



Proposed Cultural Arts Master Plan Study

Presented by
Richardson Arts Commission
to the Richardson City Council
Monday, June 20, 2011

Richardson Arts Commission

Abby Kratz
(Chairman)
Richard Luttrell
(Vice Chairman)
Beth Kolman
David McNair
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John Murphy
(City Council Liaison)

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(Staff Liaison)

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(Executive Assistant)¹

State of the Arts Assessment

- **Bi- Annual assessment required by ordinance**
- **Presented June 14, 2010**
- **Review of Local Arts Groups and Grants**
- **Summary of Funding and Economic Impact**
- **Discussion of Need for Strategic Planning**

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Local Arts Groups and Grants

Diversity in . . . Size

- **Budgeted Expenditures range from \$5K to more than \$1 million**
- **Size of boards range from 5 to more than 30**
- **Number of staff range from 0 to 7.5 FTEs**
- **Number of volunteers range from 0 to over 300**

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Local Arts Groups and Grants

Diversity in . . . Artistic offerings

- **Music**
- **Dance**
- **Theater**
- **Visual Arts**
- **Literary Arts**
- **Cultural**

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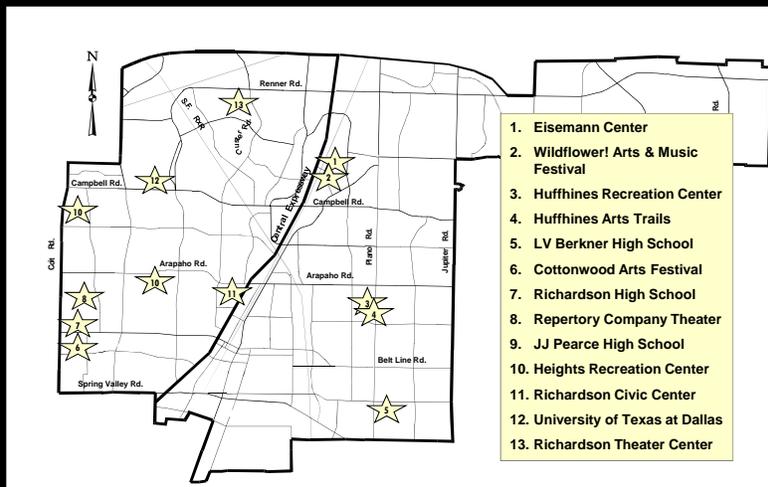
Local Arts Groups and Grants

Diversity in . . . Organizational development

- **Some are newly formed while others are well established (and in some cases in need of reevaluation)**
- **Some have been successful in diversifying and increasing the number of their revenue streams while others continue to operate on only a few sources of revenues**
- **Some have focused on audience surveys, self assessments, strategic planning, and other key organizational development initiatives while others have little experience in this area**

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Richardson Arts Venues



Local Arts Groups and Grants

	Arts Group	RAC 2010-2011
1	Texas Winds Musical Outreach	7,000
2	Greater Dallas Youth Orchestra	1,000
3	Richardson Community Band	15,500
4	Dallas Chinese Community Center	3,500
5	Dallas Repertoire Ballet	9,000
6	Plano Community Band	2,000
7	Nat'l. Assoc. of Composers/USA-Texas Chapter	1,500
8	Richardson Symphony	75,000
9	The Rich-Tone Chorus	12,500
10	Repertory Company Theatre	43,700
11	Chamber Music International	20,000
12	Richardson Civic Art Society	10,500
13	Dallas Asian American Youth Orchestra	6,500
14	Contemporary Chorale	3,800
15	Texas Performing Chinese Arts Association	3,800
16	Arts Incubator of Richardson (AIR)	1,000
17	Lone Star Wind Orchestra	7,500
18	Richardson Theatre Centre	36,200
19	Pegasus Theatre Incorporated	3,500
20	Friends of the Richardson Public Library	4,000
21	Richardson Reads One Book	5,000
22	Tuzer Ballet	10,500
23	Rover Dramawerks	1,500
24	Chamberlain Performing Arts	6,000
25	Plano Symphony Orchestra	9,500
	TOTAL	\$300,000

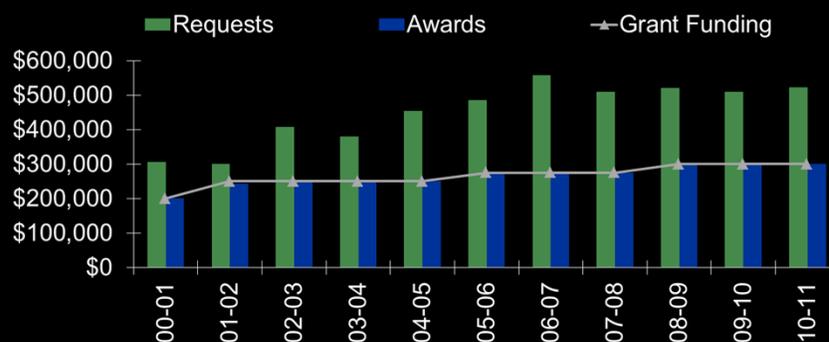
Local Arts Groups and Grants

Encouraging . . .

- Synergy among groups
- Self assessment
- More focused, strategic planning
- Managing as well as performing

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Funding, Requests and Awards

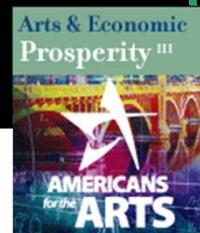


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Arts Economic Impact

- Free online tool provided by Americans for the Arts
- Nation's leading nonprofit organization for advancing the arts for over 45 years
- Analyses based on research findings from 156 communities and regions

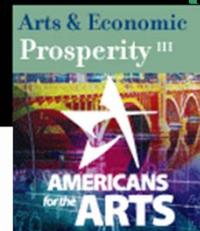
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Arts Economic Impact

- Total Expenditures
- FTE Jobs
- Household Income
- Government Revenue

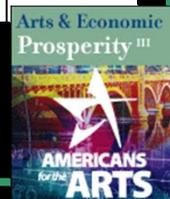
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Estimated Economic Impact

	Total Expenditures	FTE Jobs	Household Income	Local Government Revenue	State Government Revenue
Nonprofit Arts and Culture Organizations	\$3,867,760	119.7	\$2,543,518	\$131,939	\$150,564
Nonprofit Arts and Culture Audiences	\$5,160,372	125.4	\$1,927,874	\$188,777	\$221,238
Total Industry Impact (Richardson)	\$9,028,132	245.1	\$4,471,392	\$320,716	\$371,892

\$295K of Local Arts Grants Funding has an industry impact of:
\$9 million expenditures
245.1 full-time Jobs



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Planning for the Arts

- **Arts Vision:**
 “Richardson - a regional leader of the arts where arts thrive and serve as a catalyst for ongoing economic impact and development.”
- **Support for a Master Plan focused on “Arts” much like plans developed for other areas of city service (i.e. Comprehensive Plan, Parks & Recreation Master Plan, Library Long Range Plan, etc.)**

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Planning for the Arts

- **Benefit the community/city as whole but also the individual arts groups**
- **Assess the arts audience in and around Richardson including a review of key metrics**
- **Understand how Richardson compares with others**
- **Explore how to best maximize the use of current and future public funds for the arts**

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Planning for the Arts

- **Benefit the community/city as whole but also the individual arts groups**
- **4-6 month process beginning this Fall**
- **~\$50K + ?**
- **Funding through the 2010-2011 Budget**

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Planning for the Arts

Since last June, Arts Commission has . .

- **Developed a proposed scope of work**
- **Refined estimated timeline and cost**
- **Reviewed and scored proposals submitted by 7 consulting groups**
- **Interviewed the top 3 consulting groups**
- **Developed recommendation for City Council consideration**

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Proposed Consulting Group

**Lord Cultural Resources
Planning & Management, Inc.**

- **Scored the highest**
- **Good interview**
- **Relevant Experience**
- **Strong References**

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Proposed Consulting Group

- **Offices in New York and Toronto**
- **Over 30 years, 1800 projects in 48 countries**
- **Added local expertise through Schuler Shook based in Dallas**
- **Examples of work included**
 - City of Decatur, Georgia
 - City of Scottsdale, Arizona
 - City of Columbia, Maryland
 - Dallas City Performance Hall
 - Prescott (Arizona) Fine Arts Center

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Understanding Our Needs

1. **Leverage Richardson's network of attractions & venues**
2. **Support culture as an engine for a creative economy, attracting and retaining young professionals**
3. **Nurture Richardson's future cultural leaders, artists, volunteers and audiences**
4. **Position culture as an integral part of Richardson's overall municipal responsibilities**

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Phased Approach

**Phase 1: Needs Assessment
and Initial Recommendations**

Phase 2: Community Outreach

Phase 3: Setting Direction

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Phase 1: Needs Assessment and Initial Recommendations

- **Foundational Analysis**
- **Kick-off Meeting – Defining the Project's Vision**
- **Cultural Asset Assessment**
- **Needs Analysis: Facilities, Services and Participation**
- **Cultural Participation**
- **Issues Stakeholder Interviews**
- **State of the Culture and Initial Recommendations**

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Phase 2: Community Outreach

- **Community Meetings**
- **Special Focus Groups**
- **Online Survey**
- **Arts and Culture Focus Groups**
- **Extending Culture's Reach:
Citywide interviews**

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Phase 3: Setting Direction

- **Best Practices**
- **Charrette: Funding and Partnerships**
- **Cultural Arts Master Plan: Draft**
 1. **Prioritized list of Policies and Strategies**
 2. **Implementation and Timeline**
 3. **Funding Strategies**
 4. **Metrics**
- **Second Community Meeting**
- **Cultural Arts Master Plan: Final Report**

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Phased Approach

**Phase 1: Needs Assessment and Initial Recommendations
(June 2011 to October 2011)**

**Phase 2: Community Outreach
(October 2011 to December 2011)**

**Phase 3: Setting Direction
(December 2011 – March 2012)**

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Cost and Funding

- **\$75K Maximum**
- **Funded through general operating budget for 2011-2012**

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Next Steps

- **Upon City Council consensus, Arts Commission and Staff to begin work with Lord Cultural Planning Group**
- **Progress reports along the way**

City of Richardson Legislative Agenda/Recap
2011 Texas Legislative Session
82nd Legislature

General Government Initiatives:

The City of Richardson strongly supports local control, where local elected officials are tasked with raising funds and providing services to respond to the individual needs of the community they serve. Local governments are the bedrock of the State, and provide the majority of public services to the citizens of Texas. As such, the City of Richardson strongly supports the following general government issues:

Parks:

- Oppose any additional cuts to the Local Parks fund and seek restoration of the fund to its approved capacity of the 80th Legislative Session.
- Support legislation that creates a Constitutional dedication of sporting goods sales tax revenue for use in State and local parks.
- Ensure that no legislative appropriation riders are allowed that set aside Texas Recreation and Parks Account (TRPA) moneys for specific projects or locales. All candidate grant projects should be subject to the established competitive grant process.
- *In the 82nd Legislature, Parks and Recreation lost 96% of the funding to the Texas Recreation and Parks Account (TRPA), through the passage of HB1 and SB1. You may recall, the TRPA is revenue gained by the sales of certain sporting goods which is allocated by law to an account administered by Texas Parks and Wildlife Department (TPWD). Some of the sporting goods sales tax is used for State Parks purposes, and \$31million per biennium is administered through a competitive grant program for the acquisition and development of park land in municipalities and counties.*

Library:

- Appropriate \$4.012 million for the TexShare Online Information database to offset inflationary cost increases and allow for resources to support training for police officers, first responders, and countless others learners.
 - *Funding for the TexShare database program was reduced. Precise effects of this reduction are unclear at this point. Currently our patrons receive access to 50+ online databases through this program. The TexShare database program should continue essentially intact through most of FY2012. Subsidy fees for participation will increase about 35%. This year our participation fee was \$3,172. Beyond FY2012 we can expect radical reduction in the database offerings. The cost for RPL to replace a small number of these databases, the ones most used, could be \$30k-\$45k. There will be additional effects of this budget reduction but they are unclear at this point in time.*
- Appropriate \$4 million for the Loan Star Libraries program to offset service cuts and help libraries maintain hours of operation and other services.

- *The structure of the Loan Star Library program was left in place but the program was defunded. This program provided generally unrestricted grants to most all Texas public libraries. Richardson Public Library was averaging over \$30,000 in grant monies each year through this program. In FY2011 this grant was used to pay for some online resources cut from the library's city-funded portion of the budget. In FY2012 there will be no Loan Star grant funds.*

Public Safety:

- Support enhancement of burglary of a motor vehicle from a misdemeanor to a State Jail felony.
 - *HB 20, 221, 305, SB 203, 305: Failed to pass*
- Support legislation authorizing sobriety check points in Texas.
 - *HB 439 (Smith): Failed to pass*
- Continue support for municipally operated intersection safety camera programs. Oppose any limitation on a municipality's ability to implement and/or maintain an automated intersection safety camera program. The City also opposes any further diversion of proceeds from intersection safety camera programs away from local control.
 - *DEFEATED: SB 500, HB 887, HB 1561, HB 2852, HB 1066, HB 1365*
 - *No Red Light opposition bills passed.*
- Support a uniform statewide ban on synthetic cannabinoids such as "K-2" and "Salvia Divinorum."
 - *PASSED: SB 331 (Shapiro and Madden)*
- Enhance local control in decision making regarding fire protection system requirements. Current state law determines when a sprinkler system is required in a structure.
 - *No legislation passed*

Finance:

- Support legislation requiring the mandatory disclosure of real property sales prices to appraisal districts to ensure fair and equitable valuation and taxation of all real property in the State of Texas.
 - *HB 666 (Villarreal) and SB 299 (Wentworth): Failed to pass. Would have required sales price disclosure on business properties.*
- Oppose any effort to reduce the appraisal growth cap established in current law.
 - *DEFEATED: HB 23, 312, 609, 798, 879, 1079, 1184, HJR 16, 17, 39, 62, 74, 79, 82, 87, SB 129, 175, 474, SJR 7, 11, 20*
- Oppose any effort to Impose revenue caps in the form of adjusting provisions for the current property tax rollback rate
 - *DEFEATED: HB 868*

Other:

- *Passed: HB 679 (Button and Carona): Relating to change order approval requirements for cities*
- *HB 507 (Button): Failed to pass. Would have reduced the notice requirements for Cities when already posted online.*

- ***SJR 17 (Carona): Failed to pass. Proposed a constitutional amendment to restrict the power of the legislature to pass unfunded mandates on local governments.***

Water:

- Continued support for the elements found in Senate Bill 1 (SB 1), enacted in 1997, supporting a regionally-driven planning process and regional water planning groups to create State water plans covering fifty years and updated every five years.
 - ***PASSED: SJR 4, Will provide for a November Constitutional amendment that will provide for \$6 Billion in bond authority for major State water supply projects.***
- Support the 2011 Region C Water Plan, approved by the Region C Water Planning Group (RCWPG) and submitted to the Texas Water Development Board (TWDB) for inclusion in the 2012 State Water Plan, to be approved in late 2010 and submitted to the Texas legislature in early 2011, including:
 - Support the conservation and reuse efforts included in the 2011 Region C Water Plan.
 - Continued support for the protection of all other designated unique reservoir sites in Texas.
 - ***PASSED: SB 181 (Shapiro): Will require the Texas Water Development Board and Texas Commission on Environmental Quality to develop a uniform methodology for calculating municipal water use and conservation.***

Health:

- Support legislation that would amend section 821.052 of the Texas Health and Safety Code to allow municipally funded and operated Animal Shelters not employing a licensed veterinarian to purchase schedule 2N and 3N controlled substances, utilized during the euthanasia process, if the facility is appropriately licensed by the United States Drug Enforcement Agency.
 - ***HB 2733 (Madden): Failed to pass***

Development:

- Close the loophole in state law that allows payday, auto title, and other consumer loan providers to carry excessively high annual percentage rates.
- Provide a level playing field for financial institutions by requiring all lenders and brokers of payday, auto title, or other consumer loans to be licensed and to comply with the same standards and consumer protection laws of licensed lenders under Chapter 342 of the Texas Finance Code.
- Create a system to collect consumer loan data from lenders and brokers of consumer loans to ensure that these operations engage in fiscally sound lending that supports the well-being of our communities.
- ***PASSED: HB 2592, 2594 (Truitt and Carona). Related to requirements for Payday Lenders. Did not achieve all goals, but did address some provisions.***

Economic Development:

The Texas Enterprise Fund has proven to be a valuable tool for the state to attract new job-creating projects to Texas through performance-based financial incentives. In Richardson, the Texas Enterprise Fund was crucial to convincing Texas Instruments to build a \$3 billion wafer fabrication plant, which was the largest economic development project announced in 2003. Additionally, the Texas Enterprise Fund was a key factor in Rockwell Collins expanding their Richardson based operation to over 1,200 jobs. The City of Richardson encourages the Texas Legislature to continue funding the Texas Enterprise Fund.

The City of Richardson also supports the continued funding of the Texas Emerging Technology Fund. This fund is focused on fostering innovation, research and job creation in the high-tech industries. It's important for Texas to invest in emerging fields of technology in order to remain competitive in the evolving economy. The City of Richardson supports:

- Continued funding for the Texas Enterprise Fund, the Texas Emerging Technology Fund, and the Skills Development Fund
 - *No new money was added to either Fund, however they did maintain their previous funding level. The Enterprise Fund has \$142.4 million for the first year of the biennium and \$1.5 million for the second year. The Emerging Technology Fund has \$139.5 million for the first year and \$1.0 million for the second year. Both funds are still in play related to SB 1, which has not yet been finally passed in the special session. There are a couple of amendments in the current special session regarding these Funds.*
- Continued authority for local governments to enter into tax abatement and Chapter 380 agreements
- Continuation of the HB 1200 tool to cap school property taxes for capital-intensive companies locating or expanding in Texas.
- Support legislation that helps build equity in economic development between communities that are able to utilize 4A/4B sales tax and those who utilize sales tax funding for regional transportation purposes.
 - *HB 3215 (Button): Failed to Pass*
 - *HCR 147 (Button) Encourages communities to coordinate their efforts and to focus on comprehensive planning toward economic development over localized, reactive approaches.*

Higher Education:

The University of Texas at Dallas, which is located in Richardson, focuses on developing the human capital necessary for Texas to be competitive in the global economy. UT Dallas confers a higher percentage of science, technology and business degrees than any other Texas public, doctoral-granting institution. The City of Richardson recognizes UT Dallas as a key community partner and supports the following legislative initiatives that will assist them in their endeavors to move to Tier-One Research University status:

- Maintain funding for Texas's higher education institutions, recognizing enrollment growth across the region.
 - *HB 1 by Pitts – Relating to appropriations for the 2012-2013 biennium.*

- *Legislation passed. Cut general revenue funding at institutions of higher education by 5%. Did not recognize enrollment growth.*
- *UT Dallas received a total funding cut of \$29.2M (11.9%). The UT Dallas budget can be found on page 299 of HB 1.*
- Support adequate base funding for the Dallas County Community College District and Collin County Community College District.
HB 1 by Pitts – Relating to appropriations for the 2012-2013 biennium.
 - *Cut funding for DCCCD by \$11 million. With no support for enrollment growth, the net cut was nearly \$40 million.*
- Maintain \$50M in state matching funds for the Texas Research Incentive Program, a critical element of tier-one legislation passed during the 81st Texas Legislature.
HB 1 by Pitts – Relating to appropriations for the 2012-2013 biennium.
 - *Legislation passed. Appropriated \$35.6M to the Texas Research Incentive Program. Appropriation can be found on page 276 of HB 1 in the Texas Higher Education Coordinating Board budget.*
- Identify permanent state dollars for federal stimulus funding directed to higher education during the 81st Texas Legislature.
HB 1 by Pitts – Relating to appropriations for the 2012-2013 biennium.
HB 4 by Pitts – Relating to making supplemental appropriations and giving direction and adjustment authority regarding appropriations.
 - *Both bills passed, and both included funding for several higher education programs made possible with federal stimulus money during the 81st Texas Legislature. HB 4 included \$3M for the UT Dallas Middle School Brain Years (MSBY) Initiative, which was funded with \$6M in stimulus funds in 2009.*
- Maintain tuition deregulation to enable tuition flexibility and creativity.
No legislation passed that would jeopardize this position.

Public Education:

The City of Richardson strongly supports both the Plano and Richardson Independent School Districts, believing that top-quality public schools are the bedrock of any desirable community. The City of Richardson recognizes that high-performing public schools have a positive, direct impact on an educated, capable workforce, stability of property values, and desirability of the city to employers and their employees. Thus, the City supports the following initiatives related to public education:

- Ensure and protect adequate funding for school districts to meet the state's increasing education standards, including the provision of sufficient revenue to enable all districts to pay for educational reforms and cover inflationary costs.
- Return local control to locally elected school boards through sufficient taxing authority to cover educational reforms and inflationary costs. Returning such local control recognizes that representative government ensures an appropriate balance between the interests of parents, students, professional educators, taxpayers and the community
- Within the state accountability system, fully implement exclusions of certain students from both dropout and completion rate calculations for situations such as incarceration that are out of districts' control.

- *Continues to be an ongoing discussion during the Special Session*

Transportation:

The City of Richardson recognizes the value of a robust and healthy transportation system. Texas is adding more population than other U.S. regions, and the condition/capacity of Texas roadways is declining because of underinvestment in maintenance and new construction. Dallas-Fort Worth residents want and deserve transportation improvements that enhance mobility, improve air quality, relieve gridlock, maintain existing infrastructure and energize the local economy. As such, the City of Richardson urges the Texas Legislature to adopt several transportation funding and policy initiatives:

- Support a Constitutional amendment to stop diversions of motor fuels taxes from Fund 6 to non-transportation programs.
- Identify a sustainable method of generating transportation revenue, which accounts for economic inflation and enhanced motor vehicle fuel economy, to ensure the adequate funding of statewide and regional efforts to maintain and improve multimodal transportation systems.
 - *The state budget included a vital appropriation that will allow Texas to tap into the remaining \$3 billion of Proposition 12 bonds that were approved by the public in 2007. TxDOT also received an appropriation to continue its efforts to develop and implement a State Rail Plan. Other legislation improved the flexibility of Transportation Reinvestment Zones (TRZs) for cities and counties.*
- Require allocations of all TxDOT funding categories across the state to be returned to the region in which they were generated.
- Support the North Texas Tollway Authority (NTTA) efforts to maintain its first option for development of toll roads in the DFW region and re-establish the authority for TxDOT to enter into public-private partnerships (PPP) for projects selected by Metro Planning Organizations (MPOs) and local governments.
 - *Secured TxDOT authorization to complete I-35E, SH 183 and the North Tarrant Express as public-private partnerships (PPPs). In addition to the PPPs, CSHB 1420 (TxDOT Sunset Bill) also allows Regional Toll Revenues to be "distributed" to the region for projects approved by the Regional Transportation Council, TxDOT District and the Texas Transportation Commission. It also established a methodology for formula funding, part of ensuring that the region's funding allocation is equitable.*
- Support legislation that allows for 4A/4B sales tax funds to be utilized for transportation purposes.
- Support the 2011 Legislative Programs of DART, DRMC, and the RTC.

Air Quality:

The City of Richardson recognizes the importance of the state's air quality initiatives. Failure to develop innovative solutions to our challenges will adversely affect not only the health of our citizens and our quality of life, but also our regional economic growth and transportation funding.

Dallas-Fort Worth's estimated 2012 emissions inventory is as follows: 37% on-road mobile sources, 29% non-road mobile sources, 18% point sources and 16% area sources. Since approximately 66% of DFW emissions emanate from mobile sources, it is important that the Texas Legislature continues to appropriate funds to programs aimed at the mobile source sector.

The City of Richardson supports:

- Adequately funding and appropriating funds collected for the Texas Emissions Reduction Plan (TERP).
 - *The TERP and SIP were funded. Additional analysis of full funding implications forthcoming.*
- Appropriations for the Aircheck Texas Program, formerly known as the Low Income Vehicle Repair Assistance, Retrofit, and Accelerated Vehicle Retirement Program (LIRAP), and urges the Legislature to appropriate funds raised for the program to LIRAP or to other mobile source programs.
- Adequate funding to ensure clear authority and effective enforcement of the State Implementation Plan (SIP) control measures, including funding for state-to-state air quality research modeling tools and monitoring equipment.
- The ability of the Texas Commission on Environmental Quality (TCEQ) to issue necessary air permits and continue to run relevant air quality programs.
 - *Passed: SB 527 Fraser/Geren): Amendment makes minor changes to the wording on spending. Also, a section is added about Air Quality Research Support Program.*
- The implementation of any beneficial recommendations for TCEQ from the Sunset Advisory Commission to allow for improved oversight and efficiencies.

Elections

Passed: SB 100: Moves the filing deadline back into December in order to accommodate a March primary and permit 45 days for processing overseas ballots as required by the Federal MOVE Act. Cities will continue to be able to hold elections in May of odd numbered years; however, election costs are likely to increase in the future. May elections will no longer be available in even numbered years.

Anticipated Legislation to Oppose:

The City of Richardson opposes and seeks to defeat any legislation that would erode municipal authority in any way or that would otherwise be detrimental to cities, especially legislation that would:

- Local Government Finance:
 - Reduce the appraisal growth cap established in current law.

- Impose revenue caps in the form of adjusting provisions for the current property tax rollback rate.
- Limit a municipality's ability to implement and/or maintain an automated intersection safety camera program. The City also opposes any further diversion of proceeds from intersection safety camera programs away from local control.
- Erode zoning authority.
- Erode municipal authority over the rights-of-way or erode municipal authority to collect reasonable compensation for the use of rights-of-way.
- Require municipal jails to comply with the same jail standards as County jails and come under the oversight of the Texas Commission on Jail Standards.

2011/2012 JAG Grant Allocation

Neighborhood Police Officers

A map of Richardson, Texas, divided into several colored patrol areas. Each area has a photo of a Neighborhood Police Officer (NPO) overlaid on it. The officers are: NPO Terry Woods (purple area), NPO Roy Pierce (red area), NPO Greg Lee (blue area), NPO Dave Mankin (blue area), NPO Dan White (yellow area), NPO Ed Coleman (orange area), and NPO Kerry Cain (green area).

**Neighborhood
Police Officers**

Patrol Areas

Neighborhood Police Officer Successes

- Strong presence in our neighborhoods
- Addressing quality of life issues
- Quicker response to problem solving
- Continued partnering with service providers throughout the City

Average years of experience – 25+ years

Justice Assistance Grants What Are They?

- Federal non-competitive grants to local law enforcement agencies
- Administered by the Bureau of Justice Assistance
- Local allocations based on population and crime
- Funds are distributed locally through the City of Dallas
- Local administrator receives 7% of funds to offset costs
- Dallas County receives 30% of funds

JAG History

FY 2009- 2010

JAG #1 - \$118,919

Special competitive allocation through
the Economic Stimulus Program

JAG #2 - \$20,249

Non-competitive local allocation

FY 2010 - 2011

JAG Total Awarded - \$19,264

Non-competitive local allocation

JAG Grant Allocation

Neighborhood Police Officers

FY 2011- 2012

JAG Total Awarded - \$15,659.81

Non-competitive local allocation

Next Steps for Project

- 30-day Governing Body Review
- Public Comment Opportunity
- City Council Resolution-July 25th
- Await Official Award





City of Richardson City Council Statement of Goals and Near Term Action Items 2011-2013



City Council Worksession
Monday, June 20, 2011

1

History

- **Goal setting a traditional post-election process**
- **Began formally adopting by resolution back in 1999 and every two years since then**
- **Resolution 99-02, adopted December 13, 1999 - 17 pages, 5 Key Areas**
- **More recently . . .**

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History

- **2007-2009 Goals –**
 - **Adopted January 14, 2008**
 - **Added Vision and Mission**
 - **Incorporated a stronger emphasis on**
 - **Community Vitality and Neighborhood Integrity**
 - **Environmental Management**
 - **Transportation**
 - **Added Initiatives – short term**

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History

- **2009-2011 Goals**
 - **Adopted September 14, 2009**
 - **Incorporated new areas for**
 - **Marketing and Communications**
 - **Governance**
 - **Added numbering**
 - **Included Near Term Action Items**

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Process

- Start with a review of most recent Statement of Goals and Near Term Action Items
- City Council discussion at one or more Worksessions
- First one scheduled for Monday, July 11, 2011
- Opportunity to collectively consider any new, revised or stronger areas of focus
- Public input on Council priorities received through the recent general election process, written and verbal communications, various public meetings and through Visitor's Section of City Council Worksessions and/or Meetings

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Process

- City Staff will document suggested revisions along the way and provide revised drafts as needed
- Once City Council collectively discusses and agrees on content and wording of 2011-2013 Statement of Goals and Near Term Action Items a resolution will be placed on a future City Council agenda for action
- Goals and Near Term Action items will be published online and in the *Richardson Today* and distributed as needed through the two year term
- City staff monitor progress along with City Council and develop a summary report in 2013



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Next Step

**City Council Worksession on Goals
Monday, July 11, 2011
and as needed thereafter**



RESOLUTION NO. 09-16

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF RICHARDSON, TEXAS ADOPTING THE CITY OF RICHARDSON CITY COUNCIL STATEMENT OF GOALS ATTACHED HERETO AS EXHIBIT "A"; ADOPTING THE CITY OF RICHARDSON CITY COUNCIL NEAR-TERM ACTION ITEMS ATTACHED HERETO AS EXHIBIT "B"; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the Statement of Goals represents the City Council's vision and mission for the City of Richardson, Texas and identifies a foundation of principles upon which the community will continue to prosper; and

WHEREAS, the City Council Near-Term Action Items identify specific areas of focus;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF RICHARDSON, TEXAS:

SECTION 1. That the City Council of the City of Richardson, Texas adopts the City Council Statement of Goals, attached hereto as Exhibit "A".

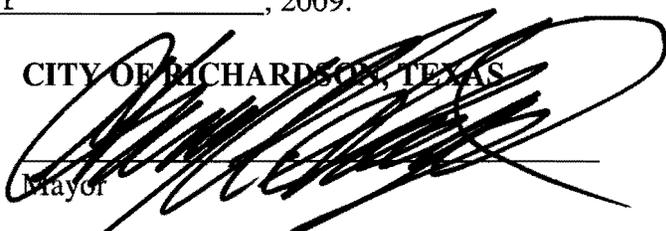
SECTION 2. That the City Council of the City of Richardson, Texas adopts the City Council Near-Term Action Items, attached hereto as Exhibit "B".

SECTION 3. That any and all previous resolutions pertaining to the City Council Statement of Goals, Initiatives, and Near-Term Action Items are hereby repealed.

SECTION 4. That this resolution shall become effective immediately from and after its passage.

DULY RESOLVED AND ADOPTED by the City Council of the City of Richardson, Texas on this the 14th day of September, 2009.

CITY OF RICHARDSON, TEXAS


Mayor

ATTEST:


City Secretary

APPROVED AS TO FORM:



City Attorney

CITY OF RICHARDSON - STATEMENT OF GOALS

Vision

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 will continue its commitment 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.

To attain these ends, the Richardson City Council will pursue the following goals and objectives.

The Statement of Goals for the City of Richardson, specifically the Richardson City Council, its Boards and Commissions, and the City Staff, is to establish an environment within the City of Richardson which will:

- 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:

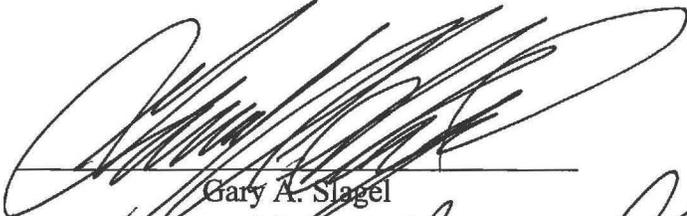
- A. Public Services
- B. Fiscal Responsibility
- C. Economic Development
- D. Community Vitality and Neighborhood Integrity
- E. Land Use and Development
- F. Environmental Management
- G. Transportation and Mobility
- H. Health Care Facilities and Community Wellness
- I. Education
- J. Marketing and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

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:

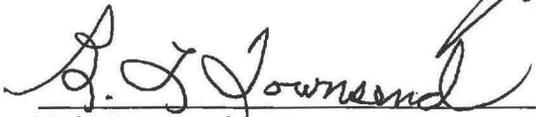
- Maintain a professional, highly qualified City Staff.
- Involve a cross section of citizens on Boards and Commissions.
- Solicit and utilize input from the entire community through a dedicated effort by the City Council and City Staff.
- Foster a spirit of teamwork between the City and all segments 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.

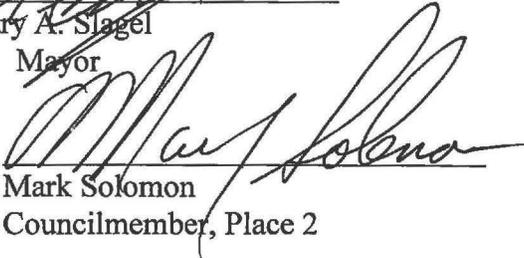
In summary, the Statement of Goals represents the City Council's vision for Richardson. These goals identify a foundation of principles upon which the community will continue to prosper. The City Council is excited about the future prospects for Richardson, and looks forward to the challenges of tomorrow. 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.



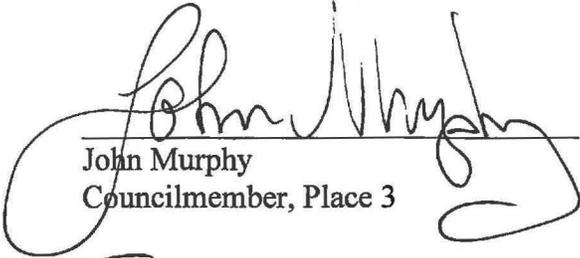
Gary A. Slagel
Mayor



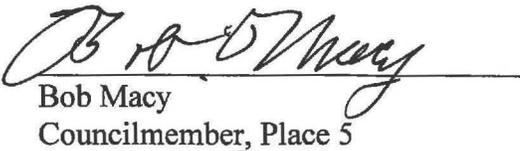
Bob Townsend
Mayor Pro Tem



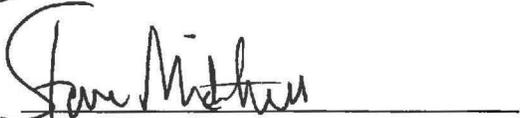
Mark Solomon
Councilmember, Place 2



John Murphy
Councilmember, Place 3



Bob Macy
Councilmember, Place 5



Steve Mitchell
Councilmember, Place 6



Amir Omar
Councilmember, Place 7

A. PUBLIC SERVICES

The City of Richardson will provide quality municipal services to the 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 Department – Ensure that the health, safety, and welfare of the public are efficiently and effectively achieved through the enforcement of building codes, general ordinances, and sign ordinances. Consider the recommendations of citizens, building contractors, and building professionals when evaluating and improving existing policies and programs. Make energy efficiency a priority through building code improvements.
3. Civic Center – Enhance the desirability of the Civic Center/City Hall complex as a community meeting place by recognizing appropriate opportunities for new public improvements and support services in the area.
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 Health - Support the development and implementation of efficient and effective environmental programs designed to protect the City's land, air, water, and energy resources; and encourage, by example, participation in such programs as residential, multi-family, and commercial recycling, mulching, ozone reduction, industrial wastewater pre-treatment, stormwater pollution prevention, household hazardous waste disposal, and travel demand management.
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 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 upgrade library services and explore options for facility and technology enhancements to meet these needs.
14. Neighborhood Services – Implement and maintain a comprehensive community vitality and neighborhood integrity strategy program charged with meeting the challenges of all neighborhoods and multi-family dwellings by providing aggressive and fair code enforcement and promoting proactive neighborhood enhancement strategies. Assist in the creation and growth of neighborhood and homeowner associations. Promote Richardson neighborhoods as attractive, healthy, and safe places to live.
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 a comprehensive approach to facility and land use planning.
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.

B 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.
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 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 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.

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 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. University of Texas Southwestern Medical Research Center
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. Continue to leverage the Tax Increment Finance Zone to encourage redevelopment.
18. 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.
19. 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.

D. 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 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 throughout the City, including multi-family dwellings, 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. 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 neighborhood relations 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 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.

E. 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:

i. 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.

ii. 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.

iii. 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.

iv. Community Design - Specific Interests/Special Study

- a. 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.
 1. 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.
 2. Market the housing needs of all segments of the City's population who desire safe, affordable, and low-maintenance dwellings.
- b. Commercial Areas - Encourage a variety of retail services, conveniently located and easily accessible to those they will serve.
 1. Develop strategies to enhance the long-term success of existing neighborhood shopping centers, after assessing their viability.

2. Encourage redevelopment of outdated facilities, such as vacant industrial/flex space
 3. Protect and preserve commercial areas from incompatible land uses.
 4. Research, evaluate, and enable the strategies and tactics to promote the necessary demographic elements which attract the desired retail mix for this community.
 5. Promote projected land uses in line with the City’s strategic vision.
- c. Employment Areas - Provide for convenient, well-located employment centers to support the corporate community.
1. Encourage the provision of on-site amenities such as recreational facilities and private open space to support persons working in the office environment.
 2. Encourage the development of support retail uses and restaurants within office projects.
 3. Require industrial development in Richardson to be clean, safe, and environmentally sound.
 4. Where possible, provide for linkage between employment centers, recreational trails, and other public amenities.
- d. North Central Expressway and President George Bush Turnpike Corridors – Recognize the 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.
1. Protect adjacent residential areas from the adverse influences of higher density developments.
 2. 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.
 3. Implement the corridor amenities guidelines through the review and approval of development proposals.
- e. University of Texas at Dallas – Promote the appropriate growth of UT Dallas to serve the student population and continue 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.
- f. 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.

1. Create regulations that encourage development that takes advantage of close proximity to a transit facility.
 2. Continue to utilize zoning strategies that allow appropriate densities, land uses, and parking requirements including requirements for open space and special design features.
 3. 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.
 4. 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.
 5. Continue to research and evaluate the best practices in station-area development.
 6. Periodically review changing market conditions and development trends around DART Stations and transportation corridors.
- g. Special Study Areas - West Spring Valley corridor, Central Expressway corridor, Coit Road corridor, West Arapaho corridor, Main Street/Old Town, East Arapaho/Collins. Promote acceptable redevelopment strategies and plans that take advantage of development trends and position properties for long-term success.
- h. 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.

v. 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

F. **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, 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.
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. Develop and maintain a comprehensive environmental plan.

19. Engage in highly visible signature projects to demonstrate Richardson's commitment to forward thinking environmental practices.

G. 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 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.

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), the University of Texas Southwestern Medical Research Center, 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. Support efforts to recruit and retain doctors, nurses, technicians, clinics, allied services and other facilities essential to provide quality community-based health care.
4. 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.
5. Ensure the City is responsive to the current and future needs and interests of MRMC by appointing attentive and insightful policy-makers to MRMC's leadership structures, maintaining frequent and thorough status reports on MRMC's service delivery, and encouraging sustained administrative dialogue.
6. Recognize publicly the achievements of MRMC 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.
7. 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.
8. 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.
9. Promote the new MRMC partnership as a strong, positive community asset.

I. 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. University of Texas Southwestern Medical Research Center
 - g. 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.
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.

J. MARKETING AND COMMUNICATION

Richardson has tremendous community assets that must be highlighted to the citizens of our City, the North Texas region, the State and our Nation. Through the following tasks, the marketing of our community will be further enhanced:

1. Develop and implement strategic communications initiatives that are consistent and cohesive and advance the City's key messages, Statement of Goals, and key Initiatives.
2. Elevate the City's communications effectively inform and engage Richardson residents, businesses, employees and visitors.
3. Align communications activities to support the advancement of the City's strategic Goals and Initiatives.
4. Key audiences of the City's marketing and communications efforts include:
 - a. Residents of Richardson
 - b. Homeowners/neighborhood associations
 - c. Richardson businesses and their employees
 - d. Businesses and/or residents considering relocation to Richardson
 - e. Meeting Planners, Business Travelers and Visitors
 - f. Local, regional and national media
 - g. Public and private schools
 - h. Colleges and universities
 - i. County, State and Federal elected officials
 - j. Surrounding municipalities
 - k. Affiliated professional organizations
5. Strategic communication of key messages helps key audiences 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, educate, and participate in recreation activities
 - b. A "smart" city with a focus on technology business and other innovators, as well as a focus on providing "smart" city services for residents and businesses
 - c. An early adopter of smart, multi-modal transportation solutions and transportation-oriented development, as well as innovative revitalization programs
 - d. A great value and great location for families looking to establish a home
 - e. A diverse city that is recognized nationally and internationally 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
6. Implement marketing and communications strategies that will position Richardson as a vibrant, attractive city in the minds of the City's target audiences. Among the specific communications strategies to be pursued are the following:
 - a. Better communicate the awards won by municipal operations and highlight the City's elite bond rating status.
 - b. Promote local restaurants and retail establishments to Richardson citizens as well as consumers who live outside of the community
 - c. Promote targeted uses for retail centers
 - d. Leverage the exceptional daytime employment population of Richardson
 - e. Continue to create community events that will attract young professionals
 - f. Enhance the number of conventions and tournaments that are drawn to the Richardson hospitality community
 - g. Enhance the promotion of our signature neighborhoods, parks and recreation amenities, golf course, library, arts amenities, and historical areas to visitors.
 - h. Evaluate signage needs to highlight unique developments.
 - i. Promote the concept of wireless internet service as an infrastructure amenity available to our residential and business community and accelerate its expansion where possible.
 - j. Encourage inclusion and a greater sense of community among Richardson's diverse population.
 - k. Explore strategies to improve ranking in national publications that rank peer cities.
7. Develop systems and processes that will enable the City to foster the integration of proactive communications at all levels, and to sustain communications excellence systematically.

K. 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. Establish processes to ensure the efficient and timely administration of open government initiatives.
7. Monitor and implement legislative changes in public information and open government meetings.
8. Public officials will operate under a 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.

Near-Term Action Items 2009-2011

A. Public Services

- Promote professional development among City staff
- Evaluate the Parks Master Plan update, including the feasibility of a dog park
- Evaluate the feasibility of commercial recycling enhancements

B. Fiscal Responsibility

- Evaluate the need for a drainage fee to more adequately finance drainage improvements and maintenance
- Perform periodic reviews and report routinely on cash-handling activities and related internal-control procedures.
- Perform reviews of revenue generating contracts as they come up for renewal to ensure that maximum value is generated for citizens
- Complete a debt capacity review for an upcoming bond program evaluation
- Initiate a discussion regarding a multi-community recreation center in the Breckenridge area
- Evaluate an IT hosting model and any possible organizational savings
- Implement fees for residents and non-residents in multiple services areas, but especially recreation centers and the library
- Evaluate enhancements to Municipal Court fine/warrant recovery systems
- Implement new ambulance rates for residents and non-residents
- Evaluate the financial implications of a Senior Tax Freeze

C. Economic Development

- Find ways to better leverage and promote STARTech
- Identify and help promote UT Dallas technology clusters
- Enhance entry portal signs along transportation corridors
- Develop business retention programs and administrative actions that are responsive to the needs of existing businesses within Richardson
- Complete a visioning process for the tenanting of retail and mixed-use establishments, while identifying the land uses and densities necessary to support these developments
- Create a brokerage focus group
- Examine signage needs for unique developments that may need additional highlighting in the community

- Work in conjunction with the Chamber of Commerce in evaluating a Sister-City relationship
- Work with the Chamber of Commerce to better expose local companies to the procurement bid lists of the City of Richardson and other public entities

D. Community Vitality and Neighborhood Integrity

- Evaluate the home improvement incentive program and lowering the application threshold

E. Land Use and Development

- Complete the Transit-Oriented Development study process for Spring Valley, Arapaho, and PGBT DART stations
- Initiate a visioning process for special study areas related to the comprehensive development plan including: West Spring Valley corridor, Central Expressway corridor, Coit Road corridor, West Arapaho corridor, Main Street/Old Town, East Arapaho/Collins
- Evaluate public private partnerships for community facilities
- Ensure that the sign ordinance is up to date and applicable to modern development trends
- Reconstitute the Architectural Panel in regards to commercial development

F. Environmental Management

- Create and highlight signature environmental projects
- Examine credits/rebates/incentives for environmental enhancements made to residential and/or business properties
- Create a guidebook of acceptable environmental practices, ie. solar photovoltaic panel installations, rain harvesting, wind turbines, etc
- Improve commercial, residential and community event recycling, and promote increased participation rates
- Ensure that the fleet of City vehicles is right-sized
- Explore a recognition system for citizens and businesses that make significant environmental enhancements to their establishments and/or offset their carbon emissions
- Review alternative fuel sources, such as compressed natural gas, for City fleet vehicles

G. Transportation and Mobility

- Create traffic signalization and traffic signage enhancements to improve air quality
- Evaluate the use of off-hour intelligent traffic lights and the potential for flashing yellows and reds at night/non-peak times
- Promote access points for the Central Expressway HOV lanes
- Accelerate the development of the Cotton Belt Rail Line
- Evaluate improvements to the Spring Valley tunnel exit near Sherman Street
- Implement bike lanes as traffic calming features and mobility enhancements on Grove Road and Custer Road, and evaluate their use on other roadways
- Create educational enhancements on the use of flashing yellow arrows at traffic signals

H. Health Care Facilities and Community Wellness

- Find ways to better publicize and educate the community on the MRMC Campus, especially the Bush/Renner location
- Find ways to help MRMC achieve recognition as a National Cancer Institute
- Evaluate ways to promote healthy lifestyles and market certain segments of the community, such as a 5K series

I. Education

- Help coordinate better communication with and between our educational partners
- Implement the reactivation of the Education Committee

J. Marketing and Communication

- Work with the Chamber of Commerce to enhance the Buy Local/Eat Local promotional campaign
- Examine the creation of a target-resident focus group for young professionals regarding the lifestyle amenities they desire
- Explore the need for a branding study
- Examine the creation of a multi-cultural commission
- Enhance the marketing of the home improvement incentive program
- Be proactive in promoting Richardson
- Explore the creation of a Richardson “Welcome Packet” for new employees in the community

- Re-package new resident information into a “Welcome Packet” format
- Evaluate the creation of a “first-time” homebuyer program for Richardson employees in various employment sectors

K. Governance

- Implement televising and web-casting City Council meetings
- Implement a plan for providing electronic versions of documents provided to the City Council for City Council deliberation
- Implement modifications to the City Council meeting agenda
- Evaluate examples of open government enhancements that are financially feasible, such as real-time financial transparency
- Review and implement a City Council Code of Ethics
- Evaluate the need for a City Charter Review

City of Richardson: Near-Term Action Items 2009-2011

Item	Category	Date	√
Evaluate enhancements to Municipal Court fine/warrant recovery systems	Fiscal Responsibility	July 2009	√
Create educational enhancements on the use of flashing yellow arrows at traffic signals	Transportation and Mobility	August 2009	√
Implement televising and web-casting City Council meetings	Governance	August 2009	√
Implement a plan for providing electronic versions of documents provided to the City Council for City Council deliberation	Governance	August 2009	√
Implement modifications to the City Council meeting agenda	Governance	August 2009	√
Work with the Chamber of Commerce to better expose local companies to the procurement bid lists of the City of Richardson and other public entities	Economic Development	September 2009	√
Implement fees for residents and non-residents in multiple services areas, but especially recreation centers and the library	Fiscal Responsibility	September 2009	√
Implement new ambulance rates for residents and non-residents	Fiscal Responsibility	September 2009	√
Explore the need for a branding study	Marketing and Communication	September 2009	√
Implement the reactivation of the Education Committee	Education	October 2009	√
Evaluate an IT hosting model and any possible organizational savings	Fiscal Responsibility	October 2009	√
Implement bike lanes as traffic calming features and mobility enhancements on Grove Road and Custer Road, and evaluate their use on other roadways	Transportation and Mobility	November 2009	√
Explore a recognition system for citizens	Environmental Management	November	√

City of Richardson: Near-Term Action Items 2009-2011

Item	Category	Date	√
...and businesses that make significant environmental enhancements to their establishments and/or offset their carbon emissions		2009	
Review alternative fuel sources, such as compressed natural gas, for City fleet vehicles	Environmental Management	December 2009	√
Complete a debt capacity review for an upcoming bond program evaluation	Fiscal Responsibility	December 2009	√
Create traffic signalization and traffic signage enhancements to improve air quality	Transportation and Mobility	December 2009	√
Examine credits/rebates/incentives for environmental enhancements made to residential and/or business properties	Environmental Management	December 2009	√
Evaluate the use of off-hour intelligent traffic lights and the potential for flashing yellows and reds at night/non-peak times	Transportation and Mobility	December 2009	√
Enhance entry portal signs along transportation corridors	Economic Development	January 2010	√
Evaluate improvements to the Spring Valley tunnel exit near Sherman Street	Transportation and Mobility	January 2010	√
Perform periodic reviews and report routinely on cash-handling activities and related internal-control procedures.	Fiscal Responsibility	February 2010	√
Identify and help promote UT Dallas technology clusters	Economic Development	March 2010	√
Develop business retention programs and administrative actions that are responsive to the needs of existing businesses within Richardson	Economic Development	March 2010	√
Create a brokerage focus group	Economic Development	March 2010	√

City of Richardson: Near-Term Action Items 2009-2011

Item	Category	Date	√
Work with the Chamber of Commerce to enhance the Buy Local/Eat Local promotional campaign	Marketing and Communication	March 2010	√
Find ways to better leverage and promote STARTech	Economic Development	March 2010	√
Examine the creation of a multi-cultural commission	Marketing and Communication	April 2010	√
Work in conjunction with the Chamber of Commerce in evaluating a Sister-City relationship	Economic Development	April 2010	√
Accelerate the development of the Cotton Belt Rail Line	Transportation and Mobility	April 2010	√
Create and highlight signature environmental projects	Environmental Management	May 2010	√
Initiate a visioning process for special study areas related to the comprehensive development plan including: West Spring Valley corridor, Central Expressway corridor, Coit Road corridor, West Arapaho corridor, Main Street/Old Town, East Arapaho/Collins	Land Use and Development	May 2010	√
Evaluate examples of open government enhancements that are financially feasible, such as real-time financial transparency	Governance	August 2010	√
Review and implement a City Council Code of Ethics	Governance	September 2010	√
Evaluate the Parks Master Plan update, including the feasibility of a dog park	Public Services	September 2010	√
Initiate a discussion regarding a multi-community recreation center in the Breckenridge area	Fiscal Responsibility	September 2010	√
Evaluate the financial implications of a Senior Tax Freeze	Fiscal Responsibility	November 2010	√

City of Richardson: Near-Term Action Items 2009-2011

Item	Category	Date	✓
Develop a rainwater harvesting ordinance	Environmental Management	February 2011	✓
Complete the Transit-Oriented Development study process for Bush/190 DART stations	Land Use and Development	February 2011	✓
Reconstitute the Architectural Panel in regards to commercial development	Land Use and Development	February 2011	✓
Evaluate the home improvement incentive program and lowering the application threshold	Community Vitality and Neighborhood Integrity	March 2011	✓
Examine signage needs for unique developments that may need additional highlighting in the community	Economic Development	In process	
Ensure that the sign ordinance is up to date and applicable to modern development trends	Land Use and Development	In process	
Evaluate the feasibility of commercial recycling enhancements	Public Services	In process	
Create a guidebook of acceptable environmental practices (solar photovoltaic panel installations, wind turbines)	Environmental Management	In process	
Find ways to help MRMC achieve recognition as a National Cancer Institute	Health Care Facilities and Community Wellness	Pending	
Complete the Transit-Oriented Development study process for Spring Valley and Arapaho DART stations	Land Use and Development	Pending	
Explore the creation of a Richardson "Welcome Packet" for new employees in the community	Marketing and Communication	Pending	
Re-package new resident information into a "Welcome Packet" format	Marketing and Communication	Pending	
Evaluate the creation of a "first-time" ...	Marketing and	Pending	

City of Richardson: Near-Term Action Items 2009-2011

Item	Category	Date	√
...homebuyer program for Richardson employees in various employment sectors	Communication		
Help coordinate better communication with and between our educational partners	Education	Ongoing	
Ensure that the fleet of City vehicles is right-sized	Environmental Management	Ongoing	
Improve commercial, residential and community event recycling, and promote increased participation rates	Environmental Management	Ongoing	
Perform reviews of revenue generating contracts as they come up for renewal to ensure that maximum value is generated for citizens	Fiscal Responsibility	Ongoing	
Find ways to better publicize and educate the community on the MRMC Campus, especially the Bush/Renner location	Health Care Facilities and Community Wellness	Ongoing	
Evaluate public private partnerships for community facilities	Land Use and Development	Ongoing	
Examine the creation of a target-resident focus group for young professionals regarding the lifestyle amenities they desire	Marketing and Communication	Ongoing	
Enhance the marketing of the home improvement incentive program	Marketing and Communication	Ongoing	
Be proactive in promoting Richardson	Marketing and Communication	Ongoing	
Promote professional development among City staff	Public Services	Ongoing	
Promote access points for the Central Expressway HOV lanes	Transportation and Mobility	Ongoing	
Complete a visioning process for the ...	Economic Development	Ongoing	

City of Richardson: Near-Term Action Items 2009-2011

Item	Category	Date	√
...tenanting of retail and mixed-use establishments, while identifying the land uses and densities necessary to support these developments			
Evaluate ways to promote healthy lifestyles and market certain segments of the community, such as a 5K series	Health Care Facilities and Community Wellness	Ongoing	
Evaluate the need for a City Charter Review	Governance	Deferred	
Evaluate the need for a drainage fee to more adequately finance drainage improvements and maintenance	Fiscal Responsibility	Deferred	

Completed Items
In Process Items
Pending Items
Ongoing Items
Deferred Items