

CITY OF RICHARDSON - STATEMENT OF GOALS

Vision

Continually position Richardson to be the best City of quality neighborhoods, community vitality, innovative economic development, outstanding public services, environmental friendliness, educational excellence, and strong healthcare services.

Mission

The City pledges to enhance and expand our business base, in concert with the promotion of high-quality residential neighborhoods. This effort takes advantage of Richardson's community strengths, which are best characterized by a well-educated and highly motivated labor force; a strong, established education infrastructure; and a dynamic business environment. The City Council is committed to those components with a balanced approach, recognizing their significance to the community and the contribution they make toward achieving the City's vision for Richardson.

The Statement of Goals for the City of Richardson, specifically the Richardson City Council, its Boards and Commissions, and the City Staff, ~~will establish an environment within the City of Richardson which will emphasize priorities in the following key areas of excellence~~ **is to establish an environment within the City of Richardson which will emphasize priorities in the following key areas of excellence: (moved up to first page):**

- ~~• Continue to improve the quality of life and level of services that have made Richardson an outstanding community for its current and future residents and businesses.~~
- ~~• Implement a wide range of strategies designed to aggressively promote vitality within the residential and commercial areas of Richardson through both public and private initiatives.~~
- ~~• Demonstrate the City’s commitment to the family unit as the foundation of the community, preserve the integrity of Richardson’s residential lifestyle, and foster the City’s commitment to attractive neighborhoods.~~
- ~~• Promote Richardson as a desirable community for the location, formation and expansion of businesses.~~
- ~~• Promote Richardson as a great place to live, work, educate, recreate and visit by marketing the community’s tremendous assets.~~

~~These overriding goals will be facilitated by following established priorities in the following key areas of excellence:~~

- A. Communication
- B. Community Vitality and Neighborhood Integrity
- C. Economic Development
- D. Education
- E. Environmental Management
- F. Fiscal Responsibility
- G. Governance
- H. Health Care Facilities and Community Wellness
- I. Land Use and Development
- J. Marketing
- K. Public Services
- L. Transportation and Mobility

~~To achieve excellence in these key areas, the City Council has identified several instrumental strategies. The following strategies will be used to create the desired environment in which the Statement of Goals can be realized:~~

- ~~• Maintain a professional, highly qualified City Staff.~~
- ~~• Involve a cross section of citizens on Boards and Commissions.~~
- ~~• Solicit and utilize input from the entire community through a dedicated effort by the City Council and City Staff.~~

- ~~Foster a spirit of teamwork between the City and all segments of the community in addressing areas of mutual interest.~~
- ~~Recognize the unique challenges and opportunities Richardson faces as a first tier suburban community.~~
- ~~Support neighborhoods in their development of Homeowner and Neighborhood Associations and other community based organizations such as Crime Watches, Crime Patrols, and Beautification Committees.~~
- ~~Promote a well informed network of Homeowner and Neighborhood Associations and encourage constructive dialogue between this network, residents, and the City.~~
- ~~Develop and maintain community vitality and neighborhood integrity strategies to foster, preserve and promote desirable neighborhoods within the City.~~
- ~~Maintain an updated Comprehensive Planning Guide and coordinate master plans within the various City Departments.~~
- ~~Develop and maintain state of the art systems and modeling tools for planning, land use, and physical development.~~
- ~~Maintain fiscally prudent policies and practices to guide the development and management of operation and capital budgets.~~
- ~~Strive for excellence in operations with a focus on continuous process improvement.~~
- ~~Participate actively in efforts to address regional issues including transportation, emergency preparedness, education, air quality, and other environmental initiatives.~~
- ~~Coordinate the broad scope of facilities and services that comprise a multi-modal transportation system.~~
- ~~Promote civic pride and enhance the City's image by sponsoring community wide activities and events.~~
- ~~Partner with health care providers within the City to ensure that high quality health care services are available in Richardson.~~
- ~~Promote good governance practices with a commitment to open and transparent government, ethical conduct, and a periodic review of Codes and Ordinances and City Charter.~~
- ~~Utilize various forms of technology to enhance internal operational efficiencies, expand access to government, and promote open government initiatives.~~

A. COMMUNICATION

Richardson has tremendous community assets that must be highlighted to the citizens of our City, the business community, various institutions, local media and other key stakeholders within the City, as well as our own City employees. Effective, strategic communication with these audiences is critical to support the City's overall, two-fold marketing communications objective:

1. **Affirm that** Richardson is a great place to live **and** get an education, in which to conduct business, and in which residents and visitors can enjoy recreational and cultural activities; and
2. To foster a meaningful flow of information and two-way dialogue with key stakeholders.

Through the following strategies, we will further enhance the City's communications program to accomplish the objective outlined above:

1. Develop and implement strategic communications initiatives that are consistent and cohesive, and that advance the City's key messages, overall Statement of Goals, and key initiatives.
2. Elevate the City's communications to effectively inform and deeply engage Richardson residents, businesses, employees, and visitors.
3. Expand communications to utilize new methods being utilized with the emergence of new technologies.
4. Align communications activities to support advancement of the City's strategic Goals and Initiatives, and to support the programs and initiatives of each City department.
5. Key audiences of the City's strategic communications efforts include:
 - a. Residents of Richardson
 - b. Homeowners/neighborhood associations
 - c. Richardson businesses and their employees
 - d. Local media
 - e. Public and private schools
 - f. Colleges and universities
 - g. County, state and federal elected officials
6. Strategic communication of key messages helps critical stakeholders connect the City's vision, mission and strategic goals to its programs and initiatives. Key messages should consistently convey that Richardson is:
 - a. A great place to live, do business, get an education, and participate in recreational or cultural activities;
 - b. A city with an unusually strong focus on technology business and other innovators, as well as a provider of outstanding City services for residents and businesses;
 - c. An early adopter of multi-modal transportation solution, forward-thinking transportation-oriented developments, and innovative revitalization programs;
 - d. A great value and ideal location for families looking to establish a home;
 - e. A diverse city that is recognized for its people, its services, its quality of life, and its business leadership;
 - f. Committed to two-way communications with its residents and its businesses, and to the principles of open government.

B. COMMUNITY VITALITY AND NEIGHBORHOOD INTEGRITY

The City of Richardson is committed to protect its vitality and integrity by creating healthy neighborhoods through proactive yet fair and reasonable enforcement of codes and ordinances, by providing support and resources to residents' efforts to organize and positively affect their community, and by partnering with residents such as neighborhood/homeowner associations to put into action enhancement strategies that help realize a shared community vision. The following strategies encompass the City's recognized role as a partner in enhancing neighborhood integrity and community vitality:

1. Enforce existing property maintenance codes aggressively and fairly in residential, commercial and multi-family areas, and develop new code enforcement initiatives that complement the Neighborhood Integrity Program.
2. ~~Continue to~~ **Promote** a sense of ownership and accountability for property maintenance, especially multi-family dwellings.
3. ~~Continue to~~ **Implement** neighborhood enhancement initiatives to assess the assets and weaknesses of neighborhoods, in the effort to maximize housing values and retail market desirability. Implement new proactive and customized strategies to address the unique challenges of Richardson neighborhoods.
4. Maintain a focus on policies and programs that enable residents ~~to continue~~ to live in their homes and evaluate other means to assist them in this endeavor.
5. ~~Continue~~ **Remain active in** neighborhood relations with formal and informal neighborhood/homeowner associations' efforts that foster neighborhood self-management, result in greater neighborhood interaction, and promote the strength and appeal of Richardson neighborhoods.
6. Evaluate all financial options and redevelopment incentives to deal with the ongoing needs of aging residential and commercial areas of Richardson, including public and private resources.
7. ~~Continue to address~~ **Support** the need for capital project improvements throughout the City in order to enhance property values and maintain the City's capital investments.
8. Consider the application of development standards designed to accommodate residential and commercial redevelopment in the Old Town/Main Street area.
9. Solicit input relative to the market's assessments of the City's residential and commercial properties.
10. Recognize significant redevelopment efforts through the City's Community Revitalization Awards.
11. Maintain the drainage system throughout the City where it is necessary to preserve the integrity of the system, minimize erosion, and protect property from the threat of flooding.
12. Encourage utility and transportation agency infrastructure maintenance and convey their responsibility to the community.

C. ECONOMIC DEVELOPMENT

The City of Richardson is committed to the enhancement, diversification, and expansion of its business community. The City believes that providing a fertile business environment is essential to the economic vitality and redevelopment of Richardson.

Prosperous economic development results in tangible benefits of jobs, commerce and increased tax base, while bringing new residents to Richardson with needs for schools, housing, and consumer services. The Dallas-Fort Worth region is one of the major economic centers of the United States. Due to its corporate base, technology clusters, and strong partnership with the University of Texas at Dallas, Richardson plays a significant role in the success of this region. The following strategies encompass the City's recognized role as a partner with the corporate sector in Richardson:

1. Ensure that development, redevelopment, and construction requirements are clearly communicated, and the City's processes and procedures are predictable, consistent, easy to understand, and timely.
2. Serve as a facilitator in the planning and construction processes, meeting the needs of development and redevelopment prospects in an expeditious manner.
3. Protect and encourage the development and redevelopment of property in a manner designed to preserve the integrity of Richardson's viable business community relative to land use and quality of construction.
4. Create a positive City image and make Richardson an attractive city for corporate relocation and retention through quality development, revitalization, and maintenance of public land and facilities.
5. Prominently identify Richardson and the Telecom Corridor through entry portals along US75, the President George Bush Turnpike, the "red line" DART light-rail, the Cotton Belt DART line, the Telecom Corridor area and other major arterials.
6. Implement an economic development strategy that identifies businesses and industries compatible with the Richardson environment, while seeking opportunities to retain and expand existing businesses and attract new operations to the City.
7. Identify and implement ways to diversify the local economy by attracting businesses that will provide stability and expand employment opportunities.
8. Recognizing the importance of technology-related industries to the Richardson economy, support programs and policies that maintain and improve the business environment for research and development, high-tech manufacturing, and those services that support the high-tech industries.
9. Encourage involvement of our corporations in the City's network of cultural and recreational opportunities.
10. Promote and support the creation of new technology businesses through the provision of suitable incubator space and maintenance of an environment supportive of new business formation.
11. Recognizing the importance of the development that presently exists within the community, provide municipal services that will encourage corporate users to thrive in their environment and strengthen their commitment to the Richardson community.

12. Maintain an active program of contact by City officials designed to ensure open communication with the City's corporate executives.
13. Support continuing education opportunities and the expanded role of higher education institutions including:
 - i. University of Texas at Dallas (U.T. Dallas)
 - ii. Richland College
 - iii. Collin College
 - iv. Private **and** vocational ~~and religious~~ educational entities
14. Support the expansion of the role of U.T. Dallas as a corporate resource and as an economic engine for the Richardson business community.
15. Aggressively promote policies and programs that will attract quality restaurants, retail and support services to serve the needs of the City's residential and employment sectors.
16. Devise strategies to encourage the redevelopment of the City's aging and underperforming retail centers as well as the renewal of aging office and warehouse space.
17. Identify neighborhood enhancement strategies to facilitate increased desirability of retail.
18. ~~Continue to leverage~~ **Support** the Tax Increment Finance Zone to encourage redevelopment and evaluate opportunities for new funding strategies.
19. Coordinate the economic development activities of the City with those of the Chamber of Commerce, thus providing a forum in which representatives of the City, business community, and general citizenry can cooperate in addressing economic development issues.
20. In concert with the hospitality and meeting industry, promote activities that enhance the City's attractiveness as a conference and convention site, including support for the Convention & Visitors Services division and Richardson hotel conference centers.
21. As a critical element of the City's Economic Development Partnership with the Chamber of Commerce, develop and promote an extensive international business development plan for the City of Richardson which will attract new investments in Richardson by international companies, as well as provide opportunity for international market expansion for all existing Richardson businesses.
22. Develop and promote economic development strategies to support and grow small to mid-size business.
23. ~~Continue to~~ **Promote** business opportunities with STARTech, as well as explore new models for start-up business incubation and capital investment.

D. EDUCATION

Recognizing the tremendous benefit provided to the community by our educational institutions, the City of Richardson will be an active partner with these institutions in their efforts to achieve excellence in education for Richardson residents and the corporate community. Blessed with quality educational opportunities at all levels, the City is committed to all reasonable actions necessary to enhance our academic institutions, as exemplified by the following tasks to be performed in this partnership:

1. Establish and maintain effective avenues of communication with and between each of the educational institutions in our area including:
 - a. Richardson Independent School District (R.I.S.D.)
 - b. Plano Independent School District (P.I.S.D.)
 - c. University of Texas at Dallas (U.T. Dallas)
 - d. Richland College
 - e. Collin College
 - f. Private, vocational, and religious educational entities
2. Ensure that the City is responsive to the current and future needs and interests of the educational institutions.
3. Promote and encourage safe environments in our schools and other educational institutions in order to provide an excellent learning atmosphere within the classroom.
4. Encourage R.I.S.D. and P.I.S.D. to maximize the use, availability and value of publicly funded programs, buildings, and lands for the benefit of citizens promote the value of the neighborhood school concept.
5. Meet the challenges associated with the growth of U.T. Dallas, and maintain communications and partnerships with the university throughout its planning initiatives. Support the program and campus development of U.T.Dallas to achieve national prominence and the pursuit of 'Tier One' university recognition.
6. Ensure that necessary City infrastructure commitments are in place relative to future expansion of U.T.Dallas and any building programs executed by the R.I.S.D. and the P.I.S.D.
7. Promote efforts by colleges, universities, and technical training and certification programs to provide continuing education and training for our local work force.
8. Assist local public educational institutions in administrative matters, such as recruitment of personnel and financial/bond rating reviews, by sharing City information that is relevant to such activities.
9. Develop communications and operational associations between the Richardson Public Library and the libraries at area educational institutions.
10. Encourage and facilitate private funding support for all educational venues, including library collections that provide special benefits to the Richardson community.
11. Communicate the successes and highlights of educational achievements in City publications and audio/visual productions, and make these materials available to the educational institutions.
12. Recognize publicly and enhance awareness for the academic achievements of students and educators throughout the City's educational spectrum, and ~~continue to~~ promote youth participation in civic activities.
13. Encourage career opportunities in public service through commitment to internship programs and interaction with local educational institutions.
14. Enhance communication between the City and our educational partners to promote student, institutional, and faculty achievements.

E. ENVIRONMENTAL MANAGEMENT

The City of Richardson is committed to encouraging and implementing programs that provide sustainable quality of life and economic benefits such as reduced energy bills, green space preservation, air quality improvements, storm water quality improvements, reduced traffic congestion, improved transportation choices, and economic development and job creation through energy conservation and new energy technologies. The City's strategy for environmental management is exemplified by the following principles:

1. Protect and preserve significant physical features, environmentally sensitive areas, and historical sites within the community.
2. Ensure a safe, healthy local environment.
3. Encourage the development and redevelopment of property in a manner that recognizes the importance of physical features and natural amenities to the identity of the City and its residents.
4. Encourage the provision of public access and exposure to significant physical features and environmentally unique areas.
5. Maintain the drainage system throughout the City where it is necessary to preserve the integrity of the system, minimize erosion, and protect property from the threat of flooding. Evaluate available funding opportunities for drainage rehabilitation and enhancement projects.
6. Promote conservation oriented and environmentally sustainable practices through education and financial incentives, where applicable.
7. Promote land-use policies that reduce sprawl, preserve open space, and create walkable urban communities.
8. Promote transportation options such as bicycle trails, commute trip reduction, car pooling and public transit.
9. Increase the use of clean, alternative energy by advocating for the development of renewable energy resources and supporting the use of waste to energy technology.
10. Make energy efficiency a priority through building code improvements.
11. Practice and promote sustainable building practices using the U.S. Green Building Council's LEED program or a similar system.
12. Encourage green certification in new home construction as well as home reconstruction and remodeling.
13. Increase the average fuel efficiency of municipal fleet vehicles.
14. Evaluate opportunities to increase pump efficiency in water and wastewater systems.
15. Increase recycling rates in City operations and promote increased community participation in single-family, multi-family, and commercial recycling, mulching, composting, and proper household hazardous waste disposal, with emphasis placed on realistic measures to reduce the community's overall waste stream to landfills.
16. Maintain healthy urban forests and promote tree planting.
17. Help educate the public, schools, other jurisdictions, professional associations, business and industry about conservation oriented and environmentally sustainable practices.
18. Maintain a coordinated environmental sustainability effort among all applicable City Departments.
19. Engage in highly visible signature projects to demonstrate Richardson's commitment to forward thinking environmental practices.

F. FISCAL RESPONSIBILITY

The City of Richardson is committed to sound financial management based on conservative budgeting policies, aggressive collection efforts, and conscientious capital financing and bond security programs. The City's strategy to promote and preserve its fiscal integrity is exemplified by the following principles:

1. Employ a balanced, conservative strategy with regard to revenue forecasting and expenditure budgeting.
2. Promote measures that enhance the value of the City's tax base, and encourage active dialogue with the Dallas and Collin County Appraisal Districts relative to appraisal trends for both residential and commercial tax values.
3. Develop strategies to enhance our commercial/retail desirability and the corresponding City sales tax revenue position.
4. Evaluate and implement, where appropriate, user fees, service charges, and other consumer-controlled fees for revenue generation, recognizing the equitable distribution of costs to the citizenry based on usage.
5. Use hotel-motel taxes for facilities and activities as allowed by State statute including support for cultural arts and special events projects, the Charles W. Eisemann Center for Performing Arts and Corporate Presentations, and support for the Convention and Visitors Services division.
6. Recover all reasonable costs associated with the planning and construction processes through fair and equitable building and zoning permit fees.
7. Plan and execute capital construction programs in accordance with overall financial policies of the City.
8. Pursue aggressive collection efforts for all revenues, including taxes, utility charges, and franchise fees.
9. ~~Continue to~~ **Demonstrate** excellence in areas utilized by rating agencies to determine bond ratings.
10. Maintain necessary processes to ensure the City will continue to earn quality performance recognitions such as the Governmental Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting, the Distinguished Budget Presentation Award, and the Government Treasurer's Organization of Texas Certificate of Distinction for Investing and the Comptroller Leadership Circle.
11. Maintain a comprehensive Capital Improvement Budget for all current and future capital improvement projects.
12. Establish and maintain financial policies that reflect a commitment to strong reserves for the various City funds, and enhance the fiscal integrity of the City.
13. ~~Continue to work actively~~ **Stay active** with the North Texas Municipal Water District (NTMWD) to develop customer rate policies that fairly represent conservation and growth management philosophies.
14. Consider the City's ability to fund continuing expenditures in the absence of future outside funding before participating in grant programs, intergovernmental financial participation, or other external funding sources for any project.

15. ~~Continue to maintain~~ **Support** a conservative philosophy toward debt financing of the City's future capital improvements, emphasizing a fiscally sound level of indebtedness compared to assessed valuation and the residential/employment population.
16. Explore cost-sharing alternatives with other governmental agencies for services and facilities where practical and economically advantageous.
17. Evaluate ongoing opportunities for privatization of City services when financially viable and operationally desirable.
18. Seek private donations of land, money, and resources to promote City goals and public improvements, including the support of the Eisemann Center, library, parks, recreation facilities, and other public properties.
19. Maintain vigilance in periodically reviewing and reporting on the City's fiscal performance to anticipate and respond to changes in economic conditions and communicate the City's financial position to the public.
20. Foster a practice of financial forecasting and multi-year projections to establish fiscal performance objectives and contingent responses.
21. Maintain all City Charter requirements for auditing and financial reporting, and assure an active program of internal control reviews and compliance verifications to assure the integrity of the City's financial operations.
22. Utilize budgeting techniques and decision making tools that efficiently allocate resources to effectively meet service level demands.
23. Identify ways to use technology to reduce operating costs and improve efficiencies.
24. Utilize risk management techniques to proactively identify exposure points for unanticipated expenses.

G. GOVERNANCE

The City of Richardson is guided by principles of good governance including transparency, ethical behavior, and fiscal accountability. These principles enhance the public trust, promote efficiency and effectiveness in government operations, and strengthen representative democracy. The City is committed to promoting and fostering a sense of open, transparent, and accountable government through the following elements:

1. Provide City government meeting agendas with adequate description for citizens to be aware of the topical items to be discussed during the meeting.
2. Provide information to the public in a timely manner.
3. Increase the availability of documents on the City's website where applicable.
4. Develop practices that allow taxpayers to better understand the use of their tax dollars.
5. Provide adequate training to public officials regarding open government practices.
6. Proactively identify opportunities to enhance open government and transparency initiatives.
7. Monitor and implement legislative changes in public information and open government meetings.
8. Public officials will operate under the City Council's Code of Ethics.
9. Periodically review the City's Charter and Code of Ordinances.
10. Evaluate the use of various media forms to expand community access to meetings that fall under the Open Meetings Act.

H. HEALTH CARE FACILITIES AND COMMUNITY WELLNESS

The City of Richardson recognizes the importance of a quality health care system as a valuable community asset. The City will be an active partner with the Methodist Richardson Medical Center (MRMC) and other quality health care providers in their efforts to achieve excellence in medical care for Richardson residents and businesses. It is also a priority for the City of Richardson to promote strategies that enable MRMC to maintain its unique community hospital orientation. The City is committed to supporting our health care providers, and will foster a work plan of partnership including the following elements:

1. Promote healthy lifestyles and community wellness.
2. Encourage the development or acquisition of state of the art health care technologies, programs and facilities that will serve Richardson citizens.
3. Foster fitness related events that provide local and regional participation.
4. Support efforts to recruit and retain doctors, nurses, technicians, clinics, allied services and other facilities essential to provide quality community-based health care.
5. Encourage the inclusion and involvement of local medical facilities and services in the health care benefit programs and work place needs of Richardson's commercial business sector.
6. Promote the MRMC partnership as a strong, positive community asset.
 - Ensure the City is responsive to the ~~current and future~~ needs and interests of MRMC **through appointed** by ~~appointing attentive and insightful policy makers~~ **City liaisons** to MRMC's ~~leadership structures~~, maintaining frequent and thorough status reports on MRMC's service delivery, and encouraging sustained administrative dialogue.
 - **Publicly recognize** the achievements of MRMC, **promote and market the utilization of MRMC with special emphasis on the Bush/Renner Campus, cancer treatment center and emergency care facility.** ~~in order to promote the development of the community's health care system, increase awareness of MRMC services, and promote these facilities as economic engines for the community.~~
 - ~~Promote and market the utilization of the MRMC health care system throughout the community with special emphasis on the Bush/Renner Campus, the cancer treatment center and the emergency care facility.~~
 - Promote the efforts of MRMC to achieve National Cancer Institute Recognition.
 - Support efforts to identify and respond to emerging needs for medical services by providing relevant information for MRMC periodic review of community trends and demographics. Collaborate with MRMC in addressing expansion of its market share. ~~Assist MRMC in the preparation of resource materials important to maintaining positive consideration by financial institutions.~~
 - Ensure that the City and MRMC maintain a viable emergency response plan for the community through joint review of protocols, procedures and resources. Maintain programmatic

partnerships between the City of Richardson and MRMC including MRMC's Senior Health Center and the City's immunization program.

I. LAND USE AND DEVELOPMENT

The City of Richardson will guide land use and physical development within its borders to maintain compatibility between residential and non-residential uses. All decisions relative to development and redevelopment proposals will consider not only existing conditions and concerns, but also the long-range needs of the community and the sustainability of the environment. Such development decisions will be given consideration based upon the adequacy and availability of public facilities and municipal services. The Comprehensive Planning Guide will serve to synchronize physical development within the City. The following statements represent an overview of the planning considerations central to promoting appropriate land use and physical development:

General Land Use

1. Encourage the efficient and appropriate use of all land areas by promoting orderly physical and sustainable development.
2. Administer development guidelines which will result in the provision of proper services throughout the community.
3. Maintain the desirable mix of residential and non-residential uses that presently exists within the City.
4. Encourage development that is aesthetically pleasing and properly oriented in relation to adjacent streets and surrounding properties.
5. Ensure that zoning regulations proactively anticipate and react to modern development trends.

Urban Design

1. Promote a greater sense of community identity and pride through beautification projects and support for the highway/rail/turnpike corridor amenity programs.
2. Encourage development techniques and post-development programs that are designed to establish distinctive neighborhood identities within the City and distinguish Richardson from surrounding communities.
3. Promote continuity and expansion of pedestrian and bikeway networks throughout City thoroughfares and parks.
4. Provide for the comfort, convenience, and safety of pedestrian movement citywide.
5. Ensure that development and redevelopment in the City are compatible with and enhance the value of existing environmental resources.
6. Promote renewable energy, rain harvesting, and water conservation as a part of urban design.
7. Maximize the opportunities along US 75, the President George Bush Turnpike Corridor, the “red line” DART light-rail, and the Cotton Belt DART line corridor to create a progressive and positive image for the City.

8. Promote planning strategies that enhance the recreational potential and aesthetic appeal of creeks, floodways, and utility easements in the community.
9. Promote the design of rail facilities that are compatible with the surrounding area and include elements that make these facilities a unifying feature along rail corridors.

Strategic Community Visioning

1. Encourage the creative, functional design of residential areas, employment centers, commercial areas, and public facilities.
2. Encourage an environment suitable for persons of all ages and abilities, with adequate support services and facilities conveniently located to those persons.
3. Require appropriate buffering and transitions between potentially incompatible land uses.
4. Provide adequate infrastructure, including transportation and utility systems, to serve existing and projected land uses.
5. Require appropriate access to all land uses.
6. Strongly promote underground utility installations whenever possible.
7. Promote the use of high-quality construction materials to enhance building appearance and minimize maintenance.
8. Promote appropriate and quality redevelopment along the DART rail corridors.
9. Seek out architectural input in matters regarding community investment in private development and architectural history.
10. Leverage external resources to assist in the modeling of strategic visions for special study areas.

Community Design - Specific Interests/Special Study

1. Residential Areas - Adopt the neighborhood concept of development as the principal residential design standard for Richardson, with particular emphasis on the provision of neighborhood parks, schools, and open space.
 - a. Provide for an appropriate mix of housing types in the community with an emphasis on single-family detached development, while encouraging higher-density developments to locate around transit-oriented corridors.
 - b. Market the housing needs of all segments of the City's population who desire safe, affordable, and low-maintenance dwellings.
2. Commercial Areas - Encourage a variety of retail services, conveniently located and easily accessible to those they will serve.
 - a. Develop strategies to enhance the long-term success and appropriate uses of existing neighborhood shopping centers, after assessing their viability.

- b. Encourage redevelopment of outdated facilities, such as vacant industrial/flex space
 - c. Protect and preserve commercial areas from incompatible land uses.
 - d. Research, evaluate, and enable the strategies and tactics to promote the necessary demographic elements which attract the desired retail mix for this community.
 - e. Promote projected land uses in line with the City’s strategic vision.
3. Employment Areas - Provide for convenient, well-located employment centers to support the corporate community.
- a. Encourage the provision of on-site amenities such as recreational facilities and private open space to support persons working in the office environment.
 - b. Encourage the development of support retail uses and restaurants within office projects.
 - c. Require industrial development in Richardson to be clean, safe, and environmentally sound.
 - d. Where possible, provide for linkage between employment centers, recreational trails, and other public amenities.
4. North Central Expressway and President George Bush Turnpike Corridors – Recognize the development/redevelopment potential within portions of the North Central Expressway Corridor and the possibility of new development within both corridors, encouraging low to mid-rise types of development within these areas, while providing for higher density development at locations that are uniquely suited for development of this character.
- a. Protect adjacent residential areas from the adverse influences of higher density developments.
 - b. Acquire public access and possible ownership of any floodways within these corridors so as to preserve and enhance the natural character of the creek system and incorporate it into the public open space network.
 - c. Implement the corridor amenities guidelines through the review and approval of development proposals.
5. University of Texas at Dallas – Promote the appropriate growth of UT Dallas to serve the student population and ~~continue~~ **encourage** its development as a major research university, while ensuring adjacent residential areas are appropriately buffered. Ensure that adequate infrastructure and City services are in place to provide for the proper interfacing of a growing university with the surrounding residential neighborhoods.
6. Transit-Oriented Development/DART Station Areas – Identify and encourage the appropriate land uses and densities necessary to support development/redevelopment within the area surrounding each of the DART stations, and along major transportation corridors, while committing to mitigate adverse effects on adjacent neighborhoods.

- a. Create regulations that encourage development that takes advantage of close proximity to a transit facility.
 - b. ~~Continue to~~ Utilize zoning strategies that allow appropriate densities, land uses, and parking requirements including requirements for open space and special design features.
 - c. ~~Continue to~~ Develop and refine urban design guidelines aimed at creating a unique identity for the DART corridor in Richardson, with visually and functionally coordinated rail stations, pedestrian-friendly access, and techniques that integrate station areas with nearby neighborhoods and businesses.
 - d. Support transit-oriented development opportunities by initiating station-area planning research, coordinating public sector support services, and cultivating owner and investor interest in development opportunities.
 - e. ~~Continue to~~ Research and evaluate the best practices in station-area development.
 - f. Periodically review changing market conditions and development trends around DART Stations and transportation corridors.
7. Special Study Areas – Promote acceptable redevelopment strategies and plans that take advantage of development trends and position properties for long-term success. **Study areas include** West Spring Valley corridor, Central Expressway corridor, Coit Road corridor, West Arapaho corridor, Main Street/Old Town, East Arapaho/Collins.
 8. Rowlett Creek Corridor – Implement the Rowlett Creek Interjurisdictional Watershed Management Program policies for stormwater management and stream corridor planning. Cooperate with other cities to actively pursue the development of a continuous linear park along the Rowlett Creek Stream Corridor.

Community Facilities

1. Develop a system of basic public services capable of supporting the needs of the projected residential and employment base.
2. Provide high-quality public facilities, including police and fire stations, library facilities, recreation and cultural centers, trails and open spaces that are properly located and responsive to the needs of the community.
3. Ensure the construction and use of public facilities utilizes conservation and environmentally sustainable practices through the use of modern green-building practices such as Leadership in Energy and Environmental Design (LEED).
4. Protect the “neighborhood park” environment throughout the City. Actively pursue the acquisition of available land for future park developments as recommended in the Richardson Parks and Open Space Master Plan. Address park planning considerations that meet the changing demands of athletic and recreation users, including construction and operation of park facilities on public and private property.
5. Encourage cooperative measures with our partners in education

J. MARKETING

Recognizing the importance of effectively marketing Richardson to a variety of audiences – such as prospective residents, prospective businesses, meeting planners, business travelers, visitors, regional/national media, surrounding municipalities, affiliated professional organizations, and other key audiences and influencers – the City of Richardson will pursue marketing strategies and best practices that will further enhance the reputation of Richardson regionally, nationally, and globally. The focus of the City’s marketing efforts will be on promoting Richardson as destination community of quality neighborhoods, with a proven and stable City government, innovative economic development, outstanding public services, sound environmental focus, educational excellence, strong healthcare services and access to a variety of cultural and recreational amenities. Strategies will include the following:

1. Partner with the Richardson Chamber of Commerce, through the Richardson Economic Development Partnership, in promoting Richardson’s vibrant and diversified business community, where excellence is the expectation, to companies seeking the latest technological breakthroughs, the highest level of financial services or the synergy of a great business and research university.
2. Encourage the public to support Richardson’s local retail and restaurants through ongoing support of the Shop Local and Dine Smart Dine Local programs, in partnership with the Richardson Chamber of Commerce, and other initiatives aimed at increasing public awareness and aiding the success of local retail and restaurants.
3. Promote the strength and appeal of Richardson’s attractive, healthy, and safe neighborhoods where personal investment and sense of community are encouraged and valued.
4. Promote the use of key municipal assets including the Richardson Public Library, the Civic Center, Sherrill Park Golf Course, Charles W. Eisemann Center for Performing Arts and Corporate Presentations, and Parks and Recreation facilities and trails, so as to increase the return on investment of these amenities in serving our community.
5. Promote the City’s signature events such as the Wildflower! Arts and Music Festival, Cottonwood Arts Festival, Huffhines Arts Trails, Corporate Challenge, Family Fourth and celebrate their success in bringing people together and creating a sense of community.
6. Promote events and activities of partnering institutions, organizations and businesses throughout the community to enhance public awareness and further overall community pride and success.
7. Promote Richardson as a premiere destination for business and leisure travel encouraging visitors to stay at local hotel properties.

K. PUBLIC SERVICES

The City of Richardson will provide quality, **affordable** municipal services ~~fully committed to a high level of customer service~~ to the Richardson residents and corporate citizens, ~~of Richardson in a cost effective manner~~, recognizing the responsibility to continuously monitor and respond to the needs of the community. It is also important that the City of Richardson administration and staff be well recognized for a strong work ethic, commitment to public integrity and dedication to services accessible to all citizens. Accordingly, this high-caliber work force will be maintained through a commitment to competitive compensation and benefits. Richardson's municipal operations are aimed at providing a clean, safe, and healthy living environment as indicated in the following overview of City services:

1. Animal Services – Provide a quality, customer-oriented animal shelter that serves the needs and interests of the community in a safe and healthy fashion. Effectively address animal related issues throughout Richardson in a reliable, responsive manner.
2. Building Inspection – Protect the health, safety, and welfare of the public through the enforcement of building codes, zoning ordinances, and property standards. Consider the recommendations of citizens, contractors, and building construction industry professionals when evaluating and improving existing policies and programs. Make energy efficiency and environmental sustainability a priority through building code improvements.
3. Civic Center – Enhance customer experiences of the Civic Center and City Hall complex through physical improvements and strong support services and encourage the desirability of the facilities as a community meeting place.
4. Convention and Visitors Bureau - Enhance the role of the Convention and Visitors Bureau in highlighting our community and bringing visitors to share in our quality of life.
5. Cultural Arts - Enhance the development and quality of the arts in Richardson by serving as a facilitator for the community's expanding interest in these activities. Appreciate and promote Richardson's history and heritage. Encourage the enhanced utilization of the Charles W. Eisemann Center for Performing Arts and Corporate Presentations by both our local arts groups and corporations and a wider audience throughout the Metroplex.
6. Environmental Services - Promote energy efficiency and environmental sustainability through the adoption of new codes and programs, public outreach and education, and community collaboration and partnerships.
7. Finance - Support an overall conservative strategy with regard to revenue forecasting and expenditure budgeting.
8. Fire - Provide a high level of readiness for rapid and effective response to fire, medical and other emergencies. Provide for public education, prevention, code enforcement and other services in a professional manner consistent with national trends and standards.
9. Golf - Provide a high-quality, **competitively priced** golf course operation with emphasis on a well-maintained facility and a strong customer service orientation.
10. Health - Ensure responsible attention to the safety and welfare concerns of the City, with particular emphasis on issues beyond the control of the individual, such as air/water quality, food inspections, animal services, and other community health services.

11. Human Resources - Maintain and recruit a professional, highly qualified City Staff by providing competitive benefit/compensation programs, a safe and healthy work environment, a well-managed civil service system, and opportunities for ~~continued~~ training/education in work-related areas.
12. Information Services – Provide and maintain effective customer service applications that promote the use of technology and enhance the quality of life, and foster efficient and effective delivery of municipal services.
13. Library - Recognizing the high educational level and expanding educational requirements of this community, ~~continue to~~ **support ongoing** upgrades to library services and explore options for facility and technology enhancements to meet these needs.
14. Community Services – Implement and maintain a comprehensive community vitality and strategy charged with commercial and redevelopment protecting the integrity of Richardson by making certain its residential neighborhoods, apartment committees and commercial areas are maintained in a safe and healthy manner through fair and reasonable enforcement of codes and ordinances. Assist in the creation and growth of neighborhood and homeowner associations. Promote Richardson as an attractive, healthy, and safe place to live. Coordinate reinvestment plan implementation.
15. Parks and Recreation - Ensure the acquisition, protection, and enhancement of well-maintained parklands, trails, and green spaces in the City, thus providing numerous park facilities and leisure activities for citizens of all ages and abilities. Promote general recreation opportunities for residential and corporate citizens.
16. Planning & Engineering - Promote comprehensive zoning, development, and drainage regulations and policies.
17. Police - Provide expeditious emergency response and responsible investigative follow-up by well-trained and service-oriented Police personnel, with particular emphasis on enhancing the quality of life through the City's commitments to crime prevention, neighborhood crime watches/patrols, community outreach, traffic management, and enforcement of traffic laws.
18. Public Information - Expand and enhance the dissemination of information on City Council actions and City services to the citizens through all available print, visual, and electronic media communications, with concurrent emphasis placed on community feedback to City Hall.
19. Recycling - Promote increased community participation in single-family, multi-family, and commercial recycling, mulching, composting, and proper household hazardous waste disposal, with emphasis placed on realistic measures to reduce the community's overall waste stream to landfills.
20. Solid Waste - Provide for timely and efficient refuse collection, with ~~continued~~ commitments to special pickup services.
21. Special Events Programming – ~~Continue to~~ **Promote** well-planned and popular community events designed to enhance the City's quality of life.
22. Streets - Provide for the conscientious maintenance and protection of the City's roadway infrastructure.
23. Transportation - With the benefit of state of the art technology and engineering analysis, successfully forecast and plan for traffic movements throughout the City in the most efficient and safe manner.
24. Water and Sewer - Enable the community to depend on safe and efficient handling of their utility needs in a manner that is cost effective, equitably priced, and adequately supplied

L. TRANSPORTATION AND MOBILITY

The City of Richardson is committed to the safe and efficient movement of people, goods and services. The City believes that a safe and efficient transportation and mobility network are essential to the economic vitality and quality of life of the City. The following strategies encompass the City's role in this endeavor:

1. Establish a transportation network that will protect the integrity of neighborhoods and enable the safest and most efficient movement of people and goods possible.
2. Minimize safety hazards and ~~continue~~ **uphold** aggressive traffic management and traffic enforcement efforts, including the expanded use of photographic red-light enforcement.
3. Relate the Master Transportation Plan to development considerations represented in the Comprehensive Planning Guide.
4. Develop and maintain state-of-the-art modeling techniques permitting the City to analyze individual development requests in relation to their impact on the entire transportation system and adjacent areas.
5. Develop and apply guidelines and procedures to evaluate the traffic impact of proposed projects and ensure that the street system is in balance with the development of the City.
6. Provide and encourage the use of all appropriate modes of transportation.
7. Promote pedestrian mobility through the creation of pedestrian friendly transportation corridors within the City's centers of commercial and office development, including crossing major transportation corridors.
8. Enhance traffic mobility through ~~continued~~ support for the City's Advanced Traffic Management System (A.T.M.S.) and video monitoring programs.
9. Support the implementation of a balanced DART Service Plan that provides a multi-modal transportation system, with particular emphasis on the light rail system, the Cotton Belt rail system, an extended managed lane network including high-occupancy vehicle lanes and high-occupancy toll lanes, and development of a customized bus circulator system serving area business.
10. Enhance regional mobility, with particular emphasis on east/west Cotton Belt rail access to DFW airport.
11. ~~Continue to~~ **Support** and promote the regional effort to address air quality issues through a variety of programs, including a citywide ozone alert program, a transportation management effort to stimulate car and van pooling, the ongoing conversion of non-public safety vehicles to alternate fuels, and mass transit programs.
12. Provide for rehabilitation of aging infrastructure and support related traffic management techniques.
13. Continually pursue the use of new technologies in infrastructure construction and maintenance.
14. Promote the use of traffic calming strategies in residential areas to address problems of aggressive driving and encourage safe driving practices.

In summary, the Statement of Goals represents the City Council's vision for Richardson. These goals identify a foundation of principles upon which the community will ~~continue to~~ prosper. The City Council is excited about the future prospects for Richardson, and looks forward to the challenges of tomorrow. Based on the well-recognized strengths of our residential, academic, and business communities, the City Council is confident Richardson will successfully meet these challenges and take advantage of these opportunities.

Bob Townsend
Mayor, Place 1

Laura Maczka
Mayor Pro Tem, Place 4

Mark Solomon
Councilmember, Place 2

Scott Dunn
Councilmember, Place 3

Kendal Hartley
Councilmember, Place 5

Steve Mitchell
Councilmember, Place 6

Amir Omar
Councilmember, Place 7

Near-Term Action Items 2011-2013

To achieve excellence in the established key goal areas, City Council has identified several Near Term Action Items to help facilitate the progress in which each goal is accomplished. See the following Near Term Action Items as they relate to the overarching goals:

A. Communication

- Evaluate providing handouts and background material for City Council Meetings online prior to or at the time a presentation is made.
- Evaluate use of social media to communicate important information regarding community updates, events and activities.

B. Community Vitality and Neighborhood Integrity

- Evaluate the home improvement incentive program and options to provide an incentive for investments lower than \$20,000.
- Evaluate funding strategies and implementation planning for the Neighborhood Vitality program.
- Evaluate programs to address neighborhood decline issues to stabilize the overall health of the neighborhood.
- Review and evaluate the rental registration program and develop fee alternatives and strategies to increase participation.
- Evaluate developing a first-time homebuyer program to encourage ownership and residential reinvestment.
- Evaluate the establishment of a community wide day of caring where Richardson organizations and individuals come together to serve those in need.
- Develop outreach efforts with neighborhood associations to solicit residents to become involved with City volunteer opportunities.
- Consider creating a coop for neighborhood associations to provide improved economies for items such as insurance and maintenance services.
- Develop and maintain an inventory of all screening walls in the City to assist with future capital improvement efforts.

C. Economic Development

- Evaluate strategies to fund redevelopment efforts in the community.
- Evaluate the development of an incentive program for retail reinvestment.
- Identify ways to leverage and/or expand STARTech.
- Consider a cluster attraction economic development program

- Consider the creation of an international committee for business and cultural development.

D. Education

- Consider establishing an education round table with a wide-variety of institutions within Richardson.
- Look for opportunities to leverage shared resources to enhance services in efficient ways.

E. Environmental Management

- Evaluate the expansion of recycling to commercial businesses
- Create an award program, similar to the community revitalization awards, for sustainability reinvestment in both residential and commercial properties.
- Create an updated form identifying residential and corporate grants for policies and sustainable options.
- Determine ownership of creek and maintenance responsibilities.
- Evaluate energy efficiency strategies, such as LED, for existing and new infrastructure.

F. Fiscal Responsibility

- Evaluate the city's procurement process and review options for providing reasonable preferences to Richardson based businesses.
- Initiate the evaluation of multi-city recreation facility in Breckenridge Park.
- Periodically review and report cash handling activities and internal control procedures.
- Evaluate vendor contract provisions to using appropriate risk management techniques.
- Evaluate strategies to expand paperless process initiatives.
- Evaluate the city's billing system in receiving electronic debits and snail mail payments.
- Develop a bond evaluation appraisal which reviews future projects, communication strategies and implementation processes.

G. Governance

- Evaluate video broadcasting boards and commission meetings similar to the City Council Meetings.
- Conduct a quarterly review of Near Term Action Item progress.
- Create a City Council legislative sub-committee.

- Review the city council districts as required by the City Charter and evaluate the need for any revisions.
- Evaluate technology enhancements in the City Council Chambers for communication media outreach.
- Evaluate the Work Session and City Council Meeting formats to improve efficiencies.
- Utilize work sessions to discuss items of broad community interest.

H. Health Care Facilities and Community Wellness

- Encourage and promote athletic and fitness events within the city.
- Develop and promote health and fitness initiatives for the Richardson community.

I. Land Use and Development

- Evaluate enhancing the check cashing ordinance and review the ordinance adopted by the City of Dallas.
- Evaluate creating an ordinance pertaining to the placement of Hookah lounges.
- Evaluate strategies to re-purpose underutilized retail areas.
- Create a development plan for the 400 block of West Arapaho.
- Initiate the new study area in either the Downtown/Main Street area or the Belt Line/Bowser area.
- Develop opportunities for new pocket park locations similar to Ruth Young Park.
- Continue the implementation of the West Spring Valley reinvestment plan and consider public-private partnerships for redevelopment.
- Evaluate appropriate opportunities for public-private partnerships for future development and city services/amenities.
- Evaluate the development of a dog park.
- Investigate the implementation of a permanent farmers market.
- Periodically review the city's land use plan.

J. Marketing

- Promote and market local events within the community that are not city related or sponsored.
- Consider developing a branding and marketing plan.

K. Public Services

- Complete the arts comprehensive master plan.

- Evaluate City Hall/Civic Center facility improvements to enhance the customer/resident experience.
- Consider enhancing art grant funding to include special benefits at the Eisemann Center.
- Periodically review the Parks, Recreation and Open Space Master Plan to ensure it meets community interests.

L. Transportation and Mobility

- Expand the city's bike lane system and evaluate enhancing pavement markings and signage.
- Review traffic signal timing and synchronization to maximize efficient traffic flow and improve air quality.
- Promote Richardson access points for the HOV lanes on Central Expressway.
- Continue to promote the acceleration of development of Cotton Belt rail line.
- Evaluate strategies to enhance traffic signalization reviewing items such as flashing yellow lights and cross walk count down timers.