

CITY OF GLEN ROSE STRATEGIC PLAN

2022-2024



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“ Action without vision is a nightmare;
Vision without action is a daydream. ”

-Japanese proverb



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ACKNOWLEDGMENTS

SPECIAL THANKS TO:

- THE GLEN ROSE COMMUNITY FOR THEIR PASSION AND IDEAS
- THE MAYOR & MEMBERS OF CITY COUNCIL
- CHAIR AND VICE-CHAIR OF THE PLANNING AND ZONING COMMISSION PAM STREETER AND LARRY "JOE" BOLES
- CHAIR AND VICE-CHAIR OF THE PRESERVATION BOARD MARIO LUIS COSSIO AND ANN CARVER
- MEMBERS OF CITY STAFF MICHAEL LEAMONS, STACY KING, JIM HOLDER, AND KYLE REEVES

PLAN PREPARED BY ABRA NUSSER, AICP AND MADELEINE BONNEY AT PELOTON LAND SOLUTIONS IN 2022

LETTER FROM THE MAYOR

Glen Rose is very near and dear to our hearts, and we understand that with the nature of development and growth around us that it is time to prepare and plan for our future. This process began with the Community Survey in April 2022, and then a Strategic Plan Workshop in June 2022, to bring us together and collaborate on ideas and potential goals for the future so that we can effectively serve our existing and future residents, businesses, and visitors.

The community played a critical role in the creation of this Strategic Plan by providing feedback and ideas through the Community Survey and the first Comprehensive Plan Community Forum held in May 2022. This feedback was utilized in creating the foundation for this Plan and how we will implement it moving forward.

Watching Glen Rose grow has been an honor and a privilege of mine, and I look forward to seeing how we can keep what is great about Glen Rose as we implement these goals. I encourage you to share this Plan with your friends, family, and neighbors to communicate what is to come for the City of Glen Rose and how we can all work together to achieve our Vision. I would also like to extend an invitation to potential businesses and developers who wish to come to Glen Rose to explore this Plan to see where we are headed and how you can partner with us to create our future!

Sincerely,

Julia Douglas - Mayor of Glen Rose, Texas



JULIA DOUGLAS

MAYOR

“WATCHING GLEN ROSE
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PRIVILEGE OF MINE”

CITY COUNCIL



CHIP JOSLIN

MAYOR PRO TEM



DEMETRA CONRAD

COUNCILMEMBER



KELLY HARRIS

COUNCILMEMBER



TJ WALKER

COUNCILMEMBER



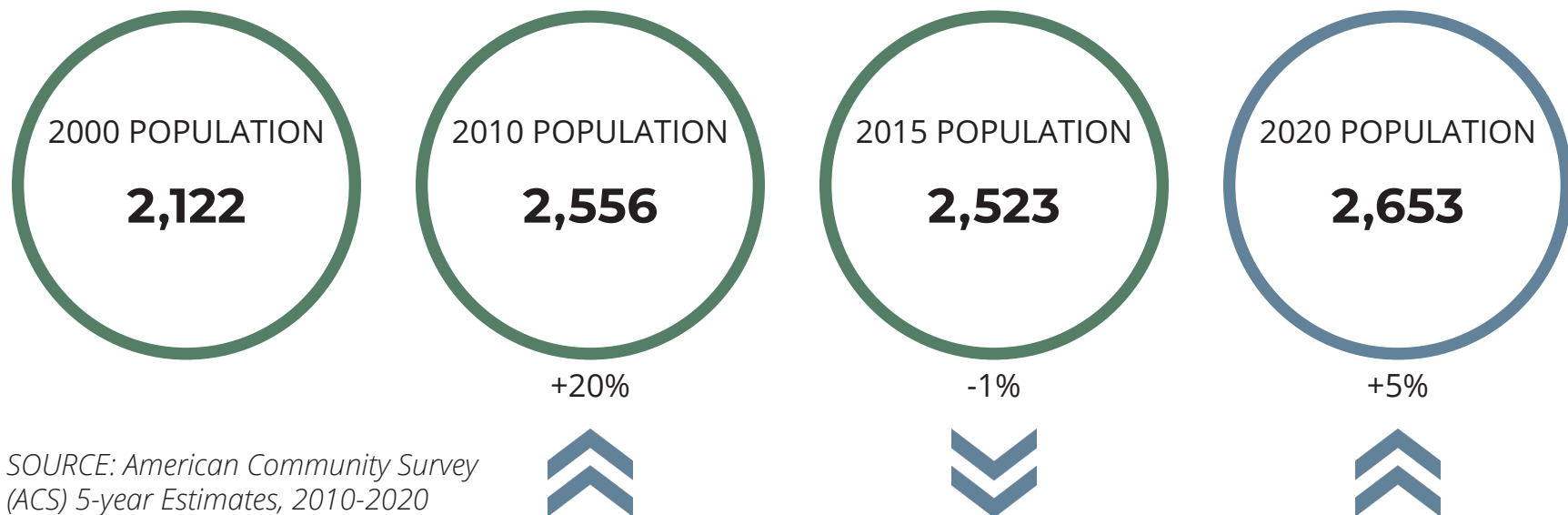
GEORGE FREAS

COUNCILMEMBER

COMMUNITY SNAPSHOT

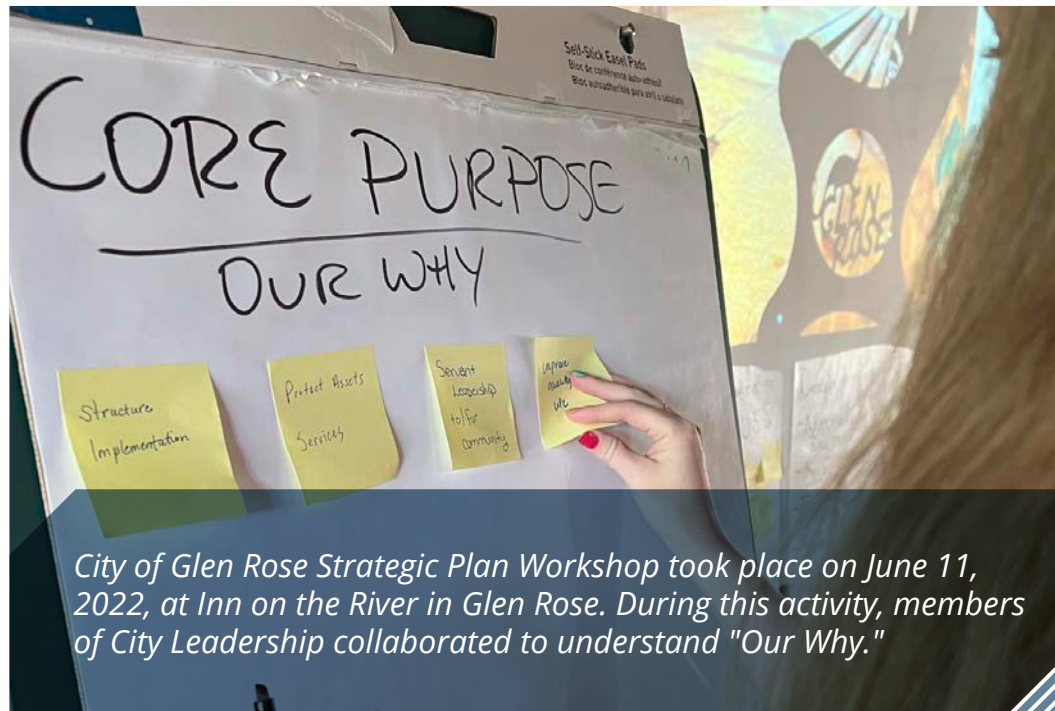
The City of Glen Rose is a well-known community throughout Texas, primarily for its small-town charm and history which includes dinosaurs and Dinosaur Valley State Park, "Healing Waters" retreats, Fossil Rim, moonshiners, and more. Glen Rose is located on the fringe of the Dallas-Fort Worth (DFW) Metroplex and benefits from the Paluxy River running through town and the neighboring Brazos River. The natural amenities contribute to the scenic beauty and ambiance that draws visitors year-round. Glen Rose is an active "cowboy town" with many rodeo events taking place at the Somervell County Expo Center every month and an abundance of culture, "rodeo royalty," open spaces, natural areas, and active pastureland that continue to foster a country spirit and provide a sense of tradition and character that tie together people and place.

The area of present-day Glen Rose was settled in 1849 by brothers Charles and George Barnard when they opened a trading post. Approximately 10 years later, they constructed a flour and grist mill on the Paluxy River, known as Barnard's Mill today. Glen Rose is now home to approximately 2,650 residents, and in the past five years has experienced a five-percent growth in its population. Since 2000, the City has gained 531 residents, which is approximately 25 percent growth.



OUR WHY

As Glen Rose continues to grow, we are accomplishing many firsts, including recently adopting a Vision Statement in December of 2021, to help guide, improve, and enhance our community and the things we love about it. Our Core Purpose represents why the City organization exists and why City Leadership cares to serve and work for the community. The Core Purpose is "our why;" we stay focused on why we do what we do so that the community stays at top of mind in every decision we make.



City of Glen Rose Strategic Plan Workshop took place on June 11, 2022, at Inn on the River in Glen Rose. During this activity, members of City Leadership collaborated to understand "Our Why."

THE CITY ORGANIZATION EXISTS TO PROVIDE:

-  **QUALITY OF LIFE:** Improving quality of life by continuing to make Glen Rose the best place to live, work, and visit
-  **EXCELLENT SERVICES:** Providing excellent services to residents, businesses, and visitors to protect the health, safety, and general welfare of the community
-  **STRUCTURE & ORGANIZATION:** Providing processes, procedures, policies, regulations, funding allocation to implement our Vision and foster strong relationships
-  **SERVANT LEADERSHIP:** Leading by listening, communicating, and representing the needs and desires of the community and our partners

VISION FRAMEWORK

GOOD-TO-GREAT

The methodology for our Vision Framework was inspired by Jim Collins' book "Good to Great." Collins' book states that an organization needs a big and audacious goal or Vision that it can work towards, incrementally, over an extended period. His "fly wheel" concept explains that if an organization continues working in a united and specific direction, with laser focus, that the momentum of the efforts taken will eventually kick into its favor, leading to previous efforts fueling future efforts, and so on.

The Vision Framework is centered around a 25-Year Goal that serves as the Vision Statement, two overarching themes, and these three main components detailed on the following page:

- What we are deeply passionate about;
- What we can be the best at; and
- What fuels our economic engine.

25-YEAR GOAL

Glen Rose: A welcoming and unique, family-oriented community committed to preserving our natural beauty and historic, small-town charm.

OVERARCHING THEMES

SAFETY: During the Strategic Planning Retreat, safety came up as something that traversed all three spheres of the Vision Framework and came before all else. Glen Rose is a safe community, and it is important that it remain that way. In all decisions and policies, safety will continue to be considered and prioritized.

WELCOMING: Similar to safety, being welcoming as City Leadership and as residents is important. The "small-town charm" referenced in the Vision Statement is largely described by the community as a behavior, culture, and way of life involving the people of Glen Rose and how welcoming they are to others. Continuing to be welcoming of neighbors and visitors is something that also traverses all three spheres of the Vision Framework.



OPERATING AT THE INTERSECTION

Jim Collins explains that transformations from good to great come from a series of good decisions made by utilizing a Vision Framework, such as the one described on the prior page and summarized on this one, that are well-planned and well-executed over a long and sustained period of time.

We understand that in order to be truly great, we must make a series of focused decisions and complete intentional actions that are strategic and beneficial to our community, together. As we proceed with important work, focusing on what we are trying to achieve is key. Our goals, detailed on pages that follow, were developed by evaluating where the three spheres intersect for maximum efficiency, effectiveness, and synergy. We will use this Vision Framework as a guide in our policies, priorities, and actions.



CORE VALUES

WE ARE DEEPLY PASSIONATE ABOUT



FAMILY-FRIENDLY

We believe in operating our organization in a way that creates a place that is welcoming and supportive to all. We want to encourage and collaborate with each other in our organization and with relationships in the community. To be family and community-oriented is important to us, and we will invest in the design, services, development, and relationships that contribute to this Core Value.



RIGHT DEVELOPMENT, RIGHT PLACE

We believe in guided and responsible growth management to locate and foster businesses, housing, and amenities in the best locations. We focus on preserving and encouraging the unique and special small businesses that contribute so much to our community. We aim to encourage development and redevelopment that is complementary to its neighbors, the community, and our Vision.



PARTNERSHIPS & RELATIONSHIPS

We proactively forge and enhance our partnerships and relationships because we believe that every individual, group, and organization plays a role within our community and contributes to our success or our downfall. From our residents, developers, business owners, employees, visitors, the County, Special Utility Districts, and more, we will continue to provide a place to live that is unique, safe, efficient, and collaborative.





WE ARE DEEPLY PASSIONATE ABOUT (CONT.)



ASSETS, PRESERVATION, & TRADITIONS

We support and protect the things that make us special, including our extensive natural features, our historic sites and buildings, and authentic small-town charm. Bringing back the traditions and events that shaped our community, enhancing the great traditions we still have, and creating new places and programming is important to what we treasure so dearly and want to ensure stays with us as we move into future chapters.



ORGANIZED & PROACTIVE COMMUNICATION & GOVERNANCE

We are deeply passionate about serving as representatives of the community's interests by structuring an orderly, strategic, transparent, and professional city government. We believe in listening to the ideas and needs of the community, our visitors, and our partners while we also proactively share information, opportunities for collaboration, and matters of interest.





10 TWO-YEAR GOALS

This Strategic Plan contains 10 two-year goals that we will achieve by summer 2024. We will focus our efforts on these goals before adding others to our list, unless they are deemed critical to the implementation of our Vision and are compatible with this Plan and the goals already in place.

The goals are not ranked and are each important to achieve in the near term. Each goal will need a set of actions that will guide what tasks need to be completed, by whom, and what resources, partnerships, and funding may be required.

Complete, Adopt, and Begin Implementation of the Comprehensive Plan Update

Complete a Sidewalk/ADA Assessment

Create Temporary Standards for Downtown Glen Rose and U.S. 67

Update the City's Capital Improvements Plan (CIP)

Initiate and Hold Standing Meetings with Institutional Partners

Create a Branding and Marketing Strategy

Create and Adopt Growth Management Fees

Amend the Zoning and Subdivision Ordinances per Guidance within the Comprehensive Plan Update

Create, Adopt, and Implement a Communications Plan

Research and Pursue Steps Needed for Scenic City Certification



COMPLETE, ADOPT, AND BEGIN IMPLEMENTATION OF THE COMPREHENSIVE PLAN UPDATE

The City last completed a Comprehensive Plan Update in 2009. As the City continues to grow and evolve, an update to the Comprehensive Plan is necessary to reflect new development, context, and community preferences. The City is working on the Update, and it is set to be complete by the end of 2022 or beginning of 2023. Development and redevelopment in Glen Rose-specific character for areas that are most-ripe and create design solutions that are thoughtful to not only create and foster an environment for the things that are most needed within the community, but to also protect the natural and historic assets that are held dear to residents and visitors alike. The Comprehensive Plan Update will include:

- Economic & Fiscal Vitality;
- Land Use & Design;
- Focus Areas (ex. Downtown, Commercial Corridors, etc.)
- Infrastructure (incl. key corridors);
- Services & Facilities; and
- Parks and Recreation.



FUELS OUR ECONOMIC ENGINE: HOUSING CHOICE EXAMPLE

The Comprehensive Plan will include observations, analysis, and recommendations for providing a wide variety of prices, styles, sizes, and locations of housing. Housing for all ages and life stages will attract a workforce needed to support the Glen Rose economy.



TWO-YEAR GOALS



COMPLETE A SIDEWALK/ADA ASSESSMENT

A common feedback theme received during the Community Engagement Process of the Comprehensive Plan Update related to the existing conditions of the sidewalks and pedestrian pathways within Glen Rose. To better serve the community and continue to encourage our safe and family-friendly feel, we will complete a Sidewalk Assessment to evaluate sidewalk conditions and Americans with Disabilities Act (ADA) compatibility and compliance. This Goal will be instrumental in improving walkability within the City, updating the Capital Improvements Plan through prioritization of projects, and in informing standards for future walkability and connectivity installations.



FUELS OUR ECONOMIC ENGINE: RULES, REGULATIONS, AND STANDARDS EXAMPLE

Walkability and bikeability were identified in the 2022 Community Survey and at the Comprehensive Plan's Community Forum 1 in May 2022 as key issues for safety, mobility, and quality of life. The Sidewalk and ADA Assessment will contribute to high quality and realistic Rules, Regulations, and Standards by establishing a baseline for areas of missing sidewalks, sidewalks or connections in need of repair, and ADA-accessible improvements needed, such as ADA/wheelchair ramps. This assessment will in-turn inform public investments and contribute to excellent walkability and connectivity features on both public and private projects in the future.



CREATE TEMPORARY STANDARDS FOR DOWNTOWN GLEN ROSE AND U.S. 67

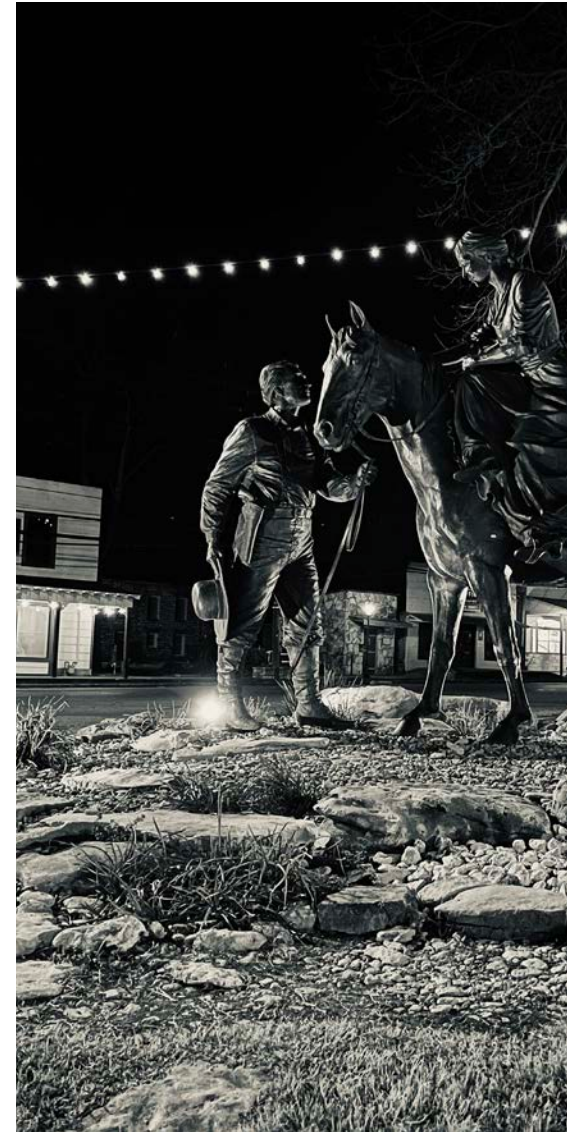
We will be proactive in protecting our commercial and cultural centers within Glen Rose by creating both temporary and more permanent regulations and standards that encompass the U.S. 67 Corridor and Glen Rose's Downtown area. As growth has been identified as a major concern of the community through the recent Survey and Community Forum, we want to be sure that what we create and adopt well-crafted, thoughtful, and customized zoning regulations and design standards for these areas which make sense and protect the investments of existing business owners while guiding future development in a direction that better matches the City's unique, small-town character.

Before more refined zoning is created and adopted, temporary standards can be tools to ensure "Right development, Right place," which is a component of the Vision Framework.



FUELS OUR ECONOMIC ENGINE: TOURISM EXAMPLE

U.S. 67 and Downtown are the two most major tourism areas within the Glen Rose city limits. Protecting these assets and enhancing their future development and redevelopment character and design to be consistent with the community's Vision can positively impact tourism. Many Glen Rose residents and business owners started out as Glen Rose tourists before they decided to locate to Glen Rose permanently.



TWO-YEAR GOALS



UPDATE THE CITY'S CAPITAL IMPROVEMENTS PLAN (CIP)

Updating the City's Capital Improvements Plan (CIP), consistent with our Vision Framework, is an organized and proactive approach to determine fund allocation and project prioritization for large assets, equipment, repairs, and/or improvements. This process is critical for safety, proper repair of infrastructure, and for truly realizing the design and connectivity that the community desires for the future. Sidewalks, for example, are an area of opportunity identified in the 2022 Survey and Community Forum, as well as new roadways and extensive utility and pavement repairs and installations.

The CIP for Glen Rose can include components such as the following:

- Municipal equipment and facilities;
- Parks and recreation facilities and amenities;
- Streets, sidewalks, and trails;
- Drainage, storm sewer, and flooding infrastructure;
- Water and sanitary sewer utility lines, treatment, and storage;
- Trees, landscaping, irrigation, lighting, and street design elements; and
- Public art and cultural facilities/monumentation design, construction, and installation.

INITIATE AND HOLD STANDING MEETINGS WITH INSTITUTIONAL PARTNERS

Partnerships play a key role in the day-to-day operations and planning within Glen Rose. There are numerous groups and organizations that helped make Glen Rose what it is today, and there are others that can enhance the community even more. We believe that the institutional partners within the area define the image and experiences of not only our residents and business community, but also of our visitors. To promote efficiency, information-sharing, teamwork, and the best results, we will initiate and coordinate standing meetings with our institutional partners, such as the County, School District, Water District, the Chamber of Commerce, and others. By defining our roles and creating partnerships and opportunities to tackle preservation and improvement objectives, we can better serve our community.



FUELS OUR ECONOMIC ENGINE: JOBS-WORKFORCE MATCH EXAMPLE

Glen Rose has, and will continue to have, a strong and developing workforce that is comprised of existing residents, new graduates, future residents, and currently employed individuals that are interested in different positions or occupations. There is ample opportunity to attract diverse and modern employers that can utilize the existing and future workforce, as long as strategic steps and partnerships emerge and evolve toward this common objective.



TWO-YEAR GOALS



CREATE A BRANDING AND MARKETING STRATEGY

As Glen Rose continues to grow, effective branding and marketing is essential to economic success and vitality. Enhancing Glen Rose's recognizable identity in the marketplace, to residents, and to visitors can be accomplished through messaging, physical features/design, and programming. Destinations and branded monuments or public art within the city will be explored, funded, and constructed to visualize our brand and incorporate it into the design within Glen Rose. Our brand will be expressive of who we are and will communicate that Glen Rose is the place to live, work, play, visit, study, and more.



FUELS OUR ECONOMIC ENGINE: DIVERSIFY THE TAX BASE EXAMPLE

A strong Branding and Marketing Strategy will establish concrete economic development, land use, and design imagery, messaging, and actions that will contribute to new uses locating and redeveloping in Glen Rose. The diversification of the tax base will buffer Glen Rose from acute and chronic economic disruptions and fluctuations by providing notable sources of revenue from destinations and land uses consistent with the Vision.



CREATE AND ADOPT GROWTH MANAGEMENT FEES

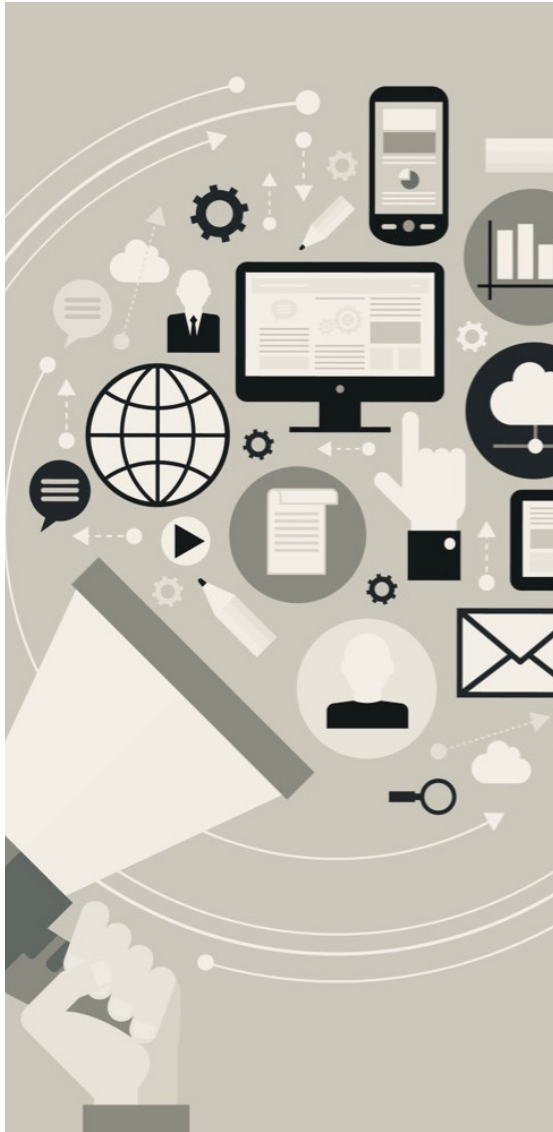
With continued development comes the responsibility of ensuring that growth pays for its impact on our existing infrastructure and Parks and Recreation System. Growth Management Requirements, such as roadway impact fees, utility impact fees, parkland dedication, and parkland development adjust the financial impact of construction and utilization from existing residents to new development and its associated financing components. As developers invest in our community through compliance with our Rules, Regulations, and Standards, we can build the future of Glen Rose together. From family-friendly amenities, to well-connected sidewalks, trails, and streets, to preserving scenic and natural beauty, to bringing in employers, we will put the necessary framework to create special places while managing growth.

AMEND THE ZONING AND SUBDIVISION ORDINANCES PER GUIDANCE WITHIN THE COMPREHENSIVE PLAN UPDATE

Once the Comprehensive Plan Update is completed and adopted, it will be critical to update existing Rules, Regulations, and Standards to ensure that the community's Vision is implemented. We will explore the resources and capacity to review and revise each component, as applicable, to determine regulatory updates needed, such as: public improvement requirements, required access and connectivity, infrastructure construction standards, and zoning district adjustments.



TWO-YEAR GOALS



CREATE, ADOPT, AND IMPLEMENT A COMMUNICATIONS PLAN

Communication is a vital component of our relationships, safety, transparency, productivity, and so much more. It is essential to City Leadership that Glen Rose be proactive in communication. With this said, we will be creating a team to develop, adopt, and implement a Communications Plan to streamline communication and decision-making within the City. This Plan will identify strengths, weaknesses, opportunities, and challenges/threats with the City's communication internally, to the community, and with its existing and potential partners. The Plan will prioritize and create the procedures and structure needed to further productivity, relationships, and transparency.

The Communications Plan can include the following components:

- Roles
- Audiences
- Key Message Types and Outlets (ex. Social Media, Email, Text, etc.)
- Crisis Communications
- Storytelling
- Outreach Campaigns
- Shared Accountability and Communication Culture
- Data-informed Decision Making and Collaboration
- Community Engagement
- Useful and Typical City Employee and City Leadership Interaction
- Boards and Commissions Roles, Procedures/Standards, and Typical Training/Education



RESEARCH AND PURSUE STEPS NEEDED FOR SCENIC CITY CERTIFICATION

We are proud of the Scenery and Natural Beauty that contribute to our city and what makes it special. Scenic City Certification recognizes cities that implement high-quality scenic standards for public roadways and spaces. To achieve eligibility and apply, the City will need to assess existing standards needed to qualify, develop a list of applicable ordinances that need to be created or amended, and identify any other steps to pursue the certification.

Any Texas city may apply to the Scenic City Certification Program and its existing municipal infrastructure ordinances will be reviewed as they relate to the model standards. Assessment is points-based, and every city applicant receives a detailed, scored evaluation that identifies both strengths and areas for improvement.

A Certified Scenic City has the following:

- Strong scenic standards;
- Environmental conservation;
- Economic growth and growth management; and
- Sense of place.

Ordinance amendments and relevant programming, such as high-quality standards for landscaping, tree planting, and sign regulation will ensure that Glen Rose achieves Certification.



CITY OF GLEN ROSE, TEXAS



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PREPARED BY:
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2022

