

STRATEGIC PLAN

2007 → 2012 → 2022

EXECUTIVE SUMMARY

*Mayor and
City Council*



*Plano, Texas
June 2007*



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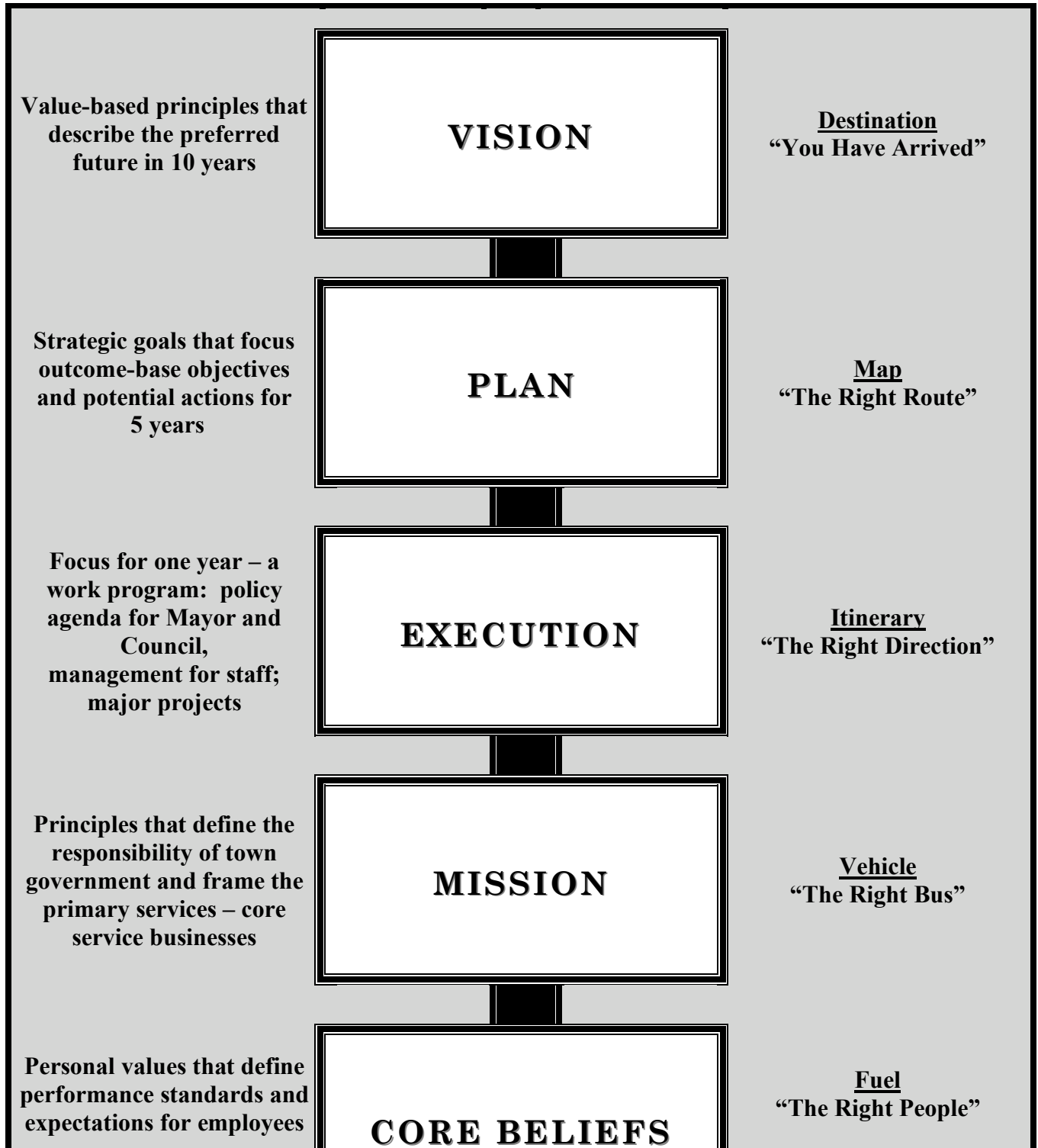
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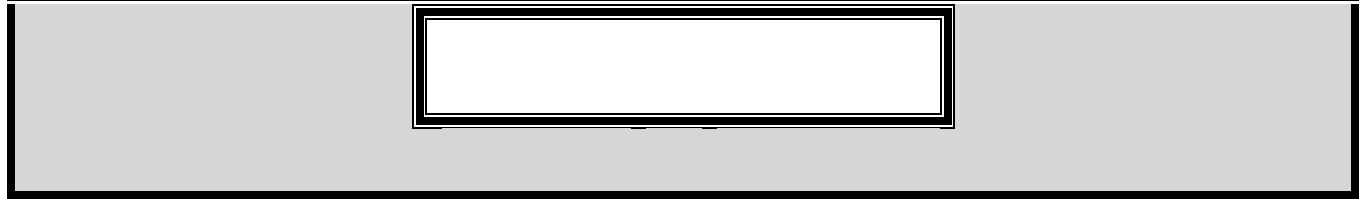
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STRATEGIC PLANNING MODEL





PLANO VISION 2022

Plano is

**a Vibrant, Safe and Sustainable
City**

with Attractive Neighborhoods and

Urban Centers,

**a Vital Economy, a High Degree of
Mobility**

and an Abundance of Educational,

**Recreational and Cultural
Opportunities.**

City of Plano Mission

MISSION STATEMENT

**The mission of the City of Plano
is to provide outstanding services and facilities, through
cooperative efforts with our citizens, that contribute to
the quality of life in our community.**

Additional Thought:

The City of Plano is a regional and national leader, providing outstanding services and facilities through cooperative efforts that engage our citizens and that contribute to the quality of life in our community.

City of Plano Goals 2012

Premier City in Which to Live

Livable and Sustainable Community: Vital Neighborhoods and Exciting Urban Centers

“Service Excellence”

Diverse Business Center

Safe, Efficient Travel

GOAL 1

PREMIER CITY IN WHICH TO LIVE

► **Objectives**

Objective 1 Maintain and enhance the Plano quality of life – place to live, things to do, safe living

Objective 2 Provide quality leisure and cultural choices within Plano: community centers, libraries, parks and trails, cultural venues, arts

Objective 3 Encourage quality schools and lifelong learning

Objective 4 Assure quality, desirable housing choices for all

Objective 5 Diverse cultures and all family generations welcome

Objective 6 More young families and professionals choosing to live here

► **Short Term Challenges and Opportunities**

1. Attracting young families and professionals
2. Aging housing stock
3. Determining city's role
4. Increasing the diversity of housing choices: mid-rise condos, townhomes, accessory units
5. Retaining current long-term residents who have contributed to the community

► **Actions 2007 – 2008**

Policy Agenda

1. Arts of Collin County: Final plan (8/07); Critical decisions (fall/winter)
2. Comprehensive Plan Updates: Land Use; Transportation; Economic Development
3. Sister Cities Program – Future Direction: Evaluate options, including emerging areas; Develop recommendations; Determine direction

Management Agenda

1. Multi-Cultural Outreach – Next Steps: Communicate with key leaders: general information, city resources and city involvement opportunities; Develop outreach to Hispanic community (through Multi-Cultural Commission)
2. Chisholm Trail (through Collin Creek Mall Area): Study
3. Entertainment Attraction – Goal Strategy and Action: Expand utilization of Courtyard Theater; Market the concerts at Amphitheater; Develop programs for local talent: Amphitheater, Streaming Video
4. Zoning Ordinance – Review: Develop “Needs List”; Determine direction; Revise ordinance

► **Major Projects 2007 – 2008**

1. White Rock Creek Park: Acquisition and Trail Easement
2. Oak Point Park: Development
3. Muehlenbeck Recreation Center: Opening (9/07)
4. Haggard Library: Phase III (Opening)
5. Bluebonnet Trail Extension
6. Trail Connection (Bush DART Station, Parker Road DART Station)
7. Carpenter Park Recreation Center Expansion (LEED EB Certification)
8. Archgate Park: Opening
9. Memorial Park: Construction

GOAL 2

LIVABLE AND SUSTAINABLE COMMUNITY: VITAL NEIGHBORHOODS AND EXCITING URBAN CENTERS

► **Objectives**

Objective 1 Maintain and enhance quality of homes and multi-family complexes – appearance, renovation

Objective 2 Encourage and facilitate the development of mixed-use urban centers

Objective 3 Rental housing units in code compliance

Objective 4 Maintain sustainable neighborhood shopping centers

Objective 5 Support long-term neighborhood “sustainability” – mix of residential and complimentary services and businesses, homeownership

Objective 6 Encourage and facilitate “green” buildings and developments

► **Short Term Challenges and Opportunities**

1. Absentee landlords and homeowners’ failure to reinvest and maintain properties
2. Aging housing stock
3. Number of occupants in housing unit
4. City’s future role in downtown

► **Actions 2007 – 2008**

Policy Agenda

1. Collin Creek Mall and Creek Walk: Continue to meet with General Growth; Review current plan options; Determine direction for mall area; Review zoning and land uses along Creek Walk
2. Residential Revitalization Program Study and Recommendations: Evaluate alternatives for residential revitalization; Review current activities for residential revitalization; Develop recommendations with criteria

Management Agenda

1. Green Actions – Regional and City Actions: Develop community education (monthly); Develop city actions – monthly public information; Share learning lessons: Schools, Chambers and Cities
2. Downtown Development – Next City Steps: Monitor merchants; Support current private sector project (e.g. Rice Field)
3. Rental Housing Registration and Inspection Program: Complete inspection for apartments (10 years or older)
4. Parker Road Station Development: Review plan for area
5. Schools – Neighborhood Revitalization – Goal, Strategy and Actions: Identify potential city projects; Develop recommendations and funding
6. “Boarding House” Issues (overcrowding and rent sharing) – Policy and Actions: Summarize city options; Make presentation to Mayor and City Council
7. Neighborhood Evaluation Model Development: Define objective criteria; Review model with Mayor and City Council
8. Neighborhood Planning Program – Review: Review current program; Determine overall direction and refinement

GOAL 3

“SERVICE EXCELLENCE”

► **Objectives**

Objective 1

Continue to improve quality of all city services delivered in the most cost-effective manner

Objective 2

Continue strong financial position through plans and policies with stewardship of the public dollar, responsible reserves and expenditures

Objective 3

Promote engaged and active citizenry who understands the city

Objective 4

Provide services and facilities responsive to the changing needs of our citizens and our businesses

Objective 5

Be recognized by and involved in professional and national organizations as being simply the “BEST”

► **Short Term Challenges and Opportunities**

1. Protecting current city revenues and revenue sources
2. Maintaining “AAA” bond rating by all three bond rating agencies
3. Effective use of technology for service delivery

► **Actions 2007 – 2008**

Policy Agenda

1. Water Policy and Strategy: Send letter/communicate to Water District; Provide clear direction to District Board Representatives; Take or Pay Contract: Joint meeting with Frisco and Allen; Develop at citizen level the direction to the District; Participate in Region C Plan
2. TXU Street Lights – Goal, Strategy and Actions: Make presentation to Mayor and City Council; Communicate with and make; presentation to PUC
3. Balanced Finances and Core City Services – Evaluation and Priority (Fiscal Balance): Review core services; Evaluate non-core services and programs: needed or not; Address during the budget process
4. Senior Services – Needs Assessment and Recommendations: Review past needs assessment; Develop recommendations for city actions

Management Agenda

1. New Landscape Ordinance – Development: Review ordinance; Decide ordinance
2. Aging Infrastructure – Goal, Strategy and Actions: Evaluate needs and problems Determine funding

► **Major Projects 2007 – 2008**

1. Fire Station 12 and EOC – Design: Decision: degree of back up for Technology Center
2. Police Firing Range
3. Animal Shelter Expansion Design (LEED EB Certification)
4. Environmental Education Building: Design

GOAL 4

DIVERSE BUSINESS CENTER

► **Objectives**

Objective 1

Support economic expansion and business retention

Objective 2

Revitalize and convert older retail and industrial centers and office buildings

Objective 3

Expand economic diversification and international commerce

Objective 4

Continue and expand as a major business destination for office buildings

Objective 5

Strengthen and expand regional commercial center

Objective 6

Expand medical and healthcare businesses

► **Short Term Challenges and Opportunities**

1. Tapping potential of medical and healthcare community
2. Reusing aging and vacant commercial centers, corridors and areas
3. Attracting new targeted businesses to Plano
4. Start-up businesses and incubators

► **Actions 2007 – 2008**

Policy Agenda

1. Plano Centre – Future Direction: Determine direction; Include direction in 2009 bond package
2. RT District – Assessment Strategy and Actions; Explore sub area plan refinement (RT South of Power Lines); Determine future direction to maximize development
3. Economic Development Fund – Commitment and Funding: Identify revenue source; Address during the budget

Management Agenda

1. Hospital, Medical, Healthcare Strategy and Actions: Initiate dialog with CCCC and other educational opportunities; Form a Medical Advisory Group

GOAL 5

SAFE, EFFICIENT TRAVEL

► **Objectives**

Objective 1 Improve traffic flow and manage traffic demand

Objective 2 Plan for and support DART Service to DFW (Cotton Belt), service within Plano, support northern expansion

Objective 3 Enhance traffic safety – reduce accidents, improve feeling of safety, have reputation for “safe streets”

Objective 4 Maintain quality of streets

► **Short Term Challenges and Opportunities**

1. Regional Approach Beyond DART
2. Maintaining City Streets
3. Non-Residents Using DART
4. Multiple Transportation Organization

► **Actions 2007 – 2008**

Policy Agenda

1. Regional Transportation Organization – Directions: Evaluate all agencies: purposes, achievements and costs; Determine policy direction on participation and funding
2. Senior Transportation – Direction: Develop report with recommendation (addressed by MP3 Class); Determine direction; address CCART Contract
3. Taxi Service – Evaluation: Evaluate taxi service system (link to medical community); Evaluate options, including voucher system; Determine direction
4. North Texas Transportation (Vision) – Development: Review RTC, COG and DART Plan; Define “What is Plano’s Vision”; Link to Comprehensive Plan and Transportation Elements
5. Collin County Bond Program – Participation
Support bond: Lobby County Commissioner – importance of road reconstruction and fair share projects

Management Agenda

1. Cotton Belt (DART East-West Corridors): Review plans; Provide regular reports and updates
2. Speed Tables – Evaluation: Review costs; Evaluate effectiveness of table; Determine direction
3. DART Parking Fees – Evaluation, Strategy and Direction: Evaluate options; Present recommendations; Determine direction
4. Bond Program for Streets – Evaluation: Prepare projects for next bond package; Incorporate in 2009 Bond Program

► **Major Projects 2007 – 2008**

1. Plano Parkway – Preston Intersection: Improvements
2. Legacy – Preston Intersection : Improvements
3. Park Roads and US 75 Interchange: Design and Construction

City of Plano Policy Agenda 2007 – 2008

- 1. Arts of Collin County**
- 2. Comprehensive Plan Updates**
- 3. Sister Cities Program: Future Direction**
- 4. Water Policy and Strategy**
- 5. TXU Street Lights: Goal, Strategy and Actions**
- 6. Balanced Finances and Core City Services: Evaluation and Priority**
- 7. Senior Services: Needs Assessment and Recommendations**
- 8. Collin Creek Mall and Creek Walk**
- 9. Residential Revitalization Program Study and Recommendations**
- 10. Plano Centre: Future Direction**
- 11. RT District: Assessment Strategy and Actions**
- 12. Economic Development Fund: Commitment and Funding**
- 13. Regional Transportation Organization: Directions**
- 14. Senior Transportation: Direction**
- 15. Taxi Service: Evaluation**
- 16. North Texas Transportation (Vision): Development**
- 17. Collin County Bond Program: Participation**

City of Plano Management Agenda 2007 – 2008

- 1. Multi-Cultural Outreach: Next Steps**
- 2. Chisholm Trail (through Collin Creek Mall Area): Study**
- 3. Entertainment Attraction: Goal, Strategy and Action**
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- 9. Rental Housing Registration and Inspection Program**
- 10. Parker Road Station Development**
- 11. Schools – Neighborhood Revitalization: Goal, Strategy and Actions**
- 12. “Boarding House” Issue: Policy and Actions**
- 13. Neighborhood Evaluation Model Development**
- 14. Neighborhood Planning Program: Review**
- 15. Hospital, Medical, Healthcare Strategy and Actions**
- 16. Cotton Belt (DART East-West Corridors)**
- 17. Speed Tables: Evaluation**
- 18. DART Parking Fees: Evaluation, Strategy and Direction**
- 19. Bond Program for Streets: Evaluation**

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