# Economic Development Element

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PLANO COMPREHENSIVE PLAN
ECONOMIC DEVELOPMENT
ELEMENT

INTRODUCTION

The economic development element of the Comprehensive Plan provides a general framework of policies and recommendations to guide the community's future economic growth. Specific strategies and programs should be developed to accomplish the objectives and policies outlined in this element.

A summary of the major economic development proposals is listed below.

MAJOR PROPOSALS

ECONOMIC DEVELOPMENT PROGRAM

The economic development process should be recognized as an important issue for Plano. An aggressive, coordinated economic development program should be used to accomplish City goals, objectives and policies.

ORGANIZATIONAL FRAMEWORK

An organizational framework to delegate economic development responsibilities should be established. The following organizations should take leadership and support roles in the process:

• The Plano Economic Development Board, Inc. (PEDB), created and funded by the City of Plano and coordinated by the Chamber of Commerce, should be restructured as a policy making body. Assisted by a small professional staff, the PEDB should assume the supervisory role for economic development;

• The Chamber of Commerce, City of Plano, Plano Independent School District, utility companies, private industry, and other appropriate groups should be involved with roles ranging from primary responsibility for activities to support, and under the leadership of the PEDB; and

• An Economic Development Team comprised of four or five community leaders should be formed to respond to requests from new business prospects.

BUSINESS RECRUITMENT

A business recruitment and assistance program should be instituted. This program should include:

• An aggressive business recruiting program targeted toward desirable businesses and industries;

• Continuation of the existing business assistance program;

• Development and maintenance, by the City of Plano, of an economic development information system to be used in attracting and retaining businesses and in economic development decision making; and

• Inclusion of needed economic development capital improvements in five-year service plans of City departments, and in the five-year Capital Improvements Program.

The economic development element is organized into three sections: Conditions, Trends and Issues; Goals, Objectives and Policies; and Recommendations.
CONDITIONS/TRENDS/ISSUES

This section presents a review of economic development activities within Plano and of regional economic trends. The section then describes Plano's economy, and assesses strengths and concerns. Given this background, the administrative and organizational framework of current economic development functions is described. Other issues covered include the role of land development and the importance of public infrastructure, support services, facilities and training.

ECONOMIC PROFILE - THE REGIONAL ECONOMY

The Dallas/Fort Worth economy is diversified and not as oil-dependent as other regions within the state. However, this area still accounts for nearly 25% of the state's economic output. The regional economy is expected to outperform the state in relative terms, and growth will be more broadly distributed among the various economic sectors.

During the 1970's, Dallas grew more slowly than oil-based economies in other sections of the state, but the effects of the 1981-82 recession and subsequent oil price drops were felt less severely here. The regional economy emerged from the recession as one of the fastest growing in the nation. The metropolitan area has been one of the national leaders in the last three years in housing starts. The most recent oil price collapse has slowed the Dallas/Fort Worth economy, but once again to a lesser extent than other regions of the state.

The diversity of the regional economy is reflected in employment by industry type (see Table 1). Forecasts for the year 2000 suggest that employment will more than double from approximately 1,733,000 in 1985 to 3,564,000. The forecast predicts few major changes in the makeup of the regional economy. The percentage devoted to any one industry group does not dramatically shift from 1980 to the year 2000. Instead, strong gains are registered in almost every industry group.

Anticipated growth in the service, finance, insurance, real estate, transportation, communication and utilities sectors can be interpreted as potential demand for office space. Major increases in manufacturing are expected to be concentrated in the production of high-technology components. In addition, expansion in wholesale trade employment should translate into demand for warehousing and office-warehouse facilities.

In summary, the strength and diversity of the Dallas/Fort Worth regional economy means that a broad range of economic development opportunities will be available. Plano is well-positioned, both geographically and historically, to compete for a share of this economic growth.

ECONOMIC PROFILE - THE PLANO ECONOMY

By the end of the decade, Plano will mark an economic development milestone. Over one half of the City's assessed valuation will be made up of non-residential property. The transformation of Plano from a rural farming center to an emerging economic development center is the result of several historical factors which continue to shape the City's economic structure.

Two factors spurred the growth: completion of Central Expressway, which provided easy access to downtown Dallas; and expansion of Texas Instruments and Collins Radio (now Rockwell International), which established the nucleus of a well educated and trained work force in Richardson and later in Plano.
TABLE 1

EMPLOYMENT BY INDUSTRY
Dallas/Ft. Worth SMSA and City of Plano Residents

<table>
<thead>
<tr>
<th></th>
<th>D/FW 1980</th>
<th>D/FW Projected Year 2000</th>
<th>Plano 1980</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(000)</td>
<td>(000)</td>
<td>(000)</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>TOTAL EMPLOYED PERSONS, 16 AND OVER</td>
<td>1,488.9</td>
<td>3,564.0</td>
<td>35,545</td>
</tr>
<tr>
<td>Agriculture, Forestry, Fisheries and Mining</td>
<td>35.0 2.4</td>
<td>52.7 1.5</td>
<td>1,092 3.1</td>
</tr>
<tr>
<td>Construction</td>
<td>112.3 7.5</td>
<td>231.0 6.5</td>
<td>2,156 6.1</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>333.6 22.4</td>
<td>857.2 24.0</td>
<td>8,488 23.9</td>
</tr>
<tr>
<td>Non-Durable Goods</td>
<td>100.3 6.7</td>
<td>- -</td>
<td>1,606 4.5</td>
</tr>
<tr>
<td>Durable Goods</td>
<td>233.4 15.7</td>
<td>- -</td>
<td>6,882 19.4</td>
</tr>
<tr>
<td>Transportation, Communication and Utilities</td>
<td>121.9 8.2</td>
<td>252.3 7.1</td>
<td>1,743 4.9</td>
</tr>
<tr>
<td>Trade</td>
<td>339.7 22.8</td>
<td>868.5 24.4</td>
<td>8,784 24.7</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>91.8 6.2</td>
<td>- -</td>
<td>2,673 7.5</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>247.9 16.6</td>
<td>- -</td>
<td>6,111 17.2</td>
</tr>
<tr>
<td>Finance, Insurance and Real Estate</td>
<td>115.2 7.7</td>
<td>277.3 7.8</td>
<td>3,374 9.5</td>
</tr>
<tr>
<td>Services</td>
<td>379.1 25.5</td>
<td>723.9 20.3</td>
<td>8,904 25.0</td>
</tr>
<tr>
<td>Business (Personal, Entertainment, Recreation, Private Household, and Repair)</td>
<td>139.0 9.3</td>
<td>- -</td>
<td>3,208 9.0</td>
</tr>
<tr>
<td>Professional (Health, Education and Other)</td>
<td>240.1 16.1</td>
<td>- -</td>
<td>5,696 16.0</td>
</tr>
<tr>
<td>Public Administration</td>
<td>52.1 3.5</td>
<td>301.1 8.4\footnote{1}</td>
<td>1,004 2.8</td>
</tr>
</tbody>
</table>

\footnote{1 The government percentage increases significantly because school, police and fire workers, previously classified as service employees, are shifted to the government group for the year 2000 projection.}

Source: 1980 Census and Perryman Report, Baylor University Forecasting Service.
Decisions to locate in Plano by Texas Instruments, J.C. Penney Life Insurance, Digital Switch Corpora-
tion (DSC), Electronic Data Systems (EDS), Frito-Lay, Atlantic Richfield Oil & Gas Company (ARCO), The Dallas
Morning News, Georgia Pacific, and numerous other large companies, have dramatically altered the employment
base in the community.

The composition of the Plano workforce by industry did not vary sig-
nificantly from that of the Dallas/Fort Worth SMSA in 1980 (see Table
1). Further examination of occupa-
tions shows, however, a significant
difference between the Plano and
metropolitan workforces (see Table
2). A significantly higher percent-
age of Plano workers are employed in
managerial and professional spe-
cialty occupations (37.5% vs. 23.5%). Plano also has a higher
percentage of technical sales and
administrative support personnel.
Service, precision production, craft,
and repair workers are a lower percentage in the Plano
workforce. Finally, only 6.1% of Plano
workers are employed as operators,
fabricators and laborers as opposed
to 16.4% in the Metroplex.

| TABLE 2 |
| EMPLOYMENT BY OCCUPATION |
| Dallas/Ft. Worth SMSA and City of Plano Residents |

<table>
<thead>
<tr>
<th></th>
<th>D/FW 1980 (000)</th>
<th>Plano 1980</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number      %</td>
<td>Number     %</td>
</tr>
<tr>
<td>TOTAL EMPLOYED PERSONS, 16 AND OVER</td>
<td>1,488.9 -</td>
<td>35,545 -</td>
</tr>
<tr>
<td>Managerial and Professional Specialty</td>
<td>349.7 23.5</td>
<td>13,315 37.5</td>
</tr>
</tbody>
</table>
| Executive, Administrative and Manage-
| rial Professional Specialty | 179.5 12.1 | 7,383 20.8 |
| 170.2 11.4 | 5,932 16.7 |
| Technical, Sales and Administrative Support | 518.0 34.8 | 13,706 38.5 |
| Technicians and Related Support Sales | 51.5 3.4 | 1,911 5.4 |
| Administrative Support (Including Clerical) | 175.2 11.8 | 5,842 16.4 |
| 291.3 19.6 | 5,953 16.7 |
| Service | 159.8 10.7 | 2,662 7.5 |
| Farming, Forestry and Fishing | 15.1 1.0 | 181 0.5 |
| Precision Production, Craft and Repair (Including Most Construction) | 201.9 13.6 | 3,509 9.9 |
| Operators, Fabricators and Laborers (Including Transportation) | 244.5 16.4 | 2,172 6.1 |

Source: 1980 Census
The affluence of most residents of Plano is reflected not only in occupation classifications, but by income statistics as well. Plano's 1980 median family income was substantially above the Dallas/Fort Worth median (see Table 3).

**TABLE 3**

<table>
<thead>
<tr>
<th>Year</th>
<th>Plano</th>
<th>Dallas/ Ft. Worth</th>
<th>Plano as % of Dallas/ Ft. Worth</th>
</tr>
</thead>
<tbody>
<tr>
<td>1960</td>
<td>5,634</td>
<td>5,925</td>
<td>95%</td>
</tr>
<tr>
<td>1970</td>
<td>12,110</td>
<td>10,405</td>
<td>116%</td>
</tr>
<tr>
<td>1980</td>
<td>30,277</td>
<td>21,907</td>
<td>138%</td>
</tr>
</tbody>
</table>

(Figures for 1960 and 1970 for Dallas SMSA).

Source: U.S. Census

Only about 30% of Plano's employed residents worked in the City in 1980. Another 41.5% worked in Dallas and 12.6% in Richardson. A substantial number of people commute to Plano from surrounding cities as well. The 1980 census noted that approximately 43% of the persons working in the City commuted to Plano to work.

In recent years, Plano's employment base has expanded significantly. In the future, increasing numbers of Plano residents will work within the City instead of commuting. (A list of major Plano employers is included in Table 4.)

Plano's existing employment base is concentrated in several areas (see Figure 1). Industrial and warehouse development is found in southeast Plano along Plano Parkway. Major employers include U.S. Brass, Capital Wire & Cable, Mervyn's and Georgia Pacific.

The Plano Parkway area west of U.S. 75 presents an office research image. Major employers include Atlantic Richfield, J.C. Penney Life Insurance, The Dallas Morning News and DSC.

The U.S. 75 corridor has a combination of office, retail, lodging, restaurant and entertainment uses. The southern end of the corridor is anchored by the Collin Creek Mall at Plano Parkway, and the Texas Instruments complex at Legacy Drive anchors the northern end. Most of Plano's remaining employment is found in retail centers scattered across the City at intersections of major arterial streets.

These and several other emerging areas should capture the bulk of new development. Preston Road is just beginning to develop retail and office uses. Construction of State Highway 190 along the southern boundary of the City will spur development in the Plano Parkway corridor, and extension of the Dallas North Tollway from Park Boulevard/F.M. 544 to State Highway 121 will open that corridor for office development.

The greatest potential employment center is the Legacy development (Electronic Data Systems) in northwest Plano. On 2,600 acres, EDS is constructing a "corporate" office park including eventual plans for a dense "downtown core" astride the Tollway. The company envisions a 20- to 30-year build-out of the development. Currently, corporate occupants include EDS, Frito-Lay, and Southland Life Insurance. EDS is continuing to expand its Plano facilities and ultimately will locate its headquarters here.
### TABLE 4

**MAJOR EMPLOYERS**

#### Over 1000 Employees
- ARCO Oil & Gas Company
- DSC Communications Corporation
- Electronic Data Systems (EDS)
- Frito-Lay
- J.C. Penney Company, Incorporated
- City of Plano
- Plano Independent School District
- Texas Instruments - Chase Oaks

#### 500 - 999 Employees
- Bowater Computer Forms
- J.C. Penney Financial Services
- Southland Life Insurance Company
- Texas Instruments - Plano Parkway
- Texas Instruments - Summit Avenue

#### 150 - 499 Employees
- ARCO International
- Capital Wire and Cable
- Charter Hospital of Dallas
- Dallas Morning News
- Gleneagles Country Club
- GTE Southwest, Incorporated
- Gustafson, Incorporated
- HCA Medical Center - Plano
- Luminator, Division of MARK IV
- Memory Tech, Incorporated
- Rockwell International
- Stewart Systems
- U.S. Brass

#### 100 - 149 Employees
- Control Manufacturing
- GeoMap
- Harvey Hotel
- Holiday Inn
- Integrated Technology
- Texas Back Institute
- Texas Transformer Corporation
- Title Resources

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1 To locate in Plano in 1992.

Source: Plano Chamber of Commerce
Note: All Facilities Are Shown In Approximate Locations.

Major Employers
(Over 200 Employees)

1 Electronic Data Systems
2 Texas Instruments
3 Frito-Lay
4 DSC Communications
5 ARCO Oil & Gas Company
6 J.C. Penney Life Insurance
7 Dallas Morning News
8 Southland Life Insurance
9 U.S. Brass
10 Capital Wire & Cable
11 J.C. Penney Company
12 Mervyn's
13 Sears
14 Luminator
15 Dillard's
16 Stewart Systems
17 Memory Tech

FIGURE 1
FORECAST EMPLOYMENT

The number of jobs in Plano is expected to increase exponentially in the next several decades. Employment, approximately 14,400 in 1980, is forecasted to reach 120,000 by the turn of the century. Most of the jobs created will be in the service sector. This sector is projected to increase from 6,000 (42% of total employment) in 1980 to over 75,000 (63% of total) by the year 2000. Retail employment represents about 17% of the year 2000 employment with the remainder allocated to basic (industrial sector) jobs (see Table 5).

<table>
<thead>
<tr>
<th>Year</th>
<th>Basic</th>
<th>Retail</th>
<th>Services</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1980</td>
<td>6.3</td>
<td>2.2</td>
<td>6.0</td>
<td>14.4</td>
</tr>
<tr>
<td>1985</td>
<td>7.1</td>
<td>5.9</td>
<td>8.4</td>
<td>21.4</td>
</tr>
<tr>
<td>1990</td>
<td>8.1</td>
<td>8.9</td>
<td>18.2</td>
<td>35.2</td>
</tr>
<tr>
<td>1995</td>
<td>16.0</td>
<td>16.7</td>
<td>53.2</td>
<td>85.9</td>
</tr>
<tr>
<td>2000</td>
<td>23.9</td>
<td>20.9</td>
<td>75.6</td>
<td>120.3</td>
</tr>
<tr>
<td>2020</td>
<td>42.2</td>
<td>45.1</td>
<td>145.6</td>
<td>233.0</td>
</tr>
</tbody>
</table>

Source: COG (1980), HBA (based on square foot figures prepared by M/PF Research, Inc.), City of Plano (2020). Totals may not add due to rounding.

ADMINISTRATIVE/ORGANIZATIONAL FRAMEWORK

A number of groups are interested and active in economic development, but goals, objectives and leadership responsibility have not been clearly established. Presently, the Chamber of Commerce plays the major role. It provides promotional literature, an extensive business assistance program, a small business support group, and it responds to inquiries. The City of Plano distributes information to businesses and advises them of the development process. Private developers and real estate agents find space and assist in relocation.

In an effort to better coordinate economic development efforts, the City Council, the Chamber of Commerce, and the Plano Independent School District have formed the Plano Economic Development Board. With funding from the City and the Chamber of Commerce, the PEDB will spearhead economic development efforts. The PEDB (including ex-officio members) consists of the following:

- City Manager
- Superintendent/Plano Independent School District
- Executive Director/Chamber of Commerce
- Two Representatives/City Council
- Representative/PISD Board of Trustees
- Chairman of the Board/Chamber of Commerce
- Chairman-Elect of the Board/Chamber of Commerce
- Chairman/Economic Division of the Chamber of Commerce
- Representative/North Central Texas Industrial Development Authority
- Representative/Collin County Community College District
- Representative/University of Texas at Dallas
- Representative/Plano Developers Council

Plano does not currently have the staff resources or the tools required to implement an aggressive economic development program. A more centralized, aggressive, pro-active program can better achieve the goals of continued economic growth and development of a balanced tax base.
To continue competing successfully with other communities, Plano should institute an economic development program which targets selected industries for organized recruitment. The program should address the types of businesses, the overall level of development desired, the location for activities, and the role of government and community groups. The community must also decide to what extent incentives and inducements will be used to attract new industry.

The Plano Chamber of Commerce has begun these efforts. A report has been prepared which surveys existing businesses in Plano, identifies potential growth industries for recruitment, and begins to chart a marketing campaign. Target industries from this report are noted in the Appendix.

Administration of an effective economic development program will require a partnership between the public and private sectors. Each sector is able to contribute unique knowledge, skills and resources to recruitment efforts.

STRENGTHS AND CONCERNS

To begin the economic development process, an assessment of Plano’s strengths and areas of concern was made (see below). The list was developed from discussions with Horizon Committee members, surveys completed by a number of Chamber of Commerce members, and from general observations.

STRENGTHS
- High Quality of Life
- Good Public School System
- Abundance of Developable Land
- Effective Local Government
- High Quality Development
- Reasonable Tax Structure
- Location in Path of Dallas Growth
- Involved Citizenry
- Good Public Facilities/Services
- Good Business Climate
- Abundance of Disposable Income
- Excellent Parks and Recreation System

CONCERNS
- Incomplete Transportation System
- High Land Costs
- Limited Housing Opportunities
- Lack of Blue-Collar Workers
- Limited Cultural Facilities
- Lack of Vocational/Technical Schools

Plano’s strengths can be used to promote the City as an ideal place for new and relocating businesses. The concerns are areas needing attention by the City. Progress is being made in many of these areas, as outlined below:

- Incomplete Transportation System - For a number of years, Plano has implemented an aggressive Capital Improvements Program for transportation. Roadways within Plano are generally constructed before or in conjunction with residential and commercial development. Unfortunately, roadways leading south from Plano have not been improved in the same timely manner. Plano has pledged city bond funds to the State Department of Highways and Public Transportation to improve several area roadways. Collin County is also contributing funds, and the cities of Dallas and Richardson have begun several thoroughfare improvement projects on Plano’s boundary (see Transportation Chapter).
High Land Costs - Plano's high quality of life and its location in the path of growth make it a desirable place for residential and nonresidential development. These factors have also contributed to raw land costs that are high in comparison to other Metroplex communities. Although high land costs are a positive indicator of a community's image, they can easily be a deterrent to businesses attempting to assemble large quantities of land for immediate or long term development.

Another factor in Plano's high raw land costs could be past rezoning practices. In an effort to provide for maximum land use needs, several major parcels have been rezoned to greater intensities far in advance of their market demand. As a result, property may remain undeveloped in unrealistic anticipation of a demand 20 to 30 years in the future. In the short term, high quality, lower intensity uses may be practical alternatives.

As long as Plano remains a desirable place to live and work, land prices will remain high. The City should avoid zoning property five to ten years in advance of the development process if it wishes to maintain an adequate supply of reasonably priced land for short term development (see Land Use Chapter).

Limited Housing Opportunities - The increasing affluence of Plano has begun to reduce housing opportunities for low and moderate income persons. In large part, this is a reflection of the high land costs noted above. The Housing Chapter includes a discussion of potential approaches to solving the problem. One possibility that should be explored is the issuance by the City of mortgage-backed housing bonds to help moderate income, first-time home buyers qualify for loans.

Lack of Blue-Collar Workers - A survey of Plano employers indicated that some have difficulty finding workers to fill unskilled, low-wage jobs. In part, this shortage is a reflection of limited housing opportunities in Plano. High commuting costs have discouraged blue-collar workers from taking advantage of Plano employment opportunities. If Dallas Area Rapid Transit (DART) is able to develop a successful regionwide bus and rail service, commuting costs would be reduced significantly (see Transportation Chapter).

Limited Cultural Facilities - The cultural development of Plano has lagged behind population growth. Community-based music, dance, art and historic groups are active, however. Plano voters recently approved the construction of a civic center which will include an auditorium and meeting space for cultural organizations (see Parks and Recreation Chapter).

Lack of Vocational/Technical Schools - Until recently, Plano residents had to rely on Dallas facilities for vocational and technical training. In 1985, Collin County voters approved the creation of a community college district. The college is already operating out of temporary facilities, and will open its first permanent facility in Plano in the fall of 1988 (see Education Chapter).

LAND DEVELOPMENT

Plano must have the land resources available to support desired economic development. Land must have appropriate zoning, sufficient shape and size, usable topography and soil type, service of public facilities such as roads and utilities, and must be of sufficient value to allow for preferred development.
The problem of high land prices may force some firms, particularly small businesses, to look elsewhere for development sites. While City government can do little to counteract this trend, it can ensure that an adequate supply of zoned land exists for all types of business.

Much of the land designated on the 1981 Land Use Plan for industrial development is instead being used for office and retail projects. A broadly based economy must include land for all types of business. Much of the industrial land may be more appropriate for office or retail uses, but the City needs to ensure that enough land is retained exclusively for industrial use. A review of existing industrial zoning should be conducted to determine areas best suited for that use only.

Most existing industrial development is found in attractively planned business parks. Industrial park developers often establish special covenants for setbacks, landscaping, building design, and construction materials which exceed the City’s minimum standards. These developments not only provide employment opportunities, but they also enhance the City’s visual image and identity and should be encouraged.

The City can encourage the creation of higher quality industrial, office and retail projects by streamlining the development process. Some communities have regulatory systems that are so restrictive and cumbersome that businesses and developers avoid them. High fees, burdensome application procedures, long plan review times, and permit limits can prove counter-productive. Plano has fairly stringent controls based on a commitment to maintain a high level of development quality, and most businesses interested in the community consider the controls a positive factor. Development review is generally efficient and fees are not exorbitant. However, the City should continue evaluating its development review procedure. The goal should be to process applications as quickly as possible without compromising the safety and welfare of the citizenry.

SUPPORT SERVICES, INFRASTRUCTURE, FACILITIES AND TRAINING

In addition to the establishment of a strong organizational framework for economic development, a community needs a full array of high quality support services and facilities to attract and retain businesses. Business site selection is often dependent upon the availability of public infrastructure such as water lines, sanitary sewers, solid waste collection, transportation services, and police and fire protection. Due to its impact on the existing and future work force, the educational system is also a critical consideration for new or expanding businesses. A discussion of these and other critical support services and facilities follows.

- Water, Sewer and Solid Waste - Plano has been very effective in planning for and financing needed public facilities. In cooperation with the North Texas Municipal Water District, of which Plano is a member city, water and sewage treatment facilities have sufficient capacity to meet anticipated demand (see Utilities Chapter).

Plano is responsible for providing collection and distribution services for sewage, water and solid waste within the community. Since public funds are limited for these expenditures, system improvements must be strategically programmed to accommodate expected growth.
The City also needs to expand and revise policies governing participation with developers when the extension of infrastructure becomes necessary (see Utilities Chapter). In some cases, extension of a water or sewer line or a road may be needed to serve significant industrial, commercial or office development that was not anticipated by the five-year Capital Improvements Program (CIP). The extent of City participation and the process for approval of a change to the CIP must be clearly defined.

Improvement and maintenance of existing systems will also become increasingly important as redevelopment of older areas occurs at higher densities than originally planned.

- Police and Fire Protection - The City has made considerable investments to maintain the superior quality and responsiveness of its police and fire protection services. New facilities, equipment and personnel have generally kept pace with the City's rapid growth and development. Some problems result when new construction occurs away from existing service areas. Therefore, policies are needed to ensure coordination between the City's development pattern and its ability to provide police and fire protection (see Public Services and Facilities Chapter).

- Transportation Facilities - Transportation facilities in Plano and throughout the Metroplex are of primary importance to economic health. Traffic volumes on area roadways affect commuting time for residents and the efficiency of commercial/industrial operations requiring movement of goods and services. A great deal of effort is being placed on expediting improvements to U.S. 75, State Highways 190 and 121, Dallas North Tollway, Preston Road, and other major thoroughfares. Improvement of these roads and provision of mass transit is important for sustained economic growth. The eventual extension of the DART rail system into Plano will allow easy commuting to other business centers, and will provide inexpensive transportation for less skilled workers who cannot afford to live here (see Transportation Chapter).

- Education System - Plano's education system is one of its strongest assets. A survey of residents conducted several years ago indicated that the school system was a main reason families elected to live in Plano versus other Metroplex communities.

Higher education facilities are needed to serve business. The University of Texas at Dallas campus in Richardson (UTD) and the Collin County Community College can fulfill these needs. UTD provides upper level undergraduate and graduate training. Recent approval of an engineering program should help satisfy future personnel demands of high-technology industry in the Plano/Richardson area. The Collin County Community College District (CCCCD) provides a wide range of training and educational programs. The District also has the potential to provide specialized training programs to meet the needs of relocating or expanding businesses. Economic development planning efforts should involve the CCCCD (see Education Chapter).

GOALS/OBJECTIVES/POLICIES

The economic development program must be guided by clearly defined goals and objectives. The following section lists these, and also outlines policies which will help to implement them. Economic development decisions should be made on the basis of satisfying one or more of the community’s underlying economic development goals.
GOALS

- Plano should strengthen and expand its economic base.
- Develop a comprehensive and well-coordinated economic development program designed to expand the economic base of the community.
- Provide a favorable business climate and the resources necessary to sustain economic growth.
- Encourage conservation, restoration and, when appropriate, redevelopment of commercial areas.

OBJECTIVES AND POLICIES

ADMINISTRATIVE/ORGANIZATIONAL FRAMEWORK

OBJECTIVE 1.100 ESTABLISH AN ADMINISTRATIVE FRAMEWORK TO DEVELOP AND IMPLEMENT DETAILED ECONOMIC DEVELOPMENT STRATEGIES.

POLICY 1.101 Economic development participants should include the City, Chamber of Commerce, Plano Independent School District, Collin County Community College District, community business leaders, and representatives of the development community.

POLICY 1.102 Establish an economic development team able to respond quickly to high priority situations.

ECONOMIC DEVELOPMENT PROGRAM

OBJECTIVE 2.100 TAKE A MORE AGGRESSIVE ROLE IN ECONOMIC DEVELOPMENT BY DEVELOPING A PROGRAM TO ATTRACT DESIRED BUSINESSES TO THE COMMUNITY.

POLICY 2.101 Continue the marketing campaign to enhance the community's image regionally and nationally as a major economic center.

POLICY 2.102 Continue offering financial incentives for desirable new businesses to locate in Plano.

POLICY 2.103 Provide data, promotional materials, and other forms of support to ongoing private sector efforts to attract corporate and regional headquarters facilities.

OBJECTIVE 2.200 TARGET BUSINESSES THAT DIVERSIFY THE ECONOMIC BASE AND THAT PROVIDE THE GREATEST BENEFIT TO THE COMMUNITY IN TERMS OF EMPLOYMENT, TAX REVENUE, AND ENVIRONMENTAL QUALITY.

POLICY 2.201 Capitalize on the regional growth of high-technology production of durable and nondurable goods (particularly in the bio-technology, electronics and communications industries), energy-related research and development, light manufacturing, and the insurance and financial industries (see Recommendations section).

POLICY 2.202 Provide an adequate supply of properly zoned land to support a broad range of economic development opportunities.

POLICY 2.203 Encourage the planned development of high quality industrial parks rather than small isolated parcels for individual use.

SUPPORT SERVICES, INFRASTRUCTURE, FACILITIES AND TRAINING

OBJECTIVE 3.100 PROVIDE SUPPORT FACILITIES AND SERVICES NECESSARY TO ACCOMMODATE ECONOMIC GROWTH.

POLICY 3.101 Continue upgrading the transportation system including major thoroughfares and The Dallas Area Rapid Transit (DART) system.

POLICY 3.102 Devise cooperative funding arrangements between public and private sectors for utility extensions associated with significant industrial, commercial and office development.
OBJECTIVE 3.200 WORK WITH THE PRIVATE SECTOR TO IMPROVE AVAILABILITY OF ADEQUATELY EDUCATED AND TRAINED PERSONNEL TO MEET GROWING AND DIVERSIFIED LABOR NEEDS OF THE BUSINESS COMMUNITY.

POLICY 3.201 Support the operation of the Collin County Community College District, which offers vocational and technical training as well as traditional college course work.

POLICY 3.202 Appoint a committee of the Plano Economic Development Board (PEDB) to identify the types of manpower that are in short supply, to determine the need for retaining programs for current personnel, and to formulate a strategy for developing a pool of properly trained personnel to meet private sector needs.

OBJECTIVE 3.300 DEVELOP A COMMERCIAL REVITALIZATION PROGRAM FOR DECLINING COMMERCIAL, OFFICE AND INDUSTRIAL DISTRICTS.

POLICY 3.301 Use tax increment financing, reinvestment tax abatement, and other public sector financial incentives to provide the impetus for private sector reinvestment.

POLICY 3.302 Identify areas beginning to experience deterioration, and initiate a program to maintain and upgrade public facilities and services.

POLICY 3.303 Ensure regular maintenance of commercial land and structures by enforcing minimum property standard codes.

RECOMMENDATIONS

The recommendations section details specific actions which should be taken to implement the policies. The primary recommendation is that Plano undertake an economic development program that is proactive rather than reactive. It should coordinate the resources and efforts of both public and private sector participants. Plano’s program will require adequate financing, staffing, and general support. To be effective, its management organization must be given the responsibility and authority to act quickly when prospects arise.

The following individual recommendations outline the economic development program advocated for Plano.

ADMINISTRATIVE/ORGANIZATIONAL FRAMEWORK

The Economic Development Program should be organized as follows:

- A single entity should be responsible for providing leadership and coordination of activities. The entity must be non-partisan and must represent the interests of both the business and residential communities.

The Plano Economic Development Board, Inc. (PEDB) should be restructured, and its membership and powers expanded to serve as the leadership group. The PEDB should be responsible for overall supervision including budgetary decisions, policy making, and general direction of the Economic Development Program. Consideration should also be given to establishing the PEDB as a local development corporation, and as the Industrial Review Board (in lieu of the North Central Texas Industrial Development Authority) to review applications for revenue bonds.

- Although a single entity is designated to spearhead activities, a team approach is mandatory. Many
groups contribute to the economic development process. These include the Plano Economic Development Board, City of Plano, Chamber of Commerce, Plano Independent School District, Collin County Community College District, private developers and businesses, and utility companies. Among these groups, primary and secondary responsibilities should be divided including the following:

- Overall Coordination
- Policy Making
- Fund Raising for Special Activities
- Information Base Development
- Information Dissemination
- Image Building
- Securing Grant and Aid Funds
- Manpower Training
- Business Attraction
- Business Assistance
- Economic Development Team
- Center for Small Businesses
- Industrial Revenue Bond Program Administration
- Development of Promotional Materials

ECONOMIC DEVELOPMENT PROGRAM
Plano's Economic Development program must be comprehensive and efficient. To be effective, it should include the following components:

- Business Recruitment
- Industrial Targeting
- Business Assistance
- Information Systems

An overview of each and its relationship to the overall program is contained below.

BUSINESS RECRUITMENT
Plano should establish a Business Recruitment Program to identify and recruit desired businesses to Plano. This Program should include quality promotional material, a good data base to respond to inquiries, a team of representatives from various agencies to resolve problems, a systematic process of making contacts, a system of incentives and assistance programs, and a unified effort by local government, the business community, and the Chamber of Commerce.

- Emphasis should be placed first on recruiting companies already in the region. Most relocations occur within a region, as few businesses relocate more than 20 miles from their original site. Within the region, businesses can be approached with less commitment of time and resources.

Regional efforts should be aimed at early identification of companies that are considering relocation, and at providing assistance to those firms. One mechanism to aid in early identification is involvement in regional economic development activities. Local administrators should be involved in regional conferences, work shops, and professional societies. Not only would this provide a source of ideas and potential business prospects, but it would also help agencies within the region to cooperate and collectively promote the Dallas/Fort Worth Metroplex nationally.

- A system of generating leads should be established. Generally, by the time public announcement is made of a firm's pending relocation, the new site has already been selected. One way to generate leads involves using existing businesses in Plano to routinely inquire of their suppliers and corporate customers about relocation plans. Secondly, contacts made periodically to firms within the region, particularly those experiencing substantial growth, will usually generate a number of good prospects.
Additional regional promotion of Plano should be made. Not all regional businesses are aware of the City's assets. Advertising and a system for providing information should be implemented.

Initially, the primary objective should be to develop a national image and reputation. National recruitment efforts should be designed to highlight Plano's location in the Metroplex and to acquaint businesses with the community. Advertising in national trade publications oriented toward desired industrial groups will help accomplish this.

INDUSTRIAL TARGETING
Plano should target highly desirable businesses and industries, and focus economic development efforts on those groups. Selection of these industries must, however, be based on a realistic assessment of those that would be interested in locating in Plano.

The community desires a widely diversified economic base, with emphasis on corporate and regional headquarters facilities, research and development businesses, high-technology industries, and low-pollutive light manufacturing firms. Based on regional economic forecasts, which help suggest substantial growth, emphasis should be placed on the following industries as targets for recruitment:

- Durable and Nondurable Goods Production
- Bio-Technology
- Electronics
- Energy-Related Research and Development
- Headquarters of Finance, Insurance and Banking Companies
- Medical Instruments and Photographic Goods
- Transportation Services
- Warehousing
- Communications
- Wholesale Trade
  (see Appendix for a more detailed listing)

A listing should be compiled of companies with corporate or regional headquarters in the Metroplex, companies in similar industrial classifications as businesses that have recently moved to Plano, companies experiencing rapid growth, and companies that are particularly desirable because of their employment base, tax revenue, or image. Business recruitment efforts should be directed at these businesses first.

BUSINESS ASSISTANCE
Plano should continue the business assistance efforts currently provided in the community. An Economic Development Program that promotes business attraction without also striving to retain and encourage expansion of existing businesses is rather shortsighted. In older, more established urban areas, the vast majority of jobs are created by existing businesses in the community. Also, small companies create more jobs than large businesses. There is a tendency to place emphasis primarily on the large, more visible businesses in a community, but there should be a balanced effort to assist all of them.

Competition between communities for businesses will inevitably increase. Smaller businesses that own their buildings and property in Plano have a financial incentive to capitalize on high land values and sell out, and to relocate to a community further north in Collin County. One integral part of a business assistance program should be periodic visits to every business
in the community to demonstrate the City’s interest in the company. These visits can also help to identify distressed businesses and resolve problems.

- Other forms of assistance, tailored to the needs of individual businesses, might include help in applying for grant and aid programs and industrial revenue bonds, locating capital, and participating in the Federal 503 Small Business Program.

- There is frequently a need for business assistance that may be provided by a retired executives' support group or by a center for small business. The Chamber of Commerce and the Service Corps of Retired Executives currently sponsor a support group in Plano. In particular, businesses may require guidance in merchandising, inventory management, labor relations or advertising.

INFORMATION SYSTEMS

The City of Plano should develop an economic development information system that can be used to attract and retain businesses, and that provides input for informed decision making regarding economic development activities.

- There is a great deal of information available in Plano that could assist economic development administrators and interested businesses. However, availability of data is not common knowledge. It is dispersed among several groups, it is not updated on a regular basis, and its retrieval and manipulation is often cumbersome. For these reasons, an information system should be developed which is capable of accepting a wide range of data and which can be easily accessed and used by participants in economic development. The types of data that should be collected and documented include:

  - Existing business characteristics such as nature of operation, number of employees, size of facility, etc.
  - Building activity for all types of land uses, including data on square feet constructed and dollar value
  - Demographic data on Plano’s residents
  - Employment figures by industrial groups
  - Absorption of space in office, retail and industrial buildings
  - Utility rate structure and consumption patterns
  - Retail sales activity in dollars
  - Assets in local financial institutions
  - Acres of land zoned for various uses and sites available for immediate development
  - Existing and proposed public facilities such as parks, schools and activity centers
  - Existing and proposed infrastructure, including thoroughfares and private and public utilities

Additional data items should be identified for inclusion in the information base.

- One major component of the system should be an inventory of sites for industrial development. Information collected on each site should include the size and shape of the tract, zoning, accessibility to roads and to airport and rail facilities, natural features such as slope and soils, and availability of utilities. This information could be a valuable asset to prospective businesses and could assist local realtors in selecting an ideal site for their clients. It could also enable local government to monitor depletion of vacant industrial land, to assess facility requirements that should be added to the Capital Improvements Program, and to evaluate industrial development proposals.
SUPPORT SERVICES, INFRASTRUCTURE, FACILITIES AND TRAINING

- One of the initial actions of the Plano Economic Development Board should be to appoint a committee to examine the issue of job training for existing and relocating Plano businesses. The committee should develop a strategy for meeting future labor force needs. Local resources such as the Collin County Community College should be investigated, as well as state programs such as those offered by the Texas Employment Commission.

- The City should coordinate the Capital Improvements Program (CIP) with the Economic Development Program to ensure that public facilities and services are appropriately located, sized, and properly timed to support economic development activities.

- The City should promote redevelopment of deteriorating commercial areas. Efforts to maintain quality neighborhoods must focus on both commercial areas (e.g., office, retail and industrial) and residential areas. Deteriorating commercial areas are usually a result of changing markets, product obsolescence, or an over-supply of similar businesses in relation to demand for their goods and services. Frequently, deterioration of office and retail districts is a consequence of decline in the housing market in the area. Housing and neighborhood renewal efforts (outlined in the Housing Chapter) will help to reestablish the demand for retail and office uses.

Once the process of decline has begun, it is very difficult to reverse. Consequently, preventive activities should be emphasized. It is important for the public sector to be a catalyst, demonstrating confidence in the area by providing a high standard of public facilities and services, by offering technical assistance, and by providing small amounts of public funds as "seed money" to promote private sector investment. Minimum property standard codes for commercial structures will also help prevent decline.

Early identification of deterioration and quick response is important. Vacant buildings, lack of routine maintenance, and frequent tenant turnover are all signs of an ailing business area. Older commercial districts should be routinely monitored by City staff assigned to neighborhood revitalization. At the earliest sign of deterioration, businesses should be contacted to determine if a serious situation is developing. Many of the programs and services designed to aid small businesses will be applicable to problems encountered in neighborhood commercial areas.