

# ***STRATEGIC PLAN***

## ***2010→2015→2025***



***Plano, Texas***  
***May 2010***



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# **STRATEGIC PLANNING FOR THE CITY OF PLANO**

# Strategic Planning Model for the City of Plano

Value-based principles that describe the preferred future in 15 years

**VISION**

Destination  
“You Have Arrived”

Strategic goals that focus outcome-base objectives and potential actions for 5 years

**PLAN**

Map  
“The Right Route”

Focus for one year – a work program: policy agenda for Mayor and Council, management agenda for staff; major projects

**EXECUTION**

Itinerary  
“The Right Direction”

Principles that define the responsibility of city government and frame the primary services – core service businesses

**MISSION**

Vehicle  
“The Right Bus”

Personal values that define performance standards and expectations for employees

**CORE BELIEFS**

Fuel  
“The Right People”

# PLANO VISION

# *City of Plano Vision*

**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.**

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# **CITY OF PLANO OUR MISSION**

# ***City of Plano***

## ***Our Mission***

**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 PLAN 2010 – 2015**

# ***City of Plano***

## ***Goals 2015***

**Financially Strong City with Service Excellence**

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**Safe Large City**

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**Strong Local Economy**

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**Great Neighborhoods – 1<sup>st</sup> Choice to Live**

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**Exciting Urban Centers – Destination  
for Residents and Guests**

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**Partnering for Community Benefit**

# Goal 1

## Financially Strong City with Service Excellence

### OBJECTIVES

1. Balanced, reliable revenue sources to include the tax rate to support defined services, service levels and investing in the future
2. Services delivered in the most cost effective manner
3. Investing in maintaining city infrastructure and facilities
4. Maintaining “AAA” bond rating
5. City services and service level responsive to the needs of residents
6. Effective use of technology to enhance service delivery, operating efficiencies and information to citizens

### MEANS TO CITIZENS

1. Value for their tax dollars.
2. Services delivered in an efficient, cost effective manner.
3. Excellent service quality meeting citizens’ expectations.
4. Reliable services for daily living.
5. Timely response for a service request.

### SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Declining and uncertain city revenues
2. Increasing service demands and residents’ expectations from the city
3. Residents attitude toward cost of government and taxes

### LONG TERM CHALLENGES AND OPPORTUNITIES

1. Changing demographics: senior tax freeze and service needs, little growth in middle class income
2. Financial condition and regulations of the State of Texas and federal government and its impact on the City of Plano
3. Retirements within the City
4. Tapping employees for ideas to reduce costs and increasing service efficiencies
5. Misinformation about the City budget, finances and services

**POLICY ACTIONS 2010 – 2011**

- |   | <b>PRIORITY</b> |
|---|-----------------|
| 1. Budget FY 2010 – 2011 and Three Year Forecast <ul style="list-style-type: none"><li>• Service Priority</li><li>• Tax Rate</li></ul>  | Top Priority    |
| 2. Alcohol Package Sale: Direction  | Top Priority    |
| 3. Water/Sewer Capital Projects and Funding <ul style="list-style-type: none"><li>• Update of 5 Year CIP</li><li>• Evaluate Costs of Selling Bonds</li><li>• Rates Adjustment</li></ul> | Top Priority    |
| 4. Economic Development: Funding Increase   |                 |

**MANAGEMENT ACTIONS 2010 – 2011**

1. Information Technology Long Term Plan: Complete Plan
2. Retirements and Succession Planning
3. Performance Measurement System
4. National Public Safety Collective Bargaining Bill: Preparation by the City
5. Healthcare Reform: Analysis of Impact on the City
6. Energy Efficiency CBG: Actions

**ON THE HORIZON 2011 – 2015**

1. Haggard Farm: Acquisition
2. Employee Ideas for Cost Savings and Efficiencies Program
3. Public Communications: Upgrade (website, corporate “Face” spokesperson), City Finances
4. City Funding for Outside Organizations (Historic and Arts)
5. Hall Tract: Acquisition

# Goal 2

## Safe Large City

### OBJECTIVES

1. Low crime rate
2. Timely response to an emergency call for service meeting city standards
3. Public safety departments working with the community and residents sharing responsibility for community safety
4. Residents feeling and being safe in homes, in their neighborhoods and in the community; and comfortable to report problems to the police
5. Visible and known police presence in the community and in neighborhoods
6. Effective use of technology to make our community safe and keep residents informed
7. Community prepared for all hazard response and recovery

### MEANS TO CITIZENS

1. Confidence in the city's public safety response.
2. Timely emergency response.
3. Feeling safe and comfortable anywhere, any time of day.
4. Protection of property value.
5. Reputation: safe place for all.

### SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Continuing as one of the safest cities in Texas and the nation
2. Maintaining appropriate public safety staffing
3. Use of technology: communication, prevention, enforcement
4. Cost and funding for public safety
5. Legislative actions by federal and state governments

### LONG TERM CHALLENGES AND OPPORTUNITIES

1. Residents sharing partner responsibility for neighborhood and community safety
2. Changing demographic: diverse population and aging population
3. Interagency cooperation and coordination
4. Aging properties and higher density development

### **MANAGEMENT ACTIONS 2010 – 2011**

1. Radio System Replacement
2. Comprehensive City Emergency Management Plan: Update
3. Red Light Camera: Expansion
4. Public Safety Services Communication and Information to Residents: Alternative Modes

### **MAJOR PROJECTS 2010 – 2011**

1. Fire Station #13
2. Animal Shelter Expansion
3. Moto Mesh System Completion
4. Emergency Operation Center

# Goal 3

## Strong Local Economy

### OBJECTIVES

1. City having the reputation as having a “business friendly” environment
2. Retention and growth of Plano’s businesses
3. Plano recognized as a “major business center” with headquarters for major corporations
4. Strong healthy retail businesses with unique shopping
5. Diverse new businesses attracted to Plano

### MEANS TO CITIZENS

1. Job and business opportunities for residents.
2. Diverse city tax base reducing the burden on residential taxpayers.
3. Convenient access to work allowing for more personal time.
4. Businesses continuing to invest in Plano.
5. Corporations and businesses contributing to the community.

### SHORT TERM CHALLENGES AND OPPORTUNITIES

1. City tools and funding for redevelopment
2. Business investment with an uncertain national economy
3. Aging, older retail centers and attitude of property owners
4. Growth and expansion of Plano businesses
5. Competition from other cities

### LONG TERM CHALLENGES AND OPPORTUNITIES

1. Maintaining Plano’s reputation as a “major business center”
2. Mall: performance and fragmented ownership
3. Conflicts between today’s reality and development regulations

**POLICY ACTIONS 2010 – 2011**

1. R/T Plan and Regulations: Review
2. Convention Venue: Analysis, Study, Direction
  - Plano Centre
  - Major Hotel

**PRIORITY**

Top Priority

**ON THE HORIZON 2011 – 2015**

1. Collin Creek Mall Strategy and Redevelopment Options
2. Strategies for Aging Retail Centers: Policy, Direction, Funding Sources
3. Shop Plano Partnership with the Chamber of Commerce: Direction
4. Central Expressway Corridor Revitalization Plan

# Goal 4

## Great Neighborhoods – 1<sup>st</sup> Choice to Live

### OBJECTIVES

1. Young professional families moving into mature neighborhoods
2. Well maintained city infrastructure and facilities, trees and streetscapes
3. Increase homeownership in mature neighborhoods
4. Upgrade the quality and livability of older homes
5. Convenient access to services needed on a daily basis, shopping and leisure opportunities

### MEANS TO CITIZENS

1. Reputation as a great place for families.
2. Mature neighborhoods with amenities.
3. Convenient access to services, retail, education and leisure activities.
4. Choices: types of homes and neighborhoods.
5. Protection of property values

### SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Attracting young families to mature neighborhoods
2. Code compliance and neighborhood appearance
3. Increasing rentals in single family home neighborhoods
4. Older homes needing modernization

### LONG TERM CHALLENGES AND OPPORTUNITIES

1. Aging residents and upkeep of older homes
2. Continuing the partnership with PISD
3. Working with HOAs
4. Mature neighborhoods with large trees, quality infrastructure

**POLICY ACTIONS 2010 – 2011**

1. Douglass Center: Management

**PRIORITY**

High Priority

**MANAGEMENT ACTIONS 2010 – 2011**

1. Private Neighborhood Infrastructure/Private Amenities Owned by HOAs:
  - Inventory
  - Inspection
2. Residential Modernization Handbook (6/10)
3. Comprehensive Plan: Update (2011)
4. Zoning Ordinance: Update
5. Neighborhood Enhancement Tool: Data Base and Maps
6. International Building Code: Adoption
7. Residential Energy Code: Adoption

**MAJOR PROJECTS 2010 – 2011**

1. Carpenter Community Center: Renovation
2. Pecan Hollow Golf Course: Remodel
3. Bluebonnet Trail (Alma to U.S. 75)

**ON THE HORIZON 2011 – 2015**

1. Incentives for Housing Renovation/Upgrade Program: Development, Funding
2. Liberty Community Center: Upgrade
3. Rental Inspection for Single Family Residences: Study, Direction, Funding
4. Oak Point Park Development: Funding
5. Preservation Plan: Update (Heritage Commission)

# Goal 5

## Exciting Urban Centers – Destination for Residents and Guests

### OBJECTIVES

1. Vibrant downtown Plano as a destination for entertainment, eating and retail with reputation as a unique place to go
2. Legacy Town Center continuing to develop as an urban center
3. Collin Creek revitalized as a regional destination
4. Retail and services to support residents in urban centers
5. Revitalized older shopping centers
6. Selected four corner shopping areas developed as mixed use developments: retail, residential and services

### MEANS TO CITIZENS

1. Choices for evening activities.
2. Mixed use developments: retail, restaurants, residential, commercial, office.
3. Protection of property values in the neighborhoods.
4. Different centers with unique feel.
5. Destination for non-residents – attracting new dollars to the local economy.

### SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Interest and enthusiasm in downtown Plano
2. Working with current businesses and property owners
3. Assembling land into critical mass

### LONG TERM CHALLENGES AND OPPORTUNITIES

1. Aging strip centers and areas
2. Competition from surrounding cities
3. Access to capital by businesses
4. City's role in creating urban centers
5. National economy and recession

**POLICY ACTIONS 2010 – 2011**

- |  | <b>PRIORITY</b> |
|--|-----------------|
| 1. Cotton Belt/Red Line Interchange  | Top Priority    |
| 2. TIF #2 Financing Plan, Land Acquisition   | High Priority   |
| 3. Arts of Collin County <ul style="list-style-type: none"><li>• Referendum (Frisco)</li><li>• Issue Debt (Frisco)</li><li>• Funding: Operation and Debt</li></ul> | High Priority   |

**ON THE HORIZON 2011 – 2015**

1. Parker Road Station: Development
2. Attraction of Downtown Businesses (Grocery Store, Drug Store)
3. Downtown Vision: Update

# Goal 6

## Partnering for Community Benefit

### OBJECTIVES

1. Enhance relationship and partnership with the Plano Independent School District
2. Active participation and leadership in regional organizations
3. City involving residents and corporations in programs and service delivery through volunteerism and partnerships
4. Working with other cities to address regional issues
5. Enhance relationships and partnerships with the faith based community
6. Enhance relationships and partnerships with diverse cultural groups

### MEANS TO CITIZENS

1. Opportunities to contribute to the community.
2. Leveraging city resources for community benefit.
3. Neighbors knowing and helping neighbors.
4. Efficient use of community resources for mutual benefit.
5. Community institutions and organizations working together.

### SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Advocacy for the city and protecting the interests of Plano
2. Competing goals and interests among community organizations
3. Leveraging resources for community benefit
4. Relationship to legislative delegations: county, state, federal

### LONG TERM CHALLENGES AND OPPORTUNITIES

1. Definition of “city partnership”
2. Past history and relationships
3. Time commitment to regionalism
4. Interest in volunteerism and utilization of retirees

**POLICY ACTIONS 2010 – 2011**

- |   | <b>PRIORITY</b>                                      |          |
|---|--|----------|
| 1. Collin County Elected City Officials Partnership Meeting: Initiated                        | <table border="1"><tr><td>Moderate</td></tr></table> | Moderate |
| Moderate  |  |          |
| 2. City-School Strategy <ul style="list-style-type: none"><li>• Meeting of Liaisons</li></ul> | <table border="1"><tr><td>Moderate</td></tr></table> | Moderate |
| Moderate  |  |          |

**ON THE HORIZON 2011 – 2015**

1. Community Building Event: Direction, Funding, Sunset
2. Faith Based Community Strategy: Match Volunteers with Needs
3. International Festival – One Event

**MANAGEMENT ACTIONS 2010 – 2011**

1. Corporate CEO Roundtable: Development

# **CITY OF PLANO ACTION AGENDA 2010 – 2011**

# *City of Plano*

## *Policy Agenda 2010 – 2011*

### **TOP PRIORITY**

**Budget FY 2010 – 2011 and Three Year Forecast**

**Alcohol Package Sale: Direction**

**Water/Sewer Capital Projects and Funding**

**R/T Plan and Regulations: Review**

**Cotton Belt/Red Line Interchange**

### **HIGH PRIORITY**

**Douglass Center: Management**

**Arts of Collin County**

**TIF #2 Financing Plan, Land Acquisition**

### **MODERATE PRIORITY**

**Collin County Elected City Officials Partnership Meeting: Initiated**

**City-School Strategy**

# ***City of Plano***

## ***Management Agenda 2010 – 2011***

**Information Technology Long Term Plan**

**Retirements and Succession Planning**

**Performance Measurement System**

**National Public Safety Collective Bargaining Bill: Preparation by the City**

**Healthcare Reform: Analysis of Impact on the City**

**Energy Efficiency CBG: Actions**

**Radio System Replacement**

**Comprehensive City Emergency Management Plan: Update**

**Red Light Camera: Expansion**

**Public Safety Services Communication and Information to Residents:**

**Alternative Modes**

**Private Neighborhood Infrastructure/Private Amenities Owned by HOAs**

**Residential Modernization Handbook**

**Comprehensive Plan: Update (2011)**

**Zoning Ordinance: Update**

**Neighborhood Enhancement Tool: Data Base and Maps**

**International Building Code: Adoption**

**Residential Energy Code: Adoption**

**Corporate CEO Roundtable: Development**

# *City of Plano*

## *Major Projects 2010 – 2011*

**Fire Station #13**

**Animal Shelter Expansion**

**Moto Mesh System Completion**

**Emergency Operation Center**

**Carpenter Community Center – Renovation**

**Pecan Hollow Golf Course Remodel**

**Bluebonnet Trail (Alma to U.S. 75)**