CELINA
TEXAS
EST. 1876

2018 **COMMUNITY SURVEY** ANALYSIS

MARCH 2018

CELINA, TX

IDEATION
PLANNING

2018 Community Survey Results

City of Celina

Survey Summary

759 Responses

3.5 Weeks (1/17/2018-2/12/2018)

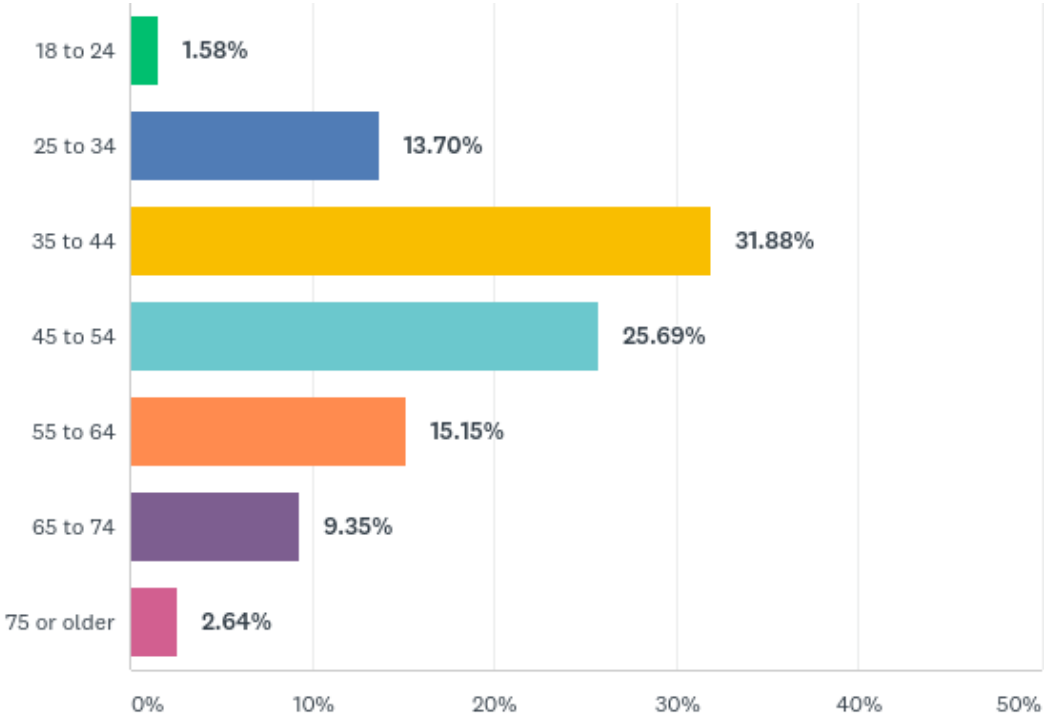
15 Questions

Averaged 10 Minutes to Complete

Feedback Themes:

Residential	Infrastructure	Downtown/ Square	Parks & Recreation	Aesthetics	Diversification of Tax Base	Growth	Taxing & Spending
High Density	Roads	Economic Develop-ment	Multi-Modal	Land-scaping	More Rest-aurants	Vision & Planning	Utility Costs
Pricepoints & Diversity	Utilities	Historic Preserv-ation	Aquatics	Rural/ Open Spaces	More Retail & Businesses	Schools	Water Supply
Quality	Technology & Cell	Aesthetics	Parks & Green Spaces	Cleanliness	More Activities & Enter-tainment	Emergency Services	City Relations
Neighbor-hood Protection	Mobility & Multi-Modal	Vacant Spaces	Recreation Center	Dilapidated Structures	Economic Develop-ment	Identity/ Character	Comm-unication/ Engage-ment
Property Maint-enance	Schools	Events	Farmers Market	Branding/ Marketing	Industrial	Infra-structure	Culture/ Conflicts/ Leadership
Amenities, Parks, & Rec	Traffic & Access	Parking	Program-ming & Sports	Gateways	Business Retention	Tight & Logical Controls	Partner-ships/ Coord-ination

Q1: What is your age?

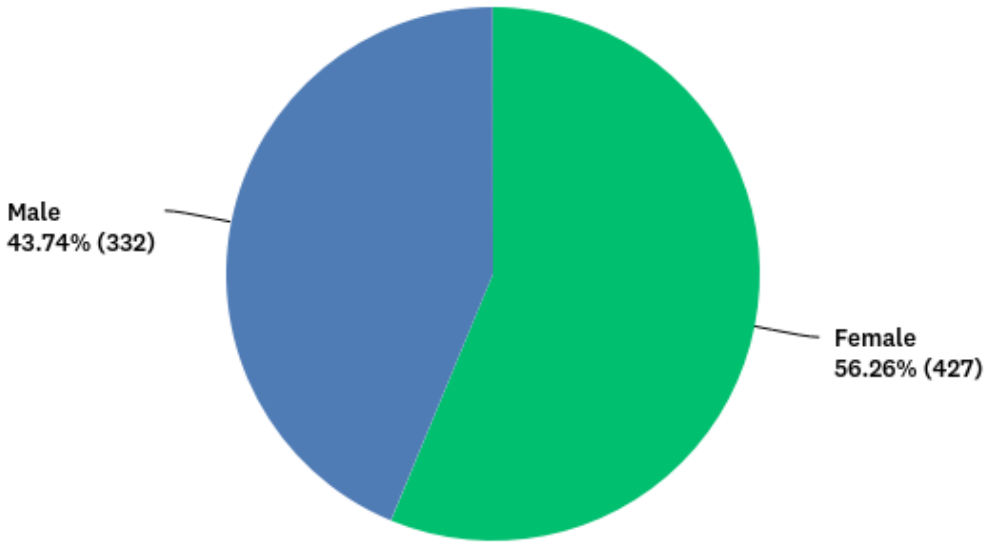


ANSWER CHOICES	RESPONSES	
18 to 24 (1)	1.58%	12
25 to 34 (2)	13.70%	104
35 to 44 (3)	31.88%	242
45 to 54 (4)	25.69%	195
55 to 64 (5)	15.15%	115
65 to 74 (6)	9.35%	71
75 or older (7)	2.64%	20
TOTAL		759

BASIC STATISTICS				
Minimum	Maximum	Median	Mean	Standard Deviation
1.00	7.00	4.00	3.78	1.31

- *Versus 2015 Survey:* Age distributions were similar.
- Analysis Note: There was a typical distribution for age groups of respondents.

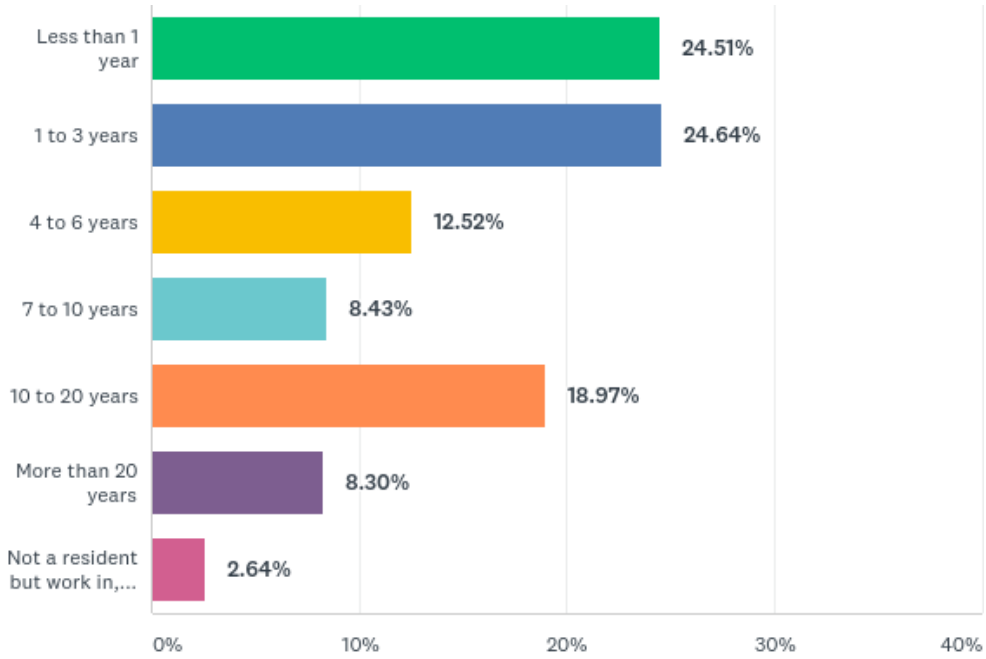
Q2: What is your gender?



- *Versus 2015 Survey:* Not surveyed.

- Analysis Note: There was a typical distribution for gender of respondents with a slightly more even distribution than typical online public surveys. Although online public surveys are free from gender bias since they are available for broad participation, voluntary surveys are typically completed at a higher rate by females than males.

Q3: How long have you lived in Celina?

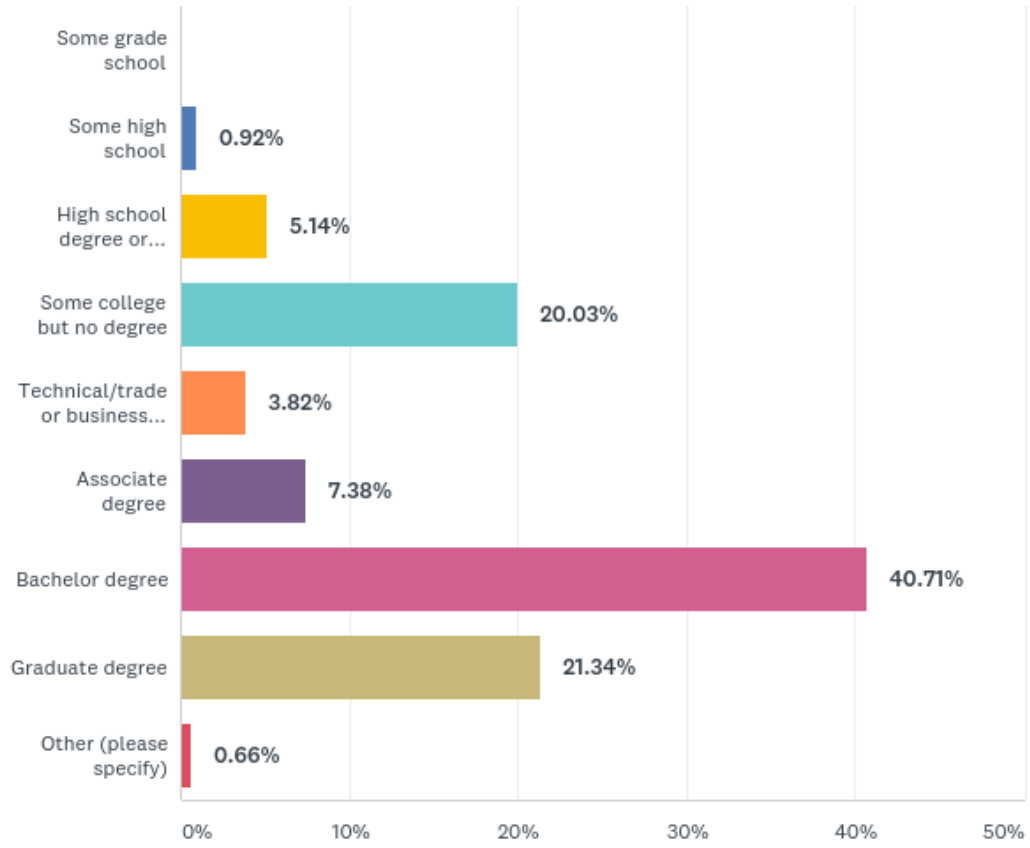


ANSWER CHOICES	RESPONSES	
Less than 1 year (1)	24.51%	186
1 to 3 years (2)	24.64%	187
4 to 6 years (3)	12.52%	95
7 to 10 years (4)	8.43%	64
10 to 20 years (5)	18.97%	144
More than 20 years (6)	8.30%	63
Not a resident but work in, own property in, or visit Celina (7)	2.64%	20
TOTAL		759

BASIC STATISTICS				
Minimum	Maximum	Median	Mean	Standard Deviation
1.00	7.00	3.00	3.08	1.80

- *Versus 2015 Survey:* Significant increase in percentage of respondents (approximately double) who have lived in Celina less than one year. Significant decrease in percentage of respondents (less than half) who have lived in Celina seven to 10 years. Significant decrease in percentage or respondents who have lived in Celina more than seven years (51.3% in 2015 vs. 35.7% in 2018).
- Analysis Note: The survey feedback reflects the growth that Celina is experiencing. Approximately half of the survey respondents have lived in Celina for less than four years (versus 33% in 2015), which is a high percentage of new residents. Future planning efforts should take care to "blend the old with the new" by focusing on listening to long-time residents' fears and concerns of change versus listening to new residents' expectations. The feedback shows that levels of satisfaction with quality of life (Q7) and changes in Celina in the last five years (Q8) generally decrease as tenure of living in Celina increases.

Q4: What is the highest level of school you have completed or the highest degree you have received?

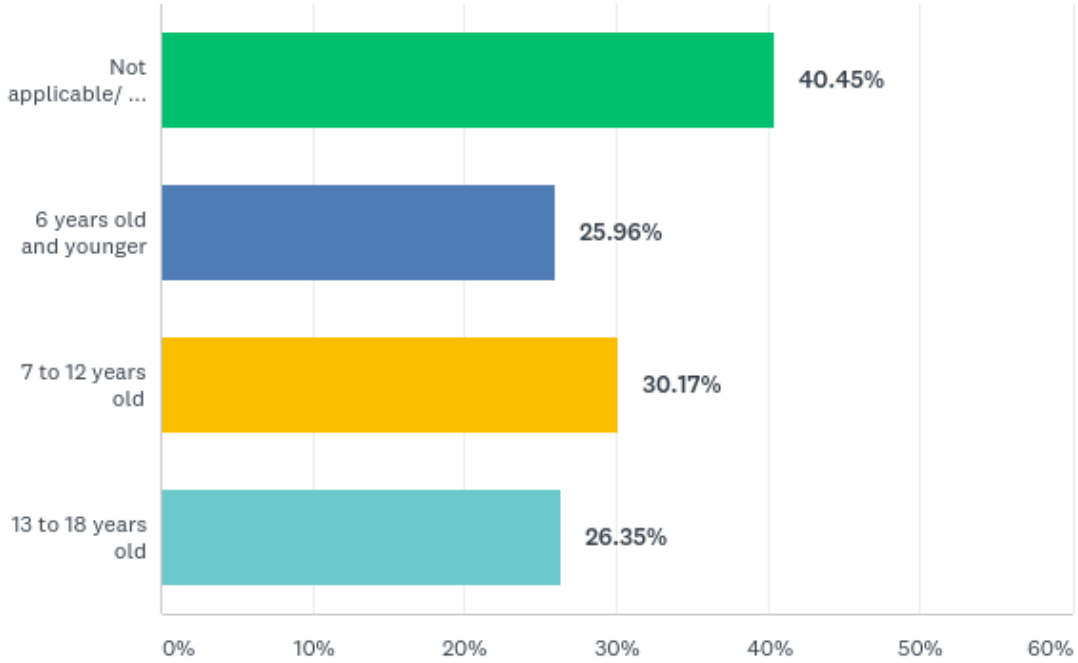


ANSWER CHOICES	RESPONSES	
Some grade school (1)	0.00%	0
Some high school (2)	0.92%	7
High school degree or equivalent (e.g., GED) (3)	5.14%	39
Some college but no degree (4)	20.03%	152
Technical/trade or business school (5)	3.82%	29
Associate degree (6)	7.38%	56
Bachelor degree (7)	40.71%	309
Graduate degree (8)	21.34%	162
Other (please specify) (9)	0.66%	5
TOTAL		759

BASIC STATISTICS				
Minimum	Maximum	Median	Mean	Standard Deviation
2.00	9.00	7.00	6.22	1.65

- *Versus 2015 Survey:* Distribution of education levels was similar.
- Analysis Note: Over 80 percent of respondents have some college education or college degrees.

Q5: If you have children under the age of 19 currently living in your home, what age(s) are they? Choose all that apply.

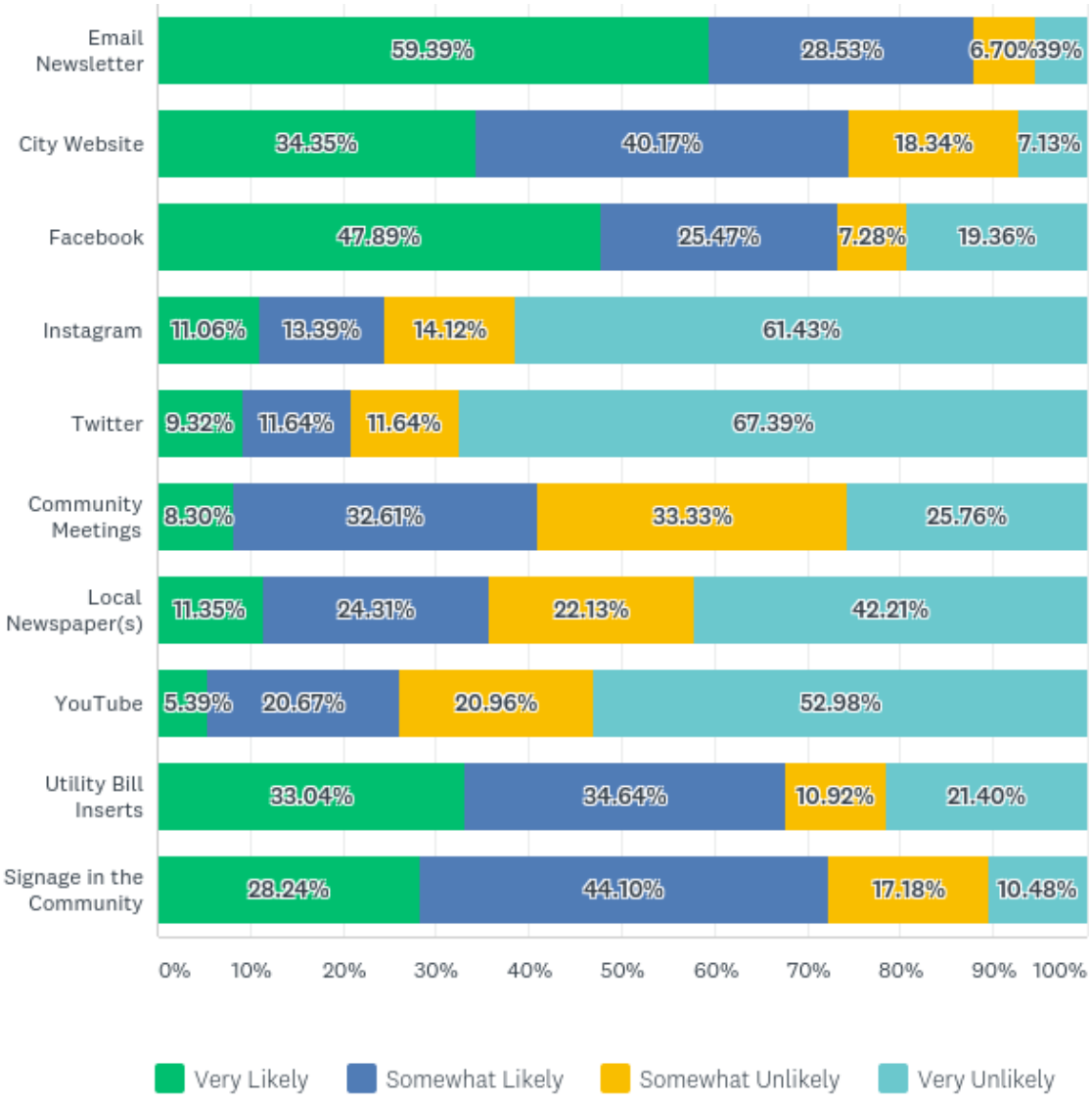


ANSWER CHOICES	RESPONSES	
Not applicable/ no children currently living in your home	40.45%	307
6 years old and younger	25.96%	197
7 to 12 years old	30.17%	229
13 to 18 years old	26.35%	200
Total Respondents: 759		

- *Versus 2015 Survey:* Almost exact distribution of responses with slight decrease in seven to 12 years old category.

- Analysis Note: Respondents with children in the home had higher levels of dissatisfaction regarding trails in the community over the last five years.

Q6: How likely would you be to utilize the following sources to receive communications from the City?



	VERY LIKELY (1)	SOMEWHAT LIKELY (2)	SOMEWHAT UNLIKELY (3)	VERY UNLIKELY (4)	TOTAL
Email Newsletter	59.39% 408	28.53% 196	6.70% 46	5.39% 37	687
City Website	34.35% 236	40.17% 276	18.34% 126	7.13% 49	687
Facebook	47.89% 329	25.47% 175	7.28% 50	19.36% 133	687
Instagram	11.06% 76	13.39% 92	14.12% 97	61.43% 422	687
Twitter	9.32% 64	11.64% 80	11.64% 80	67.39% 463	687
Community Meetings	8.30% 57	32.61% 224	33.33% 229	25.76% 177	687
Local Newspaper(s)	11.35% 78	24.31% 167	22.13% 152	42.21% 290	687
YouTube	5.39% 37	20.67% 142	20.96% 144	52.98% 364	687
Utility Bill Inserts	33.04% 227	34.64% 238	10.92% 75	21.40% 147	687
Signage in the Community	28.24% 194	44.10% 303	17.18% 118	10.48% 72	687

BASIC STATISTICS

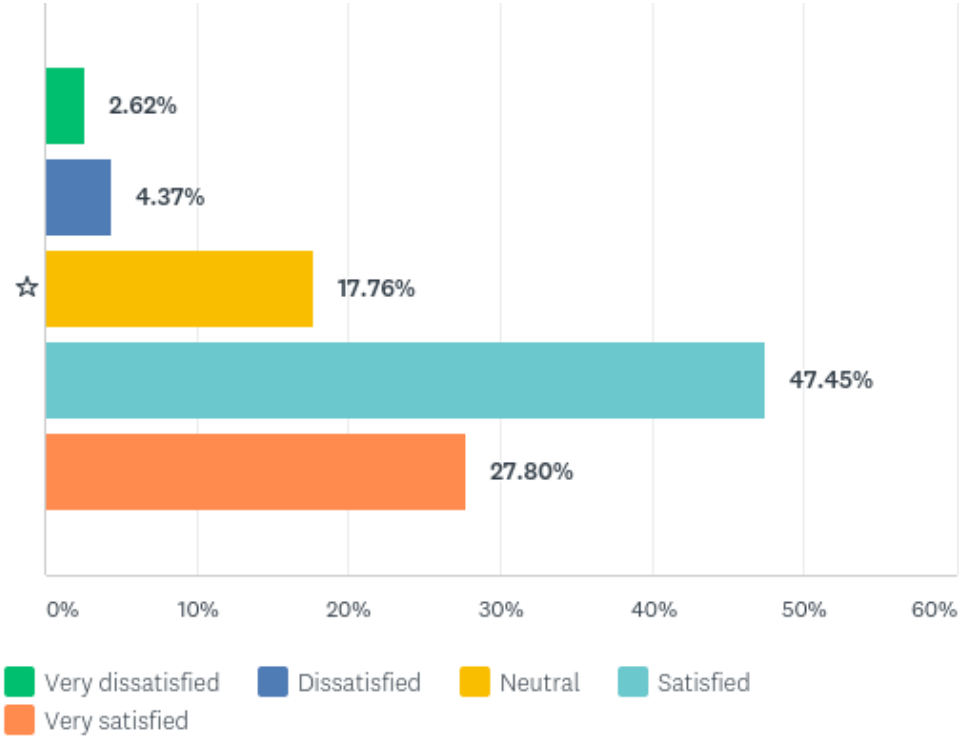
	MINIMUM	MAXIMUM	MEDIAN	MEAN	STANDARD DEVIATION
Email Newsletter	1.00	4.00	1.00	1.58	0.84
City Website	1.00	4.00	2.00	1.98	0.90
Facebook	1.00	4.00	2.00	1.98	1.15
Instagram	1.00	4.00	4.00	3.26	1.06
Twitter	1.00	4.00	4.00	3.37	1.01
Community Meetings	1.00	4.00	3.00	2.77	0.93
Local Newspaper(s)	1.00	4.00	3.00	2.95	1.06
YouTube	1.00	4.00	4.00	3.22	0.95
Utility Bill Inserts	1.00	4.00	2.00	2.21	1.12
Signage in the Community	1.00	4.00	2.00	2.10	0.93

- *Versus 2015 Survey:* Distribution of communication preferences was similar. Instagram and signage in the community were not previously surveyed. Slight increases in preference for email newsletter and City website. Slight decreases in preference for Twitter, local newspaper(s), and utility bill inserts.

- Analysis Note: The top forms of preferred communication sources are generally as follows:
    1. Email Newsletter
    2. Facebook
    3. City Website
    4. Signage in the Community
    5. Utility Bill Inserts

- There is a strong thread in the feedback regarding the need and desire for improved communications, transparency, and engagement; it is likely that focusing the most energy and resources on the top five communication preferences would greatly assist in addressing community feedback regarding these topics. It is important to note that although there are strong preferences for different communication sources, public communication and engagement must occur across a litany of outlets including those less used by some, such as Twitter, Instagram, and YouTube. Those that rely on Twitter more heavily tend to be tech savvy commercial users and business owners who could be looking for City communication on quality of life and transparency so it is important to recognize the need for broad communication for efforts such as economic development or engaging different demographics.

Q7: Please indicate your level of satisfaction with the quality of life in Celina.

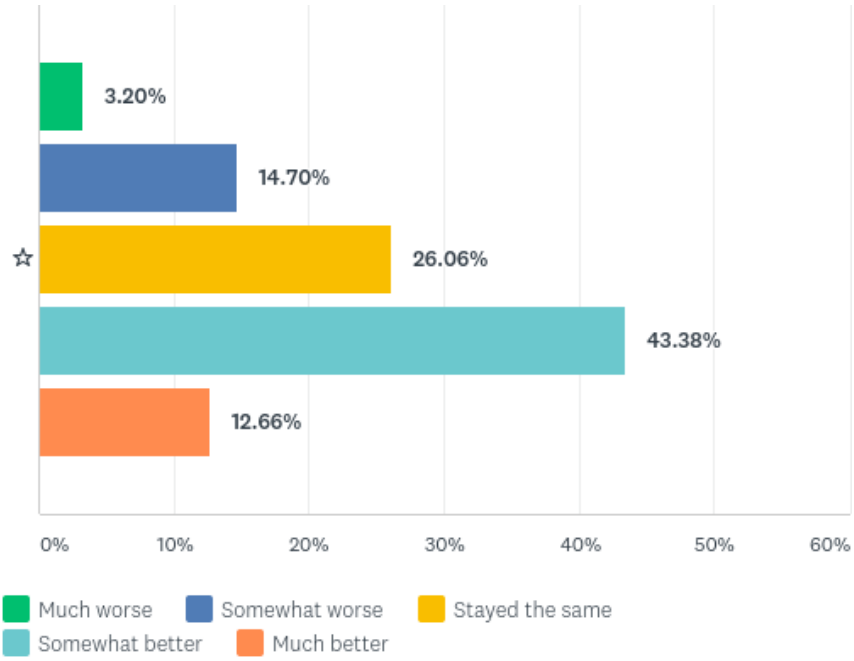


	VERY DISSATISFIED (1)	DISSATISFIED (2)	NEUTRAL (3)	SATISFIED (4)	VERY SATISFIED (5)	TOTAL	WEIGHTED AVERAGE
☆	2.62% 18	4.37% 30	17.76% 122	47.45% 326	27.80% 191	687	3.93

BASIC STATISTICS				
Minimum	Maximum	Median	Mean	Standard Deviation
1.00	5.00	4.00	3.93	0.93

- *Versus 2015 Survey:* Distribution of satisfaction was almost exactly the same with 93 percent of the community reporting positive levels of satisfaction (very satisfied, satisfied, and neutral). In 2015, a "neutral" category was not provided which is important to include when surveying levels of satisfaction because not everyone has a strong positive or negative sentiment toward a satisfaction topic. In 2018, a neutral choice was included and gained 17.76 percent of the responses. When comparing the two surveys, the neutral category was placed in the positive levels of satisfaction since respondents typically pick the favorable category if a neutral category is not provided, but this comparison should be taken with a grain of salt—the two questions had different answer choices.
- Analysis Note: Although 93 percent of respondents selected a positive level of satisfaction when the neutral category is included, only 75.25 are very satisfied or satisfied with quality of life in Celina. This is a below average level of satisfaction and reflects room to improve on what is most important to residents in Celina (see Q11-Q14).
- Analysis Note: The feedback shows that levels of satisfaction with quality of life (Q7) and changes in Celina in the last five years (Q8) generally decrease as tenure of living in Celina increases (Q3).

Q8: Which of the following best describes changes in Celina, as a community, over the last five years?



	MUCH WORSE (1)	SOMEWHAT WORSE (2)	STAYED THE SAME (3)	SOMEWHAT BETTER (4)	MUCH BETTER (5)	TOTAL	WEIGHTED AVERAGE
☆	3.20% 22	14.70% 101	26.06% 179	43.38% 298	12.66% 87	687	3.48

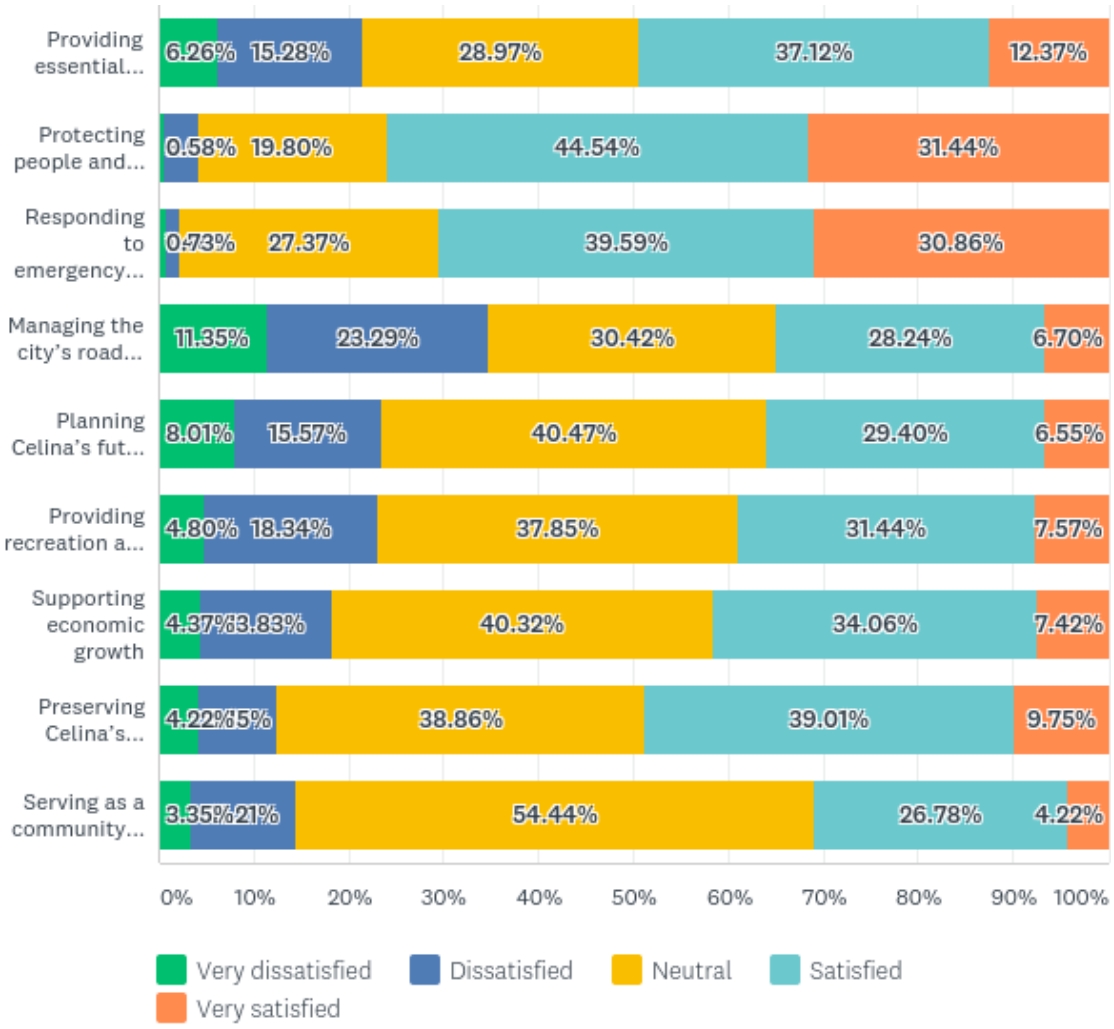
BASIC STATISTICS				
Minimum	Maximum	Median	Mean	Standard Deviation
1.00	5.00	4.00	3.48	0.99

- *Versus 2015 Survey:* Similar to overall community satisfaction, distribution of community quality/ Celina's changes was almost exactly the same (81.5% in 2015 versus 82.1% in 2018 of the community reported positive responses: much better, somewhat better, stayed the same). In 2015, a "stayed the same" category was not provided which is important to include when surveying change quality because the item being surveyed has not necessarily changed in the eyes of the respondent. In 2018, a "stayed the same"/neutral choice was included and gained 26.06 percent of the responses. When comparing the two surveys, the neutral category was placed in the positive responses since respondents typically pick the favorable category if a neutral category is not provided. In 2018, the answer choices were also changed to be a more appropriate scale of assessing quality change, but they were similar to those provided in 2015. This comparison should be taken with a grain of salt—the two questions had different answer choices.

- Analysis Note: There is room for improvement on this indicator. With so many changes occurring in Celina due to its rapid growth, it is important that changes in the community be consistent with a community-led vision as established through strong planning. There is a strong thread in the feedback regarding the need and desire for improved communications, transparency, engagement, and marketing/branding; it is likely that future efforts in these areas can assist with communicating positive changes and improvements within the city that would be well received by the community.

- Analysis Note: The feedback shows that levels of satisfaction with quality of life (Q7) and changes in Celina in the last five years (Q8) generally decrease as tenure of living in Celina increases (Q3).

Q9: Please indicate your level of satisfaction with the work the City of Celina has done in each of the following areas in the last five years or so:



	VERY DISSATISFIED (1)	DISSATISFIED (2)	NEUTRAL (3)	SATISFIED (4)	VERY SATISFIED (5)	TOTAL	WEIGHTED AVERAGE
Providing essential utility services (water/sewer) for daily living	6.26% 43	15.28% 105	28.97% 199	37.12% 255	12.37% 85	687	3.34
Protecting people and property, making Celina a safe community	0.58% 4	3.64% 25	19.80% 136	44.54% 306	31.44% 216	687	4.03
Responding to emergency services	0.73% 5	1.46% 10	27.37% 188	39.59% 272	30.86% 212	687	3.98
Managing the city's road system	11.35% 78	23.29% 160	30.42% 209	28.24% 194	6.70% 46	687	2.96
Planning Celina's future development	8.01% 55	15.57% 107	40.47% 278	29.40% 202	6.55% 45	687	3.11
Providing recreation and leisure opportunities	4.80% 33	18.34% 126	37.85% 260	31.44% 216	7.57% 52	687	3.19
Supporting economic growth	4.37% 30	13.83% 95	40.32% 277	34.06% 234	7.42% 51	687	3.26
Preserving Celina's history and heritage	4.22% 29	8.15% 56	38.86% 267	39.01% 268	9.75% 67	687	3.42
Serving as a community information and resource center	3.35% 23	11.21% 77	54.44% 374	26.78% 184	4.22% 29	687	3.17

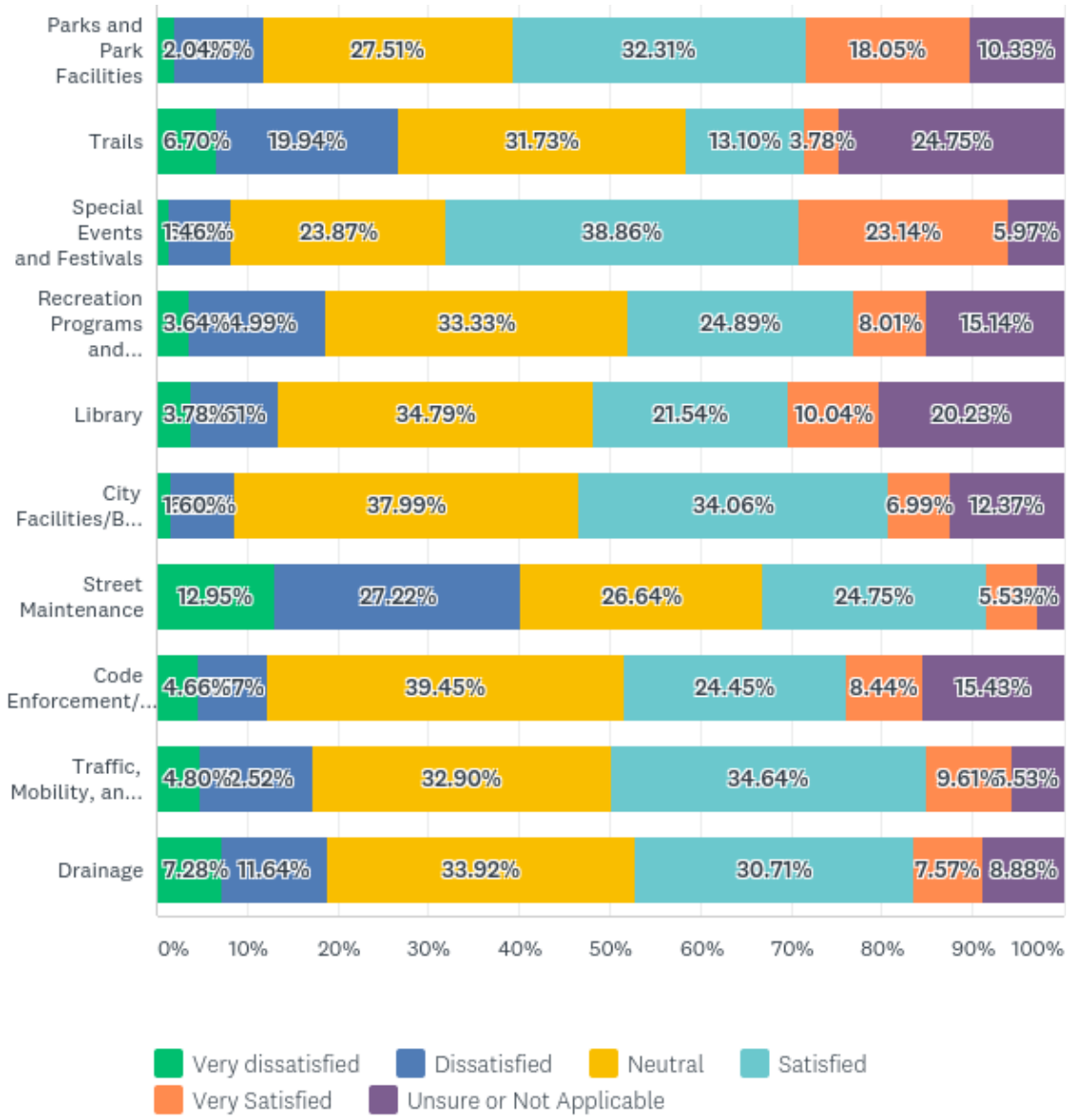
BASIC STATISTICS					
	MINIMUM	MAXIMUM	MEDIAN	MEAN	STANDARD DEVIATION
Providing essential utility services (water/sewer) for daily living	1.00	5.00	3.00	3.34	1.07
Protecting people and property, making Celina a safe community	1.00	5.00	4.00	4.03	0.84
Responding to emergency services	1.00	5.00	4.00	3.98	0.84
Managing the city's road system	1.00	5.00	3.00	2.96	1.11
Planning Celina's future development	1.00	5.00	3.00	3.11	1.01
Providing recreation and leisure opportunities	1.00	5.00	3.00	3.19	0.98
Supporting economic growth	1.00	5.00	3.00	3.26	0.94
Preserving Celina's history and heritage	1.00	5.00	3.00	3.42	0.92
Serving as a community information and resource center	1.00	5.00	3.00	3.17	0.81

- *Versus 2015 Survey:* In 2015, a "neutral" category was not provided which is important to include when surveying levels of satisfaction because not everyone has a strong positive or negative sentiment toward a satisfaction topic. In this instance, since the categories are specific, respondents may have select the "neutral" response when they do not feel they knew enough about the topic to answer positively or negatively. In 2018, a neutral choice was included and gained significant responses in each category (19.8%-54.4% depending on the category). The distribution is too significantly affected by the addition of the neutral category to provide meaningful or sound comparison between the two surveys. Generally speaking, it appears that there are decreased levels of satisfaction across all categories, but that cannot be determined for certain.

- Analysis Note: Public safety and emergency services have generally high levels of satisfaction within the community. Utility services, the road system, planning for future development, and recreation and leisure opportunities have notable levels of dissatisfaction. These levels of satisfaction, both high and low, are consistent with the feedback in SWOT (Strengths, Weaknesses, Opportunities, Threats/Challenges in Q11-Q14).

- Analysis Note: A significant number of neutral responses indicates a potential opportunity for increased communications, education, and marketing regarding the City's efforts in the listed categories which the community may not be aware of yet.

Q10: Please indicate your level of satisfaction with the following City services or amenities over the last five years or so:



	VERY DISSATISFIED (1)	DISSATISFIED (2)	NEUTRAL (3)	SATISFIED (4)	VERY SATISFIED (5)	UNSURE OR NOT APPLICABLE	TOTAL	WEIGHTED AVERAGE
Parks and Park Facilities	2.04% 14	9.75% 67	27.51% 189	32.31% 222	18.05% 124	10.33% 71	687	3.61
Trails	6.70% 46	19.94% 137	31.73% 218	13.10% 90	3.78% 26	24.75% 170	687	2.83
Special Events and Festivals	1.46% 10	6.70% 46	23.87% 164	38.86% 267	23.14% 159	5.97% 41	687	3.80
Recreation Programs and Facilities	3.64% 25	14.99% 103	33.33% 229	24.89% 171	8.01% 55	15.14% 104	687	3.22
Library	3.78% 26	9.61% 66	34.79% 239	21.54% 148	10.04% 69	20.23% 139	687	3.31
City Facilities/Buildings	1.60% 11	6.99% 48	37.99% 261	34.06% 234	6.99% 48	12.37% 85	687	3.43
Street Maintenance	12.95% 89	27.22% 187	26.64% 183	24.75% 170	5.53% 38	2.91% 20	687	2.82
Code Enforcement/Animal Control	4.66% 32	7.57% 52	39.45% 271	24.45% 168	8.44% 58	15.43% 106	687	3.29
Traffic, Mobility, and Connectivity	4.80% 33	12.52% 86	32.90% 226	34.64% 238	9.61% 66	5.53% 38	687	3.34
Drainage	7.28% 50	11.64% 80	33.92% 233	30.71% 211	7.57% 52	8.88% 61	687	3.22

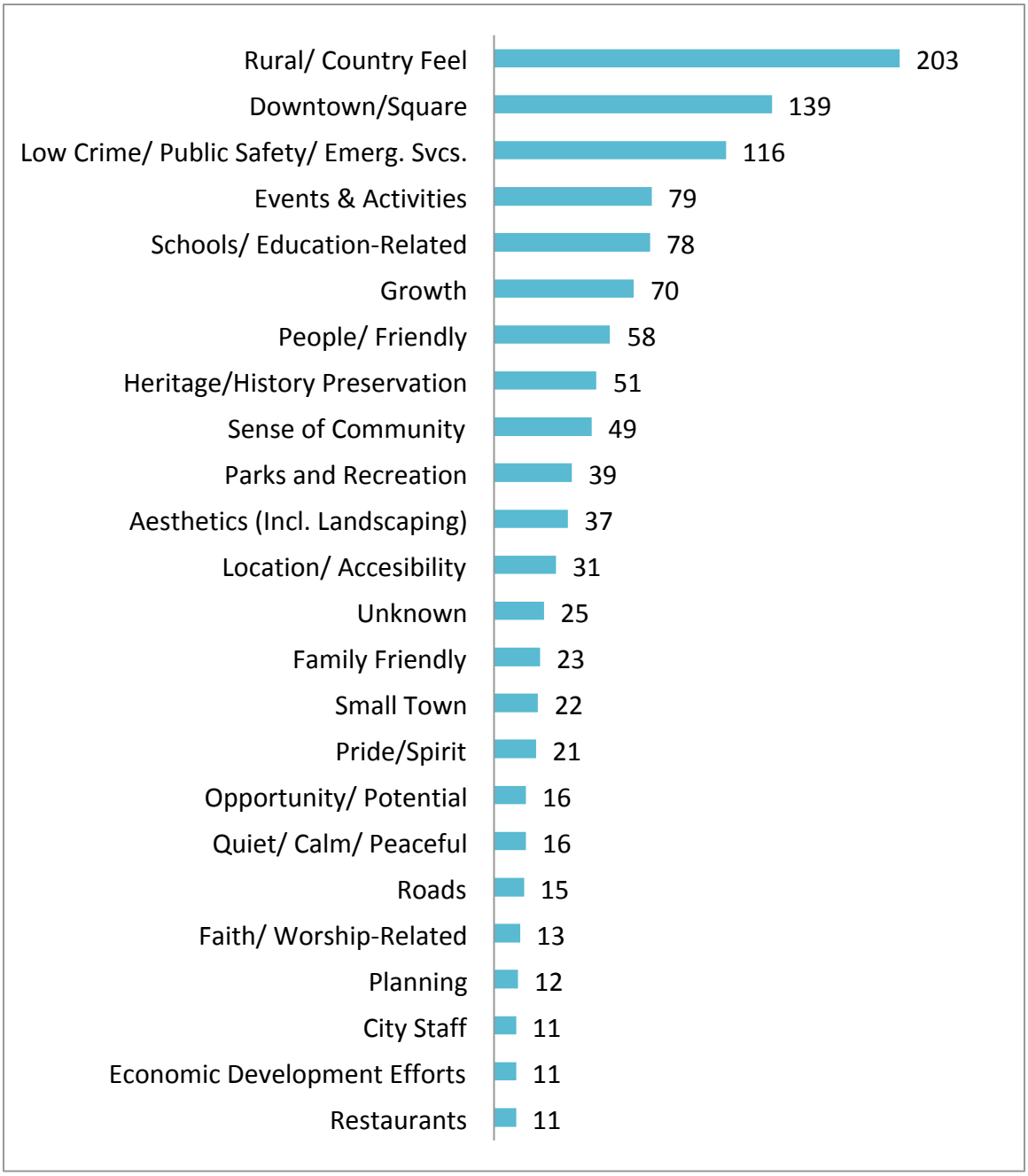
BASIC STATISTICS					
	MINIMUM	MAXIMUM	MEDIAN	MEAN	STANDARD DEVIATION
Parks and Park Facilities	1.00	5.00	4.00	3.61	1.00
Trails	1.00	5.00	3.00	2.83	0.98
Special Events and Festivals	1.00	5.00	4.00	3.80	0.94
Recreation Programs and Facilities	1.00	5.00	3.00	3.22	0.99
Library	1.00	5.00	3.00	3.31	0.99
City Facilities/Buildings	1.00	5.00	3.00	3.43	0.82
Street Maintenance	1.00	5.00	3.00	2.82	1.12
Code Enforcement/Animal Control	1.00	5.00	3.00	3.29	0.96
Traffic, Mobility, and Connectivity	1.00	5.00	3.00	3.34	1.00
Drainage	1.00	5.00	3.00	3.22	1.03

- *Versus 2015 Survey:* In 2015, a "neutral" category was not provided which is important to include when surveying levels of satisfaction because not everyone has a strong positive or negative sentiment toward a satisfaction topic. In this instance, since the categories are specific, respondents may have select the "neutral" response when they do not feel they knew enough about the topic to answer positively or negatively. In 2018, a neutral choice was included and gained significant responses in each category (23.87%-39.45% depending on the category). There were also different categories surveyed in 2018 that were formed from combinations of multiple questions in the 2015 survey to ensure the survey time was kept below 10 minutes to complete. The distribution is too significantly affected by the addition of the neutral category to provide meaningful or sound comparison between the two surveys. Generally speaking, it appears that there are decreased levels of satisfaction across all categories, but that cannot be determined for certain.

- Analysis Note: Special events/festivals and parks have generally high levels of satisfaction within the community. Trails and street maintenance have notable levels of dissatisfaction. These levels of satisfaction, both high and low, are fairly consistent with the feedback in SWOT (Strengths, Weaknesses, Opportunities, Threats/Challenges in Q11-Q14). There are significant negative themes in the special events/festivals and parks topics in the SWOT feedback, however, which reflect that these two topics are very important to the community, that the events, festivals, and parks that are provided are highly valued, and that the community would welcome improvements and/or expansions in these areas.

- Analysis Note: A significant number of neutral responses indicates a potential opportunity for increased communications, education, and marketing regarding the City's efforts in the listed categories which the community may not be aware of yet.

Q11: Please list one to three top strengths of Celina. What is Celina doing right? What are Celina's biggest assets? (State as simply as possible-- ex. "pretty buildings" instead of "the buildings are pretty, and I like them a lot.")



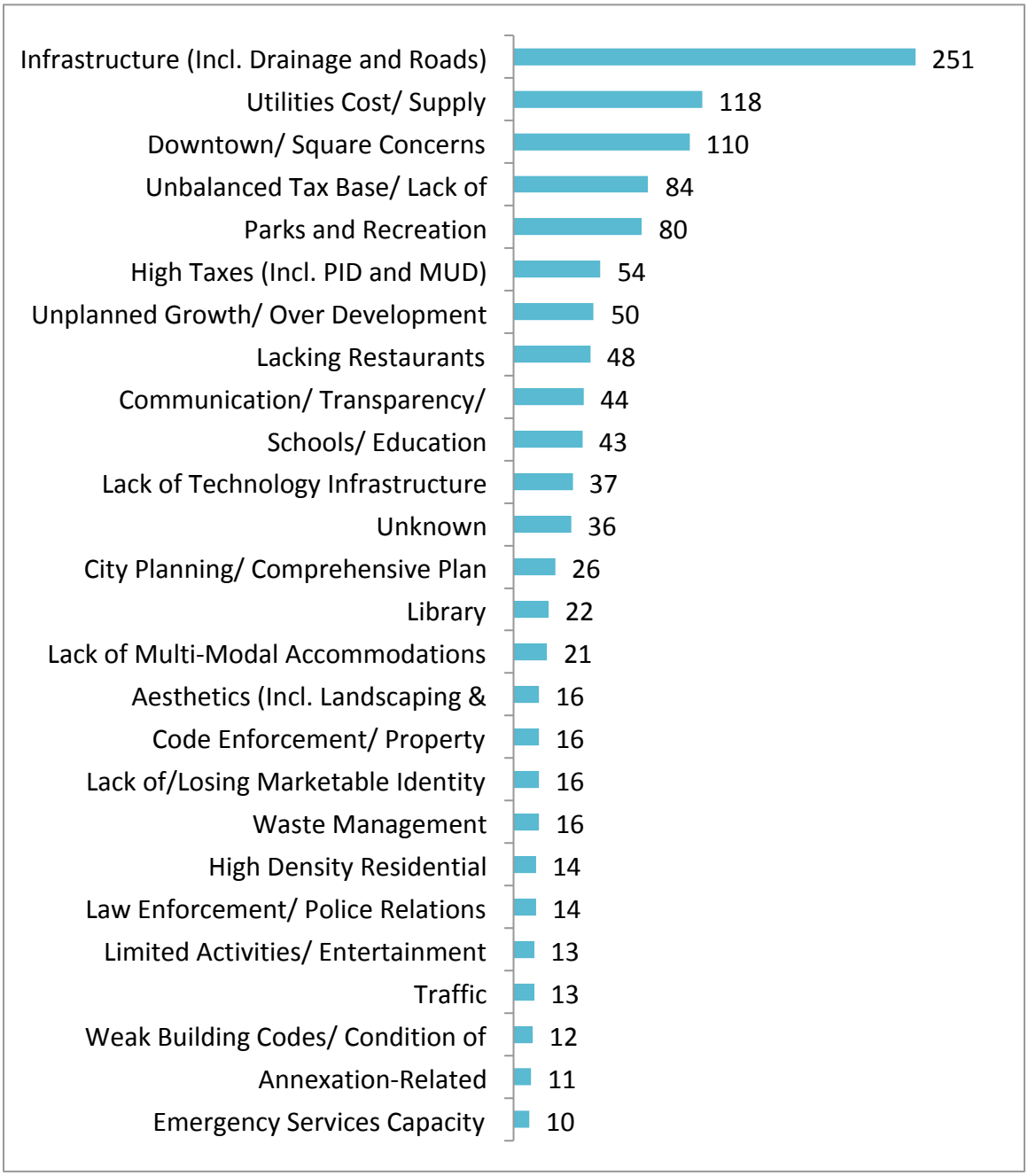
- Celina's biggest strength and asset as identified by the community is its Rural/ Country Feel. With green spaces, rural settings, farmland, livestock, quiet/calm/peaceful, pride/spirit, small town charm, heritage, sense of community, friendly and wonderful people, football, and events and activities permeating the feedback, it is clear that Celina's character is special to those who live there. With any major asset, the first step to addressing it is preserving its core. Future planning efforts can explore Celina's character and how it can be incorporated moving forward, especially as growth inherently threatens a rural/small town setting if not planned and controlled in innovative ways.

- The Downtown/ Square is a significant asset to the community. There is a strong awareness of its potential, design, and location. As reflected in other feedback sections, Celina is keen on planning the Downtown, having a strong vision, and aggressively pursuing economic development and revitalization efforts to harness the Downtown's potential and prevent negative uses or harm to existing structures. Although parking could use some improvement according to the community, a significant number of community members identify events on the Square, including the farmers market, as a strength and opportunity of Celina.

- Public safety is a top priority in Celina. The community recognizes that there is minimal crime, and it values Police and Fire services. As reflected in other feedback sections, additional emergency services capacity and facilities are needs the community has identified to address public safety and to keep up with the growth the city is experiencing. Recruiting new officers, building new fire stations, and building a training facility or public safety complex are examples the community provided of the support required to maintain public safety as a top strength in Celina.

- Although the community is clear that parks and recreation is in great need of work and attention in Celina, what parks, recreation, and community events there are currently are highly valued.

Q12: Please list one to three top weaknesses of Celina. What is Celina not doing well? What does Celina need to improve? (State as simply as possible-- ex. "ugly buildings" instead of "the buildings are ugly, and I don't like them at all.")



- Infrastructure is the top weakness identified by the community. Road conditions, capacity/traffic, and mobility planning are prime concerns, especially as they relate to rapid/unplanned growth. Drainage and water also took top themes in the infrastructure category. Celina has infrastructure maintenance, expansion, quality, and capacity at top of mind, and the community is eager for plans to fix infrastructure-related challenges to be created, communicated, and implemented. Future planning efforts can explore creating/updating infrastructure-related master plans and capital improvement plans, along with roadway impact fees and water/wastewater impact fees to assist with addressing infrastructure needs and proactively planning for the future.

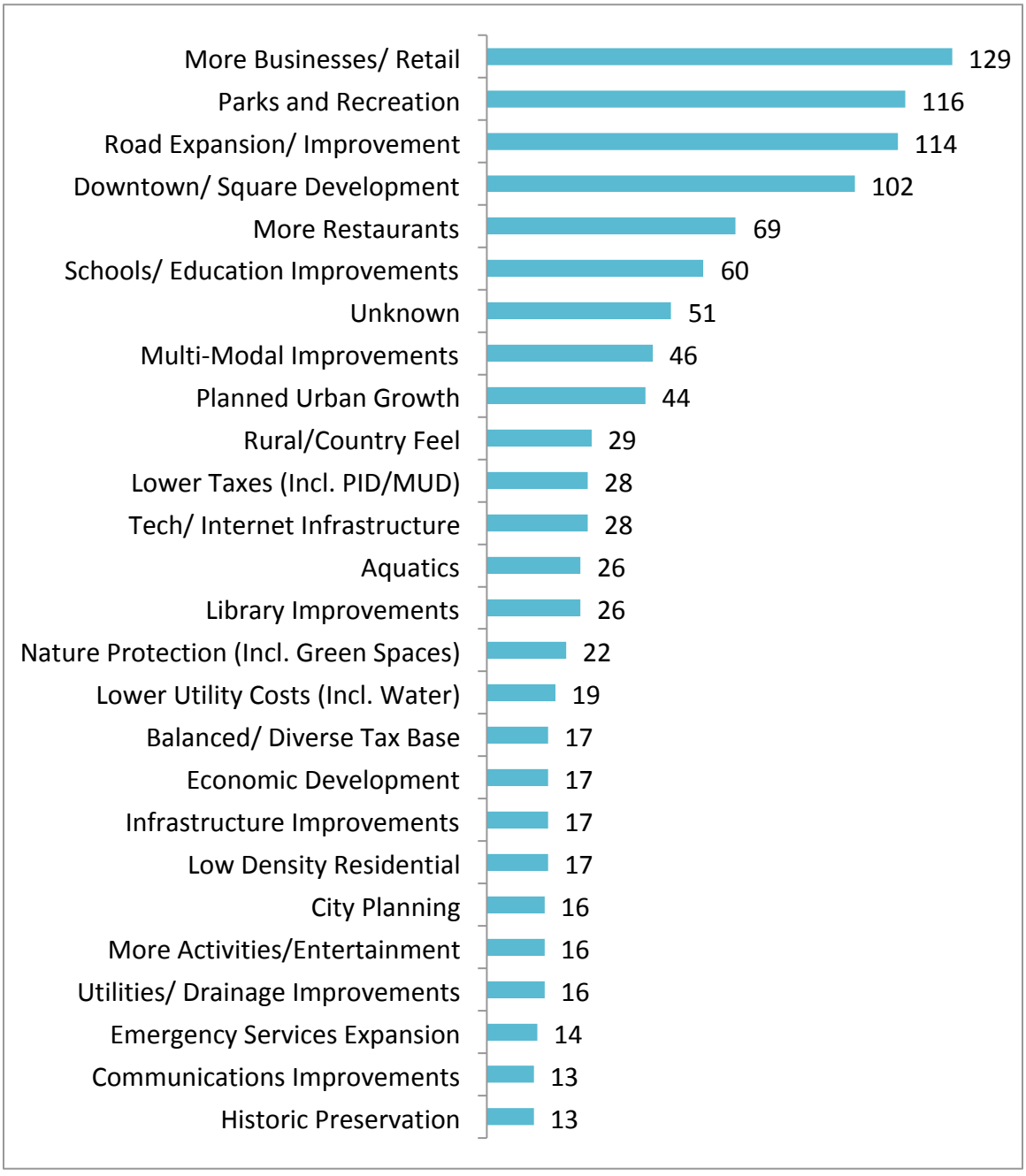
- There are significant concerns and low levels of satisfaction relating to perceived high utility costs, high taxes, issues with PID's and MUD's, water supply and quality, and lack of modernization of the utility billing process. Improvements such as allowing auto-pay and providing benchmarking data regarding utility costs and taxes in other cities could help alleviate some frustrations. Should benchmarking data reflect higher than typical utility costs and/or taxes, appropriate revisions could be coordinated, and should benchmarking data reflect lower or average utility costs and/or taxes, a communication and awareness campaign could be launched. Regardless of benchmarking outcome, future planning efforts can help align the communities expectations with services.

- The community is very concerned regarding the lack of planning, economic development, vision, condition, and preservation of the Downtown/ Square, but some do recognize there are efforts being made. Celina places high value on the Downtown, and its vacant spaces, lack of investment, and lack of planning and vision creates significant frustration within the community. Future planning efforts should be undertaken to develop a vision, plan, and development standards specifically for Downtown so that it can realize its full potential as expected by the community.

- Amongst the categories, Unbalanced Tax Base/ Lack of Commercial, Lacking Restaurants, and Limited Activities/ Entertainment had significant overlap and relation. Put together with feedback from the Challenges and Opportunities sections, Celina is concerned about and frustrated with the lack of commercial uses: restaurants, businesses, retail (including grocery stores), industrial, and entertainment. The community would like to see more diversification of the tax base and amenities by seeing aggressive economic development efforts pursuing additional commercial uses, especially in the Downtown.

- As seen in other feedback sections, Celina desires a robust Parks and Recreation System, including multi-modal accommodations, and identifies the lack thereof as a weakness. Future planning efforts could dive deeper into planning the Parks and Recreation system and identifying priorities for its expansion.

Q13: Please list one to three top opportunities Celina can pursue within the next 10 to 15 years. What ideas do you have to make Celina better? What does Celina need that it doesn't have already? (State as simply as possible-- ex. "construct more buildings" instead of "we should construct more buildings because I think more buildings would be great."



- Amongst the categories, More Businesses/ Retail, Downtown/ Square Development, More Restaurants, Better Restaurants, Economic Development, Balanced/ Diverse Tax Base, Industrial Uses, Mixed-Use Development, Attract Corporate Headquarters, More Activities/Entertainment, and Alcohol-Related Uses (and even some others) had significant overlap and relation. Some of the ideas could have fit in multiple categories, but the one or two that were selected for each idea best encompassed each sentiment. Celina is very interested in actively working to bring more commercial uses to the city to provide a balanced and diverse tax base, more shopping, more places to eat, and more things to do.

- Amongst the categories, Parks, Recreation, Aquatics, Sports Facilities, Nature Protection, More Activities/Entertainment, and Multi-Modal Improvements had significant overlap and relation. Master planning the parks and recreation system, including aquatics and creating a planned trail system with extensive bike accommodations, will be important to prioritize in future planning efforts. Within the parks and recreation system, providing significant recreation programming with family-friendly amenities, is also a major opportunity heard in the feedback. As parks are planned and defined in Celina, ensuring that natural assets are protected and preserved is an opportunity. Master planning the parks and recreation system can result in funding partnerships and enhanced fee mechanisms to construct planned amenities.

- Amongst the categories, Planned Urban Growth, Road Expansion/ Improvement, Utilities/ Drainage Improvements, Emergency Services Expansion, City Planning, Balanced/ Diverse Tax Base, Economic Development, Infrastructure Improvements, Tech/ Internet Infrastructure, Rural/Country Feel, Nature Protection, and many others had significant overlap and relation. The strong theme in the Opportunities category, but complemented by the Weaknesses and Threats categories, reflects that Celina is very concerned about growing the right way, at the right pace, and not losing the elements that make Celina special. The community is generally supportive of growth, but they want the city to have a strong planning and spending framework in place that puts maintenance and provision of infrastructure and safety as imperatives above all else. Diversifying and balancing the tax base with extensive economic development is a tool to provide a sustainable funding stream to provide for what is most important to the community.

  A strong theme regarding Tech/ Internet Infrastructure was also present. Celina is a forward-thinking, tech savvy community who wants improvements such as citywide fibre, modernization of City processes, functions, and communications, and innovative/modern new development and redevelopment. Pushing forward technology, internet, and modernization-type initiatives in future planning efforts would be well received by the community. Another theme was present regarding annexation. It is important to the community that annexation is strategic and that timely services be provided to newly incorporated areas. Addressing Celina's edge and plan for growth and annexation in future planning efforts is important.

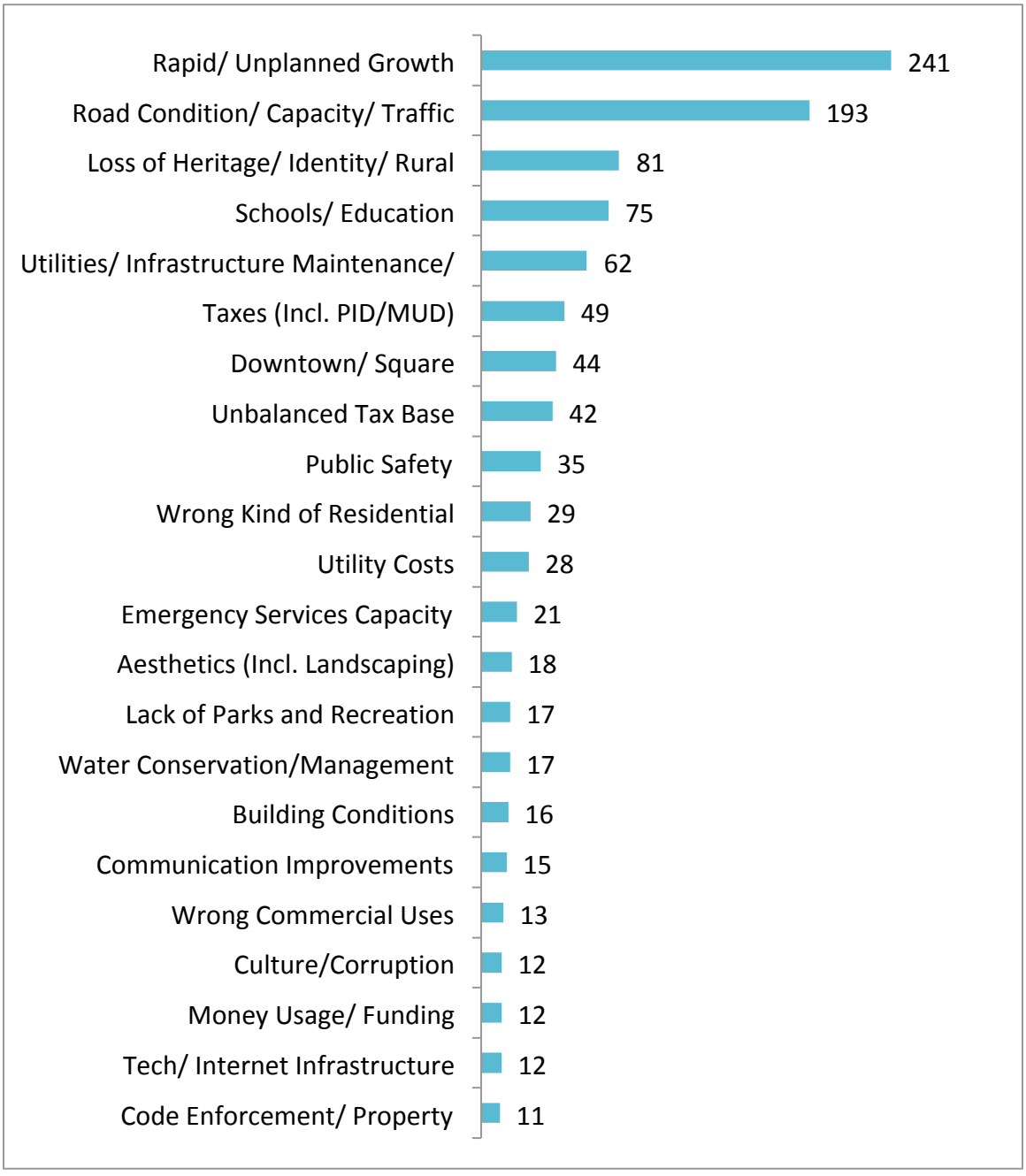
- Celina cares very deeply about its Downtown/Square area and its rural/country feel and character. Comments regarding Downtown ranged from addressing dilapidated buildings on Pecan Street to preserving its historic structures to bringing more uses and life to the area. It is clear that Celina feels the Downtown is its biggest physical asset and opportunity, and it should be preserved and enhanced. In addition to the Downtown, Celina identified that the rural or country character and feel of the city is its second biggest opportunity. Future efforts should explore what components comprise the

rural/country character and feel to the community and work to preserve and enhance it. Another theme of the opportunity feedback was to market and brand the city with a distinct identity. These two major opportunities and assets can help define that identity into a marketable brand.

- The feedback regarding residential uses was mixed. There was a strong theme that low-density residential uses, keeping lots large, and not allowing multi-family residential was important. There was also a theme, however, relating to opportunities for more apartments and walkable mixed-use developments. Regardless of home types, beautiful and planned neighborhoods were important. In addition to the form of residential development, there was also division regarding the cost of homes. There were comments relating to affordable housing being an opportunity, and there were also comments regarding expensive homes being an opportunity; this reflects the need to provide housing diversity with high quality, planned neighborhoods to maximize property values but provide different price points.

  The residential feedback, in addition to the significant theme of wanting growth but ensuring its planned, strategic, and sustainable, reflects the potential for providing walkable mixed-use and multi-story development in specific and intentional areas but having large lots be the preference in main residential areas with strong buffers and protections. Large lots and agricultural land are part of Celina's fabric and character, and it is important that planning efforts in the future take care to accommodate and preserve these where applicable, while providing other forms of development in strategic and appropriate locations to provide housing diversity and a balanced tax base with more businesses and retail.

Q14: Please list one to three top threats or challenges Celina has in the next 10 to 15 years. What can affect Celina negatively if not taken care of? What should be planned to prevent or avoid to the greatest extent possible? (State as simply as possible-- ex. "condition of buildings" instead of "the condition of our buildings has the potential to negatively impact us in the near future.")



- Amongst the categories, Rapid/ Unplanned Growth, Road Condition/ Capacity/ Traffic, Loss of Heritage/ Identity/ Rural Character, Schools/ Education, Utilities/ Infrastructure/ Maintenance, Downtown/ Square, Historic Preservation, Tech/ Internet Infrastructure, Lack of Parks and Recreation, Unbalanced Tax Base, Public Safety, and Emergency Services Capacity (and even some others) had significant overlap and relation. There is a prevailing and significant fear and threat identified by the community that the rate of growth in Celina has the ability to affect its future in a negative way if the growth is not planned, controlled, and strategic. The necessity to proactively plan ahead to provide timely and sufficient improvements or upgrades to infrastructure, mobility, schools, and provision of emergency services are among the top of the growth theme's concerns.

  Of special concern to the community is the potential to lose Celina's heritage, identity, and rural character as the city grows and develops. Similar to the findings in the Opportunities section, the heritage, identity, and rural character of the community should be explored in future planning efforts to ensure that it is preserved, enhanced, and maintained.

- Amongst the categories, Taxes (Incl. PID/MUD), Money Usage/ Funding, Unbalanced Tax Base, Downtown/ Square, Wrong Kind of Residential and Wrong Kind of Commercial Uses, in addition to all of the growth-related topics, had significant overlap and relation. Celina wants to have a strong connection between the money they pay for taxes and the value they receive in return. The community expects a strong mix of land uses, but there are certain types and forms of uses that would be undesirable to some in the community. There are inconsistencies between the Challenges and Opportunities sections, however, in what types and forms of uses are desirable. For example, some community members feel that big box retailers such as Wal-Mart, Target, and Lowe's, are a threat to Celina; other community members feel that big box retailers, such as the same stores, are an opportunity and need. Future planning efforts should explore what value taxpayers expect for their money in terms of services, economic development, and future land use.

- Of note is a minor theme amongst the collective feedback sections, including Challenges, which is Public Improvement Districts (PID's), Municipal Utility Districts (MUD's), and annexations. As Celina continues to expand its city limits and plan for potential future annexations, it is important to analyze the challenges associated with PID's, MUD's and areas with substandard infrastructure. Coupled with the feedback in the other sections, addressing Celina's edge and plan for growth and annexation, in addition to addressing challenges with PID's, MUD's and similar entities, in future planning efforts is important.

- As with other feedback sections, the Downtown/Square area holds a large place in the mind of the community. Celina is concerned about the vacant or dilapidated spaces and structures in the greater-Square area, the potential for destruction of historic structures or features, a lack of parking, old homes and structures in need of repair and maintenance, and many other issues. As the biggest focal point in the community, a plan specific to Downtown could help ease fears in the community about its future and could refine economic development efforts.

- Schools/ Education took a top spot in the Challenges feedback. Although schools in Celina are largely controlled by the School District, schools and education-related issues directly and significantly affect community members, economic development efforts, and quality of life. Celina is concerned about

school sizes, overcrowding, number of schools, teacher salaries, school traffic, Safe Routes to School (multi-modal accommodations), academic programming, and quality of the schools and curriculum.

Higher learning is also a theme within the feedback sections. Collin County Community College (CCCC) has a potential role that could be strengthened to provide additional and enhanced higher learning opportunities which are desired in the community.

Schools and education deeply affect the community, and future planning efforts should define potential partnerships with the School District and CCCC and identify actions the City can take to address school and education-related concerns within the community.

- Code enforcement, property maintenance, building codes, development standards, and quality of developers emerged as a challenge to Celina's success. As the city grows and development occurs at a rapid pace, maintaining properties to a high level of quality (while fairly and equitably enforcing codes) and building new structures and developments to a high level of quality is important to the lasting success of Celina. Enhancements to the building codes, development standards, and innovative code enforcement programs could be explored to address these challenges.

Q15: Not required: Please share any additional thoughts (if any) that you may have on what should be considered in the City's upcoming planning efforts.

Word cloud reflects most frequently used words in Q15 responses: the larger the word, the higher the frequency. For illustrative purposes only.

- Analysis Note: Feedback for this question was complementary to the SWOT feedback collected in Q11-Q14.