

2025-2030 CITY COUNCIL STRATEGIC PLAN



ADOPTED
JANUARY 2025

OUR VISION, MISSION & VALUES

VISION

We envision Cedar Hill as a premier city that retains its distinctive character; where families and businesses flourish in a safe and clean environment.

MISSION

The mission of the City of Cedar Hill is to deliver the highest quality municipal services to our citizens and customers consistent with our community values.

PURSUING PREMIER

The city council envisions Cedar Hill as a premier city defined by the following characteristics:

Cedar Hill has Distinctive Character

Cedar Hill is known for the distinctiveness of its people and unique spaces. We preserve and sustain the character of our people and places that set Cedar Hill apart. The City Council will continue to recognize stellar examples of distinctive character demonstrated throughout the community.

Cedar Hill is Safe

We believe our highest-priority use of taxpayer funds is to keep Cedar Hill a safe community. The City Council is excited about the strong planning, strategic thinking and proactive steps taken by our public safety personnel.

Cedar Hill is Clean

Our vision of a clean city is one in which pride of ownership is evident throughout our neighborhoods, businesses and community spaces. Clean is defined as more than just litter control or code enforcement. Having a clean city is all encompassing where citizens enjoy a healthy lifestyle and exude pride for the City in which we live, work and play.

Cedar Hill has Excellent, Safe and Efficient Infrastructure

The City Council has developed and is implementing solid infrastructure plans which incorporate vehicular mobility, pedestrian walkability, hike/bike trails and maintaining the roadways to achieve and maintain the excellent, safe and efficient mobility the City Council desires.

Cedar Hill has Vibrant Parks, Trails and Natural Beauty

We are blessed with some of the most beautiful topography, spectacular views and open spaces. As a result, the City believes it necessary to serve as good stewards of these precious natural resources to maintain, protect and preserve for generations to come.

Cedar Hill has a Strong and Diverse Economy

Cedar Hill is considered a desired destination for corporate offices, premier restaurants, and retail organizations as well as residents and visitors who are attracted to our natural beauty, topography, amenities and culture. This results in a vibrant daytime and nighttime population and a well-balanced tax base.

OUR VISION, MISSION & VALUES

Cedar Hill has an Engaged Community

Our success is dependent on citizen engagement and our service delivery is shaped by the community that we serve. The City Council seeks opportunities for the community to provide broad public input to help guide the City Council and staff on the future of Cedar Hill. The City fosters opportunities for citizen engagement and relationship building with each other and the community.

Cedar Hill has Texas Schools of Choice

The City of Cedar Hill is committed to partnering with and supporting educational institutions providing lifelong learning in our community. We are committed to partnering with all institutions of learning and supporting their efforts to become Texas schools of choice.

WE VALUE

The city council believes that by communicating its values to the community, others will begin reflecting, articulating, promoting, and protecting the distinctive character of Cedar Hill.

People & Relationships

- Celebrating individual contributions and distinctive character of our community legacy leaders
- Valuing all residents and businesses throughout the City
- Celebrating our schools and various educational institutions' success
- Building relationships through neighborhood engagement. Recognizing that neighborhoods include and involve single-family, multi-family, business networks, civic organizations, and the faith community.
- Facilitating community by embracing what we have in common

Stewardship

- Emphasizing financial transparency, open government, and accountability as stewards of our City
- Communicating the value of citizens tax dollar and services provided
- Setting Sustainability goals in order to provide future generations a place
- Preserving and protecting our unique and natural environment
- Utilizing all resources (God given and man-made) for the greatest good

Highest Ethical Standards, Behavior, & Integrity

- Modeling and promoting the highest standards of ethics, integrity, and behavior throughout the community
- Doing what's right for the right reasons

Servant Leadership

- Promoting and recognizing leadership that represents servitude to the entire community
- Identifying and developing the next generation of servant leaders
- Servicing others above self
- Taking responsibility and ownership for individual and collective success
- Taking initiative as stewards of the community
- Facilitating common goals amongst all stakeholders

CITY COUNCIL STRATEGIC GOALS

Each year the City Council holds a strategic planning retreat where they set the organization's strategic goals. Each of the five focus areas has associated high impact action items and long-term priorities to support the City Council's goals and advance the City's vision. Each focus area is assessed and evaluated annually and is subject to change depending on emerging priorities and environmental factors. The City Council has set the following strategic goals for the next five years, 2025-2030:

- 1 PUBLIC SAFETY**
- 2 ECONOMIC DEVELOPMENT**
- 3 PLANNING & DEVELOPMENT**
- 4 COMMUNITY ENGAGEMENT**
- 5 COMMUNICATION**

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PUBLIC SAFETY

We believe our highest-priority use of taxpayer funds is to keep Cedar Hill a safe community. The City Council is excited about the strong planning, strategic thinking and proactive steps taken by our public safety personnel.

STRATEGIC GOALS

1. Implement Public Safety Strategic Plan
2. Recruit and retain high quality public safety personnel
3. Increase neighborhood safety with strengthened community and public safety relationships
4. Enhance regional public safety partnerships
5. Continue being leaders for public safety in the region

HIGH IMPACT ACTION ITEMS

- 1.a. Implement public safety strategic plan
- 2.a. Ensure market competitive compensation for public safety personnel
- 2.b. Support leadership development and succession planning efforts in police and fire departments
- 2.c. Continue to attract experienced and diverse first responders
- 2.d. Actively promote community recognition of service done the Cedar Hill Way
- 3.a. Continue participation in neighborhood engagement initiatives
- 3.b. Continue to enhance access and availability of key information to neighborhoods through expanded online resources
- 3.c. Continue to innovate public safety/resident relationships through the Police and Community Team (PACT) unit and fire prevention outreach
- 3.d. Continue resident engagement through neighborhood walks, neighborhood meetings, Citizen Police and Fire academies, and Police Chief's community roundtable

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PUBLIC SAFETY

HIGH IMPACT ACTION ITEMS, CONTINUED

- 4.a. Implement new Computer-aided design (CAD) system in partnership with Best Southwest cities
- 4.b. Continue to enhance awareness of mental health resources and tools
- 5.a. Continue to receive top ratings for public safety industry markers including Insurance Services Office (ISO) rating, low crime rates, and regional, state and industry recognition
- 5.b. Leverage innovation in public safety with continued investment in technology
- 5.c. Continue to evaluate and implement innovative trends in public safety, such as the 48/96 Fire Department staffing schedule.



ECONOMIC DEVELOPMENT

Our goal is to achieve the community's vision for economic growth by executing key strategies that will attract and retain businesses, diversify the tax base, create jobs, and improve the overall quality of life within Cedar Hill.

STRATEGIC GOALS

1. Make advances in TIF/TIRZ #1 development (Uptown, Midtown, Downtown)
2. Implement ED Strategic Plan for targeted areas and targeted industries
3. Advance Minority and Women-owned Business Enterprises (M/WBE) goals and small business support
4. Leverage the Nature Corridor branding efforts to attract ecotourism focused private investment
5. Strengthen and expand business retention and expansion efforts

HIGH IMPACT ACTION ITEMS

UPTOWN

- 1.a. Transition Hillside Village into a vibrant mixed-use development, aligned with the Comprehensive Plan and ED Strategic Plan, by adding multi-family and entertainment uses
- 1.b. Support economic vitality of Hillside Village and continue strengthening relationship/partnership between the City and Prep Group
- 1.c. Ensure long-term property economic vitality by supporting streamlined development process through modifying Planned Development to allow for restaurants with alcohol for on-premise consumption and entertainment uses by right

MIDTOWN

- 1.d. Spur context-sensitive high density development interest in Midtown and streamline the development process
- 1.e. Support the established vision for West Midtown properties through adoption of formal regulations

HIGH IMPACT ACTION ITEMS, CONTINUED

- 1.f. Protect investment in Library in a Park project through compatible design regulations of surrounding developments
- 1.g. Support vision of a live, work, play district through strategic approval of luxury private development
- 1.h. Consider shared parking options for Midtown area

DOWNTOWN

- 1.i. Have a vibrant downtown that reflects our City's distinctive character and attracts a broad range of patrons
- 1.j. Seek to partner with a developer to create a mixed-use project at the Phillips Properties and other EDC-owned properties that generate traffic in downtown
- 1.k. Develop Business Support Programs to support small and existing businesses in downtown
- 1.l. Implement recommendations in Tourism strategic plan to enhance downtown
- 1.m. Advance Downtown Complete Streets project to enhance mobility
- 1.n. Secure TIRZ funding from Dallas County for downtown
- 1.o. Involve Cedar Hill Chamber of Commerce in redevelopment and success of Downtown

HOTEL CONVENTION CENTER

- 2.a. Develop a Legacy project in Cedar Hill and consider site for hotel/convention center, focused on ecotourism, hospitality and entertainment in coordination with the city's nature preservation partners

HIGH IMPACT ACTION ITEMS, CONTINUED

LOOP 9 SMALL AREA PLAN & TIRZ CREATION

- 2.b. Establish a detailed vision for land use and infrastructure needs around Loop 9
- 2.c. Capitalize on development opportunities generated from construction of Loop 9 with possible creation of a TIRZ
- 2.d. Consider commercial retail along the east side of Loop 9
- 2.e. Consider rezoning of Southeast side from Industrial to potentially commercial/local retail/PD for future development

MEDICAL OFFICES & EMERGENCY ROOM OPTIONS

- 2.f. Pursue medical office and emergency room options in Cedar Hill including, but not limited to the housing of a hospital with adjacent medical offices or creation of a medical district in Cedar Hill

OTHER

- 3.a. Hold quarterly Best Southwest regional M/WBE events to engage the business community, increase M/WBE participation in solicitations and purchases, and support inclusion and diversity
- 3.b. Develop a targeted business attraction strategy, including a specific focus on small businesses
- 3.c. Strengthen existing business retention and support with expanded programs
- 4.a. Continue to advance the Nature Corridor partnership and programming including partners such as Cedar Hill State Park and Dogwood Canyon Audubon Center
- 4.b. Enhance tourism efforts and activate green space with implementation of The Great Greenway branding strategy
- 4.c. Seek opportunities to activate green space

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PLANNING & DEVELOPMENT

Our goal is to manage inevitable growth, while retaining Cedar Hill's character. We will proactively plan for the City's future by creating the ideal balance between 1) protecting the fabric that makes up the character of Cedar Hill that attracted current residents and businesses; and 2) showcasing and evolving those characteristics to allow for smart, intentional growth.

STRATEGIC GOALS

1. Continue to support goal of preserving 25% of land in Cedar Hill as open space with implementation of the Nature & Open Space Strategy
2. Advance established shared vision, as defined by the community, with implementation of the Comprehensive Plan
3. Transition into implementation phase of adopted Master Plans
4. Prioritize investments in infrastructure and Capital Projects to meet the needs of current and future residents

HIGH IMPACT ACTION ITEMS

- 1.a. Establish a cohesive identity for the Nature Corridor and expand the brand identity of Cedar Hill as a place for nature and the outdoors through The Great Greenway
- 1.b. Develop strategies to achieve the open space and sustainability goals of the City's master plans
- 2.a. Update Development Codes (zoning ordinance and subdivision ordinance) to align with Comprehensive Plan goals and strategies related to land use, housing, conservation and sustainability, and economic development
- 2.b. Use finalized single-family scorecard policy as a guide for new single-family developments
- 2.c. Update related city codes and policies necessary to implement the 2022 Comprehensive Plan

HIGH IMPACT ACTION ITEMS, CONTINUED

3.a. Implementation of the following Master Plans:

- Economic Development Strategic Plan
- Joint Public Safety Strategic Plan
- Tourism Strategic Plan
- Impact Fee Study (Roadway, Water and Sewer)
- Water & Wastewater Master Plan
- Information Technology Master Plan

3.b. Complete and adopt the following master plans:

- Parks, Recreation, Trails & Open Space Master Plan

ZULA B. WYLIE LIBRARY

4.a. Retain the property for City office expansions and community partners.

4.b. Conduct an assessment of building's structural integrity, aesthetic improvements, and functional enhancements necessary for repurposing the building effectively

4.c. Use the facility to enhance Downtown Cedar Hill by being an active use and increase traffic flow

4.d. Provide a community gathering space that enhances quality of life and spurs community engagement

4.e. Minimize impact on operational budget

SENIOR CENTER EXPANSION AT ALAN E. SIMS RECREATION CENTER

4.f. Implement 2021 Senior Livability Study by adding a senior wing to the Alan E. Sims Recreation Center

4.g. Add additional square feet for amenities such as: kitchen/dining room, computer classroom, arts & crafts, game room, lounge space, group exercise and fitness space, and multipurpose spaces, and explore a potential therapy pool.

4.h. Ensure senior expansion meets goals of current and future senior citizens including parking near entrance and access to spaces frequently used by seniors and exclusive senior spaces in expansion

4.i. Evaluate operational expenses associated with Senior expansion at AES RC

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PLANNING & DEVELOPMENT

HIGH IMPACT ACTION ITEMS, CONTINUED

2027 BOND ELECTION & TAX RATE ELECTION

4.j. Consider developing a strategy for a potential bond election and tax rate election in November 2027 for the community to consider propositions in line with Council long-term priorities:

- Public Safety Strategic Plan
- Parks & Recreation Master Plan
- Infrastructure Needs Assessment
- Facilities Needs Assessment
- Economic Development Strategic Plan

DOG PARK

4.k. Provide a public dog park for Cedar Hill residents

4.l. Partner with Trinity Church for long-term lease on land

4.m. Partner with Friends of the Tri-City Animal Shelter for leveraged funding



COMMUNITY ENGAGEMENT

Our success is dependent on citizen engagement and our service delivery is shaped by the community that we serve. The City Council seeks opportunities for the community to provide broad public input to help guide the City Council and staff on the future of Cedar Hill.

STRATEGIC GOALS

1. Continue leadership development and recognition of community members
2. Prioritize community engagement opportunities with active participation in community events
3. Support neighborhood vitality with ongoing and enhanced initiatives
4. Strengthen the City/CHISD relationship to focus on shared interest of having Premier Schools of Choice

HIGH IMPACT ACTION ITEMS

- 1.a. Continue to offer Citizens Leadership Academy and update format and activities based on feedback from previous classes
- 1.b. Explore training and additional support for board chairpersons
- 1.c. Ensure Board & Commission members reflect the diversity of our community, including a combination of new and tenured members
- 1d. Support PID boards through Council liaison participation
- 2a. Expand engagement of various backgrounds/demographics at community programs and events:
 - Citywide events
 - Neighborhood Engagement
 - Public Input Opportunities
 - Distinctive Character Program
 - Senior Citizens (55+)
 - Outreach to Hispanic/Latino community
 - Veterans
- 3.a. Expand and increase initiatives aligned with our Premier Statement: Cedar Hill is Clean, with ongoing “clean city” programming and collaboration with the Beautification and Environmental Sustainability Board

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COMMUNITY ENGAGEMENT

HIGH IMPACT ACTION ITEMS, CONTINUED

- 4.a. Continue strengthening the relationship with CHISD including visibly showing support for CHISD, invite and engage CHISD staff and leadership in community engagement events, share successes and joint Big Wins, joint City Council and ISD Board of Trustees meetings, and enhanced coordination
- 4.b. Explore collaborative opportunities between the City and CHISD



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COMMUNICATION

Our goal is to communicate with residents, businesses, and Cedar Hill stakeholders accurately and transparently. We also seek opportunities to share the Cedar Hill story and promote Cedar Hill's image in the region and beyond.

STRATEGIC GOALS

1. Advance the adopted branding and marketing campaign to enhance the perception of Cedar Hill in the region and beyond
2. Improve transparency of city operations with improved online information/ reporting
3. Ensure information is available through various formats to reach a wider audience

HIGH IMPACT ACTION ITEMS

- 1.a. Support Cedar Hill's brand identity with consistent and coordinated messaging and visual identity across all platforms
- 1.b. Continue to implement Downtown mural program
- 1.c. Continue community pride program including initiatives such as t-shirt giveaways
- 1.d. Implement Tourism Strategic Plan
- 2.a. Develop centralized location, hosted on the city's website, for data sources used by the public
- 2.b. Leverage existing technology for information sharing with the public
- 3.a. Continue to share highlights of initiatives through multiple methods including online, social media and annual report
- 3.b. Explore ways to solicit broad public feedback on city services and initiatives, including the citywide survey, project public input, and customer satisfaction surveys.

