



Life Connected.

**CITY COUNCIL RETREAT
HYATT REGENCY FRISCO-DALLAS
2615 PRESTON ROAD
CHESTNUT MEETING ROOM
FRISCO, TX 75034
SATURDAY, JUNE 21, 2025
8:00 AM
AGENDA**

I. CALL TO ORDER AND ANNOUNCE A QUORUM PRESENT

II. OPEN FORUM:

Open Forum is for information only. If you wish to speak, please sign one of the “Speaker Cards” and present to the City Secretary prior to the beginning of the City Council meeting. Speakers are limited to three (3) minutes. The Council can take no action. No charges and/or complaints will be heard against any elected official or employee of the city that are prohibited by law.

Please note Anyone wishing to furnish the City Council with copies/handouts regarding their item of interest must provide 9 copies and present them to the City Secretary for distribution to the City Council.

III. WORK SESSION:

- A. Welcome/Meeting Agenda Review.
- B. Verdunity Presentation.
- C. SWOT Analysis.
- D. City Council Priority Objectives.
- E. Review of FY 2024 - FY 2026 Strategic Plan Objectives.
- F. Finalize FY 2026 - FY 2028 Strategic Plan Objectives.

IV. ADJOURNMENT

Hyatt Regency Frisco-Dallas is wheelchair accessible. Persons with disabilities who plan to attend this meeting and who may need auxiliary aids or services such as interpreters for persons who are deaf, or hearing impaired, or readers of large print, are requested to contact the City Secretary's Office at 972-382-2682, or fax 972-382-3736 at least two (2) working days prior to the meeting so that appropriate arrangements can be made.

The City Council reserves the right to adjourn into executive session at any time during the course of this meeting to discuss any of the matters listed above, as authorized by the Texas Government Code, Chapter 551. “I, the undersigned authority, do hereby certify that the Notice of Meeting was posted on the bulletin board at City Hall of the City of

Celina, Texas, a place convenient and readily accessible to the general public at all times and said Notice was posted on the following date and time: _____ at ____:_____ and remained so posted continuously for at least 72 hours prior to the scheduled time of said meeting.”

Jeovanna Rubio, TRMC
Assistant City Secretary



Life Connected.

Administration
City of Celina, Texas

Memorandum

To: **Honorable Mayor Tubbs and the Celina City Council**
From: Robert Ranc, City Manager
CC:
Initiated
by:
Date: June 21, 2025
Re: Welcome/Meeting Agenda Review.

Action Requested:

Welcome/Meeting Agenda Review.

Background Information:

The Council's annual strategic planning retreat provides an opportunity to discuss the long-term challenges and opportunities facing the City. This year's agenda will feature a discussion of the principles underscoring the upcoming land-use fiscal analysis, an evaluation of the strengths, weaknesses, opportunities, and threats (SWOT analysis) currently confronting the City, a progress report regarding the objectives contained in the current 2024–2026 Strategic Plan, and a discussion of the objectives which should be included in the next iteration of the strategic plan. The retreat will focus specifically on identifying the objectives staff should pursue to fulfill the goals of the strategic plan.

The following documents are attached as part of the Council agenda packet:

- Slide deck for the meeting
- A copy of the 2024–2026 Strategic Plan
- 2024–2026 Strategic Plan Recap
- 2024 National Community Survey Results

These documents are included in the agenda packet to assist council members in reviewing the status of the objectives in the current strategic plan as well as potential drivers for updated objectives.

Legal Review:

N/A

Supporting Documents:

1. City Council Retreat Slide Deck
2. 2024 - 2026 Strategic Plan
3. 2024 - 2026 Strategic Plan Progress Report
4. Resident Survey Results 2024

Financial Consideration:

N/A

Staff Recommendation:

N/A



City Council Strategic Retreat

June 21, 2025

Goal for the Day



“

"People think focus means saying yes to the things you've got to focus on. But that's not what it means at all. It means saying no to the hundreds of other good ideas there are. You have to pick carefully."

STEVE JOBS, FOUNDER OF APPLE





Life Connected.



STRATEGIC PLAN

2022

2 Be the **UNIQUE** City



CELINA'S DOWNTOWN
SQUARE RENDERING

This goal aims to make our city a top experiential city. This is accomplished by integrating tourism, arts, culture, heritage, events, and placemaking initiatives into the fabric of our City creating memorable experiences for residents, visitors and businesses alike. Through partnerships and community engagement, we are fostering creativity, connection, and making our city a beacon of cultural vitality.

OBJECTIVES

- ADOPT 5-YEAR ARTS AND CULTURE WITH A FOCUS ON HERITAGE AND PLACEMAKING.
- ENCOURAGE STRATEGIC PARTNER BETWEEN THE ARTS AND CULTURE COMMUNITY AND THE BUSINESS C TO CREATE A UNIQUE ENVIRONME DISTINCT TO CELINA.
- POSITION DOWNTOWN TO BE A D FOR VISITORS MORNING, DAY, AN

3

Be the City of the **FUTURE**, **CONNECTED** to the Past

Celina is built on the shoulders of innovative, forward-thinking leaders that came before us. In a time of unprecedented growth, Celina must have foresight to anticipate and plan for long-term challenges and opportunities. Focus areas include long-term and resiliency planning, vision development and risk management.

Mentimeter



OBJECTIVES

- PREPARE A FINANCIAL F ASSESSING THE ECONO VARIOUS FUTURE OUTC
- PURSUE RESILIENT DEV DESIGN.
- ADOPT A CULTURE OF F - IMPLEMENTING POLIC PROCEDURES TO UNDEI IMPACT OF TODAY'S DE CELINA'S FUTURE.
- PROTECT THE HERITAGE THROUGH INNOVATIVE PROGRAM.



OUSLEY PARK MASTER
PLAN RENDERING

Strategic Plan 2026-2028

Goal 1

Be the Life Connected. City

Living a life connected is not just our tagline, it's a mantra that extends into every decision made. Life Connected. touches on the social and physical aspects of connectivity.

Objectives within this Strategic Plan goal touch upon quality of life enhancements that aim to keep residents invested long-term.

RR

Goal 2

Be the Unique

Celina is known for its historic Downtown, which exhibits our rich history and culture. We aim to preserve and enhance our unique character.

RR

Goal 3

Look to its Past

We aim to connect our unique history with our future vision.

RR

Objective 1.2

Expand on opportunities for Board and Commission Involvement

SK

Objective 1.3

Create opportunities for public participation

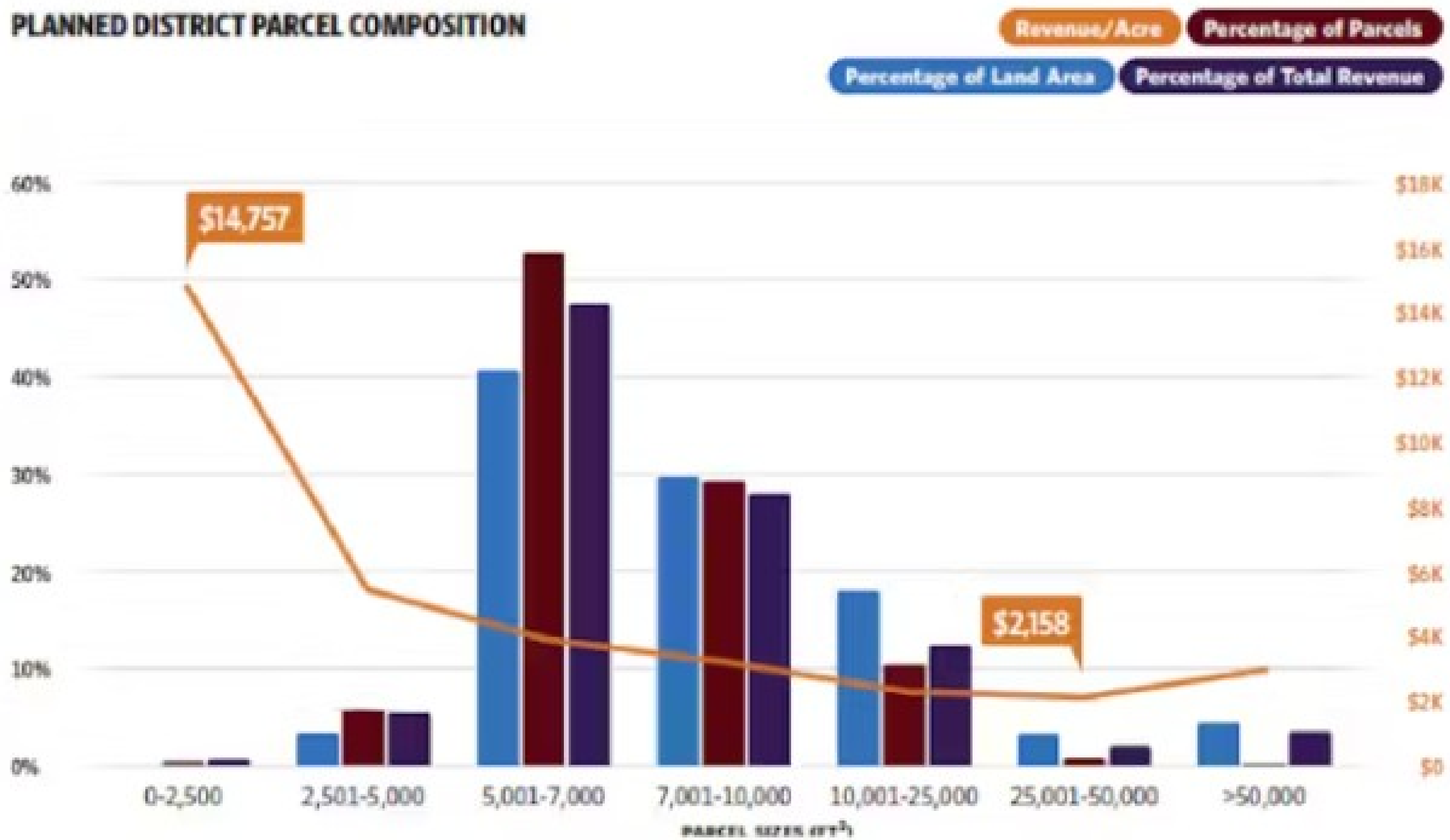
SK

Reporting
Dashboards

Land Use Fiscal Analysis

Prepare a financial plan by
assessing the economic
impact of various future
outcomes

TODAY'S VALUES	FISCAL TARGETS	
Current Budget These values represent calculations based on the FY23/24 Budget, FY23/24 Tax Rate and the 2023 Certified CAD Appraisals.	To Cover Unfunded Streets These values are calculated by utilizing the same budget, tax rate, and CAD data, but also adds the cost for future reconstruction of existing streets.	To Cover Future Growth These values are calculated by utilizing the same budget, tax rate, and CAD data, reconstruction of existing streets and adds a similar level of infrastructure on your remaining developable land.
\$3,341	\$7,439	\$11,553
\$894	\$1,991	\$3,092
\$468,678	\$1,043,531	\$1,620,723



Kevin Shepherd, PE

Founder & CEO, Verdunity

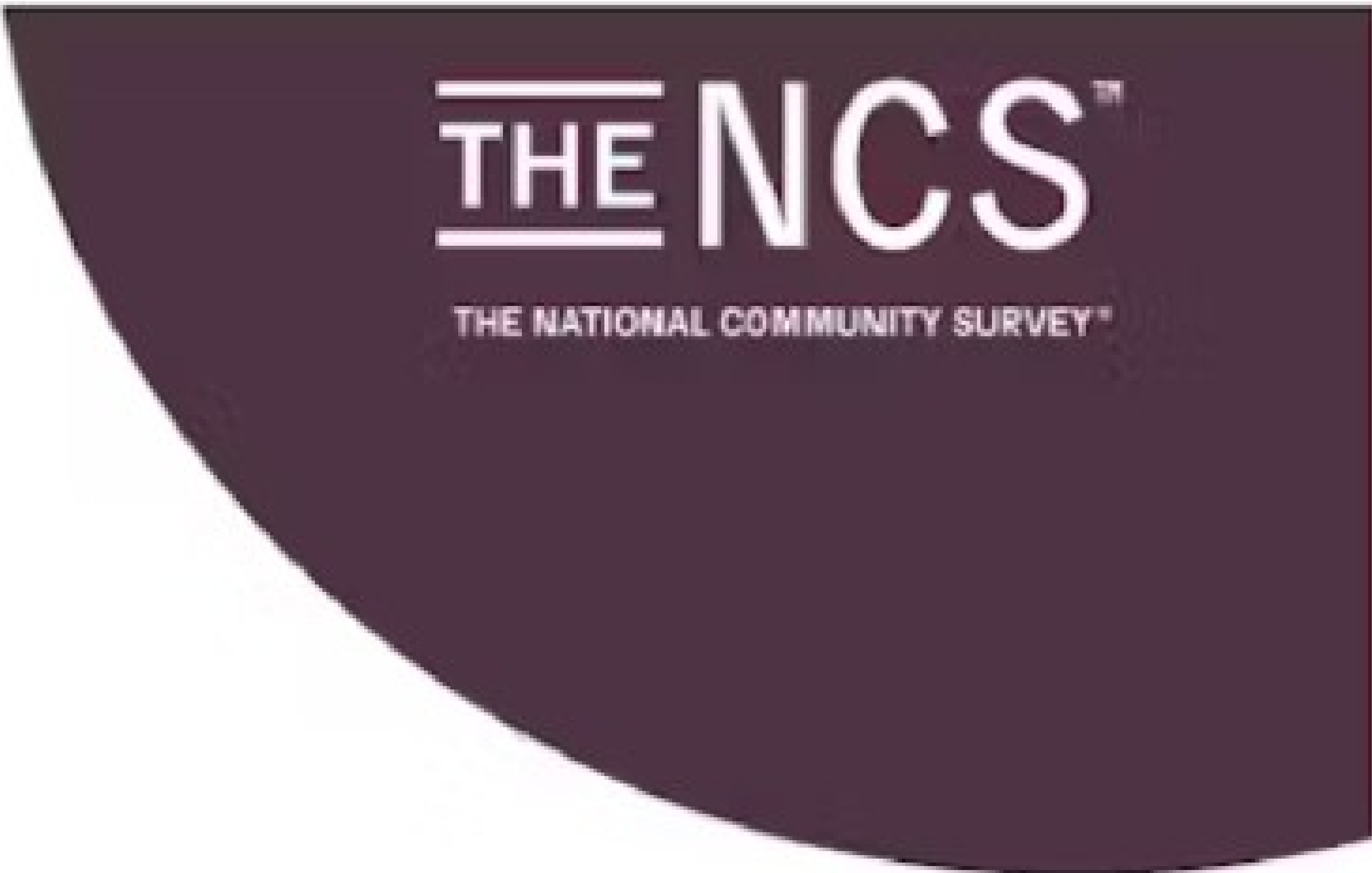


Moving Forward



Mission - 25-Year Outlook

Our mission is to preserve our agricultural heritage and flourish as a close-knit, ever-growing Celina family during the explosive and planned growth of our City. We will provide a unique and extraordinary quality of life complemented by a significant array of high-tech and desirable businesses, agritourism assets, unique destinations, and connections.



Celina, TX

The National Community Survey

Report of Results
2024

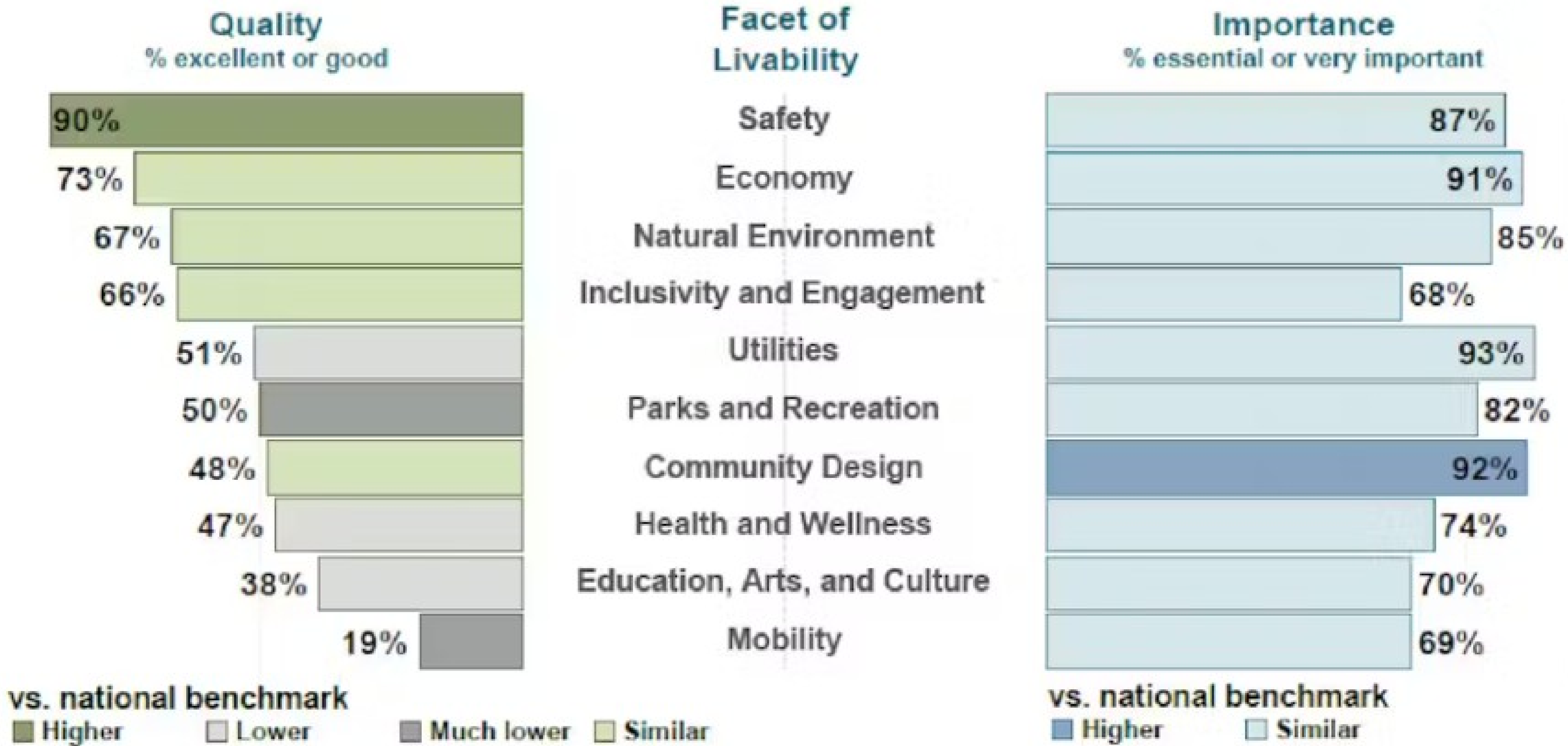
Report by:



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Transparency Initiative, providing
clear disclosure of our sound and
ethical survey research practices.



SWOT Analysis

Strengths

- Location - DNT, Preston Rd, Outer Loop
- High quality of life & feeling of safety
- Strong median household income & home values
- High-quality schools

Weaknesses

- Limited commercial development
- Reliance on one-time development fees
- Growth's strain on infrastructure
- Growth's strain on services

Opportunities

- Commercial development - Walmart, Lowe's, Home Depot, Costco, Methodist Hospital
- DNT Corridor development - Key locations like DNT & Outer Loop
- Downtown enhancements

Threats

- Access to long-term water
- National / state economy
- Competition with other fast-growth areas in DFW

Council Priority Objectives

Activity

- Submit each of your priority objectives on your phone
 - Scan QR code at your table or go to menti.com and input code at your table
- You may submit multiple objectives – after hitting submit, a new dialogue box will appear
- Submit each objective individually

What Are Your Priority Objectives for the City?



2024 - 2026 Objective Review

ACTIVITY

- Review each objective within each goal
- Rate each objective on your phone
 - Scan QR code at your table or go to menti.com and input code at your table
- Ratings:

Wait	Discuss	Support
Low Priority	Medium Priority	High Priority
"We can wait for future years"	"We need to discuss this more."	"We need to include this."

Be the *Life Connected.* City



Objective: Enhance Residents' Access to City Services through Information and Services.

0

Wait - Low Priority

0

Discuss - Medium Priority

0

Support - High Priority

Objective: Expand on Opportunities for Board and Commission Involvement.



Objective: Create Opportunities for Physical Connectivity.

0

Wait - Low Priority

0

Discuss - Medium Priority

0

Support - High Priority



Be the **Unique** City

Objective: Adopt a 5-Year Arts and Culture CIP.

0

Wait - Low Priority

0

Discuss - Medium Priority

0

Support - High Priority

Objective: Encourage Partnerships between Arts and Culture Community and the Business Community.



Objective: Position Downtown to Be a Destination for Visitors Morning, Day, and Night.



Be the City of the Future,
Connected to the Past



Objective: Prepare a Financial Plan by Assessing the Economic Impact of Various Future Outcomes.

0

Wait - Low Priority

0

Discuss - Medium Priority

0

Support - High Priority

Objective: Pursue Resilient Development and Design.

0

Wait - Low Priority

0

Discuss - Medium Priority

0

Support - High Priority

Objective: Adopt a Culture of Foresight - to Understand the Impact of Today's Decisions on Celina's Future.



Objective: Protect the Heritage of Celina through Innovative Policies and Programs.

0

Wait - Low Priority

0

Discuss - Medium Priority

0

Support - High Priority



Be the City Built on Public Safety

Objective: Create Programs and Facilities that Will Prepare the Police Department for the Growing Needs of Celina.



Objective: Create Programs and Facilities that Will Prepare the Fire Department for the Growing Needs of Celina.



Objective: Create Community Safety Services that Will Protect the City's Residents.



Be the City of Sustainable Economic Growth



Goal: Be the City of Sustainable Economic Growth

Strategic Focus Areas:

- Business Attraction, Retention, & Expansion
- Destination Development
- Marketing & Communications
- Small Business Ecosystem
- Education & Workforce Development
- Community Economic Development

Adopted by council in March 2025.



Be the City Built on Infrastructure

Objective: Create and Update Maintenance Programs for all City Assets for a 5-Year Plan.



Objective: Identify and Implement Programs to Bring "Smart City" Solutions to Celina.

0

Wait - Low Priority

0

Discuss - Medium Priority

0

Support - High Priority

Objective: Adopt Policies that Ensure New Development Pays for New Infrastructure.

0

Wait - Low Priority

0

Discuss - Medium Priority

0

Support - High Priority



Be the City of Small Business

Objective: Adopt Funding Solutions to Support Small Business.

0

Wait - Low Priority

0

Discuss - Medium Priority

0

Support - High Priority

Objective: Create a Small Business Promotional Support Program.

0

Wait - Low Priority

0

Discuss - Medium Priority

0

Support - High Priority

Objective: Adopt a Formal Incubator Program.

0

Wait - Low Priority

0

Discuss - Medium Priority

0

Support - High Priority

Be the City that Shares Our Story



Objective: Annually Formalize Council Strategy for Communication.

0



Wait - Low Priority

0



Discuss - Medium Priority

0



Support - High Priority

Objective: Foster a Sense of Identity through an Updated Branding Study.

0

Wait - Low Priority

0

Discuss - Medium Priority

0

Support - High Priority

Objective: Adopt a Community Storytelling Action Plan.

0

Wait - Low Priority

0

Discuss - Medium Priority

0

Support - High Priority



Be the City of **Servant Leaders**

Objective: Deliver Outstanding Customer Service to Residents, Businesses, and Stakeholders Alike.



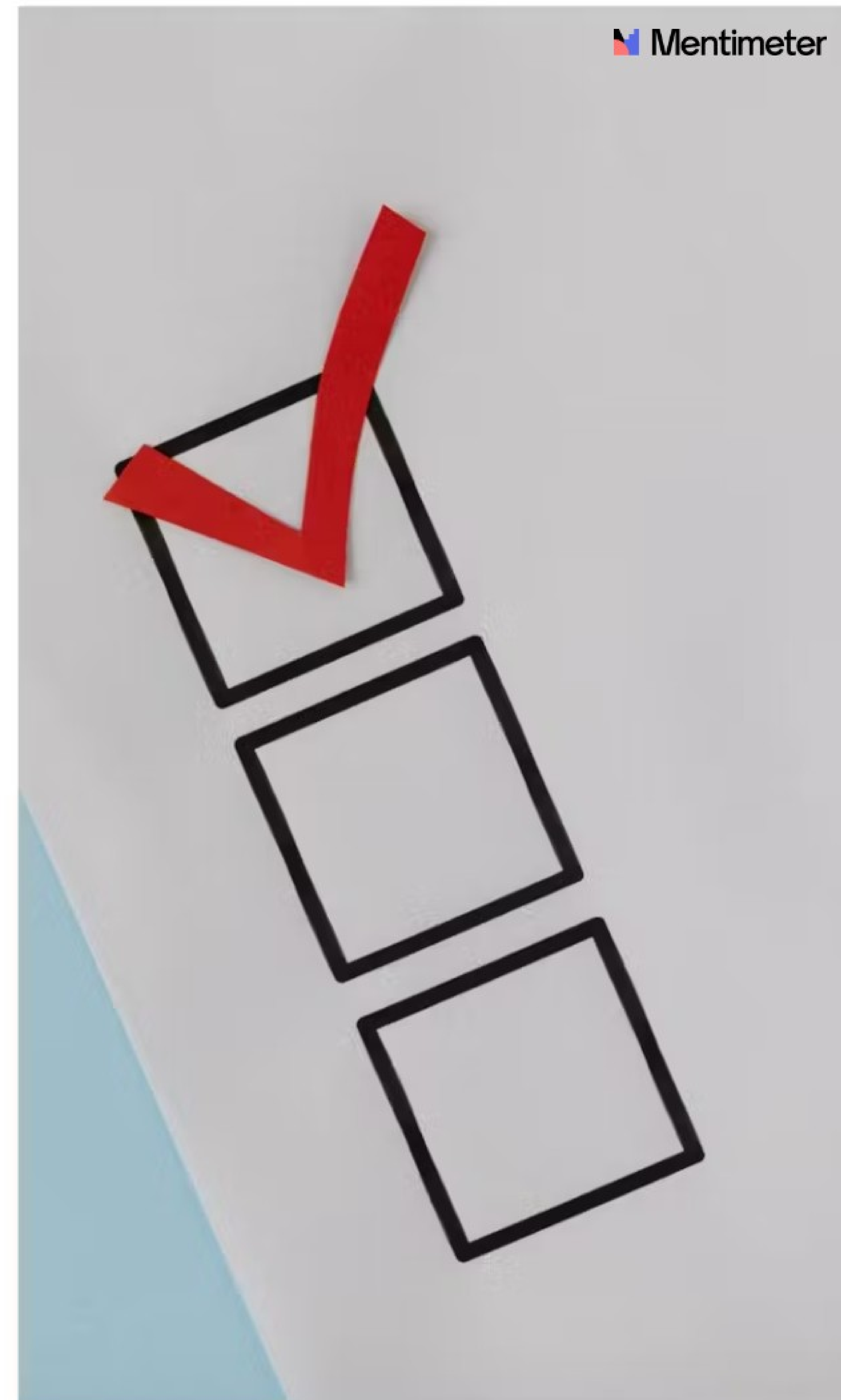
Objective: Broaden Opportunities for Volunteerism and Foster Deeper Community Engagement.



Objective: Develop an Organizational Culture of Servant Leadership through Access to Learning and Training Initiatives.



Finalize FY 2026 - 2028 Council Priority Objectives





Life Connected.



STRATEGIC PLAN

2024 - 2026

A Note from the Mayor

RYAN TUBBS



Above: Celina's Downtown Square in 1940. Life was and continues to be in full swing on the Square.

past, present, future

SINCE CELINA'S EARLIEST DAYS, strategic planning has been incorporated into our hometown's way of living. In 1910, when J. Fred Smith carefully and methodically architected a plan to develop a Downtown Square for merchant trade and community gatherings, little did he know the impact that this crown jewel of Downtown Celina would still have today. Whether shopping, dining, attending a concert, or enjoying an outdoor movie, residents today reap the benefit of Smith's strategic planning, over a century later.

I am pleased for you to know that over a century later, Celina is still diligently planning for tomorrow. Thank you for taking the time to read our 2024-26 Strategic Plan, so that you may quickly see why Celina is one of the most attractive cities in North Texas. Whether you are one of our legacy families or you have lived here just a short while, I hope every page will excite you, as you learn more about the past, present, and future of Celina.

Since our last Strategic Plan was released, our community has been marked by record growth, with thousands of people moving here and dozens of businesses opening to serve the community. The following pages will show you how the growth we are experiencing has been planned for carefully, and you will also see how we continue to measure the expansion against critical milestones that will guard the charm of our community for generations to come.

Most important to these exciting days in Celina is the expansion of our public safety facilities, equipment, and personnel. As new fire and police facilities are currently under construction, the City is committed to staying ahead of the growth with our strong and respected public safety departments. Our fire, police, and paramedic personnel are some of the finest people who sacrifice daily for the safety and well-being of our residents. We will continue to fund and build these departments to meet their every need as our population increases.

Another critical component of this plan is the necessary infrastructure maintenance and expansion. Our City Planning and Public Works Departments work tirelessly to update our existing infrastructure and add new infrastructure where it is needed. I am confident that their work to expand our roads, water service, and other necessary components will make living and working in Celina a rich and pleasant lifestyle.

You will also see exciting plans for our parks and trails, the Downtown Square and surrounding area, and events and festivals that reflect and celebrate our unique culture. In order to guarantee that our *Life Connected.* culture can remain intact across the coming decades, these critical areas must continue to grow and expand with opportunities for our residents, neighbors, and friends to gather and get the most out of living and raising families here.

CITY COUNCIL

I am committed, through all of these vast plans and efforts, to guard and honor the bold and beloved heritage that has been handed to us from generations before ours. The vision and values of Celina remain, and they will forever be cherished and esteemed as we grow forward, together. The bricks of our historic Downtown Square, the lights of our iconic Water Tower, the comradery of our homecoming parades, and the fellowship we share when Celina people gather together represent the heart and soul of who we are and will carry us to where we are going. I am glad you are on this journey with us, and I am proud to serve as we go forward.



Home-Rule Municipality

Celina is a "Home-Rule Municipality," governed by a Mayor and City Council who are elected by the residents. Since its establishment in 1876, Celina residents have elected representatives to achieve City goals and enhance their quality of life. Acting together, the Mayor and City Council adopt all ordinances and resolutions and determine the general goals and policies for the City. The City's mission of preserving its agricultural heritage, providing excellent public safety, and an extraordinary quality of life are all key factors in each decision.



Philip Ferguson
PLACE 1



Eddie Cawlfild
PLACE 2



Andy Hopkins
MAYOR PRO TEM,
PLACE 3



Wendie Wigginton
PLACE 4



Mindy Koehne
DEPUTY MAYOR
PRO TEM, PLACE 5



Brandon Grumbles
PLACE 6



25 YEAR GOAL

OUR MISSION

Our mission is to preserve our agricultural heritage and flourish as a close-knit, ever-growing Celina family during the explosive and planned growth of our City. We will provide a unique and extraordinary quality of life complemented by a significant array of high-tech and desirable businesses, agritourism assets, unique destinations, and connections.

The Strategic Plan for the City of Celina was originally adopted by City Council in 2018. The Strategic Plan has been amended to reflect the growth, vision, and objectives of the City. This Strategic Plan was adopted in Summer 2024.

THE CITY OF CELINA CORE VALUES

EXCELLENCE

- We always do our best
- We embrace innovation and efficiency while remaining good stewards of City resources
- We are accountable and take pride in our work
- We seek opportunities to learn and expand our professional horizons

COMMUNITY

- We are a unified body and work as a team
- When we disagree, we resolve it according to our Core Values
- We value and respect all employees and our customers
- We foster a culture that includes understanding, support, balance, and a sense of humor
- We embrace openness, diversity, and inclusion

INTEGRITY

- We do the right thing at all times
- We are committed to building and maintaining credibility and trust both internally and externally
- We are accountable in our words and actions
- We question that which may be inconsistent with our Core Values

SERVICE

- We are selfless public servants and believe in helping others
- We treat everyone the way we wish to be treated
- We are caring and empathetic in all we do
- We work to deliver excellent service to all we encounter



VISION FRAMEWORK

We have a deep understanding that to be truly great, we must make a series of good and strategic decisions, which are consistent with our Vision Framework. Our efforts and resources will reside in the areas where our three segments intersect.

REPUTABLE DRIVERS

Entertainment / Destination City
All Inclusive
“Plant Your Roots” City
Small Town Charm / Big City
Strong Downtown
Best Lifestyle City
Convenience

CITY STRENGTHS

Prime Location
Public Safety
Revitalizing Downtown
Small Businesses
Quality Staff
Growth Opportunities
Technology / Innovation

GOALS

CITY OPPORTUNITIES

Physical Attributes to Live a *Life Connected*.
Social Attributes to Live a *Life Connected*.
Right Developments, Right Place
City Collaboration with Community Partners
Business-Friendly Climate
Small Business

1

Be *the* **LIFE** **CONNECTED.** City

Living a *Life Connected.* is about fostering long-term relationships with our residents, visitors and businesses. Focus areas include policy decisions, governance, and partnerships that keep residents, visitors and businesses invested long-term.



OBJECTIVES

ENHANCE RESIDENTS' ACCESS TO CITY SERVICES THROUGH INFORMATION AND SERVICES.

EXPAND ON OPPORTUNITIES FOR BOARD AND COMMISSION INVOLVEMENT.

CREATE OPPORTUNITIES FOR PHYSICAL CONNECTIVITY.





CELINA'S DOWNTOWN

SQUARE RENDERING

This goal aims to make our city a top experiential city. This is accomplished by integrating tourism, arts, culture, heritage, events, and placemaking initiatives into the fabric of our City creating memorable experiences for residents, visitors and businesses alike. Through partnerships and community engagement, we are fostering creativity, connection, and making our city a beacon of cultural vitality.

OBJECTIVES

ADOPT 5-YEAR ARTS AND CULTURE CIP WITH A FOCUS ON HERITAGE AND/OR PLACEMAKING.

ENCOURAGE STRATEGIC PARTNERSHIPS BETWEEN THE ARTS AND CULTURE COMMUNITY AND THE BUSINESS COMMUNITY TO CREATE A UNIQUE ENVIRONMENT DISTINCT TO CELINA.

POSITION DOWNTOWN TO BE A DESTINATION FOR VISITORS MORNING, DAY, AND NIGHT.

Be *the* City *of the* **FUTURE,** **CONNECTED** *to the* Past

Celina is built on the shoulders of innovative, forward-thinking leaders that came before us. In a time of unprecedented growth, Celina must have foresight to anticipate and plan for long-term challenges and opportunities. Focus areas include long-term and resiliency planning, vision development and risk management.



OUSLEY PARK MASTER
PLAN RENDERING

OBJECTIVES

- PREPARE A FINANCIAL PLAN BY ASSESSING THE ECONOMIC IMPACT OF VARIOUS FUTURE OUTCOMES.
- PURSUE RESILIENT DEVELOPMENT AND DESIGN.
- ADOPT A CULTURE OF FORESIGHT – IMPLEMENTING POLICIES AND PROCEDURES TO UNDERSTAND THE IMPACT OF TODAY'S DECISIONS ON CELINA'S FUTURE.
- PROTECT THE HERITAGE OF CELINA THROUGH INNOVATIVE POLICIES AND PROGRAM.



CELINA FIRE STATION 3

Safety and security are two of the most basic human needs, and one of the biggest drivers of quality of life in cities. Public safety and emergency services are a strength, and we intend to fortify them.

OBJECTIVES

CREATE PROGRAMS AND FACILITIES THAT WILL PREPARE THE POLICE DEPARTMENT FOR THE GROWING NEEDS OF CELINA.

CREATE PROGRAMS AND FACILITIES THAT WILL PREPARE THE FIRE DEPARTMENT FOR THE GROWING NEEDS OF CELINA.

CREATE COMMUNITY SAFETY SERVICES THAT WILL PROTECT THE CITY'S RESIDENTS.

Be *the* City of SUSTAINABLE ECONOMIC GROWTH

Economic development takes on many forms and with 78 square miles and a geographical position envied across North Texas, Celina can have it all. But how does Celina approach this growth to fortify the community? These objectives speak to finding a balance between economic prosperity and community development.



OBJECTIVES

ADOPT AN ECONOMIC STRATEGIC PLAN.

ADOPT A FRAMEWORK FOR GRANTS AND INCENTIVES.

CREATE PARTNERSHIPS WITH BUSINESSES AND THE COMMUNITY TO FOSTER EFFECTIVE COMMUNITY DEVELOPMENT.



Efficient, reliable infrastructure is a necessity in a high-growth city. With limited resources and a high demand for new infrastructure, a pragmatic approach is required to adequately fund and develop infrastructure.

OBJECTIVES

CREATE AND UPDATE MAINTENANCE PROGRAMS FOR ALL CITY ASSETS FOR A FIVE-YEAR PLANNING HORIZON.

IDENTIFY AND IMPLEMENT PROGRAMS TO BRING “SMART CITY” SOLUTIONS TO CELINA.

ADOPT POLICIES THAT ENSURE NEW DEVELOPMENT PAYS FOR NEW INFRASTRUCTURE.

Be *the* City of SMALL BUSINESS

Celina is known for our small, local businesses; they are the heart of the community. We recognize their importance to our quality-of-life and economic sustainability.



OBJECTIVES

- ADOPT FUNDING SOLUTIONS TO SUPPORT SMALL BUSINESSES.

- CREATE A SMALL BUSINESS PROMOTIONAL SUPPORT PROGRAM.

- ADOPT A FORMAL INCUBATOR PROGRAM.



We want to share our story through what we say, what we publish, the improvements we construct and the things we do. Transparency is paramount to an educated community that fosters a sense of inclusivity and drives community engagement and participation.

OBJECTIVES

- ANNUALLY FORMALIZE COUNCIL STRATEGY FOR COMMUNICATION (GOALS, EXPECTATION, ETC.).
- FOSTER A SENSE OF IDENTITY THROUGH AN UPDATED BRANDING STUDY.
- ADOPT A COMMUNITY STORYTELLING ACTION PLAN.

Be *the* City of *SERVANT LEADERS*

This goal focuses on strengthening Celina's proud tradition of selfless service to our neighbors and the community. We will build upon our legacy of service by continuing to strengthen and improve opportunities for volunteerism for residents and businesses alike. The City of Celina will also continue to build an organization of servant leaders, committed to providing excellent customer service to residents, businesses, and stakeholders, ensuring that their satisfaction and well-being remain our primary focus in all interactions.



OBJECTIVES

- DELIVER OUTSTANDING CUSTOMER SERVICE TO RESIDENTS, BUSINESSES, AND STAKEHOLDERS ALIKE.
- BROADEN OPPORTUNITIES FOR VOLUNTEERISM AND FOSTER DEEPER COMMUNITY ENGAGEMENT.
- DEVELOP AN ORGANIZATIONAL CULTURE OF SERVANT LEADERSHIP THROUGH ACCESS TO LEARNING AND TRAINING INITIATIVES.



Life Connected.

142 N. OHIO STREET

CELINA, TX 75009

CELINA-TX.GOV

2024 – 2026 Strategic Plan Progress Report

The City of Celina is guided by our mission (25-Year Goal), which is *to preserve our agricultural heritage and flourish as a close-knit, ever-growing Celina family during the explosive and planned growth of our City. We will provide a unique and extraordinary quality of life complemented by a significant array of high-tech and desirable businesses, agritourism assets, unique destinations, and connections.*

To achieve this ambitious vision of the future, City Council established the Strategic Plan with nine strategic goals and specific objectives within each goal. The goals indicate what the City is striving to be over the next ten years. The objectives provide City staff direction on shorter-term priorities (three-year outlook).

City Council annually updates the three-year Strategic Plan to ensure that the goals and objectives remain relevant to our growing community. The first step of this update is to review the progress made on each objective during the year. Under each objective below is a list of key City initiatives that have taken place in the last 18 months to make progress towards achieving the goals. The symbols next to each objective mean:

- ✓ Objective is complete
- 🔄 Work is ongoing to complete the objective
- ✗ Work has not started on this objective

1. Be the *Life Connected*. City

- 🔄 a. Enhance residents' access to City services through information and services
 - Launched revamped Life Connected. app to better connect residents to services
 - Upgrading audio-visual equipment in City Council Chambers
 - Deployed bookmobile to expand access to the Celina Public Library
 - Hosted town hall meetings in partnership with Celina ISD
- 🔄 b. Expand on opportunities for board and commission involvement
 - Approved Board and Commission Policy
 - Continued hosting Citizens Government Academy
- 🔄 c. Create opportunities for physical connectivity
 - Hosted 10 events for residents
 - Awarded bid for construction of Phase I of Wilson Creek Park
 - Completed 90% plans for Ousley Park stream restoration and trail design project

2. Be the Unique City

- ✗ a. Adopt a five-year arts and culture CIP with a focus on heritage and/or placemaking
 - Adopted the Five-Year CIP, which will help to create an arts-focused CIP
 - Initiated art projects for the Downtown Center and public safety campus

- Launched the gateway monumentation project
- 🔄 b. Encourage strategic partnerships between the arts and culture community and the business community to create a unique environment distinct to Celina
 - Continued to provide live music grants to Downtown businesses
- 🔄 c. Position Downtown to be a destination for visitors morning, day, and night
 - The Wick, Heyday, Mangiamo's, and The Silos opened
 - Continued to provide live music grants to Downtown businesses
 - Continued Friday Night Market, Movie Night, Cajun Fest, Beware! of the Square, and Christmas on the Square
 - Tested carriage rides during Christmas and Valentine's Day
 - Piloted Texas Tastemakers event in partnership with SBG

3. Be the City of the Future, Connected to the Past

- 🔄 a. Prepare a financial plan by assessing the economic impact of various future outcomes
 - Implemented five-year budget forecast
 - Launched contract with Verdunity to explore land use fiscal analysis
 - Evaluated each potential development agreement and 380 agreement
- b. Pursue resilient development and design
 - 🔄 • Investing in Downtown drainage projects.
 - Hired Long Range Planning Manager.
 - Updating Water Master Plan.
- 🔄 c. Adopt a culture of foresight – implementing policies and procedures to understand the impact of today's decisions on Celina's future
 - Implemented five-year budget forecast
 - Implemented five-year CIP
 - Launched contract with Verdunity to explore fiscal land use analysis
- 🔄 d. Protect the heritage of Celina through innovative policies and programs
 - Updated the Downtown Code to clarify commercial development locations and protect neighborhoods

4. Be the City Built on Public Safety

- 🔄 a. Create programs and facilities that will prepare the police department for the growing needs of Celina
 - Completed evaluation and cost projection of providing in-house dispatch services
 - Opened the new Police Headquarters on the Public Safety Campus
 - Launched Flock camera system
 - Implemented commercial vehicle enforcement program
 - Funded eight new positions and a rapid deployment vehicle
- 🔄 b. Create programs and facilities that will prepare the fire department for the growing needs of Celina
 - Completed evaluation and cost projection of providing in-house dispatch services
 - Designed Fire Station #4

- Hired 12 firefighters, a Fire Marshal, and a training Captain
- Upgraded layout and equipment at Fire Station #1
- 🔄 c. Create community safety services that will protect the City's residents
 - Launched Community Emergency Response Team (CERT) training
 - Completed the annual Citizens Fire Safety Academy and Citizens Police Academy
 - Provided CPR, AED, and Stop the Bleed training for residents and employees

5. Be the City of Sustainable Economic Growth

- ✓ a. Adopt an economic development strategic plan
 - Adopted Economic Development Strategic Framework with the EDC
- 🔄 b. Adopt a framework for grants and incentives
 - *EDC is executing on approved Strategic Framework*
- 🔄 c. Create partnerships with businesses and the community to foster effective community development
 - *EDC is executing on approved Strategic Framework*
 - Launched development team for EDC's Local Business Support Program

6. Be the City Built on Infrastructure

- 🔄 a. Create and update maintenance programs for all City assets for a five-year planning horizon
 - Approved Five-Year CIP
 - Approved contract for asset management services
 - Performed annual roadway PCI update (1/4 of city)
 - Approved nearly \$1.0 million in public works maintenance equipment and added eight new maintenance-focused positions
- 🔄 b. Identify and implement programs to bring "smart city" solutions to Celina
 - Built new *Life Connected*. App
 - Approved contract for new development services software
 - Continue to leverage smart meters for leak detection for residents
- 🔄 c. Adopt policies to ensure new development pays for new infrastructure
 - Adopted updated roadway impact fees

7. Be the City of Small Business

- 🔄 a. Adopt funding solutions to support small businesses
 - *EDC is executing on approved Strategic Framework*
- 🔄 b. Create a small business promotional support program
 - *EDC is executing on approved Strategic Framework*
 - Promoted participating Celina restaurants for Texas Tastemakers through social media videos
 - Promoted Downtown small businesses through a variety of small-scale events and initiatives, particularly during the Christmas season
 - Launched development team for EDC's Local Business Support Program

- ↻ c. Adopt a formal incubator program
 - *EDC is executing on approved Strategic Framework*
 - EDC and City are exploring a retail incubator space within the Downtown Center

8. Be the City that Shares Our Story

- ↻ a. Annually formalize Council strategy for communication (goals, expectations, etc.)
 - Developed quarterly community engagement calendar with key events and meetings
- ↻ b. Foster a sense of identity through an updated branding study
 - Coordinating with EDC to complete a branding study and update
- ↻ c. Adopt a community storytelling action plan
 - Launched marketing campaign focused on the Five-Year CIP across platforms and channels

9. Be the City of Servant Leaders

- ↻ a. Deliver outstanding customer service to residents, businesses, and stakeholders alike
 - Completed review of Development Services staffing and processes
 - Launched objectives and key results program to drive action to accomplish strategic plan and evaluate key performance metrics to ensure results
- ↻ b. Broaden opportunities for volunteerism and foster deeper community engagement
 - Expanding *Life Connected*. Service Day to two days per year
- ↻ c. Develop an organizational culture of servant leadership through access to learning and training initiatives
 - Hosted quarterly citywide staff meetings
 - Expanded access to training opportunities for all City staff

Celina, TX

The National Community Survey

Report of Results
2024

Report by:



Visit us online!
www.polco.us



National Research Center at Polco is a charter member of the AAPOR Transparency Initiative, providing clear disclosure of our sound and ethical survey research practices.

About The NCS™

The National Community Survey™ (The NCS™) report is about the “livability” of Celina. A livable community is a place that is not simply habitable, but that is desirable. It is not only where people do live, but where they want to live. The survey was developed by the experts from National Research Center at Polco.

Great communities are partnerships of the government, private sector, community-based organizations and residents, all geographically connected. The NCS captures residents’ opinions considering ten central facets of a community:

- Economy
- Mobility
- Community Design
- Utilities
- Safety
- Natural Environment
- Parks and Recreation
- Health and Wellness
- Education, Arts, and Culture
- Inclusivity and Engagement



POWERED BY POLCO



The report provides the opinions of a weighted sample of 824 residents of the City of Celina collected from June 14th, 2024 to July 19th, 2024. Because the survey was available to all residents, no traditional margin of error was calculated. Should traditional, randomized sampling procedures been used, a plus or minus three percentage points margin of error would have been calculated; however, we anticipate that the “range of uncertainty” is greater than three percent given the convenience sample used in for this project. Survey results were weighted so that the demographic profile of respondents was representative of the demographic profile of adults in Celina.



How the results are reported

For the most part, the percentages presented in the following tabs represent the “percent positive.” Most commonly, the percent positive is the combination of the top two most positive response options (i.e., excellent/good, very safe/somewhat safe, etc.). On many of the questions in the survey respondents may answer “don’t know.” The proportion of respondents giving this reply is shown in the full set of responses included in the tab “Complete data.” However, these responses have been removed from the analyses presented in most of the tabs. In other words, the tables and graphs display the responses from respondents who had an opinion about a specific item.

Comparisons to benchmarks

NRC’s database of comparative resident opinion is comprised of resident perspectives gathered in surveys from over 500 communities whose residents evaluated the same kinds of topics on The National Community Survey. The comparison evaluations are from the most recent survey completed in each community in the last five years. NRC adds the latest results quickly upon survey completion, keeping the benchmark data fresh and relevant. The communities in the database represent a wide geographic and population range. In each tab, Celina’s results are noted as being “higher” than the benchmark, “lower” than the benchmark, or “similar” to the benchmark, meaning that the average rating given by Celina residents is statistically similar to or different (greater or lesser) than the benchmark. Being rated as “higher” or “lower” than the benchmark means that Celina’s average rating for a particular item was more than 10 points different than the benchmark. If a rating was “much higher” or “much lower,” then Celina’s average rating was more than 20 points different when compared to the benchmark.

Trends over time

Trend data for Celina represent important comparison data and should be examined for improvements or declines.¹ Deviations from stable trends over time represent opportunities for understanding how local policies, programs, or public information may have affected residents’ opinions. Changes between survey years have been noted with an arrow and the percent difference. If the difference is greater than or equal to 8 percentage points between the 2022 and 2024 surveys, the change is statistically significant.

1. In 2020, The NCS survey was updated to include new and refreshed items. Consequently, some of the trends may be impacted due to wording modifications that could have potentially altered the meaning of the item for the respondent.

Methods

Selecting survey recipients

All households within the City of Celina were eligible to participate in the survey. A list of all households within the zip codes serving Celina was purchased from Polco's mailing vendor, Go-Dog Direct, based on updated listings from the United States Postal Service. Since some of the zip codes that serve the City of Celina households may also serve addresses that lie outside of the community, the exact geographic location of each housing unit was compared to community boundaries using the most current municipal boundary file. Addresses located outside of the City of Celina boundaries were removed from the list of potential households to survey. Each address identified as being within city boundaries was further identified as being within one of the five areas. From that list, addresses were randomly selected as survey recipients, with multi-family housing units (defined as those with a unit number) sampled at a rate of 5:3 compared to single family housing units.

An individual within each household was randomly selected using the "birthday method". The birthday method selects a person within the household by asking the "person who most recently had a birthday" to complete the questionnaire. The underlying assumption in this method is that day of birth has no relationship to the way people respond to surveys. This instruction was contained in the introduction of the survey.

Conducting the survey

The 3,800 randomly selected households received mailings beginning on June 14th, 2024 and data collection for the survey remained open for 5 weeks. The first mailing was a postcard inviting the household to participate in the survey. The next mailing was a reminder postcard inviting the household one final time to participate in the survey. All mailings included a web link to give residents the opportunity to respond to the survey online, as well as QR codes to further encourage participation. All follow-up mailings asked those who had not completed the survey to do so, and those who had already done so to refrain from completing the survey again.

The survey was available in English and Spanish. All mailings contained paragraphs in both languages instructing participants on how to complete the survey in their preferred language.

In addition to the randomly selected "probability sample" of households, a link to an online open-participation survey was publicized by the City of Celina. The open-participation survey was identical to the random sample survey, with two small updates; it asked a question to confirm the respondent was a resident of Celina and also a question about where they heard about the survey. The open-participation survey was open to all city residents and became available on July 5th, 2024. The survey remained open for 2 weeks. The data presented in the following tabs is blended to include both responses from the probability sample and the open participation sample.

Analyzing the data

Responses from mailed surveys were entered into an electronic dataset using a "key and verify" method, where all responses are entered twice and compared to each other. Any discrepancies were resolved in comparison to the original survey form. Range checks as well as other forms of quality control were also performed. Responses from surveys completed on Polco were downloaded and merged with the mailed survey responses.

The demographics of the survey respondents were compared to those found in the 2020 Census and 2022 American Community Survey estimates for adults in the City of Celina. The primary objective of weighting survey data is to make the survey respondents reflective of the larger population of the community. The characteristics used for weighting were age, sex, race, Hispanic origin, housing type, housing tenure, and area. No adjustments were made for design effects. Weights were calculated using an iterative, multiplicative raking model known as the ANES Weighting Algorithm.³ The results of the weighting scheme for the probability sample are presented in the following table.

NRC aligns demographic labels with those used by the U.S. Census for reporting purposes, when possible. Some categories (e.g., age, race/Hispanic origin, housing type, and length of residency) are combined into smaller subgroups.

		Unweighted	Weighted	Target ⁴
Age	18-34	9%	27%	27%
	35-54	53%	46%	46%
	55+	37%	27%	27%
Area	NE	16%	8%	8%
	NW	11%	4%	4%
	SE	38%	38%	38%
	SW	35%	50%	50%
Hispanic origin	No, not of Hispanic, Latino/a/x, or Spanish origin	89%	86%	84%
	Yes, I consider myself to be of Hispanic, Latino/a/x, or Spanish origin	11%	16%	16%
Housing tenure	Own	94%	92%	90%
	Rent	6%	10%	10%
Housing type	Attached	3%	5%	5%
	Detached	97%	96%	95%
Race & Hispanic origin	Not white alone	33%	40%	39%
	White alone, not Hispanic or Latino	67%	63%	61%
Sex	Man	53%	53%	51%
	Woman	47%	50%	49%
Sex/age	Man 18-34	5%	15%	15%
	Man 35-54	30%	22%	21%
	Man 55+	19%	15%	15%
	Woman 18-34	5%	12%	12%
	Woman 35-54	25%	25%	25%
	Woman 55+	17%	13%	12%

The survey datasets were analyzed using all or some of a combination of the Statistical Package for the Social Sciences (SPSS), R, Python and Tableau. For the most part, the percentages presented in the reports represent the “percent positive.” The percent positive is the combination of the top two most positive response options (i.e., excellent/good, very safe/somewhat safe, essential/very important, etc.), or, in the case of resident behaviors/participation, the percent positive represents the proportion of respondents indicating “yes” or participating in an activity at least once a month.

On many of the questions in the survey respondents may answer “don’t know.” The proportion of respondents giving this reply is shown in the full set of responses included in the tab “Complete data”. However, these responses have been removed from the analyses presented in the reports. In other words, the tables and graphs display the responses from respondents who had an opinion about a specific item.

Contact

The City of Celina funded this research. Please contact Trevor Ludwyck of the City of Celina at tludwyck@celina-tx.gov if you have any questions about the survey.

Study Limitations

All public opinion research is subject to unmeasured error. While the methodologies employed for this survey were designed to minimize this error as much as possible, these other sources of potential error should be acknowledged. **Non-response error** arises when those who were selected to participate in the survey did not do so, and may have different opinions or experiences than those who did respond. **Coverage error** refers to the possibility that some respondents that should have been included in the surveyed population were not (e.g., for a general resident survey, USPS mailing lists may exclude certain types of housing units, such as multi-family buildings where mail is delivered to a common area rather than to a specific unit (though this is rare), or where mail is received at a PO box instead of the at household's physical location. Finally, **recall bias** occurs when respondents may not perfectly remember their experiences in the past year (such as participation in social or civic events), and **social desirability bias** may cause respondents to answer in ways they think cast their responses in a more favorable light.

Survey Validity

See the Polco Knowledge Base article on survey validity at <https://info.polco.us/knowledge/statistical-vali>

2. See AAPOR's Standard Definitions for more information at <https://aapor.org/standards-and-ethics/standard-definitions/>
3. Pasek, J. (2014). ANES Weighting Algorithm. Retrieved from <https://surveyinsights.org/wp-content/uploads/2014/07/Full-anesrake-paper.pdf>
4. Targets come from the 2020 Census and 2022 American Community Survey

Key Findings

Highest-performing areas:

- Over 8 in 10 respondents provided excellent or good scores to Celina as a place to live, with a similar proportion stating that they planned to remain in Celina for the next five years.
- Many ratings for inclusivity and engagement items saw statistically significant increases from 2022, with the overall sense of civic/community pride scoring higher than comparison communities.
- Although many measures for affordability continued to score below the national benchmark, some items did see significant increases from 2022, including the availability of affordable quality health care, the availability of affordable quality mental health care, and the availability of affordable high-speed internet access.
- Residents continue to feel safe in Celina, with around 9 in 10 giving excellent or good reviews of their overall feelings of safety, higher than national averages.

Lowest-performing areas:

- Recreational and fitness opportunities, as well as recreation centers or facilities, scored much lower than the benchmark.
- Residents continued to identify employment conditions within Celina as a potential area of focus, with Celina as a place to work (41%) and employment opportunities (27%) both scoring below the national benchmark.
- Although ratings for most mobility measures were similar to the 2021 results, the ease of travel by bicycle, the ease of walking, and street repair scored lower than national comparisons.

Areas of greatest change since 2022:

Of the 123 evaluative questions included on both the 2022 and current survey iterations, 100 were statistically similar to previous results. Upward trends were seen in 15 items, while 8 ratings decreased since 2022. Changes are considered statistically significant if the 2024 rating was +/- 8% from the previous survey effort. The most significant of those trends are listed below.

Increases

- Variety of housing options (+13%)
- Being honest (+12%)
- Public information services (+10%)
- Overall confidence in Celina government (+9%)
- Affordable high-speed internet access (+9%)

Decreases

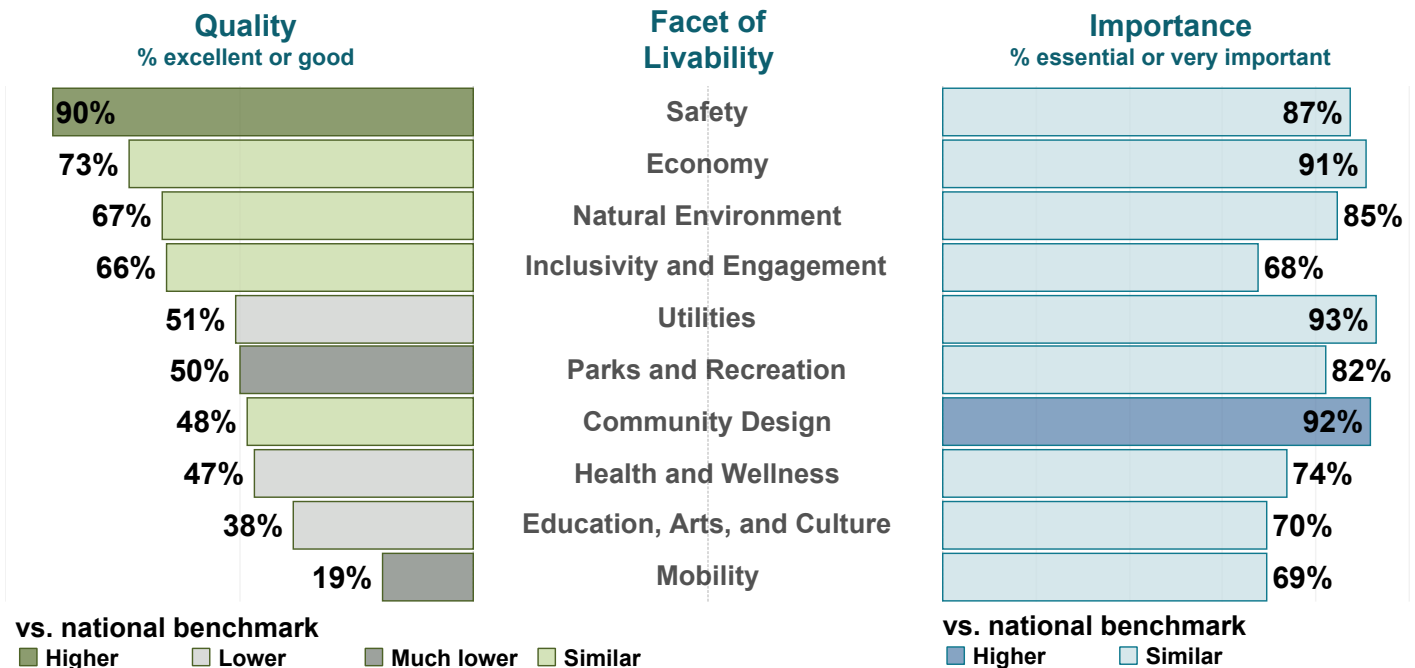
- Garbage collection (-13%)
- Feeling safe from flood, fire, or other natural disaster (-12%)
- Air quality (-10%)
- Traffic flow on major streets (-9%)
- Celina as a place to work (-8%)

Facets of livability

Every jurisdiction must balance limited resources while meeting resident needs and striving to optimize community livability. To this end, it is helpful to know what aspects of the community are most important to residents and which they perceive as being of higher or lower quality. It is especially helpful to know when a facet of livability is considered of high importance but rated as lower quality, as this should be a top priority to address.

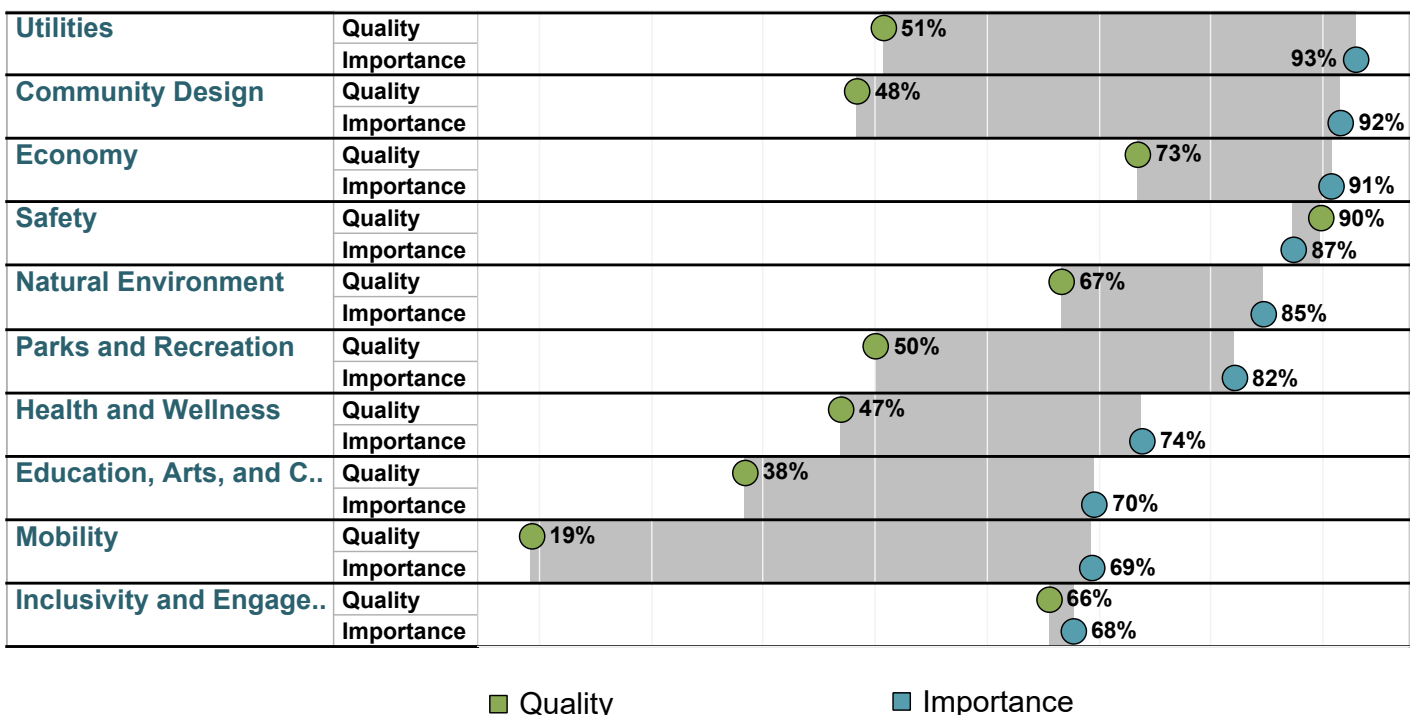
Quality and Importance by the Numbers

The table below shows the proportion of residents who rated the community facets positively for quality and the priority (importance) placed on each. Also displayed is whether local quality ratings were lower, similar, or higher t..



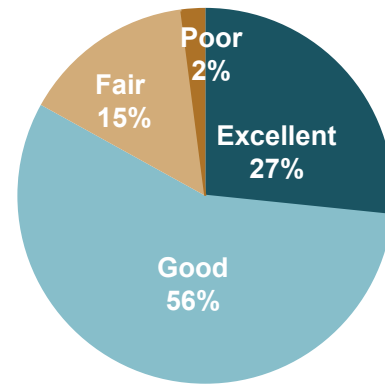
Quality/Importance Gap Analysis

The gap analysis chart below shows the same data as above; however, this chart more clearly illustrates the comparative differences in quality and importance ratings for each facet, as well as the absolute ratings for each.



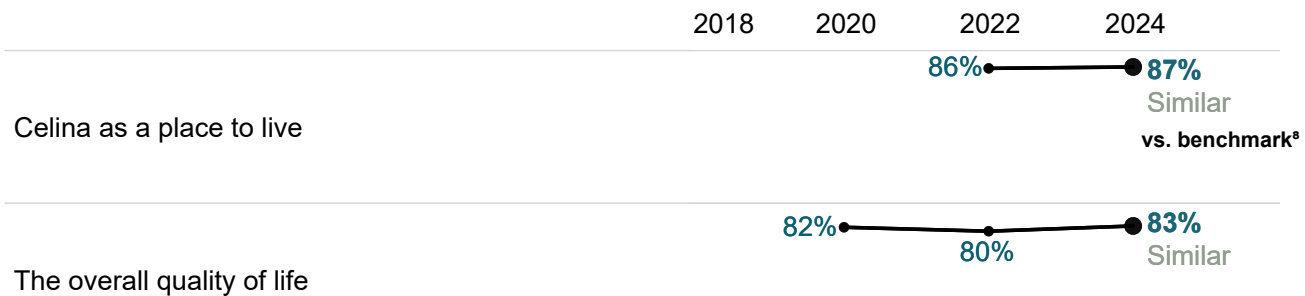
Quality of Life

Measuring community livability starts with assessing the quality of life of those who live there, and ensuring that the community is attractive, accessible, and welcoming to all.



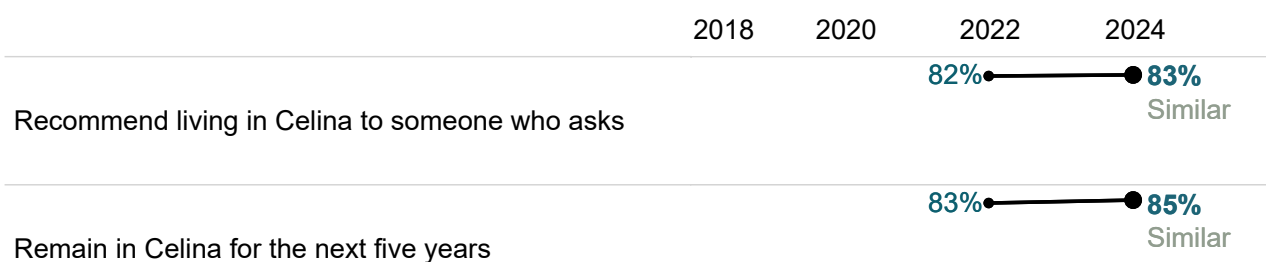
Please rate each of the following aspects of quality of life in Celina.

(% excellent or good)



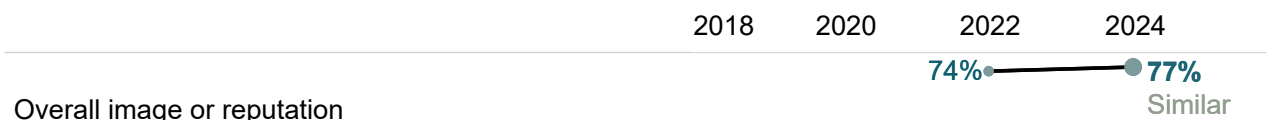
Please indicate how likely or unlikely you are to do each of the following.

(% very or somewhat likely)



Please rate each of the following in the Celina community.

(% excellent or good)

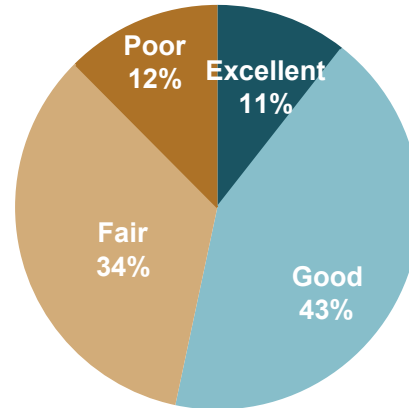


8. Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

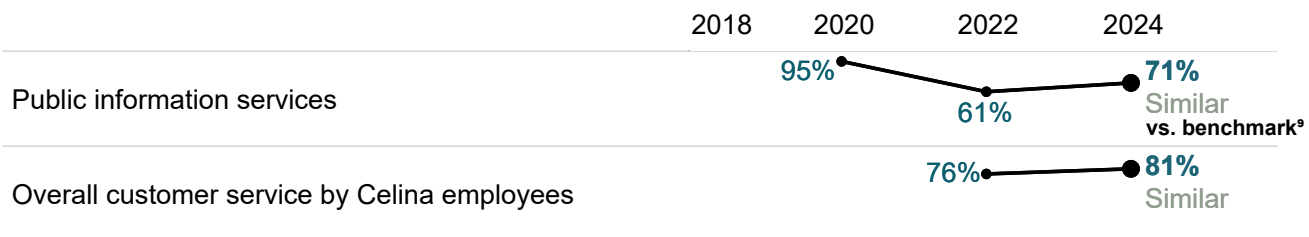
Governance

Strong local governments produce results that meet the needs of residents while making the best use of available resources, and are responsive to the present and future needs of the community as a whole.

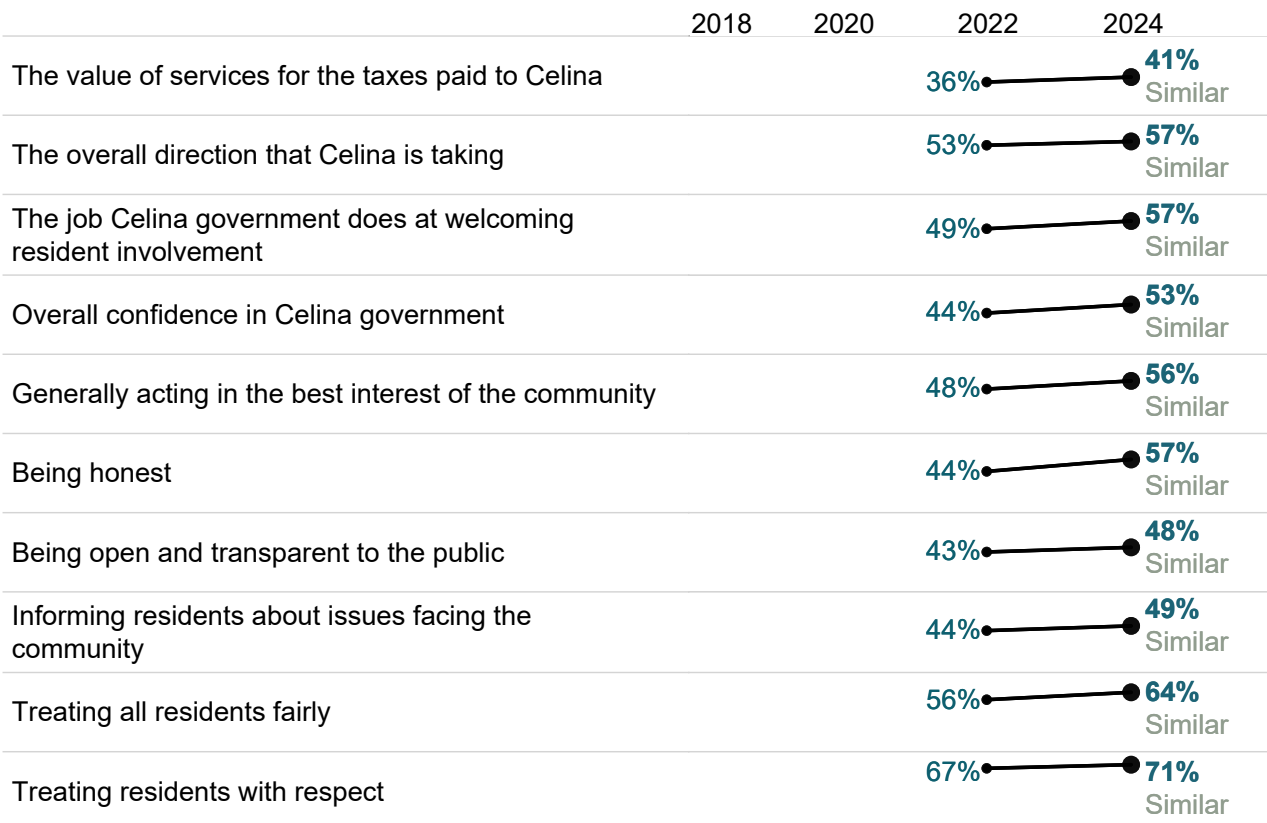
Overall confidence in Celina government, 2024



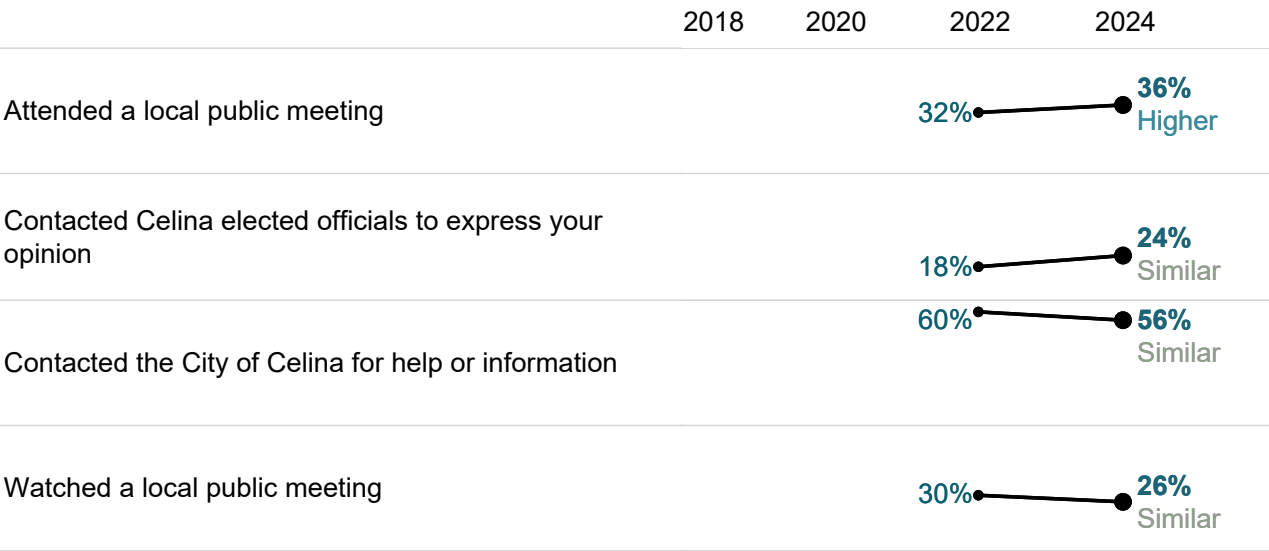
Please rate the quality of each of the following services in Celina.
(% excellent or good)



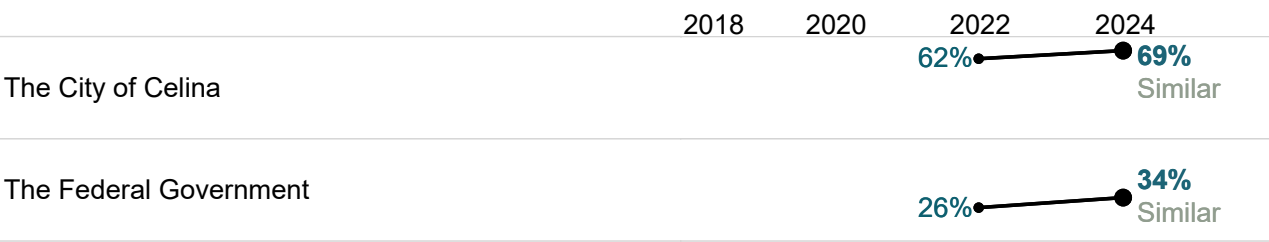
Please rate the following categories of Celina government performance.
(% excellent or good)



Please indicate whether or not you have done each of the following in the last 12 months.
(% excellent or good)



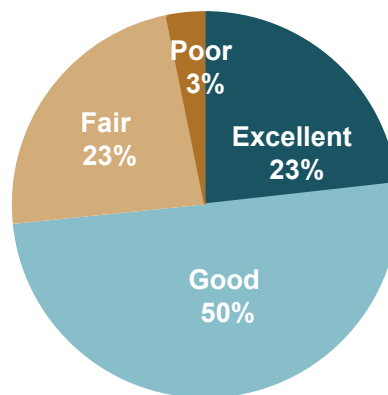
Overall, how would you rate the quality of the services provided by each of the following?
(% excellent or good)



9. Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

Local governments work together with private and nonprofit businesses, and with the community at large, to foster sustainable growth, create jobs, and promote a thriving local economy.

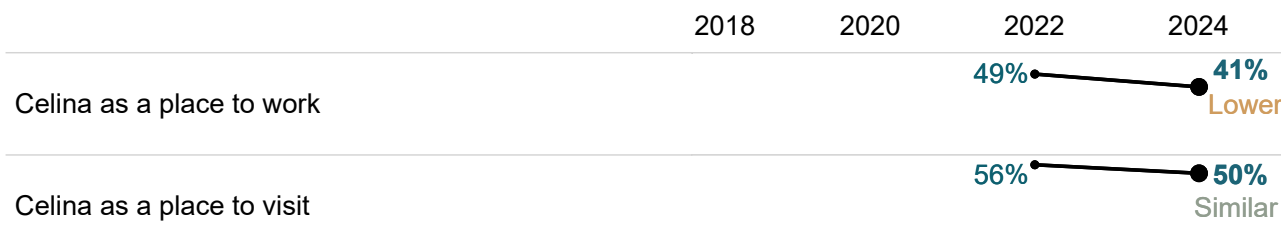
Overall economic health of Celina, 2024



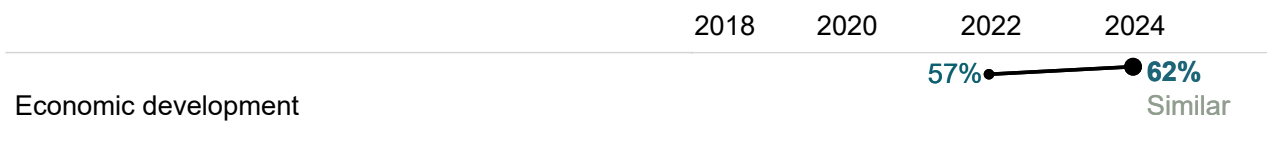
Please rate each of the following characteristics as they relate to Celina as a whole.
(% excellent or good)



Please rate each of the following aspects of quality of life in Celina.
(% excellent or good)



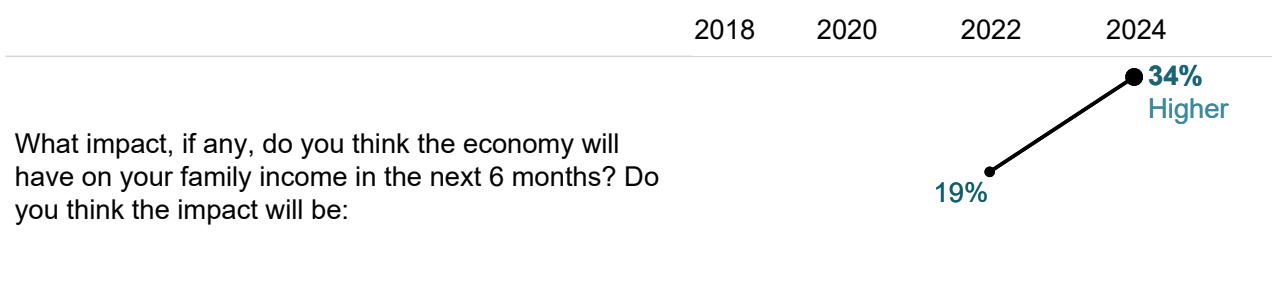
Please rate the quality of each of the following services in Celina.
(% excellent or good)



Please rate each of the following in the Celina community.
 (% excellent or good)



What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:
 (% very or somewhat positive)

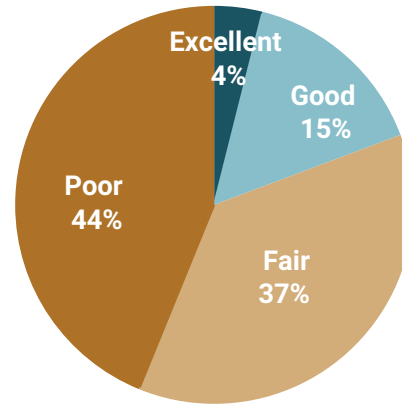


10. Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

Overall quality of the transportation system in Celina, 2024

Mobility

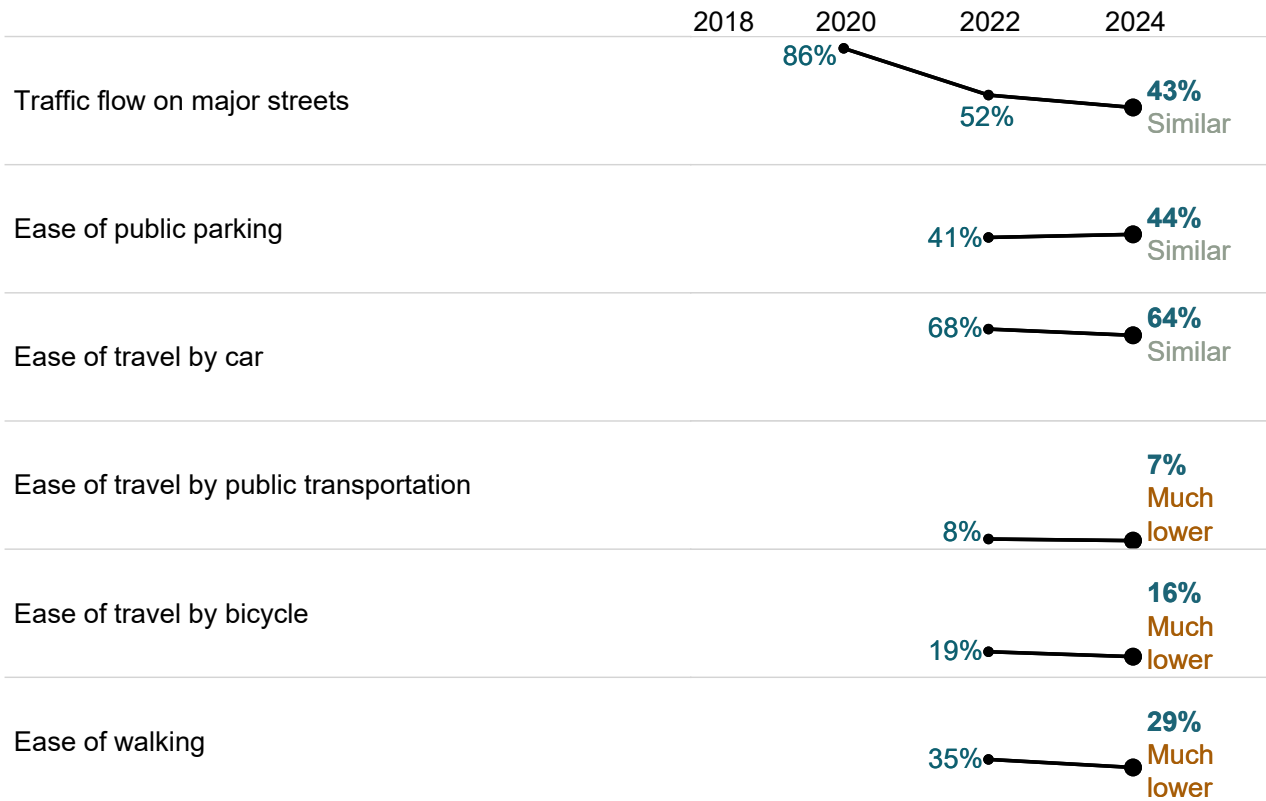
The ease with which residents can move about their communities, whether for commuting, leisure, or recreation, plays a major role in the quality of life for all who live, work, and play in the community.



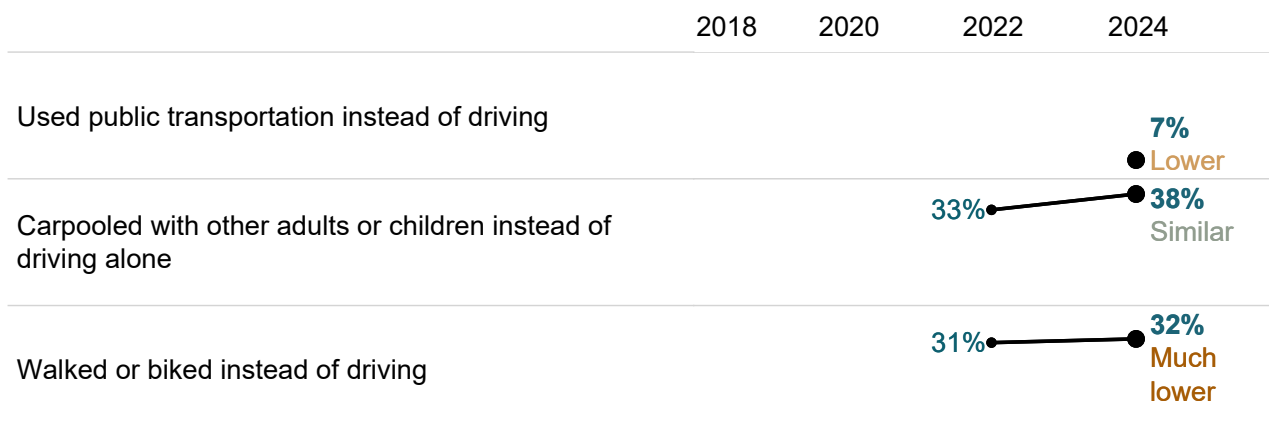
Please rate each of the following characteristics as they relate to Celina as a whole.
(% excellent or good)



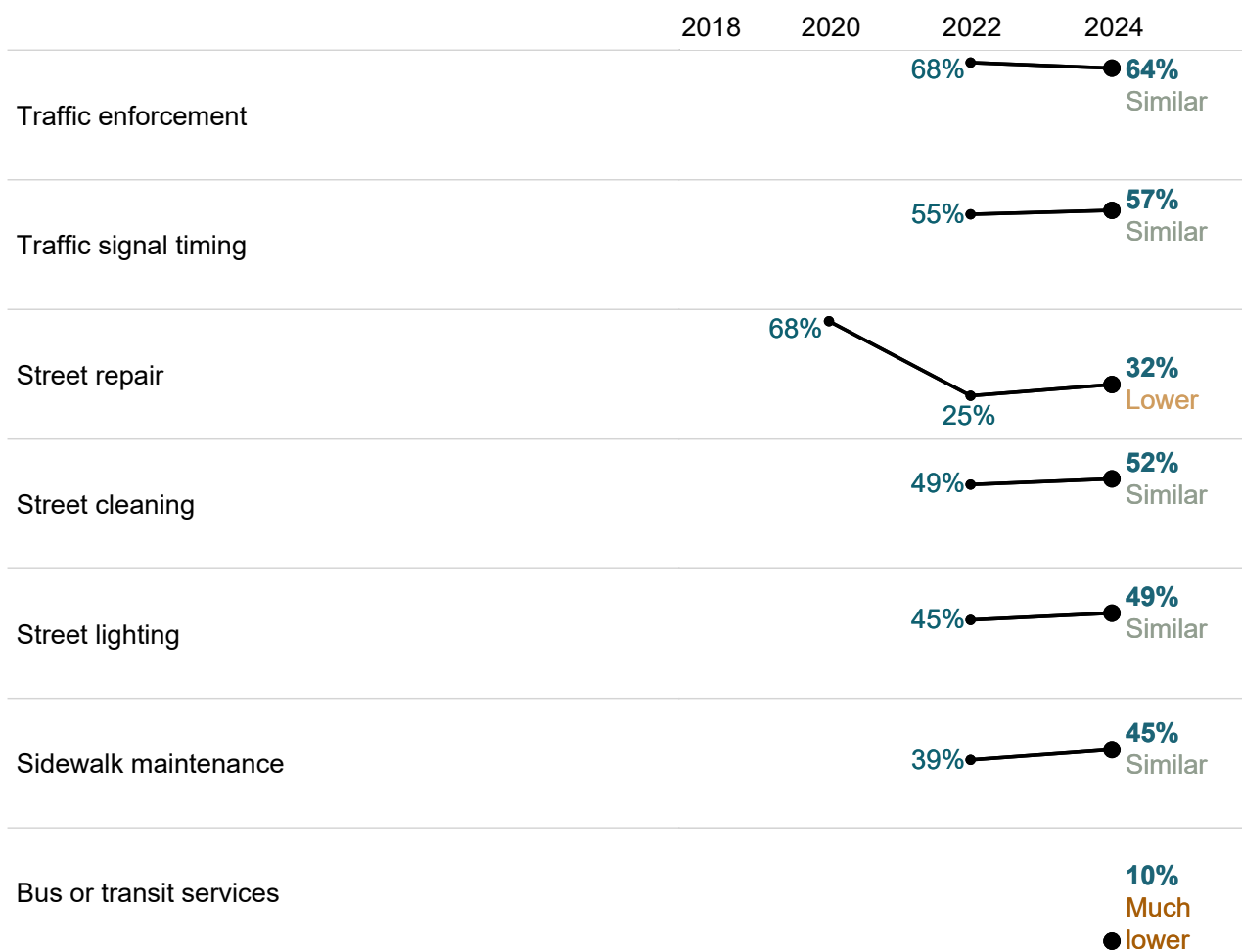
Please also rate each of the following in the Celina community.
(% excellent or good)



Please indicate whether or not you have done each of the following in the last 12 months.
(% yes)



Please rate the quality of each of the following services in Celina.
(% excellent or good)

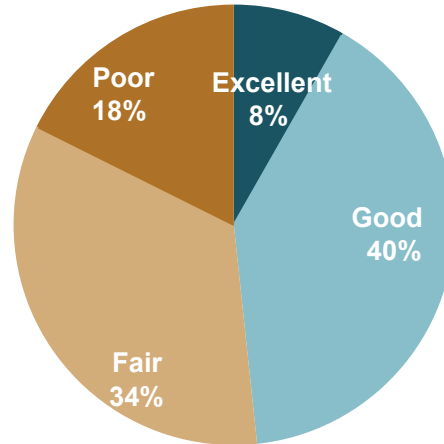


11. Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

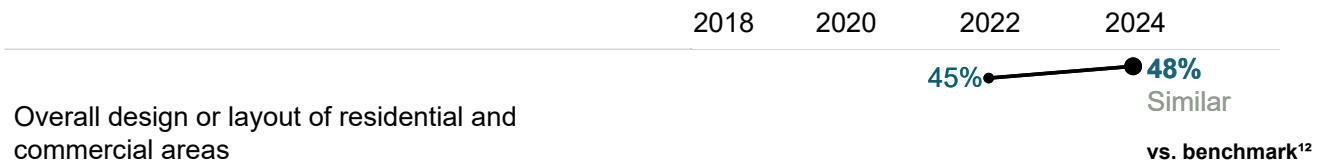
Overall design or layout of Celina's residential and commercial areas, 2024

Community Design

A well-designed community enhances the quality of life for its residents by encouraging smart land use and zoning, ensuring that affordable housing is accessible to all, and providing access to parks and other green spaces.



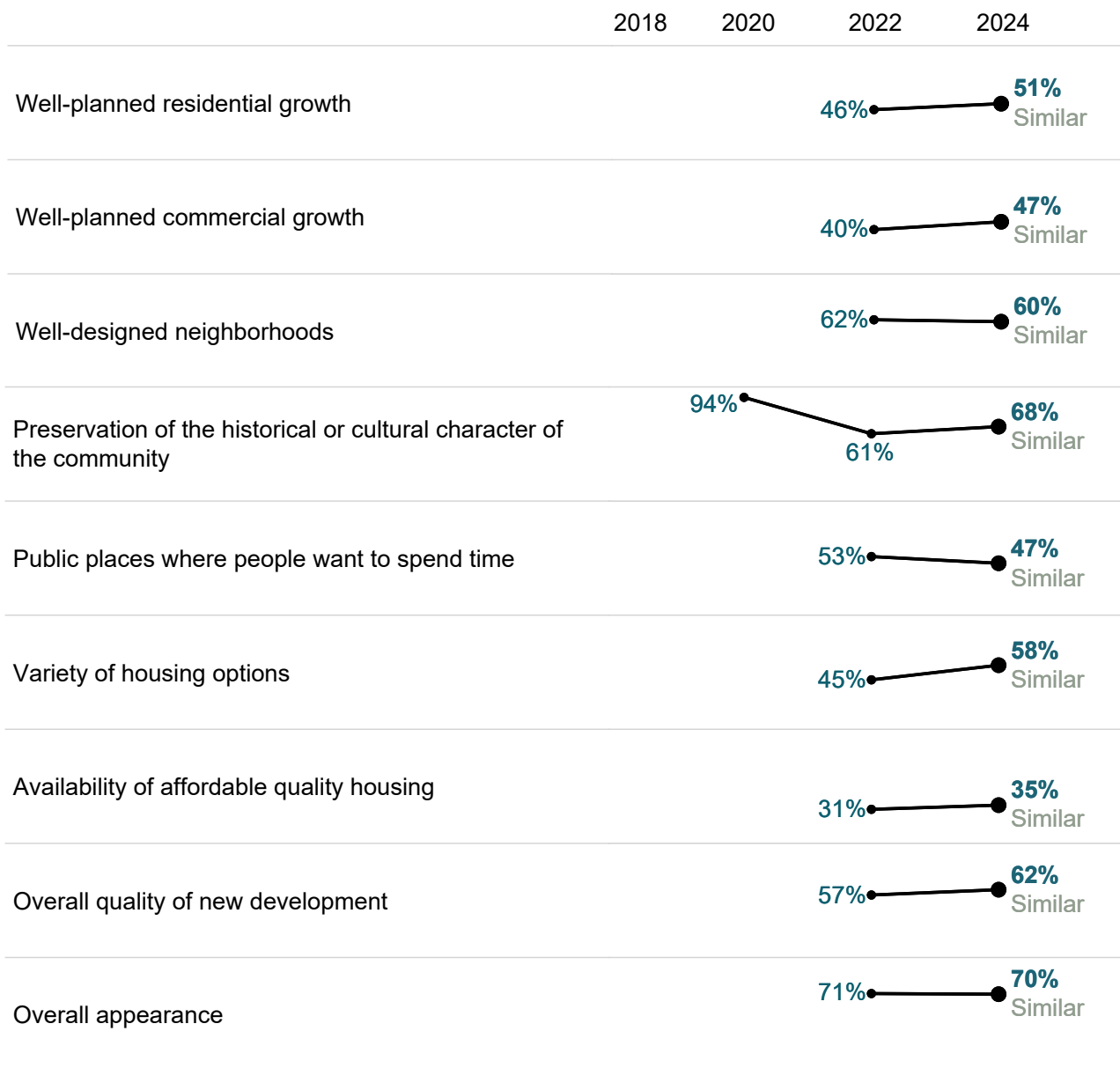
Please rate each of the following characteristics as they relate to Celina as a whole.
(% excellent or good)



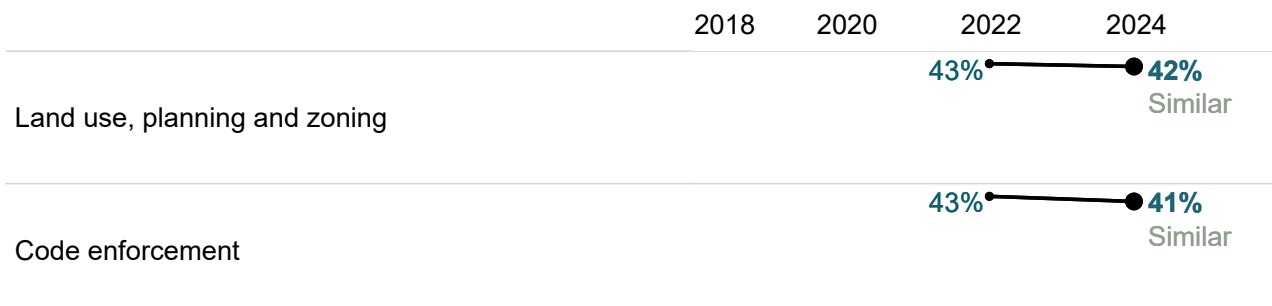
Please rate each of the following aspects of quality of life in Celina.
(% excellent or good)



Please also rate each of the following in the Celina community.
 (% excellent or good)



Please rate the quality of each of the following services in Celina.
 (% excellent or good)

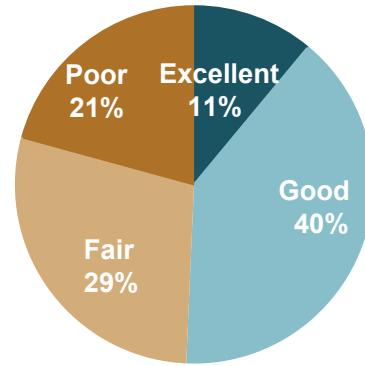


12. Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

Overall quality of the utility infrastructure in Celina, 2024

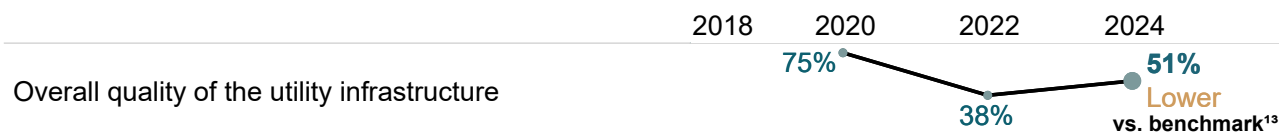
Utilities

Services such as water, gas, electricity, and internet access play a vital role in ensuring the physical and economic health and well-being of the communities they serve.



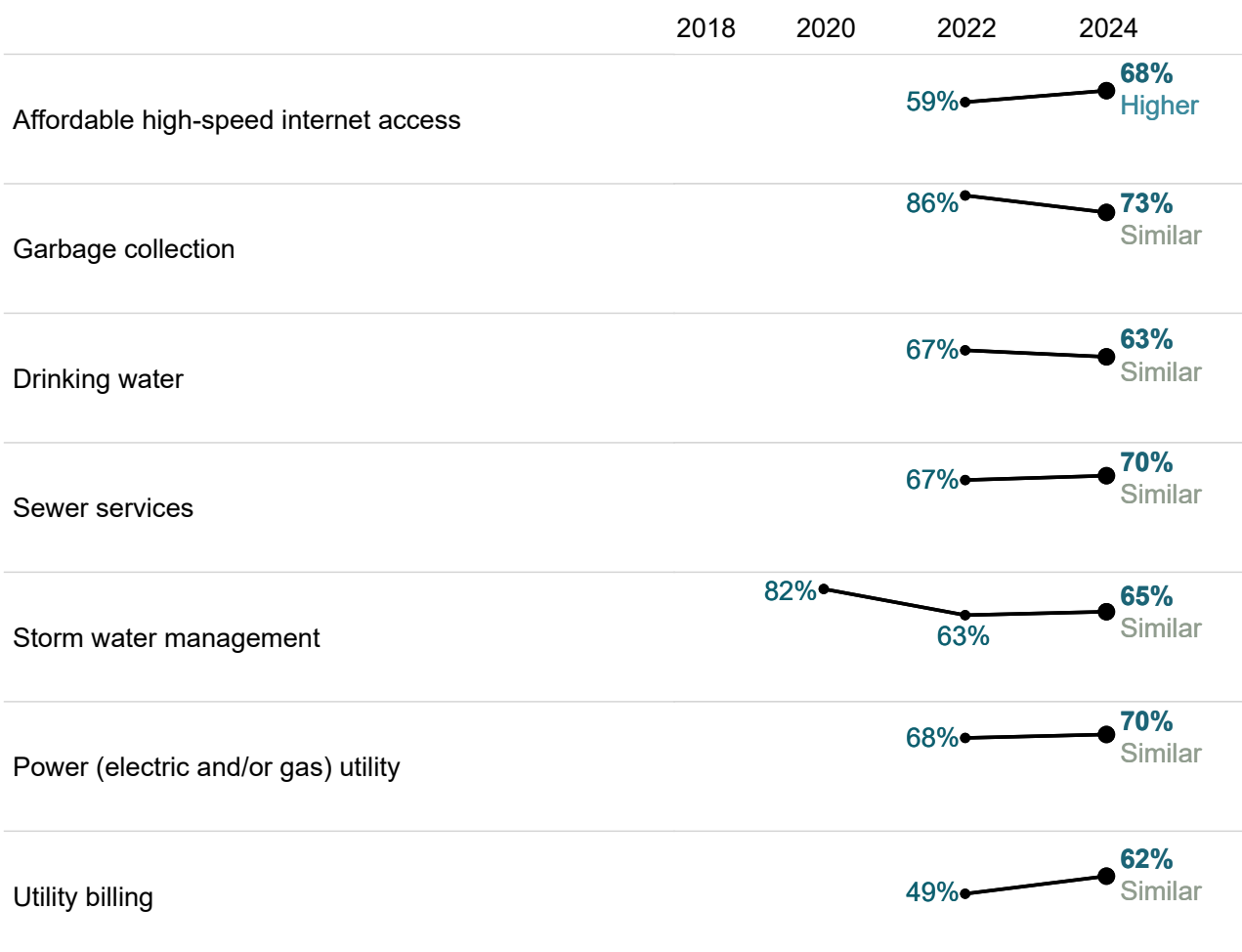
Please rate each of the following characteristics as they relate to Celina as a whole.

(% excellent or good)



Please rate the quality of each of the following services in Celina.

(% excellent or good)

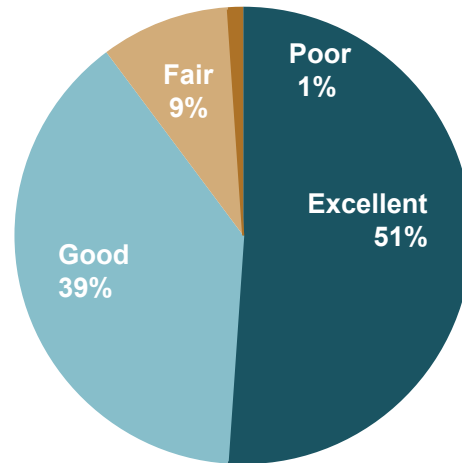


¹³. Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

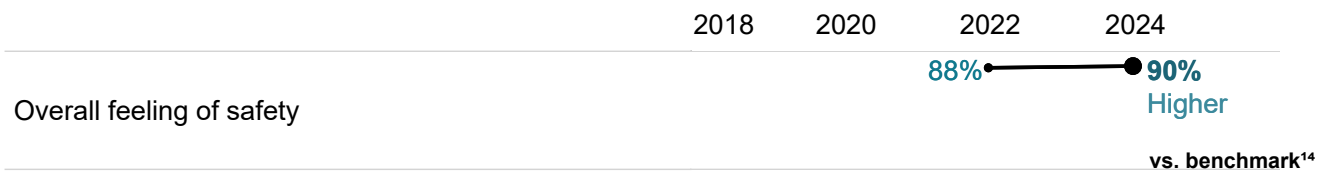
Safety

Public safety is often the most important task facing local governments. All residents should feel safe and secure in their neighborhoods and in the greater community, and providing robust safety-related services is essential to residents' quality of life.

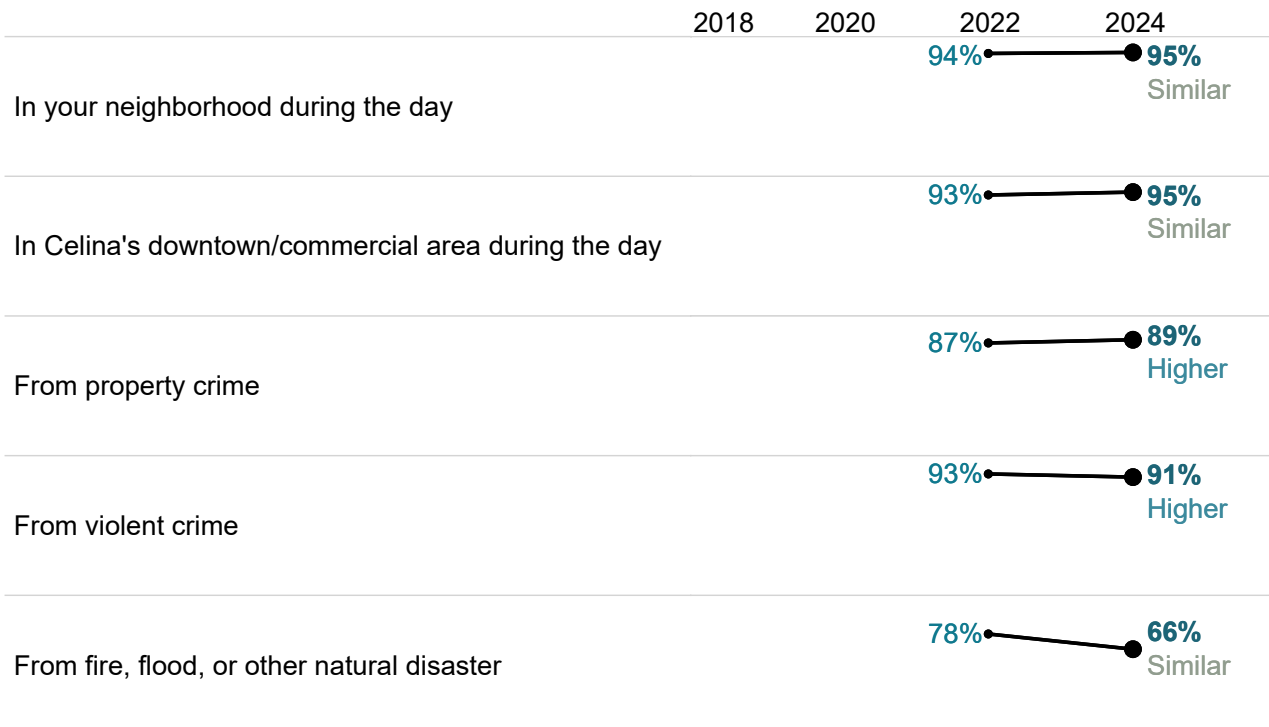
Overall feeling of safety in Celina, 2024



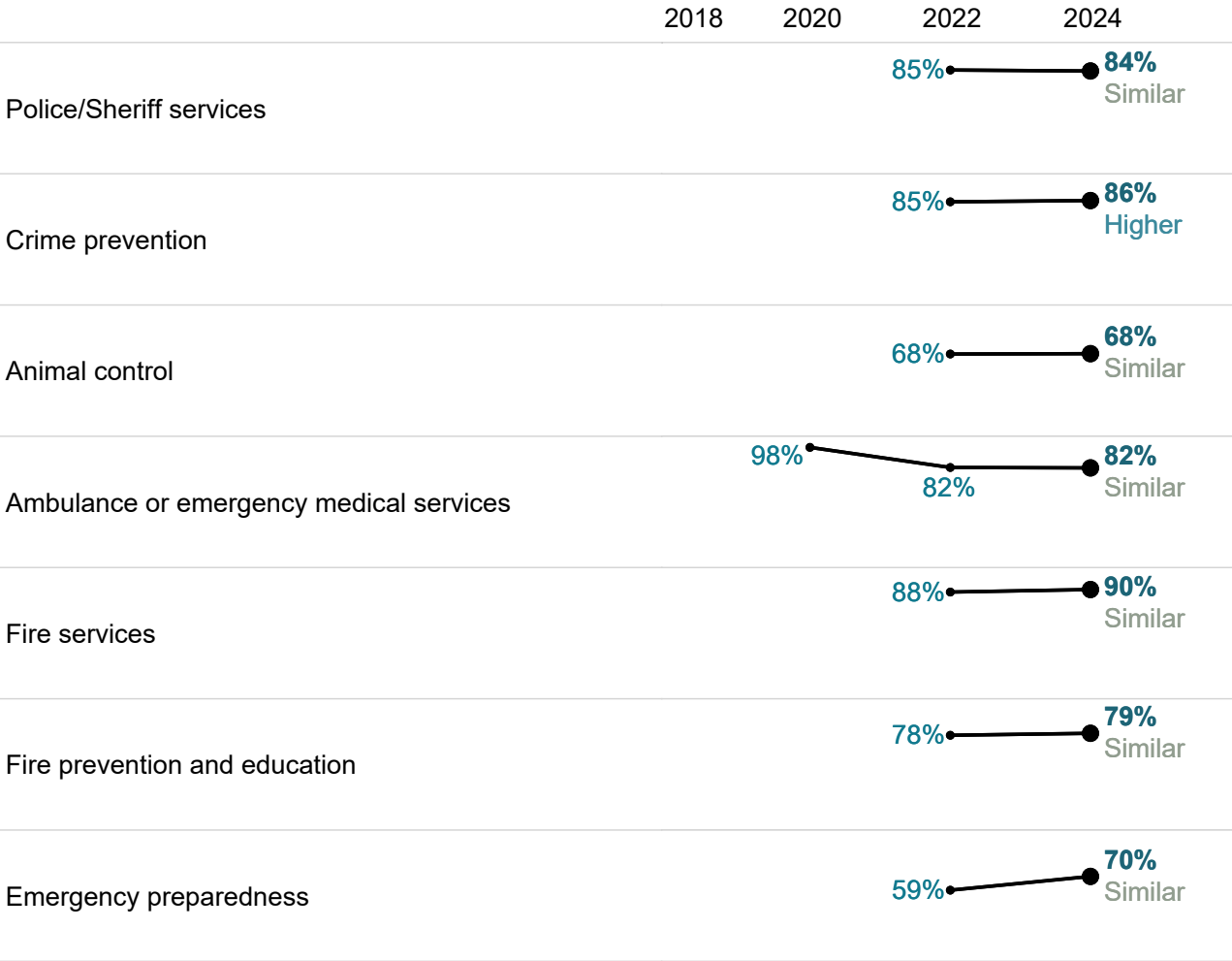
Please rate each of the following characteristics as they relate to Celina as a whole.
(% excellent or good)



Please rate how safe or unsafe you feel:
(% very or somewhat safe)



Please rate the quality of each of the following services in Celina.
 (% excellent or good)



14. Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

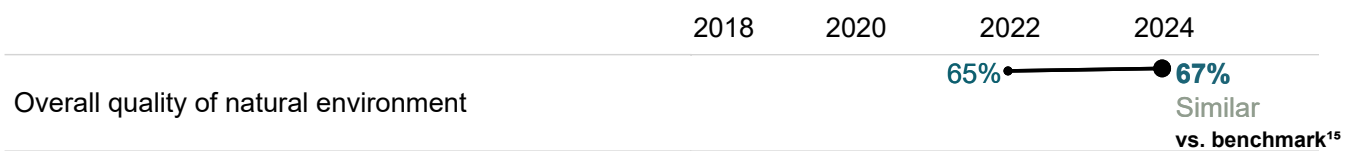
Overall quality of natural environment in Celina, 2024

Natural Environment

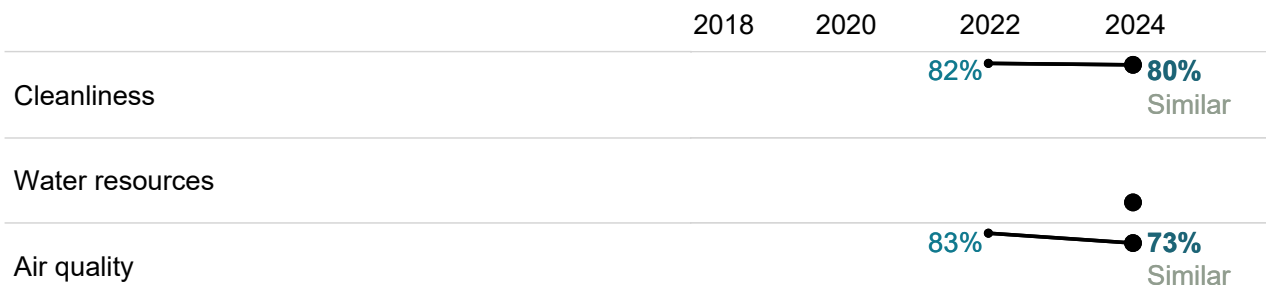
The natural environment plays a vital role in the health and well-being of residents. The natural spaces in which residents live and experience their communities has a direct and profound effect on quality of life.



Please rate each of the following characteristics as they relate to Celina as a whole.
(% excellent or good)



Please also rate each of the following in the Celina community.
(% excellent or good)



Please rate the quality of each of the following services in Celina.
(% excellent or good)



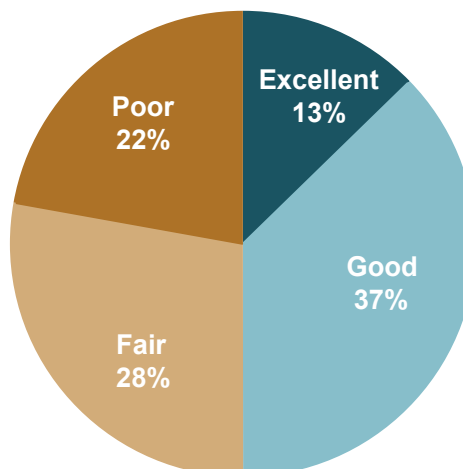
¹⁵. Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

Overall quality of parks and recreation opportunities, 2024

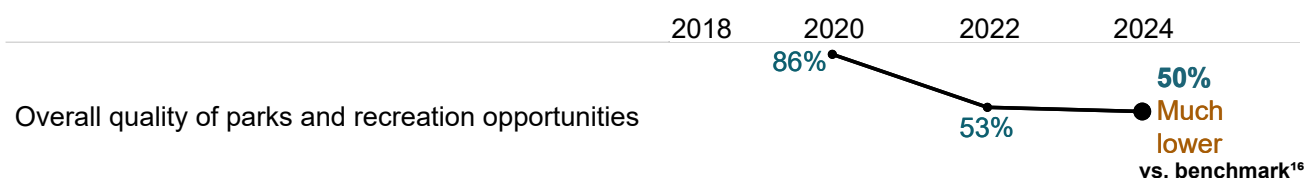
Parks and Recreation

"There are no communities that pride themselves on their quality of life, promote themselves as a desirable location for businesses to relocate, or maintain that they are environmental stewards of their natural resources, without such communities having a robust, active system of parks and recreation programs for public use and enjoyment."

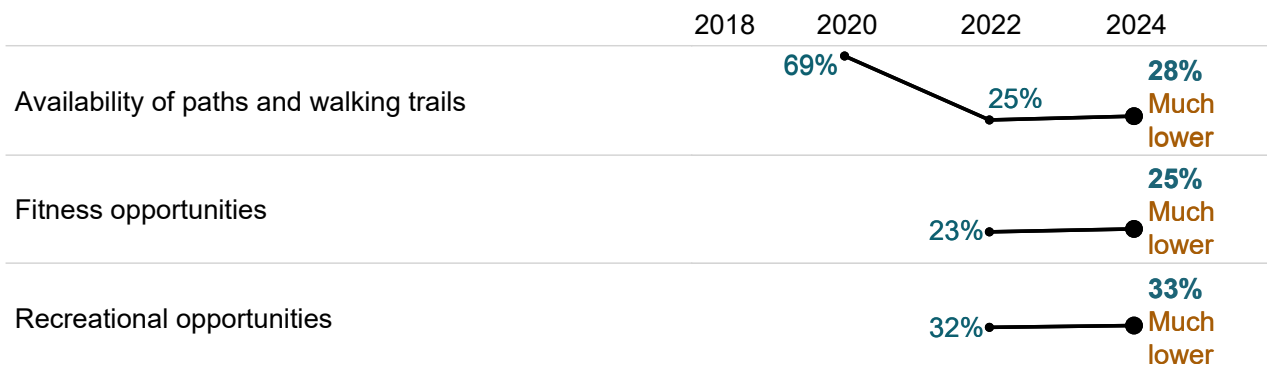
- National Recreation and Park Association



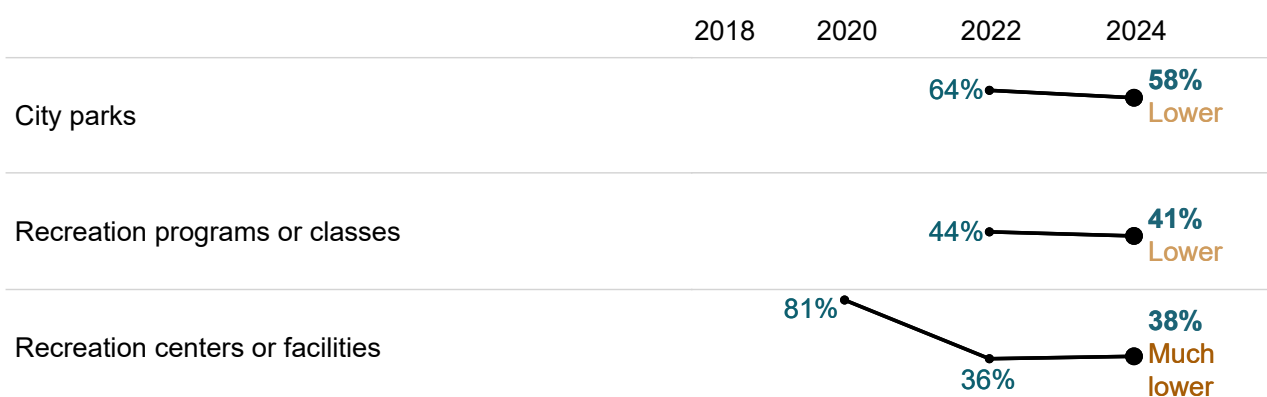
Please rate each of the following characteristics as they relate to Celina as a whole.
(% excellent or good)



Please also rate each of the following in the Celina community.
(% excellent or good)



Please rate the quality of each of the following services in Celina.
(% excellent or good)

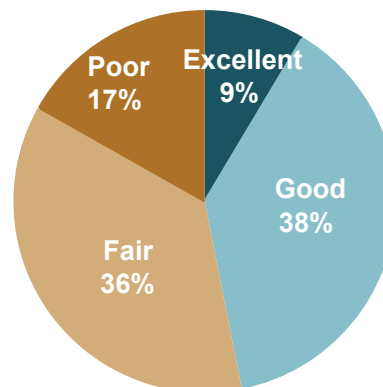


¹⁶ Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

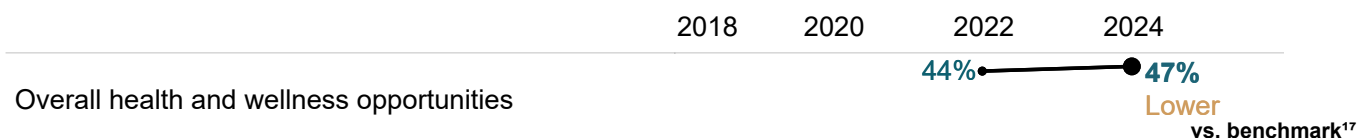
Overall health and wellness opportunities in Celina, 2024

Health and Wellness

The characteristics of and amenities available in the communities in which people live has a direct impact on the health and wellness of residents, and thus, on their quality of life overall.



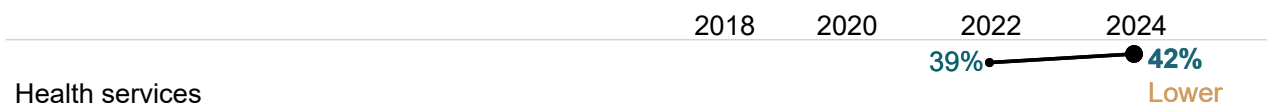
Please rate each of the following characteristics as they relate to Celina as a whole.
(% excellent or good)



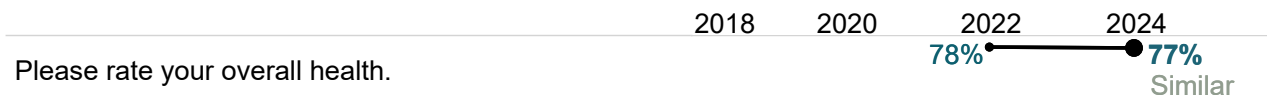
Please also rate each of the following in the Celina community.
(% excellent or good)



Please rate the quality of each of the following services in Celina.
(% excellent or good)



Please rate your overall health.
(% excellent or very good)

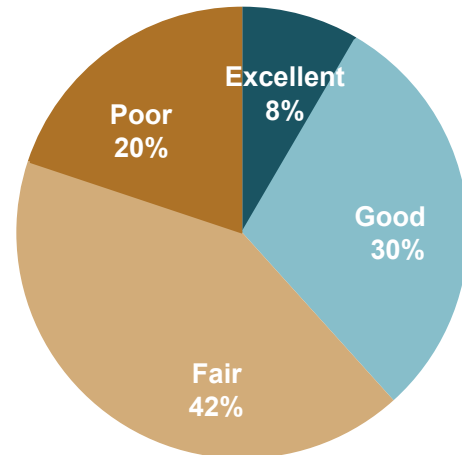


¹⁷. Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

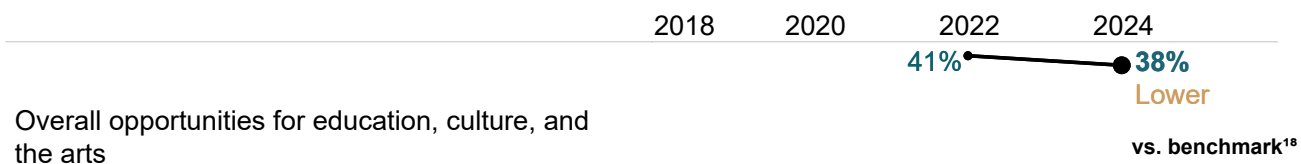
Education, Arts, and Culture

Participation in the arts, in educational opportunities, and in cultural activities is linked to increased civic engagement, greater social tolerance, and enhanced enjoyment of the local community.

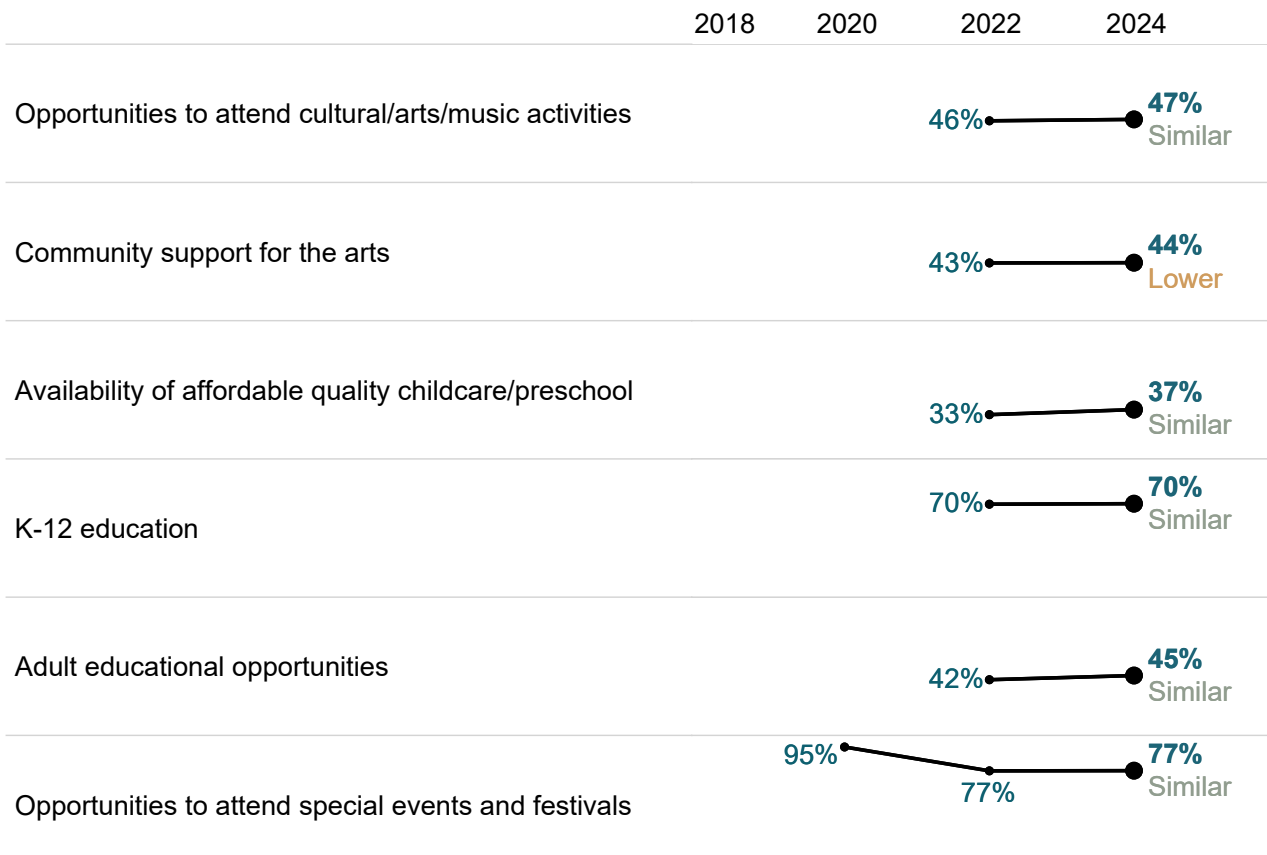
Overall opportunities for education, culture and the arts, 2024



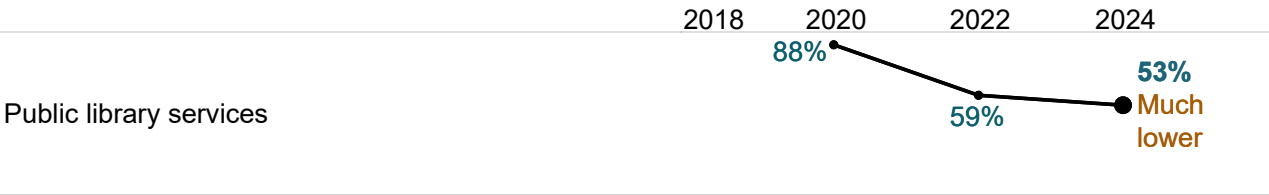
Please rate each of the following characteristics as they relate to Celina as a whole.
(% excellent or good)



Please also rate each of the following in the Celina community.
(% excellent or good)



Please rate the quality of each of the following services in Celina.
(% excellent or good)

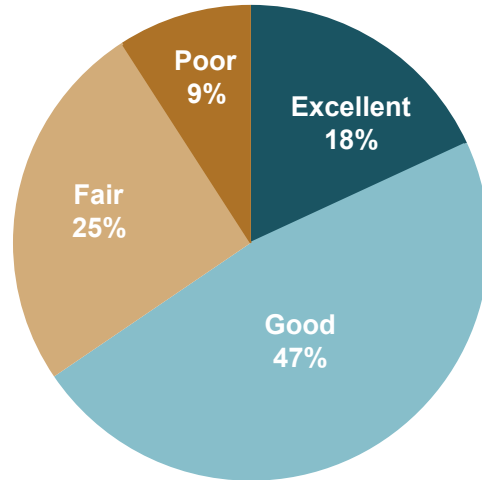


18. Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

Residents' connection and engagement with their community, 2024

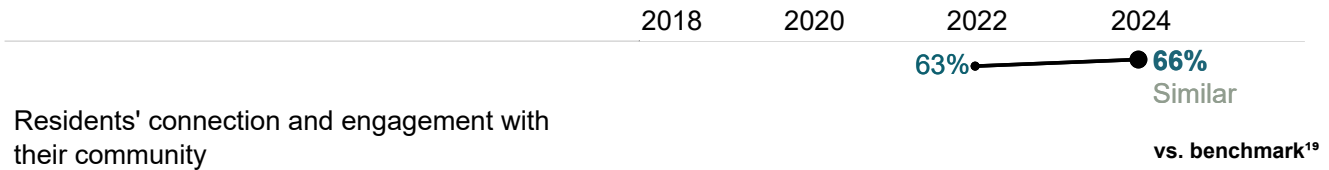
Inclusivity and Engagement

Inclusivity refers to a cultural and environmental feeling of belonging; residents who feel invited to participate within their communities feel more included, involved, and engaged than those who do not.



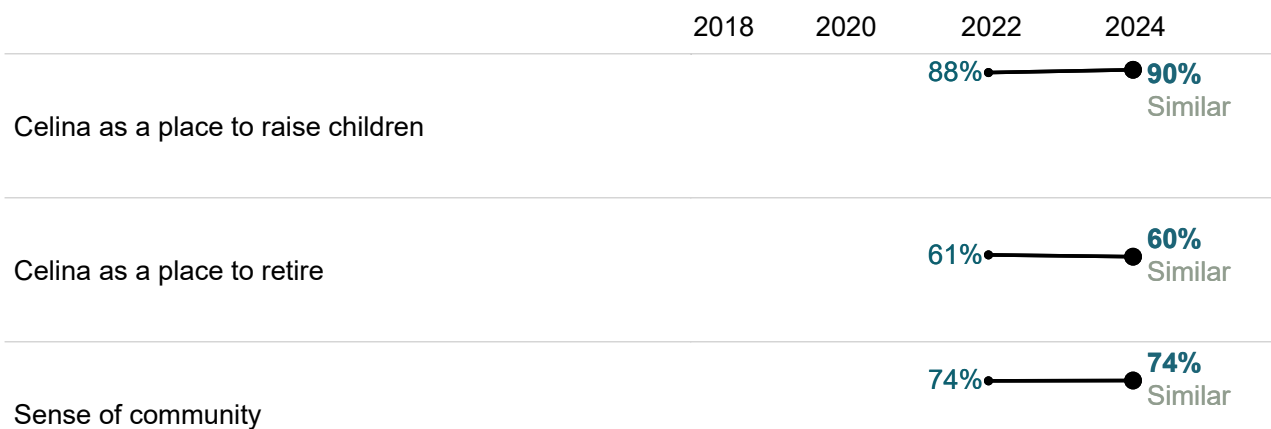
Please rate each of the following characteristics as they relate to Celina as a whole.

(% excellent or good)

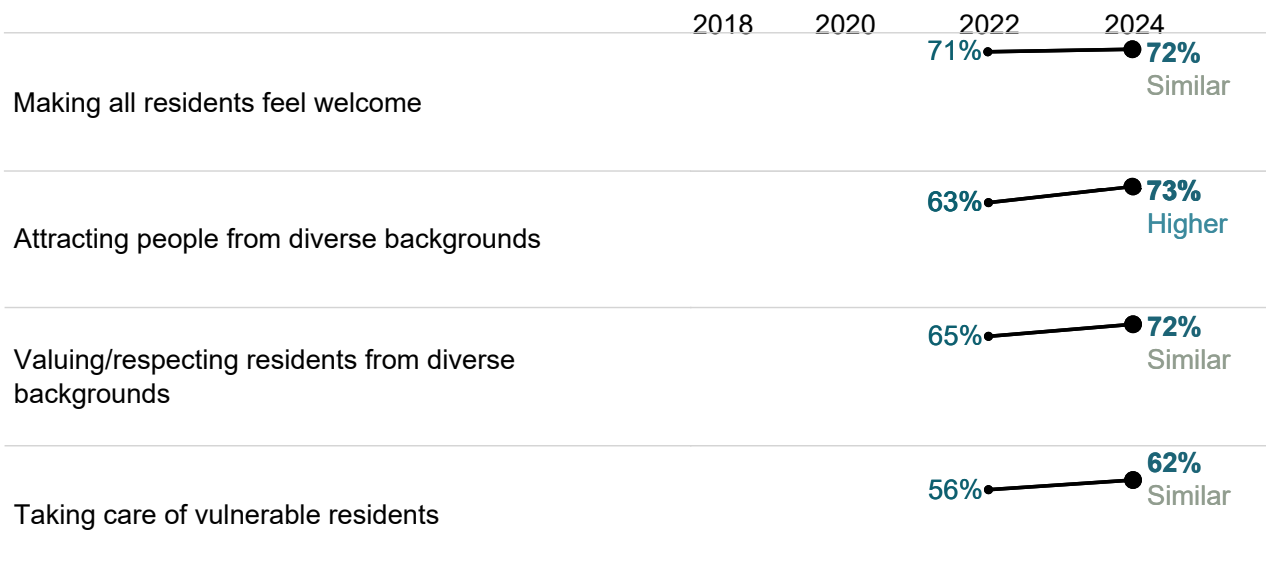


Please rate each of the following aspects of quality of life in Celina.

(% excellent or good)



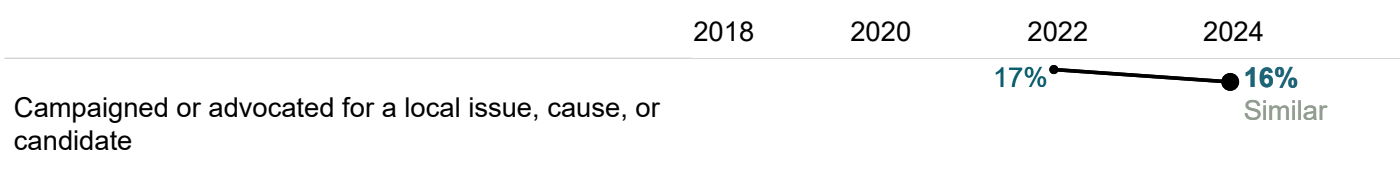
Please rate the job you feel the Celina community does at each of the following.
 (% excellent or good)



Please also rate each of the following in the Celina community.
 (% excellent or good)



Please indicate whether or not you have done each of the following in the last 12 months.
 (% excellent or good)



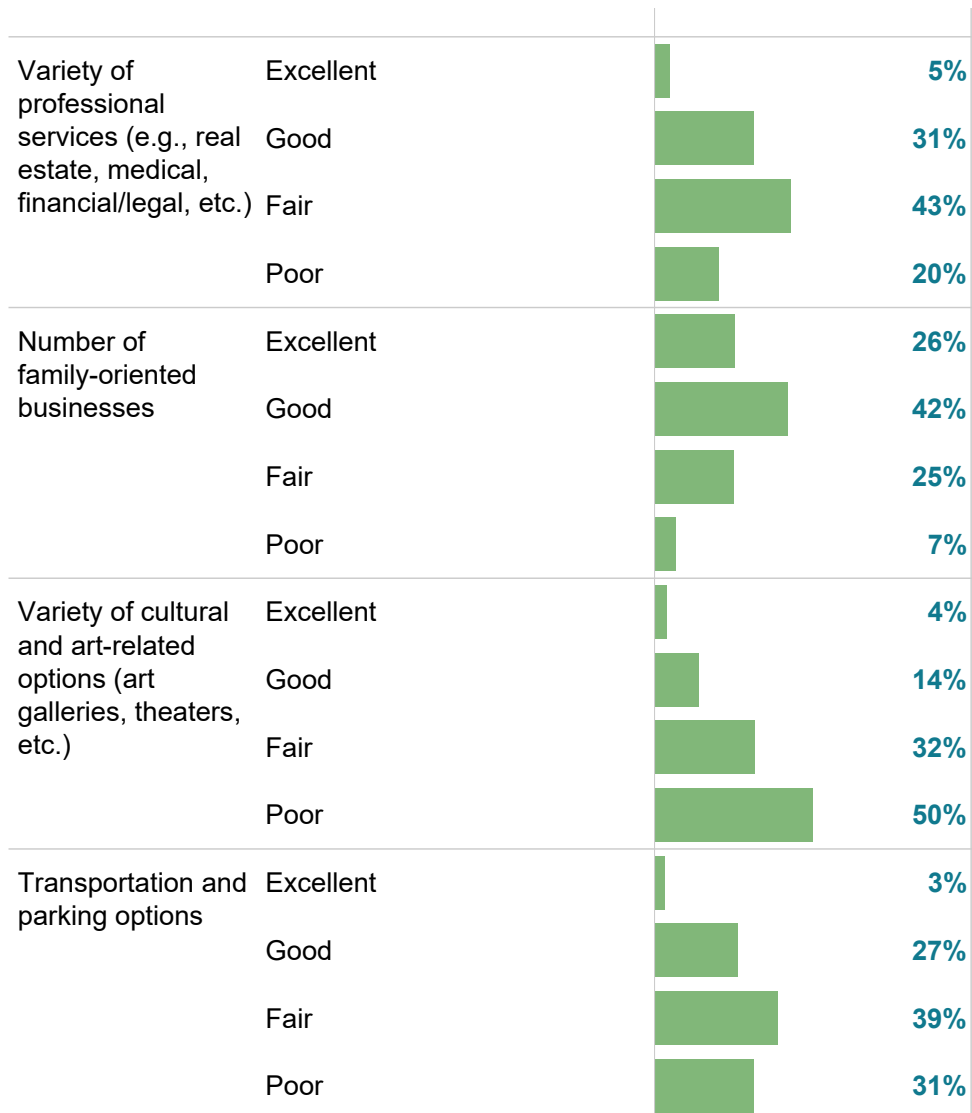
19. Comparison to the national benchmark is shown. If no comparison is available, this is left blank.

Custom questions

Below are the complete set of responses to each custom question on the survey. By default, “don’t know” responses are excluded, but may be added to the table using the response filter below.

Include "don't know"
No

Prior to living in the City of Celina, which statement best describes your previous residency?	I am a Celina native/resided in the City for 10+ years		14%	
	Dallas or Fort Worth proper		17%	
	The greater Dallas-Fort worth area		38%	
	Elsewhere in Texas		11%	
	Another state		20%	
	A country outside of the United States		1%	
	In the past 12 months, how many times, if at all, have you or another household member visited Celina's downtown for shopping, dining or entertainment?	Every week or almost every week		30%
Twice a month			20%	
Once a month			18%	
A few times a year			29%	
Never			3%	
Please rate each of the following aspects of Celina's downtown.		Variety of shopping options	Excellent	
	Good			29%
	Fair			39%
	Poor			25%
	Variety of dining and entertainment options	Excellent		10%
		Good		37%
		Fair		31%
		Poor		22%
	Availability of downtown living	Excellent		4%
		Good		22%
		Fair		32%
		Poor		42%



The City of Celina 2024 Community Survey

Please complete this survey if you are the adult (age 18 or older) in the household who most recently had a birthday (the year of birth does not matter). Your responses are confidential and no identifying information will be shared.

1. Please rate each of the following aspects of quality of life in Celina.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Celina as a place to live.....	1	2	3	4	5
Your neighborhood as a place to live	1	2	3	4	5
Celina as a place to raise children	1	2	3	4	5
Celina as a place to work	1	2	3	4	5
Celina as a place to visit	1	2	3	4	5
Celina as a place to retire	1	2	3	4	5
The overall quality of life in Celina	1	2	3	4	5
Sense of community	1	2	3	4	5

2. Please rate each of the following characteristics as they relate to Celina as a whole.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Overall economic health of Celina	1	2	3	4	5
Overall quality of the transportation system (auto, bicycle, foot, bus) in Celina	1	2	3	4	5
Overall design or layout of Celina's residential and commercial areas (e.g., homes, buildings, streets, parks, etc.)	1	2	3	4	5
Overall quality of the utility infrastructure in Celina (water, sewer, storm water, electric/gas, broadband)	1	2	3	4	5
Overall feeling of safety in Celina	1	2	3	4	5
Overall quality of natural environment in Celina	1	2	3	4	5
Overall quality of parks and recreation opportunities.....	1	2	3	4	5
Overall health and wellness opportunities in Celina	1	2	3	4	5
Overall opportunities for education, culture, and the arts	1	2	3	4	5
Residents' connection and engagement with their community	1	2	3	4	5

3. Please indicate how likely or unlikely you are to do each of the following.

	<u>Very likely</u>	<u>Somewhat likely</u>	<u>Somewhat unlikely</u>	<u>Very unlikely</u>	<u>Don't know</u>
Recommend living in Celina to someone who asks	1	2	3	4	5
Remain in Celina for the next five years	1	2	3	4	5

4. Please rate how safe or unsafe you feel:

	<u>Very safe</u>	<u>Somewhat safe</u>	<u>Neither safe nor unsafe</u>	<u>Somewhat unsafe</u>	<u>Very unsafe</u>	<u>Don't know</u>
In your neighborhood during the day	1	2	3	4	5	6
In Celina's downtown/commercial area during the day	1	2	3	4	5	6
From property crime.....	1	2	3	4	5	6
From violent crime.....	1	2	3	4	5	6
From fire, flood, or other natural disaster	1	2	3	4	5	6

5. Please rate the job you feel the Celina community does at each of the following.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Making all residents feel welcome	1	2	3	4	5
Attracting people from diverse backgrounds.....	1	2	3	4	5
Valuing/respecting residents from diverse backgrounds	1	2	3	4	5
Taking care of vulnerable residents (elderly, disabled, homeless, etc.)	1	2	3	4	5

6. Please rate each of the following in the Celina community.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Overall quality of business and service establishments in Celina	1	2	3	4	5
Variety of business and service establishments in Celina	1	2	3	4	5
Vibrancy of downtown/commercial area	1	2	3	4	5
Employment opportunities	1	2	3	4	5
Shopping opportunities	1	2	3	4	5
Cost of living in Celina	1	2	3	4	5
Overall image or reputation of Celina.....	1	2	3	4	5

7. Please also rate each of the following in the Celina community.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Traffic flow on major streets	1	2	3	4	5
Ease of public parking	1	2	3	4	5
Ease of travel by car in Celina	1	2	3	4	5
Ease of travel by public transportation in Celina	1	2	3	4	5
Ease of travel by bicycle in Celina	1	2	3	4	5
Ease of walking in Celina	1	2	3	4	5
Well-planned residential growth.....	1	2	3	4	5
Well-planned commercial growth.....	1	2	3	4	5
Well-designed neighborhoods.....	1	2	3	4	5
Preservation of the historical or cultural character of the community	1	2	3	4	5
Public places where people want to spend time	1	2	3	4	5
Variety of housing options.....	1	2	3	4	5
Availability of affordable quality housing.....	1	2	3	4	5
Overall quality of new development in Celina	1	2	3	4	5
Overall appearance of Celina	1	2	3	4	5
Cleanliness of Celina.....	1	2	3	4	5
Water resources (beaches, lakes, ponds, riverways, etc.)	1	2	3	4	5
Air quality	1	2	3	4	5
Availability of paths and walking trails.....	1	2	3	4	5
Fitness opportunities (including exercise classes and paths or trails, etc.)....	1	2	3	4	5
Recreational opportunities	1	2	3	4	5
Availability of affordable quality food	1	2	3	4	5
Availability of affordable quality health care	1	2	3	4	5
Availability of preventive health services.....	1	2	3	4	5
Availability of affordable quality mental health care.....	1	2	3	4	5
Opportunities to attend cultural/arts/music activities	1	2	3	4	5
Community support for the arts	1	2	3	4	5
Availability of affordable quality childcare/preschool	1	2	3	4	5
K-12 education.....	1	2	3	4	5
Adult educational opportunities	1	2	3	4	5
Sense of civic/community pride	1	2	3	4	5
Neighborliness of residents in Celina	1	2	3	4	5
Opportunities to participate in social events and activities.....	1	2	3	4	5
Opportunities to attend special events and festivals	1	2	3	4	5
Opportunities to volunteer.....	1	2	3	4	5
Opportunities to participate in community matters.....	1	2	3	4	5
Openness and acceptance of the community toward people of diverse backgrounds	1	2	3	4	5

8. Please indicate whether or not you have done each of the following in the last 12 months.

	<u>No</u>	<u>Yes</u>
Contacted the City of Celina (in-person, phone, email, or web) for help or information	1	2
Contacted Celina elected officials (in-person, phone, email, or web) to express your opinion	1	2
Attended a local public meeting (of local elected officials like City Council or County Commissioners, advisory boards, town halls, HOA, neighborhood watch, etc.)	1	2
Watched (online or on television) a local public meeting	1	2
Volunteered your time to some group/activity in Celina	1	2
Campaigned or advocated for a local issue, cause, or candidate	1	2
Voted in your most recent local election.....	1	2
Used bus, rail, subway, or other public transportation instead of driving.....	1	2
Carpooled with other adults or children instead of driving alone.....	1	2
Walked or biked instead of driving.....	1	2

The City of Celina 2024 Community Survey

9. Please rate the quality of each of the following services in Celina.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Public information services	1	2	3	4	5
Economic development.....	1	2	3	4	5
Traffic enforcement	1	2	3	4	5
Traffic signal timing.....	1	2	3	4	5
Street repair.....	1	2	3	4	5
Street cleaning	1	2	3	4	5
Street lighting.....	1	2	3	4	5
Snow removal.....	1	2	3	4	5
Sidewalk maintenance.....	1	2	3	4	5
Bus or transit services	1	2	3	4	5
Land use, planning, and zoning	1	2	3	4	5
Code enforcement (weeds, abandoned buildings, etc.)	1	2	3	4	5
Affordable high-speed internet access	1	2	3	4	5
Garbage collection.....	1	2	3	4	5
Drinking water.....	1	2	3	4	5
Sewer services	1	2	3	4	5
Storm water management (storm drainage, dams, levees, etc.)	1	2	3	4	5
Power (electric and/or gas) utility	1	2	3	4	5
Utility billing	1	2	3	4	5
Police/Sheriff services.....	1	2	3	4	5
Crime prevention.....	1	2	3	4	5
Animal control	1	2	3	4	5
Ambulance or emergency medical services.....	1	2	3	4	5
Fire services.....	1	2	3	4	5
Fire prevention and education	1	2	3	4	5
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	1	2	3	4	5
Preservation of natural areas (open space, farmlands, and greenbelts)	1	2	3	4	5
Celina open space	1	2	3	4	5
Recycling	1	2	3	4	5
Yard waste pick-up	1	2	3	4	5
City parks	1	2	3	4	5
Recreation programs or classes	1	2	3	4	5
Recreation centers or facilities	1	2	3	4	5
Health services.....	1	2	3	4	5
Public library services	1	2	3	4	5
Overall customer service by Celina employees (police, receptionists, planners, etc.)	1	2	3	4	5

10. Please rate the following categories of Celina government performance.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
The value of services for the taxes paid to Celina.....	1	2	3	4	5
The overall direction that Celina is taking.....	1	2	3	4	5
The job Celina government does at welcoming resident involvement.....	1	2	3	4	5
Overall confidence in Celina government.....	1	2	3	4	5
Generally acting in the best interest of the community.....	1	2	3	4	5
Being honest	1	2	3	4	5
Being open and transparent to the public	1	2	3	4	5
Informing residents about issues facing the community.....	1	2	3	4	5
Treating all residents fairly.....	1	2	3	4	5
Treating residents with respect.....	1	2	3	4	5

11. Overall, how would you rate the quality of the services provided by each of the following?

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
The City of Celina	1	2	3	4	5
The Federal Government.....	1	2	3	4	5

12. Please rate how important, if at all, you think it is for the Celina community to focus on each of the following in the coming two years.

	<u>Essential</u>	<u>Very important</u>	<u>Somewhat important</u>	<u>Not at all important</u>
Overall economic health of Celina	1	2	3	4
Overall quality of the transportation system (auto, bicycle, foot, bus) in Celina	1	2	3	4
Overall design or layout of Celina's residential and commercial areas (e.g., homes, buildings, streets, parks, etc.).....	1	2	3	4
Overall quality of the utility infrastructure in Celina (water, sewer, storm water, electric/gas, broadband)	1	2	3	4
Overall feeling of safety in Celina	1	2	3	4
Overall quality of natural environment in Celina	1	2	3	4
Overall quality of parks and recreation opportunities.....	1	2	3	4
Overall health and wellness opportunities in Celina	1	2	3	4
Overall opportunities for education, culture, and the arts	1	2	3	4
Residents' connection and engagement with their community	1	2	3	4

13. Prior to living in the City of Celina, which statement best describes your previous residency?

- | | |
|--|--|
| ☐ I am a Celina native/resided in the City for 10+ years | ☐ Elsewhere in Texas |
| ☐ Dallas or Fort Worth proper | ☐ Another state |
| ☐ The greater Dallas-Fort worth area | ☐ A country outside of the United States |

14. In the past 12 months, how many times, if at all, have you or another household member visited Celina's downtown for shopping, dining or entertainment?

- ☐ Every week or almost every week
- ☐ Twice a month
- ☐ Once a month
- ☐ A few times a year
- ☐ Never

15. Please rate each of the following aspects of Celina's downtown.

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Variety of shopping options.....	1	2	3	4	5
Variety of dining and entertainment options	1	2	3	4	5
Availability of downtown living	1	2	3	4	5
Variety of professional services (e.g., real estate, medical, financial/legal, etc.)	1	2	3	4	5
Number of family-oriented businesses	1	2	3	4	5
Variety of cultural and art-related options (art galleries, theaters, etc.).....	1	2	3	4	5
Transportation and parking options.....	1	2	3	4	5

16. As a resident of Celina, what one attribute do you believe the City does well and would want to maintain?

17. From a City services, facilities, or program standpoint, what improvement would you most like to see in Celina? Please describe only one.

The City of Celina 2024 Community Survey

Our last questions are about you and your household.

Again, all of your responses to this survey are confidential and no identifying information will be shared.

D1. In general, how many times do you:

	Several times a day	Once a day	A few times a week	Every few weeks	Less often or never	Don't know
Access the internet from your home using a computer, laptop, or tablet computer	1	2	3	4	5	6
Access the internet from your cell phone	1	2	3	4	5	6
Visit social media sites such as Facebook, Twitter, Nextdoor, etc.	1	2	3	4	5	6
Use or check email.....	1	2	3	4	5	6
Share your opinions online	1	2	3	4	5	6
Shop online.....	1	2	3	4	5	6

D2. Please rate your overall health.

☐ Excellent ☐ Very good ☐ Good ☐ Fair ☐ Poor

D3. What impact, if any, do you think the economy will have on your family income in the next 6 months?

Do you think the impact will be:

☐ Very positive ☐ Somewhat positive ☐ Neutral ☐ Somewhat negative ☐ Very negative

D4. How many years have you lived in Celina?

- ☐ Less than 2 years
☐ 2-5 years
☐ 6-10 years
☐ 11-20 years
☐ More than 20 years

D5. Which best describes the building you live in?

- ☐ Single-family detached home
☐ Townhouse or duplex (may share walls but
no units above or below you)
☐ Condominium or apartment (have units
above or below you)
☐ Mobile home
☐ Other

D6. Do you rent or own your home?

- ☐ Rent
☐ Own

D7. About how much is your monthly housing cost for the place you live (including rent, mortgage payment, property tax, property insurance, and homeowners' association (HOA) fees)?

- ☐ Less than \$300 ☐ \$2,500 to \$3,999
☐ \$300 to \$599 ☐ \$4,000 to \$6,999
☐ \$600 to \$999 ☐ \$7,000 to \$9,999
☐ \$1,000 to \$1,499 ☐ \$10,000 or more
☐ \$1,500 to \$2,499

D8. Do any children 17 or under live in your household?

- ☐ No ☐ Yes

D9. Are you or any other members of your household aged 65 or older?

- ☐ No ☐ Yes

D10. How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)

- ☐ Less than \$25,000 ☐ \$100,000 to \$149,999
☐ \$25,000 to \$49,999 ☐ \$150,000 to \$199,999
☐ \$50,000 to \$74,999 ☐ \$200,000 to \$299,999
☐ \$75,000 to \$99,999 ☐ \$300,000 or more

D11. Are you of Hispanic, Latino/a/x, or Spanish origin?

- ☐ No ☐ Yes

D12. What is your race? (Mark one or more races to indicate what race you consider yourself to be.)

- ☐ American Indian or Alaskan Native
☐ Asian
☐ Black or African American
☐ Native Hawaiian or Other Pacific Islander
☐ White
☐ A race not listed

D13. In which category is your age?

- ☐ 18-24 years ☐ 55-64 years
☐ 25-34 years ☐ 65-74 years
☐ 35-44 years ☐ 75 years or older
☐ 45-54 years

D14. What is your gender?

- ☐ Woman
☐ Man
☐ Identify in another way → go to D14a

D14a. If you identify in another way, how would you describe your gender?

- ☐ Agender/I don't identify with any gender
☐ Genderqueer/gender fluid
☐ Non-binary
☐ Transgender man
☐ Transgender woman
☐ Two-spirit
☐ Identify in another way

Thank you!

Please return the completed survey in the postage-paid envelope to:
National Research Center, Inc., PO Box 549, Belle Mead, NJ 08502



Life Connected.

Administration
City of Celina, Texas

Memorandum

To: **Honorable Mayor Tubbs and the Celina City Council**
From:
CC:
Initiated
by:
Date: June 21, 2025
Re: Land Use Fiscal Analysis Presentation.

Action Requested:

Verdunity Presentation.

Background Information:

Legal Review:

Supporting Documents:

None

Financial Consideration:

Staff Recommendation:



Life Connected.

Administration
City of Celina, Texas

Memorandum

To: **Honorable Mayor Tubbs and the Celina City Council**
From:
CC:
Initiated
by:
Date: June 21, 2025
Re: SWOT Analysis.

Action Requested:
SWOT Analysis.

Background Information:

Legal Review:

Supporting Documents:
None

Financial Consideration:

Staff Recommendation:



Life Connected.

Administration
City of Celina, Texas

Memorandum

To: **Honorable Mayor Tubbs and the Celina City Council**
From:
CC:
Initiated
by:
Date: June 21, 2025
Re: City Council Priority Objectives.

Action Requested:
City Council Priority Objectives.

Background Information:

Legal Review:

Supporting Documents:
None

Financial Consideration:

Staff Recommendation:



Life Connected.

Administration
City of Celina, Texas

Memorandum

To: **Honorable Mayor Tubbs and the Celina City Council**
From:
CC:
Initiated
by:
Date: June 21, 2025
Re: Review of FY 2024 - FY 2026 Strategic Plan Objectives.

Action Requested:

Review of FY 2024 - FY 2026 Strategic Plan Objectives.

Background Information:

Legal Review:

Supporting Documents:

None

Financial Consideration:

Staff Recommendation:



Life Connected.

Administration
City of Celina, Texas

Memorandum

To: **Honorable Mayor Tubbs and the Celina City Council**
From:
CC:
Initiated
by:
Date: June 21, 2025
Re: Finalize FY 2026 - FY 2028 Strategic Plan Objectives

Action Requested:

Finalize FY 2026 - FY 2028 Strategic Plan Objectives.

Background Information:

Legal Review:

Supporting Documents:

None

Financial Consideration:

Staff Recommendation: