

# City of Plano

## COMPREHENSIVE PLAN

### PUBLIC SERVICES AND FACILITIES ELEMENT

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*Davis Library and Joint Use Facility*

## Public Services And Facilities

### Purpose

The Public Services and Facilities Element of the Comprehensive Plan addresses the wide range of services and facilities provided by the City of Plano. These services include police and fire protection, emergency medical services, library services, solid waste collection, convention and visitors' bureau, animal services, cultural services and municipal buildings. The purpose of the element is to guide the development of public facilities and the provision of municipal services.

### Major Themes

#### Theme I – Livable City

A livable city integrates a wide range of services and facilities to provide a high quality setting for its citizens. Many of these services and facilities

often go unnoticed but they help to protect and enrich the lives of residents, employees, and visitors alike. The Livable City section explores the relationship of Plano's widely recognized services and facilities to quality of life factors.

#### Theme II – City of Organized Development

The provision of a wide range of high quality public services and facilities requires a systematic approach that sets expectations, establishes priorities, and defines a process for implementation. The City of Organized Development section focuses on the framework for the delivery of city services and the provision of properly located and designed public facilities.

### **Theme III – City in Transition**

Plano is undergoing the transition from a growing city to a maturing city. Over the past 40 years, the city has dedicated itself to keeping pace with the demands created by rapid residential and business development. As growth slows and financial resources level off, the city must still complete its facility system, update and maintain its existing facilities and adjust service delivery to meet the demands of a changing population. This section of the element will explore how changes in the city's population and development trends will impact service provision and facility requirements.

### **Theme I - Livable City**

#### ***Municipal Services***

The City of Plano has maintained an outstanding reputation for providing high quality services and facilities over the years while responding to explosive business and residential growth. From the safe, secure surroundings that the Police and Fire departments have helped create to the broad range of information and materials offered by Library Services to the recycling and collection services provided by the Environmental Waste Division, Plano offers a wide array of high quality services to its citizens.

It is important that the city keep citizens informed of the various services available to them so that they receive the full benefit of living in Plano. Persons from diverse cultures and backgrounds may lack awareness of services that improve and enhance their lives. It will be necessary for the city to continue to develop programs that familiarize citizens with public services and facilities and the proper ways to access them.

#### ***Environmental Management***

A city's environmental management activities are often overlooked yet they are necessary for the long term sustainability of the community, region, and beyond. Plano is part of the growing north

Texas region that is expected to exceed nine million in population by the year 2030. This growth will no doubt tax the region's environmental resources and require regional problem solving efforts. It will also be necessary for each individual community to make a commitment to environmental management.

Corrective federal mandates have been introduced in the last 30 years to improve air and water quality in the United States. These mandates have been passed on to various regional metropolitan areas across the nation. Local cities within these regions are encouraged to take action to improve the environment and conserve the use of water and other valuable resources.

Plano's Environmental Waste Services (EWS) Division has already taken major steps to advance environmental quality while maintaining a high level of service. A major residential recycling program was implemented in 1991 and has been enhanced and expanded into a nationally recognized program to include household chemical collection and reuse, a regional composting program, and an online materials exchange program. Recycling decreases the amount of solid waste delivered to the local landfill facilities, saves resources, and provides a revenue source to help offset environmental programs. 24.3% of the solid waste stream is being converted via recycling. The goal is 40%. The commercial diversion rate for recycling is 19% while residential is over 34%.

Effective environmental management programs require the commitment and participation of the general public. In recognition of the need to increase public awareness of the importance of recycling and other environmental management techniques, the EWS Environmental Education and Community Outreach partners with Plano schools and non-profit organizations to introduce sound environmental concepts through interactive presentations, games, discovery boxes, and tours. The Environmental News and other literature educate our citizens about environmental issues.

Other ways that the City of Plano contributes to improving the environment locally include:

- ▶ Replacing or adapting vehicles in the city's fleet to reduce energy consumption and utilize cleaner fuels;
- ▶ Using construction techniques and building materials that improve energy efficiency and mitigate environmental issues; and
- ▶ Participating in inter-city efforts to address air quality and other environmental issues through coordinated, regional approaches (also see the Land Use and Transportation elements).

The city should continue replacing its entire vehicle fleet over time with more fuel efficient vehicles. This would reduce costs for fuel expenditures in future years and set a strong precedent for the community.

The City of Plano owns and operates 76 buildings including 1,233,961 square feet of space. It is also expected to construct as many as 10 buildings with an additional 200,210 square feet of space over the next ten years. Major renovations, upgrades, and repairs are also required to ensure Plano facilities continue to serve the public effectively and efficiently. This activity will provide the city with the opportunity to set a positive example by using environmentally sensitive design techniques and building materials when constructing new or renovating existing facilities. These facilities should use less energy for operations, last longer, and reduce long term public expenditures. By taking a leadership role in this effort, the city will be in a stronger position to encourage private sector development that is environmentally sensitive.

The Facilities Services Division has taken a proactive approach to ensure compliance with Senate Bill 5, adopted by the Texas State Legislature in 2002. Numerous projects including lighting retrofits for buildings and parking lots, heating, ventilation and air conditioning (HVAC) system replacements,

and roof replacements have been completed. The lighting retrofit program cost over \$200,000, but the city received an incentive payment from TXU for nearly \$40,000 and continues to reduce energy consumption costs. Roof and HVAC replacement at the Tri-City Police Academy will reduce energy consumption by 96,274 KWH per year. Other projects are expected to produce similar results. The division also conducts periodic energy audits of city facilities.

Other notable facilities maintenance actions include:

- ▶ Staff certification in refrigerant recycling;
- ▶ Establishment of a mold remediation program including staff certification; and
- ▶ Establishment of an environmental waste recycling program for City facilities through contracted custodial service providers.

The Facilities Services Division is currently leading the design effort for the Environmental Education Building, The Oak Point Nature Preserve Visitor Center, and the Oak Point Nature Preserve Retreat Center. These will be the first City facilities built in accordance with LEED (Leadership in Energy and Environmental Design) specifications. These specifications are derived from national standards to develop high performance and sustainable buildings that are energy efficient and environmentally friendly.

### ***Culture***

Cultural opportunities contribute to the quality of life of a city. A variety of cultural opportunities exist within the City of Plano as part of its extensive educational system (see Education Element), libraries, art facilities and heritage sites; however like most area suburbs, Plano residents rely on the major cultural facilities (i.e. - art museums, science museums, performing arts centers, and zoos) in Dallas and Fort Worth for cultural enrichment. The Metroplex facilities are generally accessible from Plano and increase its appeal to prospective residents and businesses. However, the expected magnitude



*Old classroom in Cox Building*

of growth in suburban areas is increasing the demand for additional cultural facilities within these communities. This may lead Plano and other suburban cities to consider providing more regional and sub-regional cultural facilities closer to home, such as the Collin County Center for Performing Arts.

### Objectives for Theme I – Livable City

- ▶ **Objective A.1** Provide municipal services that enhance Plano’s health, safety, welfare, and quality of life.
- ▶ **Objective A.2** Where possible, use building materials and equipment for municipal facilities and services that are energy efficient and protect the environment.
- ▶ **Objective A.3** Increase public awareness about environmental issues.
- ▶ **Objective A.4** Use cultural amenities and facilities to enhance the city’s quality of life and attract people to Plano.

### Strategies for Theme I – Livable City

- ▶ **Strategy A.1** Establish a cost-effective program for replacing city vehicles with those that operate on alternative fuels.

- ▶ **Strategy A.2** Expand Plano’s trash recycling program to include all commercial and residential properties in the city.
- ▶ **Strategy A.3** Develop educational materials and programs that can be used to inform the public on ways to improve the environment and conserve energy resources.
- ▶ **Strategy A.4** Evaluate the use of certain construction techniques or building materials to improve energy efficiency and mitigate potential environmental consequences during the design process for building or renovating public facilities.
- ▶ **Strategy A.5** Review current efforts to inform citizens about public facilities and services and develop a comprehensive promotional program.

## Theme II - City Of Organized Development

### *Service Availability, Delivery and Facilities*

#### *Safety/Security*

Plano’s reputation as a safe and secure community is the result of an organized system that includes the Fire, Police and Public Safety Communications Departments. Response time is critical when considering the effectiveness of safety and emergency



*Fire truck at Fire Station 1*

services and starts with the Public Safety Communications Department, which accepts emergency calls from the public and dispatches fire or police or other personnel to a wide range of emergencies and other requests for assistance.

Plano's Fire Rescue has a service target of responding to 90% of emergency calls within seven minutes. A key element in achieving this goal is fire station location planning. At this time, the city has ten strategically placed fire stations that house emergency personnel. The city monitors response times along with the number of requests for assistance to determine if coverage assignments require adjustment or if additional apparatus or stations are needed. Greater population in Plano and surrounding cities will increase traffic and could affect the ability of personnel and equipment to respond to emergencies in a timely fashion. An 11th fire station is under construction on Los Rios Boulevard, east of Jupiter Road to improve response times to the growing residential areas of northeast Plano. Future plans call for two additional stations to improve response times to emergency incidents in the central and northwestern sections of the city. Fire Station 12 will be built at the northwest corner of Coit Road and Parker Road and Fire Station 13 is planned for a location in the Legacy area on the west side of Corporate Drive north of Tennyson Parkway.

Police response times are more dependent upon having a full complement of personnel and vehicles for patrol purposes than on the location of stations. The Police Department disperses personnel out of its main station in Downtown Plano, the Joint Use Facility at the Maribelle Davis Library on Independence Parkway and the Assembly Point on Democracy Drive in Legacy. There are no plans at this time to add new facilities.

In response to the uncertainty of terrorism, natural disasters, and other potentially dangerous events, the city has recently established the Office of Homeland Security and is in the process of devel-

oping a "Hazard Mitigation Plan." This plan will assist the city with the mitigation of damages from potential man-made and natural disasters.

Both the Fire and Police departments provide educational programs to the public regarding crime and fire and injury prevention. They make presentations to school children and conduct seminars for adults. The Police also meet with local neighborhoods to assist residents in addressing crime prevention in their area through the Neighborhood Crime Watch program.

### ***Educational and Reference Resources***

Plano's libraries have been strategically located to maximize service throughout the city. The Library Services Department operates five full service libraries as opposed to providing one main location with branches offering limited services. The location of each library is within a residential neighborhood near a major thoroughfare and was carefully chosen to maximize coverage across the city. Considering the fact that Plano has a land area of over 72 square



*W. O. Haggard Library*

miles, this approach has proven to be an effective way of providing comprehensive services to meet a wide range of needs within the city. Service indicators are based on the number of patrons that visit each library. Patronage is fairly evenly distributed among the libraries indicating, that the five facilities are adequate to serve the city's population at this time.

### ***Plano Centre***

The Plano Centre is a multi-purpose facility that provides venues for a wide range of activities from conventions to exhibits, business meetings and wedding receptions. The facility is located at the southwest corner of Spring Creek Parkway and Jupiter Road across the street from Oak Point Recreation Center and Collin County Community College's Spring Creek Campus. It is also near Oak Point Nature Preserve, which includes an outdoor amphitheater. Despite its proximity to these significant facilities, Plano Centre has not been as successful in attracting major events as originally hoped. It lacks a major nearby hotel to house overnight convention and conference attendees. Efforts to date to place a hotel on adjacent property owned by the City of Plano have been unsuccessful. Its distance from U.S. 75 (approximately one-half mile) has been a concern to many potential hotel providers. The facility's size has also been identified as a limiting factor in attracting some major events.

The city will need to continue to evaluate opportunities to place complementary facilities near Plano Centre. A consultant study is underway at this time to identify factors that could benefit the long term success of the facility.

### ***Tourism***

The Plano Convention and Visitors Bureau promote tourism within the city. Tourism is an effective revenue generator for the city through fees for using public facilities. The city also receives additional tax revenues from local retailers, restaurants, and hotels that experience increased business.

### ***Cultural Amenities***

Most of Plano's cultural amenities are located in the historic center of the city. This serves the dual purpose of preserving the city's heritage and creating a primary cultural gathering place. The Haggard Park Historic District, the Interurban Railway Museum, Thornton House (Plano's African-American Museum), the Courtyard Theater and the



*Douglass Community Mural*

ArtCentre of Plano Theater are located in or near downtown Plano. The ArtCentre also includes an art gallery. Another cultural facility, the Heritage Farmstead Museum, is located approximately two miles west of downtown. These cultural amenities generally appeal to a local audience and are not well known outside of Plano. Plano currently uses funds generated by state taxes from overnight hotel and motel stays to help fund cultural groups and heritage preservation organizations that provide cultural activities and events.

### ***Other Services and Facilities***

The Environmental Waste Services (EWS) Division provides weekly collection of residential solid waste and yard trimmings, bi-weekly collection of recyclable materials, monthly collection of bulky wastes, and on-call collection of household chemicals. The city is divided into service zones that are regularly updated to maximize efficiency using a computerized modeling system. Solid waste is collected and taken to two "Transfer Stations" operated by the North Texas Municipal Water District, which is responsible for transporting the waste in larger quantities to a regional landfill. Yard trimmings, recyclables and most household chemicals are diverted to appropriate recycling facilities. This system has provided for efficient and cost effective service to Plano residents. Commercial solid waste removal services are provided by a private vendor contracted with the city.

The Health Department provides animal protective services from a central location adjacent to the City's Parkway Service Center. There are no plans at this time to add facilities in other locations. However, there are plans to expand the facility. It will be necessary to monitor the impact of Plano's population increases and demographic changes on pet ownership to ensure that current facilities can adequately address future needs. In addition to collecting and confining stray pets, the Animal Services Division also responds to concerns about wild and/or dangerous animals.

### *Five Year Service Plans*

City departments with expanding operations and increasing facility requirements prepare five year service plans. These plans are used to determine future needs and facilities and operations. The service plans enable the departments to establish budget and service priorities to achieve the objectives listed in this element.

## **Objectives for Theme II – City of Organized Development**

- ▶ **Objective B.1** Provide police protective services that make Plano a safe place to live and work.
- ▶ **Objective B.2** Coordinate efforts of different departments in the provision of basic municipal services.
- ▶ **Objective B.3** Maintain a level of operational readiness that will provide a timely and appropriate response for fire suppression, EMS and other emergencies.
- ▶ **Objective B.4** Mitigate damages from potential man-made and natural hazards through use of Plano's Hazard Mitigation Action Plan.
- ▶ **Objective B.5** Provide high quality library services to the residential and business communities of Plano.

- ▶ **Objective B.6** Increase the ability of Plano Centre to attract major conferences and conventions.
- ▶ **Objective B.7** Encourage the establishment of local cultural facilities and activities that enhance the sense of community.
- ▶ **Objective B.8** Deliver environmental waste services that are economically feasible and environmentally responsible.

## **Strategies for Theme II – City of Organized Development**

- ▶ **Strategy B.1** Identify and utilize policing methods that proactively address crime and its root causes by working in concert with various civic organizations, neighborhood groups and the public.
- ▶ **Strategy B.2** Where possible, involve citizens directly through Neighborhood Crime Watch units and other programs aimed at improving safety and awareness of potentially threatening situations.
- ▶ **Strategy B.3** Use five-year service plans as a guide to the provision of municipal services specific to city departments.
- ▶ **Strategy B.4** Regularly monitor response effectiveness for fire suppression, EMS and other emergencies, and if necessary, identify adjustments to operations and resources that could improve performance levels.
- ▶ **Strategy B.5** Maintain a response time of seven minutes or less to 90% of all fire and emergency calls.
- ▶ **Strategy B.6** Complete the city's Hazard Mitigation Action Plan to eliminate and reduce negative effects of all disasters.
- ▶ **Strategy B.7** Provide a full array of quality library services ranging from audio, books and periodicals distribution to research and

technology services in conveniently located facilities across the city.

- ▶ **Strategy B.8** Explore the addition of complementary facilities on the Plano Centre site or surrounding properties that would enhance its ability to attract regional and national events.
- ▶ **Strategy B.9** Conduct a comprehensive study of the Plano Centre. The study should compare it with similar facilities. The future role of Plano Centre as a community facility should be determined and actions identified to ensure long term success.
- ▶ **Strategy B.10** Use “Hotel/Motel” tax funds to assist organizations that provide local cultural facilities and services.
- ▶ **Strategy B.11** Regularly review solid waste and recycling collection to improve efficiency and cost effectiveness.

### Theme III – City In Transition

#### *Changing Demographics*

The composition of Plano’s population is changing and this could impact the provision of municipal services. The population is becoming older and more diverse as reflected by the following changes that occurred between the 1990 and 2000 Census:

- ▶ The percentage of people over age 45 increased (20 to 28 percent) while the percentage of the population less than 45 years decreased (80 to 72 percent).
- ▶ The median age of Plano residents increased from 31 to over 34 years.
- ▶ The percentage of people who identified themselves as belonging to a minority racial group or ethnicity almost doubled from 14.6 to 27.2 percent.
- ▶ The African-American or Black population grew by 110 percent.

- ▶ The Hispanic population increased by 179 percent.
- ▶ The Asian population grew by 351 percent.
- ▶ Percentage of people born in another nation increased from 7.5 to 17.1 percent.

These trends are consistent to what is happening in other suburban cities across the United States. Another significant demographic trend reflected in the 2000 Census involved immigration. Immigrants from around the world are now coming to metropolitan areas such as Dallas, Atlanta, and Phoenix as well as the traditional destinations like Chicago, Los Angeles and New York City. In addition, many immigrants now bypass central cities to live in the suburbs to take advantage of educational and employment opportunities found there. The increase in Plano’s foreign born population is consistent with this trend.

Some examples of changing service demands and requirements that could result from Plano’s demographic changes include:

- ▶ More library materials in Chinese and Spanish
- ▶ Request for multi lingual assistance
- ▶ More resources in audio format and larger print
- ▶ Additional athletic facilities to accommodate a wider range of sport activities
- ▶ Lighted street signs with larger fonts
- ▶ Increased demand for emergency medical services
- ▶ Increased use of city facilities to host celebrations of cultural events

The impact of demographic changes on municipal services should be monitored closely in the coming years.

### ***Development Trends***

In the past, the city has focused on constructing new facilities and expanding services to meet the needs of a fast growing community. Plano is nearing maturity and the growth rate is decreasing. There are very few large tracts of land remaining for development. The city must shift its attention to adding the “finishing touches” to its facilities and services.

The lack of available land will not only affect private development opportunities, but will also make it more difficult and costly for the city to find land appropriately located and the size required to accommodate public facilities. Therefore, the city will need to review its facility requirements and reserve land for future facilities before the remaining property is developed by the private sector.

Downtown Plano is an example of a new trend in land use known as “Transit Oriented Development” (TOD) which provides for a compact mixed use, pedestrian-oriented neighborhood focused around a transit facility. Significant public and private



*Interurban Railway Museum*

reinvestment in downtown Plano, the preservation of Plano’s original business district and the application of urban development standards have combined to revitalize this area. The city operates a number of public facilities in downtown Plano such as the Municipal Center, Municipal Center

South, the Police and Courts Building, the Interurban Railway Museum, Courtyard Theater and the Cox Building which it shares with the Plano Independent School District (PISD). The city also owns Haggard Park, parking lots, and some vacant tracts of land. The city must ensure that its various downtown properties are utilized in a manner that enhances the long term viability of Downtown Plano and maximizes the impact of public and private investment. It needs to evaluate its various downtown properties to determine how they will serve its long term needs and encourage private reinvestment in the area.

### ***Changing Service and Facility Requirements***

Changing demographics and development trends will affect the provision of public services and facilities. As Plano’s population characteristics change, the provision of municipal services will have to change. A growing elderly population decreases school enrollment and the need for certain types of recreational facilities while increasing the demand for facilities that are more accessible for those with diminished physical acuity. A growing international population means communication in languages other than English and the ability to interact with other cultures. The City of Plano is trying to respond to these changes by:

- ▶ Lighting street signs and enlarging lettering at major intersections.
- ▶ Providing books with larger type that is easier to read.
- ▶ Adding more books in audio format.
- ▶ Providing library materials in Chinese and Spanish.
- ▶ Using a pool of city employees that are familiar with languages and cultures of other nations to assist citizens accessing city services.

Adjusting facilities and services to changing demographics is an ongoing process that requires regular monitoring. Some neighborhoods currently have high percentages of households without children and require fewer active recreational facilities. However, these neighborhoods may eventually “turn over” to young families with children and service and facility provision will need to readjust accordingly. Facilities that house city services may need to change as well. There is growing demand for indoor meeting spaces in the libraries and recreation centers. The city and school districts should evaluate opportunities to share facilities to accommodate meetings and other neighborhood activities.

The Master Facilities Plan provides a detailed inventory of city facilities, a summary of proposed facilities, and a process for coordinating their development and utilization over time. It is intended to guide both long term planning and near term programming for developing budgets and capital investment schedules. It provides for an ongoing committee represented by staff members from the various departments that operate public facilities along with the Budget and Planning Departments. The committee evaluates the yearly Community Investment Program (CIP) and identifies potential projects for future bond referendums.

The Master Facilities Plan requires regular updating to address current conditions along with the changing needs of Plano as a maturing city. The ability of Plano’s facilities to meet the long term needs of its citizens will require periodic monitoring and evaluation. Most structures will require upgrading and modernizing to accommodate technological advances and the changing expectations of their users and customers. Others will require replacement or redevelopment if they “wear out” or cannot be adapted to changing requirements.

The magnitude of recent terrorist acts and natural disasters has forced the city to focus on public safety and welfare issues that exceed those

normally addressed by Police and Fire operations. The City of Plano has established a Homeland Security division to coordinate activities to address and mitigate the impact of these occurrences at the local level. With competing demands for public resources, there will be a significant challenge to provide this new service while maintaining the quality of fire and police services to which residents have become accustomed.

### ***Financial Challenges***

Over the past forty years, Plano’s explosive growth and development generated a steady stream of revenues from permitting fees, expanding property valuation, and retail sales. As the city matures, these funding sources may level off or even decline. At the same time, the city is faced with increased operational costs for aging facilities and infrastructure. Maturing cities like Plano must become innovative and willing to explore options for maintaining high service levels while the growth in revenues diminishes. One way to accomplish this could be by combining resources with other local governments to increase efficiencies and reduce expenditures. However, opportunities to share facilities and services with other entities will need to be examined carefully to ensure that the quality services Plano residents are accustomed to receiving are not diminished by the cost saving efforts.

### ***Cultural Facilities***

Like most suburban cities in the Dallas-Fort Worth Metroplex, Plano relies on the central cities to provide major cultural amenities such as art, science, and natural history museums; zoos, wildlife parks and botanical gardens. The continued growth of Plano and other suburban cities, coupled with increased demand on existing facilities, may create a demand for more cultural facilities in Collin County and surrounding areas.

This increased demand is likely to place the City of Plano in one of two roles relating to the provision



*Interior of the Courtyard Theater*

of future cultural facilities – “initiator” or “facilitator”. The city must carefully examine challenges and opportunities of proposed cultural facilities to determine involvement and role it should play.

As initiator, the city would lead the effort to plan, design, build and operate a cultural facility. In doing so, Plano must determine if the facility accomplishes city objectives and if the commitment of municipal resources and leadership are necessary to complete the project.

An example of a project in which the city was the initiator is the Courtyard Theater. The city leased the Cox Gymnasium from the Plano Independent School District in 1999 and provided funding for the restoration of the building. The historic exterior of the structure was maintained while the interior was restored to accommodate a performing arts center.

In the facilitator role, the city would evaluate a proposal from another organization (public or private); determine if it will meet objectives, compare its priority to other projects; and evaluate

the potential for partnering with the organization to complete the project. The city’s role could include the purchase of land or the provision of an existing city owned property for the facility while operation becomes the responsibility of the other organization.

An example of a project in which the city was the facilitator is the ArtCentre of Plano. The organization owns the property and operates the facility. The city provides funds for restoration of the building through Heritage Preservation grants and Cultural Affairs grants for programming.

When determining whether or not to participate in the provision of public facilities and the role that it should take in response to certain facility proposals, the city should consider the following:

1. In general, what types of cultural facilities is the city willing to support?
2. Where are the current and future gaps in the provision of cultural facilities?
3. Which types of cultural amenities are best served by regional, sub-regional or local facilities?
4. What is the demand and value to the community if the facility is provided?
5. What will the impact be without the facility?
6. What public and private funding options are available to support certain types of facilities?
7. Based on the above, should the city:
  - a. Support the facility?
  - b. If yes, as a facilitator or initiator?
  - c. Seek support from a local, sub regional or regional base?

### Objectives for Theme III – City in Transition

- ▶ **Objective C.1** Adapt the provision of municipal services and facilities to a changing population.
- ▶ **Objective C.2** Provide for appropriately located and functional public facilities in response to the diminishing availability of appropriate sites for both public and private development.
- ▶ **Objective C.3** Utilize city-owned properties in Downtown Plano to enhance its role as a major focal point and gathering place for the community.
- ▶ **Objective C.4.** Establish a framework for upgrading and/or redeveloping city facilities over time.
- ▶ **Objective C.5** Define and regularly update Plano’s role and responsibility in the overall network of “Homeland Security”.
- ▶ **Objective C.6** Provide high quality city services despite leveling revenues.
- ▶ **Objective C.7** Define the role of the city in the provision and funding of cultural amenities available to Plano residents.

### Strategies for Theme III – City in Transition

- ▶ **Strategy C.1** Study the needs of different cultures living in Plano and the possible impacts on municipal service content and delivery and make adjustments where appropriate.
- ▶ **Strategy C.2** Study the impacts of an aging population on the content and delivery of municipal services.

- ▶ **Strategy C.3** Update the Master Facilities Plan on a periodic basis and use it to prioritize and schedule projects for the Community Investment Program (CIP).
- ▶ **Strategy C.4** Evaluate city-owned properties in Downtown Plano to determine how they can be utilized to accommodate city services and support private redevelopment and reinvestment in the area.
- ▶ **Strategy C.5** Develop a comprehensive program for updating, renovating, and if necessary, replacing municipal facilities over time. This should include a comprehensive inventory of these facilities, dates of construction and “life expectancy”.
- ▶ **Strategy C.6** Update Plano’s Emergency Management Plan to improve preparedness, response and recovery efforts from a disaster.
- ▶ **Strategy C.7** Establish a process for identifying alternative resources for funding facility improvements and municipal services.
- ▶ **Strategy C.8** Consider opportunities of sharing facilities and service delivery with other entities that could improve efficiency without compromising the quality Plano residents expect.
- ▶ **Strategy C.9** Develop a policy framework that can be consistently applied to requests for the city’s involvement in the development and operation of cultural facilities.