



City of Hudson Oaks Strategic Plan 2020-2022



www.HudsonOaks.com

Acknowledgments

City Council

Marc Povero, Mayor

Brian Lixey, Mayor Pro-Tem

Tom Marquardt - Place 1

Marty Schrantz - Place 3

Tom Fitzpatrick - Place 4

Daniel Cross - Place 5

City Staff

Sterling Naron
City Administrator

Michael Baldwin
Police Chief

Shelley Scazero
City Secretary

Brittney Huff
Director of Operations

Table of Contents

<u>Community Snapshot</u>	5	<u>Letter from the Mayor</u>	6
<u>City Council</u>	7	<u>Our Why</u>	8
<u>Our Vision</u>	9	<u>Our Economic Engine</u>	10
<u>Core Values</u>	12	<u>Two-Year Goals</u>	14





+2%

+17%

+11%



Hudson Oaks, Texas

The City of Hudson Oaks was founded in Parker County in 1978 and is approximately 2.5 square miles. The purpose of the incorporation of Hudson Oaks was so that efficient services could be provided without property taxes. This fundamental idea formed a community like no other. Hudson Oaks is now home to approximately 2,150 residents and is experiencing population growth. The City has gained 513 residents since 2000. Population growth was slow from 2000 to 2010, but the rate of growth has been more over the last 10 years. Hudson Oaks population growth has surpassed the regional city-wide growth rate average of a 28% increase in population since the year 2000 growing by approximately 31% since 2000.

Letter from the Mayor

Marc Povero



Hudson Oaks is taking a big step towards planning for the future, and it is starting with the community first. In August and September 2020, we completed a Community Survey that had an amazing response rate, more than four times the healthy response rate of community surveys in terms of number of residents who completed the Survey and more than six times the healthy response rate of a city overall (i.e. all responses). In September 2020, we held a Strategic Planning Workshop to review the feedback in detail and discuss our priorities for the City of Hudson Oaks as an organization.

The voices from the 2020 Community Survey and Strategic Planning Workshop are the true authors of this Strategic Plan. This Plan reflects an incremental approach to smart and strategic development in our City. We are a tight-knit community with so much potential. I look forward to seeing how our City evolves over the coming years. Your thoughtful collaboration makes us who we are as a City, and we thank you for the time spent helping improve our community.

This Strategic Plan identifies what Hudson Oaks stands for and what is important to us in the near and distant future. I hope that you will look through it and can get a glimpse of the pride we take in what we provide here and the informed leadership we want to continue to provide moving forward.

Sincerely,

A handwritten signature in white ink that reads "M. Povero". The signature is fluid and cursive, written over a dark teal background.

City of Hudson Oaks City Council



Marc Povero

Mayor



Brian Lixey

Mayor Pro-Tem



**Tom
Marquardt**

Council Member
Place 1



**Marty
Schrantz**

Council Member
Place 3



**Tom
Fitzpatrick**

Council Member
Place 4



**Daniel
Cross**

Council Member
Place 5


Our Why

Core Purpose

.....

The City organization exists to:

- Advocate for the needs of local residents and businesses;
- Maintain local autonomy;
- Provide essential services including:
 - Water,
 - Roads,
 - Police, and
 - Drainage;
- Provide value;
- Uphold a united City vision and communicate implementation;
- Be fiscally responsible; and
- Maintain and preserve the assets the City owns.

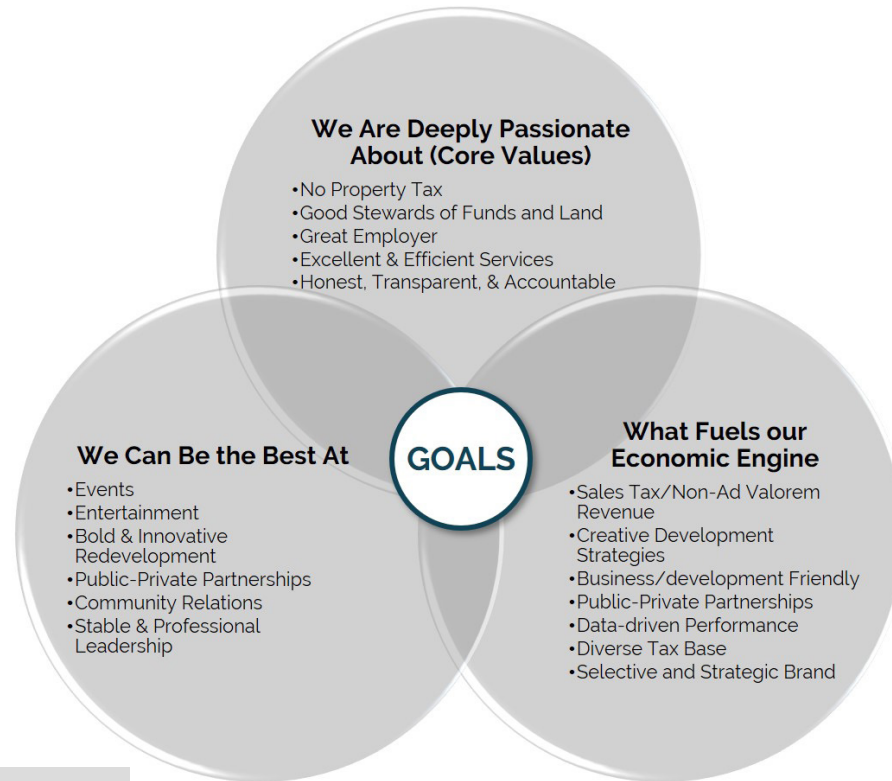


We are a city that is guided by strong purpose to provide a great quality of life for both our residents and businesses in a fiscally responsible way. Our Core Purpose and Core Values were developed by City Staff and City Council during a Strategic Planning Workshop, informed by community feedback. The Core Purpose and Core Values represent what we are Deeply Passionate About as an organization. They will guide the City, and they represent “the why” behind what we do.



Vision Framework

We have a deep understanding that to be truly great, we must make a series of good and strategic decisions, which are consistent with our Vision Framework, over an extended period of time. Our efforts and resources will reside in the areas where our three spheres intersect.



25-Year Goal

The City of Hudson Oaks is a regional leader in high quality municipal services, entertainment, and recreation opportunities. We maintain an exceptional quality of life for our residents and businesses without property taxes, which is a foundational characteristic of our community that will continue in the future. We are a data-driven community that utilizes innovative methods to solve issues at hand and partner with the private sector. Our City leaders continue to be transparent and accountable, regularly engaging with residents, developers, and businesses. Our City is at the forefront of regional innovation by providing all who live, visit, or work in Hudson Oaks with value and a high quality of life.



What Fuels our Economic Engine



Our economic engine is what will sustain our city financially. As we grow, we can implement innovative programs to complete updates to our infrastructure and to attract new businesses. Programs can be public-private partnerships, payment-in-lieu-of taxes (PILOT) programs, or other innovative solutions.

Commercial properties should generate sales tax or non-ad valorem revenue. Sales tax is important to our economic engine. It is our main source of revenue for our City. We retain, attract, and enhance businesses that positively contribute to our tax base.

We engage in creative development strategies, such as innovative incentives, marketing and branding, and data utilization. We seek out innovative strategies to improve development conditions for new businesses and existing businesses. We use a data-driven approach which will help us make strategic development decisions.

What Fuels our Economic Engine (cont.)

We are business/development friendly. Our City is open to new development, including office, retail, and other commercial opportunities. Our development process will stay simple, and City Staff and leadership will remain accessible and responsive. We take pride in making great development easy to get through the process, and we listen to our business community to support a strong City economy.

We foster public-private partnerships. We collaborate with the private sector to finance, construct, and sometimes manage operations for projects, programs, or improvements, depending on the goal at hand. This could include roadways, park facilities, infrastructure, or financing, among other things. Our City can utilize partnerships and relationships to complete better projects and/or complete projects faster to improve overall quality of life in Hudson Oaks.

We perform and make decisions utilizing data. We will use available and relevant data to help us make the best possible decisions for our City and to inform partnerships and development.

We provide a diverse tax base. We seek revenue streams in addition to our sales tax, and we also understand that homes are what will bring us restaurants, retail, and entertainment. We will continue to diversify our tax base and increase our revenue resources that will allow us to reinvest in our community.

We have a selective and strategic brand. The City's brand is business friendly, and protective of residents, our quality of life, and our entertainment and recreation opportunities. This brand is showcased to the business community and strategically placed in the market with relevant messaging and graphics.

Core Values

What We are Deeply Passionate About

Our Core Values were developed by both City Staff and City Council through a series of meetings and workshops. The Core Values represent our highest aspirations, our moral code, and what we are deeply passionate about. We truly believe that these are present in our organization and should remain present throughout everything we do.

No Property Tax: We will not charge ad valorem taxes (i.e. property taxes). This key principle was the driving factor that created the City of Hudson Oaks, and it will be preserved and continue in the future. We believe that our commercial properties and sales taxes can support the necessary municipal services and infrastructure to our residents and business owners. We will continue to grow tax base through targeted and sustainable economic development.

Good Stewards of Funds and Land: We believe that being good stewards of our assets will continue to be a basis for providing a high quality of life. We are intentional when making fiscal decisions and regarding uses of land. We will maintain and enhance our existing assets, such as roads and drainage infrastructure, in a responsible way. We will also conduct thorough data-driven analyses when making development decisions for new or infill development in Hudson Oaks.

Great Employer: We believe in hiring and keeping the best and brightest staff to run our City. We will pay our employees competitively, provide exceptional benefits, and provide a comfortable work environment for our Staff. We are innovative and forward-thinking in ways that will challenge Hudson Oaks to move beyond the status quo. We believe that our Staff sets Hudson Oaks apart from neighboring cities. Our Staff is accessible, responsive, knowledgeable, and professional, and this is very important to us.

Core Values (cont.)

What We are Deeply Passionate About

Excellent & Efficient Services: We believe in providing excellent City services using limited taxes and assessments collected from residents and businesses. We will continue to provide a “best bang for your buck” environment through not requiring property taxes, as well being open to partnerships with neighboring cities to provide additional services that our City does not have the capacity to fulfill. We believe in finding innovative funding strategies to maintain a low burden on residents and businesses to fund our City's municipal services.

Honest, Transparent, & Accountable: We believe in honesty, transparency, and accountability in our City's Staff and leadership. We will provide accurate and timely information to the public through various outreach efforts, in addition to collaboration opportunities on key issues. City leadership will be open and transparent with the community on development and budgetary decisions and will be thorough in our planning efforts to ensure all voices of the community are heard and considered.

Lead & Innovate: We will not rest on progress and accomplishments. Hudson Oaks will continue to be a regional leader of innovation. We will continually evaluate our actions utilizing data, community feedback, and best practices and will be open to change. We will implement innovative strategies in all areas of our government, from funding strategies to development decisions.



Two-Year Goals

Our goals represent our top priorities that help us continually provide a high quality of life for our community. The goals we created were built from communication with the public through the 2020 Community Survey and during our discussions at our Strategic Planning Workshop. While each component in the Vision Framework performs a valuable role, all three spheres of the Framework must intersect to create truly successful and sustainable goals and actions. Hudson Oaks is not only what you see—it also has an underlying current of values, energy, and competitiveness to ensure that the goals are implemented.

These goals should guide City actions in priorities, budgeting, and focus over the next two years:

1. Enhance Communication
2. Initiate a Comprehensive Plan Update
3. Redesign, Partner on, and Reconstruct Oakridge Drive
4. Conduct an Assets and Facilities Assessment
5. Complete a Sports Complex Feasibility Study
6. Complete Relevant Components of the Wayfinding Project
7. Develop a Streets and Sidewalks Capital Improvements Program
8. Conduct a Wastewater Feasibility Study and Complete Initial Actions
9. Finish the Expansion/Construction of Gene L. Voyles Park Improvements
10. Create and Initiate an Annual Spring Event/Series

Goal 1: Enhance Communication



As the City continues to grow, improvements will be made on communication techniques and platforms. The City will provide additional platforms to collaborate with the public and present information. An example of this would be to create a map of planned infrastructure improvements that allow for the public to comment. Hudson Oaks City Council and Staff will host a new Virtual Town Hall twice a year. Additionally, this goal also encompasses improvements to the City website. City marketing and branding strategies will be evaluated in order to showcase Hudson Oaks' best features as a home for new development. A Communications and Public Relations Strategy will be created to plan the anticipated improvements and actions.

We can be the best at: Community Relations

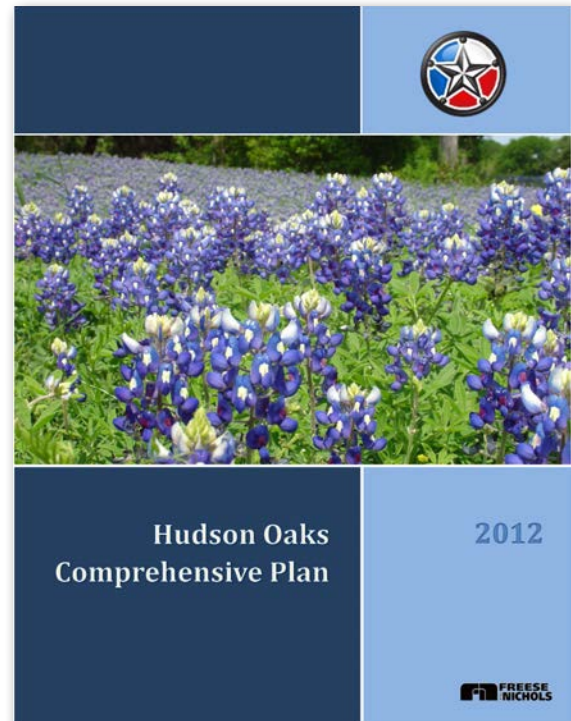
Strong community relations are key to transparent communication with the public. Active public involvement helps cities make the best decision possible based on collective agreement, whether it be for development locations, amenities needed, or additional municipal services. Some cities believe that providing "open source data" or simply publishing information on their website satisfies the public engagement requirement. However, a multifaceted engagement program proposed in our Plan will open the door to two-way communication to the public.

Goal 2: Initiate a Comprehensive Plan Update

The City last completed a Comprehensive Plan Update in 2012. As the City continues to develop and evolve, an update to the current Comprehensive Plan is necessary. The City will fund and initiate a Comprehensive Plan Update project, with emphasis on a detailed Master Thoroughfare Plan. The Update will also thoroughly discuss a plan for development on areas most ripe for development and will provide design solutions to achieve events and entertainment objectives.

We can be the best at: Bold and Innovative Redevelopment

There is a great opportunity to position ourselves as a regional leader in bold and innovative redevelopment strategies. Through the proposed Comprehensive Plan Update, we can effectively plan for the next stage in our growth. We will research effective economic development strategies, tailor them to work with the structure of our City and implement these strategies through our updated Comprehensive Plan.





Goal 3: Redesign, Partner On, and Reconstruct Oakridge Drive



Hudson Oaks has seen an increase in commercial land uses and businesses in the past few years. However, as commercial activity increases, so does the strain on the surrounding infrastructure and roadway network. Oakridge Drive is one of the City's key corridors and is experiencing wear and tear and a decreased level of service as more vehicles are driving on this road. It is a critical goal, within the next two years, to redesign and construct improvements along Oakridge Drive in partnership with our key commercial uses. Once improvements are completed, this will allow for additional capacity and a more pleasant travel experience, furthering economic development and quality of life in our City.

Goal 4: Conduct an Assets and Facilities Assessment

As the City attracts more development opportunities, in turn providing funding to expand our municipal services and amenities, the facilities that host personnel and operations should be analyzed. From a new City Hall, to a new Public Works building, and a local Community Center, we feel like there should to be a plan in place to identify specific needs, timing/thresholds, and funding sources for new facilities within our City.

We can be the best at: **Stable & Professional Leadership**

We will provide the highest quality in government leadership for our residents and business owners. To create a sustainable development environment, it is important for us to continue providing superior professional services in everything we do. This will also help us with community relations as we continue to interact with the public.





Goal 5: Complete a Sports Complex Feasibility Study



Entertainment and recreation amenities are very attractive to local residents. A sports complex can bring multiple economic opportunities to Hudson Oaks. Not only will residents have a stable place to exercise and practice sports, but the complex can also act as a home to weekend tournaments and sports leagues, which will bring visitors and additional revenue into the area.

We can be the best at: **Public-Private Partnerships**

Public-Private Partnerships are a collaboration between municipal governments and a private-sector company that will finance, construct, and sometimes manage operations for municipal projects such as roadways, park facilities, or other infrastructure. These large projects can be completed faster with private-sector financing. We will utilize this funding tool to provide needed infrastructure updates, such as the Oakridge Drive reconstruction project.

Goal 6: Complete Relevant Components of the Wayfinding Project

A comprehensive wayfinding project is underway in Hudson Oaks. The remaining components were waiting on additional development to be completed on Oakey Trail, but there are other areas of the wayfinding project that can be finished before development is completed. Phase 1 of the Hudson Oaks Wayfinding Project should be completed within the next two years, and all components of Phase 2 and Phase 3 that can be moved forward should be accomplished as well. Wayfinding and signage helps residents and visitors find their way and to be exposed to the City's consistent and exciting brand.



Goal 7: Develop a Streets and Sidewalks Capital Improvements Program

A Capital Improvements Program (CIP) establishes a list of large community enhancement projects and funding sources. In the Community Survey, roads and infrastructure were the largest concerns from survey respondents. Community leadership is listening and open to this feedback, and developing a Streets and Sidewalks CIP is the first step to progress. This tool will allow City Staff and City Council to prioritize and budget large infrastructure projects to ensure efficient and strategic upgrades to our infrastructure.



Goal 8: Conduct a Wastewater Feasibility Study and Complete Initial Actions



The City's contract with Weatherford for wastewater treatment (i.e. sewage) is up for renewal, and it is a great time to look at our options. There have been many conversations of a Wastewater Treatment Plant in Hudson Oaks over the past several years, and it is the right time to review treatment options, both through Weatherford and by Hudson Oaks, so that we can either negotiate our next contract or begin efforts toward a Wastewater Treatment Plant. By 2022, the City will have conducted this Study and completed initial actions on its recommendations.

Goal 9: Finish the Expansion/Construction of Gene L. Voyles Park



The Community Survey showed a clear theme that more improvements to parks and recreation in Hudson Oaks would be well received. Gene L. Voyles Park is the communal gathering space for many events and recreational activities in Hudson Oaks. The City has approved plans to construct a playground with restroom facilities in the park, and we will fund these improvements and get them constructed.



Goal 10: Create and Initiate an Annual Spring Event/Series



The City will add a spring event into our events calendar. This event should be planned, organized, and initiated and could be an art festival, concert series, wine tasting event, or any number of other options. The Community Survey showed that there is strong support for the events we have and that the community would like more! We look forward to bringing more value to the lives of residents and visitors in our community.

We can be the best at: **Entertainment & Events**


Events, festivals, and entertainment venues leave a notable impression for all who attend. People associate a city with the quality of entertainment they provide. Events can bring residents, visitors, and local leaders together to relax and build community relationships, as well as bring in additional revenue to local businesses and enhance the local culture. Entertainment and recreation amenities are very attractive to local residents.





2908





Prepared by:

Kimley»Horn

**CITY OF
HUDSON OAKS**

City Hall:

210 Hudson Oaks Drive,
Hudson Oaks, TX 76087

Phone:

(682)-229-2400

Website:

www.hudsonoaks.com