



PART TWO: GOALS AND CITIZEN PRIORITIES AND FRAMEWORK PLAN

INTRODUCTION

The Goals and Citizen Priorities and Framework Plan can be viewed as guiding documents that direct the planning work that follows. Goals and Citizen Priorities provide the Planning Team with:

- **An understanding of what the current residents of Westlake value and see as important distinctions separating Westlake from other cities and townships.**
- **An understanding of what the residents of Westlake determine worthy of preservation.**
- **An understanding of the level of change that residents of Westlake are willing to embrace.**
- **An understanding of resident preferences for how planning issues confronting the Town should be approached.**
- **An understanding of “town” as held by the current residents of Westlake.**
- **An understanding of the relationship between residential development (present and future) and forthcoming non-residential development as entitled by current zoning.**

- **An understanding of how the residents and property owners of Westlake view their connection with, and relationship to, neighboring communities.**

Once the **Goals and Citizen Priorities** were established by bringing together inputs from citizen participants in the Public Planning Workshop #1, a **Framework Plan** was produced to visually explain how these guiding statements would impact the physical form of Westlake, which was presented in Public Planning Workshop #2. The **Framework Plan** is a diagrammatic portrayal of how goals and objectives would likely be manifest using a graphic language of districts, linkages, focal points, edges, transitions, and hierarchies. The **Framework Plan** is a template that reveals:

- **The relationship between residential and non-residential components of the community that fulfills the understanding of “town”;**
- **The pattern of community districts ranging from pastoral to urban relative to the major views of the Town, thereby assuring preservation of visual character.**
- **The connection of residential and commercial areas that naturally accommodates the demand for movement in a town-centered system;**
- **The distribution of barriers and separations meant to protect and preserve pastoral areas;**
- **The transition from pastoral to urban character that softens the effects of change; and**
- **The sequence and structure of focal and district elements in a way that creates a core town area while also establishing a location for both pastoral and urban areas to support it.**

The following text explains the **Goals and**

Citizen Priorities and Framework Plan process and products.

GOALS AND CITIZEN PRIORITIES

The purpose of having a planning phase related to establishment of goal statements is to assure that the plan developed through this process is firmly founded upon concerns of the citizenry so that it can more clearly promote the public health and welfare.

Public Planning Workshops #1 and #2 were held at Westlake Academy on the evening of January 11th and March 5th, 2014. During Workshop #1 (January 11th, 2014), inputs necessary to assemble Goals and Citizen Priorities were gathered. The process through which necessary inputs were gathered included small discussion groups (each with a geographic focus) discussing issues flowing from the consultant's presentation of present and emerging conditions/trends, as well as response to specific questions aimed at stimulating comment on perception of place, future change, and desired quality of life outcomes. Upon conclusion of the presentation, workshop attendees sat in breakout groups identified by their geographic area of concern (Figure 91) to discuss the implications of the presented material and to give their opinions/preferences as to how such emerging conditions should be manifest in the future Town.

Key comments from the discussions were documented on flip charts by steering committee members (Figure 92). The charts were presented to the gathered general assembly of participants at the close of the evening session. There were five separate discussion groups and together they produced 116 comments.

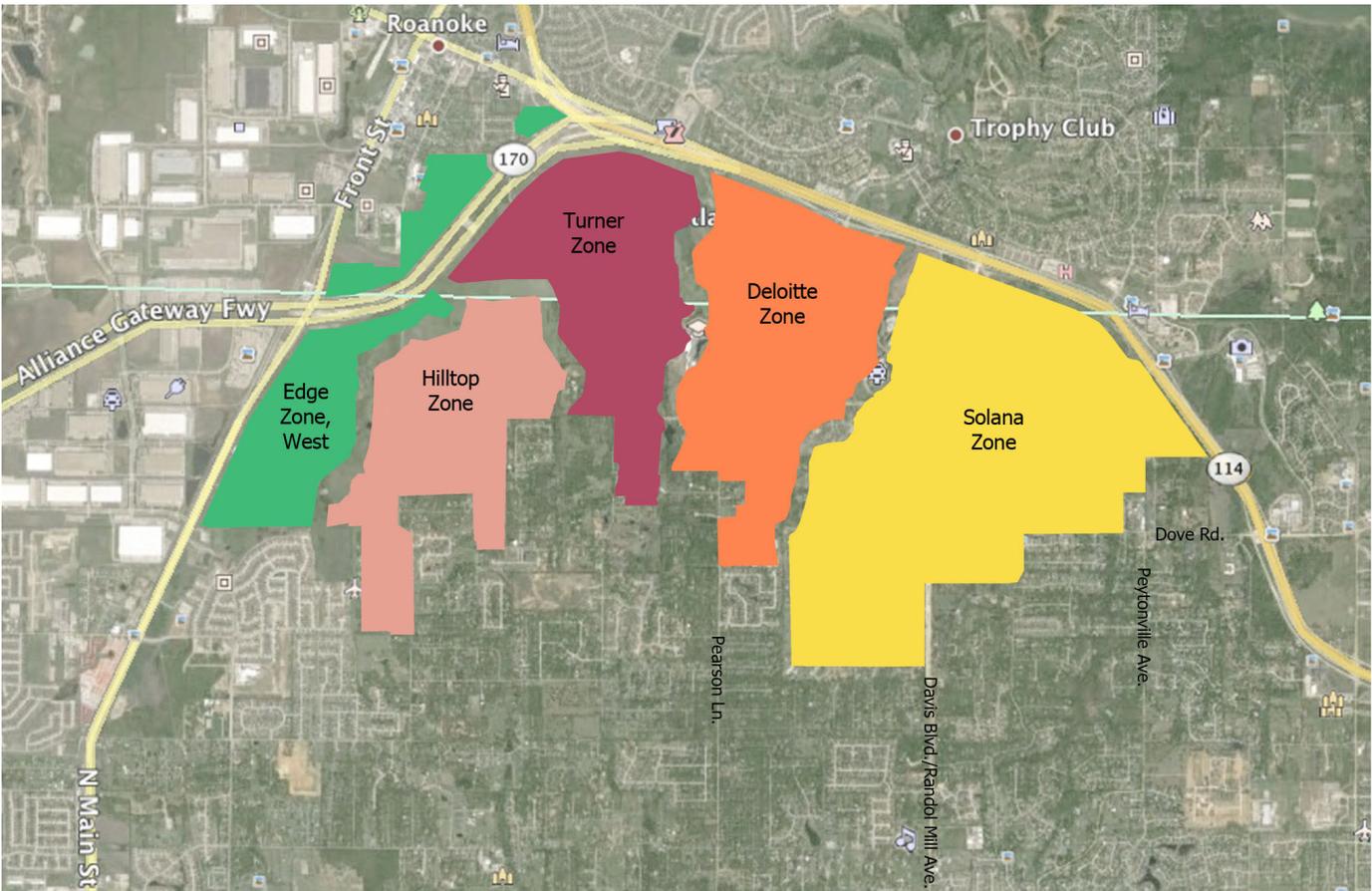


Figure 91: Workshop #1 Break-Out Group Areas

Upon completion of the meeting, the citizen comments, as reflected on the flip charts, and all other notes made at the general assembly were collected, reviewed and distilled into goal statements by the Planning Team. This process (described below) is called the **TRIO** method. This method is designed to yield a set of statements consistent with the comments provided, listed at a similar level of generality and are, to the extent possible, mutually exclusive.

TRANSLATING WORKSHOP COMMENTS TO CITIZEN PRIORITIES

The process employed to distill the wide spectrum of 116 community comments into a more concise list of mutually exclusive statements at a similar level of generality is called the **TRIO** method. The

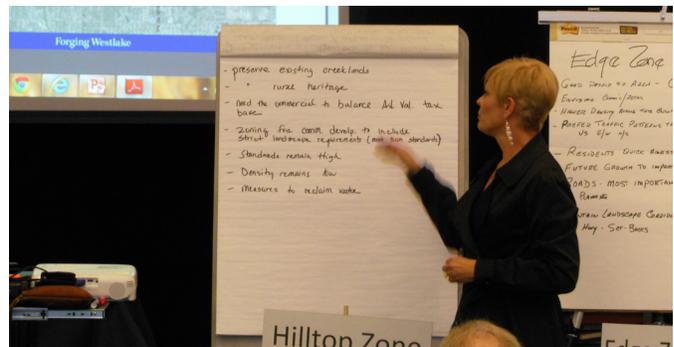


Figure 92: Workshop #1 Flip Chart Presentation

acronym “TRIO” stands for:

- **Themes:** Themes are unifying characteristics or characterizations of place, setting, and/or community that emerge in the breakout groups. These are often characterizations of outcomes that may be suggested by various descriptive terms or phrases. For example, the phrase “predominantly undeveloped”, the term “agricultural”, and caution to “preserve rural heritage” all reflect a thematic passion and desire for preserving rural-ness as a feature of the future Town.
- **Repeats:** Repeats are particular phrases or words that are simply repeated by more than one breakout group. For example, the term “picturesque” appears on the flip chart of more than one group, indicating that there is a common preference of a composed, natural setting.
- **Input Indicators:** Input Indicators are statements of problems or conditions that call for remedial action set in motion by goals. The desire is for a different outcome than the problem statement or condition statement describe. For example, complaints that Westlake is “not easily accessible” or that Westlake has “cut through on back roads” or Westlake has “access issues” suggests that people want better access that does not encourage cut through traffic.
- **Output Indicators:** Output Indicators are statements of desired outcomes or conditions that reflect remedial action set in motion by goals. Output Indicators suggest goals that are required to attain a stated outcome. For example, statements like “maximize and increase value of lake” suggest goals calling for shared connection between community lakes and

residential areas, public parks, trails or development in general.

Through the TRIO method, each of the 116 community comments are considered and ultimately distilled into 75 statements called **Citizen Priority Statements**.

Figure 93 lists each of the 116 Workshop generated comments and identifies whether they are a Theme, Repeat, Input Indicator, or an Output Indicator. To the left of each statement is a code that indicates the discussion group in which the statement was recorded. **TD** indicates the Turner Group (the group focusing on the area generally lying between the two creeks flowing into Turner Lake); **SO** indicates the Solana Group (the group focusing on areas in the east most portion of Westlake along SH 114); **HT** indicates the Hilltop Group (the group focusing on areas generally east of Marshall’s Branch); **DL** indicates the Deloitte Group (the group focusing on areas generally lying between the eastern most creek flowing into Lake Turner and the creek flowing into the lakes west of Fidelity Investments); and **EZ** indicates the Edge Zone West Group (the group focusing on areas generally west of Marshall’s branch and fronting SH 170).

Note that the **Themes** are mostly about recognition of the natural, pastoral, rural character of Westlake and the desire for a town core. Also note that the **Repeats** are mostly about the views and preservation of the character of Westlake as understood through these views. **Input Indicators** reveal concern for addressing the potentials of change and making sure that needed systems and protections are provided. Finally, the **Output Indicators** show aspirations for particular amenities, features, outcomes, and conditions that will improve life and value in Westlake.

	Theme	Rept	Inpt	Oupt
TD1: Picturesque		X		
TD 2: Predom undeveloped	X			
TD 3: Agricultural	X			
TD 4: Education center				X
TD 5: Not easily accessible			X	
TD 6: Cut through "Back Road"			X	
TD 7: Lake under appreciated			X	
TD 8: Cemetery			X	
TD 9: Vistas	X			
TD 10: Rolling Hills	X			
TD 11: Slower pace				X
TD 12: Juncture of 170/ 114 key intersection				X
TD 13: Do want commercial along frontage and buffer between school and residential				X
TD 14: Do want more land for the school especially				X
TD 15: Do want athletic fields – school/ town possible buffer				X
TD 16: Do want walking/ biking trails				X
TD: 17: Do want high design standards				X
TD 18: Do want open space, large lot sizes to allow use of topography				X
TD 19: Don't replicate everything around us "enclave"			X	
TD 20: Don't want intense uses that destroy pastoral community			X	
TD 21: Don't want warehouse/ light industrial			X	
TD 22: Don't want apartments and high density			X	
TD 23: Maximize and increase value lake				X
TD24: Use lakes for Detention (Read: centralize detention)				X
TD 25: Use lakes for natural conservancy				X
TD 26: Use lakes for trails				X
TD 27: Want traffic around and not through it			X	
TD 28: Traffic congestion zone –pay toll...speed bumps				X
TD 29: Make Westlake better without degrading it	X			
TD 30: Fire service (shared)				X
TD 31: Town center – HUB	X			
TD 32: Dog park				X
TD 33: Golf course				X
TD34: Park area-play ground...likes passive (???) parks				X
TD 35: Arboretums				X
SO 1: Like open space	X			
SO 2: Like 2 lane roads				X
SO 3: Like quiet	X			
SO 4: Impressed by quality	X			
SO 5: Dove road getting worse...need E&W artery			X	
SO 6: Like pastoral setting		X		
SO 7: Viewed as healthy mix of single family...commercial				X
SO 8: Potential overbuilt of commercial			X	
SO 9: Should have more single family on Maguire...property to reduce traffic (no retail) or office traffic			X	
SO 10: Access issues			X	
SO 11: Have property value issues along Dove due to traffic already			X	
SO 12: Roundabouts needed			X	
SO 13: More arteries needed			X	
SO 14: Set aside right of way now to plan for the future				X
SO 15: New undeveloped 200 acres. Do this in non-Solana areas			X	

Figure 93. Citizen Workshop Comments TRIO

	Theme	Rept	Inpt	Oupt
SO 16: Make it tough for traffic to get through town in order to keep tranquil feel of Westlake				X
SO 17: More retention ponds...use as a property value increase & amenity & reduce flooding				X
SO 18: Trails				X
SO 19: Sidewalks on perimeter only, to reduce theft			X	
SO 20: Connectivity of trails				X
SO 21: No apartments			X	
SO 22: No public transportation (Read: there isn't public transportation)			X	
HT 1: Density of houses to be built is less than 1 ac./ area – it would have to be consistent with the rest of Westlake (average 1 ac. with the development)				X
HT 2: Rural space green space		X		
HT 3: Need for office complex uses to stay with a "campus setting" and low density				X
HT 4: Need to plan for mass transit- preserve space for transit				X
HT 5: Vintage, country, space – love these open rural relaxed	X			
HT 6: Traffic would be an impact (Roanoke Rd. should stay 2 lanes)			X	
HT 7: Commercial should stay close to 114				X
HT 8: 10% of development should be green space, parks, trails, etc.				X
HT 8a: Hike and bike connect to center of Westlake				X
HT 9: Sidewalks in develop areas				X
HT 10: Split level between car traffic and bike (Read: separate vehicular and commercial traffic)				X
HT 11: "Roundabouts", pan for them				X
HT 12: Preserve existing creek lands				X
HT 13: Preserve rural heritage	X			
HT 14: Need commercial to balance Ad Val Tax			X	
HT 15: Zoning for commercial development to include strict landscape requirements (meet town standards)				X
HT 16: Standards remain high				X
HT 17: Density remain low				X
HT 18: Measures to reclaim a water				X
DL 1: Dove road traffic (Read: too much traffic on Dove Road)			X	
DL 2: Growth rate seems optimistic (5000 upper limit/ 3,500 preferred)				X
DL 3: 1,000 new homes in 5 years	?	?	?	?
DL 4: Idealic right now	X			
DL 5: Both DU and FI "hidden"				X
DL 6: Retention required, will reduce overall footprint			X	
DL 7: Pastoral community		X		
DL 8: Disappointed if parcels sold off for distribution facilities			X	
DL 9: Higher end development preferred				X
DL 10: No strip malls				X
DL 11: Duplicate Vaquero				X
DL 12: Keep doing what you are doing	X			
DL 13: Prefer to drive to another economic center			X	
DL 14: Can residential support town in lieu of commercial taxes			X	
DL 15: Septic system can be an issue			X	
DL 16: Pastoral setting		X		
DL 17: Schools (Read: quality schools)				X

Figure 93, continued. Citizen Workshop Comments TRIO

	Theme	Rept	Inpt	Oupt
DL 18: Should grandchildren go to school as population grows and ages			X	
DL 19: Police Dept. needed?				X
DL 20: Don't separate residential and commercial by a "wall"				X
DL 21: Don't build to edge, leave a buffer				X
DL 22: No smaller lots				X
DL 23: Density more important than lot size			X	
DL 24: Requisite green space				X
DL 25: Connect regional trails				X
DL 26: Pastures have fences (Read: preserve rural setting)		X		
DL 27: Bike lanes				X
DL 28: Preserve native trees...not as important as other assets				X
DL 29: No 6 lane Dove			X	
DL 30: Dove keep current characteristics...not expand				X
DL 31: More resources (<i>Read: more assets</i>)				X
DL 32: Surface drainage, retention ponds...more natural not cement				X
DL 33: More aggressive water restriction			X	
EZ 1: Good description of area – Commercial District				X
EZ 2: Envision commercial/ retail				X
EZ 3: High density along this corridor				X
EZ 4: Prefer traffic pattern circle in – out vs. E/W N/S			X	
EZ 5: Residents, quick access to major highways				X
EZ 6: Future growth to impact this area most			X	
EZ 7: Roads – most important consideration for planning			X	
EZ 8: Maintain landscape corridor on both sides of highway				X
TOTALS	13	6	35	62

Figure 93, continued. Citizen Workshop Comments TRIO

The work of the discussion groups was extremely fruitful and produced the kind of inputs necessary to establish guiding Citizen Priority Statements and Goal Statements.

Summary of Figure 93

THEMES: Unifying characteristics or characterizations.

- TD 1: Predominantly undeveloped
- TD 3: Agricultural
- TD 9: Vistas
- TD 10: Rolling hills
- TD 29: Make Westlake better without degrading it (read like what exists)
- TD 31: Town center – HUB
- SO 1: Open space
- SO 3: Quiet
- SO 4: Quality
- HT 5: Vintage, country, space – love these open, rural, relaxed

- HT 12: Preserve rural heritage
- DL 1: Idealic right now
- DL 12: Keep doing what you are doing

REPEATS: Particular phrases or words that are repeated.

- TD 1: Picturesque
- SO 6: Like pastoral setting
- HT 2: Rural green Space
- DL 7: Pastoral community
- DL 15: Pastoral setting
- DL 26: Pastures have fences (read: preserve rural setting)

INPUT INDICATORS: Statements of problems or conditions that call for remedial action set in motion by goals...a different outcome than the problem or condition described.

- TD 5: Not easily accessible
- TD 6: Cut through back road
- TD 7: Lake under appreciated

TD 8: Cemetery
 TD 19: Don't replicate everything around us, "enclave"
 TD 20: Don't want intense uses that destroy pastoral community
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 SO 5: Dove road getting worse...need E&W artery
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 SO 9: Should have more single family on Maguire...property to reduce traffic (no retail or office traffic)
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OUTPUT INDICATORS: Statements of desired outcomes or conditions that reflect remedial action set in motion by goals... goals required to attain stated outcome.

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 HT 10: Split level between car traffic and bike (Read: separate vehicular and bike movement)
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 EZ 3: High density along this corridor
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 EZ 8: Maintain landscape corridor on both sides of highway

OUTLIERS: Statements that do not relate to goals

SO 15: New undeveloped 200 acres. Do this in non-Solana areas
 DL 3: 1,000 new homes in 5 years

FORMULATING THE CITIZEN PRIORITIES FROM DISCUSSION GROUP COMMENTS

The following list presents the translation of discussion group comments into **Citizen Priority Statements**. Citizen Priority Statements are the underpinnings of Goal Statements to follow and act to illustrate how any goal should be applied. Each statement starts with a verb, suggesting action. Then, the statement suggests the purpose of the action and, where needed, adds action qualifiers. To illustrate, a statement such as “**Preserve the sense of balance between residential and commercial development by promoting continuity of development forms, pallet of landscaping, meaningful/ functional buffers, built area to land area ratios, and character of the street experience**” starts with the desired action (namely, “Preserve”) aimed at a particular purpose (the sense of balance between residential and commercial development). The community input informing this statement refers to the current balance between

the two uses (output indicator). This is understood as a balance because the essence of the balance referred to is a sense of openness, residential forms in commercial design, campus configuration of commercial development, and ground plane continuity that speaks to the ruralness of Westlake. Therefore, it is necessary to add additional conditions to the statement that capture the essence of balance. This is contained in the many visual characteristics typical of the current condition: continuity, landscaping, open space buffers, and the amount of the perceived level of undeveloped land to developed land. The following list of Citizen Priority Statements takes the 116 Discussion Group Comments and reduces them into **75 Citizen Priority Statements**. The statements are presented below according to the common area of concern they address.

CITIZEN PRIORITY STATEMENTS DERIVED FROM COMMUNITY COMMENTS at WORKSHOP #1 (before public review at Public Workshop #2)

Views:

1. Maintain views of a largely undeveloped foreground as Westlake grows.
2. Maintain views of agricultural land and agricultural activities as Westlake grows.
3. Maintain distant vistas from higher elevations.
4. Maintain views of natural topography.
5. Maintain view sheds that contain essential elements of Westlake's pastoral character.

Visual Image

1. Create development standards on features that promote and preserve the picturesque and pastoral qualities of Westlake and reinforce the notion of a "pastoral community".

2. Promote a rural character in present open spaces and future open space expansion.

Quality of Life

1. Preserve the quiet rural character of Westlake in residential areas and in the public domain.
2. Preserve Westlake's sense of "slow paced" life as it develops by promoting experiential and visual characteristics associated with the current non-encroachment condition.

Preservation

1. Preserve the rural and agricultural features of cultural significance.
2. Preserve natural corridors.
3. Preserve sense of openness in the continuity of a ground plane that is not interrupted by opaque fences or walls.

Visual Image/Identity

1. Promote aspects of rural heritage in future development.
2. Promote a visual character that communicates a high quality of building and landscape construction, both public and private.
3. Encourage development patterns in the western portions of Westlake that preserve landmark characteristics of this landscape and embody visual qualities that continue rural characteristics.
4. Promote design excellence in land and landscape development, both public and private.
5. Preserve the natural land profiles and landmark land forms as well as promote greater open space as Westlake develops through regulation of building to land area relationships.
6. Preserve the sense of balance between residential and commercial development by promoting continuity of development forms, pallet of landscaping, meaningful/ functional

- buffers, built area to land area ratios, and character of the street experience.
7. Maintain a continuity between the character of future smaller lot development and the dominant larger lot developments of Westlake by a consistency in landscape, design quality, and general visual character of development as seen from the street (internally and externally).
 8. Promote non-residential/ office development that hosts a significant ground plane of pedestrian features and visual amenities, instead of parking and service, and that ground planes of neighboring projects flow together to create a more campus-like setting overall.
 9. Maintain trajectory of small residential population at build-out in order to promote a small town sense of community.
 10. Establish development standards that discourage the direct visual connection or orthogonal orientation between roadways and structure that is typical of most suburban development.
 11. Establish development guidelines that discourage typical strip-like, suburban commercial development
 12. Promote a continued use of natural forms in, and non-structured means of, storm water management and detention facility design.
 13. Promote the continued creation of environmental, cultural, educational, and visual assets for Westlake in all private and public development.
 14. Promote the aggregate and singular identity of multiple private projects, especially in the commercial areas of Westlake so that the Town attains a coherent overall identity rather than multiple autonomous identities.
 15. Promote a special freeway scape identity for Westlake where it lies on both sides of SH 170 and SH 114.

Urban Form

1. Create a town center/ hub.
2. Create a future relationship between commercial and residential that is rooted in the current pastoral identity of Westlake.
3. Maintain Westlake's sense of separation from surrounding typical commercial and residential development.
4. Focus the commercial components of Westlake to locations along the SH 114 and SH 170 portions of the community.
5. Create meaningful and purposeful buffers between single-family, lower density, residential uses and non-residential development that link activities while protecting the residential areas from encroachment.
6. Promote the aggregation of higher density in the SH 170/ SH 114 corridor instead of a uniform density overall, thereby lessening total land coverage.
7. Encourage aggregation of current entitlement rights, where possible, in ways that contribute to a greater amount of undeveloped land.

Development Form

1. Encourage less development coverage of land and promote the use of land for enhanced retention and other landscape amenities.
2. Establish development standards for more creative regulation of density instead of simply lot size.
3. Encourage the predominantly non-residential growth of western portions of Westlake to properly compliment the residential portions of Westlake and preserve/ enhance residential values.

Accessibility

1. Make pedestrian movement from neighborhoods to desired destinations within Westlake more conveniently accessible

2. Make the commercial areas of Westlake accessible to patrons without encroaching upon residential neighborhoods.

Vehicular Circulation/ Traffic

1. Discourage cut-through traffic on local and residential roadways, including the provision of a roadway system that accesses residential and non-residential areas of Westlake from perimeter roadways that prevent the need for cross town vehicular movement.
2. Encourage traffic movement around Westlake more than through Westlake.
3. Relieve the growing traffic pressure on Dove Road while preserving the rural image of Dove Road.
4. Mitigate the negative impact of high traffic volumes on residential property values.
5. Mitigate the negative impact of high traffic volumes on the rural character of local roadways.
6. Provide additional circulation capacity that protects local residential roadways from traffic inundation.
7. Create a thoroughfare system built upon a road typology that recognizes the need for different street classifications that include high and low traffic volume capacity as well as roadways with a more rural character.
8. Minimize the encroachment of commercial traffic onto residential roadways and/or through residential areas by such measures as implementing traffic calming techniques (such as roundabouts) to discourage traffic encroachment and enhance pedestrian safety.
9. Manage traffic to prevent traffic congestion through the use of traffic calming measures, where appropriate, and by intersection capacity improvements to enhance the level of

- service at key intersection locations.
10. Relieve potential traffic congestion zones through the provision of user funded lane capacity where feasible.
11. Anticipate future vehicular circulation needs and take measures to secure right of way availability.
12. Separate vehicular and bike/ pedestrian movement spatially and/ or functionally in order to facilitate efficient vehicular traffic flow and enhance bike/ pedestrian safety and user experience.
13. Preserve and promote the convenient access to major roadways for the residents of Westlake.

Alternate Modal Movement

1. Promote sidewalks along the perimeter of all residential development and assure connections to non-residential development.
2. Provide public transportation for residents and local patrons/ employees that work and/or shop in Westlake that moves people within commercial areas, reduces trip generation of commercial areas, and provides better connection between residential areas and Westlake's commercial center.
3. Create a workable system of walking and biking trails that links points of trip origin with desired destinations and integrates with regional trail systems.
4. Employ existing and future lakes/ water bodies and other natural systems in the overall Westlake trail system.
5. Encourage the connection of individually constructed trail facilities as they are built and assure connection to desired destinations within Westlake.

Land Use

1. Promote for-sale housing options over rental housing options where ever possible.
2. Discourage the development of

distribution facilities in Westlake and maintain a land use differentiation from land development to the west.

3. Promote and encourage compatibility between commercial development in Westlake and other commercial centers that contributes to greater economic vigor overall and prevents competition between commercial centers in the region.
4. Preserve and promote the single family character of the Solana area as commercial PD's develop.
5. Maximize the opportunity of the strategic importance of the SH 170/ SH 114 intersection to create a center and identity that is uniquely Westlake and enhance the value of Westlake overall.
6. Encourage larger lot development contiguous to existing residential areas.

Value/ Financial Sustainability

1. Make vehicular movement for Westlake residents from home to destinations more accessible.
2. Maintain a balance between the Ad Valorem revenues of non-residential and residential development so that property taxes on residential property do not have to be disproportionately raised to accommodate the impacts of future development in and around Westlake.

Academy Sustainability

1. Maintain the Academy's continued availability to the resident children of Westlake as Westlake and the areas around Westlake grow through facility expansion and/ or enrollment policy revisions as appropriate.

Education

1. Improve and promote Westlake's growing reputation as a community of educational excellence and

educational opportunity.

Water Ways, Water Bodies, and Natural Systems

1. Encourage the gathering of required detention into major environmental amenities for the Town.
2. Maximize the potential of present and future lakes and water courses to enhance the value of residential and non-residential development.
3. Centralize detention as much as possible in current lakes/ ponds and other "in-line" water catchment areas in order to encourage larger, more useful, and more recreational water bodies.
4. Anticipate the effects of upstream development in Keller and Southlake on the configuration of future flood areas and water flow management systems (including creek ways, lakes, and ponds); and secure area for floodway/ water body expansions as they are needed and use such increases to further enhance the open space and recreational assets of Westlake.

Infrastructure and Public Facilities

1. Create or expand a city sewer system that relieves the predominance of septic systems as Westlake grows.
2. Provide adequate fire service to accommodate both residential and non-residential demand for such services, meet the requirements of insurers, and prevent future loss of life or significant property damage to other properties.
3. Provide adequate police service to accommodate both residential and non-residential demand for such services, meet the requirements of insurers, and prevent future loss of life or significant property loss.

Environmental Sustainability and Conservation

1. Promote water conservation and reduce water usage.
2. Preserve existing creek ways and creek areas associated with them through creation of preserves/parks and/ or development standards that promote responsive, low-impact development practices.
3. Initiate natural and system supported measures to reclaim and reuse water where appropriate.
4. Preserve significant native trees and tree communities, especially within riparian areas.
5. Use existing and future lakes as facilities for water conservation and waterways serving them as places of natural conservancy.

Parks and Recreation

1. Provide park and recreation opportunities that serve the needs of Westlake's present and future population, such as dog parks, playgrounds, and public golf course.
2. Provide recreational opportunities that are more undeveloped passive open spaces that serve less intense and contemplative activities, such as arboretum or natural preserve.

DERIVING GOALS FROM THE 75 CITIZEN PRIORITY STATEMENTS

The Citizen Priority Statements listed above are gathered under headings that indicate areas of common concern. The statements are descriptive of the expected performance of any action taken in the area of common concern and are, therefore, descriptive of a goal related to the area of common concern. The following list presents the goals that these statements suggest for each area

of concern. Beneath each Planning Goal Statement are the Citizen Priorities, which support the goal. The red text indicates additions to the above Citizen Priority Statement list that came as a result of public review in Public Workshop #2. This list is the final list of **Planning Goals and Citizen Priority Statements** and is used to guide the planning work presented in this Comprehensive Plan Update. **These Statements should be reviewed from time to time and used as a guide to clarify meaning of the plan elements and their application.**

Views

General Goal: Future views from residential areas should present qualities of vista, natural-ness, pastoral/ agricultural character, and sense of openness that exist today.

Supporting Citizen Priorities:

1. Maintain views of a largely undeveloped foreground as Westlake grows.
2. Maintain views of agricultural land and agricultural activities as Westlake grows.
3. Maintain distant vistas from higher elevations.
4. Maintain views of natural topography.
5. Maintain view sheds that contain essential elements of Westlake's pastoral character.

Visual Image

General Goal 1: Future development should perpetuate picturesque and pastoral qualities that promote a visual identity associated with rural-ness.

Supporting Citizen Priorities:

1. Create development standards defining features of development that promote and preserve the picturesque and pastoral qualities of Westlake and

reinforce the notion of a “pastoral community”.

2. Promote a rural character in present open spaces and future open space expansion.
3. Promote aspects of rural heritage in future development.

General Goal 2: Future development should embody recognizable quality of building and site design as well as maintain an overall balance and continuity between commercial and residential portions of the Town.

Supporting Citizen Priorities:

1. Promote a visual character that communicates a high quality of building and landscape construction, both public and private.
2. Encourage development patterns in the western portions of Westlake that preserve landmark characteristics of this landscape and embody visual qualities that continue rural characteristics.
3. Promote design excellence in land and landscape development, both public and private.
4. Preserve the sense of balance between residential and commercial development by promoting continuity of development forms, pallet of landscaping, meaningful/ functional buffers, built area to land area ratios, and character of the street experience.
5. Maintain a continuity between the character of future smaller lot development and the dominant larger lot developments of Westlake by a consistency in landscape, design quality, and general visual character of development as seen from the street (internally and externally).
6. Promote non-residential/ office development that hosts a significant

ground plane of pedestrian features and visual amenities, instead of parking and service, and that ground planes of neighboring projects flow together to create a more campus-like setting overall.

7. Maintain trajectory of small residential population at build-out in order to promote a small town sense of community.
8. Establish development standards that discourage the direct visual connection or orthogonal orientation between roadways and structure that is typical of most suburban development.
9. Establish development guidelines that discourage typical strip-like, suburban commercial development.
10. Promote a continued use of natural forms in, and non-structured means of, storm water management and detention facility design.
11. Promote the continued creation of environmental, cultural, educational, and visual assets for Westlake in all private and public development.
12. Promote the aggregate and singular identity of multiple private projects, especially in the commercial areas of Westlake, so that the Town attains a coherent overall identity rather than multiple autonomous identities.
13. Promote a special freeway scape identity for Westlake where it lies on both sides of SH 170 and SH 114.

Quality of life

General Goal: Future Westlake should continue to be a place where one can live a “slow paced” life style in a quiet, rural like setting.

Supporting Citizen Priorities:

1. Preserve the quiet rural character of Westlake in residential areas and in the public domain.

2. Develop strategies that encourage and inspire commercial development to incorporate visual qualities reflective of Westlake's "rural-like setting".
3. Preserve Westlake's sense of "slow paced" life as it develops by promoting experiential and visual characteristics associated with the current non-encroachment condition.

Preservation

General Goal: Future Westlake should contain essential scenic, cultural, and architectural features which are a legacy of its rural heritage.

Supporting Citizen Priorities:

1. Preserve the rural and agricultural features of cultural significance.
2. Preserve natural corridors.
3. Preserve sense of openness in the continuity of a ground plane that is not interrupted by opaque fences or walls.
4. Preserve the natural land profiles and landmark landforms as well as promote greater open space as Westlake develops through regulation of building to land area relationships.

Urban Form

General Goal: Future Westlake should come together as an overall town form with an identifiable town center, residential areas and employment areas, tied together by streets, trails, and transitional buffers that maximize resident convenience and protect residential areas from commercial encroachment.

Supporting Citizen Priorities:

1. Create a town center/ hub that is uniquely Westlake; an organic center to the Town and more than a retail development that looks like a town center.
2. Create a future relationship between

commercial and residential that is rooted in the current pastoral identity of Westlake.

3. Maintain Westlake's sense of separation from surrounding typical commercial and residential development.
4. Focus the commercial components of Westlake to locations along the SH 114 and SH 170 portions of the community.
5. Create meaningful and purposeful buffers between single-family, lower density, residential uses and non-residential development that link activities while protecting the residential areas from encroachment.
6. Promote the aggregation of higher density in the SH 170/ SH 114 corridor instead of a uniform density overall, thereby lessening total land coverage.
7. Encourage aggregation of current entitlement rights where possible in ways that contribute to a greater amount of undeveloped land.

Development Form

General Goal: Future development should create a greater level of amenity and residential compatibility for the Town.

Supporting Citizen Priorities:

1. Encourage less development coverage of land and promote the use of land for enhanced retention and other landscape amenities.
2. Establish development standards for more creative regulation of density instead of simply lot size.
3. Encourage the predominantly non-residential growth of western portions of Westlake to properly compliment the residential portions of Westlake and preserve/ enhance residential values.

Accessibility

General Goal: Future Westlake should have a coherent trail system (pedestrian and

bike trails) that links residential areas to important destinations within the Town.

Supporting Citizen Priorities:

1. Make pedestrian movement from neighborhoods to desired destinations within Westlake more conveniently accessible, **easily identifiable, and safer (i.e. eliminate pedestrian conflicts with barbed wire).**
2. **Encourage the use of city sidewalks and trails by children as a means of going to school by enhancing safety, convenience, and educational potential.**
3. **Implement grade separated street crossings for trails where feasible.**
4. Make the commercial areas of Westlake accessible to patrons without encroaching upon residential neighborhoods **or bisecting development properties.**

Vehicular Circulation/ Traffic

General Goal: Future Westlake should have a functional roadway network that protects property values and rural character by providing additional road capacity where needed to prevent the encroachment of commercial traffic into residential areas and keeps commercial circulation north of residential areas.

Supporting Citizen Priorities:

1. Discourage cut-through traffic on local and residential roadways, including the provision of a roadway system that accesses residential and non-residential areas of Westlake from perimeter roadways that prevent the need for cross town vehicular movement.
2. Encourage traffic movement around Westlake more than through Westlake.
3. Relieve the growing traffic pressure on Dove Road while preserving the rural image of Dove Road.

4. Mitigate the negative impact of high traffic volumes on residential property values.
5. Mitigate the negative impact of high traffic volumes on the rural character of local roadways.
6. Provide additional circulation capacity that protects local residential roadways from traffic inundation.
7. Create a thoroughfare system built upon a road typology that recognizes the need for different street classifications that include high and low traffic volume capacity as well as roadways with a more rural character.
8. Minimize the encroachment of commercial traffic onto residential roadways and/or through residential areas by such measures as implementing traffic calming techniques (such as roundabouts) to discourage traffic encroachment and enhance pedestrian safety.
9. Manage traffic to prevent traffic congestion through the use of traffic calming measures, where appropriate, and by intersection capacity improvements to enhance the level of service at key intersection locations.
10. Relieve potential traffic congestion zones through the provision of user funded lane capacity where feasible.
11. Anticipate future vehicular circulation needs and take measures to secure right-of-way availability.
12. Separate vehicular and bike/ pedestrian movement spatially and/ or functionally in order to facilitate efficient vehicular traffic flow and enhance bike/ pedestrian safety and user experience.
13. Preserve and promote the convenient access to major roadways and destinations for the residents of Westlake, **including SH 170 and SH 114.**

Alternate Modal Movement

General Goal: Future Westlake should reduce vehicular trips and promote pedestrian safety/ convenience through the provision of trails, sidewalks, and public transit.

Supporting Citizen Priorities:

1. Promote sidewalks along the perimeter of all residential development and assure connections to non-residential development **without bisecting development parcels.**
2. **Promote a complete system of bike and pedestrian trails that connects places where people live to places people want to go within Westlake.**
3. Provide public transportation for residents and local patrons/ employees that work and or/shop in Westlake **(when feasible based on build-out demand)** that moves people within commercial areas, reduces trip generation of commercial areas, and provides better connection between residential areas and Westlake's commercial center.
4. Create a workable system of walking and biking trails that links points of trip origin with desired destinations and integrates with regional trail systems.
5. Employ existing and future lakes/ water bodies and other natural systems in the overall Westlake trail system.
6. Encourage the connection of individually constructed trail facilities as they are built and assure connection to desired destinations within Westlake and tie into regional trails that interface with Westlake's borders.
7. **Designate truck routes that preserve maximum roadway capacity and protect residential areas from truck encroachment.**

Land Use

General Goal: Future Westlake should have clearly defined residential and commercial areas that reinforce single-family values and neighborhoods as well as distinguished Westlake from other cities and townships in the general region.

Supporting Citizen Priorities:

1. Promote for-sale housing options over rental housing options where ever possible.
2. Discourage the development of distribution facilities in Westlake and maintain a land use differentiation from land development to the west.
3. Promote and encourage compatibility between commercial development in Westlake and other commercial centers that contributes to greater economic vigor overall and prevents competition between commercial centers in the region.
4. Preserve and promote the single-family character of the Solana area as commercial PD's develop.
5. Maximize the opportunity of the strategic importance of the SH 170/ SH 114 intersection to create a center and identity that is uniquely Westlake and enhance the value of Westlake overall.
6. Encourage larger lot development contiguous to existing residential areas.
7. **Promote the creation of natural buffers (landscaped open space) between conflicting land uses.**

Value/ financial Sustainability

General Goal: Future Westlake should continue to have an Ad Valorem tax base sufficient to serve future financial needs.

Supporting Citizen Priorities:

1. Preserve Westlake's distinctively low Ad Valorem tax rate on residential properties.

2. Maintain a balance between the Ad Valorem revenues of non-residential and residential development so that property taxes on residential property do not have to be disproportionately raised to accommodate the impacts of future development in and around Westlake.

Academy Sustainability

General Goal: Future Westlake Academy should meet the educational needs of Westlake's future population with continued high quality educational services and facilities.

Supporting Citizen Priorities:

1. Maintain the Academy's continued availability to the resident children of Westlake as Westlake and the areas around Westlake grow through facility expansion and/ or enrollment policy revisions as appropriate.

Education

General Goal: Future Westlake should be an educational center.

Supporting Citizen Priorities:

1. Improve and promote Westlake's growing reputation as a community of educational excellence and educational opportunity.
2. Expand educational opportunities to additional schools (such as preparatory school) and venues (such as interpretative nature trails) that give Westlake a unique value associated with a strong commitment to educational experiences and opportunities.

Water Ways, Water Bodies, and Natural Systems

General Goal: Future Westlake should transform future detention needs into a

system of distinctive water features and amenities for the Town.

Supporting Citizen Priorities:

1. Encourage the gathering of required detention into major environmental amenities for the Town.
2. Maximize the potential of present and future lakes and water courses to enhance the value of residential and non-residential development.
3. Centralize detention as much as possible in current lakes/ ponds and other "in-line" water catchment areas in order to encourage larger, more useful, and more recreational water bodies.
4. Anticipate the effects of upstream development in Keller and Southlake on the configuration of future flood areas and water flow management systems (including creekways, lakes, and ponds); and secure area for floodway/ water body expansions as they are needed and use such increases to further enhance the open space and recreational assets of Westlake.

Infrastructure and Public Facilities

General Goal: Future Westlake should have sufficient infrastructure and emergency services to assure the continued health and safety of the Town's full-time and day-time populations.

Supporting Citizen Priorities:

1. Create or expand a city sewer system that relieves the predominance of septic systems as Westlake grows.
2. Provide adequate fire service to accommodate both residential and non-residential demand for such services, meet the requirements of insurers, and prevent future loss of life or significant property damage to other properties.

3. Provide adequate police service to accommodate both residential and non-residential demand for such services, meet the requirements of insurers, and prevent future loss of life or significant property loss.
4. Form public/ private partnerships to facilitate private assistance with the cost of improved emergency services.

Environmental Sustainability and Conservation

General Goal: Future Westlake should be a model of water conservation and environmental preservation for the area.

Supporting Citizen Priorities:

1. Promote water conservation and reduce water usage.
2. Preserve existing creek ways and creek areas associated with them through creation of preserves/parks and/ or development standards that promote responsive, low-impact development practices.
3. Initiate natural and system supported measures to reclaim and reuse water where appropriate.
4. Preserve significant native trees and tree communities, especially within riparian areas.
5. Use existing and future lakes as facilities for water conservation and waterways serving them as places of natural conservancy.

Parks and Recreation

General Goal: Future Westlake should be a town offering its residents distinctive recreation and park opportunities.

Supporting Citizen Priorities:

1. Provide park and recreation opportunities that serve the needs of Westlake’s present and future population, such as dog parks,

- playgrounds, and public golf course.
2. Provide recreational opportunities that are more undeveloped passive open spaces that serve less intense and contemplative activities, such as Arboretum or natural preserve.

EMPLOYING THE GOALS IN THE FRAMEWORK PLAN

The completed Goal Statements (listed above) are the guiding elements of the Plan. Once published, these statements describe the nature of solution that planners should seek. From these goals a community **Vision Statement was created:**

Westlake is an oasis of natural beauty that maintains open spaces in balance with distinctive development, trails, and quality of life amenities amidst an ever expanding urban landscape.

The Vision Statement suggests a planning challenge of creating a diagrammatic vision for Westlake that harmonizes existing entitlements and previously proposed plans with the directives set by the citizens, residents, and land owners of Westlake. In order to do this, the Planning Team produced a **Framework Plan**, which is a graphic portrayal of the goal statements. The Framework Plan is diagrammatic in nature suggesting the areas, links, focal points, edge conditions, and sequences described by the community inputs. The visual elements of the diagram are zones, linkages, focal points, edges, and relationship to characteristic vistas. While not a plan, the Planning Framework is a consensus document (confirmed in Public Workshop #2) that portrays the meaning of Planning Goals and Citizen Priority Statements in geographic terms. Therefore, the Planning Framework is the template for the Comprehensive Plan

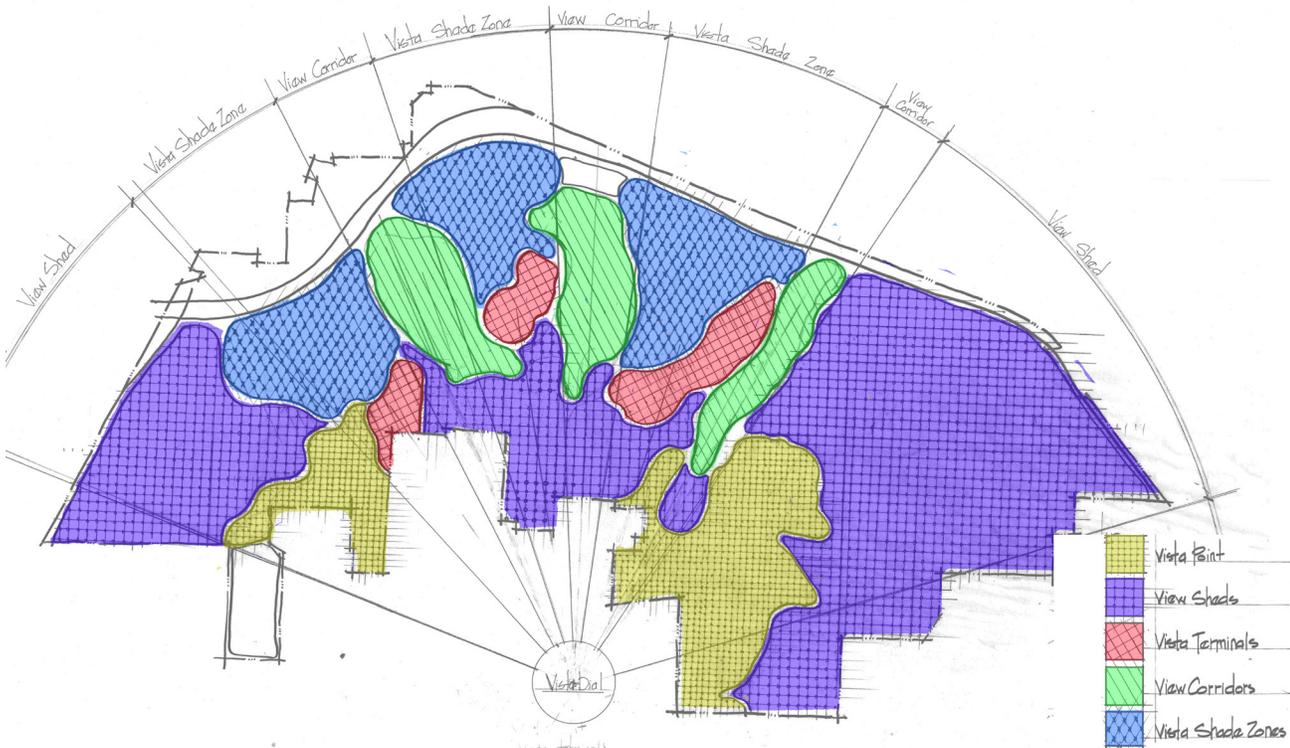


Figure 94: View Analysis

work to follow. The Planning Framework is derived through a six step process as follows:

Step 1: Building On the Issue of Views.

The Citizen Priority Statements reveal the importance of the “visual township” to the residents, citizens, and landowners of Westlake. The following set of images (referred to as the View Analysis) present the form of the “view settings” that make Westlake distinctive.

The Westlake View Analysis identifies five view conditions as follows:

Vista Point Zone (yellow):

- The Sectors from which recognizable views are typically seen.
- Typically northerly views.

Vista Terminis (red)

- The recognizable views/ promontory

landforms of Westlake.

- Typically exceed elevations of 690 ft. above sea level.

Vista Shade Zone (blue):

- Areas generally along SH 114, north of Vista Termini (red).
- Largely obscured from view by the Vista Termini.

View Shed Zone (purple):

- Areas not visually screened or obscured by high elevation landforms.
- Area lies within the vista seen from the Vista Point Zone (yellow).

View Corridor Zone (green):

- Linear views usually along creekways.
- Host water bodies and wooded areas.
- Important visual asset.

The view conditions respond to the Citizen Priority Statements calling for protection of

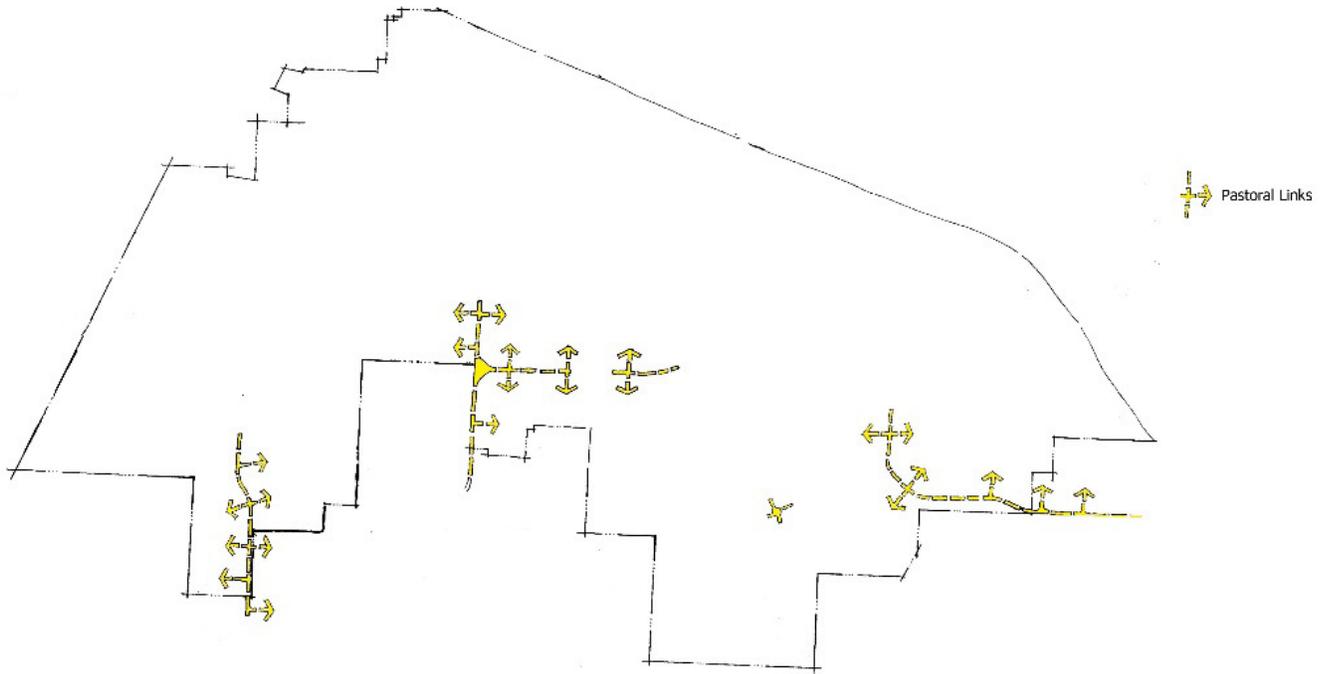


Figure 95: Pastoral Links

and recognition of the “view fabric” that distinguishes Westlake and is, therefore, the first framework element established in the creation of a Framework Plan for Westlake.

Step 2: Protecting the Pastoral Pathways and Pastoral Areas. Other important concerns of participants at the Public Planning Workshops #1 and #2 was that of protecting the pastoral quality of residential areas in the southern portions of Westlake, which includes the preservation of rural street character and protecting these streets from excessive traffic. Therefore, the second installment

toward creation of a Framework Plan is the identification of rural-like roadways. The diagrammatic map above shows those roadways as “Pastoral Links” (Figure 95).

Note that the Pastoral Links are those roadways serving existing residential areas of the Town, thereby putting the residential portions of Westlake on a pastoral system.

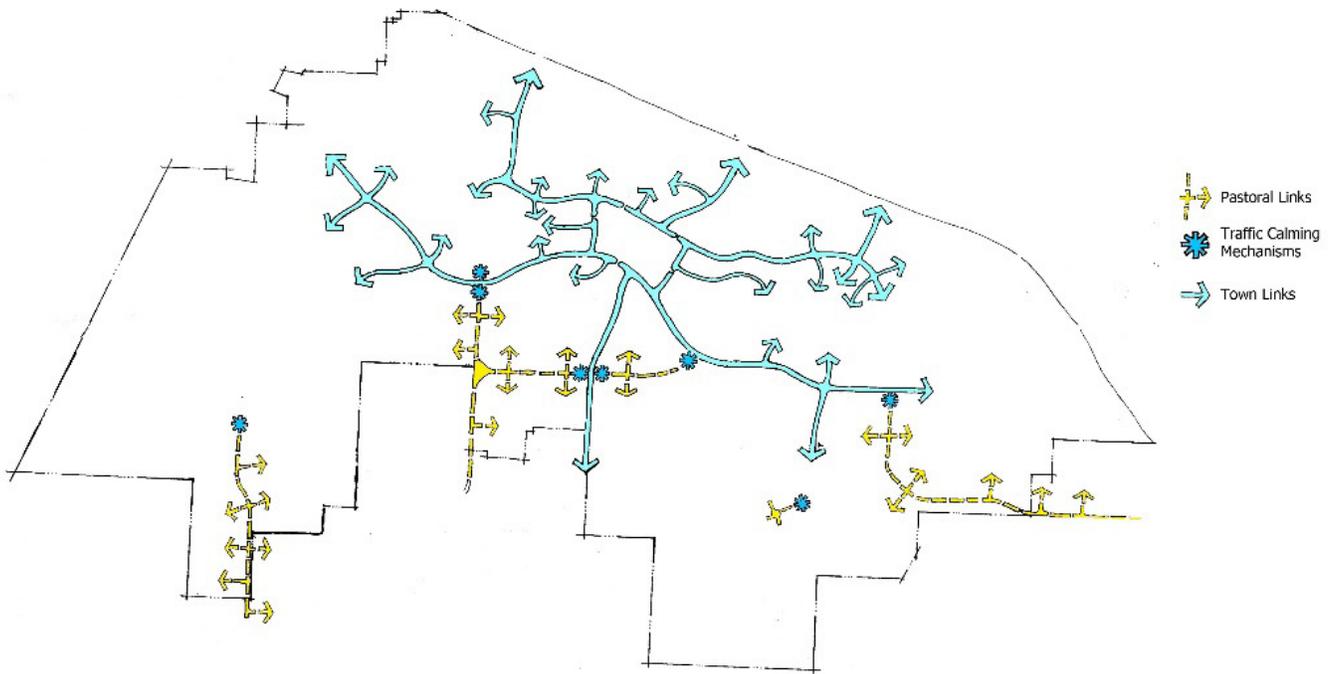


Figure 96: Town Links

Step 3: Creating a Town Movement System.

The citizen participants in the Public Planning Workshops expressed the desire for a coherent town-specific vehicular circulation system instead of a system extending into Westlake from Keller/Southlake (south) and from SH 114 (north). Instead, there was a desire for Westlake to reach out from within and connect to the areas around it, thereby expressing itself as a town. Therefore, the third installment in creation of a Framework Plan is the indication of a town-centric circulation system that reaches from the center out, thereby establishing Westlake

as a place within the ubiquitous fabric of the SH 114 corridor.

Note that the Town Links are the primary connections to Pastoral Links, which are further protected by traffic calming initiatives. This means that one must enter the Town in order to enter the residential areas of the Town.

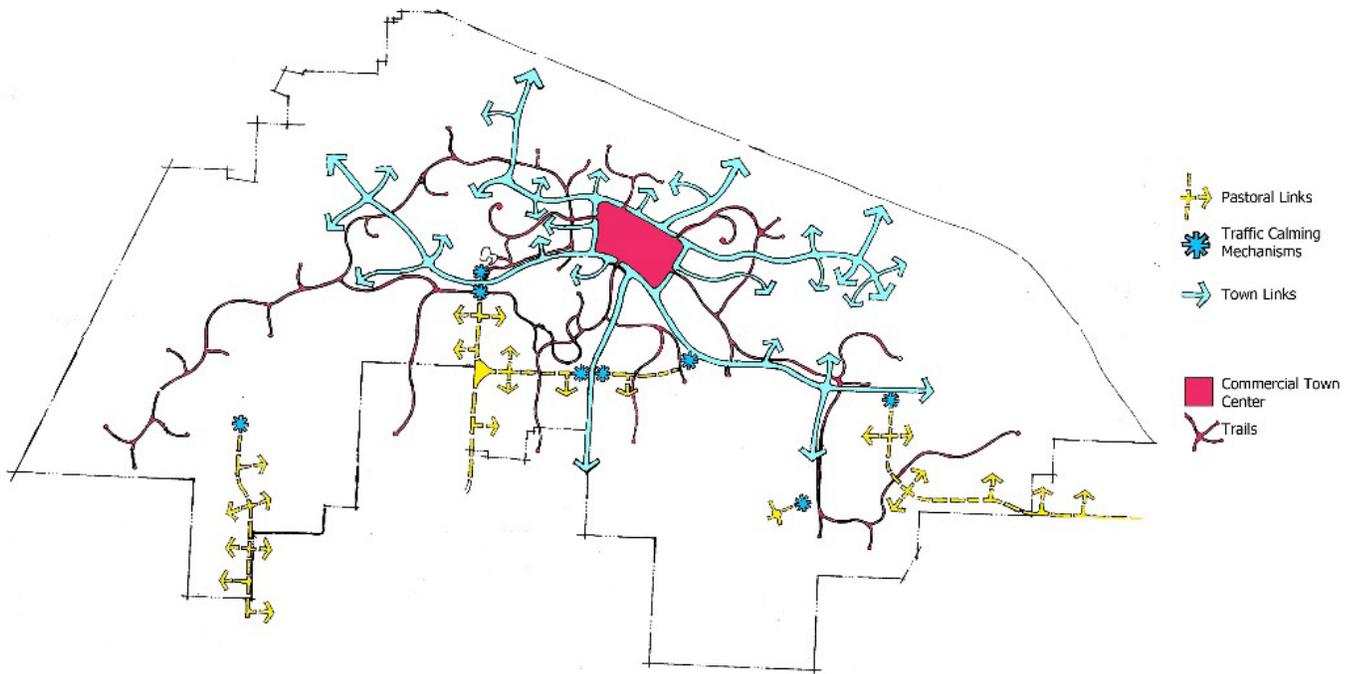


Figure 97: Town Hub

Step 4: Establishing a place of Town Convergence (a Hub). One of the themes among discussion group participants was the desire to ground the town form with a functioning town hub. Therefore, the fourth installment in creation of a Framework Plan is the indication of a centralized point for town circulation, which, as a result of its importance to movement patterns, will be understood as a town hub or town common. The diagrammatic map above shows the structural center of town movement as a town hub/ common (Figure 97). Town movement in this diagram has both vehicular AND pedestrian movement.

Note that the pedestrian system (trails) is indicated to link all residential areas to the hub of town activity.

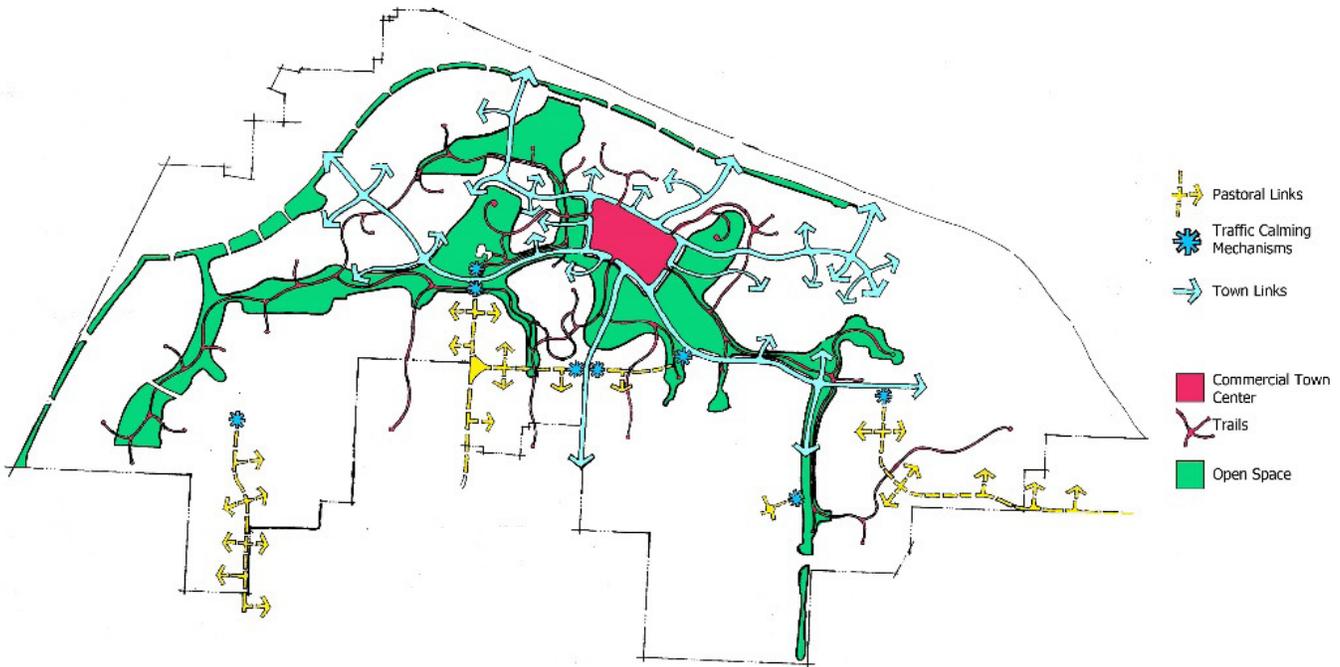


Figure 98: Open Space

Step 5: Protecting the Viewed Township.

The view analysis reveals that much of the characteristic views of Westlake occur in the foreground between the Vista Point Areas (generally the pastoral areas) and the Vista Termini, the rising landscape that terminates at the hilltops located between residential areas (to the south) and commercial areas (to the north). Therefore, the fifth installment in creation of a Framework Plan is designation of a viewed landscape called Open Space. This viewed landscape also addresses the prevailing citizen concern for protecting and preserving the natural and rural assets of the Town in the face of pending growth. This common open space designation also brings residential and non-residential activities together in a meaningful way.

Note that the creation of an open space core establishes a central landscape through which the ordinary vehicular and pedestrian movement of the Town passes.



Figure 99: Community Types

Step 6: Transitioning from pastoral to urban through a sequenced set of Community Types that relate to Views.

The resident participants in discussion groups called for a balance between residential and commercial development. They want that balance to occur in a way that preserves the rural-ness of Westlake and protects distinctive features of its landscape. Therefore, the sixth installment in creation of a Framework Plan is establishing a compliment of communities arrayed around a central landscape element that protects the land features, buffers residential/non-residential adjacencies, and provides an appropriate setting for town elements. The Community Types shown in the Framework plan are:

- **The Pastoral Community:** Primarily residential areas in the southern portions

of the Town, which are served by the Pastoral Links. Also, this is the area in which the Vista Points are located.

- **The Town Community:** A place served by the Town Linkage System that should relate to the needs of the Town as well as the needs of the region.
- **Town Hub/Town Common Community:** The area that is the focal point of the town fabric, the center of town movement, and the primary town destination.
- **The View Shed Community:** The portions of the Town (currently zoned office) that lie within the view seen from higher elevations (Vista Points)
- **The Regional Community:** The primary commercial frontage of SH 114 and the area most hidden from view as seen from the Pastoral Community.



Figure 100: Framework Plan and View Analysis

Note that all the Community Types are arrayed within a system of movement positioned around a town hub/town common.

Figure 100 shows the Framework Plan superimposed over the View Analysis (discussed earlier).

USE OF THE FRAMEWORK PLAN

This Framework Plan reflects full implementation of the Planning Goals, Citizen Priority Statements, and Vision Statement as presented earlier in this section. Therefore, it serves as a reference for development of the Planning Elements and, to the extent possible, Planning Elements should incorporate spatial features and relationships indicated.

However, the practicalities of crafting the Plan may mean that implementation of the intent of the Framework Plan is accomplished in spatial arrangements that are slightly different. For example, property owner concerns, natural barriers, extreme topography, conditions of the entitlements or construction may effect and augment spatial arrangements shown. Therefore, the Planning Framework is to be viewed as a spatial expression of Planning Goals and Citizen Priority Statements meant to guide the work and influence how “conditions on the ground” are addressed, realizing that final plan patterns may vary.