

# ***STRATEGIC PLAN***

## ***2009 → 2014 → 2024***



***Plano, Texas***  
***September 2009***



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# **SECTION I**

# **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 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”

**SECTION II**

**PLANO**

**VISION 2024**

# *City of Plano Vision 2024*

**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.**

# **SECTION III**

## **PLAN 2009 – 2014**

# *Goals 2014*

**Financially Strong City with Service Excellence**



**Safe Large City**



**Strong Local Economy**



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



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



**Partnering for Community Benefit**

# Goal 1

## Financially Strong City with Service Excellence

### OBJECTIVES

1. Balanced, reliable revenue sources 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
7. Tax rate to support defined services, service levels and investing in the future

### 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. Residents’ expectation of services
3. Willingness to increase tax rate
4. Commercial property values: projection to drop 5% = \$5 + million

### LONG TERM CHALLENGES AND OPPORTUNITIES

1. Changing demographics: senior tax exemption, spending – growth in the future
2. Retirements within city
3. Legislative impact of federal and state governments: control of revenues, pushing down services
4. Use of technology
5. Misinformation about budget and finances in the community
6. Communicating with residents
7. Potential super inflation and impact of city operation
8. Distraction of federal stimulus dollars – focus on capital projects, Plano’s success and self reliance

### POLICY ACTIONS 2009 – 2010

- |   | <b>PRIORITY</b> |  | <b>PRIORITY</b> |
|---|-----------------|--|-----------------|
| 1. Three Year Budget and Tax Rate:<br>Direction   | Top Priority    | 4. Land Acquisition: Direction, Actions  | High Priority   |
| <ul style="list-style-type: none"><li>• Determine Tax Rate (2010/2011)</li><li>• Adopt Budget 2009-2010, 2010-2011</li><li>• Determine Mid Term Fiscal Policy Direction, Debt Policy, Fund Equity Policy</li></ul>  |                 | <ul style="list-style-type: none"><li>• Acquire Sites in TIF #2 for redevelopment</li><li>• Review Parks Master Plan</li></ul>   |                 |
| 2. Human and Social Services: Evaluation, Funding   | Top Priority    | 5. City Funding for Outside Organizations: Policy Direction (Historic and Arts)  | High Priority   |
| <ul style="list-style-type: none"><li>• Determine Role of City Government in Human and Social Services (General Fund)</li><li>• Evaluate Current Partners, Programs and Funding Level</li><li>• Review Approach by Other Cities and Their Funding</li><li>• Determine Direction</li></ul> |                 | <ul style="list-style-type: none"><li>• Determine City’s Role and Criteria for Funding</li><li>• Determine Funding Sources and Options; Analyze Impact on General Fund/Hotel Tax</li></ul> |                 |
| 3. Water/Sewer Capital Project and Funding: Policy Direction  | Top Priority    |  |                 |
| <ul style="list-style-type: none"><li>• Review Capital Projects: New and Replacement</li><li>• Evaluate Funding Options (Beyond “Pay as You Go”), Including Pros and Cons</li><li>• Determine Policy Direction</li></ul>  |                 |  |                 |

**MANAGEMENT 2009 – 2010**

1. Information Technology: Evaluation, Long-Term Plan
2. Financial Information Online: Implementation
3. Retirements and Succession Planning: Continued Implementation
4. 2010 Citizen Survey
5. Performance Measurement System

**ON THE HORIZON**

1. Public Information: Expansion, Funding
2. Management Succession Planning
3. Water Conservation Program: Expansion
4. Los Rios Country Club: Acquisition: Funding Source
5. 2010 Citizen Survey
6. Hall Tract: Acquisition, Funding Source
7. Sowell Tract: Acquisition, Funding
8. Haggard Farm: Acquisition, Funding

# Goal 2

## Safe Large City

### OBJECTIVES

1. Low crime rate – crimes solved, criminals going to jail
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. Use of technology: communications, prevention and enforcement
2. Cost and funding for public safety
3. Maintaining appropriate public safety staffing
4. Residents’ taking greater responsibility for neighborhood and community safety

### LONG TERM CHALLENGES AND OPPORTUNITIES

1. Maintaining current image: safe city
2. Legislative action by state and federal governments
3. Interagency cooperation and coordination
4. Maintaining response times
5. Changing community demographics: increasing calls for services by seniors
6. Defining level of personal safety

**POLICY ACTIONS 2009 – 2010**

**PRIORITY**

1. Neighborhood Crime Strategy (Address Specific Problems) Top Priority
  - Review Current Activities, Including Police, Code
  - Identify Areas (14<sup>th</sup>/Jupiter, Parker Road, Southfork Hotel, Etc.)
  - Determine Overall Direction
  - Develop Specific Actions
2. Fire Staffing and Equipment: Funding (Linked to Fire Station 13) Top Priority
  - Determine Funding for Staffing (Impact on Tax Rate for 45 New FD Employees)
  - Determine Funding for Equipment (Impact on Tax Rate)

**MANAGEMENT 2009 – 2010**

1. Grants for Public Safety
2. Technology Actions for Public Safety
3. Radio System Replacement: Implementation
4. Public Safety Deployment
5. Comprehensive City Emergency Management Plan Update
6. City Pandemic Flu Plan Update, Funding
7. Animal Shelter Expansion

**ON THE HORIZON**

1. Neighborhood Crime Watch: Evaluation, Funding
2. School Liaison Officers: Direction

# 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. Uncertain national and local economy
2. Helping businesses to grow and expand
3. Business and developer access to capital
4. Competition from other cities, including 4A and 4B cities, regional retail
5. Aging older retail centers and attitude of property ownership

### LONG TERM CHALLENGES AND OPPORTUNITIES

1. Maintaining Plano’s reputation as a “major business center”
2. Store closings and vacant big boxes and tenant least space
3. Dwindling green fields
4. Higher education institution – University of Texas, Dallas (Tier 1 University)
5. Mall: performance and fragmented ownership
6. City tools to support redevelopment

**POLICY ACTIONS 2009 – 2010**

**PRIORITY**

1. Landbank: Policy Direction and Actions
  - Analyze Current Situation and Potential Opportunities
  - Determine Direction on City Acquisition for Private Development and Redevelopment
2. Plano Centre: Feasibility, Direction, Funding
  - Determine Funding for Feasibility Study on Hotel and Convention Center
  - Determine Funding Sources and Options; Analyze Impact on Debt Fund/Hotel Tax
3. Plano Centre: Business Plan
  - Determine Philosophy on Shows and Programs for Facility

Top Priority

**ON THE HORIZON**

1. Recreational Tourism Strategy: Development

# 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. Maintain top quality schools in mature neighborhoods
4. Increase homeownership in mature neighborhoods
5. Upgrade the quality and livability of older homes
6. 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. Old homes needing modernization: increasing interest in remodeling, some homes needing demolition
2. Attracting young families to mature neighborhoods
3. Partnering with PISD for quality schools and educational programs
4. Code and neighborhood appearance
5. Aging residents and upkeep of older homes

### LONG TERM CHALLENGES AND OPPORTUNITIES

1. Attractive mature neighborhoods with large trees, quality infrastructure
2. Working with realtors and contractors
3. Difference in cultural standards
4. Demonstrating home values and opportunities for upgrade and modernization
5. Working with H.O.A.s: keeping information current, homeowners walking from their responsibilities
6. Neighborhood infrastructure put in by developer for sale, now residents and associations are walking away without making improvements

**POLICY ACTIONS 2009 – 2010**

1. Carpenter Community Center: Renovation and Upgrade, Funding
2. Private Neighborhood Infrastructure/ Private Amenities Owned by HOA: Policy Direction, Funding
  - Identify, Analyze the Concern/Problem
  - Discuss the City’s Role and Responsibility of HOA/Residents
  - Determine Policy Direction
3. Rental Inspection for Single Family Residences: Development and Implementation, Funding
  - Develop Draft Program and Regulations
  - Determine Overall Policy Direction
4. Neighborhood Plans: Development and Implementation
  - Continue the Implementation of Current Plans
  - Determine Direction: Next Neighborhood

**PRIORITY**

High Priority

High Priority

**MANAGEMENT 2009 – 2010**

1. Residential Modernization Handbook
2. Comprehensive Plan: Update
3. Housing Rehabilitation Program: New Policies, Direction
4. Zoning Ordinance: Update
5. Neighborhood Indicators
6. Census Complete Count Committee: Actions

**MAJOR PROJECTS 2009 – 2010**

1. Day Labor Center: Improvement (Federal Stimulus)

**ON THE HORIZON**

1. Liberty Community Center: Upgrade, Funding
2. Oak Point Park Development, Funding
3. Preservation Plan: Update (2003) [Heritage Commission]
4. Older Homes Modernization Program: Development, Funding
5. Development Fee: Policy Direction

## Goal 5

# Exciting Urban Centers – Destination for Residents and Guests

### OBJECTIVES

1. Vibrant downtown as a destination for entertainment and eating with a reputation as a “cool” unique place to go
2. Legacy 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 a unique feel.
5. Destination for non residents – attracting new dollars to the local economy

### SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Rekindling interest and enthusiasm in downtown Plano
2. Access to capital by businesses
3. City’s role in creating urban centers
4. Working with current businesses and property owners

### LONG TERM CHALLENGES AND OPPORTUNITIES

1. Neighborhoods surrounding urban centers
2. Aging strip commercial centers and areas
3. Future of Collin Creek Mall, lack of interested party(ies) and expectations of residents
4. Source of funding for urban center development
5. Homeowner opposition to land use changes, including density

**POLICY ACTIONS 2009 – 2010**

**PRIORITY**

1. Downtown Vision Update Top Priority
  - Review and Update Current Vision, Plan, Programs
  - Assess Factors Contributing to or Inhibiting
  - Determine City Actions
2. Alcohol Policy: Review (Special Events, Parks, Private Clubs) High Priority
  - Review Current Policies
  - Explore Options
  - Determine Policy Direction
3. Parker Road Station: Development High Priority
  - Determine Direction on Land for Station and Potential Development

**ON THE HORIZON**

1. Cotton Belt – Terminus: Location
2. T.I.F. II Project Financing Plan: Modification
3. Special Events: Requests and Funding Policy Direction (Including City Sponsorship and Financial Participation)
4. Arts of Collin County: City Action, Funding
5. Public Improvement District: Evaluation, Direction
6. Collin Creek Mall Strategy: Timing, Potential Funding
7. Density and Land Uses: Policy Direction

# 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 relationship and partnerships with the faith based community
6. Relationship 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. Competing objectives and goals among community organizations and with city
2. Past history and relationships
3. Growing interest by partners among corporations, residents, community among corporations, residents, community organizations
4. New leadership: outreach to other cities, school district and region
5. Relationship to legislative delegation: state, federal, county

### LONG TERM CHALLENGES AND OPPORTUNITIES

1. Interest in volunteerism and utilization of retirees
2. Leverage resources for community benefit
3. Advocacy for the city and comfortableness with speaking for the city
4. Targeting meaning involvement: time, benefit to Plano presence at meetings
5. Time commitment to regionalism (personal)

**POLICY ACTIONS 2009 – 2010**

1. School Strategy: Development, City Actions
  - Regular Productive Meetings: Schools and City
  - Mutual Addressing Issues
  - Model on Corporate Partnership
2. Faith Based Community Strategy: Development, City Actions, Funding
  - Define City’s Role
  - Identify Opportunities for Collaboration
  - Determine Policy Direction and Guidelines
3. Corporate Partnership: Direction
  - Identify Potential Opportunities
  - Determine Direction

**PRIORITY**

**ON THE HORIZON**

1. Collin County Cities Strategy: Development, City Actions
2. Regional Strategy: Development, City Actions, Leadership

**SECTION IV**

**CITY OF PLANO**

**OUR MISSION**

# ***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.**

**SECTION V**

**CITY OF PLANO**

**ACTION AGENDA 2009 – 2010**

# *City of Plano*

## *Policy Agenda 2009 – 2010*

### **TOP PRIORITY**

**Three Year Budget and Tax Rate: Direction**  
**Human and Social Services: Evaluation, Funding**  
**Water/Sewer Capital Project and Funding: Policy Direction**  
**Neighborhood Crime Strategy (Address Specific Problems)**  
**Fire Staffing and Equipment: Funding(Linked to Fire Station 13)**  
**Neighborhood Crime Strategy (Address Specific Problems)**  
**Fire Staffing and Equipment: Funding(Linked to Fire Station 13)**  
**Landbank: Policy Direction and Actions**  
**Downtown Vision Update**

### **HIGH PRIORITY**

**Land Acquisition: Direction, Actions**  
**City Funding for Outside Organizations: Policy Direction (Historic, Arts, Social Service)**  
**Carpenter Community Center: Renovation and Upgrade, Funding**  
**Private Neighborhood Infrastructure(Owned by HOA): Policy Direction, Funding**  
**Alcohol Policy: Review (Special Events, Parks, Private Clubs)**  
**Parker Road Station: Development(Link to TIF II)**

# *City of Plano*

## *Management Agenda 2009 – 2010*

**Information Technology: Evaluation, Long-Term Plan**

**Financial Information Online: Implementation**

**Retirements and Succession Planning: Continued Implementation**

**2010 Citizen Survey**

**Performance Measurement System**

**Grants for Public Safety**

**Technology Actions for Public Safety**

**Radio System Replacement: Implementation**

**Public Safety Deployment**

**Comprehensive City Emergency Management Plan Update**

**City Pandemic Flu Plan Update, Funding**

**Animal Shelter Expansion**

**Residential Modernization Handbook**

**Comprehensive Plan: Update**

**Housing Rehabilitation Program: New Policies, Direction**

**Zoning Ordinance: Update**

**Neighborhood Indicators**

**Census Complete Count Committee: Actions**

# *Major Projects 2009 – 2010*

**Day Labor Center: Improvement (Federal Stimulus)**

**Environmental Education Building: Construction**