



City of Pilot Point Vision & Guiding Principles Project Stakeholder Guide





12617 Alfa Romeo Way, Suite 100
Frisco, Texas 75033
www.jdgraygroup.com | 972-908-9553

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Farmers and Merchants Bank Building

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Author: DiverDave

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Modifications Made

Welcome!

Thank you for investing in your community. Over the next three months, we will be asking you to lend your talents, thoughts, experience and wisdom to the City of Pilot Point in order to cast an incredible vision and guiding principles for the community.

This booklet is intended to be a guide for you as we walk through this process together. We will intentionally be taking this conversation into the community, and because of your position, we wanted you to have an inside look at where we are going with the project.

First things first – the scope of this project is to review and revise the Vision Statement and Guiding Principles as they are currently documented in the 2014 Draft Comprehensive Plan (we reprint these on the coming pages, so no need to dig for your copy of that document).

We'll talk a lot about strategic planning in the coming pages. Vision Statements and Guiding Principles are crucial elements of any strategic plan, but this project is really just the starting point for a future Comprehensive Plan and strategic plan. It is intended to focus on the big picture, not the tactical goal-level detail about what it takes to achieve the vision. That specific goal-level detail will come at a future date.

Finally, if you have any questions about the process at any time, please feel free to call or email me directly at any time. I'm here to answer any questions that you have or take any input that you offer.

Sincerely,



Jason Gray

Project Consultant

jason@jdgraygroup.com

972-885-6472 [O]

469-396-9640 [M]



Terminology

Lots of people have different opinions about what certain strategic planning terms mean, so, let's take a minute to define a few of the terms that we will be using for this project. Rather than getting caught up in whether each person thinks something is a "Vision Statement" or a "Mission Statement" we'll just stipulate the meanings here. That way, regardless of what you might prefer to call a certain term, we can all focus on the content rather than the terminology.

Goal: Goals are the engine that moves a strategic plan from a statement of intent into action. Goals must be defined well and must be a specific expected action. They must contain not only a deadline, but also a particular measurable Key Performance Indicator (KPI) that can be tracked and reported upon. Well-defined goals are what allows an organization to help its people be accountable for the delivery of the strategic plan.

Guiding Principles: A description of way that the organization expects people to act around certain policy areas in furtherance of the Vision Statement. Where Vision Statements are relatively broad and succinct, Guiding Principles provide specific direction to those developing the tactical initiatives and goals that complete a strategic plan.

Mission Statement: The core reason that the organization exists. Where the vision statement describes the future hope, the Mission Statement describes the current "Why?".

Objectives: A set of specific operations, programs, and projects that target the Strategic Focus Areas. Strategic Objectives begin to form the tactical strategy that the organization will work on. Objectives should align with at least one Strategic Focus Area and must have a defined completion metric and deadline.

Organizational Values: The set of core beliefs of the organization that provide guidance on the boundaries for action. The people within the organization (including staff, elected officials, appointed officials, and volunteers) are expected to carry a mindset of the organizational values at all times. Organizational values are not to be ignored or sacrificed for any reason, including expediency or effectiveness.

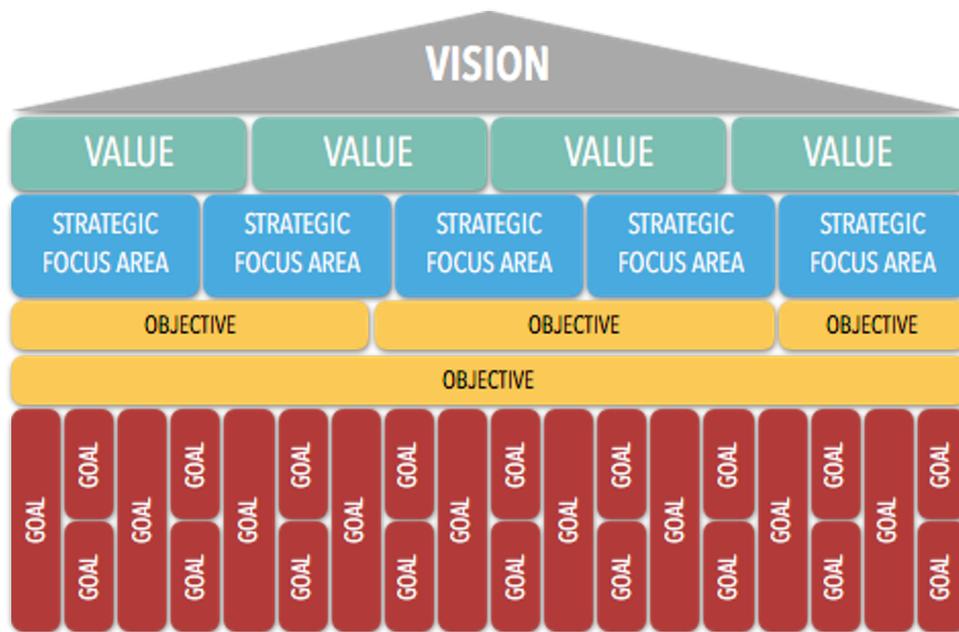
Stakeholder: A person or entity that has a vested interest in the direction and outcome of the organization. In the case of cities, stakeholders generally include (but are not limited to): citizens, property owners, employers, visitors, and other governmental institutions (ISD, County, etc).

Strategic Focus Area: The broad operational, program, or project areas that the organization chooses to focus its time, money, energy, and effort on in order to continually advance the community towards its Vision Statement. Strategic Focus Areas are less broad than the Vision Statement, but not to the level of having a particular completion metric or deadline. The timeline for Strategic Focus Areas is intermediate, generally planning the next three to five years.

Task: The detailed, tactical, day-to-day actions that the City must do to achieve the goals.

Vision Statement: An affirmative description of your desired future reality. Effective vision statements define what you want the community to become over the planning horizon. The timeline for the Vision Statement is long, generally looking twenty years into the future.

Sometimes, it is helpful to view a strategic plan as an organizational chart, with Vision at the top and each element below supporting the elements above it.



Vision Statement

Your Vision Statement is the beginning and end of both your Comprehensive Plan and your Strategic Plan. The purpose of a Vision Statement is to provide the organization with a view into what the hoped-for future of the community holds.

When thinking about your Vision Statement, it is important to keep a few things in mind:

VISION STATEMENTS ARE:

1. Based on the results you desire, not in what you necessarily believe to be possible at the moment.
2. An affirmative description, that is, a statement about what you want, not what you don't want.
3. Not reactive to the current state of affairs or obligatory to any particular point of view.
4. Thought of in the present tense.

When considering a vision statement, we should seek to answer the core questions of the community using what we call the Think | Say | Do | Feel questions.

THINK

What do citizens, visitors, and employers THINK about the community?

SAY

What do citizens, visitors, and employers SAY about the community?

DO

What do citizens, visitors, and employers DO in the community?

FEEL

What do citizens, visitors, and employers FEEL about the community?

We have found that by answering these questions with an eye towards the future, we can begin to write a vision statement that reflects the true desires of the community. While each stakeholder may answer these questions differently, we tend to see certain themes percolate in most communities. We take these themes and construct a variety of vision statements to which the stakeholders can then react.

We have included the Vision Statement that the City arrived at in its 2014 Draft Comprehensive Plan in Exhibit A. We intentionally do not including it here as we don't want it to be thought of as the starting point. We want this process to be newly creative, not simply reiterating the status quo. We will reflect upon the previous work done at certain points in the process, but to start out with, we want to work from a clean slate.

There are, in essence, at least two schools of thought regarding effective vision statements. The "Brevity" school of thought suggests that to be effective, vision statements should be brief and memorable. The "Descriptive" school of thought suggests that to be effective, vision statements should descriptively portray the future with vivid imagery. In our opinion, neither is exclusively right and this decision lies with the stakeholders of the community.

For those that ascribe to the Brevity model, vision statements are typically no more than one sentence. They seek to sum up the vision of the community in a manner which defines an output, with a particular twist, that is quantified, and where there is a human connection.

Following are some examples of well-done vision statements following the Brevity approach.

"TO MAKE PEOPLE HAPPY"

Disney

"TO DEVELOP LEADERS WHO WILL ONE DAY MAKE A GLOBAL DIFFERENCE."

Harvard University

"MAKING THE BEST POSSIBLE ICE CREAM, IN THE NICEST POSSIBLE WAY."

Ben & Jerry's

"TO DELIGHT OUR CUSTOMERS WORLDWIDE, ALL OF THE TIME."

Audi

"TO FULFILL DREAMS THROUGH THE EXPERIENCES OF MOTORCYCLING."

Harley Davidson

"THE ENABLERS OF GLOBAL E-COMMERCE."

UPS

"TO MEET THE POSTAL NEEDS OF TODAY, WITHOUT COMPROMISING THE FUTURE."

USPS

"IMPROVING PEOPLE'S LIVES THROUGH MEANINGFUL INNOVATION."

Phillips

And, here are some examples of well-done vision statements that use the “Descriptive” approach:

I have a dream that one day this nation will rise up and live out the true meaning of its creed: “We hold these truths to be self-evident: that all men are created equal.”

I have a dream that one day on the red hills of Georgia the sons of former slaves and the sons of former slaveowners will be able to sit down together at a table of brotherhood.

I have a dream that one day even the state of Mississippi, a desert state, sweltering with the heat of injustice and oppression, will be transformed into an oasis of freedom and justice.

I have a dream that my four children will one day live in a nation where they will not be judged by the color of their skin but by the content of their character. I have a dream today.

Dr. Martin Luther King Jr’s Vision of America

We are:

- The world leader in the baking industry and one of the best companies in the international food industry.
- A company with trustworthy, leading brands for our consumers.
- Our customers' preferred supplier.
- A strong and sound company for our stakeholders.
- A forward-looking company.
- An extraordinary place to work in.

Bimbo Bakeries

People working together as a global enterprise for aerospace leadership

People – A company, any company, is nothing more or less than the people who make it up.

Working – This is about effort. Work. We all have a task to do. We are here to provide value to our shareholders, to Boeing people, and to communities where we work.

Together – Every organization has forces that try to divide and reduce the impact of the total. Lockheed Martin does. Airbus does. And Boeing does. The more we can pull together, share knowledge, the stronger we will be.

One – We have a shared destiny. We will succeed or fail together. There is one Boeing stock price. This is a powerful concept. It can make us more efficient and competitive. For example, having a leak in a boat and not helping each other bail out the water is not a successful strategy. Looking for common solutions to problems, sharing facilities, sharing services, are all part of being “One.”

Global – If we are to compete effectively in next century, we will be a global company. Our team will reflect global backgrounds and global experience.

Company – A company is a cohesive, inclusive institution. The dictionary uses words like “assemblage,” “fellowship.”

Aerospace – We are an aerospace company. We are not going to build railcars or boats. We are going to build aerospace products: airplanes, launch vehicles, satellites.

Leadership – We are not here to be also-rans. We are here to lead, to be the best, nothing less.

Boeing

Neither approach is necessarily better or worse than the other. What is important is that the community develops a vision statement that accurately reflects where it wants to be in about twenty years.

In short, the vision statement needs to be long enough to adequately describe the vision, yet short enough to provide a clear sense of direction to those responsible for carrying out the strategy.

Guiding Principles

This project also addresses a variety of guiding principles. Guiding principles are a description of the way that an organization expects people to act around certain policy areas in furtherance of the vision statement. Where vision statements are relatively broad and succinct, guiding principles provide more specific direction to those developing the tactical initiatives and goals that complete a strategic plan. Think of guiding principles as how you might communicate greater depth to the vision statement in a conversation with someone who is not familiar with Pilot Point.

Because this project is specifically targeted towards the Comprehensive Plan, we will focus much of our time on planning and zoning-related guiding principles. For starters, we will focus on:

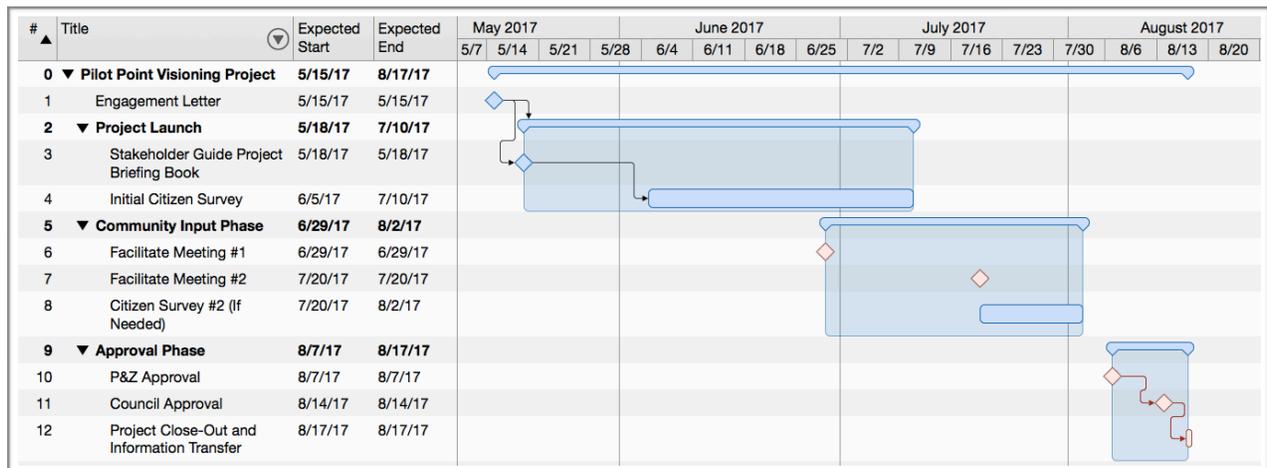
- 1. Planning, Development & Land Use**
- 2. Growth**
- 3. Mobility Design (including vehicular, hike and bike, and equestrian mobility design)**
- 4. Housing**
- 5. Centers of Activity**
- 6. Environmental Stewardship**
- 7. Sense of Place**

This list will be modified as needed through the course of this project, but we want to make sure to intentionally address each of these areas. Through the process we will review and validate the guiding principle areas as well as develop a paragraph or two adding depth of detail about each.



Methodology & Timeline

We will spend considerable time and effort engaging the community in having a conversation about the vision and guiding principles over the next three months. We've developed a project timeline for recommending a vision statement and guiding principles to the Planning & Zoning Commission on August 7th and then to the City Council on August 14th. This schedule is, of course, subject to change based on the direction of city staff.



The project is broken into three general phases:

1. Project Launch Phase
2. Community Input Phase
3. Approval Phase

PROJECT LAUNCH PHASE (MAY 18 THROUGH JULY 10)

During the Project Launch, we'll deliver this Stakeholder Guide to the identified project stakeholders and publish a citizen survey. The citizen survey will introduce the project as well as ask several open-ended questions about the future of Pilot Point. Because we will keep the citizen survey open for about a month, the Project Launch Phase overlaps with the Community Input Phase.

COMMUNITY INPUT PHASE (JUNE 29 THROUGH AUGUST 2)

It is important to the City of Pilot Point to engage the public in this project. We'll use the time in June and July to continue to take input via the citizen survey, and we will facilitate two community input meetings. These meetings are tentatively scheduled for June 29 and July 20. If needed, we will publish a final citizen survey to gain input prior to presenting the final recommendation to the Planning & Zoning Commission for approval.

APPROVAL PHASE (AUGUST 7- AUGUST 17)

Because the vision statement and guiding principles will be incorporated into the Comprehensive Plan, both the Planning & Zoning Commission and the City Council will have an opportunity to approve the outcome of the project. We are currently anticipating the Planning & Zoning Commission to consider the vision statement and guiding principles at their August 7th regular meeting. If approved, we will then ask the City Council to consider the work at their August 14th regular meeting.

Following approvals, we will revise the documentation per the discussions and deliver the final work product to the City of Pilot Point on August 17th.

Exhibit A

Vision Statement and Guiding Principles 2014 Draft Comprehensive Plan

VISION STATEMENT

The City of Pilot Point is a unique destination that offers a blend of strong economic development within a natural environment and equestrian setting. The historic Downtown Square reflects the strong entrepreneurial spirit in a walkable shopping, living, and dining district. Visitors to beautiful Lake Ray Roberts are greeted with a gateway and passage along winding pastoral settings that preserve open space and reflect the North Texas Horse Country.

GUIDING PRINCIPLES

Planning, Development, and Land Use Patterns

The citizens of Pilot Point must identify and plan for the future we desire. To help manage future development, planning helps take advantage of opportunities that best fit our needs and desires.

The growth and development over the coming years will impact the strengths enjoyed by our community today. A significant planning effort is needed to turn our Vision into a Comprehensive Plan, which will guide development through the Zoning Ordinance and other policy tools used by the City.

As the City expands in response to the future Dallas North Tollway, we must plan to maintain a mix of urban and rural areas that preserves open space through more clustered concentrated neighborhoods, village centers and commercial development, thus protecting the environment.

Efficient Growth

There is a balance between public and private improvements. The City must plan for and encourage development that provides the desired public improvements in cooperation with private development. Private development improvement must be sufficient to help pay for public improvements. Public improvements and private developments must work together to enable and sustain infrastructure and other improvements for the good of the whole community.

Pedestrian Design

Pedestrian, bike and equestrian trails can provide functional linkages between the significant community features such as Lake Ray Roberts, the City and the surrounding Horse Country. Functional path and trail systems can encourage linkages for the benefit of citizens and also encourage increased tourism.

Housing Choice

Housing makes up a significant part of the nature and quality of a community. Historical housing in the core of Pilot Point sets it apart from the future urban areas closer to the Tollway. This type of housing should be preserved and encouraged, and new housing design should be of such that it adds to the aesthetic and quality of the community rather than blending in with urban sprawl.

Centers of Activity

Centers of activity benefit the residents, visitors and businesses of the community. The Downtown, sport centers, outdoor recreation areas, business centers, agriculture, and equestrian facilities can all add to the unique character and benefits of our community. Current planning needs to include multiple opportunities to build for the future of Pilot Point.

Environmental Stewardship

Working with and not against the environment can benefit all aspects of the community, including transportation and housing plans. Efficient transportation that is softened through landscaping can add to a community's beauty and attractiveness. Designing more efficient communities through transportation, housing, and businesses can reduce the environmental burden placed on the area.

Quality Places

"Sense-of-Place" is the feeling of connectedness and identity with ones surrounding. Planning can ensure the continued sense of place in Pilot Point so that future development will continue to set Pilot Point apart from other communities. Items to consider for creating quality of places are as follows:

1. Historic Preservation
 - a. Create walkable environment
 - b. Encourage independent businesses
 - c. Increase mix of uses
2. Increase ties to Lake Ray Roberts
 - a. Recreational Preservation
 - b. Wildlife Preservation
 - c. Trails
 - d. Create Tourism Businesses
3. Capitalize on Equine and Agribusiness Identity
 - a. Preserve Open Space
 - b. Preserve Sensitive Land and Buffers
 - c. Attract Like-Kind Businesses