

## **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:

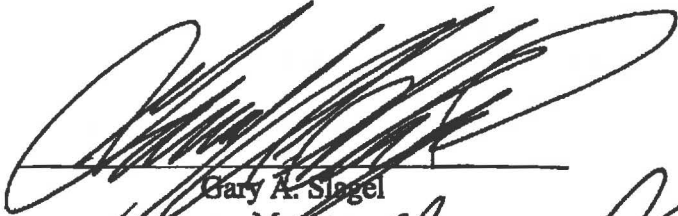
- A. Public Services
- B. Fiscal Responsibility
- C. Economic Development
- D. Community Vitality and Neighborhood Integrity
- E. Land Use and Development
- F. Environmental Management
- G. Transportation and Mobility
- H. Health Care Facilities and Community Wellness
- I. Education
- J. Marketing and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

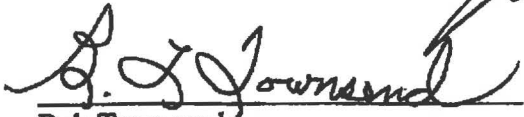
- Maintain a professional, highly qualified City Staff.
- Involve a cross section of citizens on Boards and Commissions.
- Solicit and utilize input from the entire community through a dedicated effort by the City Council and City Staff.
- Foster a spirit of teamwork between the City and all segments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

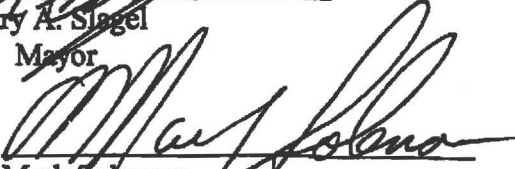
In summary, the Statement of Goals represents the City Council's vision for Richardson. These goals identify a foundation of principles upon which the community will continue to prosper. The City Council is excited about the future prospects for Richardson, and looks forward to the challenges of tomorrow.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



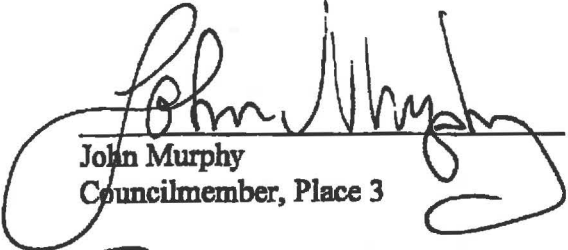
Gary A. Slagel  
Mayor



Bob Townsend  
Mayor Pro Tem



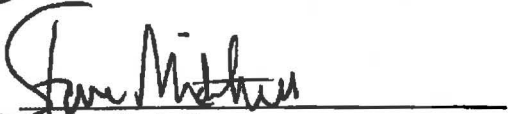
Mark Solomon  
Councilmember, Place 2



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