



NORTHLAKE TOWN COUNCIL
AMENDED
REGULAR MEETING AGENDA
JANUARY 25, 2024, AT 5:30 PM
TOWN HALL - COUNCIL CHAMBER ROOM
1500 COMMONS CIRCLE, SUITE 300, NORTHLAKE, TEXAS 76226

Notice is hereby given as required by Title 5, Chapter 551.041 of the Government Code that the Northlake Town Council will meet in a Regular Meeting on January 25, 2024, at 5:30 PM, at the Northlake Town Hall in the Chamber Room, 1500 Commons Circle, Suite 300, Northlake, Texas 76226. The items listed below are placed on the agenda for discussion and/or action. Town Councilmembers may appear virtually via video conference pursuant to Texas Government Code § 551.127. The following items will be considered:

1. CALL TO ORDER

- A. Roll Call, Invocation, Pledge of Allegiance

2. ANNOUNCEMENTS, PROCLAMATIONS, AND PRESENTATIONS

The following will be addressed:

- A. Presentation - Recognition of Northlake Police Department Rookie of the Year, Officer of the Year, Supervisor of the Year and Star Award
- B. Briefing - Police Department Update
- C. Briefing - Northlake Next 2045 Plan Draft Updates and Discussion
- D. Briefing - Roadway Impact Fees: Options for Adding Land Use Types
- E. Briefing - Financial policies including: Procurement, Fund Balance, and Debt Management
- F. Briefing - Entryway and Highway Monumentation

3. PUBLIC INPUT

This item is available for citizens to address the Town Council on any matter. The presiding officer may ask the citizen to hold his or her comment on an agenda item until that agenda item is reached. By law, no deliberation or action may be taken on the topic if the topic is not posted on the agenda. The presiding officer reserves the right to impose a time limit on this portion of the agenda.

4. CONSENT ITEMS

Items listed under Consent will be enacted with one motion, one second, and one vote. Any Council member may request an item on the Consent Agenda to be taken up for Individual Consideration.

- A. Consider approval of the Town Council Meeting Minutes for January 11, 2024

5. **ACTION ITEMS**

The Following Items will be Considered:

- A. Consider approval of a Resolution of the Town of Northlake, Texas, authorizing a meritorious exception to the window sign requirements of Article 11 of the Unified Development Code (UDC) for It's a Paw Thang located at 1236 FM 407, Suite 500. Case # 23-VBOA00003
 - i. Public Hearing
 - ii. Consider Approval
- B. Consider approval of a Resolution of the Town of Northlake, Texas, approving an amendment to a Pioneer Grant for Tea Xetera and authorizing the Northlake Economic Development Corporation and Northlake Community Development Corporation to enter into an amended performance agreement; and providing an effective date
- C. Consider approval of an Ordinance of the Town of Northlake, Texas, appointing Alternate Municipal Court Judges for a term beginning Jan, 2024 and ending May 2025

6. **EXECUTIVE SESSION**

The Town Council will convene in an Executive Session, pursuant to Texas Government Code, annotated, Chapter 551 Subchapter D:

A. **Section 551.071 - Consultation with Attorney**

The Town Council may convene in an executive session to consult with its attorney to seek advice on a legal matter. It provides as follows: A governmental body may not conduct a private consultation with its attorney except: (1) When the governmental body seeks the advice of its attorney about: (a) pending or contemplated litigation; or (b) a settlement offer; or (2) on a matter in which the duty of the attorney to the governmental body under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with this chapter. The Town Council may adjourn into executive session for consultation with the Town Attorney regarding:

- i. Potential annexation and development agreement of a property consisting of a 38.1-acre tract, a 20.0-acre tract of land, and a 2.8-acre tract generally located at the southeast corner of Harmonson Road and McPherson Drive in the extraterritorial jurisdiction of the Town.
- ii. Potential development agreement and annexation of a property consisting of a 156.8-acre tract of land generally located east of FM 156 and northwest of Victory Circle in the extraterritorial jurisdiction of the Town.
- iii. Potential Development Agreement and annexation of the Florance Endeavors tract on approximately 5.0 acres of land generally located on the east side of 8000 block of Florance Road in the extraterritorial jurisdiction of the Town.
- iv. Potential Development Agreement and annexation of the Revival Fire LLC tract on approximately 5.09 acres of land generally located on the east side of 8000 block of Florance Road in the extraterritorial jurisdiction of the Town.
- v. Potential Development Agreement and annexation of Lot 1, Block A, The Hills of Northlake West, approximately 2.127 acres of land generally located on the north side of 1600 block of FM 407 in the extraterritorial jurisdiction of the Town.

- vi. Potential annexation and development agreement of a property consisting of a 24.8-acre tract, a 11.9-acre tract, and a 1.8-acre tract of land generally located at the northwest corner of FM 156 and Timberbrook Pkwy in the extraterritorial jurisdiction of the Town.
- vii. Potential annexation and development agreement for property consisting of a 3.7-acre tract, a 3.2-acre tract, and a 5.0-acre tract of land generally located at the northeast corner of SH 114 and Dale Earnhardt Way in the extraterritorial jurisdiction of the Town.
- viii. Potential annexation and development agreement for property consisting of 1.8-acre tract, a 2.9-acre tract, a 1.5-acre, and a 6.0-acre tract of land generally located at the northwest corner of Florance Rd and Linnie Bell Rd in the extraterritorial jurisdiction of the Town.
- ix. Decertification of water and sewer Certificates of Convenience and Necessity in the Extraterritorial Jurisdiction and impacted service requests.
- x. Potential annexation and development agreement for the Oneta Lee Cope Revocable Trust tracts consisting of a 69.0-acre, 0.8-acre, 1.5-acre, 3.9-acre, 4.0-acre, and 1.0-acre tracts of land generally located at the northwest corner of Sam Reynolds Rd. and FM 156 in the extraterritorial jurisdiction of the Town.
- xi. Merits of joining City of Grand Prairie in lawsuit to have Senate Bill 2038 declared unconstitutional.
- xii. Potential amendment to April 29, 2021 settlement agreement with City of Justin.
- xiii. Discuss submission of motion for rehearing for the Oncor Transmission Line Project, Public Utility Commission Docket No. 55067.

B. Section 551.074 - Personnel Matters

The Town Council may convene in an executive session to discuss or deliberate regarding the to deliberate the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer or employee.

- i. Town Attorney.

7. RECONVENE INTO OPEN SESSION

The Town Council will reconvene into Open Session for possible action resulting from any items posted and legally discussed or deliberated in Executive Session.

8. ADJOURN

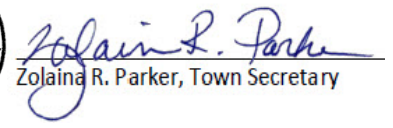
With no further items to consider, the meeting will be adjourned.

NOTE: The Town Council reserves the right to adjourn into executive session at any time during the course of this meeting to discuss any of the matters listed above as authorized by Texas Government Code Section 551.071(Consultation with Attorney); Section 551.072 (Deliberations about Real Property); 551.073 (Deliberations about Gifts and Donations); 551.074 (Personnel Matters); 551.076 (Deliberations about Security Devices); 551.087(Economic Development Negotiations).

CERTIFICATION

I, Zolaina R. Parker, Town Secretary for the Town of Northlake, Texas, hereby certify that the above **AMENDED** agenda was posted on the official bulletin board located at Town Hall, 1500 Commons Circle, Suite 300, Northlake, Texas 76226, on January 22, 2024, by 5:30 p.m., in accordance with Chapter 551 of the Texas Government Code.




Zolaina R. Parker, Town Secretary

NOTICE: THE TOWN OF NORTHLAKE'S DESIGNATED PUBLIC MEETING FACILITIES ARE ACCESSIBLE IN ACCORDANCE WITH THE AMERICANS WITH DISABILITIES ACT(ADA). THE TOWN WILL PROVIDE ACCOMMODATIONS, SUCH AS SIGN LANGUAGE INTERPRETERS FOR THE HEARING I MPAIRED IF REQUESTED AT LEAST FORTY-EIGHT (48) HOURS IN ADVANCE OF THE SCHEDULED MEETING. PLEASE CALL THE TOWN SECRETARY'S OFFICE AT 940-242-5702 OR USE TELECOMMUNICATIONS DEVICES FOR THE DEAF (TDD), BY CALLI NG 1-800-RELAY-TX SO THAT REASONABLE ACCOMMODATIONS CAN BE ARRANGED.

NORTHLAKE TOWN COUNCIL COMMUNICATION



DATE: January 25, 2024
Section: 1. CALL TO ORDER

NORTHLAKE TOWN COUNCIL COMMUNICATION



DATE: January 25, 2024

Section: 2. ANNOUNCEMENTS, PROCLAMATIONS, AND PRESENTATIONS

NORTHLAKE TOWN COUNCIL COMMUNICATION



DATE: January 25, 2024

REF. DOC.:

SUBJECT: Presentation - Recognition of Northlake Police Department Rookie of the Year, Officer of the Year, Supervisor of the Year and Star Award

**GOALS/
OBJECTIVES:**

BACKGROUND INFORMATION:

- Annually, police personnel are recognized by their peers in four different categories
 - Rookie of the Year - Jonathan Hale
 - Officer of the Year - Lisa Perea
 - Supervisor of the Year - Daniel Hansen
 - Star Award - Valerie Strubelt

COUNCIL ACTION/DIRECTION:

Recognize police staff

NORTHLAKE TOWN COUNCIL COMMUNICATION



DATE: January 25, 2024
REF. DOC.: Strategic Plan
SUBJECT: Breifing - Police Department Update
**GOALS/
OBJECTIVES:**

BACKGROUND INFORMATION:

- Review of 2023
 - Calls for Service / Traffic Stops
 - Traffic Accidents
 - Incidents
 - Training
 - Technology
 - Community Engagement

COUNCIL ACTION/DIRECTION:

Provide feedback as Town Council deems necessary

NORTHLAKE TOWN COUNCIL COMMUNICATION



DATE: January 25, 2024
REF. DOC.: Northlake Next 2045 Plan Draft
SUBJECT: Briefing - Northlake Next 2045 Plan Draft Updates and Discussion
**GOALS/
OBJECTIVES:**

BACKGROUND INFORMATION:

- Draft of Northlake Next Comprehensive Plan 2045 presented to Planning & Zoning (P&Z) Commission prior to joint meeting with Town Council on December 19, 2023
 - Draft plan included four of five chapters
 - Placeholder included for Chapter 4, Town Center Small Area Plan
 - Chapter 4 to be finalized following discussion at joint meeting
- Attached draft includes updates based on feedback from Steering Committee, Planning & Zoning (P&Z) Commission, and Town Council
 - Draft presented at January 16th Planning & Zoning Commission meeting with no additional comments provided
- Next Steps:
 - February 20: P&Z to hold public hearing and consider recommendation of plan
 - February 22: Town Council to hold public hearing and consider approval of plan

COUNCIL ACTION/DIRECTION:

Provide input on plan



NORTHLAKE NEXT

COMPREHENSIVE PLAN 2045

PENDING ADOPTION



ACKNOWLEDGMENTS

Numerous individuals provided knowledge, assistance, and insight throughout the process of developing the Northlake Next 2045 Comprehensive Plan (Plan). Significant contributions of the following are greatly appreciated:

TOWN COUNCIL

David Rettig, Mayor
Brian Montini, Mayor Pro Tem
Michael Ganz, Council Member
Robert Keeker, Council Member
Maryl Lorencz, Council Member
Roger Sessions, Council Member
Bill Moore, Council Member (term ended May 2023)
Wes Boyer, Council Member (term ended May 2023)

PLANNING AND ZONING COMMISSION

Chris Amarante
Bryan Davenport
Aaron Fowler
Jana Hall
John Kelley
Linda King
Danny Simpson
Kristen Dixon (term ended May 2023)
Maryl Lorencz (term ended May 2023)
Michaela Monson (term ended May 2023)

TOWN STAFF

Drew Corn, Town Manager
Nathan Reddin, Development Director
Lora Hutchings, Planning & Permitting Coordinator
Jennifer Goldfield, Marketing & Communications Coordinator
Zolaina Parker, Town Secretary

STEERING COMMITTEE

Robert Keeker
Maryl Lorencz
Thomas Lott
Sonya Wooley
Laura Montini
Pru Gurram
Tammy Wright
Tom Dudark
Tom Strader
Pete Dewing
Steve Anderson
Bryan Davenport

HALFF

Brennan Kane, Assoc. AIA
Kendall Howard, AICP
Raul Orozco Jr., AICP
Maddie Skidmore
Abel Verdi
Dennis Haar, PE

CATALYST COMMERCIAL

Jason Claunch
Chris Branham

A MESSAGE FROM THE MAYOR

We are proud to introduce to you the Northlake Next Comprehensive Plan 2045.

As we continue to grow and build our future, we are committed to preserving our core values: service, innovation, integrity, excellence, trust, and community. These values have been the foundation of our great town, and they will continue to guide us into the future.

In order to achieve a future that reflects the priorities and needs of Northlake's residents, the process involved close collaboration with the Town Council, local partners, and, most importantly, our community. Your input has been invaluable in shaping a plan that ensures we continue to thrive and flourish. I want to extend my heartfelt gratitude to all those who have been part of this effort. Your ideas, suggestions, and dedication to shaping the next steps for Northlake are deeply appreciated. Together, we are making Northlake a place for generations to come, a place where our children and their children can build their futures with confidence and pride.

The Northlake Next Comprehensive Plan 2045 is more than just a document; it is a commitment to our shared vision. I encourage you to explore this plan and take an active role in its implementation. This Plan aims to provide opportunities and quality amenities that enhance our residents' quality of life, strengthen our local economy, and protect the long-term wellbeing of our community. Whether it's improved infrastructure, better access to retail, or safeguarding our natural resources, we have considered every aspect that contributes to a sustainable and prosperous Northlake.

Once again, thank you for being a part of this incredible journey to shape our beloved Northlake. Together, we will build a community that we can all be proud of.

Sincerely,

Mayor David Rettig

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LIST OF ACRONYMS

CCN	Certificate of Convenience and Necessity
CDC	Community Development Corporation
CIP	Community Rating System
CRS	Housing and Urban Development
DCTA	Denton County Transportation Authority
DFW	Dallas-Fort Worth
DOT	U.S. Department of Transportation
DUA	Dwelling Units per Acre
EDC	Economic Development Corporation
EPP	Emergency Preparedness Plan
ERP	Emergency Response Plan
ESD	Emergency Services District
ESRI	Environmental Systems Research Institute
ETJ	Extraterritorial Jurisdiction
FAR	Floor Area Ratio
FEMA	Federal Emergency Management Agency
FLUM	Future Use Land Map
FM	Farm to Market Road
GIS	Geographic Information System
HB	House Bill
HOA	Homeowner's Association
HUD	Housing and Urban Development
ISD	Independent School District

I35W | Interstate 35W

LGC | Local Government Code

MMD | Municipal Management District

MTP | Master Thoroughfare Plan

NCTCOG | North Central Texas Council of Governments

P&Z | Planning & Zoning Commission

PD | Planned Development

PID | Public Improvement District

R&D | Research & Development

ROW | Right-of-Way

SF | Square Feet

SH | State Highway

SUP | Special Use Permit

TCEQ | Texas Commission on Environmental Quality

TIF | Tax Increment Financing

TIRZ | Tax Increment Reinvestment Zone

TRA | Trinity River Authority

TRWD | Tarrant Regional Water District

TxDOT | Texas Department of Transportation

USACE | United States Army Corps of Engineers

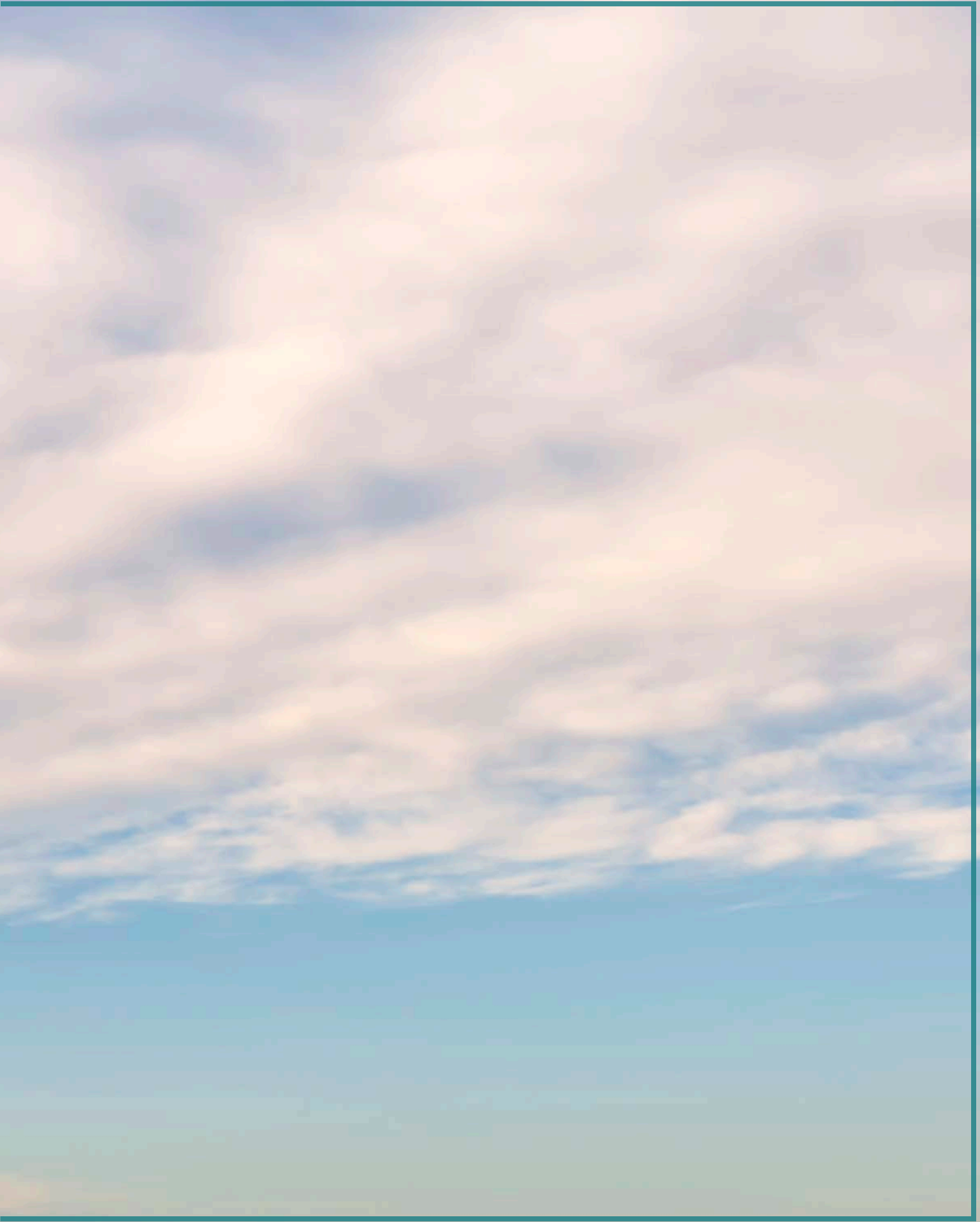
UTRWD | Upper Trinity Regional Water District

WUI | Wildland Urban Interface



0 | COMMUNITY CONTEXT

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COMPREHENSIVE PLANNING OVERVIEW

WHAT IS A COMPREHENSIVE PLAN?

The Northlake Next 2045 Comprehensive Plan (Plan) is a policy document that articulates a vision, outlines goals and objectives, and recommends specific actions for implementation. It ensures that new development and redevelopment of land, roads, parks, utilities, and public facilities are well-planned and occur in a manner that achieves the desired vision of the community. **One of the primary purposes of a Comprehensive Plan is to guide land use decision-making.** Texas communities are given authority to conduct comprehensive planning in Section 213 of the Texas Local Government Code.

A Comprehensive Plan provides a 20-to-30-year framework for staff and elected and appointed officials to make public policy decisions related to land use, transportation, parks and recreation, capital investments, economic development, and other topics that shape the future growth and sustainability of the community.

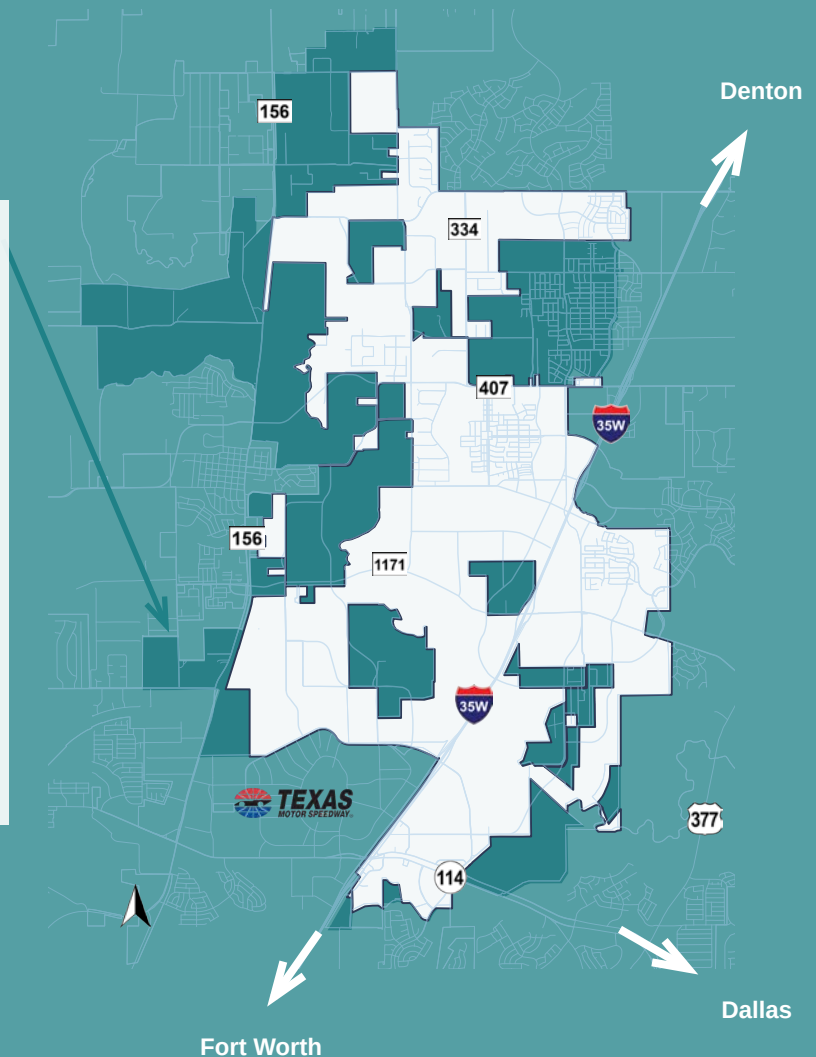
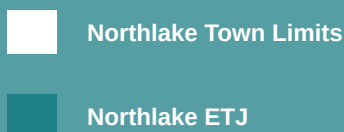
STUDY LIMITS

The study limits for the comprehensive plan include the incorporated Town limits and land designated as the Town's extraterritorial jurisdiction (ETJ).

EXTRATERRITORIAL JURISDICTION (ETJ)

The area of land lying outside and adjacent to the corporate limits of the Town of Northlake over which the Town of Northlake has limited legal control today but exclusive ability to annex in the future as set forth in Chapter 42 of the Local Government Code.

There are a number of reasons for towns to annex adjacent land. Annexation provides a means for towns to expand their boundaries and their residential and commercial tax bases. It can also result in the more efficient provision of services while also allowing the jurisdiction to extend planning and zoning authority to areas that impact it.



THE PLANNING PROCESS

The Comprehensive Planning process should be tailored to the unique issues and opportunities of the community. Typically, this process is broken down into multiple phases with various engagement opportunities to capture the ideas and hopes for the future of Northlake residents and businesses. Over the course of one year, the following phases were complete to establish Northlake Next 2045:



PHASE 1 | EXPLORE

In the first phase, a thorough review was performed of the Town's existing conditions. This included a **community audit and market review** that focused on current demographic and economic trends, as well as existing opportunities and challenges that are present in Northlake. During this phase, a Steering Committee that served as an advisory body to the planning process and outcomes was established.



PHASE 2 | ENVISION

Community leaders, stakeholders, and residents were engaged using in-person and online engagement opportunities to **establish a vision for the future** of the community. Feedback gained through focus group meetings, public workshops, and an online survey served as the foundation for the Plan's guiding principles and vision statement, which were established during this phase. A plan website was also created to serve as a repository of engagement opportunities and outcomes.



PHASE 3 | GUIDE

Using the land use and engagement analyses established in the previous phases, growth scenarios were created to inform the **future land use map (FLUM)**. Plan themes were also drafted. Finally, a small area plan was developed to establish a framework and location for a potential Town Center.



PHASE 4 | ACTIVATE

The final phase focused on developing the recommendations, which serve as the vehicle for achieving the Plan's vision and goals and tracking the Plan's progress. Final revisions based on community feedback were incorporated into the Draft Plan before being presented to the Steering Committee, Planning and Zoning (P&Z) Commission, and Town Council for formal approval and adoption.

This document provides a high-level, graphic overview of the planning process, analysis and outcomes, and recommendations. Additional technical analysis is included in the Appendix.

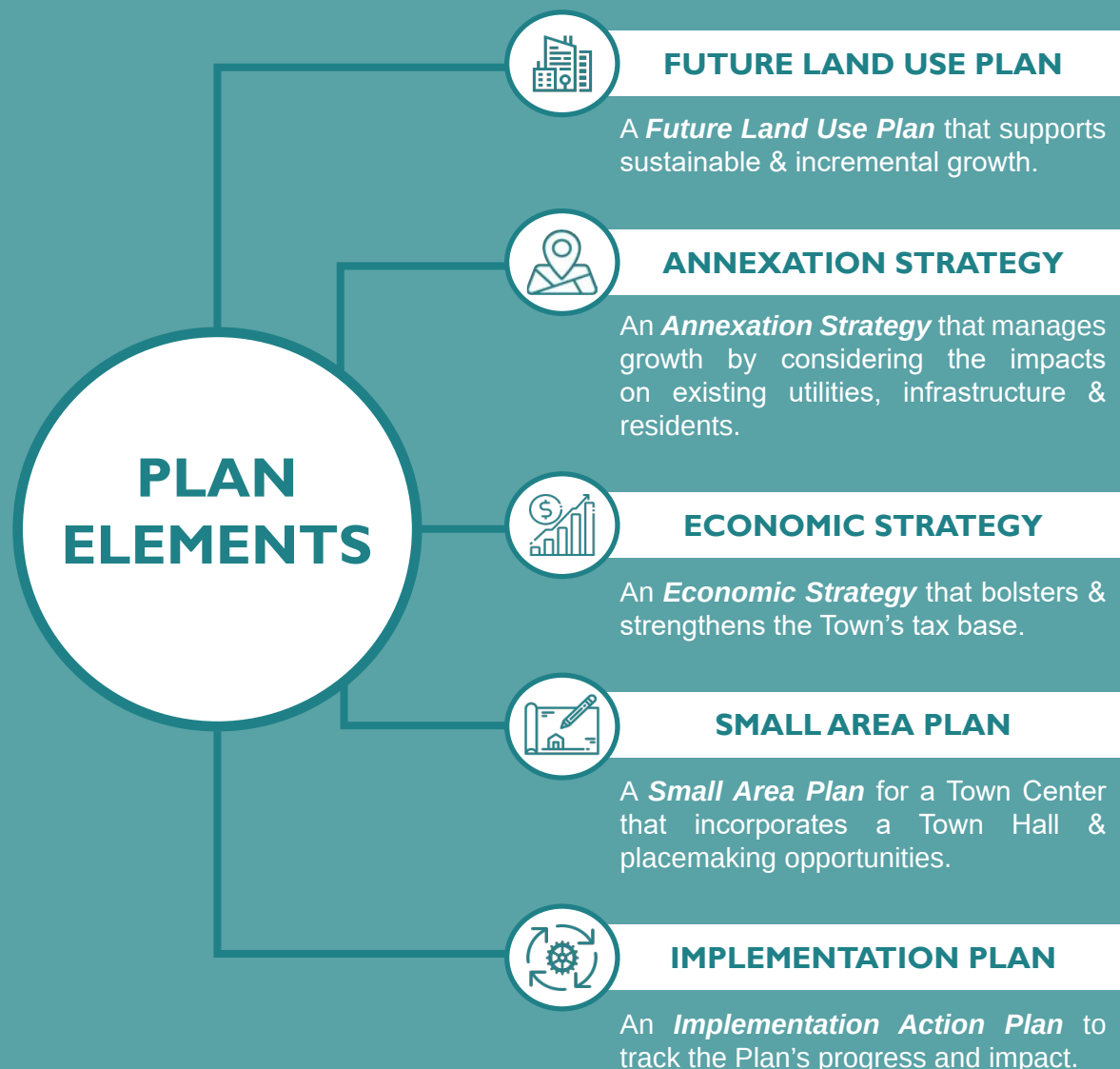
HOW TO USE THIS DOCUMENT

PLAN SUMMARY

This Plan document acts as a **clear definition for what the Town aims to achieve over the next 20 years** and provides an action plan that will help it reach its goals. This includes seven guiding principles, developed based on community input and background research, each with a specific set of goals corresponding to strategies that will be key to the Town achieving its vision for the future. It also includes the Town's Future Land Use Map (FLUM) and Place Types. When new development proposals are submitted to the Town, Staff and Town Council will use the policy framework established in this plan to determine whether the proposal fits with the community-driven vision. The document is flexible and can be amended over time to meet the needs of the community as it evolves.

PLAN ELEMENTS

The Plan includes the following elements that provide an overview of the community today and goals and strategies that will help shape the future growth and character of the Town over the next 20 years:



RELATIONSHIP TO OTHER PLANS

A sound plan is based on a thorough understanding of community assets and provides a firm footing upon which communities can make decisions about the future investment of their resources. It is important to note that a comprehensive plan does not replace zoning regulations, development codes, capital improvement programs, or other regulatory documents. Instead, the plan is meant to serve as the foundation for updates to those other regulations and implementation tools.

This Plan is an integral part of the Town's planning efforts to meet the needs of its growing community. Current planning efforts and projects that are relevant to the implementation of the Plan are listed below.

PARKS MASTER PLAN (2014)

COMPREHENSIVE PLAN (2016)

TOWN COUNCIL STRATEGIC PLAN (2021)

UTILITY PROJECTS & STUDIES

- Impact Fee Study
- Emergency Response Plan
- Emergency Preparedness Plan
- Public Works Risk & Resilience Assessment

DEVELOPMENT PROJECTS

- Industrial
- Hotel & Conference Center
- New Schools (K-12 & Sports Facility)
- Indoor Sports Facility

MOBILITY & ROADWAY IMPROVEMENTS

- Roadway & Town Impact Fee Assessment
- Master Thoroughfare Plan & Impact Fee Study
- Monumentation
- Connections & Capacity Improvements



COMMUNITY PROFILE

PLANNING AREA

Northlake is a Town located in Denton County, about 13 miles southwest of the Denton's downtown and approximately 25 miles north of Downtown Fort Worth. The Town is connected to the Dallas-Fort Worth (DFW) Metroplex via access to Interstate I35W (I35W), which runs north and south through Northlake, and State Highway 114 (SH 114) which runs east and west through a small portion of southern Northlake. Some of the major landmarks near Northlake include the Alliance Airport and greater Alliance Corridor, as well as the Texas Motor Speedway.

Northlake's total area within Town Limits accounts for **19.1 square miles, with 13.5 additional square miles of ETJ available to annex**. Northlake maintains a rural character despite its proximity to a bustling metroplex; however, consideration will need to be taken as to whether the Town would like to preserve this feeling as it inevitably grows. Currently, over 50% of the Town is zoned as rural residential land over five acres, and nearly 25% of the Town is zoned as mixed use/planned development. The Town, in cooperation with the Northlake Community Development Corporation (CDC) and the Northlake Economic Development Corporation (EDC), is preparing for increases in both residential and commercial development activity.

With a 2023 population of 10,430, and a location in one of the fastest growing counties in the country, Northlake can expect to see trends of development pressure as the DFW Metroplex continues to expand toward suburban markets. Additionally, as seen in **Table 1.1**, Northlake's proximity to a variety of surrounding major cities, amenities, and highways position the Town to experience local and regional growth pressures from multiple angles. To grow in an orderly and sustainable way, infrastructure investments will be needed to manage growth and provide the best return on investment of limited public funds.

TABLE 1.1 | PROXIMITY TO MAJOR LOCATIONS IN THE REGION

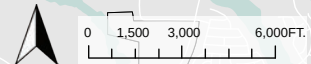
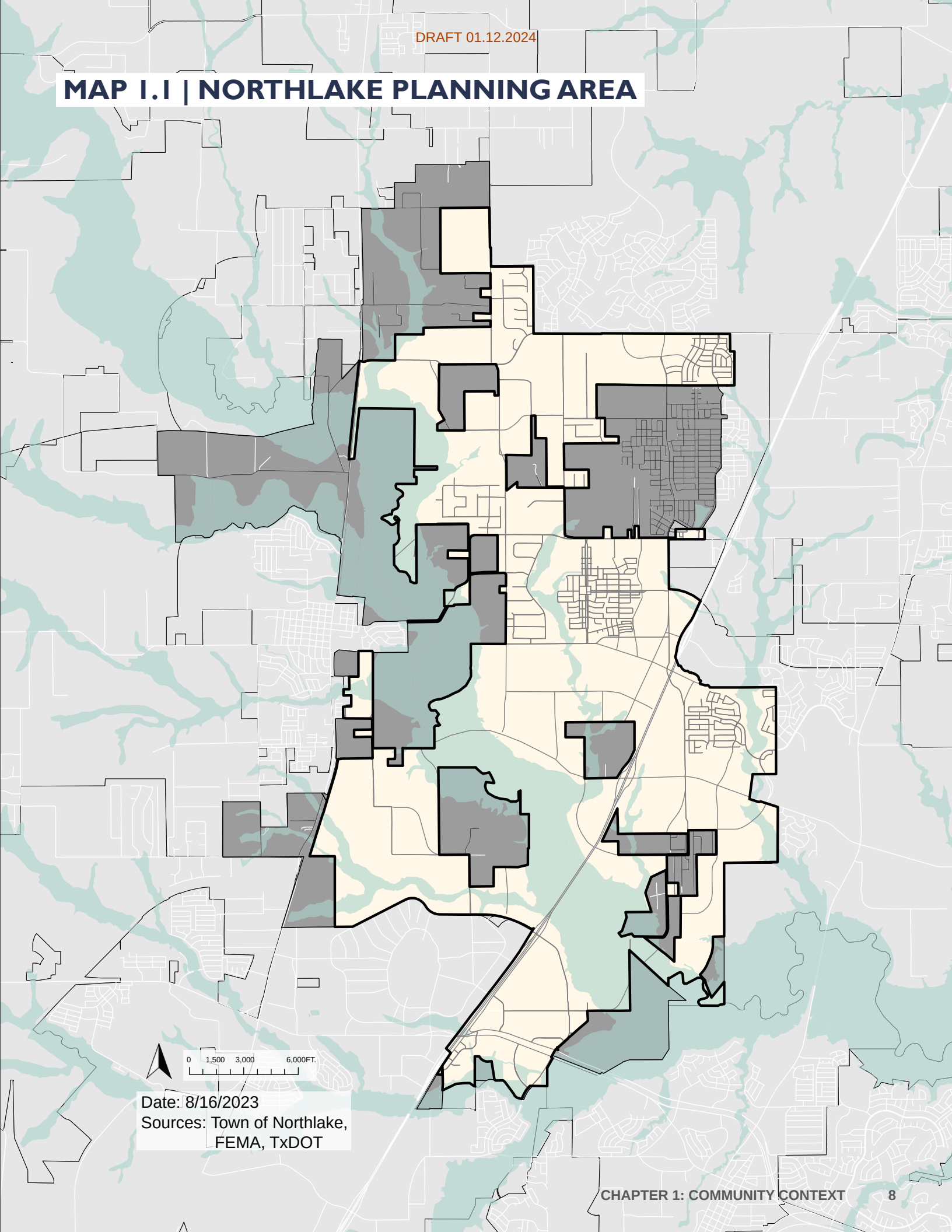
Location	Miles from Town
Downtown Dallas	40
Downtown Fort Worth	25
Downtown Denton	13
DFW International Airport	17
Alliance Airport	3

Source: Google Earth

KEY TAKEAWAYS

- Northlake has a population of **10,430** people.
- Northlake is approximately **19.1** square miles.
- Northlake's ETJ is **13.5** square miles.
- Northlake's total land area equals **32.6** square miles.

MAP I.I | NORTHLAKE PLANNING AREA



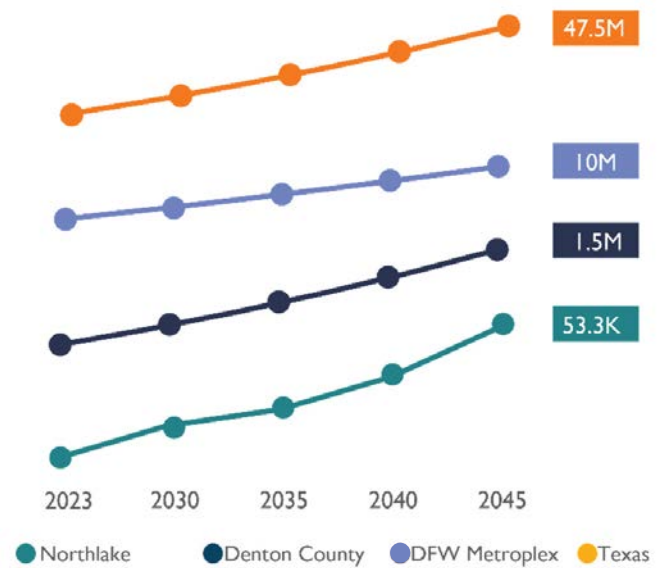
Date: 8/16/2023
Sources: Town of Northlake,
FEMA, TxDOT

COMMUNITY PROFILE

GROWTH TRENDS

The Town of Northlake was incorporated in 1960 for the purpose of controlling its own destiny. In the first 50 years of its incorporation, the Town experienced marginal increases in population, with a recorded population of 20 people as of the 1970 Census and 1,724 residents by the 2010 Census. Since 2010, however, Northlake has experienced a 500% increase in residential growth, reaching a population of 10,430 in 2023. This increase in population mirrors the burgeoning population growth experienced across the State of Texas. In line with the state and Denton County growth trends, Northlake's population growth is expected to persist over the next 20 years. As graphed in **Figure 1.1**, which is based on recent development and growth trends, Northlake's population is projected to increase to approximately 53,317 by 2045, a 400% increase.

FIGURE 1.1 | DFW GROWTH TRENDS



Source: ESRI

POPULATION GROWTH TRENDS

Despite making up only 9% of the country's population, the State of Texas accounted for 32% of the population growth seen in the United States between 2019 and 2020. Texas has forty cities with populations over 100,000 and is projected to reach 52.5 million residents by 2050 according to the Texas Demographic Center. This trend of growth is also mirrored in Denton County.

- 941,647 Denton County Population (2022)
- 7,961,535 DFW Metroplex Population (2022)
- 29,527,941 Texas Population (2022)
- 8,790 Northlake Population (2022)
- 16% Texas Pop. Growth (2010-2020)
- 20% DFW Pop. Growth (2010-2020)
- 52.5M Projected Texas Pop. (2050)

52.5M
PROJECTED
TEXAS POP.
(2050)

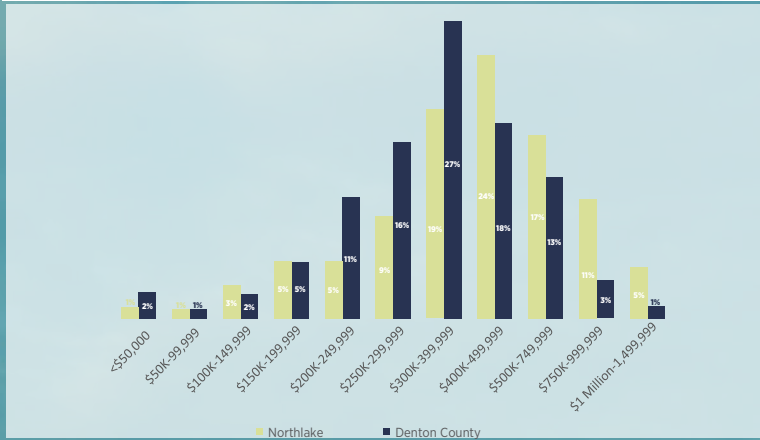
16%
TEXAS POP.
GROWTH
(2010-2020)

20%
DFW POP.
GROWTH
(2010-2020)

DEMOGRAPHIC SNAPSHOT

The infographics on the following page present a brief overview of demographic trends in Northlake as of 2022. The data was compiled using Esri Advanced Demographics.

FIGURE 1.2 | MEDIAN HOME VALUE



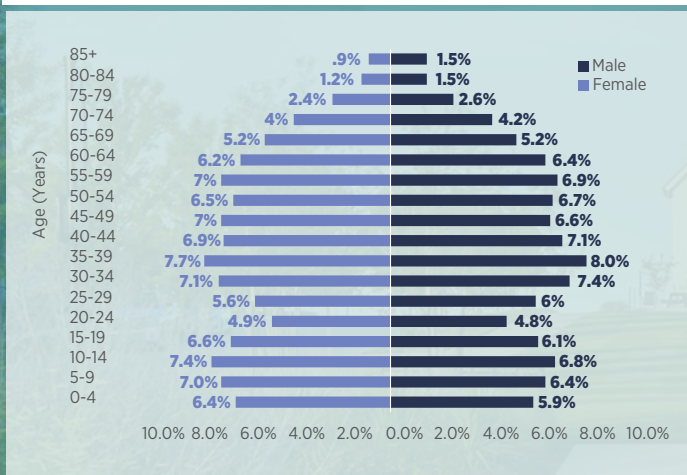
Source: ESRI

FIGURE 1.3 | TRAVEL TIME TO WORK



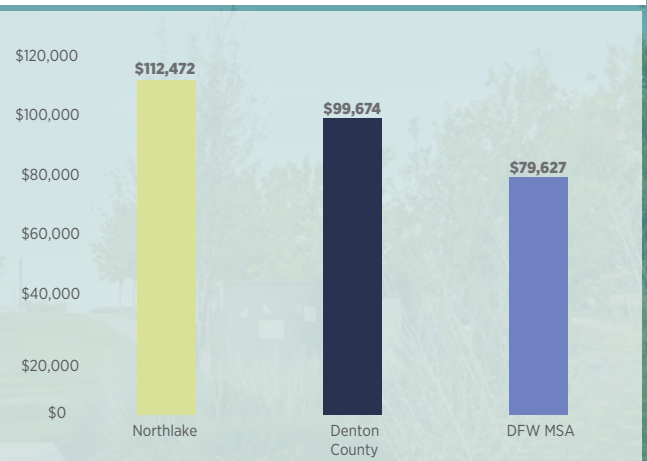
Source: ESRI

FIGURE 1.4 | AGE/SEX RATIO



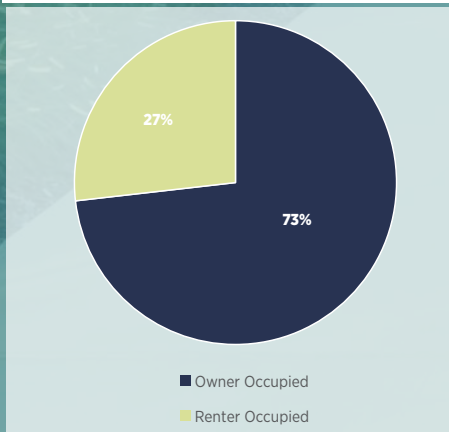
Source: ESRI

FIGURE 1.5 | MEDIAN HOUSEHOLD INCOME



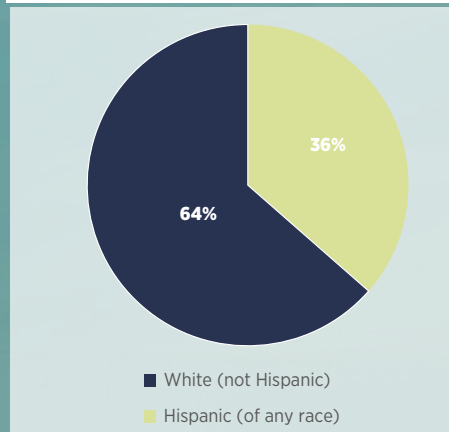
Source: ESRI

FIGURE 1.6 | TENURE



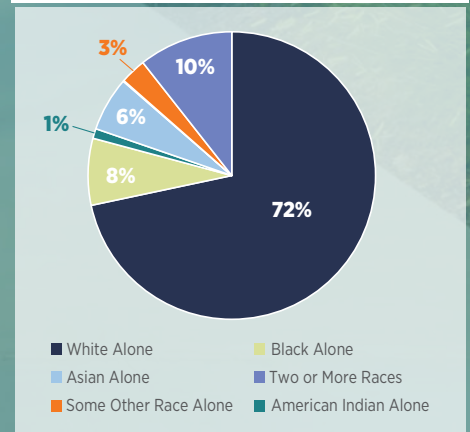
Source: ESRI

FIGURE 1.7 | ETHNICITY



Source: ESRI

FIGURE 1.8 | RACE



Source: ESRI

LAND USE CONDITIONS

CURRENT ZONING

Zoning regulations serve as the basis for applying land use goals and development standards for different areas or districts across the Town. It is a tool that ensures that land uses are located appropriately and provide synergistic and compatible uses to surrounding land uses. Zoning regulations create site-specific requirements for the types of development that are allowed. Traditional components of zoning regulations include the use of the property, intensity and density, and the design of site features like landscaping, parking, or setbacks.

The Town of Northlake contains ten zoning districts, including four residential categories, two commercial, one agricultural, two industrial, and one mixed-use zone. **Rural Residential (minimum 5 acres) accounts for over 50% of Northlake's incorporated area.** Mixed-Use/Planned Development makes up the second largest share of zoning districts at 23.6%. **Table 1.2** Provides a breakdown of the zoning districts within the Town.

There are 118 Special Use Permits (SUPs) throughout Town, the majority of which are for gas wells. Additionally, the Town of Northlake has allowed a significant portion of its development in the past decade to occur through the use of Planned Developments (PD). These methods allow developers a great deal of flexibility, and also allow the Town to closely work with developers to provide a master planned project that can better align with the goals and objectives in the comprehensive plan. The reliance on PDs and subsequent increase in staff coordination and review could be reduced however if the base zoning district regulations were updated to better align with the intended character of future growth.

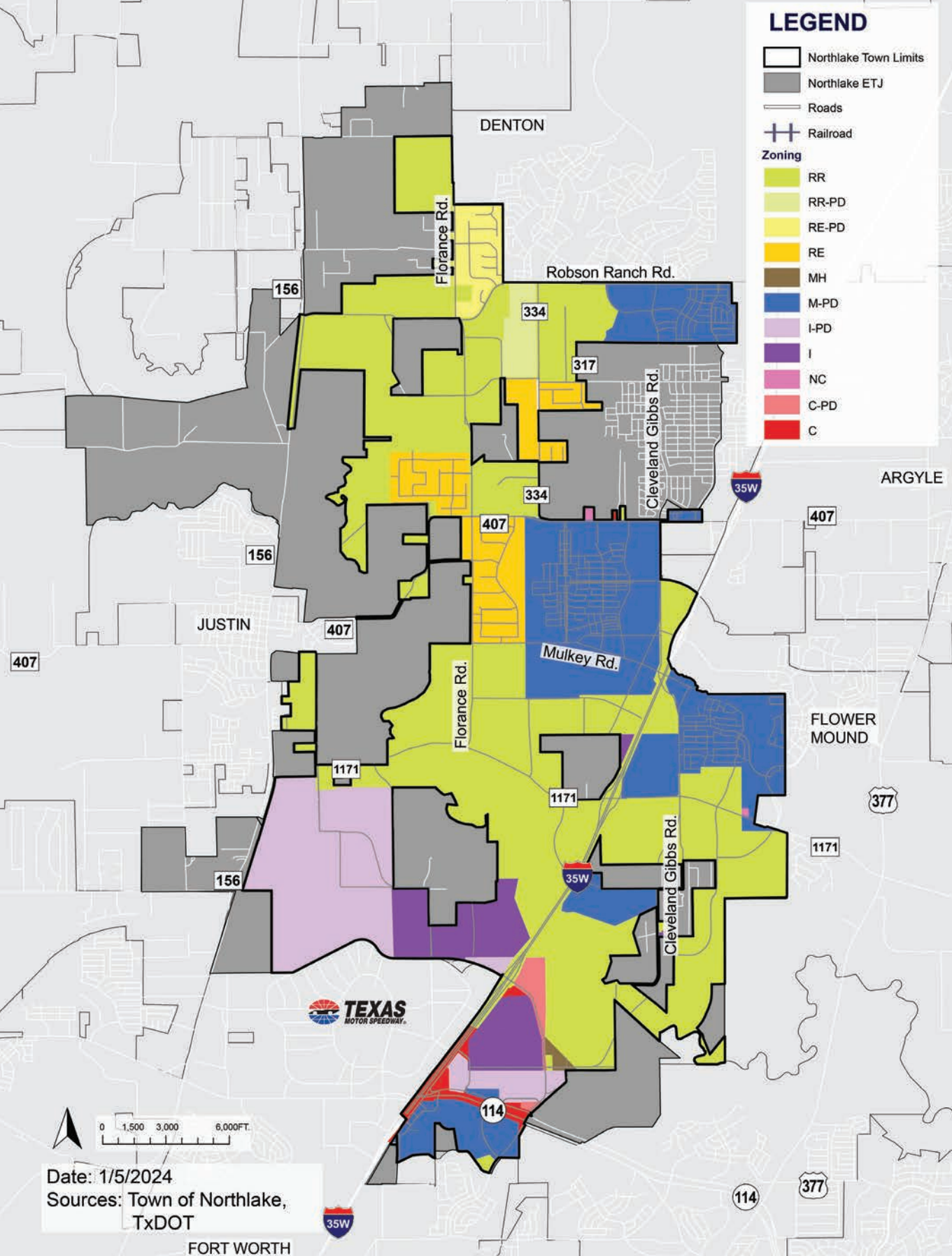
TABLE 1.2 | NORTHLAKE ZONING DISTRICTS

Zoning	Acres	Percentage
Rural Residential (Min. 5 ac)	6,414.97	56.2%
Mixed-Use\Planned Development	2,692.24	23.6%
Rural Estate (Min. 1 ac)	689.55	6.1%
Industrial	617.61	5.4%
Industrial\Planned Development	406.81	3.6%
Rural Estate\Planned Development (Min. 1 ac)	236.09	2.1%
Commercial	139.90	1.2%
Agricultural	104.11	0.9%
Commercial Planned Development	82.54	0.7%
HUD Code Manufactured Housing	22.25	0.2%
Total	11,406.07	100%

KEY TAKEAWAYS

- The largest land use category is Rural Residential (5+ Acres), encompassing **56.2%** of Town Limits.
- Mixed-Use/Planned Development makes up **23.6%** of the land within Town Limits.
- There are **118 parcels** that have Special Use Permits, most of which are for gas well sites.

MAP I.2 | NORTHLAKE ZONING



0 1,500 3,000 6,000 FT.

Date: 1/5/2024
Sources: Town of Northlake, TxDOT

FORT WORTH

TRANSPORTATION & MOBILITY

CURRENT THOROUGHFARE NETWORK

Northlake's existing thoroughfare network consists of 145 miles of local, state, and interstate roads, creating connections to the surrounding region and access to the Town's neighborhoods, facilities, and commercial developments. I35W runs along the southeast quadrant of Northlake, providing access to Northlake's major commercial and industrial employers and connecting Northlake's residents to regional job centers, attractions, and transportation hubs. On the western edge of the Town, FM 156 provides north-south access along the western boundary of Northlake's limits, cutting through the Town's ETJ.

Other major north-south connections include Cleveland-Gibbs Road and Florance Road, however, both roads are fragmented, preventing complete north-south access across Northlake. The Town's major east-west connectors include FM 407, FM 1171, and SH 114. Similar to major north-south connections, many of the east-west connections are bifurcated, inhibiting direct access across the community. Notably, local roads are primarily circumscribed to the Town's existing subdivisions in eastern and northern portions of the Town.

STREET CLASSIFICATIONS

The following functional classifications of streets as defined by the U.S. Department of Transportation (DOT) currently provide access to and within Northlake's town limits and ETJ:

INTERSTATE HIGHWAYS

Principal/Interstate arterials are designed and constructed with mobility and long-distance travel in mind. These roads provide the highest level of mobility and the highest speeds over the longest uninterrupted distance. Interstates nationwide usually have posted speeds between 55 and 75 mph. Design types are interstate, other freeways, and other principal arterials.

ARTERIALS

Arterials support trips of moderate length at a lower level of mobility than Interstates. Arterials may carry local bus routes and provide intra-community continuity but do not penetrate neighborhoods.

COLLECTORS

Collectors are major and minor roads that connect local roads and streets with arterials. Collectors provide less mobility than arterials at lower speeds and for shorter distances. They balance mobility with land access and the posted speed limit on collectors is usually between 35 and 55 mph.

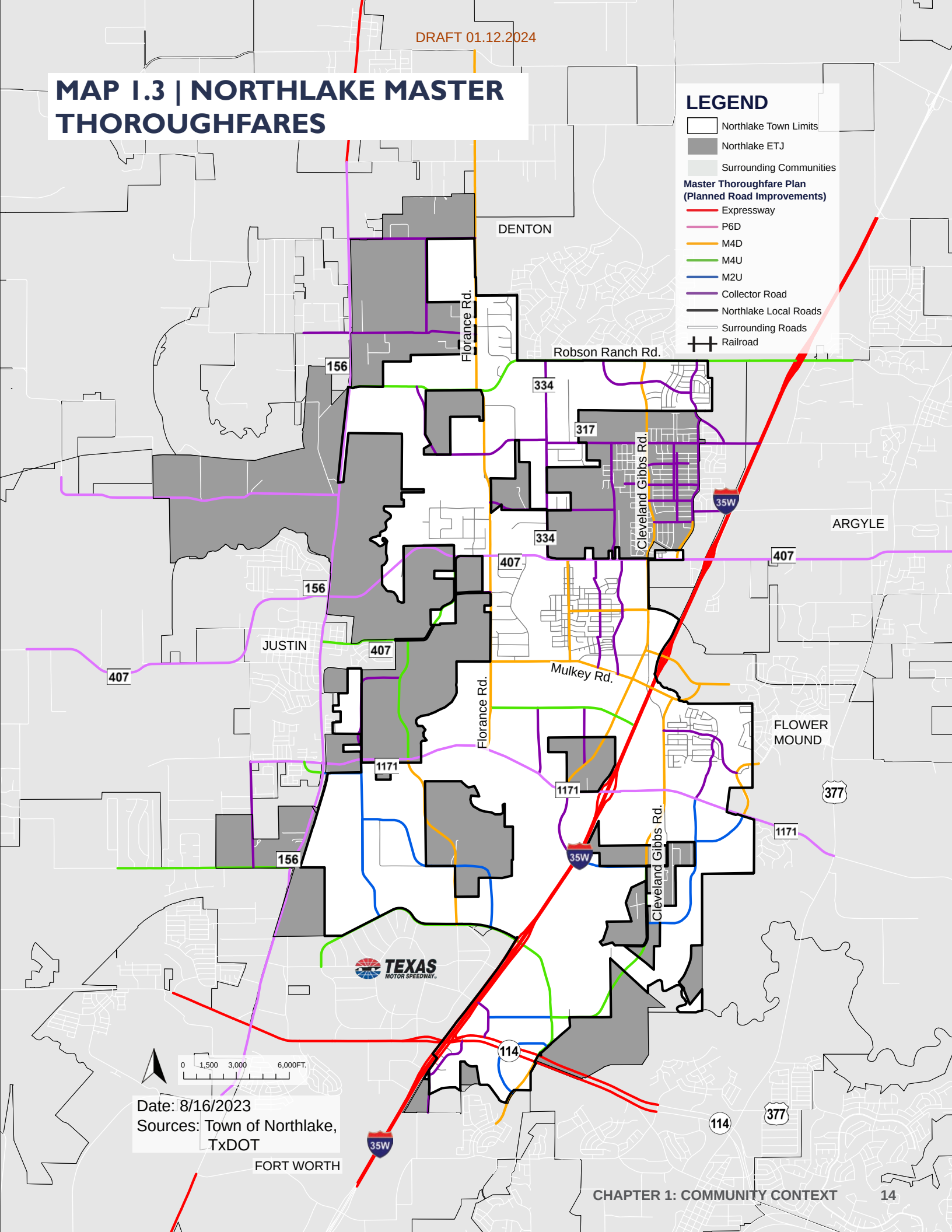
LOCAL STREETS

Local roads provide direct access to adjacent land within a community and are not intended for long-distance travel. They support through access to residential areas, businesses, amenities, and other local areas. These roads give access to adjacent land by the lowest traffic volumes, between 20 and 45 mph, in the network and make-up the greatest percentage of the Town's entire transportation network and are usually intended to prevent through traffic.

MAP I.3 | NORTHLAKE MASTER THOROUGHFARES

LEGEND

- Northlake Town Limits
- Northlake ETJ
- Surrounding Communities
- Master Thoroughfare Plan (Planned Road Improvements)**
 - Expressway
 - P6D
 - M4D
 - M4U
 - M2U
 - Collector Road
 - Northlake Local Roads
 - Surrounding Roads
 - Railroad



Date: 8/16/2023
Sources: Town of Northlake,
TxDOT

TRANSPORTATION & MOBILITY

CURRENT THOROUGHFARE NETWORK

The Texas Department of Transportation (TxDOT) manages many of the existing and planned roads in Northlake providing the north/south and east/west principal arterials. The Town manages the minor arterials, collectors and local streets interconnecting the TxDOT roadways. With the increase in development and population growth, local and state efforts are focused on projects that improve the overall circulation, safety, and capacity within Northlake and neighboring communities. The Town adopted Master Thoroughfare Plan (MTP) updates in January 2022, prioritizing numerous alignment and capacity opportunities across the roadway network.

The Town is working with TxDOT, Denton County, and local developers to complete the following key roadway improvements:

- FM 407 capacity improvements between FM 1830 and FM 156
- FM 407 breakout capacity improvements between Gateway Drive and Cleveland-Gibbs Road
- FM 1171 West between I35W and FM 156
- SH 114 East between US 377 and I35W
- Cleveland-Gibbs Road south of FM 1171
- Harmonson Road north of Victory Circle
- Faught Road between FM 407 and Robson Ranch Road
- Strader Road between Florance Road and FM 156
- Mulkey Road between Cleveland-Gibbs Road and Florance Road

KEY TAKEAWAYS

- There are **145** miles of roadway within the Town limits and ETJ that are managed by both TxDOT and the Town. The median commute time is **24.7** minutes.
- Almost **50%** of Northlake's residents commute **30** minutes or more a day.
- Northlake is primarily comprised of residential uses, resulting in **70%** of employed residents commuting out of the Town for work.
- There are no alternative modes of transportation, making automobiles the primary mode of transportation in Northlake.

MOBILITY & CONNECTIVITY

Northlake does not have direct access to public transportation options provided by Denton County Transportation Authority's (DCTA) (e.g. GoZones, bus networks), making automobiles the primary mode of transportation. As illustrated in **Figure 1.9**, approximately 70% of Northlake's employed residents commute outside of the Town limits for work. The median commute time is 27.4 minutes, which is less than both Denton County and the DFW region. However, **Table 1.3** points out that almost half of the community, (49.8%) drives 30 minutes or more to commute to and from work. While the Town has a Parks, Recreation, and Open Space Master Plan that identifies a future trail plan, active or passive trails have primarily been developed as part of new subdivisions. Pedestrian and multimodal infrastructure (i.e., sidewalks and multi-use paths) are created with the development of new subdivisions, making the multi-use paths and sidewalks privately managed.

ALTERNATIVE MODES OF TRANSPORTATION

Incorporating "Complete Street" elements to future and existing roadways contributes to safer traffic patterns and encourages better habits among drivers, resulting in safer access between local destinations for all uses of the road. Street design elements can also establish clear delineations between the rural areas and areas targeted for future growth opportunities within Northlake. Complete Streets take a context sensitive approach to designing the right-of-way (ROW), so the streetscape design and elements support the surrounding characteristics of the adjacent land uses. Complete Street elements that are potentially feasible in Northlake include the following:

PEDESTRIAN SIGNALS

SIDEWALKS

ON-STREET BIKEWAYS

MEDIAN ISLANDS

CURB EXTENSIONS

SHARED-USE PATHS

FIGURE 1.9 | 2020 JOB COUNT INFLOW/OUTFLOW

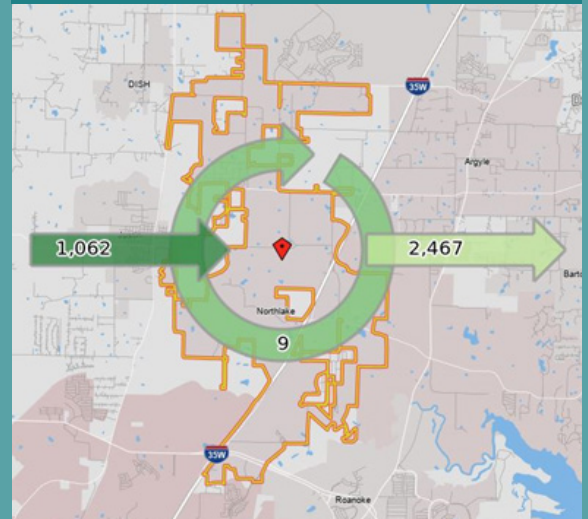


TABLE 1.3 | TRAVEL TIME TO WORK

Time	Percentage
Less than 5 min	1.90%
5-9 min	9.70%
10-14 min	6.00%
15-19 min	9.30%
20-24 min	14.50%
25-29 min	8.80%
30-34 min	19.60%
35-39 min	6.30%
40-44 min	2.60%
45-59 min	17.80%
60-89 min	3.50%

COMMUNITY INFRASTRUCTURE

PARKS & RECREATION

The Town of Northlake currently does not have a Parks and Recreation System. As a result, there are no publicly managed parks or trails, or any recreational open space areas managed by the Town. All existing dedicated parks, amenities, and open space lots are currently owned and/or maintained by the respective Homeowner Association's (HOA) to which they belong. Parks and recreational areas are generally located within the master planned communities throughout the Town. These lots amount to 271.8 acres of land and include both active and passive uses like playgrounds, sidewalks, activity spaces, and general open space.

UTILITIES & FACILITIES

The Town's drinking water is obtained from the Upper Trinity Regional Water District (UTRWD), and the City of Fort Worth's surface water system. The northern subdivisions are supplied by UTRWD for Lake Lewisville. The 2021 Texas Commission on Environmental Quality (TCEQ) Water Quality Report determined that Northlake's drinking water meets and exceeds all state and federal quality laws. The Northlake Water System consists of 143.3 miles of water lines, and 131.4 miles of sewer pipes. This includes connections with surrounding communities and water systems. There are four ground storage tanks, two elevated storage tanks, four pump stations, and three lift stations.

Northlake is also served by seven Special Districts which are geographic subdivisions established to provide services and/or infrastructure to an area or neighborhood like water lines, sewer lines, roads, sidewalks, trails and landscaping, and drainage infrastructure. Property owners within a Special District may pay an additional property tax or assessment to support the district. These include Fresh Water Supply Districts, Municipal Management Districts, Municipal Utility Districts, Public Improvement Districts, Reinvestment Zones, and Water Control and Improvement Districts. These districts serve existing communities within Northlake.

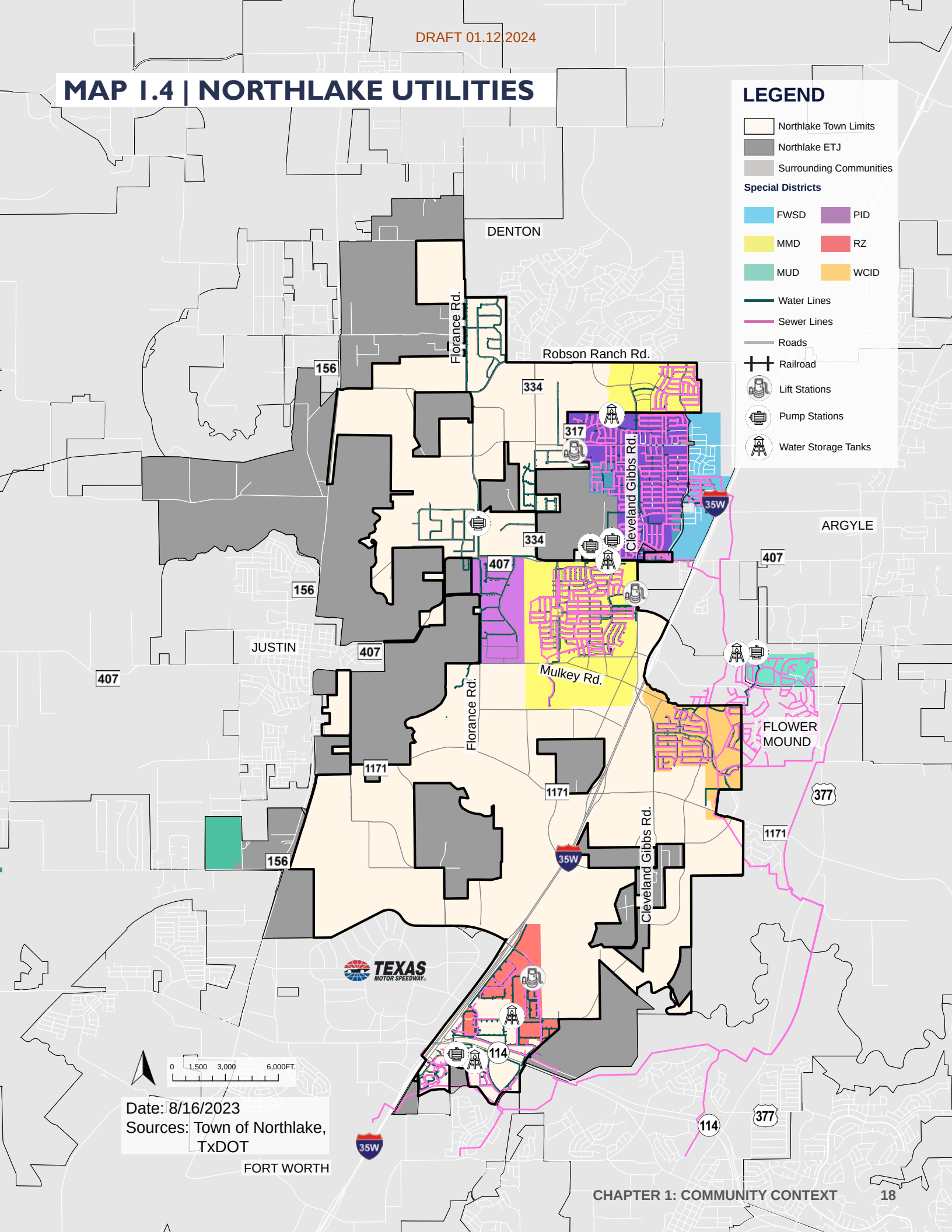
KEY TAKEAWAYS

- The Northlake Certificate of Convenience and Necessity (CCN) is served by **7** special districts.
- The Northlake Water System manages:
 - **143.3** miles of water line
 - **131.4** miles of sewer line
 - **13** water/sewer structures

MAP I.4 | NORTHLAKE UTILITIES

LEGEND

- Northlake Town Limits
- Northlake ETJ
- Surrounding Communities
- Special Districts**
 - FWSD
 - PID
 - MMD
 - RZ
 - MUD
 - WCID
- Water Lines
- Sewer Lines
- Roads
- Railroad
- ⚙️ Lift Stations
- ⚙️ Pump Stations
- ⚙️ Water Storage Tanks



Date: 8/16/2023
Sources: Town of Northlake,
TxDOT

FORT WORTH

COMMUNITY INFRASTRUCTURE

DESIGNING FOR RESILIENCE

The Town has recently made efforts to increase its resiliency and mitigate future problems, particularly when dealing with its water and wastewater systems. This includes the adoption of an Emergency Response Plan (ERP) and Emergency Preparedness Plan (EPP), which provide pre-planned solutions and responses for unexpected natural and man-made hazards as well as power outages. These plans were both informed by a Risk and Resilience Assessment that analyzed the Town's water system for its ability to provide clean, plentiful water through a natural or man-made disaster.

As the Town establishes its growth trajectory, consideration should be given to environmental factors that impact the community's overall safety and resilience. Notably, future land use priorities need to identify and assess the Town's risk of fire and flooding within its natural preservation and future growth areas.

WILDFIRE RISK

The Wildland Urban Interface (WUI), developed by the U.S. Fire Administration, is the area where homes and other structures are built in or near natural vegetation and forests, which poses a risk for wildfires. The data shows that the Town of Northlake has a total of 3,742.51 acres, or 32.78% of its land, that falls within the WUI. **Table 1.4** provides an overview of housing density per acre.

Overall, the data suggests that in the Town of Northlake much of its land that falls within the WUI, and a significant portion of that land has a higher density of homes. This has the potential to increase the risk of wildfire. It may be necessary for the Town to implement measures to mitigate the risk of wildfire in these areas, such as increased education and awareness, stricter building codes, zoning regulations, and landscape planting and maintenance considerations.

TABLE 1.4 RESIDENTIAL ACRES EXPOSED TO WUI		
Exposure (Ratio of Homes per Acre)	Acres	Percentage
Less than 1:40 acres	1228.29	10.76%
1:40 to 1:20 acres	871.90	7.64%
1:20 to 1:10 acres	624.17	5.47%
1:10 to 1:5 acres	611.89	5.36%
1:5 to 1:2 acres	276.90	2.43%
1:2 to 3:1 acre	129.37	1.13%
TOTAL	3742.51	32.78%

FLOODPLAIN & FLOOD RISK

While the Town does not have any significant water bodies within its limits, Northlake is less than 10 miles from Lake Grapevine. Denton Creek is a stream that originates from Lake Grapevine and runs through Northlake. The location and path of this stream mirrors the geography of the 100 year-floodplain that is mapped for the area. Northlake's Town Limits have approximately 2,643 acres within the 100-year floodplain. This accounts for 23.16% of the Town, with a lot of that land zoned as rural residential. In addition, a large portion of the Town's ETJ is also located within the floodplain, which has potential impacts if that land is annexed and developed.

Another sizable portion of the Town's land is owned by the United States Army Corps of Engineers (USACE). The relationship between the Town and USACE is important so that Northlake can get the most out of its parkland and open spaces, especially considering the Town does not currently own much parkland. Creeks, streams, and floodplains provide opportunities to implement recreational features such as nature parks, trails, and open space. They also pose the opportunity to utilize unique ecosystem benefits that can improve the drainage and resilience of the Town as a whole.

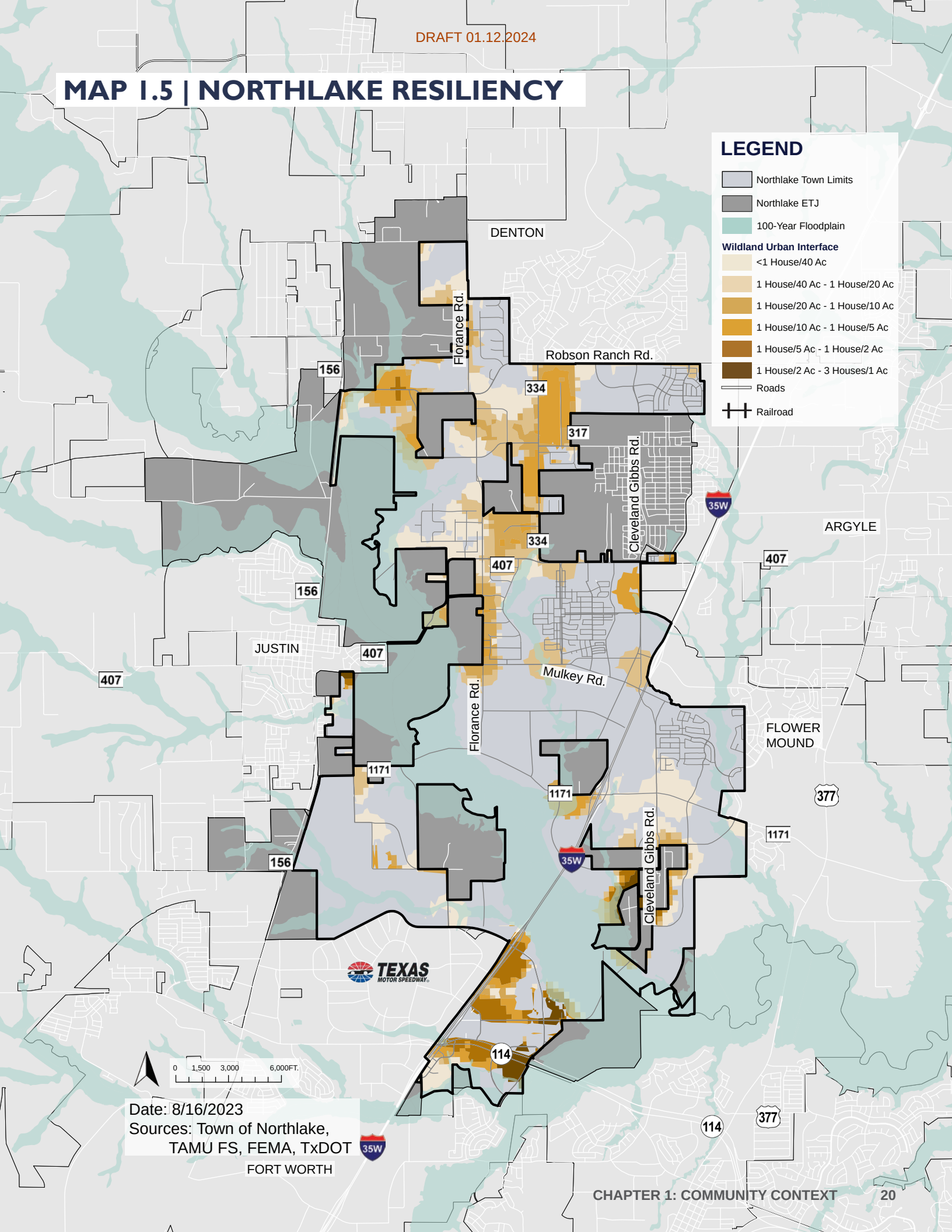
The 100-year floodplain accounts for approximately **23%** of the Town's incorporated land.

Over **30%** of the Town's residential land area is vulnerable to wildfires.

MAP I.5 | NORTHLAKE RESILIENCY

LEGEND

-  Northlake Town Limits
-  Northlake ETJ
-  100-Year Floodplain
- Wildland Urban Interface**
-  <1 House/40 Ac
-  1 House/40 Ac - 1 House/20 Ac
-  1 House/20 Ac - 1 House/10 Ac
-  1 House/10 Ac - 1 House/5 Ac
-  1 House/5 Ac - 1 House/2 Ac
-  1 House/2 Ac - 3 Houses/1 Ac
-  Roads
-  Railroad



Date: 8/16/2023
 Sources: Town of Northlake,
 TAMU FS, FEMA, TxDOT
 FORT WORTH

FUTURE DEVELOPMENT TRENDS

Northlake has developed a strong business community due to a combination of its strategic location, pro-business environment, diverse economy, and highly skilled workforce. These factors have helped the Town attract and retain businesses from a variety of industries, making it a hub of economic activity in Denton County and the North Fort Worth region. Today, Northlake has more than 5M square feet (SF) of industrial and over 75K SF of retail space occupied.

As previously discussed, Northlake has experienced significant growth in recent years due to its proximity to major highways, such as I35W and SH 114, as well as the development of Alliance Texas and Texas Motor Speedway in Fort Worth. Since the last comprehensive plan, Northlake has grown in population by more than 250% and has added more than 2M SF of industrial per year. Despite this growth, many residents still lack access to daily needs and desired services such as sit-down restaurants, medical services, and groceries. In addition to nearby industrial jobs and regional attractions and amenities, Northlake's rural character and planned neighborhoods are also attracting more residents.

Given these factors and projected population growth trends, Northlake is expected to experience significant growth in both households and household income in the coming years, which is likely to drive demand for additional retail space to serve the needs of the residents. This presents an opportunity for retailers and developers to work with the Town and plan for providing retail goods and services in the area.

KEY TAKEAWAYS

- **Industrial** - It is anticipated that Northlake can absorb on average 500K-1M SF of industrial per year.
- **For-rent housing** - It is estimated that Northlake could capture and absorb 272 units annually of renter-occupied housing, with 54% of the units at a price point of \$2,000.
- **For-sale housing** - It is estimated that Northlake could capture up to 458 new owner-occupied, single family detached units annually with 47% of the units at a price point above \$350K.
- **Office** - Conservatively, Northlake should be able to attract 10-20K SF of corporate offices annually, but also could attract national corporate tenants that can range from 50K to over 500K with appropriate planning.
- **Retail** - There is a potential demand of 265,280 SF of retail space in Northlake currently. By 2027, it is expected that the additional retail demand will increase by 342,924 SF.

RESIDENTIAL TRENDS & POTENTIAL DEMAND

TABLE 1.5 TRADITIONAL SINGLE-FAMILY DETACHED DEMAND	
Home Value	Units
Homes < \$200k	67
Homes \$200k - \$250k	54
Homes \$250k - \$350k	120
Homes \$350k - \$450k	105
Homes \$450k+	112
Total Units	458
Alternative Single-Family Product Demand	86

Source: US Census, Catalyst

TABLE 1.6 ANNUAL MULTI-FAMILY DEMAND	
Rental Rate	Units
Rental Rate <\$1,000	49
Rental Rate \$1,000 - \$1,500	34
Rental Rate \$1,500 - \$2,000	41
Rental Rate \$2,000+	148
Total Units	272
Alternative Multi-Family Product Demand	81

Source: US Census, Catalyst

OWNER-OCCUPIED HOMES

One of the main drivers of residential demand in Northlake is its central location and highly amenitized master-planned communities. It is expected that Northlake will continue to experience this rapid growth in the immediate future as people continue to move to the DFW Metroplex. It is estimated that **Northlake could capture up to 458 new owner-occupied, single family detached units annually. Tables 1.5 and 1.6** provide an overview of demand by product type by price point. Just under half of the demand (47%) is for units at a price point above \$350k, a total of 217 units annually. There is also demand for an additional 81 owner-occupied units annually in the form of duplex/triplex/fourplex, townhomes, rowhomes, or condos. This represents just under 16% of the owner-occupied demand within Northlake. These annual demand numbers do not represent what the Town of Northlake must absorb but rather represents the amount that Northlake could absorb annually if development of all types and price points were targeted.

RENTER-OCCUPIED HOMES

In addition to single-family demand, an analysis of the region was also performed to understand the renter-occupied residential market. As detailed in **Table 1.6**, it is estimated that **Northlake could capture and absorb 272 units annually of renter-occupied housing in the form of multi-family residential.** There is additional capacity for 81 units of renter-occupied housing in other formats such as duplex/triplex/fourplex or single-family build to rent. A majority (54%) of the multi-family demand is for units commanding rents of \$2,000+ per unit. Demand for units with rents of \$1,500+ per unit is at 69%, or 189 units annually.

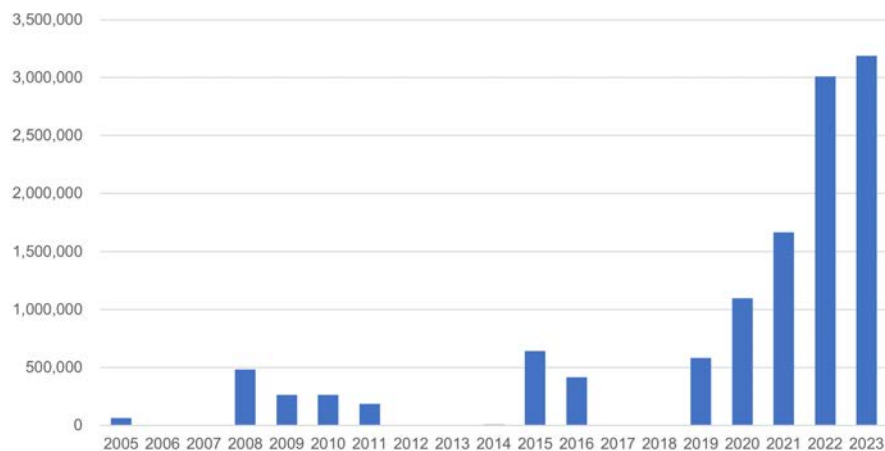
FUTURE DEVELOPMENT TRENDS

NON-RESIDENTIAL TRENDS & POTENTIAL DEMAND

INDUSTRIAL

Northlake is home to several industrial parks, including the Catherine Branch Industrial District and the Northport Industrial District, which offer a range of facilities for manufacturing, distribution, and other industrial uses. Northlake's frontage along I35W and SH 114 creates a strategic base for future industrial attraction. In addition, Northlake's adjacency to the Alliance Texas development in Fort Worth creates infrastructure for businesses to transport goods and access suppliers and customers in the region.

FIGURE 1.10 | NORTHLAKE INDUSTRIAL GROWTH



In recent years, there has been significant market demand for industrial space in Northlake. Notably, **Northlake has a low industrial vacancy rate of 3%**. As noted in **Figure 1.10**, today, Northlake has approximately 5.7M SF of industrial space with an average size facility of 450K SF. There is over 3M SF under construction with 2M constructed in the prior period. Northlake has absorbed an average of 45K SF in 2022. **It is anticipated that Northlake can absorb on average 500K-1M SF of industrial per year.** Future development will be dependent on available development sites and market conditions.

OFFICE

Today, Northlake only has 41K SF of office space. According to CoStar, Northlake has an additional 10,500 SF under construction. Northlake's market vacancy rate is only 3.9% and has absorbed approximately 4,200 SF in 2023. Northlake is well positioned to build upon the corporate attraction of Alliance Texas and Westlake, which has similar corporate attraction factors of accessibility to talent, Alliance Airport and DFW Airport, and other workforce amenities. Conservatively, **Northlake should be able to attract 10-20K SF of corporate office space annually, but could also attract national corporate tenants ranging from 50K to over 500K SF with appropriate planning.**

RETAIL

Today, Northlake has over 75K SF of retail, with an additional unmet retail demand of 190,580 SF. This indicates that there is a potential demand for 265,280 SF of retail space in Northlake currently. By 2027, it is expected that the additional retail demand will increase by 342,924 SF. Looking forward, **it is projected that the total supportable retail space will increase from 442,133 SF to 1,013,673 SF by 2030, with retail sales per square foot of \$325.** Notably, the Town could capture 60% of the market, with Northlake's supportable retail space expected to increase from 265,280 SF to 608,204 SF by 2030. As previously noted, there is significant growth expected in households and average household income in Northlake over the next decade. It is projected that households will more than double, from 4,027 to 8,159. Furthermore, it is estimated that the average household income may increase from \$148,676 to \$168,232 supporting strong retail spending over this period.





02 COMMUNITY VISION

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COMMUNITY INPUT

ENGAGEMENT EFFORTS

To ensure that the updated Plan embodies the vision of the community, an extensive public engagement process was tailored for the Northlake community. Community Touchpoints, or engagement opportunities, were planned throughout the process to gain key feedback from the Town.



STEERING COMMITTEE

A Steering Committee was created for the Plan to serve as an advisory body to provide balanced opinions on important Town issues, review Plan content, and share input on the vision for the 20-year plan horizon.



JOINT WORKSHOPS

Joint workshops held in conjunction with Steering Committee meetings were conducted to further involve and engage Elected and Appointed Officials in the Plan process.



STAKEHOLDER LISTENING SESSIONS

A series of focus group meetings were held at the beginning of the process to identify common themes and hear unique insights from knowledgeable residents and stakeholders.



PUBLIC MEETINGS

Three Public Meetings were held at various points in the process to give the Northlake community an interactive opportunity to review draft materials and address key topics related to the Plan.



ONLINE SURVEY

The Town conducted an Online Survey to reach a broad audience and gain insights on the community's current conditions and preferences for future growth.

ENGAGEMENT TIMELINE

MARCH 2023

- Project Website Launch
- Stakeholder Listening Sessions
- Elected & Appointed Official Kick-Off Meeting
- Steering Committee #1 Kick-Off

APRIL 2023

- Community Survey
- Public Meeting #1 Kick-Off
- Steering Committee #2 Town Center Inspiration Tour

MAY 2023

- Steering Committee #3 Scenario Planning Workshop

JUNE 2023

- Public Meeting #2 Town Center Design Workshop

JULY 2023

- Steering Committee #4 Future Development Review



JOINT WORKSHOP #1



STEERING COMMITTEE MEETING



PUBLIC MEETING #1



PUBLIC MEETING #2

**AUGUST
2023**

Public Meeting #3
Recommendation
Review

**SEPTEMBER
2023**

Steering
Committee #5
Implementation
Review

**NOVEMBER
2023**

Steering
Committee #6
Town Center
Concepts

**DECEMBER
2023**

Christmas at
the Commons
Engagement
Booth

Joint Work
Session with
Council and
P&Z

**JAN - FEB
2024**

P&Z and
Town Council
Review and
Approval
Meetings

ENGAGEMENT KEY FINDINGS

Community feedback is integral to identifying the Town's needs and defining the future priorities and direction for the community. The information collected during this process goes on to create the foundation from which the goals and recommendations of this Plan are built.

ONLINE SURVEY

The online survey received **315** responses from the community (3% of the Town's population) over the course of the month it was open.

Major feedback themes that were identified centered around the following topics:

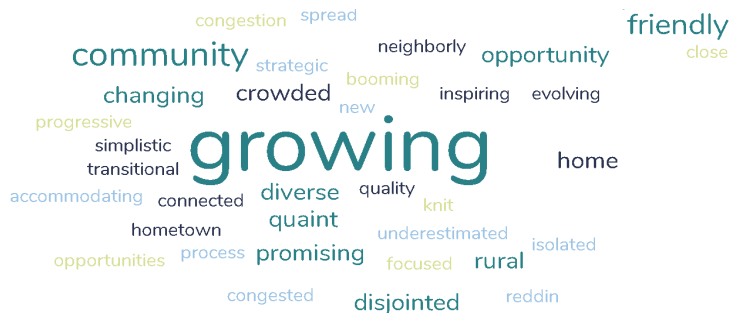
- **Active & Healthy Lifestyle**
- **Commercial Needs**
- **Parks & Open Space**
- **Public Gathering Spaces**
- **Town Events**

STAKEHOLDER LISTENING SESSIONS

Listening Session participants were grouped based on the following topics:

- **Neighborhood associations, community and philanthropic groups, interest groups**
- **Developers and landowners**
- **Business community**
- **Governmental entities (TxDOT, NCTCOG, County, surrounding communities, school districts, Town departments)**
- **Other groups**

The following is a compilation of the words that participants used to describe **Northlake Today**:



STEERING COMMITTEE

The Steering Committee met six times throughout the process to guide the outcomes of the plan, provide intermediary reviews of draft concepts and recommendations, and help ensure the plan aligns with the goals of the community.

COMMUNITY SURVEY KEY TAKEAWAYS

- 64% of survey respondents feel a **sense of community** in Northlake.
- 45% of survey respondents are satisfied with the **direction development has taken** in Northlake over the past few years.
- 12% are dissatisfied with the direction of development.
- 58% of survey respondents identified **quality services** as a neighborhood issue that is very important to them.

PUBLIC MEETINGS

PUBLIC MEETING #1: KICK-OFF WORKSHOP (APRIL 3, 2023)

Purpose: Introduce the community to the planning process and obtain feedback on current needs and priorities for the future.

The most popular needs and priorities highlighted by participants are listed below:

- Town Center
- Natural Recreation Space
- Hike & Bike Trails
- Single-Family Neighborhoods
- Age-Inclusive Programming
- Grocery & Retail Options
- Entertainment & Restaurants
- Traffic Improvements
- Active Amenities
- Public Gathering Space

PUBLIC MEETING #2: TOWN CENTER DESIGN WORKSHOP (JUNE 26, 2023)

Purpose: Develop a vision for the Town Center regarding architectural styles, streetscape design, amenity needs, and Town Hall functions.

The most popular preferences that were voted for by participants are listed below:

- Large Venue Space (Town Hall)
- Active Retail
- Courtyard
- Contemporary Building Style
- 2-Story Building Scale
- Wide Sidewalks
- Off-Street Parking
- Setbacks with Parking
- Trails

PUBLIC MEETING #3: DRAFT RECOMMENDATION REVIEW (AUGUST 28, 2023)

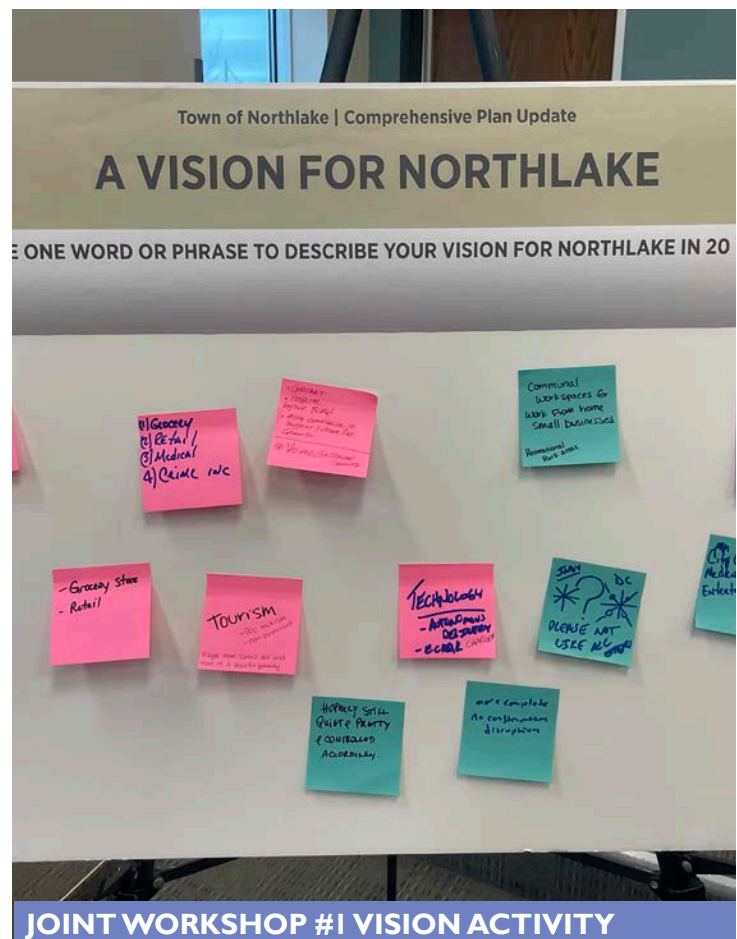
Purpose: Present the draft future development maps, goals, and strategies for public review and feedback.

Meeting participants prioritized implementation strategies related to buffer areas, maintaining rural character, coordination with other entities, quality of life amenities, increased road capacity, new Town Hall, attracting grocery and retail businesses, setbacks and design features, and a multi-use trail along Denton Creek.

- 
- 51% of survey respondents ranked planning for **walkable/bikeable communities** as the most important priority for Northlake.
 - 94% of survey respondents would encourage development of **public parks and outdoor recreational space** over the next 20 years
 - 79% would **discourage** development of **light industrial** buildings.

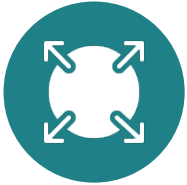
The overarching plan vision was determined based on all feedback that was shared throughout the engagement process. This vision is what provides the framework for Northlake to guide future decisions and make improvements to the Town. It can be broken down into three categories: **Guiding Principles, Goals, and Strategies**.

The goals and associated strategies are compiled into an implementation program to guide the Town and its partners over the next 20 years. The implementation program is included in **Chapter 5: Community Implementation**.



GUIDING PRINCIPLES

The Guiding Principles and associated value statements are outlined below. The associated goals and strategies for each guiding principle are described in [Chapter 5: Community Implementation](#).



Growth Management

Northlake manages the direction and intensity of development through a thoughtfully planned land use pattern in coordination with utilities and infrastructure to protect the Town's natural spaces and rural heritage while sustaining and enhancing the community's high-quality neighborhoods, amenities, and services.



Housing & Neighborhoods

Northlake is a community that welcomes all ages, backgrounds, and abilities, with neighborhoods that give residents a sense of community and access to a range of diverse housing options with amenities, open and recreational space, trail networks, and access to local goods and services and the Town's natural assets.



Community Infrastructure

Northlake provides a reliable and modern infrastructure network that establishes a blueprint for future development decisions, affording access to critical utilities and infrastructure, including roadways, public safety services, water, and sewer that serve the basic needs of residents and stakeholders throughout the community.



Community Facilities

Northlake ensures a high-quality of life and well-being for all ages and stages of life, providing a range of civic programming, recreation opportunities, and modern technology and facilities that have the capacity to support needs of this evolving and growing community.



Economic Development

Northlake is a business-friendly community that invites and attracts a diversity of retail offerings, services, and employment opportunities that cater to local needs and create regional attractions, bolstering economic vitality and prosperity for the community.



Community Character

Northlake fosters a strong sense of community that celebrates the Town's diversity and natural features through high-quality development standards, branding, well-maintained and connected neighborhoods, and social gathering spaces.



Natural Environment

Northlake prioritizes environmental stewardship through the preservation and conservation of the Town's natural resources and features and the implementation of development and mitigation standards that safeguard the community from natural hazards while connecting the community to natural areas and recreational space where possible.

FUTURE GROWTH SCENARIOS

SCENARIO PLANNING OVERVIEW

As part of the comprehensive plan process, distinct development scenarios were created to evaluate different ways the Town could grow and develop in the future. Scenario planning is a quantitative process that can help communities better evaluate the benefits and trade-offs of different development patterns. Three development scenarios were generated as part of Northlake Next Comprehensive Plan. These scenarios are described in more detail on pages 35-38 and the scenario maps are included in [Appendix B](#).

1. **Trend Scenario:** represents what the Town would look like if recent development trends were to continue.
2. **Alternative Scenario:** represents what the Town could look like with different development policies.
3. **Preferred Scenario:** represents a refinement of both scenarios based on stakeholder feedback.

The below elements were used as inputs for each of the three alternative growth scenarios:

Existing Land Use

Entitled Parcels

Development Agreements

Existing Zoning

Master Thoroughfare
Plan

Prior Community
Engagement

PLACE-BASED APPROACH

Each of the three scenarios utilize future land use categories called **place types**, which embody a place-based approach to future development. Traditional future land use maps don't consider character of development, rather they just focus on separating different land uses. A future land use map that utilizes place types considers how development within an area should look and feel and provides guidance on community design considerations.

Each place type has corresponding appropriate land uses, development characteristics, and density ranges. For Northlake, nine total place types are recommended as described on the facing page.

Additional descriptions of each place type are included in [Chapter 3: Community Development](#).



SCENARIO WORKSHOP

PLACE TYPES

RURAL RESERVE

- Intended to preserve the Town's larger agricultural spaces and rural heritage.
- Include land uses such as farming, ranching, and other agriculture-related services; supporting farmsteads; and large-lot residential estates.
- Future provision of supporting infrastructure is not projected.

RURAL ESTATE

- Provides for low-density residential and limited agricultural land uses including ranchettes, themed subdivisions, large-lot single family subdivisions, and conservation subdivisions.
- Large areas within this place type are reserved for resource conservation or open space preservation.

LIGHT INDUSTRIAL/ COMMERCIAL FLEX

- Provides for areas in the ETJ that are developed or developing as commercial or light industrial uses.
- Sites have limited water and sewer infrastructure.

SUBURBAN NEIGHBORHOOD

- Provides for low-to-moderate density residential land uses intermixed with areas of supporting commercial development.
- Predominant land uses include single-family detached and attached homes.

NEIGHBORHOOD RETAIL

- Intended to provide neighborhood-scale goods and services, including fast casual dining options, healthcare and other professional services, and groceries.
- Commercial land uses are of a scale and character to serve local residential needs.

CORRIDOR COMMERCIAL

- Includes a mix of horizontal commercial, office, and entertainment uses.
- These areas are defined by large retail and professional service uses, often located in multi-tenant shopping centers and office buildings, as well as hotels, restaurants, and other services.

LIFESTYLE NEIGHBORHOOD

- Includes a variety of residential housing types at slightly higher densities and areas of supporting neighborhood commercial development.
- Includes single family detached and attached dwelling types, and neighborhood retail, institutional, and office use.

LIVABLE CENTER

- Provides a central community gathering space, including neighborhood-scale, commercial and entertainment, and civic activities planned around a highly walkable street grid.
- A mix of denser housing product types, such as townhomes, and small-scale multi-family uses.

INDUSTRIAL INNOVATION

- Supports industrial uses that sustain the Town's tax base.
- Invites corporate headquarters and clean industrial uses, such as R&D, data centers, showrooms, and shipment and warehousing.
- Heavy industrial uses should be limited.

FUTURE GROWTH SCENARIOS

TREND SCENARIO

This scenario looked at predominant development patterns in Northlake over the past five years as the starting point for future growth. The resulting scenario represents what Northlake would look like if current development patterns were continued into the future. In this scenario it is assumed that low-density development characterized in the rural and suburban place types would remain the most prevalent development patterns. This scenario would largely support low-to-moderate residential developments, commercial and office spaces, and a significant portion of industrial uses, all of which can be found to some degree in Northlake today.

Key Attributes:

- The Town Center is located where existing zoning and entitlements support the land uses of the Livable Center place type.
- All currently entitled development is realized.
- Industrial Innovation is expanded where future industrial development is entitled.
- The Lifestyle Neighborhood place type is contained to existing locations and development agreements.

ALTERNATIVE SCENARIO

The Alternative Scenario introduces more areas of mixed-use that support moderate to high density residential developments, commercial, retail, and office spaces. The amount of land dedicated to rural place types is generally the same as the Trend Scenario in order to keep the desired rural character in parts of the community. The Alternative Scenario features more urban place types than the Trend Scenario to provide more diverse housing options. This scenario also indicates a higher level of growth with an increased focus on a mix of uses.

Key Attributes:

- The Livable Center place type is expanded and includes an area on the western side of I35W.
- All currently entitled development is realized.
- There is an increase in Neighborhood Retail place type locations.
- There is more diversity in housing types/densities.
- The Corridor Commercial place type continues the development pattern along major thoroughfares.

TABLE 2.1 | TREND SCENARIO PROJECTIONS

Place Type Category	% of Land
Rural Reserve	23.30%
Industrial Innovation	20.20%
Floodplain	19.40%
Suburban Neighborhood	17.50%
Rural Estate	10.50%
Corridor Commercial	5.80%
Lifestyle Neighborhood	1.50%
Neighborhood Retail	1.40%
Livable Center	0.60%

TABLE 2.2 | ALTERNATIVE SCENARIO PROJECTIONS

Land Use Category	% of Land
Rural Reserve	20.10%
Floodplain	19.60%
Industrial Innovation	17.80%
Suburban Neighborhood	17.60%
Rural Estate	9.10%
Corridor Commercial	6.30%
Lifestyle Neighborhood	5.10%
Livable Center	2.40%
Neighborhood Commercial	2.00%

PREFERRED SCENARIO

During the Scenario Workshop, the Steering Committee reviewed the Trend and Alternative Scenarios and participated in exercises to provide their feedback. The resulting Preferred Scenario incorporates refinements from Town staff and Steering Committee feedback.

The Preferred Scenario includes elements from previous scenarios to reflect a future growth pattern that best reflects the community vision. In this scenario the development patterns show what Northlake would look like if there was a balance of rural, suburban, and urban place types. Moderate-to-high density development could be focused along major corridors such as I35W, FM 1171, and in activity centers such as the future Town Center. Additionally, a new place type was added to accommodate lighter industrial uses with a mix of commercial activity primarily found in the ETJ.

TABLE 2.3 | PREFERRED SCENARIO PROJECTIONS

Land Use Category	% of Land
Rural Reserve	20.00%
Floodplain	19.80%
Suburban Neighborhood	17.40%
Industrial Innovation	16.00%
Rural Estate	9.70%
Corridor Commercial	6.10%
Lifestyle Neighborhood	4.40%
Light Industrial/Commercial Flex	2.90%
Livable Center	1.90%
Neighborhood Commercial	1.80%

KEY ATTRIBUTES

- Scenario adds a new place type - Light Industrial/Commercial Flex.
- There is a greater amount of the Lifestyle Neighborhood place types located along the commercial corridors.
- The land use pattern around the Livable Center place type provides for transition to residential place types.
- The floodplain remains protected throughout entire planning area.

FUTURE GROWTH SCENARIOS

SCENARIO COMPARISON SUMMARY

Even minor differences between growth scenarios can affect development patterns and make a big impact on the fiscal sustainability of a community's future. **Table 2.4** compares the overall place type breakdown for each of the three growth scenarios, with each scenario projected for the same amount of land area (the existing town limits and ETJ area).

As shown in the table, the Trend Scenario has the highest percentage of the Industrial Innovation and Rural Reserve place types, while the Preferred Scenario has the least. When all scenarios are compared, the Alternative Scenario has the highest percentage of the Lifestyle Neighborhood place type, although the preferred scenario would have a greater amount than the Trend Scenario. The addition of the Light Industrial/Commercial Flex place type to the Preferred Scenario accounts for 3.8% of Northlake's total land use. This has a slight impact on the rest of the land use categories and positions the Preferred Scenario as the middle ground between the two alternative scenarios.

TABLE 2.4 SCENARIO COMPARISON						
Place Type Category		Trend Scenario		Preferred Scenario		Alternative Scenario
	Rural Reserve	23.3%	>	20.0%	<	20.1%
	Rural Estate	10.5%	>	9.7%	>	9.1%
	Light Industrial/Commercial Flex	-	-	2.9%	-	-
	Suburban Neighborhood	17.5%	>	17.4%	<	17.6%
	Neighborhood Commercial	1.4%	<	1.8%	<	2.0%
	Corridor Commercial	5.8%	<	6.1%	<	6.3%
	Lifestyle Neighborhood	1.5%	<	4.4%	<	5.1%
	Livable Center	0.6%	<	1.9%	<	2.4%
	Industrial Innovation	20.2%	>	16.0%	<	17.8%
Other						
	Floodplain	19.4%	<	19.8%	>	19.4%

FISCAL IMPLICATIONS

In order to understand the potential fiscal impact the preferred scenario could have over the next 20 years, an analysis was conducted to determine the potential revenue that could be generated through annual property and sales taxes. A series of assumptions were utilized to conduct the fiscal analysis as listed below. Additional detail about the assumptions and analysis can be found in [Appendix B](#).

- Breakdown of land uses (residential, office, retail, industrial, open space) for each place type.
- Floor Area Ratio (FAR) to estimate land coverage for each place type.
- Annual absorption estimates for residential, office, retail, and industrial uses.
- City, County, school district, and municipal management district tax rates.
- Single-family and multi-family unit average household size.
- Value per square foot for residential, office, retail, and industrial uses.
- Jobs per square foot for office, retail, and industrial.

Table 2.5 depicts the projected land use program for 2045 for residential, office, retail, and industrial uses. The figures shown in the table represent the additional number of residential units or office, retail, and industrial square footage the preferred scenario would bring beyond what exists in Northlake today.

The resulting fiscal analysis estimated how much additional residential, office, retail, and industrial would come online each year and applied the value and tax rate assumptions to calculate the estimated net fiscal benefits for each year out to 2045.

TABLE 2.5 PREFERRED SCENARIO LAND USE PROGRAM	
Land Use	Units or SF
Single-Family Residential	24,500 units
Multi-Family Residential	2,800 units
Office	4,500,000 SF
Retail	13,300,000 SF
Industrial	78,600,000 SF

KEY FINDINGS

- The preferred scenario has the potential to create over **4M SF of office space, 13M SF of retail, and 78M SF of industrial.**
- Over the next 20 years, implementation of the preferred scenario could create an estimated **\$82M** in total **sales tax revenue** and **\$1.8B** in total **property tax revenue.**
- If the preferred scenario is realized, over **40,000 new jobs** could be created to contribute to the local economy by 2045.



03 COMMUNITY DEVELOPMENT

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FUTURE DEVELOPMENT PLAN

Illustrated in **Map 3.1**, Northlake's Future Development Map outlines the preferred future development pattern within the town limits and ETJ. The place types established for Northlake guide the character, development intensity, and distribution of land uses so that the overall vision for the Town can be achieved. **Table 3.1** provides a breakdown of the percentage of the total land area within the town limits and ETJ for each place type.

As Northlake continues to grow, consideration must be given to accommodating the projected growth likely to be seen in the Town. The Preferred Growth Scenario, created during the scenario planning process (see **Chapter 2: Community Vision**), was used in the planning process to inform the Future Development Map. The distribution of place types on the Future Land Use Map reflects the key attributes developed in the Preferred Growth Scenario including:

- Land use pattern around the Livable Center place type that provides for transition to residential place types, fostering vibrant neighborhoods with amenities.
- Preservation of the floodplain throughout the entire planning area.
- Concentration of the lifestyle neighborhood place type along the major commercial corridors only, to preserve the balance of land uses and densities desired by the community.

The place type boundaries shown in **Map 3.1** represent approximate locations. When proposed development or redevelopment projects come forward, the Town should use discretion when determining which place type parameters should be applied to parcels that have more than one place type identified.

It is important to note that the Future Development Map does not constitute zoning regulations or establish zoning district boundaries, but it should serve as the foundation for future updates to the zoning regulations.

Updates and amendments to the Future Development Map are discussed in **Chapter 5: Community Implementation**.

TABLE 3.1 | PLACE TYPE BREAKDOWN

Place Type Category	Town Limits (%)	ETJ (%)	Total (%)
Rural Reserve	8.6	11.4	19.9
Rural Estate	6.7	2.9	9.6
Light Industrial/Commercial Flex	0.1	2.9	3.0
Suburban Neighborhood	11.8	5.0	16.8
Neighborhood Retail	1.1	0.3	1.4
Corridor Commercial	2.7	1.8	4.5
Lifestyle Neighborhood	2.9	0.4	3.3
Livable Center	2.7	0.6	3.3
Industrial Innovation	12.0	5.9	17.9
<i>Other</i>			
Floodplain	9.6	10.7	20.3

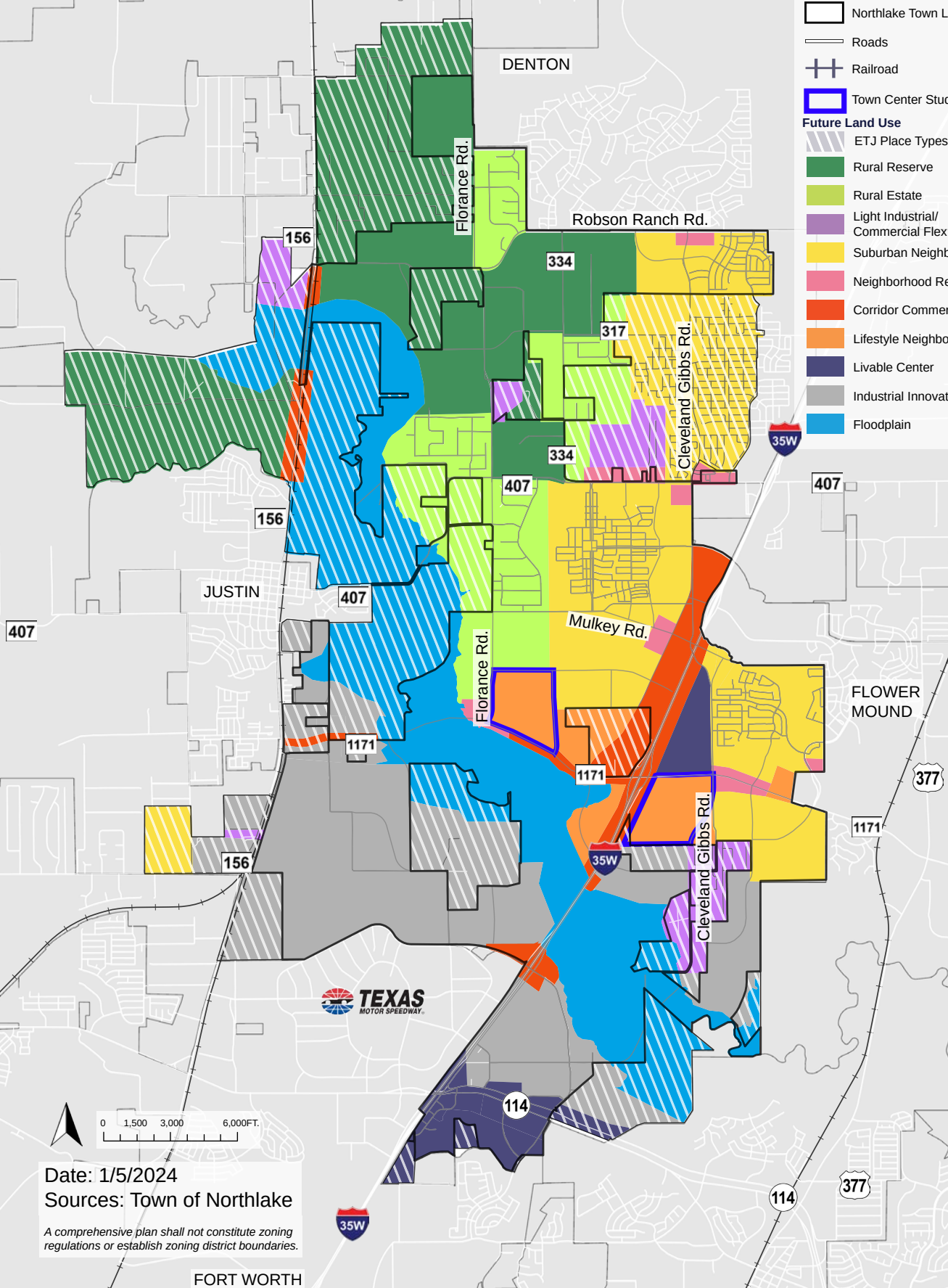
TOWN CENTER SMALL AREA PLAN FOCUS AREAS

Today, the Town of Northlake does not have a true Town Center, nor does it have a historic downtown to build upon. Throughout the process, members of the community have voiced the need for a centralized community gathering space and more retail options. A well-planned downtown has the potential to become the heart of Northlake and can attract new businesses and visitors to the area. Recent and future growth trends justify the investment in a centralized Town Hall, which can become a strong foundation for a Town Center. There are two locations in Map 3.1 shown as the Livable Center place type that represent different options for a future Town Center. Additional details about the Town Center planning process and design concept is included in **Chapter 4: Town Center**.

MAP 3.1 | NORTHLAKE FUTURE DEVELOPMENT

LEGEND

- Northlake Town Limits
- Roads
- Railroad
- Town Center Study Areas
- Future Land Use**
- ETJ Place Types
- Rural Reserve
- Rural Estate
- Light Industrial/Commercial Flex
- Suburban Neighborhood
- Neighborhood Retail
- Corridor Commercial
- Lifestyle Neighborhood
- Livable Center
- Industrial Innovation
- Floodplain



Date: 1/5/2024
Sources: Town of Northlake

A comprehensive plan shall not constitute zoning regulations or establish zoning district boundaries.

COMMUNITY PLACE TYPES

There are nine recommended place type categories that provide guidance for new development and redevelopment, describing the typical mix of land uses and design characteristics, as well as categories that preserve and enhance the Town's existing neighborhoods and natural assets.

During the planning process, Northlake's ETJ was included in the planning area for the development of the Future Development Map. However, due to recent changes in state law, unilateral annexations are no longer possible for most Texas municipalities. Any annexation within a community's ETJ must be voluntary and led by landowners. As the plan focuses on long-term growth, it is beneficial to establish preferred development patterns that align with fiscal responsibility goals and accommodate projected growth within the ETJ. The Future Development Map therefore identifies recommended place types for these areas, which would be considered in the case of voluntary annexation. This allows for the establishment of future development parameters in line with the long-term community vision for these areas.

PLACE TYPE ATTRIBUTES

Place Types describe the way different areas of the community could look and work to meet future goals, market potential, and the vision established by the community. **Table 3.2** describes each of the attributes and the following pages describe each of the nine place types in more detail using these attributes. The density range, building height, supported land uses, and compatible zoning are all related to the overall character and form of the place type.

TABLE 3.2 PLACE TYPE ATTRIBUTES	
Attribute	Definition
Objective	Provides a brief description of the purpose and intended character of the Place Type.
Density Range	Outlines the minimum or maximum lot size or Floor Area Ratio (FAR) associated with each Place Type. Density Range is measured in Dwelling Units per Acre (DUA) for residential place types and the percentage of the lot that is covered by buildings for non-residential place types.
Building Height	Describes the maximum building height, by number of stories, that is appropriate for each Place Type.
Supported Land Uses	Provides a list of land uses that are best suited for the Place Type. In most cases, more than one land use is appropriate within a single Place Type.
Compatible Zoning Districts	Lists existing zoning districts that may support some or all of the identified land uses. Since some of the Place Types represent new types of development, there are some instances where there are not existing zoning categories that fit, therefore new zoning categories would need to be created.
Community Design Considerations	Outlines design considerations for each Place Type related to, but not limited to, screening, circulation, building form, and landscaping. These preliminary design considerations should serve as a framework for future updates to the Town's development regulations.



RURAL RESERVE

Objective

The Rural Reserve place type is intended to preserve the Town's larger agricultural spaces and rural heritage. These areas include a mix of land uses such as farming, ranching, and other agriculture-related services; supporting farmsteads; and large-lot residential estates. Natural features, such as native landscaping, trees, passive trails, and open spaces, should serve as buffers between other development types neighboring these agricultural spaces and to protect the 100-year floodplain. Suburban or urban development is not anticipated in these areas, and therefore future infrastructure development is not projected.

CHARACTER & FORM

Density Range

Minimum lot size = 5 to 20 acres (0.2 DUA); 1-acre lots could be allowed through clustered residential development if the 0.2 DUA average density is maintained

Building Height

One to Two Stories

Supported Land Uses

- Agricultural or Ranch Lands
- Natural Areas & General Open Space
- Single-Family Dwellings (Detached)

Compatible Zoning Districts

- Rural Residential (RR)
- Agricultural (A)
- Conservation Residential Overlay (CRO)

COMMUNITY DESIGN CONSIDERATIONS

- Promote land conservation and agricultural activities
- Maintain local, two-way streets and mitigate stormwater impacts through green street design
- Locate residential development in a manner that does not disrupt the economic viability of agricultural operations
- All structures should be sited out of the 100-year floodplain
- Incorporate fencing and screening standards (manufactured and natural)
- Contain spill lighting to curb light pollution
- Allow for cluster development in which 1-acre lots are allowed as long as an average density of 0.2 DUA is maintained throughout the larger open space area

COMMUNITY PLACE TYPES



RURAL ESTATE

Objective

The Rural Estate place type provides for low-density residential and limited agricultural land uses including ranchettes, large-lot single family subdivisions, and conservation subdivisions. Open space within this place type are reserved for resource conservation or habitat preservation. Low-impact and green infrastructure, including tree canopies, bioswales, permeable surfaces, planter boxes, and vegetated curb extensions can be incorporated to minimize flooding. Sidewalk and multi-use path connections should be made where possible.

CHARACTER & FORM

Density Range

Lot Size Range = 1 to 5 Acres (0.8 DUA Avg)

Building Height

One to Two Stories

Supported Land Uses

- Single-Family Dwellings (Detached)
- Ranchettes
- Estates
- Accessory Dwelling Units

Compatible Zoning Districts

- Rural Estates (RE)
- Rural Estate/Planned Development (RE-PD)

COMMUNITY DESIGN CONSIDERATIONS

- Minimize grading activity and design new development in a manner that best utilizes existing topography
- Mitigate stormwater impacts through green street design
- Limit extensions of water and sewer infrastructure to only serve small-scale development activity
- Provide a continuous system of open space throughout new development
- All structures should be sited out of the 100-year floodplain



LIGHT INDUSTRIAL/COMMERCIAL FLEX

Objective

The Light Industrial/Commercial Flex place type provides for areas in the ETJ that are developed or developing as commercial or light industrial uses. These sites have limited water and sewer infrastructure with some areas being served by wells and septic. The future provision of supporting infrastructure is not projected.

CHARACTER & FORM

Density Range

20% FAR

Building Height

One to Two Stories

Supported Land Uses

- Commercial
- Light Industrial

Compatible Zoning Districts

- N/A

COMMUNITY DESIGN CONSIDERATIONS

- Minimize grading activity and design new development in a manner that best utilizes existing topography
- Mitigate stormwater impacts through green street design
- All structures should be sited out of the 100-year floodplain
- Employ green infrastructure in site design that buffers the property from surrounding development and contains and filters stormwater onsite

COMMUNITY PLACE TYPES



SUBURBAN NEIGHBORHOOD

Objective

The Suburban Neighborhood place type provides for low-to-moderate density residential land uses intermixed with areas of supporting commercial development. Predominant land uses include single-family detached and attached homes. Supporting uses including limited retail uses. Other ancillary institutional and public uses such as schools and places of worship should be incorporated when appropriate. These amenity-rich neighborhoods provide ample recreation areas and open space, internal and external connections through a network of trails and sidewalks, and a range of housing types that support individuals and families at various stages of life.

CHARACTER & FORM

Density Range

3 to 4 DUA average

Building Height

One to Two Stories

Supported Land Uses

- Single-Family Dwellings (Detached)
- Single-Family Dwellings (Attached)/Townhomes
- Patio Homes
- Accessory Dwelling Units
- Limited Retail & Institutional Uses
- Parks & Recreational Space

Compatible Zoning Districts

- Mixed Use/Planned Development (M-PD)

COMMUNITY DESIGN CONSIDERATIONS

- Provide a diversity of residential building types, lot sizes, density ranges, and architectural styles
- Provide transitions between developments with residential lots and buildings of varying size, heights, and scale
- Distribute areas of 'missing middle' housing types to promote mixed-residential neighborhoods
- Concentrate neighborhood-scale commercial land uses around intersections
- Reserve land for parks, schools, churches, and other civic and institutional uses
- Minimize grading activity and design new development in a manner that best utilizes existing topography
- Provide a continuous system of natural or recreational open space throughout new development
- Provide a system of interconnected streets that provide accessibility from developments to community destinations
- All structures should be sited out of the 100-year floodplain



NEIGHBORHOOD RETAIL

Objective

The Neighborhood Retail place type provides neighborhood-scale goods and services, including fast casual dining options, healthcare and other professional services, and groceries. Commercial land uses are of a scale and character to serve local residential needs and are in proximity to more suburban and rural areas throughout the Town. Smaller-scale retail and professional service uses will be located along major or minor arterial roads within these residential areas. A mix of non-residential uses may be achieved through horizontal development, that may support shopping plazas and pad sites.

CHARACTER & FORM

Density Range

20% FAR

Building Height

One Story

Supported Land Uses

- Retail
- Office
- Institutional

Compatible Zoning Districts

- Commercial (C)
- Commercial/Planned Development (C-PD)
- Neighborhood Commercial (NC)

COMMUNITY DESIGN CONSIDERATIONS

- Apply a uniform architectural style to buildings, and uniform design to signage, landscaping and other site features
- All structures should be sited out of the 100-year floodplain
- Provide primary vehicular access points from major thoroughfares
- Preserve major thoroughfare corridors through development sites and arrange buildings, parking areas, and driveway aisles to provide for future street extensions
- Provide a system of convenient pedestrian and bicycle facilities to ensure connectivity between parking, adjacent streets, and all on-site facilities
- Maximize tree cover and landscaping along pedestrian corridors and in association with public gathering spaces

COMMUNITY PLACE TYPES



CORRIDOR COMMERCIAL

Objective

The Corridor Commercial place type provides a mix of commercial, office, and entertainment uses. These areas are defined by large retail and professional service uses, often located in multi-tenant shopping centers and office buildings, as well as hotels, restaurants, and other services. Corridor Commercial land uses are of a scale and character to serve as a Town and regional draw. A mix of larger box stores, specialty stores, medical and professional services, entertainment venues, and a mix of upscale and fast casual dining options will serve both local and regional needs. Emphasis is placed on pedestrian walkability throughout developments.

CHARACTER & FORM

Density Range

30% FAR

Building Height

One to Four Stories

Supported Land Uses

- Commercial
- Retail
- Office
- Entertainment

Compatible Zoning Districts

- Commercial (C)
- Commercial/ Planned Development (C-PD)

COMMUNITY DESIGN CONSIDERATIONS

- Apply a uniform architectural style to buildings and uniform design to signage, landscaping and other site features
- All structures should be sited out of the 100-year floodplain
- Provide primary vehicular access points from major thoroughfares
- Provide a system of convenient pedestrian and bicycle facilities to ensure connectivity between parking, adjacent streets, and all on-site facilities
- Incorporate social space for public gathering and relaxation
- Maximize tree cover and landscaping along pedestrian corridors and in association with public gathering spaces
- Provide amenities in parking areas including lighting, waste receptacles, and landscaping



LIFESTYLE NEIGHBORHOOD

Objective

The Lifestyle Neighborhood place type includes a variety of residential housing types at slightly higher densities and areas of supporting neighborhood commercial development. The place type includes single family detached and attached dwelling types, neighborhood retail, institutional, and office use. Transitions between non-residential and residential uses are achieved through horizontal mixed-use development patterns. Open green space and social gathering spaces are woven throughout these neighborhoods.

CHARACTER & FORM

Density Range

Up to 10 DUA

Building Height

One to Three Stories

Supported Land Uses

- Small-lot, Single-Family (Detached)
- Single-Family Attached (Townhomes, Duplexes)
- Retail
- Office
- Institutional
- Recreational Spaces

Compatible Zoning Districts

- Mixed Use/ Planned Development (M-PD)

COMMUNITY DESIGN CONSIDERATIONS

- Allow for a diverse mix of detached and attached single-family housing types
- Promote higher development intensities along major thoroughfares
- Incorporate small-scale commercial uses or mixed-use buildings on major thoroughfares
- Provide transitions in development scale between commercial and mixed-use corridors and nodes, and surrounding single-family neighborhoods
- Conceal non-residential parking areas behind building facades where feasible
- Design roadways with large active roadsides suited for pedestrian activity
- Maximize tree cover and landscaping along pedestrian corridors and in association with public gathering spaces
- Provide amenities in parking areas including lighting, waste receptacles, and landscaping
- All structures should be sited out of the 100-year floodplain

COMMUNITY PLACE TYPES



LIVABLE CENTER

Objective

The Livable Center place type provides a central gathering space for the Northlake community, creating a nexus of neighborhood-scale commercial and entertainment, and civic activities planned around a highly walkable street grid that is supported by a mix of vertical and horizontal developments. A mix of denser housing product types will serve as the anchor for non-residential uses. Neighborhood-scale shopping and dining options and entertainment and civic activities will be incorporated throughout this category, inviting all ages and stages to enjoy this space. Extensive landscaping, continuous shade, public art, and plentiful amenities should be incorporated into streetscape, commercial uses, and residential areas.

CHARACTER & FORM

Density Range

Up to 40 DUA

Building Height

One to Five Stories

Supported Land Uses

- Townhomes
- Duplexes
- Multi-Family Dwellings
- Retail
- Office
- Hotels
- Institutional Uses
- Entertainment Uses
- Recreational Spaces

Compatible Zoning Districts

- N/A

COMMUNITY DESIGN CONSIDERATIONS

- Construct mixed-use buildings with upper-floor residential and ground-floor flex space for residential and non-residential uses
- Line streets and other public spaces with building facades that incorporate windows and architectural features that provide visual interest
- Maintain and promote street grid interconnectivity
- Design roadways with large active roadsides for pedestrian activity
- Conceal parking areas behind buildings and within structures
- Incorporate civic parks for public gatherings and relaxation
- Orient buildings to provide direct pedestrian access from street-facing facades
- Allow for a diverse mix of attached single-family and multi-family housing types
- Promote higher development intensities along major thoroughfares
- Provide transitions in development scale between commercial and mixed-use corridors and nodes and surrounding single-family neighborhoods
- Conceal non-residential and multi-family parking areas behind building facades where feasible
- All structures should be sited out of the 100-year floodplain



INDUSTRIAL INNOVATION

Objective

The Industrial Innovation place type supports industrial uses that sustain the community's tax base. This category invites corporate headquarters and clean industrial uses, such as research and development, data centers, showrooms, and shipment and warehousing. Heavy industrial uses should be limited.

CHARACTER & FORM

Density Range

50% FAR

Building Height

One to Five Stories

Supported Land Uses

- Industrial Uses
- Commercial Uses
- Retail Uses (Limited)

Compatible Zoning Districts

- Industrial (I)
- Industrial/ Planned Development (I-PD)

COMMUNITY DESIGN CONSIDERATIONS

- Development should consider development transitions and adjacency and screening standards
- Consideration should be given to shipping and transportation logistics associated with these industrial uses
- All structures should be sited out of the 100-year floodplain
- Design public streets with ample median and parkway widths to provide visual and physical separation between large vehicles and pedestrians
- Provide primary vehicular access points from major thoroughfares
- Preserve major thoroughfare corridors through development sites and arrange buildings, parking areas, and driveway aisle to provide for future street extensions
- Provide transition areas from non-residential land to residential uses
- Consider queuing areas for freight trucks
- Design roadways with adequate turning radii to accommodate large trucks

FUTURE GROWTH CONSIDERATIONS

There are other town-wide plans that have future growth implications, including the master thoroughfare plan, water master plan, and wastewater master plan. Infrastructure projects are implemented as development occurs in Northlake through cost-sharing with developers. The projects identified in the infrastructure plans are incorporated into the Town's Capital Improvement Plan (CIP) to prioritize public expenditures in the near-term. The Future Development Map as presented on page 42 is consistent with the proposed roadway, water, and wastewater improvements as identified in their respective master plans. **Appendix C** includes graphics depicting the master thoroughfare plan, water master plan, and wastewater master plan overlaid with the Future Development Map.

MASTER THOROUGHFARE PLAN (2021)

This plan provides guidance for locations of future roadway expansions and extensions. Roadways are categorized into distinct thoroughfare classifications based on roadway width, number of lanes, and presence of medians. See pages 13-16 in **Chapter 1: Community Context** for more discussion on the master thoroughfare plan classifications. The roadway projects included in the 10-year CIP amount to about 18 miles of roadway at a cost of approximately \$200M (estimate does not include collector roads).

WATER MASTER PLAN (2023)

This plan provides guidance for future extensions of water infrastructure improvements to provide the necessary capacity and pressures as the Town grows. The current master plan identifies 68 miles of additional water lines to serve existing and future residents and businesses. The water infrastructure projects included in the 10-year CIP amount to about 23 miles of new water lines, 2.75 million gallons of ground storage, and 1.5 million gallons of elevated storage at a cost of approximately \$110M (estimate does not include water distribution lines).

WASTEWATER MASTER PLAN (2023)

This plan provides guidance for future extensions of sewer lines or capacity improvements to sewer infrastructure. The current master plan identifies 13 miles of additional sewer trunk lines to serve existing and future residents and businesses. The sewer infrastructure projects included in the 10-year CIP amount to about 10 miles of new sewer trunk lines at a cost of approximately \$90M (estimate does not include sewer collection lines).

FUTURE GROWTH AREAS

Map 3.2 identifies areas within the current ETJ to consider future provision of infrastructure and services given the identified place type classification in the Future Development Map. These are areas that will likely see growth in the future based on the surrounding context. In order for the Town to be able to guide the quality and character of development in these areas, annexation may be considered.

Priority 1 - Industrial. This area consists of land in the south and southeast portions of Town. There are existing and planned industrial developments on the portion that is west of I35W. The portion east of I35W is identified as Industrial Innovation and Corridor Commercial place types in the Future Development Map.

Priority 2 - Southwest. This area includes land that abuts the recently annexed industrial land in the southwest portion of Town. This area consists of a mixture of place types including Industrial Innovation, Suburban Neighborhood, Lifestyle Neighborhood, and Light Industrial/Commercial Flex.

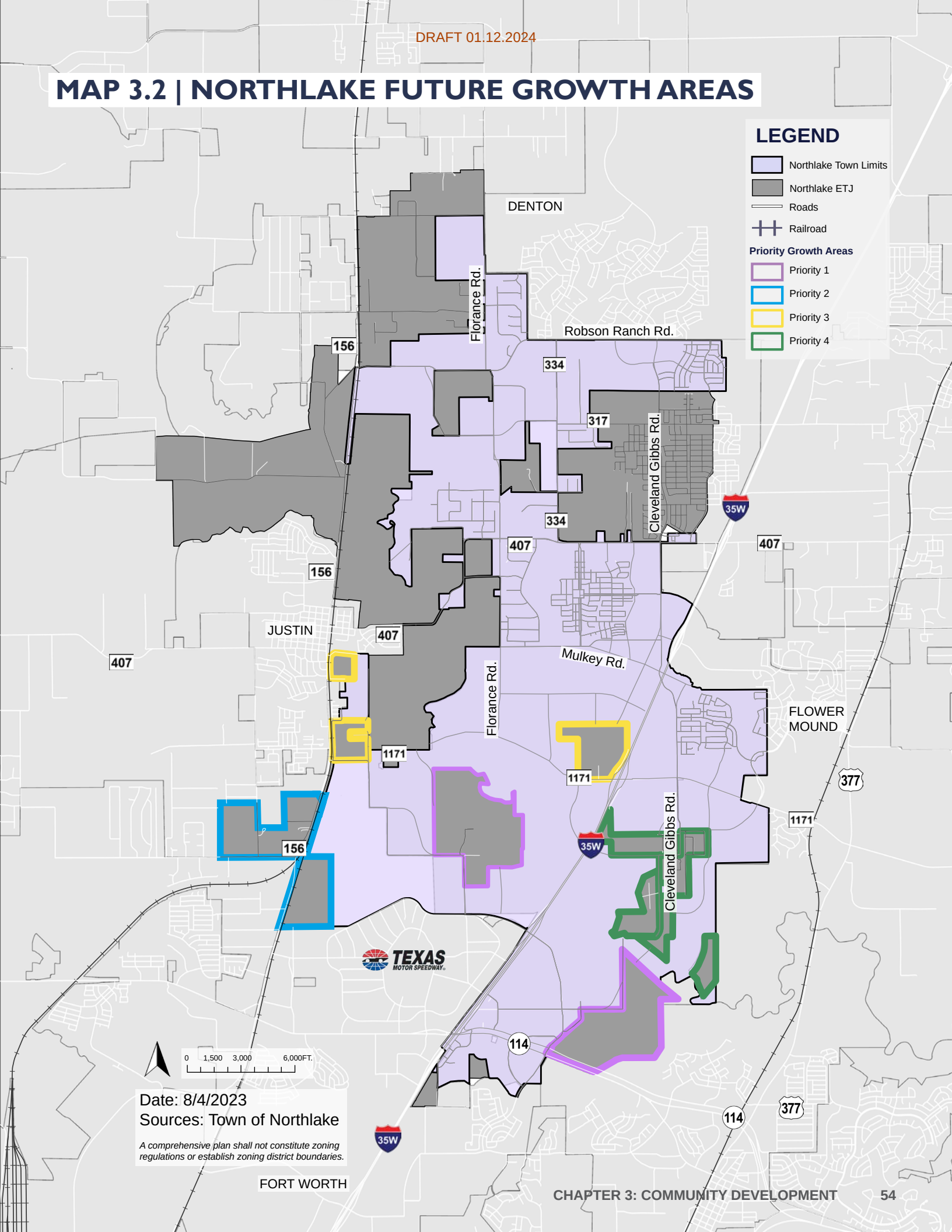
Priority 3 - FM 1171 Frontage. This area encompasses two portions of the ETJ that are slated for higher intensity uses in the Future Development Map. As TxDOT moves forward with expanding FM 1171, these areas in the ETJ will likely develop into Corridor Commercial and Lifestyle Neighborhood place types.

Priority 4 - Northwest Regional Airport. This area includes the airport and adjoining light industrial uses. Integrating the airport into the Town's development and expansion plan will facilitate improved accessibility and connectivity, ensuring its seamless alignment with the vision for the nearby Town Center.

MAP 3.2 | NORTHLAKE FUTURE GROWTH AREAS

LEGEND

- Northlake Town Limits
- Northlake ETJ
- Roads
- Railroad
- Priority Growth Areas**
 - Priority 1
 - Priority 2
 - Priority 3
 - Priority 4



Date: 8/4/2023
Sources: Town of Northlake

A comprehensive plan shall not constitute zoning regulations or establish zoning district boundaries.



04 TOWN CENTER SMALL AREA PLAN

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Implementation.....	73



SMALL AREA PLAN OVERVIEW

PURPOSE

Many cities and towns in the DFW Metroplex have historic main streets or courthouse squares that have been invested in and redeveloped to serve as community, cultural, and commercial hubs. Considering Northlake's evolution through the annexation of neighborhoods, the community does not have a true downtown area. Additionally, Northlake lacks a centralized Town Hall; the Town services are spread out in three different buildings in the Northlake Commons shopping center.

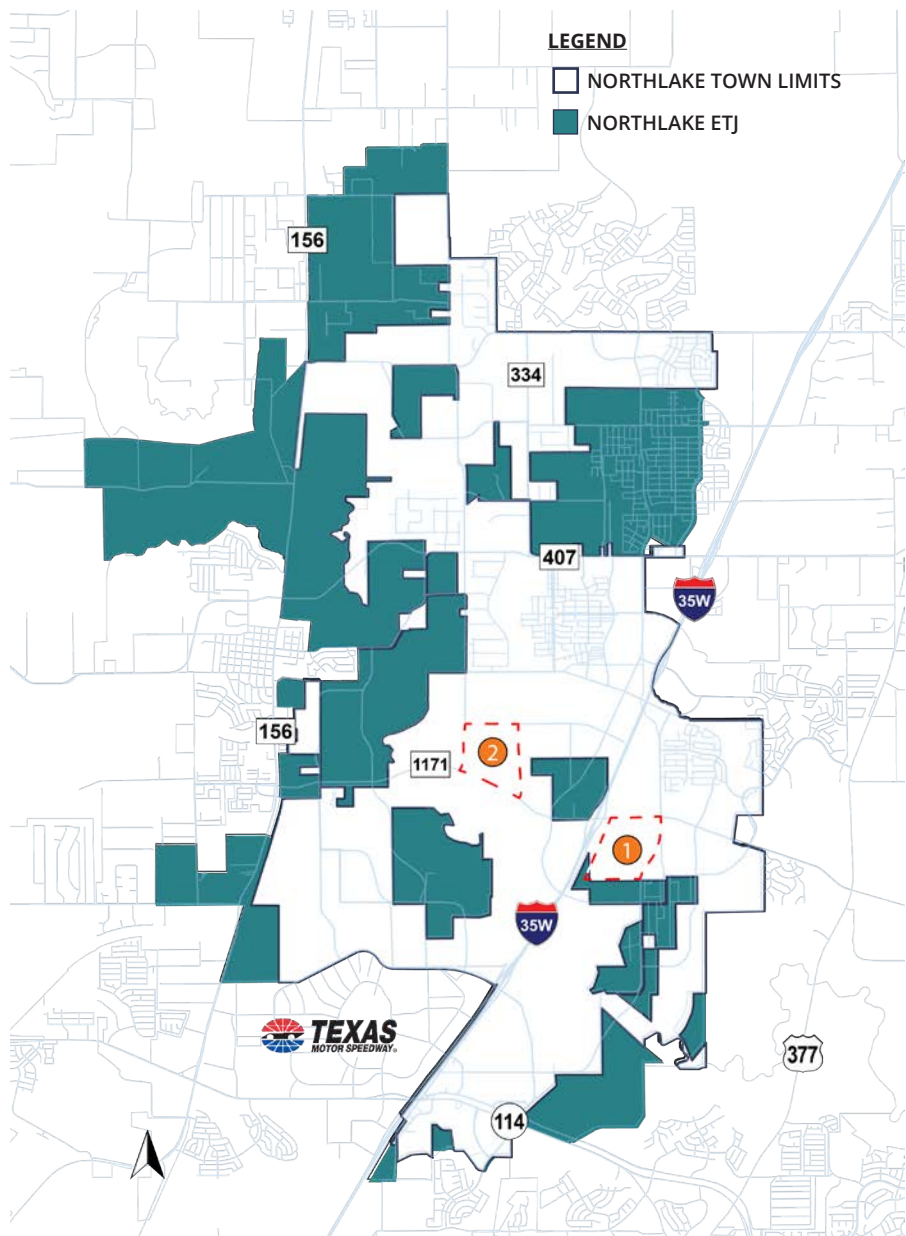
Over time as Northlake has grown, the lack of a community center has become more apparent as the desire for more community events has increased and the size of Town staff has grown. The 2016 Comprehensive Plan identified the geographic center of Northlake as a potential location for a future Town Center. As part of this comprehensive plan update, the Town decided to conduct a small area plan to reassess potential locations and develop a community vision for a future Town Center.

This chapter represents the results of the small area plan analysis, engagement, and two proposed Town Center concepts that could include a consolidated Town Hall. ***It is important to note that the vision, graphics, and concepts depicted in this chapter are illustrative and will not be realized unless there is significant investment from both the public and private sector.*** Furthermore, having a community-backed vision established is important and can help generate momentum for a future Town Center and Town Hall.

The two potential locations for a future Town Center are illustrated to the right. The existing conditions of these two sites are described on pages 59-62.

Location 1: Southeast corner of the intersection of I35W and FM 1171. This option has high visibility from major thoroughfares and is closer to existing population centers.

Location 2: Northeast corner of the future intersection of FM 1171 and Florance Road. This option is in the geographic center of Town and closer to the Denton Creek floodplain.



TOWN CENTER CASE STUDIES

At the first comprehensive plan public meeting, attendees provided feedback on Town Centers in other communities that they like to visit. Three of the most frequently mentioned communities included Roanoke, Keller, and Southlake. These three communities were chosen to serve as inspiration for potential elements that Northlake could draw from while creating the vision for the Town Center small area plan.

ROANOKE



- Population: 9,830 (NCTCOG, 2022)
- 29,000 SF Town Hall
- 115 acres

SOUTHLAKE



- Population: 31,770 (NCTCOG, 2022)
- 80,000 SF Town Hall
- 135 acres

KELLER



- Population: 46,060 (NCTCOG, 2022)
- 55,000 SF Town Hall
- 130 acres

HISTORIC DOWNTOWN ROANOKE

Centered along Oak Street, Historic Downtown Roanoke is anchored by a Town Hall on the southern end and about just under a mile of retail, restaurants, and multi-family lining the corridor. Roanoke developed a master plan to reinvigorate their historic downtown in 2004 and 2009; some of the key priorities from these planning efforts were to attract **destination restaurants** and focus on keeping the area **pedestrian-oriented**. The first implementation phase was the reconstruction of Oak Street to serve as a catalyst for new development and redevelopment. Around this time, the Town also branded themselves as the **'Unique Dining Capital of Texas'** as a way to attract more restaurants. There was no PID or TIF established, rather the Town made initial infrastructure investments as a catalyst and then relied on pay as you go incentives. Construction of the Town Hall began in 2017 and was completed in 2019. Today, Oak Street is a bustling corridor with numerous restaurants, retail, well-occupied multi-family units, and a well-designed streetscape.

KELLER TOWN CENTER

Keller Town Center is located between Keller Parkway (FM 1709) and Bear Creek in central Keller. The main anchor of the Town Center is Tom Thumb, with numerous retail and restaurants uses in the development. The Keller Town Hall is located in the southern part of the complex on a 14 acre lake in a more natural setting. The Town Center began in 2001, and the key priorities included preserving Bear Creek, **incorporating meandering open space**, keeping the space pedestrian-oriented, and focusing on community services. There is multi-family located along Town Center Lane as well as a hotel that separates the Town Hall node from the commercial hub of the overall Town Center. Overall, Keller Town Center has a **suburban-oriented development pattern** and the residential density is not dense enough to create a vibrant sense of place.

SOUTHLAKE TOWN SQUARE

Southlake Town Square is a **retail destination** located off SH 114 and features the Town Hall in the middle of the development. The site was initially vacant land off the highway and was developed in phases starting in the late 1990s. Currently there are over 500,000 SF of retail and restaurant uses, 26,000 SF of office space, 250 hotel rooms, and a phase of single-family residential. Priorities for the initial master plan included bringing a **mixture of uses**, keeping the space pedestrian-oriented, and incorporating a public square for gathering and events. Future phases for additional residential and retail are ongoing.

EXISTING CONDITIONS: CONCEPT 1

LOCATION

Concept 1 for the Town Center encompasses 205 acres at the southeast intersection of I35W and FM 1171 as shown in **Map 4.1**. The original concept included an additional 183 acres north of FM 1171 as this site is already entitled for mixed-use development (see call-out box on this page for more information). For comparison purposes to Concept 2, just the southern portion of the site is assessed in this Chapter. The strategic location of the site near the I35W/FM 1171 interchange offers the opportunity to become the focal point of the town's social, cultural, and economic activities, providing easy access for residents and visitors alike.

TOPOGRAPHY

The topography of the site is relatively flat; the maximum elevation change is 110 ft. The contours of the site offer opportunities for creating natural amenities, such as water features and recreational trails. While leveraging the advantages of the topography, careful grading will be necessary to ensure the site's safety and optimal functionality for development.

EXISTING ZONING

The existing zoning of the site includes Rural Residential (RR) and Mixed-Use/Planned Development (M-PD). The portion of the site to the northeast of I35W and FM 1171 is zoned M-PD and is entitled for mixed-use development, including up to 500 multi-family units, retail, and a 300-room hotel.

PLANNED INFRASTRUCTURE

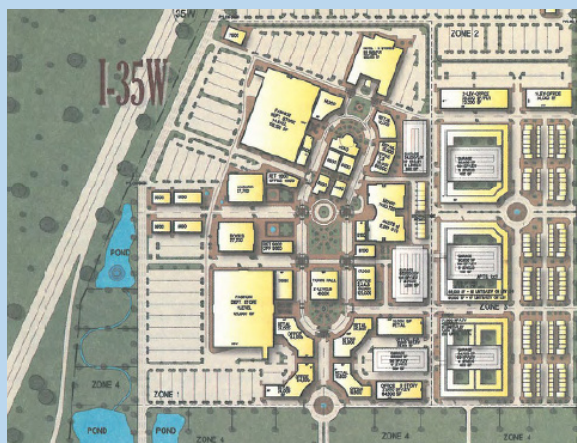
The site is bordered to the north by FM 1171, which is identified as a principal arterial in the Master Thoroughfare Plan that will be six lanes divided by a median. Cleveland Gibbs, which forms part of the eastern border of the study area, is identified as a minor arterial with an ultimate configuration of four lanes divided by a median. In terms of utility infrastructure, the site is not currently served by water or sewer, but the 10-year CIP includes water and sewer extensions that would serve the study area.

SURROUNDING CONTEXT

The site is situated amidst a diverse surrounding context, including open land, Northwest Regional Airport, and existing industrial development. While the airport is of a smaller scale, its presence offers opportunities for additional industrial development and improved transportation linkages within the region. Additionally, the site's frontage along I35W provides advantageous access points, ensuring visibility and excellent connectivity.

SPEEDWAY TOWN CENTER

In 2008, nearly 160 acres of land in the northeast corner of I35W and FM 1171 was entitled as a Mixed-Use Planned Development District. The site plan identified retail, restaurants, office, hotel, and multi-family residential uses. Since the land was originally entitled, the ownership of the property has transferred to Hillwood. It is anticipated that the property will be developed as mixed-use in the future, which would be contextually appropriate to the Town Center concept across FM 1171.



MAP 4.1 | CONCEPT I EXISTING CONDITIONS



LEGEND

- ▬ Study area
- ▬ Town ETJ
- ▬ Parcel Boundary
- ▬ Rural Residential District
- ▬ Collector
- ▬ Primary Arterial 6 Lane Divided
- ▬ Minor Arterial 4 Lane Divided
- ▬ Minor Arterial 4 Lane Undivided
- ▬ Minor Arterial 2 Lane Undivided
- ▬ Water - Build Out
- ▬ Water - 10 year plan
- ▬ Wastewater - 10 year plan

0 125 250 500 750 Feet

EXISTING CONDITIONS: CONCEPT 2

LOCATION

Concept 2 for the Town Center encompasses 192 acres at the future intersection of FM 1171 and Florance Road as shown in **Map 4.2**. While neither of these roads exist today, this site represents the approximate geographic center of Northlake and is consistent with the general area for a Town Center that was identified in the 2016 Comprehensive Plan. The site is approximately one mile from I35W, which carried about 67,000 vehicles per day in 2022 (Source: TxDOT Traffic Count Database System). The parcels within the study area are owned by two private property owners.

TOPOGRAPHY

The topography of the site slopes gradually down towards Denton Creek on the other side of FM 1171. The contours of the site offer opportunities for creating natural amenities, such as water features and recreational trails.

EXISTING ZONING

The existing zoning of the site is Rural Residential (RR). To the northeast of the site, there is a parcel zoned M-PD which is the future location of a Northwest ISD middle school.

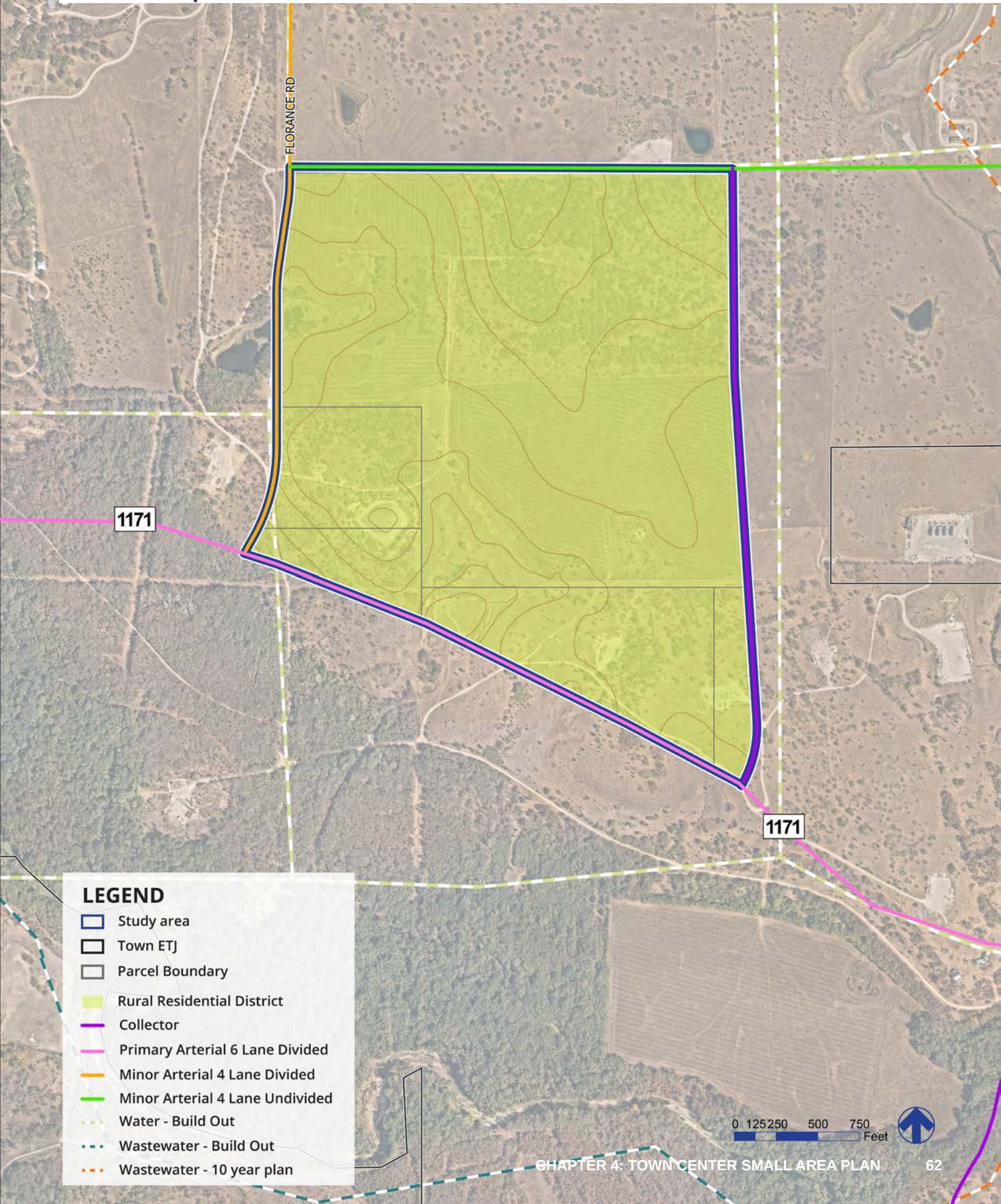
PLANNED INFRASTRUCTURE

The site is bordered on all sides by future thoroughfares, including: FM 1171 to the south which will be a six-lane divided principal arterial; Florance Road to the west which will be a four-lane divided minor arterial; a four-lane undivided minor arterial to the north; and, a collector road to the east. The extension of FM 1171 will be funded and constructed by TxDOT, who does not have a timeframe identified for construction yet. In terms of utility infrastructure, the site is not currently served by water or sewer, and there are no connections identified in the 10-year plan.

SURROUNDING CONTEXT

Denton Creek and the associated floodplain is located to the south of FM 1171 from the site. The Northwest ISD Outdoor Learning Center is to the northwest of the site and the remaining context is rural residential. As noted previously, future surrounding context will include a middle school, which the district indicates may be open in 2026 or 2027.

MAP 4.2 | CONCEPT 2 EXISTING CONDITIONS



ENGAGEMENT

Throughout the comprehensive plan process, there were several engagement opportunities in which residents and stakeholders shared their thoughts about the need for a Town Center.

INITIAL VISIONING FEEDBACK

The first public meeting and community-wide survey offered residents opportunities to provide their feedback on issues related to a potential Town Center.



PUBLIC MEETING #1

- Top Economic Development Priority: Town Center
- Generational Needs: Restaurants and Retail
- Vision for the Future:
 - Walkable Town Center
 - Increased Entertainment Options



COMMUNITY SURVEY

Top Needs:

- Commercial Uses
- Town Events
- Community Gathering Space

TOWN CENTER INSPIRATION TOUR

The Steering Committee participated in a Town Center Inspiration Tour in April 2023 to assess what features of the visionary Town Centers they think could work in Northlake. The group visited Historic Downtown Roanoke, Keller Town Center, and Southlake Town Square. A summary of the key feedback shared by the Committee during the visits are listed below.



HISTORIC DOWNTOWN ROANOKE

Committee Perceptions:

- Very Positive (3)
- Positive (8)

Top Features:

- Aesthetic Quality (10)
- Pedestrian Access (9)

Positive Attributes:

- Charming
- Comfortable
- Unique



KELLERTOWN CENTER

Committee Perceptions:

- Very Positive (4)
- Positive (2)
- Neutral (1)
- Negative (1)

Top Features:

- Mix of Uses (8)
- Pedestrian Access (8)

Positive Attributes:

- Family Friendly
- Nature
- Open



SOUTHLAKE TOWN SQUARE

Committee Perceptions:

- Very Positive (3)
- Positive (2)
- Neutral (4)

Top Features:

- Pedestrian Access (8)
- Aesthetic Quality (7)

Positive Attributes:

- Retail
- Walkable

TOWN CENTER DESIGN WORKSHOP

An evening workshop was held in June 2023 to present proposed concepts for the Town Center area. One concept showed the Town Hall to the west of I35W and another kept the Town Hall and greater Town Center area to the east of I35W.

KEY FEEDBACK

- Keep Town Hall Complex east of I35W
- Integrate more open space and trails
- Have retail/restaurants within walking distance to community event plaza space
- Include less density for multi-family
- Incorporate more buffer to Canyon Falls neighborhood
- Consider options for safe crossing of FM 1171



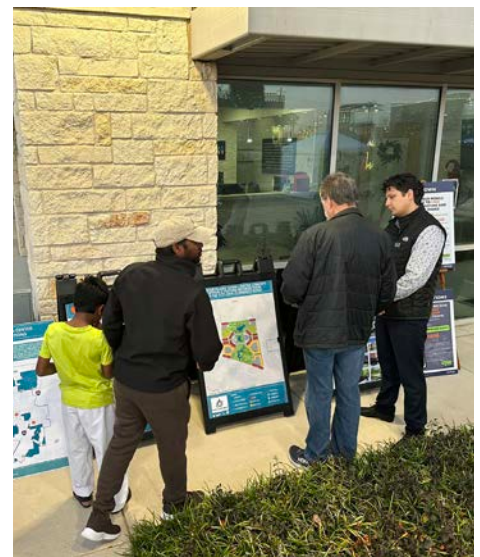
STEERING COMMITTEE REVIEW

At a September 2023 Steering Committee review meeting, the group requested to assess an additional alternative site for the Town Center. This spurred the analysis and development of Concept 2 located at the future intersection of FM 1171 and Florance Road. The Steering Committee members were sent a questionnaire after the September meeting to determine their vision for the alternative site. The types of uses that were most popular based on this questionnaire included green space, small scale retail, mixed-use, and trails.

The Steering Committee met again in November 2023 to review the proposed concepts for the alternative site location. At this meeting, the group provided feedback on which concept they preferred and directed the project team to seek additional public feedback at the Christmas at the Commons event.

CHRISTMAS AT THE COMMONS EVENT

The annual Christmas at the Commons Celebration was held on December 4, 2023 and provided an outlet to seek engagement on the Town Center concepts. Among the market vendors, children's activities, and a festive Christmas parade, attendees explored and voted on proposed Town Center concepts showcased at the event. This unique opportunity allowed residents to actively participate in selecting a favored concept, discussing features and amenities crucial for the Town Center's development. The event concluded with both concepts having the same amount of votes, however, it fostered a sense of collaboration and ownership, emphasizing the community's role in shaping Northlake's landscape and identity, ensuring the forthcoming development aligns with residents' aspirations.



VISION & CHARACTER FRAMEWORK

CONCEPT PLAN I

The first concept plan for the Northlake Town Center as depicted in **Map 4.3** envisions a cohesive and vibrant community hub that addresses the diverse needs of the town's residents. This option is located to the south of FM 1171 and prioritizes community-centric districts, including the Town Hall District, the Municipal District, and the Community District, along with substantial space allocated for recreation and mixed-use development. The site plan carefully integrates with the existing conditions and major corridors (I35W, FM 1171, and Cleveland Gibbs Road) while aligning with the Future Thoroughfare Plan. This option will also be supported by the entitled mixed-use development likely to occur to the north of FM 1171.

It is essential to note that this concept plan is illustrative, and any future development must undergo the regular Town approval process.

KEY COMPONENTS

Concept Plan 1 is centered around building a strong community core. It encompasses five essential districts: the Town Hall District, Municipal District, Community District, Recreation District, and Mixed-Use District. These districts aim to cater to the administrative, civic, and community needs of Northlake's residents.

- **Town Hall District:** The heart of governance and civic engagement, the Town Hall District could host the new Town Hall and related administrative offices. This district would serve as a focal point for residents to access government services, attend town meetings, and participate in community events.
- **Municipal District:** Adjacent to the Town Hall District, the Municipal District can provide essential civic amenities such as a fire station, public library, police station, and other municipal facilities as the need arises with an increasing population. Creating a centralized municipal complex promotes operational efficiency and enhances public access to these vital services.
- **Community District:** Designed as a vibrant social and cultural gathering space, the Community District can offer amenities like a community center, event space, cultural venue, or recreational facility. This district would be the heart of social interactions and promote a strong sense of community identity.
- **Recreation District:** Emphasizing the importance of a healthy and active lifestyle, a significant portion of this concept is allocated to the Recreation District. Green spaces, walking trails, and recreational amenities would be thoughtfully integrated to encourage community gathering spaces.
- **Mixed-Use District:** To complement the municipal complex, mixed-use developments can be strategically placed within the concept. These developments could include a blend of office and retail spaces, contributing to a vibrant environment.

MAP 4.3 | TOWN CENTER CONCEPT I



The Town Center concept is for illustrative purposes to generate ideas for a future Town Center.



0 160 320 640 1280
Feet



LEGEND

— EXISTING ROADS

--- PROPOSED ROADS

--- PROPOSED TRAILS

TOWN HALL

MUNICIPAL

COMMUNITY

RECREATION

MIXED-USE

WATER FEATURES

VISION & CHARACTER FRAMEWORK

CONCEPT PLAN 2

The second concept plan for the Northlake Town Center as depicted in **Map 4.4** aims to establish an interconnected and lively community focal point for Town residents. Situated north of the future extension of FM 1171, this option prioritizes the creation of community-focused zones, such as the Town Hall District, the Municipal District, and the Community District. It also allows significant space for recreational activities and mixed-use developments.

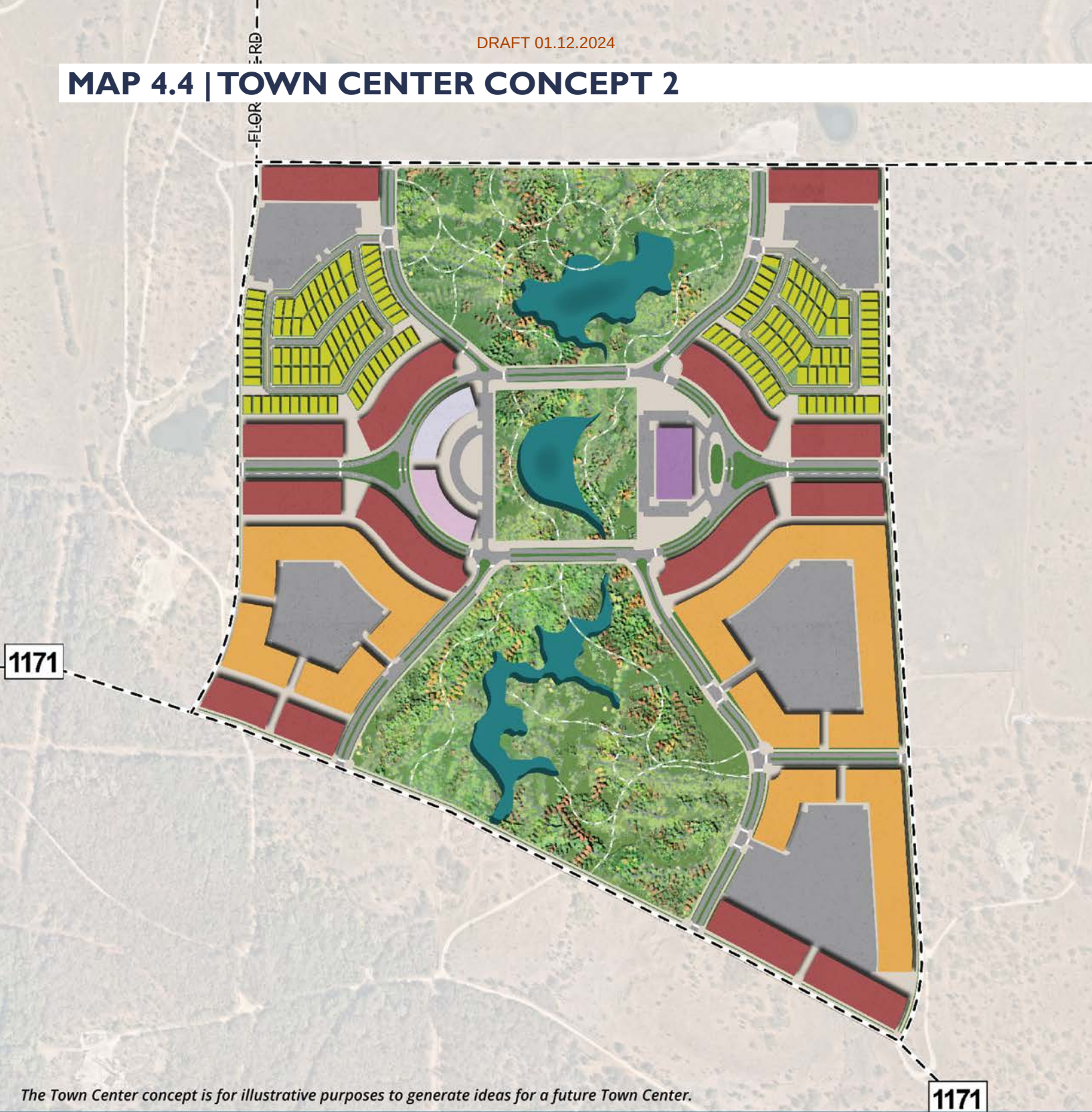
It is essential to note that this concept plan is illustrative, and any future development must undergo the regular Town approval process.

KEY COMPONENTS

Concept Plan 2 encompasses seven total districts: the Town Hall District, Municipal District, Community District, Recreation District, Mixed-Use District, Retail District, and Single-Family District. These districts aim to cater to the administrative, civic, and community needs of Northlake's residents.

- **Town Hall District:** Serving as the epicenter for governance and civic engagement, the Town Hall District could house the new Town Hall and associated administrative offices. This district aims to be a central hub where residents can access government services, participate in town gatherings, and engage in community activities.
- **Municipal District:** Positioned adjacent to the Town Hall District, the Municipal District is designed to accommodate civic amenities such as a fire station, public library, police station, and other municipal facilities to meet the needs of a growing population. Centralizing these essential services promotes operational efficiency and facilitates public accessibility.
- **Community District:** The Community District intends to offer facilities like a community center, event space, cultural venue, or recreational facility.
- **Recreation District:** Highlighting the significance of a healthy and active lifestyle, a substantial portion of the middle portion of this concept is earmarked for the Recreation District. Carefully integrating green spaces, walking trails, and recreational amenities, this area aims to encourage communal spaces for gatherings and activities that promote well-being.
- **Mixed-Use District:** Complementing the municipal complex and retail development, strategically situating mixed-use developments within the southern section is envisioned. These developments may encompass a fusion of office and retail spaces, contributing to a dynamic environment that encourages a seamless blend of living, working, and recreational experiences.
- **Retail District:** The Retail District can host areas designated exclusively for commercial use, encouraging the growth of businesses and services regionally and within the Town Center.
- **Single-Family District:** Complementing the mixed-use and retail areas, the Single-Family District could include attached single-family products such as townhomes.

MAP 4.4 | TOWN CENTER CONCEPT 2



The Town Center concept is for illustrative purposes to generate ideas for a future Town Center.



LEGEND

- EXISTING ROADS
- - - PROPOSED ROADS
- - - PROPOSED TRAILS

- WATER FEATURES
- RETAIL
- MIXED-USE
- RESIDENTIAL

- TOWN HALL
- MUNICIPAL
- COMMUNITY
- RECREATION

VISION & CHARACTER FRAMEWORK

The character framework of the Northlake Town Center Plan provides guidance for key elements of the Town Center vision such as land use, architectural style, placemaking, streetscape, and mobility. Each element plays a role in crafting an active and vibrant Town Center that fosters a sense of belonging and pride among residents.

LAND USE

Land use sets the foundation for an integrated and balanced community by striking a balance between commercial, residential, institutional and recreational spaces. The careful allocation of land ensures efficient land utilization, promoting walkability and reducing dependency on vehicular transportation. Moreover, thoughtful integration of green spaces, public parks, and recreational areas can enhance the quality of life. The potential approximate land use breakdown for both Town Center Concepts is depicted in **Table 4.1**.

TABLE 4.1 | TOWN CENTER LAND USE

Program	Town Center Option 1		Town Center Option 2	
	Acres	(%)	Acres	(%)
Open Space	141	69	60	31
Single Family Residential	0	0	23	12
Mixed-Use	29	14	40	21
Office	6	3	8	4
Retail	29	14	61	32
Industrial	0	0	0	0
Total Area	205	-	192	-

ARCHITECTURAL STYLE

Architectural style seeks to establish a coherent and timeless visual language for the Northlake Town Center. Building on the valuable input gathered during the engagement phase, the architectural style aims to strike a harmonious blend of **contemporary and traditional architectural elements**. Architectural guidelines should foster a cohesive and visually captivating townscape, encouraging innovative yet harmonious building expressions that resonates with residents and visitors alike, encapsulating Northlake's distinctive spirit.

Key architectural elements for consideration in the future development of the Town Center include:

- Buildings should be two to three stories in height
- Buildings should be strategically set back to allow for wide sidewalks, landscaped areas, and welcoming plazas
- Building placement should encourage a pedestrian-friendly environment



TWO-STORY BUILDING HEIGHT



CONTEMPORARY STYLE



TRADITIONAL STYLE

PLACEMAKING

Placemaking focuses on cultivating vibrant and inviting public spaces that serve as the heart of community life. This section celebrates the art of creating interactive gathering places, animated by cultural events, recreational activities, and community gatherings that encourage social interactions and community engagement. By empowering residents to actively shape their environment, Placemaking breathes life into the town center, transforming it from a physical space into a cohesive tapestry of shared memories and experiences.

Gathering spaces play a pivotal role in the Placemaking vision for Northlake. Envisioned as welcoming spaces, the concepts can be designed to accommodate a diverse range of activities—from informal chats to larger community events. Ample seating, vibrant greenery, and interactive elements coalesce to create environments that foster a sense of belonging and fellowship. The inclusion of **public art** can help create a sense of place and also showcase local artists. Sculptures, murals, and interactive installations breathe life into the town center. Public art, like the town itself, becomes a canvas for shared experiences and a source of inspiration.

Placemaking also integrates comprehensive **wayfinding systems**. By leveraging elements such as well-placed signage, intuitive maps, and distinctive landmarks, visitors are effortlessly guided through the heart of Northlake. This approach doesn't merely facilitate exploration; it becomes a conduit for expressing the town's unique identity.



GATHERING SPACE

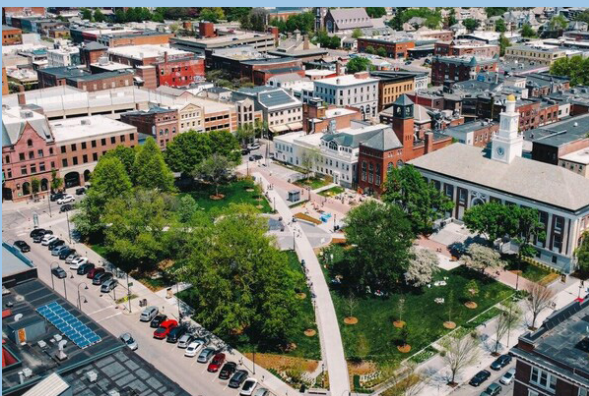


PUBLIC ART



WAYFINDING & SIGNAGE

INSPIRATION: BURLINGTON'S CHURCH STREET MARKETPLACE



Several decades ago, a traffic-snarled street in downtown Burlington, Vermont was closed to traffic and is now a pedestrian mall with vibrant retail, restaurants, and places to stay. The space is a destination for residents and visitors alike and is a successful application of pedestrian-oriented development with gathering spaces, wayfinding, branding, monumentation, and public art. Northlake Town Center Concept One includes a short pedestrian mall in the northeast corner of the study area and should draw inspiration from Burlington and other successful pedestrian malls across the country.

VISION & CHARACTER FRAMEWORK

STREETSCAPE

This element is paramount in shaping the character of the public realm within the Town Center. Through meticulous urban design, streets are transformed into pedestrian-friendly avenues, with landscaping, wide sidewalks, and inviting public spaces. By prioritizing safety, accessibility, and aesthetics, streets can be re-imagined as bustling corridors of community life and not just thoroughfares.

To ensure convenient access to the town center's various destinations, the streetscape design should adhere to a carefully balanced approach between on-street and off-street parking. On-street parking offers a seamless transition between vehicular and pedestrian spaces, promoting a safe and efficient flow of traffic. Meanwhile, strategically placed off-street **parking facilities** are designed to be discreet and thoughtfully integrated, preserving the overall aesthetic appeal of the town center. This balanced approach ensures that parking does not dominate the landscape but rather complements the overall streetscape experience.

A vibrant town center thrives on the energy of its retail spaces. In response to the design workshop feedback, the streetscape considerations accentuates the importance of **active retail frontages**. By encouraging businesses to embrace engaging storefronts and dynamic displays, the streetscape comes alive with a sense of bustling activity. Pedestrians are enticed to explore, shop, and linger, contributing to a lively and thriving community ambiance.

The streetscape design should also incorporate **ample seating** throughout the Town Center. Benches, pocket parks, and public squares can be thoughtfully placed along sidewalks and retail areas, inviting residents and visitors alike to rest, converse, and enjoy the town's communal spaces. These inviting seating areas encourage a sense of community and provide opportunities for impromptu gatherings, strengthening the social fabric of Northlake.



ON-SITE PARKING



ACTIVE RETAIL FRONTAGE



GATHERING SPACE

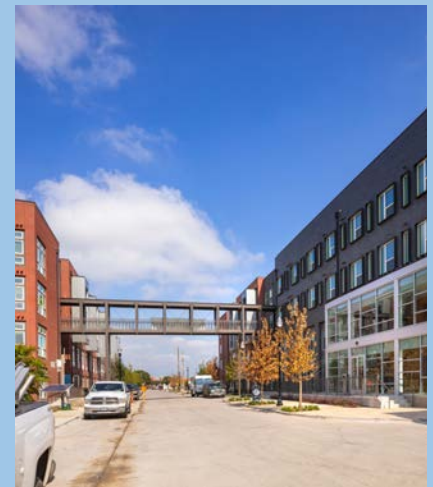
CONNECTING ACROSS FM 1171

AT-GRADE CROSSING

Looking to successful examples like the intersection of Legacy and Bishop Road at the Shops at Legacy in Plano can provide valuable guidance for integrating an at-grade crossing. This design option fosters a seamless interaction between pedestrians and vehicles, creating a pedestrian-friendly environment while maintaining efficient vehicular flow. By thoughtfully incorporating features such as crosswalks, signalization, and pedestrian islands, this choice prioritizes accessibility and convenience, ensuring a safer passage for all.

PEDESTRIAN BRIDGE

A pedestrian bridge is a striking architectural statement that not only ensures safe passage but also could become an iconic element of the town center. Enhancing connectivity, a pedestrian bridge creates an elevated walkway that harmoniously navigates the intersection, granting pedestrians unobstructed access while adding a distinctive landmark to the landscape.



MOBILITY

Mobility centers on creating an efficient and interconnected transportation network. Emphasizing a **multi-modal approach** allows for well-planned roads, trails, and pedestrian pathways to facilitate seamless movement within the Town Center.

The incorporation of trails enhances the connectivity of Northlake with its surrounding natural spaces. By integrating pedestrian-friendly trails into the streetscape, residents are offered the opportunity to explore the town's scenic surroundings, fostering a deeper connection between the community and the natural environment. Wide sidewalks form the backbone of the streetscape design, championing the needs and comfort of pedestrians. By providing ample walking space, the Town Center becomes inherently inviting to pedestrians, encouraging people to explore on foot and enjoy leisurely strolls. The wide sidewalks also accommodate outdoor dining areas for restaurants, extending the vibrancy of the streetscape into the culinary realm.

In harmony with the preferences expressed during the design workshop, the mobility element of the Northlake Town Center Plan fosters an environment that not only caters to the practical aspects of mobility and parking but also prioritizes social interactions, sustainability, and the aesthetic charm of the community. This thoughtful integration of elements ensures that the streetscape serves as a unifying thread, binding the fabric of Northlake together in a tapestry of connectivity and shared experiences.



PEDESTRIAN TRAILS



PEDESTRIAN SAFETY CROSSING



AMPLE SHADE & SIDEWALK WIDTH

CONNECTING ACROSS FM 1171

BOLD IDEA - DEPRESS ROADWAY



A visionary approach would be to depress the roadway itself. This revolutionary design concept involves creating an underground passage for vehicles, allowing pedestrians to traverse the intersection seamlessly above and creating enhanced amenity options such as deck parks. This solution not only enhances safety and accessibility but also transforms the town center into a multi-dimensional experience, promoting both functional efficiency and aesthetic appeal.

IMPLEMENTATION

NEXT STEPS

The Town Center Concepts depicted in this chapter are the first step towards making the vision a reality as it represents the community's vision. Next steps include choosing which site to move forward, public investment in infrastructure and the Town Hall, working with the development community to attract initial private investment, and generating interest in the development over time.

Public Investment. The primary public investment in the Town Center centers on constructing a consolidated Town Hall. Funding sources to consider include municipal bonds to spread costs over time, potential 380 agreements with private entities for financial support, and exploration of other avenues like grants and partnerships to diversify funding streams and reduce financial strain on the town.

Market Activation Strategies. The market analysis conducted for this comprehensive plan revealed that today Northlake has a significant unmet demand for additional retail and office space. The Town Center can serve as a hub for additional office space as well as local and regional-serving retail that is missing in Northlake today. Strategies include implementing mixed-use zoning, considering incentives, and engaging local stakeholders to ensure alignment with market needs, fostering a vibrant and appealing environment.

Development Phasing. Given the Town Center's size, a phased approach is crucial. Initial phases should prioritize essential infrastructure development to attract interest, followed by securing anchor establishments like the Town Hall and major retailers. Subsequent phases should focus on introducing mixed-use spaces gradually, ensuring sustainable growth and balanced development.



LIFESTYLE HOUSING IN
DOWNTOWN ROANOKE



EVENT IN SOUTHLAKE
TOWN SQUARE



05 COMMUNITY IMPLEMENTATION

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IMPLEMENTATION PROGRAM

The Implementation Program acts as a community blueprint for the next 20 years. It includes a series of strategies that will help the Town of Northlake work toward and achieve the Vision that's been established by the community throughout this process. The Implementation Program is displayed in a matrix form, beginning on page 82, that organizes each recommendation by the associated Guiding Principle and Goal. The matrix also outlines parameters for execution including the type of strategy and its associated timeframe and implementing partners.

The Implementation Program is organized around three main components: Guiding Principles, Goals and Strategies. There are seven total Guiding Principles, each with two associated Goals. Each Goal has a varied number of associated Strategies, with a total of 61 Strategies.

GUIDING PRINCIPLES



GOALS



STRATEGIES

GUIDING PRINCIPLES: Guiding Principles are broad statements of desired community outcomes/achievements.

GOALS: Goals are a broad thematic area of focus that is used to create structure around how an organization can achieve its goals.

STRATEGIES: Associated policies and actions that advance the intent of the goals and are measurable.

NORTHLAKE'S GUIDING PRINCIPLES



**GROWTH
MANAGEMENT**



**HOUSING &
NEIGHBORHOODS**



**COMMUNITY
INFRASTRUCTURE**



**COMMUNITY
FACILITIES**



**ECONOMIC
DEVELOPMENT**



**COMMUNITY
CHARACTER**



**NATURAL
ENVIRONMENT**

IMPLEMENTATION PROGRAM COMPONENTS

TYPES OF STRATEGIES

Each strategy in the Implementation Program is categorized into a distinct type, which will impact how it is implemented, who will be in charge, and whether there is a cost associated with implementation.

- **INVESTMENT:** These strategies involve allocating financial resources to fund specific projects, initiatives, or infrastructure developments. Examples include Town signage, a Town Hall, or a sports facility.
- **STUDY:** These strategies involve conducting in-depth research, analysis, or assessments to gather information or data essential for informed decision-making. These actions may include demographic studies, environmental impact assessments, traffic flow analysis, or market research. The outcomes of such studies inform subsequent actions and policies.
- **REGULATION:** These strategies refer to proposed or revised rules and guidelines that are intended to govern various aspects of a community's development and operation. These strategies require Council approved modification to Town ordinance.
- **OPERATIONS:** These strategies pertain to the day-to-day functioning and management of various aspects within a community. They encompass strategies for efficient service delivery, maintenance, and ongoing administration. These actions focus on improving the efficiency and effectiveness of existing services and processes.
- **POLICY:** These strategies focus on policy frameworks and initiatives that guide the Town's actions. Policies and programs aim to address specific challenges and foster positive change.

TIMEFRAME

Since this is a long-term plan, not all of the strategies can be implemented in the same time horizon. The timeframe associated with each strategy identifies when it should be initiated. Factors that help to determine the timeframe include feasibility of implementation, anticipated costs, and overall priority based on feedback from the community.

- **SHORT-TERM:** 1-3 Years
- **MID-TERM:** 3-5 Years
- **LONG-TERM:** 5 Years or beyond
- **ONGOING:** Throughout Plan horizon

PRIORITY

Some strategies are identified as high-priority based on critical need or public interest. These strategies should have allocated resources to implement in the near-term.

IMPLEMENTING AGENCY

While the comprehensive plan was initiated by the Planning and Development Department, there are other departments or external partners that can help implement the plan. The implementing agency represents the organization, department, or entity responsible for carrying out and executing the recommended action or initiative.

PARTNERS

In many cases, there are partner organizations, entities, or stakeholders with whom collaboration and cooperation are essential to successfully implement the recommended strategies. These partners play a critical role in contributing resources, expertise, or support to achieve the Plan's goals.



GROWTH MANAGEMENT

Northlake manages the direction and intensity of development through a thoughtfully planned land use pattern in coordination with utilities and infrastructure to protect the Town's natural spaces and rural heritage while sustaining and enhancing the community's high-quality neighborhoods, amenities, and services.

The Town's commitment to preserving its natural spaces and rural heritage while enhancing high-quality neighborhoods, amenities, and services is imperative. The challenge lies in managing the direction and intensity of development with a thoughtful land use pattern that harmonizes with available utilities and infrastructure. Striking this balance necessitates a proactive approach to infrastructure planning and expansion, ensuring it keeps pace with the demands of a growing population while safeguarding the town's cherished rural character. This endeavor presents an opportunity to foster sustainable growth, mitigate potential conflicts, and maintain a cohesive community identity in the face of increasing development pressures. By strategically addressing these issues, Northlake can harness the opportunities presented by responsible growth management to create a more vibrant, resilient, and harmonious town for current and future residents.

Goal GM1: *Encourage balanced development patterns that reflect the vision of the comprehensive plan.*

GM1.1: *Update the town's zoning and subdivision regulations to incorporate the character and design attributes identified in each of the recommended place types.*

This strategy seeks to enhance both the aesthetic and functional aspects of different neighborhoods and districts. This can lead to more efficient land use, improved pedestrian and vehicular circulation, and a stronger sense of place throughout the Town, ultimately contributing to a more vibrant and livable community. Some of the place types introduced in this plan will necessitate new zoning districts to be created or existing zoning districts to be modified. The development parameters associated with each place type as outlined in **Table 5.2** on page 83 should be used as a framework for making the zoning and subdivision regulations updates.

GM1.2: *Evaluate future development proposals based on their consistency with the established place types and the surrounding land use context.*

This strategy ensures that new development or redevelopment projects align with the existing character and design attributes of the area in which they are proposed. This evaluation process serves as a crucial step in maintaining the overall coherence and compatibility of the Town's development. Town staff, the Planning & Zoning Commission, and Town Council all play a role in reviewing the development proposals.

GM1.3: *Incorporate buffer areas in developments to ensure adequate transitions between different land uses.*

This strategy aims to prevent abrupt shifts in intensity or character, preserving the visual and functional harmony between neighboring areas. Buffer areas could be a gradual increase or decrease in density or open spaces incorporated into a development. These buffer zones serve as a critical tool for mitigating potential conflicts and enhancing the overall livability and appeal of the community as it continues to grow.

GM1.4: Utilize Planned Developments (PDs) when necessary to attain desired development patterns consistent with the Comprehensive Plan vision.

By selectively employing PDs, the Town can maintain control over development outcomes while allowing flexibility when conventional zoning regulations may not suffice. This approach ensures that PDs are used as a strategic tool to meet specific planning objectives, promoting responsible and intentional growth while adhering to the overarching vision of the Comprehensive Plan.



GM1.5: Minimize the provision of infrastructure for areas identified as Rural Estate and Rural Reserve in order to maintain the rural character.

The Town can protect the open and natural qualities of certain areas by limiting water and sewer infrastructure development, thus maintaining a more bucolic and low-density environment. This approach aligns with the Plan's objective to balance development with the preservation of rural landscapes, contributing to the long-term sustainability and charm of these rural areas. The areas identified in the Future Development Map as Rural Estate and Rural Reserve coincide with the Water and Wastewater Infrastructure Plans. In these areas, many residents and businesses may use only well water and/or septic for their daily needs. Additionally, in these place types roadway capacity can be limited due to less density and stormwater can be handled via bar ditches instead of traditional curb and gutter.



PLANNED DEVELOPMENTS

Planned Developments (PDs) are specialized zoning tools that allow for flexibility and customization in development projects. They provide developers with the opportunity to deviate from conventional zoning regulations when justified by unique project needs, resulting in more tailored and innovative approaches to land use and design. Pecan Square, Canyon Falls, and the Northlake Commons are examples of PDs within Northlake Town Limits.



Goal GM2: *Promote phasing of development that is coordinated with infrastructure development and expansions.*

GM2.1: *Reference the Growth Areas Map when targeting future areas for annexation.*

Map 3.2 on page 54 identifies areas for potential expansion of the Town limits. Having a strategy for annexation ensures that any expansion aligns strategically with the town's long-term growth objectives and planned development areas, promoting a coherent and well-informed approach to growth that conforms to the Plan's vision. This process helps in preserving the town's overall character while facilitating responsible growth.

GM2.2: *Assess the Capital Improvement Program (CIP) project listing as new infrastructure projects are completed by the Town and external partners.*

This practice ensures that the CIP remains up-to-date and responsive to changing community needs, enabling efficient allocation of resources and funding to priority projects. By regularly assessing and updating the CIP, the Town can maintain a dynamic and adaptable approach to infrastructure planning and development in line with its Plan objectives. The current CIP encompasses projects focused on enhancing and expanding the Town's infrastructure, specifically its roads, water supply, and sewer systems. These projects are designed to address various aspects, including capacity upgrades, expansions, enhanced monitoring capabilities, and increased storage capacity for these systems.

GM2.3: *Continue to utilize development agreements as a tool to encourage highly amenitized developments.*

Development Agreements are legal contracts between property owners and local jurisdictions or developers that state terms and conditions of a real estate development project. By utilizing development agreements, the Town can promote the incorporation of valuable community amenities, infrastructure, and services within new projects. This approach not only enhances the overall quality of life for residents but also aligns with the Plan's vision for a well-rounded and attractive built environment.

GM2.4: *Continue coordination with area school districts to ensure timely planning and construction of new schools in response to population growth and development.*

This collaborative effort ensures that the educational infrastructure keeps pace with the changing needs of the community, preventing overcrowding, coordinating infrastructure expansions, and ensuring that residents have access to quality education. By working together, the Town and school districts can proactively address the demands of a growing population and align educational facilities with the Plan's objectives for sustainable growth and community well-being. School districts currently serving the Northlake community are Argyle ISD, Northwest ISD, and Ponder ISD.

TABLE 5.1 | GROWTH MANAGEMENT IMPLEMENTATION SUMMARY

Strategy	Type of Strategy	Timeframe	Implementing Agency	Partners
Goal GM1: Encourage balanced development patterns that reflect the vision of the comprehensive plan.				
GM1.1: Update the town's zoning and subdivision regulations to incorporate the character and design attributes identified in each of the recommended place types.	Regulation	Short	Development Services	Town Council, P&Z
GM1.2: Evaluate future development proposals based on their consistency with the established place types and the surrounding land use context.	Policy	Ongoing	Development Services	Town Council, P&Z
*GM1.3: Incorporate buffer areas in developments to ensure adequate transitions between different land uses.	Regulation	Ongoing	Development Services	P&Z, Town Council, Developers
GM1.4: Utilize Planned Developments (PDs) when necessary to attain desired development patterns consistent with the comprehensive plan vision.	Policy	Ongoing	Development Services	Developers, Town Council, P&Z
*GM1.5: Minimize the provision of infrastructure for areas identified as Rural Estate and Rural Reserve in order to maintain the rural character.	Policy	Ongoing	Public Works	Development Services, Town Council
Goal GM2: Promote phasing of development that is coordinated with infrastructure development and expansions.				
GM2.1: Reference the Growth Areas Map when targeting future areas for annexation.	Operations	Long	Town Manager	Town Council, P&Z
GM2.2: Regularly assess the Capital Improvement Program (CIP) project listing as new infrastructure projects are completed by the Town and external partners.	Operations	Ongoing	Public Works	Development Services, Finance
GM2.3: Continue to utilize development agreements as a tool to encourage highly amenitized developments.	Policy	Ongoing	Development Services	Town Council, P&Z
*GM2.4: Continue coordination with area school districts to ensure timely planning and construction of new schools in response to population growth and development.	Operations	Ongoing	Town Manager	Area School Districts

See page 78 for descriptions of the implementation program parameters.

*Indicates a high priority strategy.



HOUSING & NEIGHBORHOODS

Northlake is a community that welcomes all ages, backgrounds, and abilities, with neighborhoods that give residents a sense of community and access to a range of diverse housing options with amenities, open and recreational space, trail networks, and access to local goods and services and the Town's natural assets.

The Town's commitment to diverse housing options and vibrant community living is central to its vision. The opportunities are abundant, as Northlake can harness its commitment to amenity-rich neighborhoods to create a strong sense of community and enhance quality of life. However, the challenge lies in ensuring that housing remains accessible and attainable to accommodate diverse housing needs. By proactively addressing these housing-related challenges and leveraging its assets, Northlake has the potential to establish itself as a welcoming and dynamic community where residents can thrive while enjoying the town's natural beauty and access to quality amenities.

Goal HN1: Provide a range of housing choices for residents at all ages and stages.

HN1.1: Update the density requirements for residential zoning districts to be consistent with the recommendations in this Comprehensive Plan.

Table 5.2 outlines acceptable density ranges for each place type category. By updating the Town's density requirements to match the recommendations within this Comprehensive Plan, the Town can ensure that zoning regulations reflect its long-term vision for housing and neighborhoods. This update aims to create a more harmonious and balanced built environment, accommodating diverse housing needs and fostering a well-planned and sustainable community that adheres to the goals set forth in the Comprehensive Plan.

TABLE 5.2 PLACE TYPE DENSITIES		
Place Type		Density Range
Residential Place Types		
	Rural Reserve	Minimum Lot Size = 5 to 20 Acres
	Rural Estate	Lot Size Range = 1 to 5 Acres
	Suburban Neighborhood	Dwelling Units Per Acre = 3 to 4
	Lifestyle Neighborhood	Dwelling Units Per Acre = Up to 10
	Livable Center	Dwelling Units Per Acre = Up to 40
Non-Residential Place Types		
	Light Industrial/Commercial Flex	Floor Area Ratio = 20%
	Neighborhood Retail	Floor Area Ratio = 20%
	Corridor Commercial	Floor Area Ratio = 30%
	Industrial Innovation	Floor Area Ratio = 50%

HN1.2: Allow senior housing options within the Lifestyle Neighborhood place type to encourage aging in place within Northlake.

The AARP Foundation states that by 2030, one in every five Americans will be over the age of 65. Currently there are no designated senior living options in Northlake; the Lifestyle Neighborhood place type could allow for senior living complexes or mixed-age communities. This initiative not only supports the well-being of older residents but also contributes to the creation of a more inclusive and age-friendly environment, aligning with the Plan's vision for diverse and accommodating neighborhoods.

HN1.3: Conduct a housing needs assessment to determine regional housing demand and housing types that are currently underserved in Northlake.

This assessment is a crucial step in understanding the evolving housing market, ensuring that the community can effectively address housing disparities and evolving market trends. An effective housing needs assessment typically encompasses elements such as demographic analysis, housing market needs and demand evaluation, cost considerations, and community stakeholder input. By gaining a deeper insight into the diverse housing needs of its residents, Northlake can develop targeted strategies to enhance housing accessibility, attainability, and variety, thereby aligning its housing policies with the changing demographics and preferences of the population.



Goal HN2: Support efforts to preserve the quality and longevity of neighborhoods.

HN2.1: Encourage the use of high-quality building materials that are consistent with the Town's character and monitor future legislation related to building materials.

This approach aims to preserve the visual appeal and architectural integrity of Northlake's built environment. While the current state legislature restricts local control of building material requirements (HB 2439, 2019), the laws could change in the future. Therefore, staying informed about evolving building material regulations ensures that the Town remains adaptable to any changes in construction practices and can continue to maintain its unique character while complying with legal requirements. In Northlake, development agreements have been one way to uphold quality building materials within the Town limits to match the surrounding context.

HN2.2: Continue to work with developers to include quality of life amenities such as parks, trails, landscaping, and sidewalks within residential and commercial developments.

This strategy enhances the livability of Northlake while ensuring that new developments contribute positively to the Town's overall quality of life. By integrating these amenities, Northlake can create more walkable and community-centric neighborhoods, foster recreational opportunities, and reinforce its commitment to a high-quality living environment as outlined in its Comprehensive Plan. The Town can utilize various tools to promote highly amenitized development, including development agreements, incentives, Planned Developments, and policy updates, among others.

HN2.3: Maintain existing and cultivate new relationships with HOAs to increase communication and awareness of neighborhood priorities.

By nurturing relationships with HOAs, the Town can facilitate a constructive dialogue with residents, ensuring that neighborhood concerns and aspirations are effectively addressed. This approach underscores Northlake's commitment to promoting community engagement, building trust, and collaboratively working towards neighborhood enhancements, all of which are central to the Plan's vision of creating strong and connected neighborhoods. One consideration for the future is to hold an annual HOA forum to invite members of all HOAs to interact with different Town departments.

HN2.4: Ensure that code enforcement is fully staffed to maintain effective oversight and enforcement of regulations.

Effective and expedient code enforcement is critical to maintaining property values and neighborhood longevity as Northlake grows and evolves. Ensuring this strategy is met will allow the Town to uphold its commitment to enforcing zoning and housing regulations consistently. This approach helps in preserving neighborhood standards, ensuring the safety and well-being of residents, and aligning with the objective of maintaining the quality and integrity of Northlake's housing and neighborhoods.

TABLE 5.3 | HOUSING & NEIGHBORHOODS IMPLEMENTATION SUMMARY

Strategy	Type of Strategy	Timeframe	Implementing Agency	Partners
Goal HN1: Provide a range of housing choices for residents at all ages and stages.				
HN1.1: Update the density requirements for residential zoning districts to be consistent with the recommendations in this Comprehensive Plan.	Regulation	Short	Development Services	Town Council, P&Z
HN1.2: Allow senior housing options within the Lifestyle Neighborhood place type to encourage aging in place within Northlake.	Regulation	Short	Development Services	Town Council, P&Z
HN1.3: Conduct a housing needs assessment to determine regional housing demand and housing types that are currently underserved in Northlake.	Study	Mid	Development Services	Consultant
Goal HN2: Support efforts to preserve the quality and longevity of neighborhoods.				
*HN2.1: Encourage the use of high quality building materials that are consistent with the Town's character and monitor future legislation related to building materials.	Policy	Ongoing	Development Services	Town Manager, Developers
*HN2.2: Continue to work with developers to include quality of life amenities such as parks, trails, landscaping, and sidewalks within residential and commercial developments.	Policy	Ongoing	Development Services	Developers, Town Council, P&Z
HN2.3: Maintain existing and cultivate new relationships with HOAs to increase communication and awareness of neighborhood priorities.	Operations	Ongoing	Town Manager	HOAs
HN2.4: Ensure that code enforcement is fully staffed to maintain effective oversight and enforcement of regulations.	Operations	Short	Town Manager	Code Enforcement

See page 78 for descriptions of the implementation program parameters.

*Indicates a high priority strategy.



COMMUNITY INFRASTRUCTURE

Northlake provides a reliable and modern infrastructure network that establishes a blueprint for future development decisions, affording access to critical utilities and infrastructure, including roadways, public safety services, water, and sewer that serve the basic needs of residents and stakeholders throughout the community.

Maintaining and expanding infrastructure to meet the evolving needs of a growing community can be formidable. Ensuring access to essential utilities, safe and efficient roadways, and top-tier public safety services requires careful planning and investment. Nevertheless, these challenges also present opportunities for Northlake to enhance its quality of life, bolster economic development, and establish a resilient foundation for the future. By addressing infrastructure issues proactively and leveraging the potential for sustainable growth, Northlake can create a vibrant and thriving community that continues to meet the basic needs of its residents while facilitating a high quality of life for all.

Goal CI1: Ensure public infrastructure is proactively provided and maintained in an efficient, equitable manner.

CI1.1: Conduct routine reviews of impact fees to ensure their accuracy, relevance, and alignment with the community's growth and development needs.

Impact fees are charges imposed by local governments on developers to fund the necessary infrastructure and services required to accommodate the increased demand resulting from new development projects. This strategy ensures that the Town can maintain a fair and equitable system for financing essential infrastructure improvements, ensuring that new development bears its share of the costs. This approach supports responsible growth management and helps secure resources needed to accommodate development without disproportionately burdening existing residents. Impact fees should be reviewed at least every five years.

CI1.2: Implement the projects identified in the Capital Improvement Program (CIP) to ensure completion of the 10-year and build-out phases.

By following through with these projects, Northlake can ensure that its infrastructure development aligns with the long-term vision of the community. This approach reinforces the Town's commitment to responsible planning, efficient resource allocation, and a well-prepared future, all contributing to the sustainability and growth of Northlake. The Thoroughfare Map and the Water/Wastewater Map, included in **Appendix C**, contain essential geographical references to infrastructure projects expected to unfold over the next decade and beyond. The planning process for the Future Development Map considered the positioning and development of these critical infrastructure systems.

CI1.3: Regularly review the water and wastewater master plans to ensure their alignment with changing community needs, technological advancements, and environmental considerations.

These master plans should be updated every five to ten years to account for planned growth and associated infrastructure needs. This proactive approach allows the Town to adapt its infrastructure planning to evolving circumstances, maintain efficient utility services, and address environmental concerns, all of which align with the Plan's goal of providing reliable and modern infrastructure.

CI1.4: Collaborate with relevant local authorities, utilities, and regulatory bodies to facilitate the sharing of water resources and infrastructure.

Throughout this planning process, smart allocation of water resources was brought up by many stakeholders and residents. Collaboration with partner entities will help ensure that the Town can optimize the use of resources, promote sustainable water management, and ensure efficient infrastructure planning. This collaborative effort aligns with the Plan's objectives for responsible and coordinated community development.



CI1.5: Implement a Geographic Information System (GIS)-based asset management inventory to efficiently track and manage community assets.

The Public Works Department has begun developing an asset management tracking system. Other departments within the Town should employ similar technology to monitor and maintain critical infrastructure, leading to improved resource allocation, cost-effective maintenance, and more informed decision-making.

CI1.6: Proactively plan and establish additional police and fire facilities in tandem with community growth.

By strategically expanding these essential public safety services, the Town can ensure timely emergency response and policing for its growing population. This approach aligns with the Plan's commitment to maintaining the well-being and security of Northlake's residents while accommodating development and population growth.



TxDOT RELATIONSHIPS

The Texas Department of Transportation (TxDOT) wields significant influence on Texas communities due to its pivotal role in planning, constructing, operating, and maintaining much of the state's roadway infrastructure. TxDOT's decisions regarding roadways, highways, and transportation projects can profoundly impact a community's connectivity, accessibility, and economic development. In Northlake, TxDOT oversees a substantial portion of the Town's primary thoroughfares, including I35W, SH 114, and FM Roads 1171, 407, 156. This constrains the Town's ability to manage operations and enhancements on these roads since TxDOT maintains exclusive jurisdiction over these routes. TxDOT does offer a program known as the 'Turnback Program,' in which TxDOT turns over ownership of a segment of roadway to a community. The benefit of this program is that the local community would have control over improvements and enhancements within the ROW, while the drawback is that the community would be fully responsible for funding the operations and maintenance costs. Additionally TxDOT offers "Municipal Maintenance Agreements" that allow local governments to fund enhanced roadways within TxDOT ROW.

Goal CI2: Support the development of a safe, convenient, and accessible transportation system.

CI2.1: Prioritize the development of improved north-south connections to enhance regional mobility, alleviate congestion, and promote efficient transportation flow.

Currently the only continuous north-south roadway in Northlake is I35W. Developing alternative north-south routes will allow Northlake to address traffic challenges, facilitate smoother movement of goods and people, and support the Plan's vision of a well-connected and accessible community. This approach aims to improve overall transportation infrastructure, benefiting both residents and businesses within the Town.

CI2.2: Work with state and regional partners to increase road capacity on FM 407 and extend FM 1171 to accommodate the community's growth and improve mobility.

By working with TxDOT, Denton County, NCTCOG, and surrounding communities on these road improvement projects, the Town can alleviate traffic congestion and provide better transportation options for residents and employees. This approach contributes to improved regional connectivity and supports Northlake's sustainable development as it continues to grow.

CI2.3: Promote active transportation opportunities to create a pedestrian and cyclist-friendly community that promotes healthy lifestyles, reduces traffic congestion, and enhances overall quality of life.

As new roadways are constructed and as existing roadways are expanded, the Town should prioritize adding bicycle and pedestrian infrastructure to allow for active transportation opportunities. By doing this, Northlake can create a more sustainable and inclusive built environment aligned with the Plan's vision for a vibrant and accessible community.

CI2.4: Maintain an ongoing and collaborative partnership with TxDOT, Denton County, and adjacent communities to ensure synchronized planning and execution of future roadway widenings.

By coordinating with partner entities, Northlake can contribute to well-planned and efficient roadway expansions that align with regional transportation needs. This collaborative approach supports the Plan's vision of a well-connected and accessible community, enhancing overall mobility and transportation infrastructure for Northlake's residents and commuters. Continued participation in regional mobility efforts such as the NCTCOG Regional Transportation Council and Surface Transportation Technical Committee are also important.

CI2.5: Establish a designated funding source or fee structure dedicated to roadway maintenance to ensure the longevity of the community's road infrastructure.

There are certain fees that a community can impose, such as a Street Maintenance Tax (incorporated into the sales tax rate) or a Road Assessment (fees charged to property owners who would benefit from a roadway improvement instead of raising taxes for the community at large). Funds generated by these sources can be used towards the ongoing maintenance and repair of roadways. If these fee structures were to be created in the future, Northlake can be better equipped to ensure the long-term durability of its road infrastructure, ultimately maintaining a reliable and modern transportation network.

TABLE 5.4 | COMMUNITY INFRASTRUCTURE IMPLEMENTATION SUMMARY

Strategy	Type of Strategy	Timeframe	Implementing Agency	Partners
Goal CI1: Ensure public infrastructure is proactively provided and maintained in an efficient, equitable manner.				
CI1.1: Conduct routine reviews of impact fees to ensure their accuracy, relevance, and alignment with the community's growth and development needs.	Operations	Ongoing	Public Works	Finance, Development Services
CI1.2: Implement the projects identified in the Capital Improvement Program (CIP) to ensure completion of the 10-year and build-out phases.	Investment	Long	Public Works	Development Services
CI1.3: Regularly review the water and wastewater master plans to ensure their alignment with changing community needs, technological advancements, and environmental considerations.	Study	Ongoing	Public Works	TRWD, TRA
CI1.4: Collaborate with relevant local authorities, utilities, and regulatory bodies to facilitate the sharing of water resources and infrastructure.	Operations	Ongoing	Public Works	TRWD, TRA, Surrounding Communities
CI1.5: Implement a Geographic Information System (GIS)-based asset management inventory to efficiently track and manage community assets.	Operations	Ongoing	Development Services	Public Works
*CI1.6: Proactively plan and establish additional police and fire facilities in tandem with community growth.	Operations	Ongoing	Development Services	Town Council, Fire, Police, ESD
Goal CI2: Support the development of a safe, convenient, and accessible transportation system.				
*CI2.1: Prioritize the development of improved north-south connections to enhance regional mobility, alleviate congestion, and promote efficient transportation flow.	Investment	Long	Public Works	TxDOT, Denton County
*CI2.2: Work with state and regional partners to increase road capacity on FM 407 and extend FM 1171 to accommodate the community's growth and improve mobility.	Investment	Long	Development Services	TxDOT, NCTCOG, Denton County
CI2.3: Promote active transportation opportunities to create a pedestrian and cyclist-friendly community that promotes healthy lifestyles, reduces traffic congestion, and enhances overall quality of life.	Policy	Ongoing	Development Services	NCTCOG, Public Works
CI2.4: Maintain an ongoing and collaborative partnership with TxDOT, Denton County, and adjacent communities to ensure synchronized planning and execution of future roadway widenings.	Operations	Ongoing	Development Services	TxDOT, Denton County, Surrounding Communities
CI2.5: Establish a designated funding source or fee structure dedicated to roadway maintenance to ensure the longevity of the community's road infrastructure.	Operations	Mid	Town Manager	Town Council, Public Works, Finance

See page 78 for descriptions of the implementation program parameters.

*Indicates a high priority strategy.



COMMUNITY FACILITIES

Northlake ensures a high quality of life and well-being for all ages and stages of life, providing a range of civic programming, recreation opportunities, and modern technology and facilities that have the capacity to support needs of this evolving and growing community.

The Town's commitment to enriching the high quality of life and well-being for residents of all ages and life stages is clear. However, as Northlake evolves and grows, it will encounter challenges in keeping pace with the rising demand for civic programming, parks, and modern facilities. Ensuring that these amenities and facilities cater to the diverse needs of a growing population requires careful planning and resource allocation. Nonetheless, these challenges also present opportunities for Northlake to strengthen its civic infrastructure, enhance recreational offerings, and leverage modern technology to foster a more vibrant and connected community. By addressing these issues proactively and maximizing these opportunities, Northlake can continue to provide a high quality of life and well-being for its residents as the Town evolves and flourishes.

Goal CF1: Invest in community facilities to better serve residents as the community and associated needs continue to grow.

CF1.1: Construct a new Town Hall facility that will serve as a central hub for civic activities, administration, public services, and community events.

As discussed in Chapter 4, there is a need and desire for a new, centralized Town Hall. Such a facility would act as a focal point for municipal functions, enhancing accessibility to essential services and fostering a sense of community identity. This allows the Town to continue fostering well-equipped and cohesive civic infrastructure, benefiting both residents and stakeholders in Northlake.

CF1.2: Integrate advanced technology within community facilities to enhance user experiences and streamline operations.

This strategy will allow Northlake to provide residents with enhanced services and experiences while optimizing resource management. Potential technological additions to community facilities may encompass offerings like complimentary public Wi-Fi, electric bike-sharing programs, digital signage, and emergency phone systems, among other possibilities.

CF1.3: Develop a public-private partnership to construct a state-of-the-art sports complex that offers indoor sports fields and sports courts facilities.

Due to the lack of public parks and recreation facilities in Northlake, there is a need for sports fields and sports courts. A public-private partnership can help the Town share the cost burden of developing this type of facility. An indoor sports complex would offer a modern sports venue that benefits both residents and visitors, fostering athletic and recreational opportunities, thus enhancing community amenities and promoting healthy and active lifestyles in Northlake.

CF1.4: Explore partnerships with neighboring communities and external vendors to offer shared community facilities such as libraries and recreation centers.

As communities face lean operating budgets, many partner with neighboring communities to provide joint services or facilities that would otherwise be very expensive for one community to provide on its own. By collaborating in this way, Northlake can optimize resource utilization and expand access to essential services and recreational opportunities for its residents. This approach aligns with the Plan's goal of fostering cost-effective and efficient community infrastructure development, enhancing the overall quality of life in Northlake.

FUTURE SPORTS FACILITY

In September 2022, the Town of Northlake conducted a Market and Financial Feasibility Study for an Ice Center and Hardcourt Sports Facility. The study aimed to assess demand, analyze regional trends, gather cost data, and evaluate the economic and fiscal advantages of investing in this type of facility. The positive outcomes of this study led the Town to call for a special election to seek approval for the construction of a \$45M sports facility located near SH 114, featuring amenities like ice rinks and hard courts. The special election passed, and the facility is expected to open by 2026 and would be funded through a combination of hotel occupancy tax, dedicated sales tax, and lease payments, with no impact on property taxes. Officials believe the complex will attract more businesses to the area and boost sales tax revenue while maintaining low property taxes for residents.



Rendering source: Stellar Group, Incorporated

Goal CF2: Continue existing and implement new community programs based on resident needs.

CF2.1: Implement a comprehensive schedule of annual programmed events that cater to diverse interests and age groups within the community.

Northlake offers a few existing annual events including the Christmas at the Commons event in December. As the community and staff grows and interests become more diverse, the Town can explore adding to the annual schedule of events. These events can be used to enhance community engagement, foster a sense of belonging, and create vibrant social connections.

CF2.2: Develop a comprehensive branding strategy that positions the Town Center as the heart of the community, a dynamic gathering space, and a vibrant cultural hub.

The Town Center concept plan presented in **Chapter 4** represents a grand vision for a new community center. To help attract developers, tenants, and eventually residents and visitors, the Town Center should have an identifiable brand. This can help create a distinct identity for the Town Center, drawing residents and visitors alike to enjoy its amenities and cultural offerings.

CF2.3: Consider establishing a Parks and Recreation Department as the Town grows to oversee the planning, development, and management of public parks, recreational facilities, recreation programs, and community events.

A municipal Parks and Recreation Department typically oversees the planning, design, programming, operations, and maintenance of parks and recreation facilities. As the population continues to grow, there will likely be a need for community parks, sports fields, and recreation programs that are typically included within a community and that are not present in Northlake today. Adding a Parks and Recreation Department when feasible would allow Northlake to create a well-coordinated and enriching recreational environment for its residents.

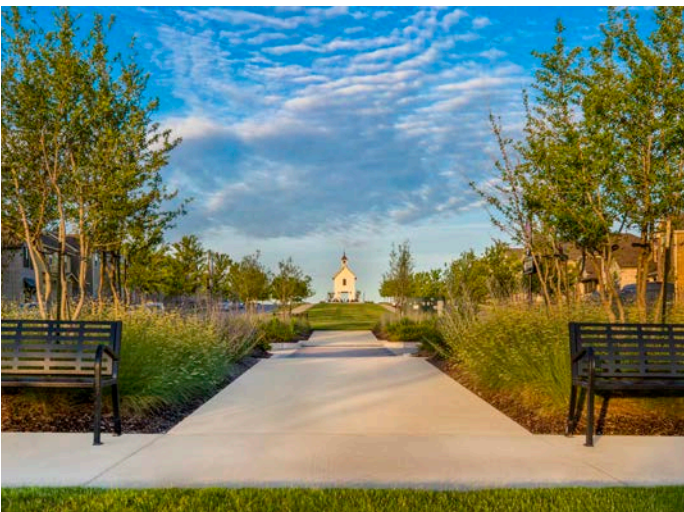


TABLE 5.5 | COMMUNITY FACILITIES IMPLEMENTATION SUMMARY

Strategy	Type of Strategy	Timeframe	Implementing Agency	Partners
Goal CF1: Invest in community facilities to better serve residents as the community and associated needs continue to grow.				
CF1.1: Construct a new Town Hall facility that will serve as a central hub for civic activities, administration, public services, and community events.	Investment	Long	Development Services & Town Manager	Town Council, All Departments
CF1.2: Integrate advanced technology within community facilities to enhance user experiences and streamline operations.	Investment	Long	Town Manager	Business Partners
CF1.3: Develop a public-private partnership to construct a state-of-the-art sports complex that offers indoor sports fields and sports courts facilities.	Investment	Mid	Town Manager	EDC, CDC, Developers, Sports Entities
CF1.4: Explore partnerships with neighboring communities and external vendors to offer shared community facilities such as libraries and recreation centers.	Operations	Mid	Town Manager	Surrounding Communities
Goal CF2: Continue existing and implement new community programs based on resident needs.				
CF2.1: Implement a comprehensive schedule of annual programmed events that cater to diverse interests and age groups within the community.	Operations	Ongoing	Communications & Marketing	EDC, CDC, Community Groups
*CF2.2: Develop a comprehensive branding strategy that positions the Town Center as the heart of the community, a dynamic gathering space, and a vibrant cultural hub.	Investment	Long	Communications & Marketing	EDC, CDC, Town Council
CF2.3: Consider establishing a Parks and Recreation Department as the Town grows to oversee the planning, development, and management of public parks, recreational facilities, recreation programs, and community events.	Operations	Long	Town Manager	Town Council

See page 78 for descriptions of the implementation program parameters.

*Indicates a high priority strategy.



ECONOMIC DEVELOPMENT

Northlake is a business-friendly community that invites and attracts a diversity of retail offerings, services, and employment opportunities that cater to local needs and create regional attractions, bolstering economic vitality and prosperity for the community.

The Town is on a trajectory to establish a reputation as a business-friendly community that attracts a diverse range of retail offerings, services, and employment opportunities. However, establishing and sustaining this vibrancy requires addressing issues such as workforce development, supporting infrastructure, and sustainable growth management. The need for a skilled and adaptable workforce, along with infrastructure enhancements to support businesses, presents areas of focus. Yet, these challenges also present opportunities for Northlake to invest in workforce training, strategic infrastructure development, and targeted incentives to attract and retain businesses. By proactively addressing these economic development challenges and harnessing opportunities, Northlake can bolster its economic vitality and prosperity, ensuring that it continues to be an attractive and thriving community for both residents and businesses alike.

Goal ED1: Promote procedures and policies that help create a favorable atmosphere for business recruitment and retention.

ED1.1: Facilitate collaborative joint meetings among the Community Development Corporation (CDC), Economic Development Corporation (EDC), Town Council, and Planning & Zoning Commission (P&Z) to enhance synergy, streamline communication, and foster informed decision-making.

During the Northlake Next Comprehensive Plan process, these four elected and appointed official groups met for the first time. Additional joint meetings should be considered in the future to promote coordination and open dialogue. By doing so, Northlake can better ensure that development and economic initiatives align with the Town's Comprehensive Plan, fostering a more efficient and well-informed approach to community growth and prosperity.

ED1.2: Maintain participation in regional chamber initiatives to foster collaboration, economic growth, and community development.

The Metroport Chamber serves the business community in Northlake, Argyle, Justin, Roanoke, Trophy Club, and Westlake. By continuing to actively engage with the chamber, the Town can promote synergies with neighboring communities, leverage collective resources, and strengthen its position as a hub for economic vitality and collaboration. This allows Northlake to create a thriving and interconnected community, contributing to the Town's overall prosperity and well-being.

ED1.3: Conduct and periodically update a target industry/cluster study to identify potential industries to come to Northlake.

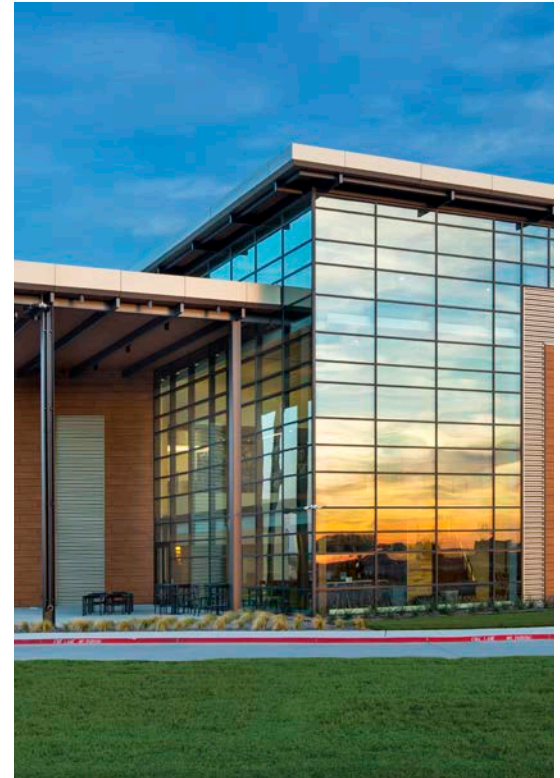
The Town's active monitoring and assessment of industry trends and opportunities will allow it to proactively attract and support businesses that align with its economic development goals. This approach enhances Northlake's ability to diversify its economic base, create employment opportunities, and stimulate sustainable growth, in accordance with the Plan's vision of a prosperous and thriving community.

ED1.4: Track job creation, public/private investment, change in tax value, and income to measure Northlake's economic health over time.

Monitoring these indicators provides valuable insights into the community's economic well-being, ensuring that Northlake remains on a path of sustainable growth and prosperity. This data-driven approach allows for responsible and informed economic development, facilitating informed decision-making and the continued enhancement of Northlake's economic vitality.

ED1.5: Create a database of all major employers, key contacts, number of employees, average pay, industries, and other factors.

By maintaining such a database, Northlake can gain a holistic understanding of its economic landscape, support business growth and development, and facilitate strategic decision-making to enhance the community's economic vitality. This initiative aligns with the Plan's vision for data-driven and informed economic development, fostering a thriving and resilient local economy.



Goal ED2: Work with partners to diversify offerings for retail, commercial, and entertainment uses.

ED2.1: Implement targeted strategies to attract grocery and retail businesses to the community, enhancing convenience and local economic vitality.

Both the market assessment and the community engagement process for this Plan revealed that there is demand in the community for grocery and additional retail. Through coordination with the EDC, CDC, and Chamber, the Town can implement targeted strategies such as proactive outreach, working with third-party recruitment firms, and creating additional marketing highlighting commercial opportunities to attract these types of retailers. This approach enables the Town to foster a vibrant and well-served community, ensuring that essential goods and services are readily available while bolstering the local economy through increased commercial activity.

ED2.2: Regularly meet with commercial developers, property owners, and brokers to identify opportunities to collaborate on corporate attraction.

Fostering such partnerships allows the Town to leverage local expertise and resources to attract businesses, create job opportunities, and enhance economic development. This approach encourages strategic economic growth and prosperity, reinforcing Northlake's position as a business-friendly community. These conversations can also be used as a venue to promote the development of the Town Center.

ED2.3: Support the development of regional commercial centers to provide convenient access to daily needs and services, learning, access to employment, and recreation.

The place types identified on the Future Development Map (page 42) that include commercial uses are Corridor Commercial, Neighborhood Commercial, and Livable Center. Facilitating the creation and expansion of these areas will ensure that Northlake can meet the diverse needs of its residents while promoting economic growth and community development. This aligns with the Plan's vision of a well-served and vibrant community, enhancing accessibility and fostering a high quality of life for all.

ED2.4: Maintain a database of development sites suitable for commercial uses.

Given that Northlake is a growing community in a large, competitive region, it is prudent to understand viable development sites when potential developers and investors make inquiries. This database can serve as a valuable resource, streamlining the site selection process and promoting efficient and targeted economic development efforts within the Town.

ED2.5: Create tourism packages by partnering with local businesses, hotels, and complementary venues.

By collaborating in this way, the Town can offer visitors comprehensive experiences that highlight the region's attractions and amenities. These tourism packages can help boost local businesses, promote the area's unique offerings, and attract tourists. A notable example of this initiative is the groundbreaking of the Cambria Hotel along SH 114 in Northlake. This hotel will include four stories, 111 rooms, a restaurant, bar, and an adjoining 10,000-square-foot conference center with 6,000 square feet of meeting space.

ED2.6: Promote sports-oriented tourism to function as catalyst for economic development.

Leveraging sports events and activities enables the Town to attract visitors, stimulate local businesses, and enhance its economic vitality. This approach creates a thriving and economically vibrant community, positioning Northlake as a destination for sports enthusiasts and contributing to its overall prosperity and growth.

SPORTS-ORIENTED TOURISM

Sports-oriented tourism injects a surge of economic vitality into the local community, particularly during tournaments. Hotels, restaurants, and shops thrive as visitors flock to the community, boosting revenue and creating jobs. This type of tourism also elevates the community's profile on a regional, national, and even global scale, drawing attention and potential investments. Moreover, it fosters community cohesion, as residents take pride in showcasing their community as a sporting destination. Sports-oriented tourism not only enhances the overall quality of life for residents but also leaves a legacy of upgraded infrastructure and facilities.



TABLE 5.6 | ECONOMIC DEVELOPMENT IMPLEMENTATION SUMMARY

Strategy	Type of Strategy	Timeframe	Implementing Agency	Partners
Goal ED1: Promote procedures and policies that help create a favorable atmosphere for business recruitment and retention.				
*ED1.1: Facilitate collaborative joint meetings among the CDC, EDC, Town Council, and P&Z to enhance synergy, streamline communication, and foster informed decision-making.	Operations	Short	Town Manager	Town Council, P&Z, CDC, EDC
*ED1.2: Maintain participation in regional chamber initiatives to foster collaboration, economic growth, and community development.	Operations	Ongoing	Town Manager, Development Services	Metroport Chamber, EDC, CDC
ED1.3: Conduct and periodically update a target industry/cluster study to identify potential industries to come to Northlake.	Study	Ongoing	Development Services	EDC, CDC
ED1.4: Track job creation, public/private investment, change in tax value, and income to measure Northlake's economic health over time.	Operations	Ongoing	Development Services	EDC, CDC
ED1.5: Create a database of all major employers, key contacts, number of employees, average pay, industries, and other factors.	Operations	Mid	Development Services	EDC, CDC
Goal ED2: Work with partners to diversify offerings for retail, commercial, and entertainment uses.				
*ED2.1: Implement targeted strategies to attract grocery and retail businesses to the community, enhancing convenience and local economic vitality.	Operations	Short	Development Services	EDC, CDC
ED2.2: Regularly meet with commercial developers, property owners, and brokers to identify opportunities to collaborate on corporate attraction.	Operations	Ongoing	Development Services	EDC, CDC
ED2.3: Support the development of regional commercial centers to provide convenient access to daily needs and services, learning, access to employment, and recreation.	Policy	Mid	Development Services	EDC, CDC
ED2.4: Maintain a database of development sites suitable for commercial uses.	Operations	Ongoing	Development Services	EDC, CDC
ED2.5: Create tourism packages by partnering with local businesses, hotels and complementary venues.	Investment	Long	Development Services	Communications & Marketing
ED2.6: Promote sports-oriented tourism to function as catalyst for economic development.	Operations	Mid	EDC, CDC, Development Services	Communications & Marketing

See page 78 for descriptions of the implementation program parameters.

*Indicates a high priority strategy.



COMMUNITY CHARACTER

Northlake fosters a strong sense of community that celebrates the Town's diversity and natural features through high-quality development standards, branding, well-maintained and connected neighborhoods, and social gathering spaces.

The Town has successfully cultivated a strong sense of community that celebrates its rural character and natural features through strong development standards and branding efforts. However, maintaining this sense of community amidst growth necessitates careful stewardship of high-quality development practices that protect the Town's distinctive character and natural assets. Issues such as responsible land use, preservation of open space, and sustainable development are crucial focal points. Nevertheless, these challenges also offer opportunities for Northlake to continue prioritizing well-maintained, connected neighborhoods, and strategically designed recreational and social gathering spaces. By preserving and enhancing its unique character while embracing growth, Northlake can ensure that the community remains cohesive, vibrant, and inclusive, fostering a high quality of life for all residents.

Goal CC1: Promote the development of a Town Center as a centralized hub for the community.

CC1.1: Explore funding mechanisms for implementing the Town Center concept in a phased approach.

Northlake can strategically develop its Town Center over time by exploring funding options such as public-private partnerships, tax increment financing, grants, bond issuances, and revenue from property taxes or special assessments. A phased approach allows for responsible and sustainable growth while fostering community engagement and economic development in Northlake.

CC1.2: Work with an architect to design the new Town Hall in regards to space and facility needs.

As discussed in Chapter 4, there is potential to incorporate a new, consolidated Town Hall as part of a future Town Center in Northlake. With all of the growth that has occurred and is expected to continue within the community, an updated space needs analysis should be conducted to help inform the design needs of a future municipal facility.

CC1.3: Coordinate with external agencies to update infrastructure leading to the proposed Town Center site.

Collaboration with agencies such as TxDOT, Denton County, Trinity River Authority (TRA), and Oncor ensures that the necessary infrastructure improvements are in place to support the development of the Town Center, which would be of a denser scale than existing development in Northlake today. This approach helps facilitate responsible growth and enhances the overall accessibility and appeal of Northlake's Town Center.

CC1.4: Develop marketing materials to generate interest and share the vision for the Town Center site.

By creating informative and engaging materials, the Town can effectively communicate its vision, attract potential investors, businesses, and community support, and promote the development of a vibrant and successful Town Center.

Goal CC2: Celebrate and highlight the unique features of the community.

CC2.1: Signify the entrances into the community by implementing impactful gateways that leave a lasting impression on residents and visitors alike

Gateways are designed to create a lasting impression on residents and visitors alike, serving as symbolic and aesthetically pleasing markers that reflect the Town's identity and values. Gateways are most impactful at community entrances that experience a lot of traffic, such as along major roadways. TxDOT does have a policy of one gateway monument along interstates per community.

GATEWAYS

Gateways are symbolic thresholds that welcome residents and visitors alike into the heart of a community. They often feature distinctive architectural elements, landscaping, and signage that reflect a community's identity and values. Beyond their aesthetic appeal, they serve as a point of pride, instilling a sense of belonging and marking a transition into a shared space.



CC2.2: As roadways are reconstructed, utilize the streetscape to create an inviting and aesthetically pleasing built environment.

Streetscape refers to the visual elements of a roadway such as landscaping, lighting, pedestrian and bicycle facilities, and street furniture (e.g. benches and trash cans). The integration of thoughtful design elements into road reconstruction projects will enhance the visual appeal of its streets, making them more welcoming and visually appealing. Streetscape features should vary based on the function of the roadway and the surrounding land uses; for example, the streetscape within the Town Center area should be more pedestrian-oriented while the streetscape within the industrial areas should accommodate large trucks.

CC2.3: Explore exaggerated setbacks and design features that can maintain the “Northlake” look and feel.

Preservation of the Town’s rural character was voiced by many residents and stakeholders during this plan process. By incorporating design elements such as large setbacks and rural theming, the Town can ensure that new developments harmonize with the existing character and aesthetics of Northlake, fostering a cohesive and visually appealing community.

STREETSCAPE

As new roads are built and when existing roads are reconstructed, thoughtful consideration should be given to the streetscape, or the visual elements of a roadway. The below images represent how pedestrian facilities, lighting, landscaping, and parking can create different types of streetscape environments based on the surrounding context.



TABLE 5.7 | COMMUNITY CHARACTER IMPLEMENTATION SUMMARY

Strategy	Type of Strategy	Timeframe	Implementing Agency	Partners
Goal CC1: Promote the development of a Town Center as a centralized hub for the community.				
CC1.1: Explore funding mechanisms for implementing the Town Center concept in a phased approach.	Investment	Mid	Town Manager	Development Services, Finance
CC1.2: Work with an architect to design the new Town Hall in regards to space and facility needs.	Investment	Mid	Development Services	Consultant
*CC1.3: Coordinate with external agencies to update infrastructure leading to the proposed Town Center site.	Operations	Ongoing	Public Works	TRWD, TRA, Oncor, TXDOT
CC1.4: Develop marketing materials to generate interest and share the vision for the Town Center site.	Operations	Mid	Communications & Marketing	EDC, CDC
Goal CC2: Celebrate and highlight the unique features of the community.				
CC2.1: Signify the entrances into the community by implementing impactful gateways that leave a lasting impression on residents and visitors alike.	Investment	Mid	Communications & Marketing, Development Services	EDC, CDC, Consultant
*CC2.2: As roadways are reconstructed, utilize the streetscape to create an inviting and aesthetically pleasing built environment.	Investment	Long	Public Works	Development Services
CC2.3: Explore exaggerated setbacks and design features that can maintain the “Northlake” look and feel.	Regulation	Short	Development Services	Town Council

See page 78 for descriptions of the implementation program parameters.

*Indicates a high priority strategy.



NATURAL ENVIRONMENT

Northlake prioritizes environmental stewardship through the preservation and conservation of the Town's natural resources and features and the implementation of development and mitigation standards that safeguard the community from natural hazards while connecting the community to natural areas and recreational space where possible.

The Town's commitment to environmental stewardship, preservation of natural resources, and mitigation of natural hazards reflects its dedication to preserving its natural character. Managing growth while safeguarding the environment presents challenges in terms of responsible land use, floodplain management, and habitat protection. These challenges also offer opportunities for Northlake to implement sustainable development practices, create green spaces, and enhance connectivity to natural areas. By taking proactive measures to balance development with environmental preservation, Northlake can continue to protect its unique natural features, provide recreational opportunities, and ensure the long-term well-being of the community. This approach aligns with the Plan's vision of a sustainable and resilient Town that values and conserves its natural heritage.

Goal NE1: Protect natural spaces from development to conserve natural resources and provide natural areas for residents.

NE1.1: Develop a comprehensive floodplain protection plan to safeguard the community against potential flood hazards.

Approximately 22% of Northlake town limits and 36% of the ETJ is within the 100-year floodplain. A comprehensive floodplain protection plan can help enhance its resilience to flooding events, protect property and residents, and ensure responsible land use in flood-prone areas. This type of plan typically includes a detailed assessment of flood risks, mitigation strategies, floodplain management regulations, emergency response plans, and public education and outreach efforts aimed at reducing flood-related risks and enhancing community resilience.

NE1.2: Establish and maintain a collaborative partnership with the United States Army Corps of Engineers (USACE) for lands owned by the USACE within the community.

Within Northlake, the USACE owns significant acreage centered along Denton Creek. The environmental mission of the USACE is to restore degraded ecosystems, construct sustainable facilities, regulate waterways, and manage natural resources. Fostering this partnership will allow the Town to ensure coordinated conservation efforts, potentially unlocking opportunities for passive recreational uses within the USACE lands.

NE1.3: Identify and capitalize on passive park opportunities to create serene and natural spaces that promote relaxation, reflection, and connection with nature.

Passive parks refer to a recreational area designed for quiet and contemplative activities, emphasizing natural surroundings, green spaces, and serene environments, rather than active sports or structured facilities. Developing such parks can enable Northlake to offer residents tranquil and accessible areas for respite, fostering a sense of well-being and community engagement.

NE1.4: Implement a multi-use trail along Denton Creek, creating a scenic and recreational corridor that allows residents to connect with nature, explore the waterway, and engage in outdoor activities.

The previous Comprehensive Plan identified a multi-use trail adjacent to Denton Creek through the community. By establishing this trail, Northlake can provide an accessible and enjoyable way for its residents to interact with the natural environment, fostering a sense of well-being and promoting outdoor recreation. Based on current state and national standards, a paved trail should be a minimum of 10' wide, but 12' wide is preferred if multiple user types are expected.

NE1.5: Explore the use of conservation neighborhoods to provide clustered residential development that maintains large natural spaces.

Conservation neighborhoods are characterized by natural preservation, low-density development, sustainable practices, and access to nature. By promoting these neighborhoods, Northlake can accommodate growth while safeguarding significant portions of its natural environment.

REGIONAL VELOWEB

The NCTCOG Regional Veloweb is a visionary network of interconnected cycling and pedestrian pathways that spans across North Central Texas. Designed with the goal of promoting sustainable and active transportation, the network weaves through urban, suburban, and rural areas, parks, and scenic routes, providing residents and visitors with safe, convenient, and eco-friendly options for commuting and recreation. Information on the Veloweb can be found at the following link:

Source: <https://www.nctcog.org/trans/plan/bikeped/veloweb/adopted-2045-regional-veloweb>



Goal NE2: Promote community resiliency to be better prepared for responding to natural and man-made disasters.

NE2.1: Execute the strategies outlined in the Emergency Response Plan (ERP) and Emergency Preparedness Plan (EPP) to ensure a robust and coordinated approach to handling various crises and disasters.

The ERP and EPP were adopted in 2022. The ERP includes comprehensive procedures and strategies for mitigating, responding to, and recovering from environmental and man-made emergencies. In response to Winter Storm Uri (2021), the EPP was developed to detail preparedness and mitigation strategies, ensuring Northlake's ability to recover from power outages and maintain water service for its customers. These plans are essential tools for preparing, responding to, and recovering from emergencies, safeguarding the safety and well-being of Northlake's residents, and maintaining the Town's resilience in the face of unexpected events.

NE2.2: Coordinate with the Denton County Emergency Management Department to enhance community resilience and disaster response capabilities.

The Denton County Emergency Management Department leads a comprehensive and well-coordinated emergency management program that effectively minimizes the impact of hazards on Denton County through teamwork and collaborative efforts. By collaborating with county authorities, the town can leverage expertise and resources to strengthen its preparedness and response efforts in the face of disasters.

NE2.3: Routinely review water conservation guidelines over time to ensure responsible and sustainable water usage within the community.

By periodically assessing and updating these guidelines, the Town can adapt to changing circumstances and promote efficient water management practices. This approach aligns with the Plan's commitment to environmental stewardship and responsible resource use, ensuring that Northlake continues to conserve water resources while meeting the needs of its growing population.

NE2.4: Explore becoming certified through FEMA's Community Rating System (CRS) to reduce flood insurance rates.

Achieving CRS certification can lead to reduced flood insurance rates for residents, providing financial relief and incentivizing responsible floodplain management practices. Additionally, the Town can attain increased community resilience and potential eligibility for federal grants and assistance for flood-related projects.

TABLE 5.8 | NATURAL ENVIRONMENT IMPLEMENTATION SUMMARY

Strategy	Type of Strategy	Timeframe	Implementing Agency	Partners
Goal NE1: Protect natural spaces from development to conserve natural resources and provide natural areas for residents.				
NE1.1: Develop a comprehensive floodplain protection plan to safeguard the community against potential flood hazards.	Study	Mid	Development Services	Floodplain Administrator
*NE1.2: Establish and maintain a collaborative partnership with the United States Army Corps of Engineers (USACE) for lands owned by the USACE within the community.	Operations	Ongoing	Town Manager	USACE
NE1.3: Identify and capitalize on passive park opportunities to create serene and natural spaces that promote relaxation, reflection, and connection with nature.	Investment	Mid	Development Services	Developers, Landowners, Town Council, P&Z
NE1.4: Implement a multi-use trail along Denton Creek, creating a scenic and recreational corridor that allows residents to connect with nature, explore the waterway, and engage in outdoor activities.	Investment	Long	Development Services	USACE, Public Works, NCTCOG
NE1.5: Explore the use of conservation neighborhoods to provide clustered residential development that maintains large natural spaces.	Policy	Mid	Development Services	Town Council, P&Z
Goal NE2: Promote community resiliency to be better prepared for responding to natural and man-made disasters.				
NE2.1: Execute the strategies outlined in the Emergency Response Plan (ERP) and Emergency Preparedness Plan (EPP) to ensure a robust and coordinated approach to handling various crises and disasters.	Operations	Ongoing	Public Works	Police, Fire, Town Manager, Denton County ESD
NE2.2: Coordinate with the Denton County Emergency Management Department to enhance community resilience and disaster response capabilities.	Operations	Ongoing	Development Services & Public Works	Denton County ESD, Fire & Emergency Services
*NE2.3: Routinely review water conservation guidelines over time to ensure responsible and sustainable water usage within the community.	Policy	Ongoing	Public Works	Development Services
NE2.4: Explore becoming certified through FEMA's Community Rating System to reduce flood insurance rates.	Operations	Mid	Town Manager	Public Works

See page 78 for descriptions of the implementation program parameters.

*Indicates a high priority strategy.

PLAN ADMINISTRATION

IMPLEMENTATION ROLES

The Town of Northlake and its partners are responsible for administering this Plan. Town staff will be responsible for the day-to-day oversight of Plan implementation, monitoring, and amendments. This section describes those administration activities in more detail.

TOWN DEPARTMENTS

While all Town of Northlake departments will engage in the Plan's implementation to some degree, the Development Services Department will primarily oversee its administration and annual updates to the Town Council.

PLANNING & ZONING COMMISSION

The Planning & Zoning Commission plays a crucial role in evaluating and endorsing upcoming developments and potential alterations to the Future Development Map, collaborating closely with staff on the progress reports that detail the plan's advancement.

TOWN COUNCIL

The Town Council will play a pivotal role in advancing Plan implementation by providing continuous guidance and direction to staff, as well as other boards and commissions, while also making decisions concerning budget allocations and regulatory modifications as specified in the Implementation Program.

OTHER BOARDS, COMMITTEES & COMMISSIONS

Within Northlake, various boards, committees, and commissions are designated to fulfill specific roles in reviewing and guiding various initiatives, all of which will play a pivotal role in implementing the recommendations specified in the Implementation Program that align with their respective areas of focus.

OTHER PARTNERS

Numerous external stakeholders, including business owners, developers, and community groups, actively contributed to the Plan's development and will remain engaged in leadership or support roles to facilitate the implementation of the recommendations outlined in the Implementation Program.

MONITORING PROGRESS

Extensive efforts were dedicated throughout the planning process to engage a wide spectrum of residents, land and business owners, and other key stakeholders to ensure the Plan aligns with the overarching community vision. To sustain community engagement and enthusiasm, transparency about forthcoming progress in Plan implementation is crucial. An effective approach for conveying this progress is through an annual progress report, which should provide updates on the status of implementation strategies and showcase achievements accomplished in the preceding year. The responsibility of producing the annual progress report will be led by the Development Services Department and presented to the Town Council.

AMENDING THE PLAN

Northlake's Comprehensive Plan captures a moment in time, with changes expected as the Town grows and matures. To ensure the attainability of the overarching vision, the implementation approach must remain adaptable, capable of accommodating shifts in demographic, economic, physical, and political factors as they evolve over time. The Development Services Department will provide annual updates to the Town Council on Implementation Program progress, including necessary Future Development Map revisions due to development. The Plan should undergo a comprehensive review and update every five years to align with growth trends and evaluate the relevance of action plan strategies, while a completely new comprehensive plan should be developed approximately every 10 years, encompassing a 20-year planning horizon, incorporating community visioning, public engagement, issue analysis, trend assessment, growth projections, future land use mapping, and implementation planning.

FUNDING THE PLAN

While some recommendations within the Implementation Program pertain to administrative actions without the need for additional funding, many categorized as investments or studies will necessitate financial support for their execution. In addition to conventional municipal funding sources such as tax revenues and fees, communities in Texas can explore other funding avenues to facilitate the implementation of comprehensive plan initiatives. These resources include, among others:

- Tax Increment Finance (TIF)/Tax Increment Reinvestment Zone (TIRZ)
- Public Improvement District (PID)
- Chapter 380 Economic Development Agreements
- Texas Main Street Program
- Community Development Block Grant
- Transportation Alternative Funding
- Recreational Trails Program
- Texas Parks and Wildlife Local Park Grants

APPENDIX

Appendix A: Community Engagement Summary.....	111
Appendix B: Development Scenario Summary.....	113
Appendix C: Future Growth Considerations Maps.....	123



APPENDIX A

COMMUNITY ENGAGEMENT SUMMARY

LIST OF ENGAGEMENT OPPORTUNITIES

Event Meeting	Timeframe	Objective	Audience
Stakeholder Listening Sessions	3/20/2023 3/23/2023	Discuss issues, opportunities and priorities for Northlake	Invited stakeholder groups included neighborhood associations, business community, developers, and governmental partners
Steering Committee Meeting #1	3/20/2023	Introduction to planning process; Discuss issues, opportunities and priorities for Northlake	Steering Committee Members
Elected and Appointed Official Kick-Off Meeting	3/23/2023	Introduction to planning process; Discuss issues, opportunities and priorities for Northlake	Town Council, P&Z, CDC, EDC
Public Meeting #1	4/3/2023	Introduction to planning process; Discuss issues, opportunities and priorities for Northlake	Public
Online Community Survey	4/3/2023 - 4/29/2023	Seek feedback on current issues and future needs in Northlake	Public
Steering Committee Meeting #2	4/28/2023	Conduct site visits to area town centers to gain inspiration for Northlake	Steering Committee Members
Steering Committee Meeting #3	5/23/2023	Scenario planning workshop and review of guiding principles and place types	Steering Committee Members
Public Meeting #2	6/26/2023	Present draft concepts and seek feedback on the vision for a Town Center	Public
Steering Committee Meeting #4	7/31/2023	Review of preferred scenario, town center small area plan, and discussion on plan goals	Steering Committee Members
Public Meeting #3	8/28/2023	Present draft Future Development Map and review Implementation Program	Public
Steering Committee Meeting #5	9/25/2023	Review of Town Center Small Area Plan and prioritization of strategies	Steering Committee Members
Steering Committee Meeting #6	11/13/2023	Review alternate Town Center concepts	Steering Committee Members
Community Touchpoint at Christmas at the Commons Event	12/4/2023	Final review of Town Center concept	Public
Joint P&Z/Town Council Meeting	12/19/2023	Review of Draft Plan	P&Z; Town Council
P&Z Review Session	1/16/2024	Review of Updated Draft Plan	P&Z
Town Council Review Session	1/25/2024	Review of Updated Draft Plan	Town Council
P&Z Public Hearing	2/20/2024	Recommendation for Plan Adoption	P&Z; Public
Town Council Public Hearing	2/22/2024	Plan Adoption	Town Council; Public

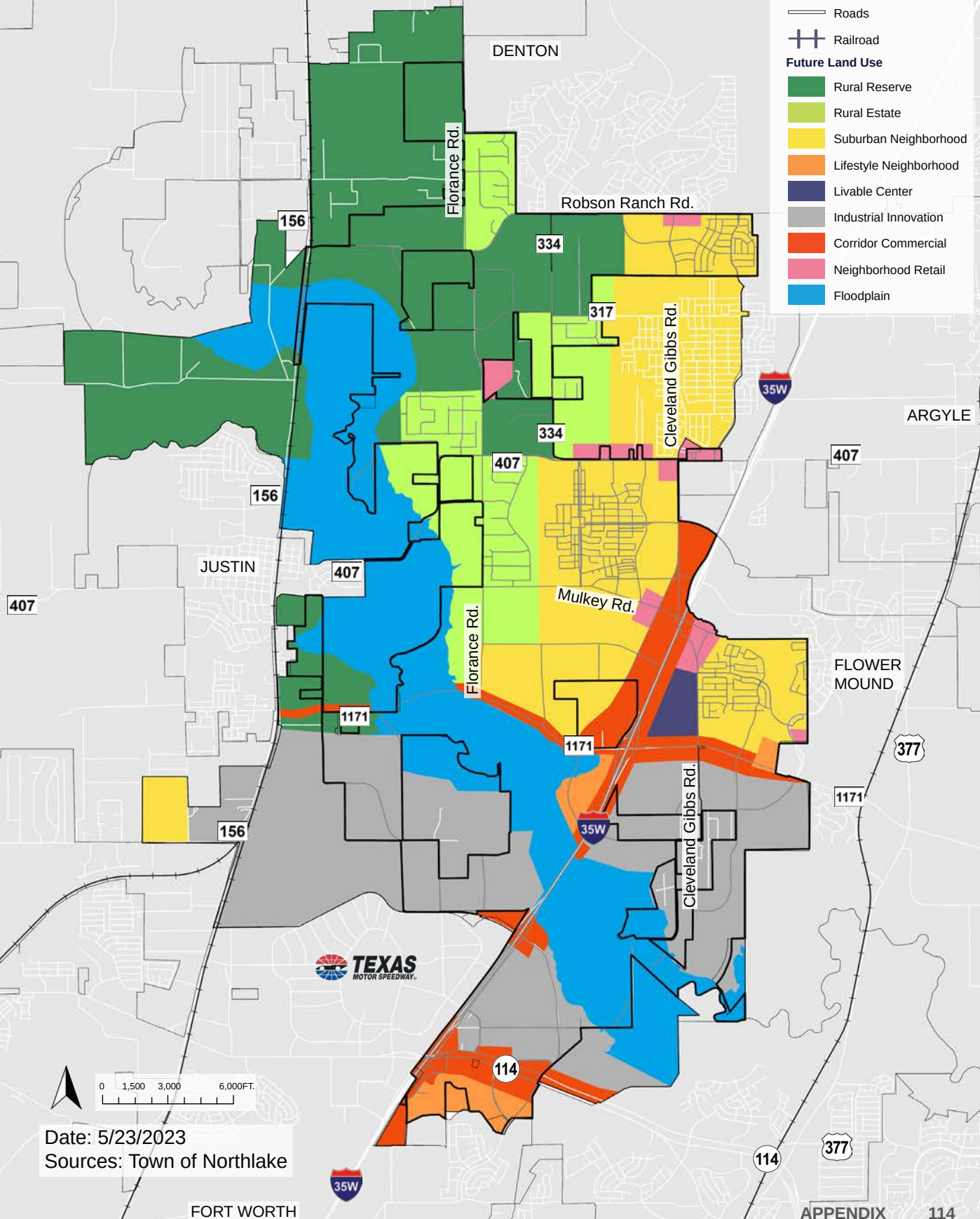
APPENDIX B

DEVELOPMENT SCENARIO SUMMARY

NORTHLAKE TREND DEVELOPMENT SCENARIO

LEGEND

-  Northlake Town Limits
-  Northlake ETJ
-  Roads
-  Railroad
- Future Land Use**
 -  Rural Reserve
 -  Rural Estate
 -  Suburban Neighborhood
 -  Lifestyle Neighborhood
 -  Livable Center
 -  Industrial Innovation
 -  Corridor Commercial
 -  Neighborhood Retail
 -  Floodplain



Date: 5/23/2023
Sources: Town of Northlake

FORT WORTH

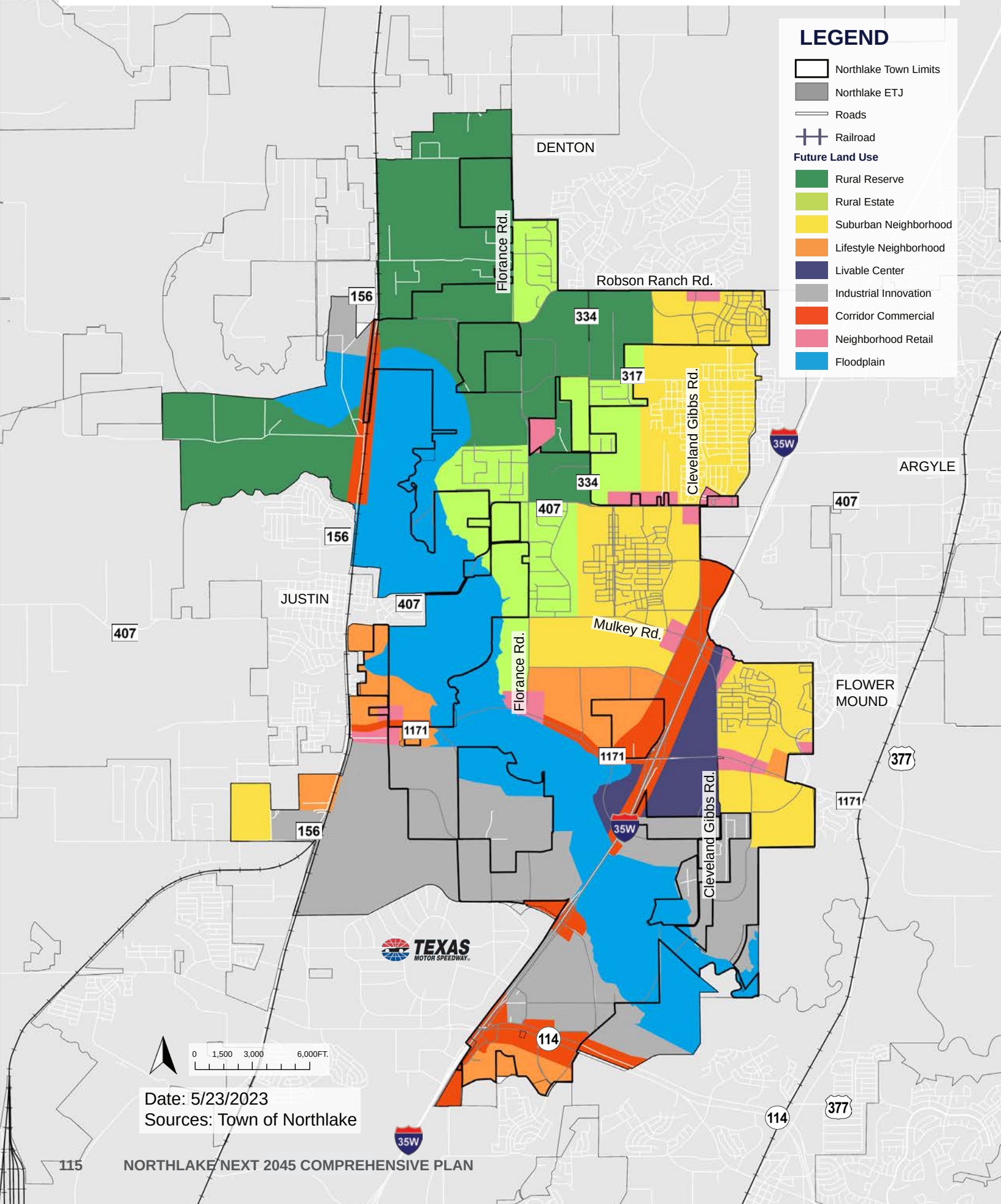
APPENDIX

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NORTHLAKE ALTERNATIVE DEVELOPMENT SCENARIO

LEGEND

-  Northlake Town Limits
-  Northlake ETJ
-  Roads
-  Railroad
- Future Land Use**
 -  Rural Reserve
 -  Rural Estate
 -  Suburban Neighborhood
 -  Lifestyle Neighborhood
 -  Livable Center
 -  Industrial Innovation
 -  Corridor Commercial
 -  Neighborhood Retail
 -  Floodplain

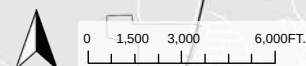
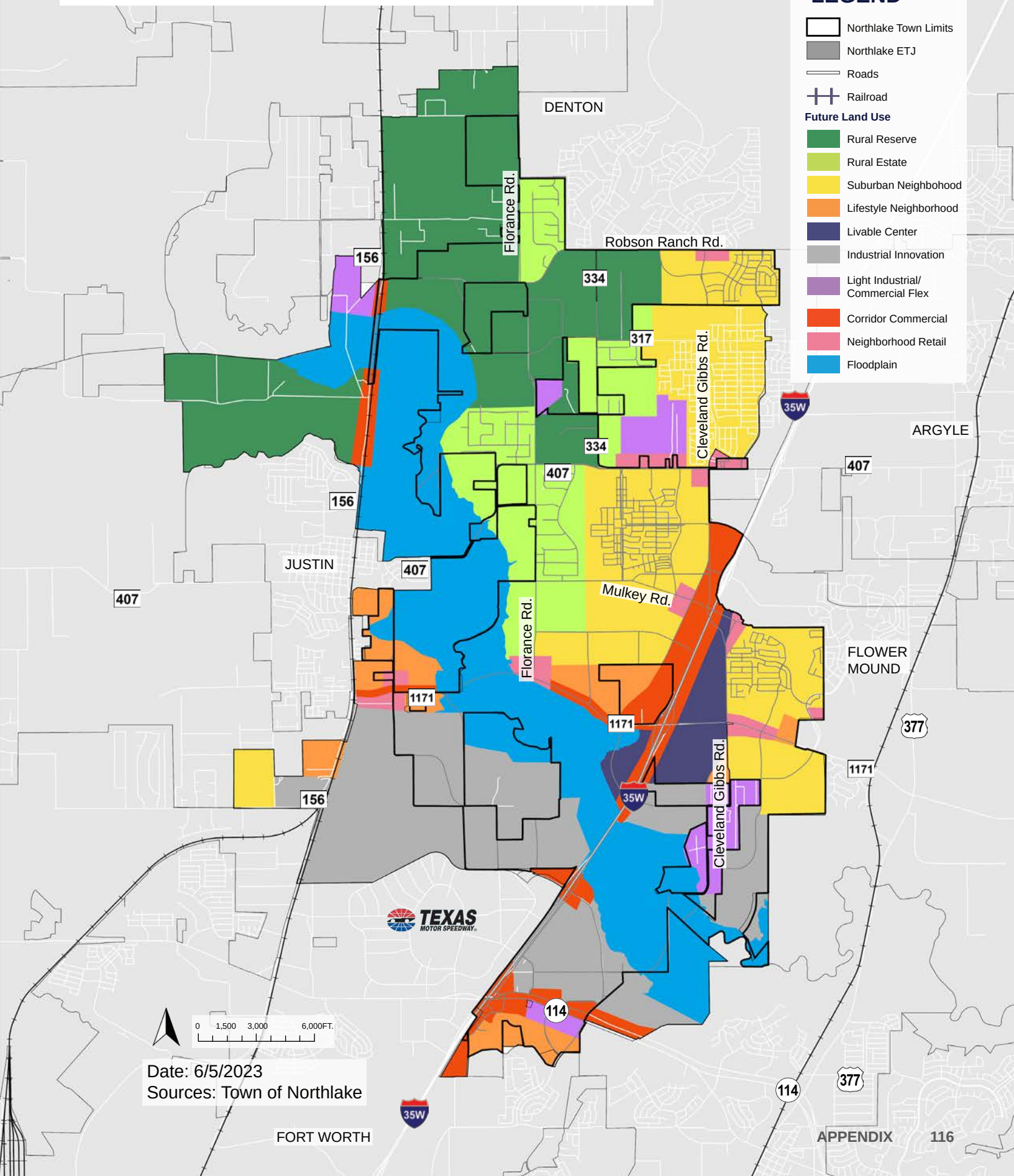


Date: 5/23/2023
Sources: Town of Northlake

NORTHLAKE PREFERRED DEVELOPMENT SCENARIO

LEGEND

- Northlake Town Limits
- Northlake ETJ
- Roads
- Railroad
- Future Land Use**
 - Rural Reserve
 - Rural Estate
 - Suburban Neighborhood
 - Lifestyle Neighborhood
 - Livable Center
 - Industrial Innovation
 - Light Industrial/Commercial Flex
 - Corridor Commercial
 - Neighborhood Retail
 - Floodplain



Date: 6/5/2023
Sources: Town of Northlake

FORT WORTH

APPENDIX

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NORTHLAKE NEXT 2045 COMPREHENSIVE PLAN FISCAL IMPACT SUMMARY

As part of the Comprehensive Planning process, Catalyst estimated the fiscal analysis based upon the Preferred Land Use Scenario prepared by Halff.

Summary:

The proposed scenario creates an estimated \$82M in net new annual benefits and a total of over \$1.9B of net new direct fiscal benefits. In addition, the Preferred Scenario is estimated to create over 40,000 new jobs and increase population by over 30,000 new residents that can contribute to the local economy.

The analysis area includes 20,817 acres (existing Town limits and ETJ). For each Place Type Catalyst used the following assumptions for each land use.

Table 1. Place Type Program Breakdown

Place Type	Area (Ac)	Percent	Ag/ Open Space	Residential	Office	Retail	Industrial	Multifamily	Total
Rural Reserve	4,184	20.0%		100%	0%	0%	0%	0%	100%
Rural Estate	2,015	9.7%		100%	0%	0%	0%	0%	100%
Suburban Neighborhood	3,622	17.4%	10%	85%	0%	5%	0%	0%	100%
Lifestyle Neighborhood	832	4.0%	10%	65%	5%	10%	0%	10%	100%
Livable Center (Town Center)	478	2.3%	10%	50%	10%	15%	0%	15%	100%
Industrial Innovation	3,337	16.0%	0%	0%	0%	0%	100%	0%	100%
Corridor Commercial	1,209	5.8%	10%	0%	20%	65%	0%	5%	100%
Neighborhood Retail	380	1.8%	10%	0%	20%	70%	0%	0%	100%
Industrial/Commercial Flex	677	3.2%	30%	0%	10%	20%	40%	0%	100%
Floodplain	4,136	19.8%							
Grand Total	20,871								

Density: To estimate density, Catalyst and Halff used the following floor area ratios to estimate land coverage for each Place Type.

Table 2. Place Type FAR

Place Type	Residential Units Per Acre	Office FAR	Retail FAR	Industrial FAR	Multifamily Units Per Acre
Rural Reserve	0.2	0%	20%	50%	0
Rural Estate	0.8	0%	20%	50%	0
Suburban Neighborhood	5.5	0%	20%	50%	0
Lifestyle Neighborhood	6.0	20%	20%	50%	16
Livable Center (Town Center)	8.0	40%	20%	50%	20
Industrial Innovation	0.0	0%	20%	50%	0
Corridor Commercial	0.0	20%	20%	50%	0
Neighborhood Retail	0.0	20%	20%	50%	0
Industrial/Commercial Flex	0.0	20%	20%	50%	0%

Program: Based upon the above assumptions, the following represents the total additional program for each Place Type.

Table 3. Additional Program by Place Type

Place Type	Residential Units	Office SF	Retail SF	Industrial SF	Multifamily Units
Rural Reserve	837	0	0	0	0
Rural Estate	1612	0	0	0	0
Suburban Neighborhood	16931	0	1577594	0	0
Lifestyle Neighborhood	3246	362547	725094	0	1332
Livable Center (Town Center)	1913	833278	624958	0	1435
Industrial Innovation	0	0	0	72684361	0
Corridor Commercial	0	2107207	6848423	0	0
Neighborhood Retail	0	661295	2314531	0	0
Industrial/Commercial Flex	0	589916	1179831	5899156	0
Floodplain	0	0	0	0	0
Grand Total	24,539	4,554,242	13,270,432	78,583,516	2,766

To estimate fiscal impact, Catalyst used the demand assumptions from the Market Analysis to estimate the future absorption through the planning year horizon of 2045.

Annual Absorption Estimates:

Annual Residential Absorption:	458
Annual Multifamily Absorption:	272
Annual Retail Absorption:	50,000
Annual Office Absorption:	20,000
Annual Industrial Absorption	750,000

Note: Projected absorption is based upon historical and future projections and actual absorption is subject to the regulatory environment, business conditions, market factors, and other external influences.

Fiscal Impact: Based upon the proposed Place Types and above assumptions, Catalyst estimated the future sales tax and property tax implications for the City of Northlake through 2045.

Table 4. Cumulative Additional Program by Year (2023-2045)

Year	Cumulative Residential	Cumulative Office SF	Cumulative Retail SF	Cumulative Industrial	Cumulative Multifamily Units
2023	458	20,000	50,000	750,000	272
2024	916	40,000	100,000	1,500,000	544
2025	1,374	60,000	150,000	2,250,000	816
2026	1,832	80,000	200,000	3,000,000	1,088
2027	2,290	100,000	250,000	3,750,000	1,360
2028	2,748	120,000	300,000	4,500,000	1,632
2029	3,206	140,000	350,000	5,250,000	1,904
2030	3,664	160,000	400,000	6,000,000	2,176
2031	4,122	180,000	450,000	6,750,000	2,448
2032	4,580	200,000	500,000	7,500,000	2,720
2033	5,038	220,000	550,000	8,250,000	2,766
2034	5,496	240,000	600,000	9,000,000	2,766
2035	5,954	260,000	650,000	9,750,000	2,766
2036	6,412	280,000	700,000	10,500,000	2,766
2037	6,870	300,000	750,000	11,250,000	2,766
2038	7,328	320,000	800,000	12,000,000	2,766
2039	7,786	340,000	850,000	12,750,000	2,766
2040	8,244	360,000	900,000	13,500,000	2,766
2041	8,702	380,000	950,000	14,250,000	2,766
2042	9,160	400,000	1,000,000	15,000,000	2,766
2043	9,618	420,000	1,050,000	15,750,000	2,766
2044	10,076	440,000	1,100,000	16,500,000	2,766
2045	10,534	460,000	1,150,000	17,250,000	2,766

To calculate *fiscal impact*, Catalyst used the following assumptions:

Sales per SF	\$300.00
Sales Tax Rate	2.0%
City Tax Rate	0.295
County Tax Rate	0.217543
ISD	1.2746
Northlake MMD	0.705

Residential Unit Size	2,800
Multifamily Unit Size	1,000

To calculate *values*, Catalyst used the following values per square foot assumptions:

Residential:	\$140
Office:	\$180
Retail	\$180
Industrial:	\$60
Multifamily:	\$150

To estimate the *number of additional jobs and population*, Catalyst used the following assumptions:

Jobs	Est. Jobs/SF
Retail	980
Industrial	450
Office	600
Industrial	450

Population

People per SF household	2.61
People per MF unit	1.5

Net Fiscal Benefits: Based upon the above values and tax rate assumptions, Catalyst calculated the estimated net fiscal benefits of the Preferred Scenario. The results are shown below.

Table 5. Northlake Preferred Scenario Net Fiscal Benefits (2023-2045)

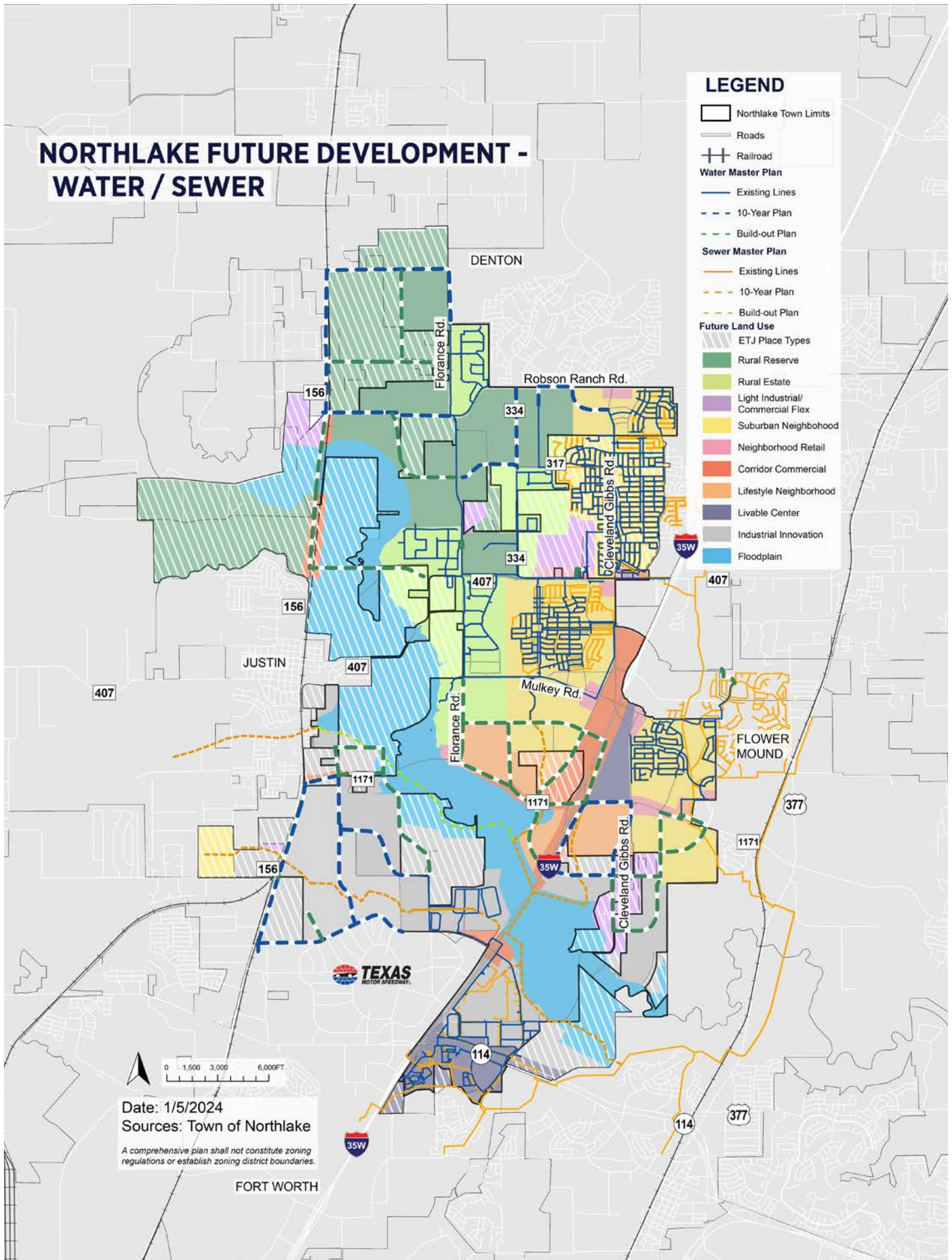
	Total Tax Value (Existing + New)	Annual Property Tax	Annual Sales Tax	Estimated Annual Additional Jobs	Estimated Increase in Population
2023	\$ 277,936,000	\$ 6,926,563	\$ 300,000	1,751	1,603
2024	\$ 555,872,000	\$ 13,853,125	\$ 600,000	1,751	1,603
2025	\$ 833,808,000	\$ 20,779,688	\$ 900,000	1,751	1,603
2026	\$ 1,111,744,000	\$ 27,706,250	\$ 1,200,000	1,751	1,603
2027	\$ 1,389,680,000	\$ 34,632,813	\$ 1,500,000	1,751	1,603
2028	\$ 1,667,616,000	\$ 41,559,375	\$ 1,800,000	1,751	1,603
2029	\$ 1,945,552,000	\$ 48,485,938	\$ 2,100,000	1,751	1,603
2030	\$ 2,223,488,000	\$ 55,412,501	\$ 2,400,000	1,751	1,603
2031	\$ 2,501,424,000	\$ 62,339,063	\$ 2,700,000	1,751	1,603
2032	\$ 2,779,360,000	\$ 69,265,626	\$ 3,000,000	1,751	1,603
2033	\$ 3,023,396,000	\$ 75,347,352	\$ 3,300,000	1,751	1,264
2034	\$ 3,260,532,000	\$ 81,257,120	\$ 3,600,000	1,751	1,195
2035	\$ 3,497,668,000	\$ 87,166,888	\$ 3,900,000	1,751	1,195
2036	\$ 3,734,804,000	\$ 93,076,656	\$ 4,200,000	1,751	1,195
2037	\$ 3,971,940,000	\$ 98,986,425	\$ 4,500,000	1,751	1,195
2038	\$ 4,209,076,000	\$ 104,896,193	\$ 4,800,000	1,751	1,195
2039	\$ 4,446,212,000	\$ 110,805,961	\$ 5,100,000	1,751	1,195
2040	\$ 4,683,348,000	\$ 116,715,729	\$ 5,400,000	1,751	1,195
2041	\$ 4,920,484,000	\$ 122,625,498	\$ 5,700,000	1,751	1,195
2042	\$ 5,157,620,000	\$ 128,535,266	\$ 6,000,000	1,751	1,195
2043	\$ 5,394,756,000	\$ 134,445,034	\$ 6,300,000	1,751	1,195
2044	\$ 5,631,892,000	\$ 140,354,802	\$ 6,600,000	1,751	1,195
2045	\$ 5,869,028,000	\$ 146,264,570	\$ 6,900,000	1,751	1,195
		\$ 1,821,438,436	\$ 82,800,000	40,273	31,643

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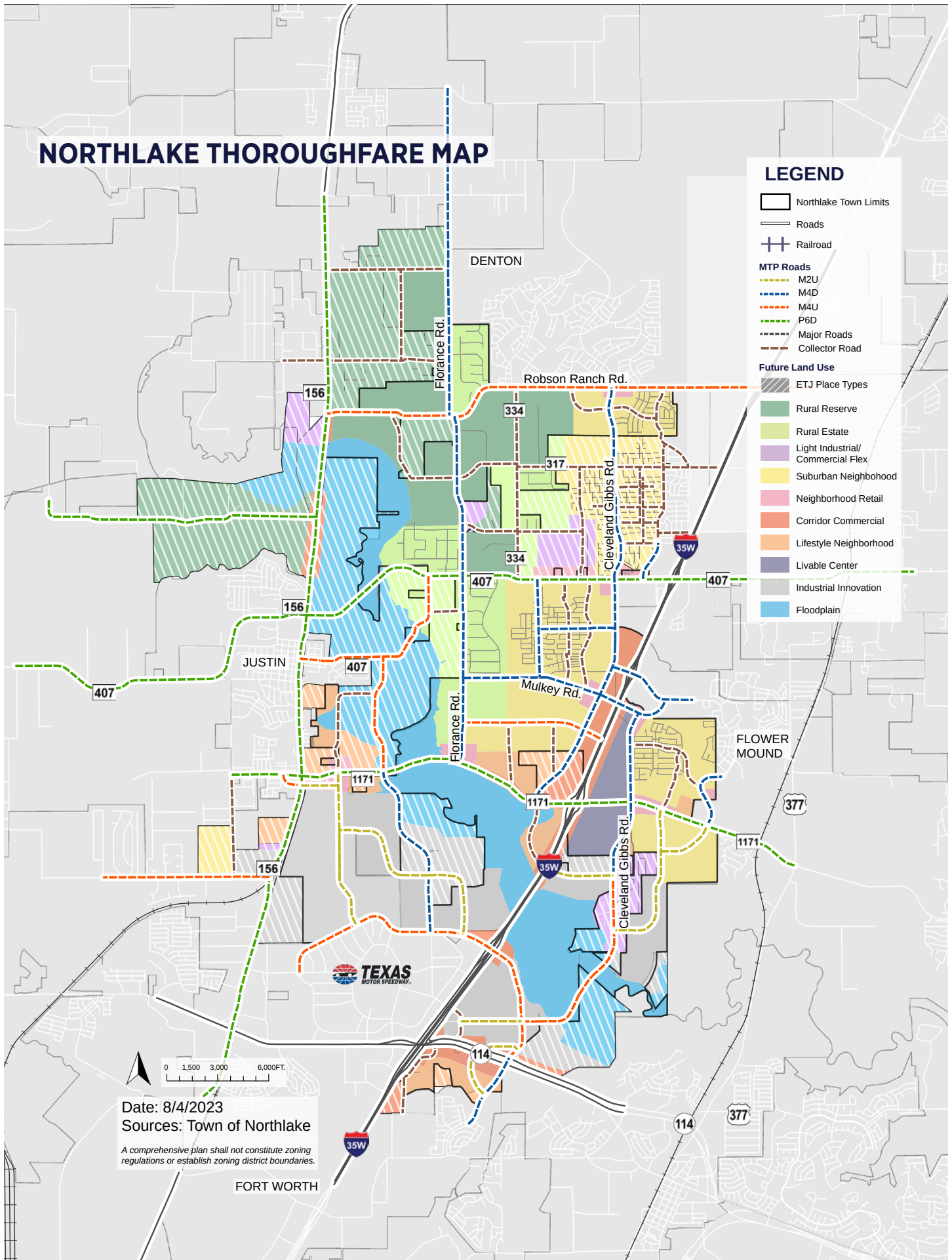
APPENDIX C

FUTURE GROWTH CONSIDERATIONS MAPS

NORTHLAKE FUTURE DEVELOPMENT - WATER / SEWER



NORTHLAKE THOROUGHFARE MAP



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NORTHLAKE NEXT

COMPREHENSIVE PLAN 2045



Northlake Next Comprehensive Plan

Documentation of substantive changes made since 12/12/2023 Report Draft

Chapter 1: Community Context

Page Number*	Change	Comment Origin
12	Updated zoning map to reflect most current zoning changes.	12/19 Joint Work Session
13	First sentence of second paragraph changed to 'Other major north-south connections include Cleveland-Gibbs Road and Florance Road, however, both roads are fragmented, <i>preventing complete north-south access across Northlake.</i> '	Steering Committee member
16	Removed transit references in the 'Alternative Modes of Transportation' section.	Steering Committee member
21	Last sentence of third paragraph changed to 'This presents an opportunity for retailers and developers <i>to work with the Town and plan for providing</i> retail goods and services in the area.'	Steering Committee member

*Represents page number of new document dated January 12, 2024.

Chapter 2: Community Vision

Page Number*	Change	Comment Origin
28	Adjusted Engagement Timeline to reflect new review and anticipated adoption schedule.	Process change
32	Reworded Housing & Neighborhoods Guiding Principle as follows: Northlake is a community that welcomes all ages, backgrounds, and abilities, with amenity-rich neighborhoods that give residents a strong sense of community and access to a range of diverse, high-quality housing options with <i>amenities</i> , ample open and recreational space, <i>trail networks</i> , providing and access to local goods and services and the Town's natural assets via trail networks .	P&Z member comment
32	Reworded Community Facilities Guiding Principle as follows: Northlake <i>ensures</i> contributes to a high-quality of life and well-being for all ages and stages of life, providing a range of civic programming, parks and recreation opportunities, and modern technology and facilities that have the capacity to support needs of this evolving and growing community.	Staff/P&Z member comment
32	Reworded Community Character Guiding Principle as follows: Northlake fosters a strong sense of community that celebrates the Town's diversity and natural features through high-quality development standards, and branding, bringing residents	P&Z member comment

	together through well-maintained and connected neighborhoods, and nodes of programmed recreational and social gathering spaces throughout the Town's civic, natural and commercial spaces.	
33	In the place-based approach section, removed references to rural, suburban, and urban categories. Removed Figure 2.1.	12/19 Joint Work Session
34	Removed Rural, suburban, and urban category headers from place type descriptions.	12/19 Joint Work Session
34	Updated lifestyle neighborhood description to remove multi-family from this place type	12/19 Joint Work Session
35-36	Removed scenario maps from chapter and placed in appendix to avoid confusion about relationship with final Future Development Map in Chapter 3.	Steering Committee member/staff
37	Removed Rural, suburban, and urban category headers from Table 2.4	12/19 Joint Work Session

*Represents page number of new document dated January 12, 2024.

Chapter 3: Community Development

Page Number*	Change	Comment Origin
N/a	Removed spread discussing the place-based approach and character context zones (urban, suburban, rural).	12/19 Joint Work Session
41	Made the following updates to Table 3.1: - Updated the percentages to be consistent with the Future Development Map updates. - Removed rural, suburban, and urban category headers.	12/19 Joint Work Session, staff
41	Updated language in Town Center Small Area Plan Focus Areas call-out box to reflect the two location options.	Steering Committee, 12/19 Joint Work Session
42	Updated Future Development Map (Map 3.1) as follows: - Added Livable Center place type in southern tip of Town - Removed Livable Center from the southern portion of FM 1171 - Changed the alternative Town Center site to lifestyle neighborhood - Added study area boundaries for the two Town Center focus areas Changed lifestyle residential areas in western portions of Town to Industrial Innovation	12/19 Joint Work Session, staff
50	Made the following updates to the Lifestyle Neighborhood Place Type Description: - Removed references to multi-family - Changed density range from up to 25 DUA to up to 10 DUA	12/19 Joint Work Session

	- Replaced photo of multi-family	
51	Made the following updates to the Livable Center place type description: - Removed the following sentence from the objective paragraph to allow flexibility on future location of Town Hall: <i>"A Town Hall and open and recreational space will provide the community with local gathering spaces and connect to other areas by shaded and multi-modal trails and networks."</i> - Changed photo of Town Hall to walkable mixed-use photo	P&Z member comment, Staff
51	Removed duplicate bullet under Community Design Considerations for Livable Center	Steering Committee member

*Represents page number of new document dated January 12, 2024.

Chapter 4: Town Center Small Area Plan

n/a – chapter was not included in the 12/12/23 report draft.

Chapter 5: Community Implementation

Page Number*	Change	Comment Origin
78	Changed examples provided under Investment to "Town signage, a Town Hall, or a sports facility."	P&Z member comment
82	In Table 5.1, identified strategies GM1.3, GM1.5, and GM2.4 as high priority.	Follow-up homework from JWS
83	Updated the guiding principle language for Housing and Neighborhoods (see Ch. 2, page 32 for wording change)	P&Z member comment
83	In intro paragraph, removed references to 'residents of all backgrounds' and added reference to 'accommodating diverse housing needs.'	P&Z member comment
83	In Table 5.2, updated the dwelling units per acre for the Lifestyle Neighborhood place type.	12/19 Joint Work Session
84	Removed Strategy HN1.3: Explore opportunities to incorporate 'Missing Middle' housing options within the Town. Removed corresponding call-out box about missing middle housing.	Steering Committee, follow-up homework from JWS, P&Z member comment
85	Updated strategy language for HN2.2 to include landscaping. This reflects a comment made about the need to emphasize tree preservation.	12/19 Joint Work Session, staff
86	In Table 5.3, identified strategies HN2.1 and HN2.2 as high priority.	Follow-up homework from JWS
86	Removed Strategy HN1.3.	Steering Committee, follow-up homework

		from JWS, P&Z member comment
86	Updated language for Strategy HN2.2	12/19 Joint Work Session, staff
90	In Table 5.4, identified strategies CI1.6, CI2.1, and CI2.2 as high priority.	Follow-up homework from JWS
91	Updated the guiding principle language for Community Facilities (see Ch. 2, page 32 for wording change)	Staff/P&Z member comment
94	In Table 5.5, identified strategy CF2.2 as high priority.	Follow-up homework from JWS
98	In Table 5.6, identified strategies ED1.1, ED1.2, and ED2.1 as high priority.	Follow-up homework from JWS
99	Updated the guiding principle language for Community Character (see Ch. 2, page 32 for wording change)	P&Z member comment
99	Changed the wording for Strategy CC1.2 as follows: “Work with an architect to design the new Town Hall based on community feedback in regards to space and facility needs.” Updated corresponding descriptive language.	Follow-up homework from JWS
100	Changed the gateway photo examples to be less urban.	Steering Committee member
102	Changed the wording for Strategy CC1.2 as follows: “Work with an architect to design the new Town Hall based on community feedback in regards to space and facility needs.”	Follow-up homework from JWS
102	In Table 5.7, identified strategies CC1.3 and CC2.2 as high priority.	Follow-up homework from JWS
106	In Table 5.8, identified strategies NE1.2 and NE2.3 as high priority.	Follow-up homework from JWS

*Represents page number of new document dated January 12, 2024.

Appendix

Page Number*	Change	Comment Origin
112	Updated list of engagement opportunities to reflect new review and anticipated adoption schedule.	Process change
114-116	Added scenario maps to beginning of Appendix B: Development Scenario Summary	Staff
124	Updated the Water/Sewer future development map to make corrections.	12/19 Joint Work Session

*Represents page number of new document dated January 12, 2024.

NORTHLAKE TOWN COUNCIL COMMUNICATION



DATE: January 25, 2024
REF. DOC.: Chapter 395 of Texas Local Government Code (TLGC); Article 9.03 of Northlake Code of Ordinances
SUBJECT: Briefing - Roadway Impact Fees: Options for Adding Land Use Types
**GOALS/
OBJECTIVES:**

BACKGROUND INFORMATION:

- November 9, 2023:
 - Town Council considered appeal of roadway impact fees applicable to a church
 - Churches assessed impact fee for commercial use due to no separate category for church or institutional uses
 - Council denied appeal but directed staff to explore options to include an institutional use category
- Addition of any use categories requires updated Land Use Assumptions (LUAs)
- Process to update LUAs and impact fees will take approximately six months and includes:
 - Development of updated land uses and impact fees
 - Review and approval of advisory committee
 - Public hearings with 30 days notice
 - Town Council approval
- Update options
 - Add institutional land use category only
 - ≈\$30,000
 - Add multiple new land use categories (i.e. Port/Terminal, Recreational, Medical, Office, Services, and multiple commercial categories)
 - ≈\$80,000
 - Primary cost difference is need for more detailed economic analysis to determine LUAs
- Either of the above options would satisfy the requirement to review and update LUAs within five years
 - LUAs and impact fees last updated in 2022 and must be reviewed and updated by 2027
 - Updating LUAs and impact fees would reset the five years

COUNCIL ACTION/DIRECTION:

Provide direction on options to update roadway impact fees

NORTHLAKE TOWN COUNCIL COMMUNICATION



DATE: January 25, 2024
REF. DOC.: Purchasing Policy: Resolution No.12-22, Fund Balance Policy: Resolution 11-023
SUBJECT: Briefing - Financial policies including: Procurement, Fund Balance, and Debt Management
**GOALS/
OBJECTIVES:**

BACKGROUND INFORMATION:

- Town financial policies are reviewed and modified on an annual basis
- Annual review allows the Town to account for changing circumstances or conditions
- Key sections of the policy include:
 - Purpose of Policies
 - Operating Budget
 - Transfers
 - Budget Amendment Process
 - Capital Budget
 - Debt
 - Purchasing
 - Independent Audit
 - Fund Balance

COUNCIL ACTION/DIRECTION:

Provide Feedback Regarding the Town of Northlakes Financial Policies

FINANCE POLICIES

SECTION: FINANIAL POLICIES	REFERENCE NUMBER: 24-XX
SUBJECT: BUDGET, PROCURMENT, FUND BALANCE & DEBT	INITIAL EFFECTIVE DATE: 02/08/2024
TITLE: FINANCIAL MANAGEMENT & ADMINISTRATION	LAST REVISION DATE: 02/08/2024

INTRODUCTION:

The Town of Northlake, Texas financial policies set forth the basic framework for the fiscal management of the Town. These policies were developed within the parameters established by applicable provisions of the Texas Local Government Code and the Town of Northlake Charter. The Town is committed to sound financial management through integrity, prudent stewardship, financial planning and accountability, full disclosure, and communication. The policies are to be reviewed on an annual basis and modified to accommodate changing circumstances or conditions.

PURPOSE OF POLICIES:

- To assist the Town Council and Town staff in evaluating current activities and proposals for future programs.
- To enable the Town to achieve and maintain a stable, positive financial condition, while also providing guidelines for the day-to-day planning and operations of the Town's financial affairs.
- To establish and maintain a high standard of accounting practices. The Town's accounting system shall conform to generally accepted accounting principles (GAAP), as prescribed by the Governmental Accounting Standards Board (GASB) for governmental entities.
- To prepare and maintain in a current status written administrative procedures relating to each financial management area. The Town Manager, department directors, and managers are responsible for ensuring that good internal controls are maintained and followed throughout their respective Town departments, that all management directives or internal control recommendations are implemented in a timely manner, and that all independent auditor recommendations are addressed.
- To pursue transparency with regard to disclosure of financial information. A primary focus of financial transparency is the ability for residents to review the Town's financial information online. At a minimum, online information will include annually adopted budgets, comprehensive annual financial reports, and quarterly investment reports.
- To establish a key element of the financial stability of the Town by setting guidelines for fund balance. Unassigned fund balance is an important measure of economic stability. It is essential the Town maintain adequate levels of unassigned fund balance to mitigate financial risk that can occur from unforeseen revenue fluctuations and unanticipated expenditures. The fund balance also provides cash flow liquidity for the Town's general operations.
- To establish guidelines for procurement of supplies, materials and services for the Town

- To establish the internal control procedures that all vendors and Town personnel are to follow. Internal control is required to assist in the prevention of any unauthorized purchases by the Town, and any evidence of collusion by vendors.
- To establish guidelines to provide the citizens and taxpayers of the Town with assurance that the best use of the available resources of the Town are being realized. Further, this Policy is intended to promote competition among bidders and vendors interested in providing products or services to the Town.

Operating Budget:

- Fiscal Year: The fiscal year of the Town shall begin on the first day of October and end on the last day of September. Such fiscal year shall also constitute the budget and accounting year.
- Delivery of Proposed Budget: The Town Manager shall, not less than sixty (60) days prior to the close of the fiscal year, prepare and submit to the Council a proposed budget for the ensuing fiscal year and an accompanying message. The Town Manager and staff shall make it a policy to submit a proposed budget and message by August 2nd or the preceding business day if August 2nd falls on a Saturday or Sunday.
- Development of the Operating Budget: The following policies and guidelines will apply to the development of the operating budget that is organized by Town staff and presented to the public and Council for approval and adoption.
 - The operating budget shall provide a complete financial plan of all Town Funds and activities and, except as required by law or this Charter, shall be in such form as the Town Manager deems desirable or the Council may require. The budget message shall explain the budget in fiscal terms and in terms of work programs for the ensuing fiscal year. It shall outline the proposed financial policies of the Town, and shall include such other materials, as the Town Manager deems necessary. The authorized expenditures outlined in the operating budget may not exceed an amount greater than the total of estimated income plus funds available to the Town from any source.
 - The budget shall contain information as may be required by State law, the Council or as deemed appropriate by the Town Manager.
 - The adoption of an operationally balanced budget shall be required. An operationally balanced budget shall be defined as a budget in which on-going revenues equal or exceed on-going expenditures and one-time expenditures may be funded with an undesignated fund balance. The budget should assume, for each fund, operating revenues that are equal to or exceed operating expenditures.
 - A budget message explaining the budget both in fiscal terms and in terms of the work programs shall be submitted with the budget. It shall outline the proposed financial policies of the Town for the ensuing fiscal year and the impact of those policies on future years. It shall describe the important features of the budget, indicate any major changes from the current year in financial policies, expenditures, and revenues together with the reasons for such changes, summarize the Town's debt position, including factors affecting the ability to raise resources through debt issues; and include such other material as the Town Manager deems desirable.
 - Unless otherwise noted in the annual budget document, annual-fixed dollar budgets will be

adopted for all funds except capital funds, grant funds, donation funds, and impact fee fund, Council approved operating project funds and trust funds for the period beginning October 1 and ending September 30 of the following year.

- Budgets for capital and Council approved operating project funds are adopted based on the anticipated timeline for completion of the project and not on a fiscal year basis.
- The Town Manager and staff shall develop a budget calendar that will be presented to the Council at the start of the budget development process for each fiscal year. The calendar will provide a potential schedule that includes an initial presentation/discussion regarding the selection of the Council's budget priorities and focuses for the year and workshops to discuss departmental goals and requests, the Town's Capital Improvement Program, and projected revenues and expenditures. This calendar should also include the date the Town Manager will deliver the proposed budget to Council, a proposed date for the calling and holding of a public hearing, and a date for the adoption of the budget by Council. This calendar will be subject to Council feedback, direction, and changes.
- To protect the Town's fiscal integrity, the Town will maintain a diversified and stable revenue system to shelter it from fluctuations in any one revenue source. Recognizing that sales tax is a volatile, unpredictable source of revenue, the Town will attempt to reduce its dependence on sales tax revenue.
- The Town will pursue a policy of maintaining the lowest possible property tax rate for residents while ensuring the quality and effective delivery of core services to residents and the successful implementation of Town Council approved goals, objectives, programs, and projects. The Town will seek to develop a budget that will, among other goals, utilize resources to encourage increases in commercial property taxes that increase the commercial proportion of the property tax burden while decreasing the proportion for residents.
- The budget will provide an estimate of all revenue from taxes and other sources. Annual estimates of revenue in both the general and enterprise funds shall be based on a historical trend analysis and a reasonable expectation of growth. A conservative approach shall be observed in estimating revenues so that revenue estimates will not be overstated.
- Water and Wastewater Enterprise Fund revenues will be budgeted based on a normalized year, with reasonable estimates of customer growth and not on the basis of forecasted above-average rainfall (wet year) or below—average rainfall (dry year).
- Budgets of Enterprise and Internal Service Funds shall be self-supporting, meaning on-going revenues must equal or exceed on-going expenditures and one-time expenditures must be funded with one-time revenues.
- The budget shall include a list of itemized expenditures organized by category for each department within the Town and include projected expenditures for the current fiscal year, expenditure projections for the upcoming fiscal year, and, if available, actual expenditures for the two fiscal years prior to the current fiscal year.
- Unless stated otherwise, the Town will estimate the cost of existing and ongoing positions and programs by utilizing the prior fiscal year expenditures for existing positions and programs and then applying a 5% increase to account for inflation.
- Estimates for new expenditures should utilize historical data and estimates from reliable sources, such as costs provided or estimated by other government entities or through a contractor engaged by the Town for the purpose of identifying potential costs of a proposed

expenditure.

- New positions and programs funded in annual budgets will be disclosed at their full annual cost in the initial and subsequent years of funding, or at the respective full-time equivalent costs for new positions. Even if the positions and/or programs are anticipated to begin mid-year, the full annual costs, or the full-time equivalent costs for new positions will be disclosed in the budget. Positions that are temporarily vacant will also be disclosed at their full annual cost in the annual budget.
- When estimating the salary for new full-time equivalent positions within the Town, the Town will estimate the salary for these positions at no less than 50% of the market, unless otherwise directed by the Town Council. The market estimate for salaries will be provided by a firm contracted with the Town to provide a market study of salary and benefit information.
- Estimates for the cost of benefits for employees will be provided by the Town's contracted benefit provider(s) and/or coordinator.
- User charges, rates, and fee revenues will be established at a level that is related to recovering the cost of providing the service.
- Rates for water and wastewater enterprise activities shall be maintained at levels sufficient to ensure that annual revenues will be available to pay all direct and indirect costs for maintaining and providing services, including costs of operation, the securing of the necessary wholesale water and sewer capacity from regional providers, capital improvement, system maintenance, and any principal and interest requirements.
- The Town recognizes the obligation to provide water and wastewater services to customers as economically as possible, while also maintaining the fiscal integrity of the Water and Wastewater fund; therefore, the Town will seek to pass through (recover) increases in water supply costs and wastewater treatment services from the Town's providers to customers of the Town of Northlake. To mitigate the magnitude of any rate increase necessary for the Water and Wastewater Fund and to ensure the adequate collection of revenues for services, the Town will contract with a reputable firm to conduct a cost-of-service study at least once every three years.
- The budget will include a list of capital projects that are proposed to be undertaken within the next 10 years. Information should include the purpose of/need for the project, estimated costs, funding mechanism (if known), estimated start and end year, and estimated on-going maintenance and operational costs upon completion of the project.
- The budget will include a description of the Town's debts, the projects supported by debt, and a schedule for the payment of principal and interest for the Town's debt.
- For each fund, the budget will provide a description of each fund, expected revenues and expenditures, the fund's ending fund balance for prior, current, and upcoming fiscal years, and a list of any expected expenditures by category.
- The budget shall seek to integrate performance measures, goals and objectives, service levels and productivity measure where appropriate, and provide a means of measuring and monitoring performance, goals, and productivity. Departmental budgets should seek to develop performance measures and goals that support the goals and objectives outlined in the Town's strategic plan.
- The budget shall be maintained at the legal level of control which is the department within

the individual fund. Expenditures may not exceed the legal level of control at the department level with an individual fund without approval of the City Council

- All budget appropriations (except for Council approved capital and operating project funds) lapse at fiscal year-end (September 30) and the Town shall strive to minimize any encumbrances at year-end. Any encumbered appropriations at year-end may be reappropriated by a budget amendment in the ensuing fiscal year.
- The Town will strive to receive and retain the Distinguished Budget Presentation Award presented annually by the Government Finance Officers Association (GFOA)
- Public Hearing: At least one public hearing shall be conducted before the Town Council to allow interested citizens to express their opinion concerning items of expenditure. The Council shall cause notice to be published as required by State law prior to any required public hearing on the budget. The notice must state the time and place where copies of the message and budget are available for inspection by the public, and the time and place of any public hearing on the budget.
- Budget Adoption: Following the public hearing, the Town Council shall analyze the budget, making any additions or deletions which they feel appropriate, and shall adopt the budget prior to the beginning of the next fiscal year (October 1). The Council, by majority vote of the entire membership, shall adopt the budget. Adoption of the budget shall constitute appropriations of the amount specified therein as expenditures from the fund indicated and shall constitute a levy of the property tax therein proposed.
- Errors or defects in the form or preparation of the budget or the failure to perform any procedural requirements shall not nullify the tax levy or the tax rate.
- Every appropriation, except an appropriation for a capital expenditure, shall lapse at the close of the fiscal year to the extent that it has not been expended or encumbered.
- If the Council fails to adopt the budget in accordance with State law, the amounts appropriated for the prior fiscal year just completed shall be deemed adopted for the ensuing fiscal year on a month-to-month basis with all items in it pro-rated accordingly until such time as the Council adopts a budget for the ensuing fiscal year.
- Copies of the approved budget shall be filed with the Town Secretary and shall be public record available to the public for inspection upon request.
- Specified reserve funds may be created for specific purposes, and may be used only for such purposes.

Transfers:

- During the fiscal year, the Council shall have the power to transfer funds allocated by the budget to one activity, function, or department to another activity, function, or department, and to re-estimate revenues and expenditures.

Budget Amendment:

- The Council may adopt the budget with or without amendment at a regular or special meeting. In amending the budget, it may add or increase any programs or amounts and may delete or decrease any programs or amounts, except expenditures required by law or for debt service or for estimated cash deficit, provided that no amendment to the budget shall increase the authorized expenditures to

an amount greater than the total of estimated income plus funds available from prior years.

- Conditions which may arise and which could not reasonably have been foreseen in the normal process of planning the budget, the Council may, by the affirmative vote of a majority of the full membership of the Council, amend or change the budget to provide for any additional expense in which the general welfare of the citizenry is involved. These amendments shall be by ordinance, and shall become an attachment to the original budget. The amendments may be made effective immediately upon adoption of the ordinance.

Capital Budget:

- The Capital improvement planning and budgeting process will occur under the direction of the Town Manager and those selected by the Town Manager. The Town Manager and selected staff will coordinate to develop a capital improvement plan and annual budget that will be presented for review, feedback, and approval by Council. The plan and annual budget should identify projects that will maintain and improve the quality of life and effective delivery of core services to residents, as well as encouraging economic development that will increase future revenues for the Town. Selected projects should be in accordance with the Town Council's strategic plan, goals, and objectives and should avoid creating the need for an increase in the Town's tax rate.
- The Town will develop and maintain a comprehensive 10-year plan for capital improvements. This plan will be presented to and reviewed by the Town Council annually and will be subject to their feedback and direction. A schedule for brief, regular updates as to the status of projects contained within the plan and capital budget should also be provided to the Council at the direction of the Town Manager and/or the request of the Town Council.
- Capital improvements for planning purposes shall be considered as all land, land improvements, building projects, infrastructure (i.e., streets, water, and wastewater improvements) and equipment exceeding one hundred thousand dollars (\$100,000) in cost.
- Prior to the inclusion of a project in the capital improvement plan and capital budget, the Finance Director and selected staff will provide an assessment of the Town's fiscal capacity for supporting the project and the project's impact on the Town's long-term financial health and plans.
- For each project, the capital improvement plan and budget should include the project's purpose and planned impact on the community, estimated project costs, estimated annual maintenance and operation costs following completion of the project, estimated project start and end years, and actual or proposed project funding sources.
- Annual maintenance and operation costs following the completion of a project should be projected into future years. The capital budget will utilize the initial estimate of maintenance and operation costs as the base year. Each out year that an estimate will be provided for will be inflated by 5% for each subsequent fiscal year based on the prior fiscal year. Maintenance and operation costs should be reflected in the operating fund that will be impacted upon completion of the project. Capital improvement projects for facilities managed by the Town should include the estimated annual costs for managing, equipping, operating, maintaining, and insuring of the facility in the impacted operating fund.
- All capital improvements included in the capital budget should be made in accordance with the 10-year plan as adopted or reviewed by the Town Council.

- The Town Council shall adopt an annual capital budget that is based on the 10-year capital improvement plan. This capital budget shall identify the sources of funding for each capital project authorized for the ensuing fiscal year. Assessments and pro-rate charges may be applied where applicable to fund capital projects.
- The Town's capital improvement program and budget shall be coordinated with the operating budgets. Operating costs associated with each capital improvement project should be identified in the capital budget and included in the appropriate operating budget if the project is authorized.
- Interest earnings on bond proceeds shall be credited to the appropriate bond fund and will be used to help with future debt management.
- Projects that are financed through debt must be in accordance with the Town's debt policy. The length of the debt must match the useful life of the asset. The Town will avoid assuming debt to a capital project that will outlast the useful life of the asset.
- When possible and advisable, the Town will develop a capital budget that will seek to make higher initial payments for capital projects funded by debt to reduce the amount of interest paid over the life of the debt and to allow for increased capacity for the funding of other projects and programs in future years.
- The Town will measure and track the condition of infrastructure and the degree to which the Town is meeting infrastructure replacement needs. The Town will utilize this information to develop long-term financial plans and to make timely infrastructure repairs and replacements to avoid additional repairs and/or long-term damage, as well as maximizing the useful life of the asset.
- The Town Council may establish, by resolution, policies, and procedures for prioritizing capital project improvements, establishing a reserve for projects, and the funding of projects in accordance with the provisions of the Town's Financial Management Policies
- An appropriation for capital expenditure shall continue in force until the purpose for which it was made has been accomplished or abandoned. The purpose of any such appropriation shall be deemed abandoned if three (3) years pass without any disbursement from or encumbrance of the appropriation. Any funds not expended, disbursed, or encumbered shall be deemed excess funds.

Debt:

- Authority to Incur Indebtedness: The Council shall have the power to incur, create, refund and refinance indebtedness and borrow money for public purposes; to issue special or general obligation bonds, certificates of obligation, industrial bonds, revenue bonds, funding and refunding bonds, time warrants and any other evidences of indebtedness permitted by law, and to secure and pay the same in the manner and in accordance with the procedures provided and required by State law.
- Bonds Incontestable: All bonds of the Town having been issued and sold and having been delivered to the purchaser thereof, shall thereafter be incontestable and all bonds issued to refund in exchange for outstanding bonds previously issued shall and after said exchange, be incontestable.
- Borrowing in Anticipation of Property Tax: In any budget year, the Council may, by resolution, authorize the borrowing of money in anticipation of the collection of the property tax for the same year whether levied or to be levied. Notes may be issued for periods not exceeding one (1) year and must be retired by the end of the budget year in which issued.

- Use of Bond Funds: Any and all bond funds approved by a vote of the citizens of Northlake will be expended only for the purposes stated in the bond issue.
- Responsibility and Standard of Care: The Town Manager or their designee will coordinate all activities required for the issuance of all debt.
- Delegation: The primary individuals who shall be involved in the development of financing recommendations will be the Town Manager and Finance Director.
- Conflicts of Interest: All participants in the debt management process shall seek to act responsibly as custodians of public assets. Officers and employees involved in the debt management process shall refrain from personal business activity that could conflict with proper execution of the financing program, or which could impair their ability to make impartial financing decisions.
- Reporting: The Finance Director shall prepare at least annually a report summarizing all debt outstanding by type, remaining balance of bond proceeds, update of arbitrage liability, and update of pertinent legislative changes.
- Investor Relations: The City shall endeavor to maintain a positive relationship with the investment community. The Finance Director and the City's financial advisor shall, as necessary, prepare reports and other forms of communications regarding the City's indebtedness, as well as its future financing plans. This includes information presented to the press and other media. The information includes annual program of services, comprehensive annual financial report, financial plans, capital improvement plans, comprehensive development plans, etc.

All forms of media deemed appropriate and immediately available to the City will be utilized to disseminate information to all investors. Examples include Texas Municipal Report, The Bond Buyer, Nationally Recognized Municipal Security Information Repository and State Information Depository. Bond counsel will advise on the use of electronic media in connection with the City's debt program.

E. Financial Advisor - The City shall retain an independent financial advisor for advice on the structuring of new debt, financial analysis of various options, the rating review process, marketing debt issues, marketability of City obligations, sale and post-sale services, review of the official statement, and other services as necessary. The City will seek the advice of the financial advisor on an ongoing basis. The financial advisor will perform other services as defined by the agreement approved by the City Council.

F. Bond Counsel - The City shall retain bond counsel for legal and procedural advice on all debt issues. Bond counsel shall advise the City Council in all matters pertaining to its bond ordinance(s) and/or resolution(s). No action shall be taken with respect to new obligations until a written instrument has been prepared by the bond attorneys certifying the legality of the proposal. The bond attorneys shall prepare all ordinances and other legal instruments required for the execution and sale of any bonds issued which shall then be reviewed by the Finance Director. The City will also seek the advice of bond counsel on all other types of debt and on any other questions involving federal tax or arbitrage law. Special counsel shall be retained to protect the City's interest in complex negotiations and comment review.

I. OFFICIAL STATEMENT

The preparation of the Official Statement is the responsibility of the financial advisor in concert with the City staff. Information for the Official Statement is gathered from departments/divisions throughout the City.

The City will take all appropriate steps to comply with the federal disclosure rules (i.e., Securities and Exchange Commission Rule 15C2-12). The City will provide annual and event disclosure to information repositories throughout the term of securities for the benefit of the primary and secondary municipal market.

It is recognized that the Official Statement is the City's document. Full participation by the City in its preparation is required.

II. DISCLOSURE

A. SEC rule 15c2-12 requires the City to provide updated financial information to the NRMSIR no later than 6 months after the fiscal year end. The annual report will contain updated tables originally set forth in legal documents accompanying each obligated bond issue. With each bond offering, and at least annually, in the preparation of Financial Reports or Official Statements of any bond prospectus, the City will follow a policy of full and complete disclosure of financial and legal conditions of the City, in conformance with guidelines issued by the Government Finance Officers Association Disclosure Guideline, and as advised by disclosure counsel or financial advisor. Furthermore, all City finance and debt-related information which may appear in publicly distributed documents in anticipation of the issuance of bonds should be reviewed by the City Treasurer prior to distribution to ensure that the information is presented on an accurate and consistent basis.

B. Material Events - Securities and Exchange Commission (SEC) Rule 15c2- 12 lists eleven events that, if material, must be reported in a timely fashion to each Nationally Recognized Municipal Security Information Repository (NRMSIR) or to the Municipal Security Rulemaking Board (MSRB) and to the appropriate State Information Depository (SID). Other event types may materialize as well.

Examples of events that must be reported, if material, are:

- Principal and interest payment delinquencies;
- Nonpayment related defaults;
- Unscheduled draws on debt service reserves reflecting financial difficulties;
- Unscheduled draws on credit enhancements reflecting financial difficulties;
- Substitution of credit or liquidity providers, or their failure to perform;
- Adverse tax opinions or events affecting the tax-exempt status of the security;
- Modifications to rights of security holders;
- Bond calls;
- Defeasances;
- Release, substitution, or sale of property securing repayment of the securities; 11.

Rating changes.

Unofficially considered, the twelfth material event to be reported is the failure of any obligated person to provide the required annual financial information on or before the date specified in the related undertaking. According to the SEC, this requirement would be satisfied if a disclosure contract states that the annual information would be provided within a specified number of days after the fiscal year end.

Full disclosure of the operations will be made to the bond rating agencies. The City staff, with the assistance of the financial advisors and bond counsel, will prepare the necessary materials for and presentation to the rating agencies.

III. RATING AGENCY COMMUNICATIONS & CREDIT OBJECTIVES

The City will seek to maintain and improve its current bond rating so its borrowing costs are reduced to a minimum and its access to credit is preserved.

In conjunction with the financial advisor, the City shall maintain a line of communication with the rating agencies (Moody's, Standard & Poor's, and Fitch), informing them of major financial events in the City as they occur. The Annual Financial Report as well as other pertinent plans or policies shall be distributed to the rating agencies after they have been accepted/adopted by the City Council on an annual basis.

When necessary, a personal meeting with representatives of the rating agencies will be scheduled when a major capital improvement program is initiated, or to discuss economical and/or financial developments which might impact credit ratings. The following documents may be required for the rating agencies:

- Most recent annual audit reports, including a description of accounting practices. Accounting changes in the past three years and the impact on financial results should be explained.
- Current budget.
- Current capital improvement program/plan.
- Five year estimated revenues and expenditures
- Official statements for new financings.
- Description of projects being financed.
- Sources and uses statement for project being financed. If additional funds are required to complete project, the source of the funds and any conditional requirements will be discussed.
- Engineering and feasibility report (if applicable).
- Zoning or land-use map (if applicable).
- Cash flow statement, in the case of interim borrowing. Statement of long – and short-term debt with annual and monthly maturity dates as appropriate. Also, a report of any lease obligations, their nature and term.
- Indication of appropriate authority for debt issuance
- Investment policy (if applicable).
- Statement concerning remaining borrowing capacity plus tax rate and levy capacity or other revenue capacity.

IV. LIMITATIONS OF INDEBTEDNESS

City staff, in conjunction with the financial advisor and bond counsel, will produce a comprehensive analysis of debt capacity prior to issuing bonds. This document should cover a broad range of factors, including:

- Legal debt limits, tax or expenditure ceilings.
- Coverage requirements or additional bonds tests in accordance with bond covenants.
- Measures of the tax and revenue base, such as projections of relevant economic variables (e.g., assessed property values, employment base, unemployment rates, income levels, and retail sales).
- Population trends.
- Utilization trends for services underlying revenues.
- Factors affecting tax collections, including types of property, goods, or services taxed, assessment practices and collection rates, evaluation of trends relating to the City's financial performance, such as revenues and expenditures, net revenues available after meeting operating requirements.
- Reliability of revenues expected to pay debt service.
- Unreserved fund balance levels.
- Debt service obligations, such as existing debt service requirements.
- Debt service as a percentage of expenditures or tax or system revenues.
- Measures of debt burden on the community, such as debt per capita, debt as a percentage of personal income, debt as a percentage of full or equalized assessed property value, and overlapping or underlying debt.
- Tax-exempt market factors affecting interest costs, such as interest rates, market

receptivity, and credit rating.

The City may issue any legal form of indebtedness through any sale method as designated under the Constitution and general laws of the State of Texas.

V. TYPES OF DEBT

The City's bond counsel and financial advisor will present the different types of debt best suited and legally permissible under state law for each debt issue. These types may include:

- short-term vs. long-term debt,
- general obligation vs. revenue debt,
- fixed vs. variable rate debt,
- lease-backed debt,
- special obligation debt such as assessment district debt,
- conduit issues, and
- taxable debt;

A. The City will seek all possible federal and state reimbursement for mandated projects and/or programs. The City will pursue a balanced relationship between issuing debt and pay-as-you-go financing.

B. The City will match the term of long-term debt issued to the estimated useful life of the projects financed. Current operations will not be financed with long-term debt. Debt incurred to finance capital improvements will be repaid within the useful life of the project.

C. High priority will be assigned to the replacement of capital improvements when they have deteriorated to the point that they are hazardous, incur high maintenance costs, negatively affect property values, or no longer serve their intended purposes.

D. An updated Capital Improvement Plan will be presented to the City Council's Court for approval on an annual basis. This plan will be used as a basis for the long-range financial planning process.

VI. BOND STRUCTURE

Structural features that may be considered are:

- maturity of the debt,
- setting the maturities of the debt equal to or less than the useful life of the project,
- use of zero coupon bonds, capital appreciation bonds, deep discount bonds, or premium bonds,
- debt service structure (level debt service payments, level principal
- payments or other repayment structures defined by state law),
- redemption provisions (mandatory, extraordinary, and optional call features),
- use of credit enhancement,
- use of senior lien and junior lien obligations, and
- use of derivative products;

VII. SHORT-TERM DEBT

A. General - Short-term obligations may be issued to finance projects or portions of projects for which the City ultimately intends to issue long-term debt; i.e., it will be used, when appropriate, to provide interim financing which will eventually be refunded with the proceeds of long-term obligations.

Short-term obligations may be backed with a tax and/or revenue pledge or a pledge of other available resources.

Interim financing may be appropriate when long-term interest rates are expected to decline in the future. In addition, some forms of short-term obligations can be obtained quicker than long-term obligations and thus can be used until long-term financing can be obtained.

B. Commercial Paper - Due to the issuance costs associated with the marketing and placement of commercial paper in amounts of less than approximately \$25 million, it is not considered feasible for the City to issue this type of debt. Should the opportunity to participate in a commercial paper issuance pool present itself, the advantages and disadvantages shall be evaluated by the Debt Committee.

C. Anticipation Notes - Anticipation notes empower municipalities to issue debt without giving notice of intent. Anticipation notes may be secured and repaid by a singular pledge, but not a plural pledge, of revenue, taxes, or the proceeds of a future debt issue. Anticipation notes may be authorized by an ordinance adopted by the City Council.

Anticipation notes may be used to finance projects or acquisitions that could also be financed with Certificates of Obligation.

Anticipation notes have several restrictions, which include:

- Anticipation notes issued for general purposes must mature before the seventh anniversary of the date the attorney general approves the issue,
- Anticipation notes may not be used to repay interfund borrowing or a borrowing that occurred up to/or more than 24-months prior to the date of issuance,
- A governing body may not issue anticipation notes that are payable from bond proceeds unless the proposition authorizing the issuance of the bonds has already been approved by the voters.

VIII. LONG-TERM DEBT

A. General -

Proceeds from the sale of long-term obligations will not be used for operating purposes, and the life of the obligations will not exceed the estimated useful life of the projects financed. A level debt service structure will be used unless operational matters and marketing considerations dictate otherwise.

The cost of issuance of private activity bonds is usually higher than for governmental purpose bonds. Consequently, private activity bonds will be issued only when they will economically benefit the City.

The cost of taxable debt is higher than for tax-exempt debt. However, the issuance of taxable debt may be more appropriate in some circumstances and may allow valuable flexibility in subsequent contracts with users or managers of the improvement constructed with the bond proceeds. Therefore, the City will usually issue tax-exempt obligations but may occasionally issue taxable obligations.

The City shall use an objective analytical approach to determine whether it can afford to assume new general purpose debt beyond what it retires each year. The process shall take into consideration any potential impact to the City's credit ratings, the growth in the City's taxable assessed value, and the targeted debt service tax rate. The process shall also examine the direct costs and benefits of the proposed expenditures. The decision on whether or not to assume new debt shall be based on these costs and benefits, the current conditions of the municipal bond market, and the City's ability to "afford" new debt as determined by the aforementioned standards.

B. General Obligation Bonds - Long-term general obligation or revenue bonds shall be issued to finance significant and desirable capital improvements. The City will comply with all election rules and provisions as set forth under the Constitution and State laws.

All bonds will strive to have an average life of approximately fifteen (15) years or less.

A resolution of intent to issue bonds authorizing staff to proceed with preparations shall be presented for the consideration of the City Council's Court when the capital budget is presented or as soon thereafter as reasonably possible.

C. Certificates of Obligation – Certificates of Obligation may be issued without a public election to finance any public work project or capital improvement, as permitted by State law. However, it is the policy of the City to utilize Certificates of Obligation to finance public improvements only in special circumstances and only after determining the City's ability to assume additional debt based on the standards identified above. Those special circumstances in which Certificates might be issued include, but are not limited to, situations where:

- Cost overruns on general obligation bond-financed capital improvement have occurred;
- "Emergency" conditions require a capital improvement to be funded rapidly
- Financial opportunities unexpectedly arise to leverage funds from other entities and reduce the City's capital cost for a community improvement;
- A capital improvement is a revenue-producing facility, but due to the nature of the project or the time it takes for the facility to become operations and produce revenues, the improvement may not generate sufficient revenues throughout the life of the improvement to support the indebtedness secured by the revenues to be produced by the improvement;
- It would be more economical to issue Certificates of Obligation rather than issuing revenue bonds; and
- The timing of the construction of a capital improvement and the expense of calling a bonds election for a single proposition would, in the opinion of the staff and with the approval of the City Council's Court, warrant the issuance of Certificates of Obligation to finance the capital improvement.

D. Revenue Bonds - In addition to the policies set forth above, when cost-beneficial and when permitted under applicable ordinances, the City may consider the use of surety bonds, lines of credit, or similar instruments to satisfy mandated debt service fund requirements on outstanding and/or proposed revenue bonds.

IX. REFUNDING AND RESTRUCTURING OPTIONS

The City staff shall monitor the municipal bond market for opportunities to obtain interest savings by refunding outstanding debt. As a general rule, the present value savings of a particular refunding should exceed 3.0% of the par amount of the refunded maturities unless otherwise designated by the City Council. The City may from time to time, evaluate restructuring options without the limit of present value savings as designated necessary by the City staff and City Council.

X. METHOD OF SALE

A. Competitive Sale - When feasible and economical, obligations shall be issued by competitive rather than negotiated sale. Favorable conditions for a competitive method of sale include the following:

- The market is familiar with the issuer, and the issuer is a stable and regular borrower in the public market.
- An active secondary market with a broad investor base for the issuer's bonds.

- The issue is neither too large to be easily absorbed by the market nor too small to attract investors without a concerted sales effort.
- The issue is not viewed by the market as carrying overly complex features or requiring explanation as to the bonds' soundness.
- Interest rates are stable, market demand is strong, and the market is able to absorb a reasonable amount of buying or selling at reasonable price changes.

B.Negotiated Sale - Bonds issued for the purpose of refunding and/or restructuring outstanding debt may appropriately be sold on a negotiated basis when maximum flexibility is required in order for the City to respond to day-to-day nuances in the marketplace and other complications peculiar to the issuance of refunding debt.

The City will present the reasons and will actively participate in the selection of the underwriter or direct purchaser. In a negotiated sale, the underwriter may be selected through a request for proposals (RFP) or because of a relationship established by previous debt transactions. The criteria used to select an underwriter in a negotiated sale should include the following:

- Overall experience
- Marketing philosophy
- Capability
- Previous experience as managing or co-managing partner
- Financial statement
- Public finance team and resources

C. Private Placement - When cost-beneficial, the City may privately place its debt. The opportunity may be identified by the financial advisor. A placement agent may be engaged when necessary for this type of debt.

D.Bidding Parameters - The notice of sale will be carefully constructed so as to ensure the best possible bid for the City, in light of existing market conditions and other prevailing factors. Parameters to be examined include:

- Limits between lowest and highest coupons
- Coupon requirements relative to the yield curve
- Method of underwriter compensation, discount, or premium coupons
- Use of true interest cost (TIC) versus net interest cost (NIC)
- Use of bond insurance
- Deep discount bonds
- Variable rate bonds
- Call provisions

XI. INVESTMENT OF BOND PROCEEDS

A. Strategy - The City should actively monitor its investment practices to ensure maximum returns on its invested bond funds while complying with Federal arbitrage guidelines. Specific investment strategies for the investment of bond proceeds are provided in the City's investment policy.

B. Arbitrage Compliance - The City will follow a policy of full compliance with all arbitrage rebate requirements of the federal tax code and Internal Revenue Service regulations, and will perform (internally or by contract consultants) arbitrage rebate calculations for each issue subject to rebate on an annual basis. All necessary rebates will be filed and paid when due.

C. Arbitrage Liability Management - The City Treasurer will maintain a system for tracking arbitrage

rebate liability and ensuring that required calculations are performed on a timely basis. These calculations will be performed annually. Funds should be set aside in anticipation of potential rebate liabilities. Due to the complexity of the arbitrage calculations and regulations, and to the severity of the penalties for noncompliance, the advice of Bond Counsel and qualified experts will be pursued on an ongoing basis.

-

Purchasing:

- The Council may confer upon the Town Manager general authority to contract for expenditures without further approval of the Council for all budgeted items not exceeding limits set by Council or State law. All contracts for expenditures involving more than the set limits must be approved by Council. All contracts or purchases involving more than the set limits, shall be let as provided by law or ordinance; provided that the Council, or Town Manager in such cases as he is authorized to contract for the Town, shall have the right to reject any and all bids. Emergency contracts as authorized by law may be negotiated by the Council, or Town Manager if given authority by the Council, without competitive bidding. Such emergency shall be declared by the Town Manager and approved by Council or may be declared by the Council.
- Payments and obligations prohibited: No payment shall be made or obligation incurred except those specifically allowed for in the budget. Any authorization of payment or incurring of any such obligation in violation of the provisions of this Charter will be void and any payment so made will be illegal. Such action may be the cause, at the discretion of the Town Manager, or the Council in reference to the Town Manager, for the removal of any officer who knowingly authorized or made such payment or incurred such obligation. However, this prohibition shall not be construed to prevent the making or authorizing of payment, or the making of contracts for, payments beyond the end of the fiscal year, provided that such action is made or approved by an ordinance.
- The basic function of a purchasing system is to support and enhance the delivery of Town services. The optimum performance of this function requires that the purchasing system continually provide departments of the Town with proper quality as well as proper quantity of requested commodities within an acceptable time frame, at the lowest cost.
- Purchases not subject to competitive bidding: Purchases less than \$50,000 are not subject to the statutory competitive bid process (see below, Purchases subject to competitive bidding).
 - Purchases less than \$3,000 require approval by the Department Director or designee, and do not require competitive price quotations or an authorized requisition and purchase order.
 - Invoice payment requests less than \$3,000 should be signed, coded (with a general ledger account number), and turned into the Finance Department for payment.
 - If the vendor is not currently active with the Town, provide them with a vendor packet to be completed and submitted to the Finance Department. Payment cannot be remitted until vendor packet is received.
- Purchases \$3,000 and above require:
 - Compliance with the States Historically Underutilized Business (HUB) requirement and/ or,

- Three written quotes from vendors,
- Completed and authorized Requisition Form.
- If the successful vendor is not currently active with the Town, provide them with a vendor packet to be completed and submitted to the Finance Department.
- The Town Accountant will issue a Purchase Order after receiving:
 - An electronic Purchase Order request authorized by the Department Director,
 - Supporting written quotes including compliance with the States HUB requirements,
 - Vendor packet (if not a current vendor).
- Requisitions for purchases in excess of \$10,000 also require Town Administrator approval. If funds have not been specifically budgeted in the current budget year, then they must be expressly authorized and approved by separate action of the Town Council.
- Requisitions for purchases in excess of \$25,000 require Town Council approval.
- Purchases subject to competitive bidding: Purchases in excess of \$50,000 shall be competitively bid and awarded only by the Town Council. Sequential or component purchases exceeding \$50,000 during any fiscal year period shall be deemed as meeting the competitive bidding requirements of this Policy.
- Procurement of Professional Services: Contracts for professional services shall comply with the Professional Services Procurement Act, Government Code, Section 2254, and subsequent amendments. The following guidelines shall apply to procurement of professional services.
 - Professional services may not be awarded on the basis of competitive bidding.
 - Professional services must be awarded on the basis of demonstrated competence and qualifications.
 - The Town Administrator may authorize and approve professional services less than \$25,000 during a fiscal year period, without specified Town Council approval, provided available funds are budgeted therefore.
 - The Town Council shall authorize any professional service contract which will exceed \$25,000 during a fiscal year period, on the basis of the above criteria.
- Cooperative Purchasing: Whenever it is determined to be advantageous to the Town, cooperative purchasing with other local governmental agencies may be used. Requester must provide contract number. Such cooperative agreements shall be approved by all governing bodies for each local agency participating in any purchasing cooperative. The provisions of the Local Government Code (Subchapter D, Sections 271.081 through 271.083) shall apply.
- Exceptions to Policy: Emergency procurements, professional services, purchases of land, items available from only one source, etc. are exceptions to the competitive bidding requirements for purchases and shall comply with Local Government Code, Section 252.022.
- Authorization and Approval of Change Orders: Authorization and approval of change orders shall follow the same dollar limitations and requirements as provided above in Section 3(a) and (b). The

Town Council hereby grants the Town Administrator authority to execute any and all change orders which involve a decrease or an increase of up to \$25,000 or 25% of the original contract, provided the total contract expenditures remain within the budgeted amount.

- Vendor Packets: Vendor packets are a crucial part of the accounts payable system. They allow for fraud prevention by providing vendor contact information that allows for the authentication of vendor file changes. All active vendors must have a complete vendor packet containing: the vendor management page, a signed W-9, and a conflict of interest disclosure questionnaire. Vendor Packets will be updated annually with all vendors.

Independent Audit:

- Independent Audit: At the close of each fiscal year, and at such times as it may be deemed necessary, the Council shall cause an independent audit to be made of all accounts of the Town by a Certified Public Accountant. The Certified Public Accountant shall be chosen by the Council and shall have no personal interest, directly or indirectly, in the financial affairs of the Town or any of its officers. Upon completion of the audit, the results thereof in a summary form shall be presented to the Council. A copy of the Audit shall be made available to the public for inspection upon request.

Fund Balance:

- Committed Fund Balance: The Town Council will identify fund balance commitments through resolution, as committed fund balances can only be used for specific purposes as determined. The resolution must either be approved or rescinded, as applicable, prior to the last day of the fiscal year for which the commitment is made. The amount subject to the constraint may be determined in the subsequent period.
- Assigned Fund Balance: The Town Council has authorized the Town Administrator as the official authorized to assign fund balance to a specific purpose as approved by this fund balance policy.
- Minimum Unassigned Fund Balance: It is the goal the Town to achieve and maintain an unassigned fund balance in the general fund equal to 25% of annual expenditures. The Town considers a balance of less than 25% to be cause for concern, barring unusual or deliberate circumstances. If unassigned fund balance falls below the goal, or has a deficiency, the Town will through the annual budget process, will weigh upcoming needs of the Town against the 25% fund balance goal as based on available and forecasted resources. There may be circumstances that warrant unassigned fund balances of below 25% of annual expenditures.
- Order of Expenditure of Funds: When multiple categories of fund balance are available for expenditure (i.e. a project funded partly by a grant, funds set aside by the Town Council and unassigned fund balance) the Town will start with the most restricted category and spend those funds first before moving down the next category with available funds unless otherwise designated.

Definitions:

- Amortization – The planned reduction of a debt obligation according to a stated maturity or redemption schedule.
- Arbitrage – The gain which may be obtained by borrowing funds at a lower (often tax-exempt) rate and investing the proceeds at higher (often taxable) rates. The ability to earn arbitrage by issuing tax-exempt securities has been severely curtailed by the Tax Reform Act of 1986, as amended.
- Average Life – The average length of time debt is expected to be outstanding.
- Bid Form – The document used by an underwriter to submit his bid at a competitive sale or private placement.
- Bond – A security that represents an obligation to pay a specified amount of money on a specific date in the future, typically with periodic interest payments.
- Bond Counsel – An attorney (or firm of attorneys) retained by the issuer to give a legal opinion concerning the validity of the securities. The bond counsel's opinion usually addresses the subject of tax exemption. Bond counsel may prepare, or review and advise the issuer regarding authorizing resolutions or ordinances, trust indentures, official statements, validation proceedings and litigation.
- Bond Insurance – Bond insurance is a type of credit enhancement whereby a monoline insurance company indemnifies an investor against a default by the issuer to pay principal and interest in-full and on-time. Once assigned, the municipal bond insurance policy generally is irrevocable. The insurance company receives an up-front fee, or premium, when the policy is issued.
- Capital Lease – The acquisition of a capital asset over time rather than merely paying a rental fee for temporary use. A lease-purchase agreement, in which provision is made for transfer of ownership of the property for a nominal price at the scheduled termination of the lease, is referred to as a capital lease.
- Commercial Paper (Tax-Exempt) – By convention, short-term, unsecured promissory notes issued in either registered or bearer form with a stated maturity of 270 days or less.
- Competitive Sale – A sale of securities in which the securities are awarded to the bidder who offers to purchase the issue at the best price or lowest cost.
- Credit Enhancements – Credit enhancements are mechanisms which guarantee principal and interest payments. They include bond insurance and a line or letter of credit. A credit enhancement, while costly, will usually bring a lower interest rate on debt and a higher rating from the rating agencies, thus lowering overall costs. Cost effectiveness of credit enhancement will be evaluated for each debt issue.
- Debt Service – The amount necessary to pay principal and interest requirements on outstanding bonds for a given year or series of years.
- Debt Service Reserve Fund – The fund into which moneys are placed which may be used to pay debt service if pledged revenues are insufficient to satisfy the debt service requirements. The debt service reserve fund may be entirely funded with bond proceeds, or it may only be partly funded at the time of the issuance and allowed to reach its full funding requirement over time, due to the accumulation of pledged revenues. A surety policy may be substituted for cash funding of a reserve fund. If the debt service reserve fund is used in whole or part to pay debt service, the issuer usually is required to replenish the funds from the first available funds or revenues. A typical reserve requirement might be the maximum aggregate annual debt service requirement for any year remaining until the bonds reach maturity. The size of the reserve fund, and the manner in which it is invested, may be subject

to arbitrage regulations.

- **Defeasance** – Providing for payment of principal of premium, if any, and interest on debt through the first call date or scheduled principal maturity in accordance with the terms and requirements of the instrument pursuant to which the debt was issued. A legal defeasance usually involves establishing an irrevocable escrow funded with cash and/or U.S. government obligations. Refunding bonds may be issued to generate proceeds for the escrow.
- **Official Statement (OS)** – A document published by the issuer which generally discloses material information on a new issue of municipal securities including the purposes of the issue, how the securities will be repaid, and the financial, economic and social characteristics of the issuing government. Investors may use this information to evaluate the credit quality of the securities.
- **General Obligation Debt**- Debt that is secured by a pledge of the ad valorem taxing power of the issuer. Also known as a full faith and credit obligation.
- **Junior Lien Bonds** – Bonds which have a subordinate claim against pledged revenues.
- **Letter of Credit** – Bank credit facility whereby a bank will honor the payment of an issuer's debt, in the event that an issuer is unable to do so, thereby providing an additional source of security for bondholders for a predetermined period of time. A letter of credit often is referred to as an L/C or an LOC. Letter of Credit can be issued on a "stand-by" or "direct pay" basis.
- **Level Debt Service** – When annual payments are substantially the same each year.
- **Line of Credit** – Bank credit facility wherein the bank agrees to lend up to a maximum amount of funds at some date in the future in return for a commitment fee.
- **Municipal Securities Rulemaking Board (MSRB)** – A self-regulating organization established on September 5, 1975 upon the appointment of a 15-member Board by the Securities and Exchange Agreement. The MSRB, comprised of representatives from investment banking firms, dealer bank representatives, and public representatives, is entrusted with the responsibility of writing rules of conduct for the municipal securities market. New Board members are selected by the MSRB pursuant to the method set forth in Board rules.
- **Negotiated Sale** – A sale of securities in which the terms of sale are determined through negotiation between the issuer and the purchaser, typically an underwriter, without competitive bidding.
- **Net Interest Cost** – The average interest cost of a bond issue calculated on the basis of simple interest.
- **Present Value** – The value of a future amount or stream of revenues or expenditures in current dollar
- **Refunding** – A process of selling a new issue of securities to obtain funds needed to retire existing securities. An advance refunding is a refunding that occurs more than 90 days before the call date of the refunded bonds. A current refunding is a refunding that occurs within 90 days of the call date of the refunded bonds. Debt refunding is done to extend maturity, change covenants, and/or to reduce debt service cost.
- **Revenue Bond** – A bond which is payable from a specific source of revenue and to which the full faith and credit of an issuer with taxing power is not pledged. Revenue bonds are payable from identified sources of revenue, and do not permit the bondholders to compel a jurisdiction to pay debt service from any other source. Pledged revenues often are derived from the operation of an enterprise activity. Generally, no voter approval is required prior to issuance of such obligations.

- Senior Lien Bonds – Bonds having a prior, or first claim on pledged revenues.
- Surety Bond – A bond guaranteeing performance of a contract or obligation.
- True Interest Cost (TIC) – An expression of the average interest cost in present value terms. The true interest cost is a more accurate measurement of the bond issue's effective interest cost and should be used to ascertain the best bid in a competitive sale.
- Variable Rate Bond – A bond on which the interest rate is reset periodically, usually no less often than semi-annually. The interest rate is reset either by means of an auction or through an index.
- Fund Equity- A fund's equity is generally the difference between its assets and its liabilities.
- Fund Balance- An accounting distinction is made between the portions of fund equity that is spendable and non-spendable.
- Non-spendable fund balance - includes amounts that are not in a spendable form or are required to remain intact.
- Restricted fund balance - includes amounts that can be spent only for the specific purposes stipulated by an external resource provider, either constitutionally or through legislation.
- Committed fund balance - includes amounts that can be used only for the specific purposes determined by a formal action of the Council. Commitments may be changed or lifted only the Council taking the same formal action that imposed the constraint originally.
- Assigned fund balance - comprises amounts intended to be used by the government for specific purposes. Intent can be expressed by the Council or by an official or body to which the Council delegates authority. In governmental funds other than the general fund, assigned fund balance represents the amount that is not restricted or committed. This indicates that resources in other governmental funds are, at a minimum, intended to be used for the purpose of that fund.
- Unassigned fund balance - is the residual classification of the general fund and includes all amounts not contained in other classifications. Unassigned amounts are technically available for any purpose.

NORTHLAKE TOWN COUNCIL COMMUNICATION



DATE: January 25, 2024
REF. DOC.: Town of Northlake Strategic Plan
SUBJECT: Briefing - Entryway and Highway Monumentation
**GOALS/
OBJECTIVES:**

BACKGROUND INFORMATION:

- 2022 Strategic Plan identified monumentation and entryway features as objective
- Project assigned to Halff
 - Locations were selected for placement of monumentation
 - Feedback on designs resulted in a ranking of semifinal concepts
- RQAW design firm selected to refine artwork concepts
 - Updated designs presented at December 14th Council Meeting
 - Town Staff received guidance on further revisions
- Concepts further revised by Town Staff
 - Current options provided for Council consideration
 - Town Staff requests feedback to shape final concepts

COUNCIL ACTION/DIRECTION:

Provide input to guide final monumentation concepts



NORTHLAKE

















NORTHLAKE TOWN COUNCIL COMMUNICATION



DATE: January 25, 2024

Section: 3. PUBLIC INPUT

NORTHLAKE TOWN COUNCIL COMMUNICATION



DATE: January 25, 2024

Section: 4. CONSENT ITEMS

NORTHLAKE TOWN COUNCIL COMMUNICATION



DATE: January 25, 2024
REF. DOC.: Home Rule Charter
SUBJECT: Consider approval of the Town Council Meeting Minutes for January 11, 2024
**GOALS/
OBJECTIVES:**

BACKGROUND INFORMATION:

- Approve Minutes Draft:
 - January 11, 2024 - Regular Meeting

COUNCIL ACTION/DIRECTION:

Approved Minutes Draft as presented



**NORTHLAKE TOWN COUNCIL
REGULAR MEETING MINUTES
TOWN HALL - COUNCIL CHAMBER ROOM
1500 COMMONS CIRCLE, SUITE 300, NORTHLAKE, TEXAS 76226
JANUARY 11, 2024**

The Northlake Town Council convened in a Regular Meeting on January 11, 2024, at 5:31 p.m., in the Northlake Town Hall – Council Chamber Room, 1500 Commons Circle, Suite 300, Northlake, Texas.

1. CALL TO ORDER

Mayor Rettig called the meeting to order at 5:31 p.m., and a quorum was present as follows:

- Roll Call:

David Rettig, Mayor

Robert Keeker, Place 1 - Absent with Notice

Michael Ganz, Place 2

Brian Montini, Mayor Pro Tem, Place 3

Roger Sessions, Place 4

Maryl Lorencz, Place 5

Aaron Fowler, Place 6

Also present were Drew Corn, Town Manager, and Ashley Dierker, Town Attorney.

- Invocation was given by Pastor Brent Southard, The Well Church of Argyle.
- The Pledge of Allegiance to the United States and Texas Flags was recited.

Mayor Rettig advised the Agenda would be considered out of order.

2. ANNOUNCEMENTS, PROCLAMATIONS, AND PRESENTATIONS

The following will be addressed:

- A. Briefing - Updates on Denton County Bond Program Projects and TXDOT Road Projects

The item was presented by John Polster, ITS, and discussion followed.

Following discussion, Council consensus was to include Strader Road and I-35 updates during a future presentation.

- B. Briefing - Capital Projects Update

The item was presented by John Zagurski, Finance Director, and discussion followed.

Following discussion there was no consensus as the item was for presentation/information purposes only.

C. Briefing - Strategic Plan Performance Metrics

The item was presented by Drew Corn, Town Manager, and discussion followed.

Following discussion, Council consensus was for staff to provide an update regarding reporting timeframes.

3. PUBLIC INPUT

The following individuals shared comments as allowed under the Public Input portion of the agenda. All comments may be viewed in their entirety on the Town's Website at <https://www.town.northlake.tx.us/337/Watch-Council-Meetings>.

- Alex Holmes, address on file - in support of 5.B. and 5.C.; reaffirming the opportunity and duty to vote; government gets power of consent of governed; show up in force and make voice known
- Jessica Smith, address on file - NRE; concerned on TXDOT project; wondering about let date and 407 and 2028 date; update on timeline; west end of neighborhood town owned 1593A property, 1.37 acres; zoned RR and wants to keep it that way; what are plans;
- NRE Resident - name not stated ; can property be purchased

4. CONSENT ITEMS

The Consent Agenda consisted of Item 4.A. - 4.D., and no items were pulled for individual consideration.

Mayor Pro Tem Montini moved to approve the item as presented. Motion seconded by Mayor Rettig. Motion passed.

AYES (6): Ganz, Montini, Sessions, Lorencz, Fowler, Rettig

NAYS (0): None

ABSENT (1): Keeker

- A. Consider approval of the Town Council Meeting Minutes for December 14, and December 19, 2023

APPROVED

- B. Consider an Ordinance of the Town of Northlake, Texas, amending the Code of Ordinances and Appendix "A," "Fee Schedule," Article 3.000 "Business Related Fees," by creating new subsections with fees for hotels and motels, short-term rentals, and single-family and multi-family rental housing permit programs

APPROVED ORDINANCE NO. 24-0111A

- C. Consider a Resolution of the Town of Northlake, Texas, approving and authorizing the Town Manager to execute a purchase agreement/contract with Sam Pack's Five Star Ford, for 2023 Transit Van, in an amount not to exceed \$56,020.33

APPROVED RESOLUTION NO. 24-01

- D. Consider a Resolution of the Town of Northlake, Texas, approving and authorizing the Town Manager to execute a purchase agreement/contract with Axon Enterprises, to outfit four new police vehicles with in-car camera systems, for a total amount of \$36,331.16 (\$9,082.79 per year/ 4 year term)

APPROVED RESOLUTION NO. 24-02

5. ACTION ITEMS

- A. Consider an Ordinance of the Town of Northlake, Texas, appointing a Municipal Court Judge for a two year term beginning May 2023 and ending May 2025

APPROVED ORDINANCE NO. 24-0111B

The item was presented, and discussion followed.

Councilmember Ganz moved to approve and ratify the appointment of Mr. Harris Hughey, as presented. Motion seconded by Mayor Pro Tem Montini. Motion Passed.

AYES (6): Ganz, Montini, Sessions, Lorencz, Fowler, Rettig

NAYS (0): None

ABSENT (1): Keeker

- B. Consider an Ordinance of the Town of Northlake, Texas, authorizing and ordering a municipal election to be held in the Town of Northlake on May 4, 2024, and if required, a Runoff Election on June 15, 2024, for the purpose of electing a Mayor, and Council Members to Places 1, 2, and 3; prescribing the time and designating the locations, and manner of conducting the election to be in accordance with the Joint Election Agreement and Contract for Election Services with Denton County and the Denton County Elections Administrator; authorizing the Town Manager to execute the agreement and contract; and providing an effective date

APPROVED ORDINANCE NO. 24-0111C

The item was presented, and commentary followed.

Mayor Rettig moved to approve the item as presented. Motion seconded by Councilmember Sessions. Motion passed.

AYES (6): Ganz, Montini, Sessions, Lorencz, Fowler, Rettig

NAYS (0): None

ABSENT (1): Keeker

- C. Consider an Ordinance of the Town of Northlake, Texas, authorizing and ordering a Special Election to be held in the Town of Northlake on May 4, 2024, and if required, a Runoff Election on June 15, 2024, for the purpose of electing a Council Member to Place 6, for an unexpired term ending May 2025; prescribing the time and designating the locations, and manner of conducting the election to be in accordance with the Joint Election Agreement and Contract for Election Services with Denton County and the Denton County Elections Administrator; authorizing the Town Manager to execute the agreement and contract; and providing an effective date

APPROVED ORDINANCE NO. 24-0111D

The item was presented, and commentary followed.

Mayor Rettig moved to approve the item as presented. Motion seconded by Mayor Pro Tem Montini. Motion passed.

AYES (6): Ganz, Montini, Sessions, Lorencz, Fowler, Rettig

NAYS (0): None

ABSENT (1): Keeker

- D. Consider a Resolution of the Town of Northlake, Texas approving an updated Town Strategic Plan

APPROVED RESOLUTION NO. 24-03

The item was presented, and discussion followed.

Councilmember Sessions moved to approve the item as presented. Motion seconded by Councilmember Lorencz. Motion passed.

AYES (6): Ganz, Montini, Sessions, Lorencz, Fowler, Rettig

NAYS (0): None

ABSENT (1): Keeker

6. EXECUTIVE SESSION

The Town Council convened in an Executive Session at 6:46 p.m., consistent with Chapter 551 of the Texas Government Code, as amended, or as otherwise allowed by law to address the following:

A. Section 551.071 - Consultation with Attorney

- i. Potential annexation and development agreement of a property consisting of a 38.1-acre tract, a 20.0-acre tract of land, and a 2.8-acre tract generally located at the southeast corner of Harmonson Road and McPherson Drive in the extraterritorial jurisdiction of the Town.
- ii. Potential development agreement and annexation of a property consisting of a 156.8-acre tract of land generally located east of FM 156 and northwest of Victory Circle in the extraterritorial jurisdiction of the Town.
- iii. Potential Development Agreement and annexation of the Florance Endeavors tract on approximately 5.0 acres of land generally located on the east side of 8000 block of Florance Road in the extraterritorial jurisdiction of the Town.
- iv. Potential Development Agreement and annexation of the Revival Fire LLC tract on approximately 5.09 acres of land generally located on the east side of 8000 block of Florance Road in the extraterritorial jurisdiction of the Town.

- v. Potential Development Agreement and annexation of Lot 4, Block A, The Hills of Northlake West, approximately 2.127 acres of land generally located on the north side of 1600 block of FM 407 in the extraterritorial jurisdiction of the Town.
- vi. Potential annexation and development agreement of a property consisting of a 24.8-acre tract, a 11.9-acre tract, and a 1.8-acre tract of land generally located at the northwest corner of FM 156 and Timberbrook Pkwy in the extraterritorial jurisdiction of the Town.
- vii. Potential annexation and development agreement for property consisting of a 3.7-acre tract, a 3.2-acre tract, and a 5.0-acre tract of land generally located at the northeast corner of SH 114 and Dale Earnhardt Way in the extraterritorial jurisdiction of the Town.
- viii. Potential annexation and development agreement for property consisting of 1.8- acre tract, a 2.9-acre tract, a 1.5-acre, and a 6.0-acre tract of land generally located at the northwest corner of Florance Rd and Linnie Bell Rd in the extraterritorial jurisdiction of the Town.
- ix. Decertification of water and sewer Certificates of Convenience and Necessity in the Extraterritorial Jurisdiction and impacted service requests.
- x. Potential annexation and development agreement for the Oneta Lee Cope Revocable Trust tracts consisting of a 69.0-acre, 0.8-acre, 1.5-acre, 3.9-acre, 4.0- acre, and 1.0-acre tracts of land generally located at the northwest corner of Sam Reynolds Rd. and FM 156 in the extraterritorial jurisdiction of the Town.
- xi. Merits of joining City of Grand Prairie in lawsuit to have Senate Bill 2038 declared unconstitutional.
- xii. Potential amendment to April 29, 2021 settlement agreement with City of Justin.

7. RECONVENE INTO OPEN SESSION

Mayor Rettig reconvened the Regular Meeting at 7:20 p.m., to address any Council action regarding the items deliberated during Executive Session.

No votes or actions were taken on any of the items deliberated.

8. ADJOURN

With no further business, Mayor Rettig adjourned the meeting at 7:20 p.m.

David Rettig, Mayor Attest:

Zolaina R. Parker, Town Secretary

MINUTES APPROVED ON: _____

NORTHLAKE TOWN COUNCIL COMMUNICATION



DATE: January 25, 2024

Section: 5. ACTION ITEMS

NORTHLAKE TOWN COUNCIL COMMUNICATION



DATE: January 25, 2024
REF. DOC.: Unified Development Code (UDC)
SUBJECT: Consider approval of a Resolution of the Town of Northlake, Texas, authorizing a meritorious exception to the window sign requirements of Article 11 of the Unified Development Code (UDC) for It's a Paw Thang located at 1236 FM 407, Suite 500. Case # 23-VBOA00003
i. Public Hearing
ii. Consider Approval

GOALS/ OBJECTIVES:

BACKGROUND INFORMATION:

Applicant: It's a Paw Thang
Owner: Plott Properties
Property Manager: Office Equity Solutions (OES)
Location: 1236 FM 407, Suite 500
Analysis:

- Sec. 11.18, 106.c. of the UDC states "The maximum area of a Window Sign shall not exceed twenty-five (25) percent of the window where the sign is displayed."
- The windows on the front of the applicant's business are fully covered with vinyl including advertising of the business and services provided
- The applicant has requested a meritorious exception to the window coverage requirement to allow for one hundred (100%) percent coverage
- Sec. 11.17 of the UDC allows for consideration of a meritorious exception to be considered by P&Z (recommendation) and Town Council (consider approval)
- In considering the request, the reviewing body shall consider the following factors
 1. The extent to which the application meets other specific standards of this section; and
 2. The extent to which the application meets the spirit and intent of this chapter through the use of materials, colors, and design to create a sign of exceptional quality and appearance; and
 3. The positive or negative impact of the proposed project on surrounding property use and property values, in comparison to the expected impact of a project which could be built in conformance with standards of this ordinance; and
 4. The extent to which the proposed project accomplishes Town goals as stated in the Comprehensive Plan or other approved document.
 5. A meritorious exception shall not be granted to serve as a convenience to the applicant, or for reasons related to economic hardship.

Public Hearing: A public hearing is required prior to acting on the meritorious exception request. Public

hearing notices were mailed to Northlake property owners within 200 feet, and notice was published in the Denton Record Chronicle and on the Town's website. As of January 19th no written comments have been received.

P&Z Action:

- November 28 meeting
 - Held public hearing with one speaker that asked questions but did not state whether for or against the request
 - Discussed merits of request and tabled item for consideration at the next regular P&Z meeting in order to:
 - Visit site
 - Obtain supplemental information on covering material (see attached)
 - Hear opinion of Police Department (PD)
 - PD has no opinion on coverage of advertising as coverage without advertising is not prohibited
- January 16 meeting
 - Recommended approval of zoning change with 3-2 vote
 - For - Hall, Kelley, and Pezzuto
 - Against - Amarante and King

COUNCIL ACTION/DIRECTION:

- Hold a public hearing
- Recommend approval, approval with conditions, or disapproval of the meritorious exception request



**TOWN OF NORTHLAKE, TEXAS
OFFICIAL RESOLUTION**

NO.

A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF NORTHLAKE, TEXAS, AUTHORIZING A MERITORIOUS EXCEPTION TO THE WINDOW SIGN REQUIREMENTS OF ARTICLE 11 OF THE UNIFIED DEVELOPMENT CODE (UDC) FOR IT'S A PAW THANG LOCATED AT 1236 FM 407, SUITE 500; AND PROVIDING AN EFFECTIVE DATE

WHEREAS, It's a Paw Thang operates a dog grooming business at 1236 FM 407, Suite 500; and

WHEREAS, the windows on the front of the business are fully covered with vinyl including advertising of the business and services provided; and

WHEREAS, Article 11 of the Northlake Unified Development Code specifies requirements for Window Signs including a maximum area of not to exceed twenty-five (25) percent of the window where the sign is displayed; and

WHEREAS, Article 11 of the Northlake Unified Development Code provides a process for the Town Council to consider requests for meritorious exceptions; and

WHEREAS, It's a Paw Thang submitted a request (Case # 23-VBOA00003) for a meritorious exception to keep the existing window sign as depicted in Exhibit "A"; and

WHEREAS, following a public hearing on November 28, 2023, with notice given according to the procedure for a zoning change, the Planning and Zoning Commission recommended approval of the meritorious exception on January 16, 2024; and

WHEREAS, following a public hearing, with notice given according to the procedure for a zoning change, the Town Council considered the request for a meritorious exception; and

WHEREAS, the Town Council grants the request for a meritorious exception, having considered the following factors:

1. The extent to which the application meets other specific standards of the [Town's sign regulations]; and
2. The extent to which the application meets the spirit and intent of [Town's sign regulations] through the use of materials, colors, and design to create a sign of exceptional quality and appearance; and

3. The positive or negative impact of the proposed project on surrounding property use and property values, in comparison to the expected impact of a project which could be built in conformance with standards of the [Unified Development Code]; and
4. The extent to which the proposed project accomplishes Town goals as stated in the Comprehensive Plan or other approved document; and
5. A meritorious exception shall not be granted to serve as a convenience to the applicant, or for reasons related to economic hardship.

NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF NORTHLAKE, TEXAS THAT:

Section 1. All of the above premises are true and correct legislative and factual findings of the Town Council, and they are hereby approved, ratified and incorporated into the body of this resolution as if copied in their entirety.

Section 2. That the Town Council hereby finds and determines, in accordance with the authority granted to the Town Council by Article 11, Sec. 11.17 of the Northlake Unified Development Code to approve a meritorious exception at the Subject Property, that the window sign as depicted in Exhibit "A," which is expressly incorporated herein by reference and made a part of this Resolution as if set forth fully at length herein, is hereby approved.

Section 3. Nothing contained in this Resolution shall constitute or be construed to be an approval of a window sign variance or meritorious exception at any location within the jurisdiction of the Town of Northlake, including, without limitation, any sign to be installed at the Subject Property, other than the window sign as currently installed at the Subject Property as depicted in Exhibit "A".

PASSED AND APPROVED by the Town Council of the Town of Northlake, Texas, on January 25, 2024.

Town of Northlake, Texas

David Rettig, Mayor

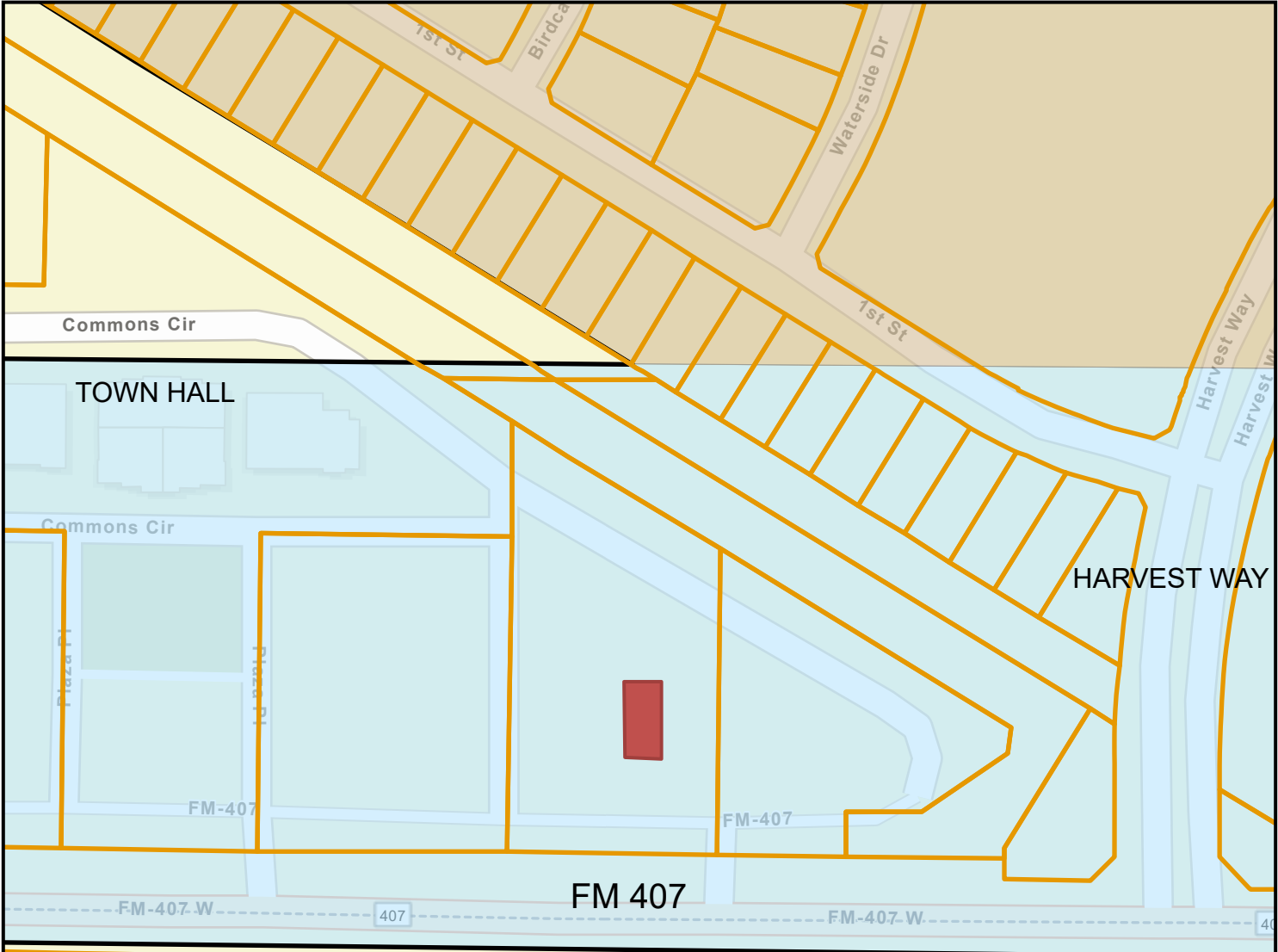
Attest:

Zolaina Parker, Town Secretary

EXHIBIT A



It's a Paw Thang



Legend

- Parcels
- Northlake Boundary
- Incorporated Area
- Extraterritorial Jurisdiction
- Limited Purposes Annexation

Town of Northlake Incorporated Area and ETJ

Esri Community Maps Contributors, Texas Parks & Wildlife, ©
OpenStreetMap, Microsoft, Esri, HERE, Garmin, SafeGraph,
GeoTechnologies, Inc, METI/NASA, USGS, EPA, NPS, US Census Bureau,
USDA



Date: 11/6/2023

I am requesting a meritorious exception regarding the ordinance for Window Signs – Section 11.18. I was surprised to hear about this town ordinance and shocked that I was being requested to remove such a costly design.

Per my lease agreement (see below) I submitted the design to OES (Property Management) on 11/10/21 and received approval.

Insert from Lease

Curtains, shades, blinds, window tint, and/or screens may be attached to or hung, or used in connection with any window or door of the Premises, subject to the prior written approval of Landlord (which approval will not be unreasonably withheld, conditioned, or delayed) as to the quality, type, design, color and manner of attaching the same.

The company that designed my window front used a quality 3M micro perforated vinyl, which is still aesthetically pleasing serving multiple purposes. The appearance is exceptional, and it displays my store name, hours, phone number and logo.

Below are the reasons I selected this option and requesting an exception to keep.

- Without the window coverage:
 - Inability to see computer screen due to the sun 80% of the day.
 - Inability to look at customers directly while at computer and assisting them.
 - Blinds and/or curtains are not a viable option in a dog grooming business.
 - Dogs WILL pee on them.
 - Dog hair will accumulate.
 - Cord on blinds is a choking hazard.
 - Blinds/Curtains could scare dogs walking in and impact the grooming experience.
 - Both would be impossible to keep clean and presentable.

In addition, my current desk/work area is a built in and cannot be moved without a complete redesign of my lobby area.

Considering the above information and the reason for the signage I would like to request an exception and be allowed to keep my window front.

Thank you for your time and consideration.

Best Regards



Penny Ringner, Owner
It's a Paw Thang
1236 FM 407, Suite 500
Northlake, TX 76226







From: [Penny Ringener](#)
To: [Nathan Reddin](#)
Subject: Follow up
Date: Wednesday, November 29, 2023 3:06:55 PM

Nathan,

I wanted to double check on the suggestion the Gentlemen made last night in regards to putting the 3M material on the inside of the business.

I contacted the company today and asked a couple of questions:

1. Can I use harsh chemicals on the material such as bleach to clean the dog urine?
 1. No, using any harsh chemicals can discolor and deteriorate the material.
2. When a dog urinates on the material will it seep between the micro bubbles?
 1. Yes, because it is perforated, any liquid will seep through. Rain is ok because it is water.
3. Will the material discolor and smell eventually due to the urine?
 1. Yes, urine will discolor the material and because you can not clean without removing it eventually the smell would take over.

Appreciate your help last night and look forward to hearing our next steps.

Penny Ringener

External Email: Do not click links or open attachments unless you know the content is safe.

NORTHLAKE TOWN COUNCIL COMMUNICATION



DATE: January 25, 2024
REF. DOC.: Tea Xetera Performance Agreement
SUBJECT: Consider approval of a Resolution of the Town of Northlake, Texas, approving an amendment to a Pioneer Grant for Tea Xetera and authorizing the Northlake Economic Development Corporation and Northlake Community Development Corporation to enter into an amended performance agreement; and providing an effective date

**GOALS/
OBJECTIVES:**

BACKGROUND INFORMATION:

Pioneer Grant Program (PGP) Recipient

- Tea Xetera
 - Boutique tea and gourmet food shop
 - Approved for \$25,000 in PGP funding on September 16, 2021
 - Obtained Certificate of Occupancy on July 15, 2022
 - Operated in Northlake Commons from July 2022 - July 2023
 - Closed business end of July 2023

Pioneer Grant Program Funding Guidelines

- Five-year forgivable loan
- 1/5 of loan forgiven after each year of first five years of business operation
- After final Performance Date (5 years from CO issuance), funding mechanism converts to a grant
 - Thereafter, no repayment required if performance targets change or a business closes

Repayment Obligation

Per Performance Agreement: "Determination of Inability to Comply: If the Town, in its sole discretion, determines at any time prior to the Performance Date (a "Determination Date") that the Grantee is unable or unwilling to meet and maintain any of its Targets by and through the Performance Date and the Town has not authorized any alteration or change to the applicable Target, and if the Town promptly notifies the Grantee of such determination, the Grantee must repay the Grant proceeds based upon the following schedule:

In the 1st year following CO issuance	Repay \$25,000
On or after the 1st anniversary of CO issuance but before the 2nd anniversary of CO issuance	Repay \$20,000
On or after the 2nd anniversary of CO issuance but before the 3rd anniversary of CO issuance	Repay \$15,000
On or after the 3rd anniversary of CO issuance but before the 4th anniversary of CO issuance	Repay \$10,000

On or after the 4th anniversary of CO issuance but before the 5th anniversary of CO issuance	Repay \$5,000
--	---------------

Repayment Dates: Such repayment shall be due from the Grantee to the Town within thirty days of the Performance Date or the Determination Date, as applicable."

August 17, 2023 Joint EDC/CDC Meeting

- Al Godwin, owner/grantee, requested loan forgiveness
- Development corporations voted to amend performance agreement
 - Repayment amount - \$19,600
 - Payment plan - 4 quarterly installments

September 14, 2023 Town Council Meeting

- Denied performance agreement amendment
- Provided guidance to development corporations for reconsideration
- Requested corporations view Council discussion at <https://northlaketx.new.swagit.com/videos/271652?ts=1990>

November 16, 2023 Joint EDC/CDC Meeting

- Approved \$5,000 escrow-type payment
- Funds returned upon termination of Tea Xetera's Performance Agreement (5/31/27)
 - Contingent upon River Bleu Boutique occupying said space through 5/31/27
- Unmet contingency - remaining balance of \$19,600 must be paid

January 18, 2024 Joint EDC/CDC Meeting

- Counteroffer approved for \$5,000 payable in monthly payments as follows:
 - \$420 monthly payments through November 2024
 - \$380 payment in December 2024
 - Payments to be made by last day of month

COUNCIL ACTION/DIRECTION:

- Approve resolution authorizing amended Pioneer Grant Performance Agreement with Tea Xetera
- Disapprove resolution and provide guidance to EDC and CDC for their reconsideration



**TOWN OF NORTHLAKE, TEXAS
OFFICIAL RESOLUTION**

NO.

A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF NORTHLAKE, TEXAS, APPROVING AN AMENDMENT TO A PIONEER GRANT FOR TEA XETERA AND AUTHORIZING THE NORTHLAKE ECONOMIC DEVELOPMENT CORPORATION AND THE NORTHLAKE COMMUNITY DEVELOPMENT CORPORATION TO ENTER INTO AN AMENDED PERFORMANCE AGREEMENT; AND PROVIDING AN EFFECTIVE DATE

WHEREAS, the Town Council on December 11, 2014 approved Resolution No. 14-32 adopting an Incentives Policy for the Town as amended, which: (1) established certain guidelines and criteria for the use of Town incentive programs for private development projects; and (2) authorized the establishment of programs for making loans and grants of Type A and Type B economic development sales tax funds to promote local economic development and to stimulate business and commercial activity in the Town of Northlake pursuant to the Development Corporation Act, codified in Chapters 501-505 of the Texas Local Government Code; and

WHEREAS, the Town of Northlake, Texas, an incorporated municipality of Denton County, Texas, the Northlake Economic Development Corporation (the "EDC") and the Northlake Community Development Corporation (the "CDC") (the Town of Northlake, together with the EDC and CDC, the "Town") has established the Pioneer Grant Program pursuant to the Policy to promote the development of retail, restaurant, and service businesses in the Town of Northlake; and

WHEREAS, Amy and Al Godwin (the "Grantee") submitted an application to receive a Pioneer Grant for the development of Tea Xetera, a boutique tea and gourmet food shop; and

WHEREAS, on September 16, 2021, the Town approved Grant funds in the amount of \$25,000 for use by the Grantee, pursuant to a Pioneer Grant Performance Agreement; and

WHEREAS, Tea Xetera obtained a Certificate of Occupancy on July 15, 2022 and within 30 days a \$25,000 payment was issued to the Grantee; and

WHEREAS, Tea Xetera operated in the Northlake Commons from July 2022 to July 2023 and closed at the end of July 2023; and

WHEREAS, Pioneer Grants function as a forgivable loan with 1/5 of the loan forgiven after each year of the first five years of business operation; and

WHEREAS, the Tea Xetera Pioneer Grant Performance Agreement established a repayment schedule requiring repayment of \$20,000 “on or after the 1st anniversary of CO issuance but before the 2nd anniversary of CO issuance;” and

WHEREAS, on January 18, 2024, the EDC and the CDC boards of directors approved a repayment plan as described herein.

NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF NORTHLAKE, TEXAS THAT:

Section 1. All the above premises are true and correct legislative and factual findings of the Town Council, and they are hereby approved, ratified, and incorporated into the body of this resolution as if copied in their entirety.

Section 2. The Town Council hereby authorizes the EDC and CDC to enter into an amended performance agreement with the Grantee for repayment as follows:

1. Payment of \$5,000 in monthly installments of \$420 from January 2024 through November 2024 and a final payment of \$380 in December 2024. All payments shall be due by the last day of each month.
2. If River Bleu Boutique continues to operate within the space formerly occupied by Tea Xetera through May 31, 2027, the \$5,000 shall be returned to the Grantee, and the \$19,600 remaining balance shall be forgiven.
3. In the event Grantee defaults on payment obligations or River Bleu Boutique discontinues operating within the space formerly occupied by Tea Xetera before May 31, 2027, the \$5,000 will be applied to the \$19,600 balance with remaining balance due within 30 days of written notice.

Section 3. This resolution shall be effective immediately upon approval by the Town Council.

PASSED AND APPROVED by the Town Council of the Town of Northlake, Texas, on January 25, 2024.

Town of Northlake, Texas

David Rettig, Mayor

Attest:

Zolaina Parker, Town Secretary

Tea Xetera, LLC

(801)920-8024

amy@txetera.com

8 August 2023

Town of Northlake

Dear EDC and CDC of Northlake,

It is with much regret that we had to close the doors of Tea Xetera in Northlake Commons July 31st 2023. With the rising rent we just could not afford to stay in business. We have worked with OES to stay in place until they were able to find a new retail tenant to take over our lease in order for that location to continue to bring in Northlake sales tax.

With that being said, we are asking from both committees that the Pioneer Grant be forgiven as long as a retail shop continues to stay in 101 Plaza Place, Suite 250 and is bringing in retail sales tax until July of 2027. We are closing our business with significant debt and the \$25,000.00 Pioneer Grant was used in whole for part of the \$120,000.00 finish out for that space. The new business is using the space as it was finished out so those grant dollars are still being used for a small business to bring in sales tax to the Town of Northlake. We would greatly appreciate your consideration of this request.

Sincerely,

Amy and Al Godwin, Owners

From: [Amy](#)
To: [Lancine Bentley](#); [Nathan Reddin](#)
Subject: Grant payback
Date: Wednesday, January 3, 2024 10:26:51 AM

Dear EDC and CDC members,

We have seen the proposal to give to the town \$5,000.00 to hold in an account until July 2027 in the chance that a business is not in 101 plaza place suite 250 until that date. We appreciate this change, but ask to have until the end of the year to pay that amount. We are still paying on the \$20,000 debt we walked away with and do not have \$5,000 to give at one time. We will plan to pay \$420 monthly until November 2024, then in December pay the final \$380.

Respectfully,

Amy Godwin

Tea Xetera, LLC

Sent from my iPhone

Sent from my iPhone

External Email: Do not click links or open attachments unless you know the content is safe.

NORTHLAKE TOWN COUNCIL COMMUNICATION



DATE: January 25, 2024

REF. DOC.: Texas Local Government Code Chapter 29; Town of Northlake Home Rule Charter & Code of Ordinances

SUBJECT: Consider approval of an Ordinance of the Town of Northlake, Texas, appointing Alternate Municipal Court Judges for a term beginning Jan, 2024 and ending May 2025

**GOALS/
OBJECTIVES:**

BACKGROUND INFORMATION:

- Alternate Municipal Court Judge must be appointed by Town Council per Texas Local Government Code, Town Charter, and Code of Ordinances
- Alternate Municipal Court Judge to serve in instances when the principal Municipal Court Judge cannot be made available
- Appointment - term beginning Jan. 2024, ending in May 2025 to correspond with Municipal Judge term

COUNCIL ACTION/DIRECTION:

Approve proposed ordinance appointing Alternate Municipal Judges and authorize Town Manager to execute contract for services and compensation



**TOWN OF NORTHLAKE, TEXAS
OFFICIAL ORDINANCE**

NO.

AN ORDINANCE OF THE TOWN COUNCIL OF THE TOWN OF NORTHLAKE, TEXAS APPOINTING AN INDIVIDUAL PURSUANT TO SECTION 29.004 OF THE GOVERNMENT CODE, SECTION 6.04 OF THE TOWN OF NORTHLAKE CHARTER, AND CHAPTER 1, ARTICLE 1.04 MUNICIPAL COURT DIVISION 1, SECTION 1.04.002, OF THE TOWN OF NORTHLAKE CODE OF ORDINANCES TO SERVE AS ALTERNATE MUNICIPAL COURT JUDGE FOR THE TOWN OF NORTHLAKE; PROVIDING A SAVINGS CLAUSE; PROVIDING THAT THIS ORDINANCE IS CUMULATIVE; PROVIDING FOR PUBLICATION; AND PROVIDING AN EFFECTIVE DATE

WHEREAS, pursuant to Section 29.004 of the Texas Government Code, Section 6.04 of the Town of Northlake Home Rule Charter, and Chapter 1, Article 1.04 of the Code of Ordinances, the Town Council has the authority to appoint the Alternate Municipal Court Judges for the Town; and

WHEREAS, the term of office for Alternate Municipal Court Judges as outlined in the Northlake Home Rule Charter and the Code of Ordinances shall be for term commencing Jan. 2024 and ending May 2025; and

WHEREAS, the Town Council has determined it is the best interest of the Town, Municipal Court, and all residents, to appoint Stephanie Askew and Alissa A. Janke as Alternate Municipal Court Judges.

NOW, THEREFORE, BE IT ORDAINED BY THE TOWN COUNCIL OF THE TOWN OF NORTHLAKE, TEXAS THAT:

Section 1. All the above premises are true and correct legislative and factual findings of the Town Council, and they are hereby approved, ratified, and incorporated into the body of this ordinance as if copied in their entirety.

Section 2. The Town Council hereby appoints Stephanie Askew and Alissa A. Janke to serve as Alternate Municipal Judges for the Town of Northlake, Texas, for a term, commencing Jan. 2024 and ending May 2025; and authorizes the Town Manager to execute the agreement for services and compensation.

Section 3. This Ordinance shall take effect and be in full force from and after the date of its passage and publication as required by law.

PASSED AND APPROVED by the Town Council of the Town of Northlake, Texas, on January 25, 2024.

Town of Northlake, Texas

David Rettig, Mayor

Attest:

Zolaina Parker, Town Secretary

STATE OF TEXAS §
TOWN OF NORTHLAKE §

AGREEMENT BETWEEN THE TOWN OF NORTHLAKE
AND
STEPHANIE ASKEW

This Agreement is effective upon execution, between the Town of Northlake, acting through its duly elected Town Council (the “Town”) and Stephanie Askew (the “Judge”) as follows:

WITNESSETH:

WHEREAS, pursuant to the authority granted to the Town Council through **The Town Charter** and the laws of the State of Texas, the Town Council of the Town of Northlake has appointed Stephanie Askew as the Alternate Judge for the Town’s Municipal Court; and

WHEREAS, the parties desire to enter into this written Agreement setting forth all terms, conditions, and obligations of the parties.

NOW, THEREFORE, in consideration of the mutual covenants and promises, the parties agree as follows:

1. TERM

- 1.1 The term of this Agreement shall be from date of execution and lasting through May 2025, unless sooner terminated as provided by the terms of this Agreement.

2. SCOPE OF AGREEMENT

- 2.1 The purpose of this Agreement is to engage Stephanie Askew for the express purpose of serving the Town of Northlake, Texas, as the Alternate Judge for the Town’s Municipal Court.
- 2.2 Judge Stephanie Askew shall perform all functions of the Judge for the Town’s Municipal Court as requested, as set forth in the current or revised **Charter of the Town of Northlake**, as required by **The Code of the Town of Northlake, as amended**, by applicable State law, as it now exists or may be amended in the future, and the **Texas Code of Judicial Conduct**.
- 2.3 The Town of Northlake’s Municipal Court (“Municipal Court”) shall be held at the courtroom currently located at 1500 Commons Circle, Suite 300

Northlake, TX 76226. However, the Town of Northlake reserves the right to designate days of the week, hours, and alternate locations where the Municipal Court may be held in the event that the specified facility should not be available.

- 2.4 The Town Council shall have the power to create and establish additional Municipal Courts, with the same or separate jurisdictions, and to appoint an additional Magistrate for each Court so established.
- 2.5 Judge Stephanie Askew agrees to provide prompt, courteous, efficient, and professional services in the performance of her duties.
- 2.6 Pursuant to **The Town Charter**, Judge Stephanie Askew shall not give orders to the Municipal Court Clerk or to any subordinates of the Town Manager.
- 2.7 Pursuant to **The Town Charter**, Judge Stephanie Askew shall deal with the administrative services of Municipal Court solely through the Municipal Court Clerk or the Town Manager.
- 2.8 In the event Judge Stephanie Askew is unable to act for any reason, the Town Council shall appoint the Alternate Municipal Court Judge to act in the Judge's place.

3. SALARY AND BENEFITS

- 3.1 Judge Stephanie Askew shall be deemed an independent contractor of the Town.
- 3.2 The Town agrees to pay Judge Stephanie Askew a flat rate for each job that is conducted for the court.

Arraignments	\$100.00
Night Court	\$275.00
Blood Draw Warrant	\$75.00
Faxed Warrant	\$50.00
On Call Pay (Per Day)	\$100,00

- 3.3 Judge Stephanie Askew shall pay all applicable local, state, federal taxes, including income tax, withholding tax, social security tax, and pension contributions, if any.
- 3.4 The Town agrees to pay Judge Stephanie Askew a daily rate of **two hundred twenty-five and no/100 dollars (\$225.00)** per day as well as her travel and expenses to attend the Texas Municipal Courts Education Center

(“TMCEC”) judges training for judges, up to a maximum of two (2) days annually. Judge Stephanie Askew is required to attend the TMCEC judges’ training each year during the term of this Agreement.

- 3.5 The Town further agrees to pay Judge Stephanie Askew a daily rate of **two hundred twenty-five and no/100 dollars (\$225.00)** per day, but no travel, expenses, or fees for any other additional Continuing Legal Education (“CLE”) training of his choosing, up to a maximum of two (2) days annually. Judge Stephanie Askew shall be responsible for any travel, expenses or fees associated with such additional CLE training.

4. TERMINATION

- 4.1 Judge Stephanie Askew shall serve at the pleasure of the Town Council. The Town may terminate Judge Stephanie Askew at any time with or without cause by giving notice to Judge Stephanie Askew of such termination.
- 4.2 Judge Stephanie Askew may terminate this Agreement at any time with or without cause by giving notice to the Town.
- 4.3 Judge Stephanie Askew shall waive all claims for compensation if not claimed within thirty (30) days from the date of the termination of this Agreement.

5. GENERAL PROVISIONS

- 5.1 If any provision of this Agreement shall, for any reason, be held violative of any applicable law, the invalidity of such a specific provision of this Agreement shall not be deemed to invalidate any other provisions of this Agreement, which shall remain in full force and effect unless removal of the invalid provisions destroy the legitimate purposes of this Agreement, in which event the parties shall deem this Agreement canceled.
- 5.2 The paragraph headings used in this Agreement are descriptive only and shall have no legal force or effect.
- 5.3 This Agreement represents the entire agreement by and between the parties, except as otherwise provided in this Agreement, and it may not be changed except by written amendment duly executed by all parties.
- 5.4 This Agreement shall be subject to and governed by the laws of the State of Texas. Any and all obligations or payments are due and payable in the Town of Northlake, Denton County, Texas. Venue shall lie in Denton County, Texas.

IN WITNESS WHEREOF, the Town Council of the Town of Northlake, by and through the Mayor, has caused this Agreement to be executed and that upon execution thereof, it shall be deemed the act and deed of the Town of Northlake.

TOWN OF NORTHLAKE, TEXAS

BY: _____ Date: _____
Drew Corn, Town Manager

BY: _____ Date: _____
Stephanie Askew, *Municipal Court Judge*

ATTEST: _____ Date: _____
Zolaina Parker, *Town Secretary*

APPROVED AS TO FORM:

_____ Date: _____
Town Attorney

STATE OF TEXAS §
TOWN OF NORTHLAKE §

AGREEMENT BETWEEN THE TOWN OF NORTHLAKE
AND
ALISSA A. JANKE

This Agreement is effective upon execution, between the Town of Northlake, acting through its duly elected Town Council (the “Town”) and Alissa A. Janke (the “Judge”) as follows:

WITNESSETH:

WHEREAS, pursuant to the authority granted to the Town Council through **The Town Charter** and the laws of the State of Texas, the Town Council of the Town of Northlake has appointed Alissa A. Janke as the Alternate Judge for the Town’s Municipal Court; and

WHEREAS, the parties desire to enter into this written Agreement setting forth all terms, conditions, and obligations of the parties.

NOW, THEREFORE, in consideration of the mutual covenants and promises, the parties agree as follows:

1. TERM

- 1.1 The term of this Agreement shall be from date of execution and lasting through May 2025, unless sooner terminated as provided by the terms of this Agreement.

2. SCOPE OF AGREEMENT

- 2.1 The purpose of this Agreement is to engage Alissa A. Janke for the express purpose of serving the Town of Northlake, Texas, as the Alternate Judge for the Town’s Municipal Court.
- 2.2 Judge Alissa A. Janke shall perform all functions of the Judge for the Town’s Municipal Court as requested, as set forth in the current or revised **Charter of the Town of Northlake**, as required by **The Code of the Town of Northlake, as amended**, by applicable State law, as it now exists or may be amended in the future, and the **Texas Code of Judicial Conduct**.
- 2.3 The Town of Northlake’s Municipal Court (“Municipal Court”) shall be held at the courtroom currently located at 1500 Commons Circle, Suite 300

Northlake, TX 76226. However, the Town of Northlake reserves the right to designate days of the week, hours, and alternate locations where the Municipal Court may be held in the event that the specified facility should not be available.

- 2.4 The Town Council shall have the power to create and establish additional Municipal Courts, with the same or separate jurisdictions, and to appoint an additional Magistrate for each Court so established.
- 2.5 Judge Alissa A. Janke agrees to provide prompt, courteous, efficient, and professional services in the performance of her duties.
- 2.6 Pursuant to **The Town Charter**, Judge Alissa A. Janke shall not give orders to the Municipal Court Clerk or to any subordinates of the Town Manager.
- 2.7 Pursuant to **The Town Charter**, Judge Alissa A. Janke shall deal with the administrative services of Municipal Court solely through the Municipal Court Clerk or the Town Manager.
- 2.8 In the event Judge Alissa A. Janke is unable to act for any reason, the Town Council shall appoint the Alternate Municipal Court Judge to act in the Judge's place.

3. SALARY AND BENEFITS

- 3.1 Judge Alissa A. Janke shall be deemed an independent contractor of the Town.
- 3.2 The Town agrees to pay Judge Alissa A. Janke a flat rate for each job that is conducted for the court.

Arraignments	\$100.00
Night Court	\$275.00
Blood Draw Warrant	\$75.00
Faxed Warrant	\$50.00
On Call Pay (Per Day)	\$100,00

- 3.3 Judge Alissa A. Janke shall pay all applicable local, state, federal taxes, including income tax, withholding tax, social security tax, and pension contributions, if any.
- 3.4 The Town agrees to pay Judge Alissa A. Janke a daily rate of **two hundred twenty-five and no/100 dollars (\$225.00)** per day as well as her travel and expenses to attend the Texas Municipal Courts Education Center ("TMCEC") judges training for judges, up to a maximum of two (2) days

annually. Judge Alissa A. Janke is required to attend the TMCEC judges' training each year during the term of this Agreement.

- 3.5 The Town further agrees to pay Judge Alissa A. Janke a daily rate of **two hundred twenty-five and no/100 dollars (\$225.00)** per day, but no travel, expenses, or fees for any other additional Continuing Legal Education ("CLE") training of his choosing, up to a maximum of two (2) days annually. Judge Alissa A. Janke shall be responsible for any travel, expenses or fees associated with such additional CLE training.

4. TERMINATION

- 4.1 Judge Alissa A. Janke shall serve at the pleasure of the Town Council. The Town may terminate Judge Alissa A. Janke at any time with or without cause by giving notice to Judge Alissa A. Janke of such termination.
- 4.2 Judge Alissa A. Janke may terminate this Agreement at any time with or without cause by giving notice to the Town.
- 4.3 Judge Alissa A. Janke shall waive all claims for compensation if not claimed within thirty (30) days from the date of the termination of this Agreement.

5. GENERAL PROVISIONS

- 5.1 If any provision of this Agreement shall, for any reason, be held violative of any applicable law, the invalidity of such a specific provision of this Agreement shall not be deemed to invalidate any other provisions of this Agreement, which shall remain in full force and effect unless removal of the invalid provisions destroy the legitimate purposes of this Agreement, in which event the parties shall deem this Agreement canceled.
- 5.2 The paragraph headings used in this Agreement are descriptive only and shall have no legal force or effect.
- 5.3 This Agreement represents the entire agreement by and between the parties, except as otherwise provided in this Agreement, and it may not be changed except by written amendment duly executed by all parties.
- 5.4 This Agreement shall be subject to and governed by the laws of the State of Texas. Any and all obligations or payments are due and payable in the Town of Northlake, Denton County, Texas. Venue shall lie in Denton County, Texas.

IN WITNESS WHEREOF, the Town Council of the Town of Northlake, by and through the Mayor, has caused this Agreement to be executed and that upon execution thereof, it shall be deemed the act and deed of the Town of Northlake.

TOWN OF NORTHLAKE, TEXAS

BY: _____ Date: _____
Drew Corn, Town Manager

BY: _____ Date: _____
Alissa A. Janke, *Municipal Court Judge*

ATTEST: _____ Date: _____
Zolaina Parker, *Town Secretary*

APPROVED AS TO FORM:

_____ Date: _____
Town Attorney

NORTHLAKE TOWN COUNCIL COMMUNICATION



DATE: January 25, 2024

Section: 6. EXECUTIVE SESSION

NORTHLAKE TOWN COUNCIL COMMUNICATION



DATE: January 25, 2024

Section: 7. RECONVENE INTO OPEN SESSION

NORTHLAKE TOWN COUNCIL COMMUNICATION



DATE: January 25, 2024

Section: 8. ADJOURN
