

COMPREHENSIVE
PLAN 2018-2022

The City of

UNIVERSAL CITY

The City of

UNIVERSAL CITY

Est. 1960

- > Community
- > Progress
- > Industry

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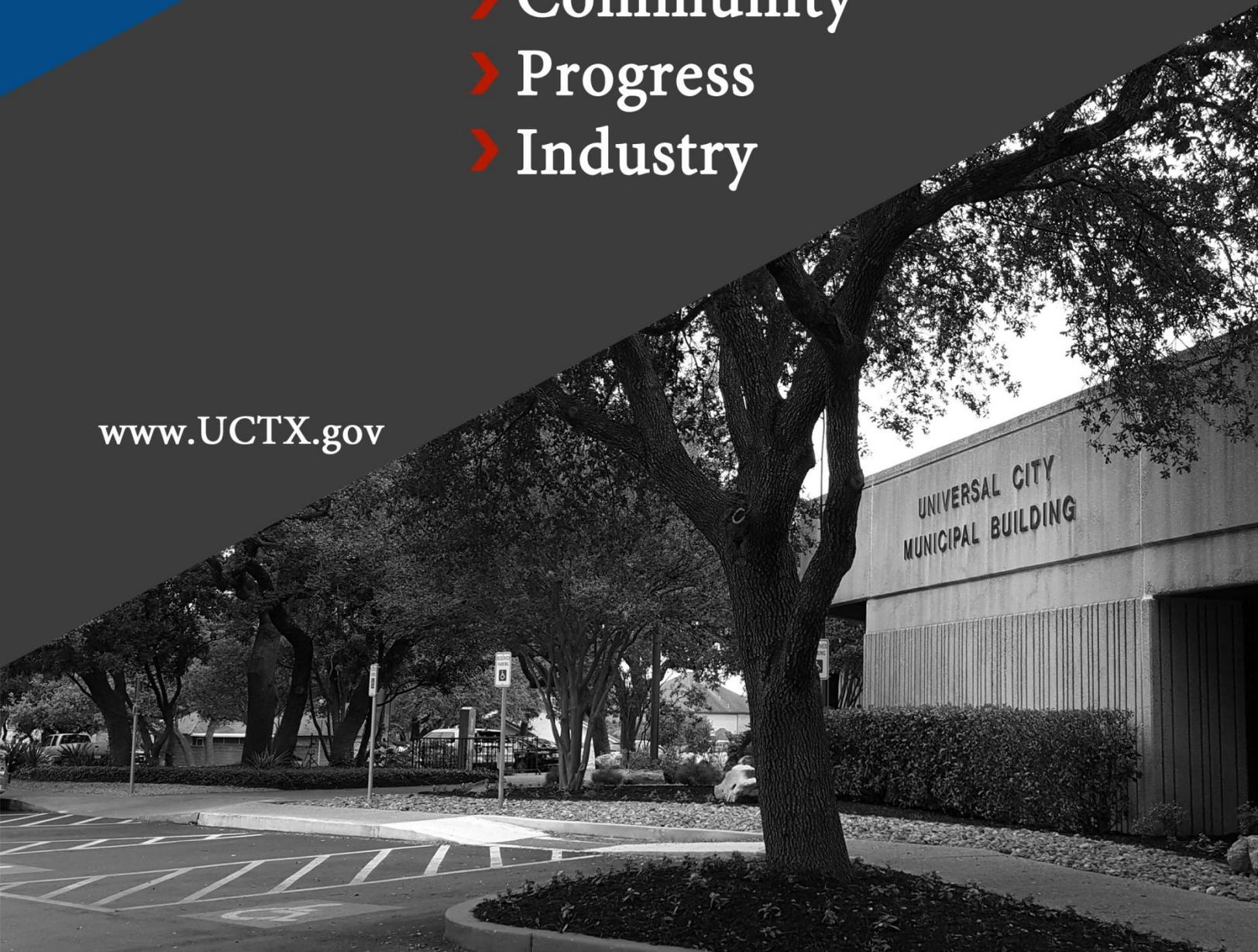


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MESSAGE FROM THE CITY MANAGER

MAY 2017

KEN TAYLOR

THE PURPOSE OF A COMPREHENSIVE PLAN IS TO PROVIDE A CLEAR PICTURE OF UNIVERSAL CITY'S DIRECTION. THE 2018-2022 COMPREHENSIVE PLAN SETS OUT A VISION OF WHERE THE COMMUNITY WANTS TO BE FIVE YEARS FROM NOW; IDENTIFIES THE MILESTONES TO BE ACHIEVED OVER THAT PERIOD; AND, DELINEATES THE INITIATIVES THAT EACH DEPARTMENT MUST MAKE IN ORDER TO ACHIEVE THE GOALS IDENTIFIED.

THIS PLAN IS DESIGNED TO LOOK AT THE FUTURE IN A REALISTIC MANNER AND PROVIDE GUIDANCE TO AID IN DECISION-MAKING BY THE ELECTED OFFICIALS, THE CITY STAFF, AND CITIZENS.

I HAVE DONE MY BEST TO REFLECT THE VISION THAT HAS BEEN SOLICITED THROUGH INFORMAL CONVERSATIONS, INPUT FROM THE CITY STAFF, FOCUS GROUPS, TRENDS IN LOCAL GOVERNMENT, AND THE VARIOUS LONG-RANGE PLANS THAT CURRENTLY EXIST WITHIN THE CITY ORGANIZATION. I TRUST THAT THIS DOCUMENT WILL SERVE AS A SYNTHESIS OF PAST EFFORTS AND A SPRINGBOARD FOR IMPLEMENTATION, UTILIZING SOUND BUDGETING AND AMPLE PUBLIC INPUT IN THE PROCESS.

IT IS THROUGH A STRATEGIC FOCUS THAT GROWTH AND DEVELOPMENT IN UNIVERSAL CITY WILL RESULT IN A QUALITY COMMUNITY OF NEIGHBORHOODS AND BUSINESSES. IT IS MY HOPE THAT THE 2018-2022 COMPREHENSIVE PLAN WILL SERVE THAT PURPOSE.

COMPREHENSIVE PLAN DEVELOPMENT PROCESS



CITIZEN INPUT... TO ANSWER THE QUESTION:

WHAT DOES THE CITY NEED IN ORDER TO IMPROVE THE COMMUNITY?

INDUSTRY LEADERS... TO ANSWER THE QUESTION:

WHAT DOES THE CITY NEED IN ORDER TO IMPROVE THE BUSINESS ENVIRONMENT?

CITY STAFF... TO ANSWER THE QUESTION:

WHAT DOES THE CITY NEED IN YOUR AREA TO PROGRESS?

CITY COUNCIL:

APPROVE A LIST OF PROJECTS BLENDING CITIZEN INPUTS, BUSINESS & INDUSTRY INPUTS, AND PROPOSED CITY STAFF INITIATIVES.

"WE ARE EXCELLENT STEWARDS OF THE PUBLIC TRUST"



VISION STATEMENT

UNIVERSAL CITY IS COMMITTED TO

- GREAT NEIGHBORHOODS
- VIBRANT BUSINESSES
- AND A SAFE & ENJOYABLE
PRESENT AND FUTURE

CULTURAL AMENITIES (LIBRARY, GOLF COURSE AND EVENT CENTER, CITY-WIDE EVENTS);
CONTINUING EDUCATION; MAINTAINED YARDS, STREETS, AND BUSINESS FACADES;
APPROPRIATE BUSINESS RETAIL MIX; PRO-ACTIVE POLICE, FIRE AND EMS RESPONSIVENESS;
DRUG-FREE ENVIRONMENT; PROPERLY EQUIPPED DEPARTMENTS

UNIVERSAL CITY GOVERNMENT'S VALUES

WE ARE ACCOUNTABLE

WE ARE ACCESSIBLE TO CITIZENS AND EMPLOYEES

WE ARE RESPONSIVE AND DELIVER QUALITY SERVICES

WE ALWAYS ACT WITH INTEGRITY

WE WORK TO ACHIEVE OUR VISION

WE ARE COMMITTED TO INNOVATION

WE ARE PATRIOTIC





MISSION:

THE PROMOTION AND DEVELOPMENT OF NEW AND EXPANDED BUSINESS ENTERPRISES AND ANY OTHER PURPOSE AUTHORIZED BY SECTION 4B OF THE DEVELOPMENT CORPORATION ACT OF 1979.

VISION:

A WELL-ESTABLISHED BUSINESS COMMUNITY SHARING A SENSE OF LOCAL IDENTITY AND PURPOSE DUE TO INNOVATIVE BUSINESS PROGRAMS, VIBRANT AND AESTHETICALLY PLEASING BUSINESS DISTRICTS, AND THROUGH PUBLIC AND PRIVATE INVESTMENT IN INFILL AND REDEVELOPMENT PROJECTS.

OPPORTUNITIES

- IDC buy land for parking and town square (TexStar Bank drive Thru)
- Sponsor electronic sign
- Engage an architect to assist in storefront improvement program
- Create nodes to distinguish business district
- Wayfinding signs for side street businesses
- Conduct scheduled small business lunch/breakfast; education/training programs (BREP), partner with other agencies
- Increase event budget for more business and adult related events
- Online business directory
- Research medians/roundabouts for Pat Booker Road
- Identify low cost ways for new retail businesses to market themselves and provide that list to them when they get their CFO application

ECONOMIC DEVELOPMENT

CHALLENGES

- No / low media profile or branding for EDC or EDC program/projects
- Poor signage along major roads
- Lack of information regarding small business and Business Retention/Expansion (BRE) program
- Image on Pat Booker Road
- No nodes of business district
- No night life with respect to business hours and shopping
- Limited foot traffic
- Lack of parking at events and businesses
- Business area has no gathering place
- Storefront improvement projects lack vision
- Aging condition of commercial structures leads to limited repairs

FUNDED INITIATIVES

- EDC identify, purchase and develop land for parking and town square in the Aviation District (e.g. TexStar Bank Drive Thru)
- Installation of city-owned electronic signage to promote city meetings and events
- Bring Architect on retainer to provide flat fee for creating a look for each storefront application submitted; will become part of the Storefront Improvement Program
- Research and create focal points within the business districts
- Provide advertising opportunities on Pat Booker Road for the businesses on the side streets in the Aviation District
- Develop a master plan for redevelopment/revitalization of the Aviation District (Commercial & Residential)



MISSION:

TO PROVIDE A FIRM AND FAIR PROCESS FOR MANAGING SHORT TERM AND LONG RANGE PLANNING THROUGH GROWTH AND DEVELOPMENT THAT ENSURES THE PUBLIC HEALTH, SAFETY, MORALE AND GENERAL WELFARE OF THE COMMUNITY BY ENFORCEMENT OF ADOPTED CODES AND REGULATIONS.

VISION:

TO ENCOURAGE DEVELOPMENT, REDEVELOPMENT AND REVITALIZATION FOR A GROWING AND CHANGING COMMUNITY THROUGH EFFECTIVE ENFORCEMENT OF ORDINANCES, STANDARDS, AND POLICIES THAT ENSURES QUALITY DEVELOPMENT AND THE PRESERVATION OF PROPERTY VALUES.

OPPORTUNITIES

- Implement existing (already purchased ERP) software, benchmark with other cities, get all departments on board for on-line processing and payments
- Implement a redevelopment/in-fill plan for residential areas
- Identify and exploit existing Federal/State/Local programs for low income housing improvements
- Create program to give tax offsets for certain residential redevelopment efforts
- Buy-out and hardship/income program for permit fees
- Incentives for property maintenance/improvements

DEVELOPMENT SERVICES

CHALLENGES

- City is not prepared for on-line payments and inspections (e.g., contractor registration, permits, courts)
- Aging housing stock and lack of diversity with no city incentives for residential redevelopment/improvement (similar to those for commercial structures)
- Residential permits difficult and expensive; result is fewer improvements/permits

FUNDED INITIATIVES

- Implement online payment system for all departments
- Implement a redevelopment in-fill plan for residential areas



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Search...



Welcome

MISSION:

EFFECTIVE OVERSIGHT OF
PERSONNEL AND FINANCIAL
ACCOUNTABILITY

VISION:

TO INCREASE EFFICIENCY IN
OPERATIONS THROUGH THE USE OF
INNOVATIVE POLICIES AND
PROCEDURES

OPPORTUNITIES

- Obtain Software & Implement process for on-line payments
- Redesign and expand Municipal Building Parking lot

CITY SUPPORT

CHALLENGES

- Inadequate storage for records
- No on-line payments for court and development services, and other departments
- Improvement needed for space and flow of parking at city hall
- UC lacks presence in social media (newspaper/Facebook, Twitter, e.g.)
- No central/focus point for volunteers
- Need additional succession planning for younger staff (training, mentoring)

FUNDED INITIATIVES

- Obtain Software & Implement process for on-line payments
- Redesign and expand Municipal Building Parking lot



MISSION:

TO PROVIDE THE HIGHEST STANDARD OF SERVICES, THEREBY PROTECTING THE COMMUNITY'S HEALTH AND SAFETY.

VISION:

CONTINUE TO PROVIDE THE HIGHEST LEVEL OF PUBLIC SAFETY SERVICES POSSIBLE TO THE CITIZENS OF UNIVERSAL CITY, AND TO CONTINUE TO LEAD IN EFFICIENT USE OF RESOURCES.

OPPORTUNITIES

- Secure additional staffing
- Consultant review of compensation/benefit for all City Departments
- Feasibility study for substation on west side of 1604 (Calendar Year 2020+)
- Explore Public Safety expertise for IT

PUBLIC SAFETY

CHALLENGES

- Public Safety growth not aligned with population increase
- Distribution of fire resources – too centralized
- Inability to attract and retain qualified individuals
- IT not poised to keep up with technological changes/advances in public safety

FUNDED INITIATIVES

- Three new Firefighter positions to maintain proactive force in the community
- Three new Police positions to meet the demands of public safety and effective policing in the community



MISSION:

TO PROVIDE AN EDUCATIONAL AND LIFE-ENRICHING ENVIRONMENT FOR CITIZENS THROUGH RECREATIONAL AND CULTURAL RESOURCES.

VISION:

PERSONAL GROWTH OF THE COMMUNITY THROUGH THE CONTINUED DEVELOPMENT AND GROWTH OF A VARIETY OF CULTURAL, RECREATIONAL, TECHNOLOGICAL, AND INFORMATION RESOURCES AVAILABLE THROUGHOUT THE CITY.

OPPORTUNITIES

- Marketing of library, build up educational resources
- Digital signage for City use including events
- Increase funding for marketing of golf course and event center
- Host more events for adults
- Volunteer recognition program
- Need engineering study of Course for long term redesign to eliminate recurring issues – and correct
- Replace flooring in Conference Center
- Utilize an existing facility as a senior center (e.g., library)
- Design and develop new t-box layout

CHALLENGES

- Lack of supporting facilities for special events (parking, power, facilities)
- Event Center at Golf Course turning away events – facility limitations
- Event Center staffing, sales vs. support
- Damage/erosion in golf course play areas
- Golf course layout limits those who want to play (time, difficulty)
- People not aware of the Event Center amenities that are available
- Need directional signage for the golf course/event center, and other city facilities
- Unable to do more events due to funding
- Perception of library is as entertainment, community is not aware of its educational aspect
- Need events for adults
- No senior center to focus activities for over 65 population
- Library does not meet needs of students
- Perception that Golf Course and Event Center are private enterprises
- Insufficient volunteer management (no coordinator)
- Flooring in conference center non-conducive to events (high maintenance)

FUNDED INITIATIVES

- Repair damage/erosion in Golf Course play area: Excavate (dig out) new route for creek to follow original path between hole #9 fairway, #8 fairway / #7 tee - #6 green
- Install City-owned electronic signage in a central location to promote meetings and events
- Install aesthetically pleasing and consistent signage to help direct residents and visitors to City buildings and points of interest in the City
- Advertise and media campaign to educate visitors and residents of the amenities of the golf course/event center (to include bar facilities, patio and lounge, daily lunch, events, etc)
- Build a pavilion within the city to provide an additional event space to limit golf course and event center turning away potential customers due to the lack of space and current facility limitations



MISSION:

THE PUBLIC WORKS DEPARTMENT IS RESPONSIBLE FOR THE MAINTENANCE OF STREETS, RIGHT-OF-WAYS, DRAINS, PARKS AND ANIMAL CONTROL. IN ADDITION, THE DEPARTMENT IS RESPONSIBLE FOR WATER PRODUCTION, AS WELL AS THE MAINTENANCE OF THE WATER DISTRIBUTION SYSTEM AND SANITARY SEWER COLLECTION SYSTEM.

VISION:

TO PROVIDE CITIZENS AND BUSINESSES WITH RELIABLE AND AFFORDABLE INFRASTRUCTURE. TO ESTABLISH THE CITY AS A LEADER IN RECREATIONAL OPPORTUNITIES, BUILDING ON EXISTING UNMET DEMANDS, IN ORDER TO ENHANCE COMMERCE AND RESIDENTIAL VALUES IN UC.

OPPORTUNITIES

- Additional funding for city parks, prioritize efforts
- Fund annual contract for mowing service of City facilities/property
- Increase annual street maintenance to \$400k a year
- Repair/replace of water/sewer system in older areas of the City
- Develop Sportsplex/additional playing fields with commercial partners and additional funds for UC Park
- Redevelop public work yard – funding and acquire land
- Cost share funding for ETJ water/infrastructure (includes bridge)
- Dedicate event funds for infrastructure support at parks and golf course
- Repair golf course erosion
- Visual attractive signage for city facilities nodes
- Develop Universal City Adult Sport Leagues

INFRASTRUCTURE

CHALLENGES

- Coordination of traffic lights on Pat Booker Road and 1604 intersection (TxDOT will address this as part of PBR overpass reconstruction)
- Deterioration of streets
- City Parks deteriorated
- Aging water/sewer system in older areas
- Lighting on walking trails in the parks
- More lighting on Pat Booker Road
- Red Horse park improvements/drainage issues
- Additional manpower required --- In-house staff vs. contracts for additional workloads (e.g. for mowing service)
- Old public works yard – limited space
- Upkeep on Frisbee park
- Short on staff to maintain city parks
- Limited parking at UC parks
- Need to correct drainage at golf course holes, #7,8,9
- Limited sport fields to meet demands
- Water line/infrastructure to ETJ – need access

FUNDED INITIATIVES

- Parkland development and redevelopment of all City parks
- Annual contract for landscape and mowing service of facilities and property
- Increase annual street maintenance funding to improve city roads
- Repair and replace older water and sewer lines in older sections of the city