Dedication

The Plano at Maturity Report is dedicated to the memory of Jim Biggerstaff, whose leadership and commitment inspired the creation of the Transition and Revitalization Commission and the development of this report.
This report has been prepared by the Plano Transition and Revitalization Commission.

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Executive Summary

Purpose of the Report

As Plano transitions from a developing to a developed city, many significant issues will have to be addressed. The Plano at Maturity Study is intended to make recommendations that can guide decision making on critical issues. Over the years the City has attracted residents and businesses alike because of the quality of life available. As Plano's development, infrastructure and facilities continue to age, and new development emerges in adjacent communities, Plano will be challenged to maintain and enhance the qualities that have attracted people to the City.

Process

The Transition and Revitalization Commission outlined several recommendations on addressing issues at maturity. Appendix I explains the methodology in greater detail. The process included the following steps:

- Establishing primary goals for the report,
- Determining the City's key attributes,
- Identifying and prioritizing challenges and opportunities,
- Evaluating challenges (issues), and
- Preparing recommendations.

Through this process, the Commission identified nine (9) high-priority issues to address: Financial Resources Availability; Air and Water Quality; Aging Infrastructure and Facilities; Changing Demographics; Maintaining Accessibility and Accommodating Multiple Forms of Transportation; Maintaining a High Level of Security; Pursuing Redevelopment/ Revitalization/ Infill Opportunities; Maintaining a Strong Educational System; and Aesthetics and the Built Environment.

Major Recommendations

The recommendations of this report have been developed to coincide with the current Mayor and Council's Strategic Plan. The following represents the major recommendations included in the report. Additional discussion and recommendations are included in the complete report.

1. Explore taxation policies that could be used to generate additional revenues during "good" economic times. These revenues would be placed in reserve, and used to offset periods of lower revenues during "weaker" economic times. These policies would have to be developed in accordance with State Legislation.

2. Conduct a comprehensive review of all City services. This analysis should indicate opportunities for the City to realize additional revenue from services provided, and develop long-term policies / strategies to improve cost efficiency while maintaining appropriate levels of service.

3. Continue to pursue public/private partnership ventures to sustain existing retail opportunities, and encourage new ones, where appropriate.
4. Celebrate cultural diversity through the performing arts and other special events.
5. Provide a wide range of housing opportunities for persons of different income levels, needs (based on physical ability) and "mindsets". (The term "mindset" describes the feeling of some elderly persons who prefer to remain in their "traditional" residential environment instead of a managed facility for elderly residents.)
6. Continue to emphasize the importance of the Cottonbelt Railroad right-of-way as the North Cross-town Rail Corridor providing east-west travel from D/FW to Richardson/Plano.
7. Develop a Comprehensive education program to change the culture of one-person vehicle travel (starting with Elementary Education)
   a. Within local school system
   b. Special events for children/parents
   c. Videos
   d. Make use of existing DART educational programs
   e. Include input from major employers
   f. Emphasize the use of DART for trips other than work.
8. Develop and implement a comprehensive public education program emphasizing the safety of the City. This program should stress that equal safety services are afforded to all geographic areas of the City.
9. Review the City's ordinances and Regulations to ensure that there are no impediments to infill and revitalization development.
10. Enhance the sense of community by creating gathering places and facilities for celebrations of cultural and performing arts.

Implementation

Upon Council's acceptance of the report, staff will develop an implementation plan. This implementation plan will detail tasks, responsibilities and timeframes for effecting the recommendations included in this report.
Purpose of the Plan

The City of Plano has historically experienced consistent growth and development since 1960. Over the last decade, the City’s growth has occurred at an even faster pace. Because of this rapid development, the City will soon be confronted with a wide range of issues that affect “mature” cities. As new development dwindles, the challenge becomes sustaining the quality of life through the protection and enhancement of existing assets.

This plan takes a comprehensive look at the issues to be addressed as Plano continues to mature. A number of challenges and opportunities related to maturity are identified and prioritized. Strategies to address these challenges and opportunities are recommended in keeping with the City’s goals and available resources.

Goals

The Transition and Revitalization Commission (TRC) developed three goals for this plan. As recommendations were made, they were prioritized and revised to reflect the City’s goals, as it becomes a mature city. The goals identified for this process are as follows:

○ Enhance Plano’s position as an economic center.
○ Enhance Plano’s high quality of life.
○ Enhance Plano’s prominence, as a “cutting edge” community, in the Metroplex, state and nation.

Process

The Commission initially developed a list of attributes as well as challenges and opportunities that should be addressed as the City continues to mature. Appendix I contains a detailed description of this process along with complete lists of both the attributes and challenges/opportunities. The initial list of challenges/opportunities was simplified to include only high priority issues. These were:

○ Changing Demographics (age, racial, ethnic, cultural and other population characteristics)
○ Aging Infrastructure/public facilities (schools, city hall, etc)
○ Financial Resources Availability
○ Pursuing redevelopment/revitalization/infill opportunities (including “New Urbanism” and other innovative techniques.)
○ Maintaining accessibility and accommodating multiple forms of transportation
○ Enhancing air and water quality
○ Maintaining a strong educational system
○ Enhancing aesthetic and the “visible” environment
○ Perceptions and concerns relating to safety and security

The Commission received input from city staff and other relevant agencies as each topic was discussed.
Financial Resources Availability

Potential Impacts

In the past, Plano’s rapid growth has spurred significant increases in the City’s revenues. Permitting fees, impact fees, neighborhood park fees, expanded property tax base, and increased sales tax receipts have all contributed to the City’s ability to provide a high level of public services and facilities. In turn, Plano has become well known for the high quality of life that it offers to those who live and/or work in the community.

As Plano approaches maturity, these financial resources are increasing at a much lower rate and, in some cases, are declining. With a major portion of the City’s infrastructure and facilities in place, expenditures for new construction will begin to decrease. On the other hand, expenditures for maintenance, replacement, and upgrading will increase significantly. The demand for most city services is not likely to decline as a result of maturity. In fact, the demand for some city services is likely to increase and/or shift focus as the city matures and evolves. Plano may continue to experience some population growth while revenues may not continue to increase proportionately. The City may, in the future, be spending more money per capita to provide the level of services currently enjoyed by citizens.

Plano’s ability to address changing financial conditions will impact service delivery and quality of life. Quality of life, in turn, has direct impact on private investment and reinvestment in the community. Private investment relates directly to the tax base and a downward spiral could result. Therefore, a comprehensive approach to financial resources and maturity is essential.

The strategies suggested for this issue were summarized into three (3) categories. "Revenue enhancing" includes strategies that will improve the revenue stream for the City. "Reallocation of resources" strategies will seek ways to be more efficient with the resources
already available to the City. Strategies included under “retail and economic development” are those that will create an environment that is positive for the long-term economic viability of the community. A complete list of all the strategies raised is attached in the Appendix II.

Recommendations

Revenue Enhancement

- Explore taxation policies that could be used to generate additional revenues during “good” economic times. These revenues would be placed in reserve, and used to offset periods of lower revenues during “weaker” economic times. These policies would have to be developed in accordance with State Legislation.
- Conduct a comprehensive review of all City services. This analysis should indicate opportunities for the City to realize additional revenue from services provided, and develop long-term policies/strategies to improve cost efficiency while maintaining appropriate levels of service.
- Continue to actively pursue funding from non-city sources, including regional, state and federal sources.

Reallocation/Reduction of Resources

- Continue to maintain an appropriate balance in the Capital Reserve Fund and maintain an “AAA” bond rating and reduce interest payments on major debt.
- Conduct a thorough study of all departments to identify areas where the needs will change at maturity. Some departments may experience increased demands while others may see a reduction in the demand for their services.
- Identify opportunities for cost sharing with other entities in the region.

Economic/Retail Development

- Continue to support the efforts of the Plano Economic Development Board (PEDB) in business retention/recruitment.
- Place emphasis on public awareness regarding the variety of shopping opportunities available in Plano.
- Continue to pursue public/private partnership ventures to sustain existing retail opportunities, and encourage new ones, where appropriate.
- Develop policies to encourage redevelopment as well as in-fill development.
Air and Water Quality

Potential Impacts

Environmental concerns are an important issue regarding the sustainability of cities. For the City of Plano, these issues have both local and regional implications. Air quality is an issue of concern that is shared by all the cities in the Metroplex. The federal government monitors the air quality for the region as a whole, so each city has a responsibility to do its share to promote good air quality. The State now has an Environmental Management System Program (EMS). The Texas EMS program provides incentives for regulated entities that adopt and implement a results-based EMS. To receive incentives, regulated entities must have an EMS approved by the Texas Commission on Environmental Quality (TCEQ). On a regional level, air quality is addressed by a number of initiatives. Dallas Area Rapid Transit (DART), North Central Texas Council of Government (NCTCOG), Texas Department of Transportation (TxDOT) and other agencies usually sponsor these initiatives, with local jurisdictions making contributions in many cases.

Water quality issues also have a regional impact as many cities rely on shared sources for their water. Urban activities, such as car washing and lawn-watering, account for a significant portion of water usage in Plano. Recognizing this, water conservation also becomes a primary long-term concern for the City. The North Texas Municipal Water District (NTMWD) is responsible for delivering water to Plano and many of the Cities in the region. However, each city implements its own policies governing the local water consumption. Often, fee discounts are given to larger consumers. As a result, there is little or no incentive for water conservation.

Storm water runoff is also an important component regarding the City’s water quality. It is critical for the City to provide adequate controls to protect the system from pollutants, from construction activities, industrial, agricultural, and other land uses.
As cities respond to economic development and population growth, policies must be put in place to mitigate against adverse impacts on the region’s air and water quality. The recommendations made here are seen as local strategies that can have a positive impact on air and water quality for Plano and the surrounding cities.

**Recommendations**

**Air Quality - Transit Related Strategies**

- Continue to work with DART to implement mass transit plans. Key components should be an east/west rail connection (Cottonbelt) as well as public education in order to promote the use of mass transit opportunities.
- Promote the use of alternative forms of transportation. Plano should continue to work with neighboring cities to develop safe routes for recreational and non-recreational bicycling.
- Continue to work with major employers to encourage carpooling and other trip reduction initiatives.

**Air Quality - Non-Transit Related Strategies**

- Develop programs that promote lower vehicle fuel emissions. Private citizens as well as major employers should be encouraged to participate. This may include incentives for the purchase and use of vehicles that minimize emissions. The City should continue to exhibit leadership through the use of its own fleet.
- Continue to work with the Texas Commission on Environmental Quality (TCEQ) to monitor emissions from businesses, and other sources, that may have an adverse impact on the air quality.

**Water Quality - Comprehensive Strategies**

- Continue to review the City’s storm water permitting process, and develop stronger regulations where appropriate. These regulations should address storm water retention, and monitoring the presence of pollutants in the run-off.

**Conservation Strategies**

- Work with the NTMWD to develop a regional approach towards water conservation. This policy should address public education, incentives, and possible enforcement for non-compliance.
- Review current City ordinances and policies that impact water use, and ensure that they are written in a manner that promotes water conservation. This may involve graduated charges that increase as consumption increases. Consider landscaping guidelines that encourage:
  - Xeriscape and use of species that require less water for survival, and
  - Irrigation techniques that reduce un-necessary watering.

**Combined Strategies**

- Develop and implement an Environment Management System (EMS) for the City. This initiative may include public education, monitoring, enforcement and possibly incentives for compliance.
- Continue the City’s comprehensive public education program regarding air and water quality, and explore new mediums for disseminating information. Emphasis should be on initiatives that can protect and possibly improve air and water quality in the region. The City should work with all available resources including Plano Television Network (PTN), the school districts, Collin County Community College and the news media to emphasize the importance of air and water quality as they relate to quality of life.
Aging Infrastructure and Facilities

Potential Impacts

The provision of services and facilities in the City of Plano is impacted by a number of competing issues. In addition to the demands of the current population, consideration must also be given to (i) the City's growth and development, (ii) changing technology, (iii) changing demographics, (iv) quality of life issues, and (v) service delivery. As Plano's population grows and diversifies, so too will the demand for services and facilities. Careful consideration must be given to these issues as the City strives to provide effective and efficient services. One cannot assume that today's methods of facility operation and service delivery will meet tomorrow's needs and expectations.

Like public facilities, the City's infrastructure has also grown to meet the demands of the tremendous population and economic growth. Existing policies have allowed the expansion of infrastructure incrementally as the City continues to grow. With the majority of the infrastructure in place, the focus will shift from expansion to maintenance and upgrading. This concern is further exacerbated by the fact that the majority of the City's infrastructure was built within the last 30 years. It is therefore vital that the system is closely monitored and reviewed proactively in order to avoid overwhelming maintenance costs over short periods of time in the future. By taking an incremental approach to replacing and repairing the City's infrastructure, costs would be more manageable during challenging economic times. However this approach may leave infrastructure vulnerable to failure if repairs are not completed in a timely manner.
Recommendations

- Continue the periodic reviews of public facilities and infrastructure. These reviews should make recommendations on the identification, scheduling and financing of maintenance of facilities, to ensure a continued high level of public service.
- Continue the pay-as-you-go incremental approach to replacement and repair of the water and sanitary sewer infrastructure in advance of major problems.
- Develop public awareness and education regarding updating and maintenance of facilities and infrastructure. This should include informing citizens about the funding required as well as scheduling of maintenance.
- Develop a comprehensive plan for sharing of facilities. This program should be done in cooperation with other organizations such as PISD and CCC, and it should strive to:
  - Establish a joint committee to develop programs for sharing facilities. This group should involve citizen input.
  - Coordinate the adaptive re-use of facilities in the City with agencies such as PISD and CCC;
  - Evaluate and identify facilities that will need modification for changing technology;
  - Ensure that facilities are appropriately designed and continue to meet the needs of the City;
- Continue to review the cost/benefits of outsourcing facilities maintenance of city facilities.

The review should include:

- Evaluation of renting versus owning future new city facilities.
- Evaluation of the possibility of selling current city property with the ability to lease back the property.
- Consider generating revenues from city facilities. This may be accomplished by:
  - Leasing City facilities to other entities
  - Charging user fees for the use of city facilities.
- Maintain an adequate capital reserve fund in order to reinvest in facilities.
Changing Demographics

Potential Impacts

As the City of Plano continues to mature, the age and ethnicity characteristics of Plano’s population are expected to have a significant impact on this process. The 2000 Census revealed that almost 11,000 of Plano’s residents are 65 years of age or older. The number of elderly persons in Plano has grown primarily as a result of elderly parents moving to Plano to be closer to their adult children who have moved here for employment. By the year 2020, this figure will likely exceed 40,000 residents. A significant proportion of these residents will have likely “aged” in Plano and expect or require housing designed specifically for their needs. Unless ways are found to address this condition, many older residents are likely to live in housing that is less than suitable for their needs or will seek housing outside of Plano.

Besides housing, elderly residents will need facilities and services to accommodate their needs. The City may need to consider additional facilities to provide recreation for seniors as this aging trend is expected to continue.

Changes in ethnic and racial composition of the population are difficult to project. The 2000 census data suggests significant growth in the minority population in Plano. The Hispanic and Asian sectors grew noticeably in numbers and proportion of the City’s population. The White population now represents approximately 73% of Plano’s population compared to almost 85% in 1990. As Plano becomes a more diverse community of different backgrounds and cultures, it will need to offer a wider range of public and private services and programs. Joint efforts with the school districts and other entities will be necessary to accommodate, enhance and celebrate this diversity.
Recommendations

Multi-Ethnic/Cultural

- Celebrate cultural diversity through the performing arts and other special events.
- Continue to develop a citywide network of multi-lingual volunteers working with the school districts and Collin County Community College to assist the City in various capacities.
- Develop continuing education programs to teach languages. These may be for persons learning English as a second language as well as persons learning languages other than English.
- Identify civic leaders of various ethnic groups and share information regarding opportunities for involvement in Plano's political process including serving on various Boards and Commissions.
- Work with Plano Economic Development Board and the Chamber of Commerce to develop programs to encourage and promote ethnic oriented stores and businesses. Build on the success of existing ethnic oriented shopping centers and businesses and also the recommendations of the Retail Site Study.

Elderly - Housing

- Provide a wide range of housing opportunities for persons of different income levels, needs (based on physical acuity) and “mindsets”. (The term “mindset” describes the feeling of some elderly persons who prefer to remain in their “traditional” residential environment instead of a managed facility for elderly residents.)
- Study the possibility of land banking and providing financial incentives in order to encourage the development of housing for the elderly.
- Continue to review city ordinances to make it possible for families to house elderly relatives (with some level of independence) in a single-family residence. Revisions should be made to relevant ordinances to encourage separate living quarters for elderly relatives.
- Support the activities of service providers to streamline the process of securing federal and other funding.

Needs and Lifestyles

- The City should consider establishing a “help line” for the elderly in dealing with issues such as transportation, recreation, healthcare, home repair, finances, and other general services.
- Continue to work with DART and other transportation organizations to provide transportation opportunities for the elderly.
- Continue to ensure that Americans With Disabilities Act (ADA) requirements are met as development and redevelopment occurs.
Maintaining Accessibility and Accommodating Multiple Forms of Transportation

Potential Impacts

Accessibility is a key factor in assessing quality of life. Plano has benefited significantly from a system of roadways that has made it highly accessible within the region. As the City grows and matures, accessibility should continue to be addressed in the context of quality of life. It is important to provide transportation systems that promote a responsible attitude towards the environment.

The City of Plano uses a continuous transportation planning process to address both long and short-range thoroughfare and transit needs. Changing trends in land use, development and transportation technology impact Plano’s transportation system. The City should ensure that DART continues to support Transportation Demand Management (TDM) initiatives and assist employers with developing programs such as carpooling or staggered work hours to reduce vehicle trips. TDM should continue to be a key strategy used by the City to maintain and enhance traffic conditions in and through Plano. Federal, state and regional transportation mandates and policies also require ongoing review and analysis of the local transportation system. As the City continues to mature, balancing all these components will be critical to maintaining a high level of accessibility for those that live in, work in, and visit Plano.

As competing budgetary interests grow within the City, it becomes more important that the City continues to identify and use all available funding for transportation projects - especially that from outside sources.
Recommendations

1. Continue to emphasize the importance of the Cottonbelt as the North Cross-town Corridor providing east-west travel from DFW to Richardson/Plano.
2. Work with DART to ensure adequate east/west mass transit connections within Plano.
3. Examine the potential for a possible County Airport District.
4. Explore ways to encourage the expansion of taxi service in Plano.
5. Develop a Comprehensive education program to change the culture of one-person per vehicle (starting with Elementary Education)
   - Within local school system
   - Special events for children/parents
   - Videos
   - Make use of existing DART educational programs
   - Include input from major employers
   - Emphasize the use of DART for trips other than work.
6. Create a comprehensive incentive program to encourage major employers to participate in the use of mass transit.
7. Create transit oriented developments and business clusters that act as destination points.
   Encourage multiple uses resulting in places to live, work, shop and recreate.
8. Continue to provide access and accommodate bike/pedestrian commuters at DART stations.
9. Examine creative ways to bring people from neighborhoods to transit lines.
10. Continue to address ADA concerns with regard to accessibility.
Maintaining a High Level of Security

Potential Impacts

Public safety plays an important role in the quality of life of any city. Lack of safety contributes to the degradation of areas in the community. The sustainability of the City depends on its ability to maintain viable neighborhoods, places of work and recreation.

Plano has always been highly regarded as a safe city. The challenge will be for the City to maintain this image in spite of negative perceptions that may come about as a result of areas of the City aging. Attracting people to live and work in all areas of the City will require a strong effort to maintain the favorable perception regarding safety in Plano.

Recommendations

- Continue to strive to maintain a top-5 ranking among safest Cities in the State.
- Continue Police outreach efforts to the various ethnic groups that comprise the City’s population.
- Continue to expand the Neighborhood Policing Program so that other areas of the City, particularly other aging neighborhoods, may benefit from this initiative.
- Develop and implement a comprehensive public education program emphasizing the safety of the City. This program should stress that equal safety services are afforded to all geographic areas of the City.
- Continue to support the Police Department with needed personnel and resources.
- Continue to require that all fire response personnel are EMS trained as well.
- Maintain the high rating achieved by the Fire Department in order to ensure the best available insurance rates for the City.
Pursuing Redevelopment / Revitalization / Infill Opportunities

Potential Impacts

In-fill development and redevelopment becomes increasingly important as Plano makes the transition from "developing city" to "developed city." A developing city typically concentrates on policies relating to the development of raw land and growth strategies. As Plano approaches maturity, the development focus will shift towards remaining vacant land in areas that are largely developed, as well as redevelopment of properties that have been previously developed.

Careful consideration should be given to compatibility when new uses are being introduced into developed areas through in-fill or redevelopment. Compatibility becomes even more important when non-residential uses are developed in close proximity to residential uses. Specific policies to mitigate against the negative impacts of non-residential uses on residential uses will be an important tool as the City strives to manage in-fill/redevelopment. The City presently has zoning standards for certain types of activities when placed in proximity to residential districts.

In addition to redevelopment near existing residential neighborhoods, the redevelopment and reuse of existing non-residential structures should also be studied closely. The recently completed Retail Site Study contains various recommendations for vacant and underdeveloped retail sites.
Recommendations

- Review the City’s ordinances and regulations to ensure that there are no impediments to infill and revitalization development.
- Continue to be proactive in working with developers familiar with the issues regarding redevelopment.
- Implement the findings of the Retail Site Study where appropriate to facilitate the redevelopment of underperforming retail sites.
- Continue to support historic preservation programs to preserve existing neighborhoods that may become areas targeted for redevelopment.
- Consider developing guidelines to identify areas in the City that would be appropriate for mixed-use/new urbanism development and emerging development concepts.
- Continue to make streetscape improvements which address revitalization issues in conjunction with redevelopment activities. This may be difficult in some areas given the limited availability of right-of-way.
- Support the Plano Economic Development Board’s (PEDB) initiatives to identify redevelopment areas and sites.
- Continue to emphasize a high level of customer service when addressing the issues associated with redevelopment/infill projects.
- Continue to streamline the development review process by providing a format for timely input from the relevant departments.
- Study the benefits of providing incentives for redevelopment/infill projects.
Maintaining a Strong Educational System

Potential Impacts

Over the years, the quality of educational opportunities available in Plano has attracted residents and businesses alike. As a result, education has become an important component of the expectations of the City. Plano, through its many education providers, offers a wide range of educational opportunities.

As the City continues to mature the education system will be increasingly important to retaining current residents and attracting new residents and businesses. Much of the recent growth in Plano may be attributed to the emergence of the high technology industry. These companies rely on a highly trained, well educated workforce. Plano's ability to provide high quality educational opportunities will go a long way in maintaining and attracting jobs and residents for years to come, thereby enhancing the City's quality of life.

Recommendations

Creating Educational Opportunities

- Encourage and support the provision of quality educational opportunities for the residents of the community.
- Continue to work with the education service providers to establish a process for regular information sharing between the business community and education providers. This process should address changing business trends and identify specific needs within the community as well as job skills that will enable people to be employed in the ever-changing information technology economy.
- Continue to work with education providers to assist in the dissemination of public awareness information.
- Continue to work with churches and other non-governmental organizations to provide a range of education opportunities.
Adapting to Changing Demographics

- Include the school districts and other education providers in the discussion of maturity issues to ensure that Plano continues to be a viable and attractive community for future residents.
- Continue to monitor the City’s demographics to identify how Plano is changing over time.

Facilities Siting and Planning

- Continue to ensure that education facilities are situated in close proximity to areas of residential development.
- Continue to work with the school districts to provide students safe access to the schools. Campuses should be interconnected with the transportation system of the City.
- Work with the education service providers to develop alternative uses for underutilized education facilities.
Aesthetics and the Built Environment

Potential Impacts

As Plano continues to mature, the quality of the built environment will have a significant impact on the quality of life in the City. Areas that are in a state of disrepair have a negative impact on the perceived quality of life. Quality of life can also be enhanced by creating “gathering places” and creating a sense of community within the City. The use of urban design principles, offers the opportunity to enhance and maintain the built environment, thereby improving the quality of life within the City.

As social and economic conditions change, the aesthetics of the man-made environment will become increasingly important. Redevelopment and revitalization will address this issue; however, in areas where redevelopment is slow to occur, other measures may be needed in order to maintain the aesthetics of the City.

Recommendations

- Continue to encourage standards that relate to scale, articulation and other elements of architectural and landscape designs throughout the City, particularly in areas of high visibility.
- Continue to protect the City’s heritage resources while accommodating infill and redevelopment.
- Continue the precedent of using good design in the development of City facilities.
- Review development standards periodically to ensure that these standards facilitate appropriate design.
- Continue to encourage good aesthetics through urban design concepts such as:
  - Enhancement of gateways/entries into the City.
  - Development of pedestrian environments in appropriate areas.
  - Appropriate mix and scale of uses.
  - Maintaining well designed public open spaces.
- Enhance the sense of community by creating gathering places and facilities for celebrations of cultural and performing arts.
APPENDIX I

Process and Analysis

The initial task in this process was to identify the attributes of the City. These were defined as the characteristics that have made the City a great place to live work and play. Additionally, a number of challenges and opportunities were outlined. These included issues, trends, and conditions that the City needs to address in order to maintain and build on its attributes. The attributes identified were:

- “Can do” attitude
- Strong sense of community
- Public school systems
- College system
- Location and accessibility within the Metroplex
- Well-educated work force
- Strong and diverse local economy (with a major technology base)
- High level of financial resources (both public and private)
- Neighborhoods that foster sense of community
- Public and private infrastructure (streets, water, sewer, storm sewer, communications network, etc.)
- Cultural facilities (libraries, Courtyard Theatre, Plano Art Centre, Interurban Railway Station/Museum, Heritage Farmstead, Outdoor Learning Center, John Anthony Theatre, Connemara Conservancy, etc.)
- Parks and recreation facilities and services
- Variety of work opportunities
- Entertainment, dining and retail services
- Medical facilities
- Historic downtown and surrounding neighborhoods
- Safe, secure environment
- High level of public services (including police, fire)
- Mass transit (bus, light rail, etc.)
- Climate, weather conditions
- Pro-business environment
- Diverse population
The Commission then prioritized the challenges/opportunities based on their impact on the goals outlined for this process, the potential for immediate attention, and the City’s (as a governing entity) ability to address a particular issue. The following is a list of the challenges and opportunities that were identified. Those listed that have an asterisk were considered as high priority issues.

*1. Changing demographics (age, racial, ethnic, cultural, and other population characteristics)
2. Changing technology and its impact on our local economy
3. Changing technology and its impact, public and private, on service provision
*4. Aging infrastructure/public facilities (schools, city hall, etc.)
5. Aging neighborhoods
6. Aging commercial, office, and manufacturing facilities (potential obsolescence?)
*7. Leveling off of financial resources
*8. Pursuing redevelopment/revitalization/infill opportunities (including “New Urbanism” and other innovative techniques)
9. Community pride
10. Promotion of social interaction
11. Enhancing image and identity
12. Housing stock and its ability to accommodate changing needs
*13. Maintaining accessibility and accommodating multiple forms of transportation
14. Providing for sustainable development (energy efficient, environmentally responsible, extended life span, etc.)
15. Natural environment
*16. Air and water quality
17. Maintaining a qualified work force
*18. Maintaining a strong educational system
*19. Aesthetics and the “visible environment”
*20. Perceptions and concerns relating to safety and security
21. Increased potential for fire in older structures

Having prioritized the challenges/opportunities, the Commission analyzed each one in order to identify the necessary information resources to address it, the persons/organizations that need to be involved, and any activities already being done to address the challenge/opportunity.
A group of the high priority challenges were selected to be addressed first: leveling off of financial resources; air and water quality; and aging Infrastructure/public facilities. The Commission met with staff from the relevant City Departments to discuss the impact of the City’s maturity on each issue. This forum gave the Commission an opportunity to gather information on the three selected issues.

Of the three issues presented, the Commission agreed to address the issue of financial resources first. The information gathered from staff was discussed later as the Commission began developing recommendation on strategies to address this issue. A number of strategies were “brainstormed” as possible solutions. Appendix II documents all the strategies that were suggested for each issue. These strategies were then further refined to develop recommendations regarding this issue.

As subsequent issues were addressed by the Commission, they were completed as outlined above.
APPENDIX II

This list of possible strategies is a product of the brainstorming session regarding each high priority issue. These ideas were further discussed and refined in order to develop recommendations for addressing this issue as the City matures.

Financial Resources Availability

Revenue Enhancing

- Raise property taxes
- Maintain property taxes
- Create revenues from non-generating source/activities
- User/Service fees
- Maintaining / increasing property values
- Private contributions
- Increase Parking Revenues
- New revenue generating programs sources
- Pursue grant funding

Reallocation/Reduction of Resources

- Redefine department objectives
- Maintain an appropriate level of Fund (Capital Reserve) balances (increase contributions)
- Privatization of City services/outsourcing
- Reduction across-the-board
- Reduction in services
- Staff reduction
- Stronger County / Joint governmental activities (including PISD)
- Regional service provision
- Appropriate reduction of expenses (comprehensive analysis of expenditure reduction)

Economic/Retail Development

- Incentives:
  - Tax
  - Development
  - Redevelopment
○ Business retention
○ Public/Private ventures
○ Public relations campaign “SHOP PLANO” – explain why it is important to shop in Plano.
○ Process for redevelopment. This should be treated separately from new development.

Air and Water Quality

Air Quality - Transit Related Strategies

○ Continue initiatives to enhance the flow of traffic in and through the City.
○ Continue the City’s use of alternative fuel vehicles.
○ Purchase high-efficiency vehicles for the City’s fleet.
○ Continue to increase awareness of carpooling, mass transit and other vehicle trip reducion initiatives.
○ Provide more readily available information regarding DART routes.
○ Encourage major employers to use high-efficiency vehicles.
○ Continue to work with DART to develop shuttle programs.
○ Promote cycling and other transportation alternatives.
○ Continue to work with DART to develop an east/west rail service.

Non-Transit Related Strategies

○ Monitor emissions from businesses.
○ Promote responsible use of leaf and grass blowers.

Water Quality - Comprehensive Strategies

○ Adopt an Environment Management System for the City.
○ Continue the pay-as-you-go infrastructure replacement policy, including repairing and replacing sanitary sewer to avoid infiltration of the system.
○ Develop a comprehensive education awareness program.
○ Develop stronger regulations for water retention/detention as related to property drainage.
○ Monitor water run-off for presence of toxins from asphalt, fertilizers and other chemicals.
Conservation Strategies

- Consider a graduated water rate program for the City that increases as consumption increases.
- Increase awareness of the benefits of Xeriscape as a landscaping alternative.
- Work with the NTMWD to develop a regional conservation approach.
- Require irrigation systems to have sensors to avoid unnecessary watering.
- Develop enforcement capability for overuse of water.

Aging Infrastructure and Facilities

- Periodic review of public safety facilities
- Utilize existing facilities to the fullest extent (adaptive re-use)
- Evaluate and identify facilities that will need modification for changing technology etc.
- Public awareness and education regarding updating and maintenance of facilities
- Recycling facilities and operations- focus on ways to ensure that space is appropriate.
- Evaluate rented versus city-owned facilities use for City offices/operations
- Continue to review the cost/benefits of outsourcing maintenance
- Comprehensive program for sharing facilities
- Establish a joint group to develop programs (citizen input)
- Evaluate the possibility of leasing City facilities to other entities
- Evaluate the possibility of selling city property and leaseback (outsourcing management)
- Maintain an adequate capital reserve in order to reinvest in facilities
- Charge user fees for the use of city facilities
- Coordinate adaptive reuse of facilities with other entities (PISD, CCCC etc.).

Changing Demographics

Multi-Ethnic/Cultural

- Create a bank of multi-lingual volunteers
- Develop continuing education programs for various languages
- Embrace and celebrate diversity in culture, age etc (special events and activities)
- Invite ethnic groups to participate in the political process
- Promote performing arts as a means for encouraging diversity
- Encouraging ethnic oriented stores and businesses.
Elderly

- Housing availability for young and elderly
- Work with other entities to develop comprehensive programs for elderly healthcare
- Develop special programs for assisting elderly with housing related concerns
- Develop specific programs to create multiple housing opportunities for the elderly
- Require a percentage of units to be elderly/disabled accessibility
- Consider land-banking incentives etc. to encourage housing for elderly (including existing city property)
- Transportation opportunities
- "Granny flats"
- Ability to remain in current home.

Maintaining Accessibility

- Continue to emphasize the importance of the Cottonbelt as the North Cross-town Corridor to connect Plano with other northern parts of the DART service area.
- Examine the possibility for an east/west mass transit connection within Plano, possibly using the Spring Creek Parkway Corridor.
- Examine the potential for a possible County Airport District to provide for future air access via commuter planes and corporate jets.
- Continue to address ADA concerns with regard to accessibility as development and redevelopment occurs in the City.
- Develop a Comprehensive education program to address the culture of vehicle use and to promote the benefits of mass transit. This program should make use of existing initiatives where possible and should involve parents and children. This program should emphasize the use of DART for a variety of trip types including work, leisure and shopping.
- Create a comprehensive incentive program to encourage major employers to promote the use of mass transit among employees. This program should include the use of internal campus connections for businesses located on large campuses.
- Continue to identify areas appropriate for transit oriented developments and business clusters that act as destination points. Encourage multiple uses resulting in places to live, work, shop and recreate.
- Consider the establishment of taxi service in Plano.
- Identify creative ways to bring people from neighborhoods to transit lines and ensure that pedestrian and bicycle commuters are safely accommodated at DART stations.
Maintaining a High Level of Security

- Continue to strive to maintain a top-5 ranking among safest Cities in the State.
- Stress that safety services are available in all areas.
- Continue Police outreach efforts to the various ethnic groups that comprise the City’s population.
- Be proactive.
- Continue to expand the Neighborhood Policing Program so that other areas of the City, particularly other aging neighborhoods, may benefit from this initiative.
- Develop and implement a comprehensive public education program emphasizing the safety of the City. This program should stress that equal safety services are afforded to all geographic areas of the City.
- Continue to support the Police Department with top-notch personnel and resources.
- Action plan for getting a positive word out.
- Continue to expand the neighborhood-policing program.
- Emphasize that the need for Fire and EMS services will continue to grow even as the City continues to mature.
- Stress that the City has the best available insurance rating because of the rating achieved by the Fire Department.
- Continue to aspire to have all fire response personnel EMS trained as well.
- Continue to have the fire safety requirements as part of the development process.

Pursuing Redevelopment/Revitalization/Infill Opportunities

- Be sure NOT to promote activities that cannibalize other areas.
- Have a plan that uses a combination of compatible uses and activities in major retail areas.
- Be flexible in ordinances to accommodate both new and infill development.
- Be proactive in working with developers that do infill/revitalization.
- Review the City’s ordinances and Regulations.
- Revisit previous studies for recommendations that may still be relevant.
- How does the City ensure the provision of affordable housing?
- Explore ways to preserve existing neighborhoods in the face of redevelopment.
- Research other Cities’ experience for guidance on redevelopment.
Maintaining a Strong Educational System

- Monitor the demographics.
- Facilities siting
- Provide safe access to schools
- What happens to underused schools when the school age populations decline?
- Provide quality educational opportunities for the residents of the community.
- Continue to share information with the school districts.
- Study business trends and identify specific training needs.
- Continue to work with the school districts and other education providers to assist in the dissemination of public awareness information.
- Continue to work with churches and other non-governmental organizations to provide a range of education opportunities.
- Include the school districts and other education providers in the discussion of maturity issues to ensure that Plano continues to be a viable and attractive community for future residents.

Aesthetics and the Built Environment

- How could pocket parks be developed as revitalization occurs?
- What could be done to ensure that existing open spaces are protected and further development and revitalization occurs?
- Continue to encourage good architectural and landscape design.
- How do we make open space work in areas of transit-oriented development?
- Heritage resources are very important.
- The City should consider other recreational uses for parks as the demographics of the City continue to change.
- How can the City address the “urban renewal” of affordable housing?
- How can the City balance the benefits of higher density in certain areas against the concerns of adjacent property owners?
- Gateways and entryways should be clearly defined.