetscape development to promote the pedestrian orientation and safety of streets using street width and traffic flow, pedestrian accommodation, landscaping, adjoining building heights, and street furniture.

Principle 4.4.1: The City should promote streetscapes that have a relationship of building height to street width of 1:1 to 1:3 for the best sense of urban enclosure. Such enclosures make for the feeling of an outside urban room, where the street and building are at a human scale. Future developments should consider narrower streets and smaller building setbacks to increase the height to width ratio. The planting of trees along the roadway can also serve the purpose of providing enclosure.

Principle 4.4.2: Proper street design should include accommodation for pedestrians through the provision of wide sidewalks separated from the street. Such separation is best provided by landscaping or on-street parking. Where appropriate, street furniture such as benches, should be provided.

PRINCIPLE 4.5: To promote connectivity and circulation, the City should seek to complete incomplete road segments. Incomplete road segments also result in increased travel times for ambulance, fire and police units. The following incomplete street segments should be finished by the City as time and money permit (in no particular order of priority):

Barbara Road between Tobie Layne and Trammell
Mary's Creek Drive over Plantation West Creek

Mary's Creek Drive between Owendale and Meadowside Drive

PRINCIPLE 4.6: Street stubs should be terminated with a cul-de-sac of adequate size to allow automobiles and fire trucks to turn around without backing or using private driveways. Cul-de-sacs should be constructed at the following street stubs as time and money permit:

- Cozby West at south end
- Duane at south end
- Jakmar at east end
- John Reagan at south end
- Park Center at south end
- Grace Cozby at south end
- Wade Hampton at south end
- Warden at south end
- Westerly at south end
- Winding Way at north end

PRINCIPLE 4.7: The City should continue to investigate and promote the use of traffic calming measures wherever feasible and prudent in new subdivisions, where the design of traffic calming measures can be incorporated into the initial development. Likewise, the City should consider traffic calming measures (such as narrowing, neck-downs, raised intersections or crosswalks, traffic circles, etc.) whenever it rebuilds a street through the capital improvement program.

PRINCIPLE 4.8: Off-street parking facilities should provide an adequate number of spaces to meet the need of urban land use and the spaces should be provided on the use's property and not the public right-of-way, unless specifically permitted. Off-street parking facilities should be designed to:

1. Require all maneuvering of vehicles into and out of parking stalls to occur onsite,
2. Have a minimum number of well-defined entrances and exits,
3. Have clearly defined aisles and parking stalls, and;
4. Avoid the creation of traffic problems on adjoining streets through the proper location of entrances and exits.

TENET 5: Recreational space and opportunity should be provided to citizens, allowing choice of leisure time activities. The use of open spaces and environmentally-sensitive areas should provide protection for ecological systems and provide enjoyment for people.

PRINCIPLE 5.1: The recreational needs of existing and future populations should be determined.

Principle 5.1.1: The City should continually assess appropriate parkland needs for future populations and determine appropriate mechanisms for acquiring or protecting those resources.

Principle 5.1.2: The City should identify recreational needs of teenagers and young adults and investigate ways to provide opportunities to meet those needs by surveying recreational literature and programs of other cities comparable to Benbrook for trends and creative ideas and involving users and potential users in planning facilities and programming.

Principle 5.1.3: The City should incorporate into the planning process the results of scientific polling of Benbrook citizens as to their park and recreation attitudes and preferences.

Principle 5.1.4: The City should adopt a master plan reflecting the short-term and long-term park and recreation needs of the city, update the master plan with an annual reassessment of priorities, and adopt revisions at five- to ten-year intervals.

Principle 5.1.5: The City should provide maximum appropriate recreational and open space opportunities on existing and future land by:

1. Evaluating concessions within Dutch Branch Park periodically for their value to the community in providing recreational services to area residents.
2. Including an evaluation of existing and future public/private partnerships for park development and management, and
3. Developing a long-range master plan for open space preservation to complement and support the park and recreation master plan, driven by physical/cultural resource opportunities.

PRINCIPLE 5.2: New parkland should be provided in selected areas to provide convenient recreational opportunities for residents.

Principle 5.2.1: New development should provide sufficient recreation and open space to meet the needs of its residents by requiring that developers provide sufficient recreation and open space to meet the needs of residents through use of:

1. parkland dedication requirements.
2. donation of land suitable for linear parks, accepting only those parcels that provide adequate street frontage and access, and;
3. establishing stream set-backs, storm water management requirements.

Principle 5.2.2: Existing recreational land and open space should be optimized through multiple uses.

Principle 5.2.3: New water-oriented recreation opportunities (such as an outdoor swimming pool or water park) should be periodically investigated.

Principle 5.2.4: A system of bike trails should be constructed throughout the City, as funding permits.

Principle 5.2.5: The City should provide convenient, "close to home" recreational spaces and activities for Benbrook citizens by acquiring and/or developing land in each of the City's planning areas, and by providing new parkland in underserved areas.

Principle 5.2.6: The City should determine appropriate mechanisms for acquiring or protecting park and recreational resources, including leveraging city resources with Texas Parks & Wildlife Department grants for acquisition and development of parkland and facilities, and seeking partnership arrangements with corporations, foundations and others in a position to assist financially with park projects.

Principle 5.2.7: Develop new and existing parks such that they are compatible with the existing physical and cultural attributes of the environment, including consideration of existing and proposed parks, and consideration of appropriate

development and maintenance policies for each (e.g. setbacks from streams, no-mow policies, erosion control), and developing a master plan for development of each park, including space requirements, plants, and preservation and management practices for each site.

Principle 5.2.8: Provide park facilities that are safe and accessible by improving pedestrian access and checking that all playgrounds are in compliance with Consumer Product Safety Commission (CPSC) and Americans with Disabilities Act.

PRINCIPLE 5.3: Development should be compatible with the natural environment.

Principle 5.3.1: Environmentally sensitive or important areas should be identified and protected from development, where appropriate, by defining and identifying significant physical and cultural resources and exploring funding opportunities that provide for their protection.

Principle 5.3.2: Important scenic views and vistas should be identified and protected, and made accessible to residents, where appropriate, by identifying and defining locations with scenic views and vistas, developing a long range master plan for their preservation, and exploring funding opportunities for developing public access.

Principle 5.3.3: Development of all land should minimize cutting, filling and extensive site grading. Best management practices for erosion and sedimentation control during and after site preparation and construction should be utilized. Development of property with slopes of 12 percent or more should provide that:

1. Adequate measures will be taken to prevent soil erosion and landslides,
2. Adequate drainage controls will be implemented to prevent flooding of adjacent lots or degradation of streams due to erosion, and;
3. Cut and fill operations will be minimized and natural landforms will be preserved to the extent practical.

TENET 6: Quality educational opportunities should be available to all citizens.

PRINCIPLE 6.1: Quality educational opportunities should be provided to all citizens in an efficient and convenient manner.

Principle 6.1.1: The City should coordinate with the Fort Worth Independent School District in planning and locating new public school facilities for primary and secondary students.

Principle 6.1.2: The City should encourage the location of a higher education facility in or near Benbrook.

Principle 6.1.3: The City should encourage and facilitate local business and community support for schools serving Benbrook students.

PRINCIPLE 6.2: Public education should be provided in a cost-effective manner.

Principle 6.2.1: The City should periodically review the costs and benefits of participating in the Fort Worth Independent School District, and explore alternatives if it becomes necessary.

TENET 7: The City should provide sufficient infrastructure and services to meet the needs of the citizens and protect the rights of citizens, while minimizing government cost, to the extent practical.

PRINCIPLE 7.1: The City should provide and maintain adequate street and drainage facilities.

Principle 7.1.1: The City should plan for future street and drainage needs and formulate the mechanism to construct them.

Principle 7.1.2: Developers should provide the necessary infrastructure for new development as part of their development cost.

Principle 7.1.3: The City should review and require design standards that minimize the long-term maintenance costs of infrastructure in the City.

PRINCIPLE 7.2: The City should continually review its services to improve efficiency and investigate if those services may be accomplished by private industry at lower cost, while still meeting City standards.

Principle 7.2.1: Efforts should be made to minimize the quantity of solid and liquid wastes, to reduce disposal and treatment costs.

PRINCIPLE 7.3: The City should review the social service needs of the City and identify mechanisms to provide these services.

Principle 7.3.1: The City should encourage and facilitate the provision of social services through private initiatives such as neighborhood groups, faith-based organizations, and social organizations.

PRINCIPLE 7.4: The City should continually review its internal and external operations to identify areas of potential efficiency improvements.

Principle 7.4.1: The City should continue to investigate the use of computer technology to increase efficiency and productivity of staff.

Principle 7.4.2: The City should explore new and more effective means of communication between and among City Council, Boards and Commissions, staff, BWA, neighborhood associations, and citizens.

Principle 7.4.3: The City should investigate the feasibility of using alternative fuels, such as compressed natural gas, in its vehicle fleet, to reduce costs and air emissions.

Principle 7.4.4: The City should use the cable TV channel and Internet for better communication with its citizens.

Principle 7.4.5: Periodically, the City should review its needs for a larger City Hall building.

PRINCIPLE 7.5: The City should review and implement measures to minimize the tax burden on citizens.

Principle 7.5.1: The City should continually review measures to reduce expenditures while maintaining a high level and quality of service.

Principle 7.5.2: The City should determine and seek an appropriate balance of revenue between ad valorem taxes, sales taxes, fees and other sources of income.

Principle 7.5.3: The City should encourage new land development as a means of increasing assessed value within the city, without requiring an increase in the tax rate. To this end, the City should review the costs and benefits of development within the city.

Principle 7.5.4: The City should increase sales tax revenues by encouraging commercial development and activity within the city.

Principle 7.5.5: The City should seek to limit the amount of long term debt service to 20 percent or less of the total budget.

PRINCIPLE 7.6: The City should annually review, update and implement its five-year Capital Improvement Program, as summarized in Section 17 of the Comprehensive Plan.