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IMPLEMENTATION STRATEGY

OVERVIEW

A crucial part of any Comprehensive Plan is its implementation. Without a clear and realistic approach to action, the vision expressed by a community through its plan may never be realized. While a plan cannot mandate all the specific actions that will be taken during the years and decades of its implementation, the Implementation Strategy should give a community's leaders and stakeholders a set of specific priorities for immediate action, a menu of potential future actions, identification of partners for implementation, and a structure that relates the various action items to one another.

This chapter provides the framework of key action steps to achieve McKinney's vision of its preferred future. It begins by explaining the process used to identify action items. Then it describes the role of various partners in plan implementation. Next, it provides a framework for organizing the many potential action items that help McKinney achieve its vision. An Implementation Matrix lists the action items that are most important for immediate, short-term action. Finally, the chapter recommends a process for modifying and refining the ONE McKinney 2040 Plan over time.

The communities that successfully achieve their long-term visions have a reputation for collaboration, partnership and accountability. In McKinney, supportive, long-term relationships should begin with the elected and appointed leaders at City Hall. They should involve McKinney residents, businesses, non-profits, property owners and other local, regional, state and federal government agencies. Strong relationships leads to productive collaboration. This collaboration, in turn, brings additional resources of funding and expertise to the table. Additional resources and community support for the plan's implementation continues political support and encourages continuing investment and implementation. Since the ultimate goal of a comprehensive plan is a community that remains desirable and thriving over time, actions by all partners must contribute to this success.

DEVELOPMENT PROCESS

Potential implementation strategies for this Plan were identified throughout the planning process, and suggestions were received from a wide variety of stakeholders. These suggestions were received through methods including:

- Input and brainstorming with the public via community events, online surveys and individual discussions;
- Stakeholder interviews;
- Planning team technical analysis and review of best practices from other communities;
- Coordination with concurrent planning efforts involving the City and other agencies;
- Discussion and direction from staff; and
- Discussion with the Comprehensive Plan Advisory Committee (CPAC), the City of McKinney Planning and Zoning Commission, and the City of McKinney City Council.

As policy components of the plan were developed, potential action items were identified. These included the recommendations found in the strategies for the 17 Districts. As direction on citywide strategic sections was determined, the consultant team developed action items for these topics as well. Community input on priorities was secured through an iPad survey at the June 2018 Community Open House, through an online survey and through a ranking exercise at the August 2018 Community Open House. CPAC provided input at meetings during the summer of 2018. The recommendations presented below reflect CPAC and public input as well as the professional judgment of the consultant and City staff.

IMPLEMENTATION PARTNERS

A desirable and long-lasting community is the result of many individual choices made over time by many people and organizations. The local government's actions play an important part, of course. But many other choices also contribute to the community's long-term success. Each time an individual or a family decides between renovating a home in an existing neighborhood and moving to a new neighborhood (or another community), the vitality of that existing neighborhood is strengthened or challenged. When a business or industry decides to locate in a particular community, that business decision affects the community's ability to attract related businesses and employees. A community group's annual celebrations may be the foundation for a distinctive community identity as well as economic benefits from tourism.

The support and commitment of the major partners listed below play a significant role in the implementation process for ONE McKinney 2040.

THE CITY OF MCKINNEY

The City of McKinney is the key implementer of this plan. The City will have a role in implementing all items in the Implementation Matrix. In many cases, the City of McKinney has the primary role. In other cases, a different partner has the primary role. If an action item is important to the plan's goals, but is not an area of City responsibility, the City should play a support role, assisting the primary entity with accomplishing that task. For example, the City does not control primary and secondary education, so it will play a support role to the Independent School Districts on action items that relate to schools.

Within the City of McKinney organization, these leaders and agencies are expected to have significant involvement in the plan implementation:

- Mayor and City Council
- City Manager
- Aviation
- Communications and Marketing
- Development Services
- Fire Services
- Housing and Community Development
- Library
- McKinney Community Development Corporation
- McKinney Economic Development Corporation
- Parks and Recreation
- Police Services
- Public Works

OTHER LOCAL AND REGIONAL GOVERNMENT ENTITIES

Coordination with other local governmental entities will assist with the provision of the quality services and facilities necessary for the prosperity of the community. Such local governments include:

- Collin College
- Collin County
- Independent School Districts – Allen, Celina, Frisco, Lovejoy, McKinney, Melissa and Prosper
- Neighboring communities, such as Allen, Celina, Fairview, Frisco, Melissa and Prosper
- North Central Texas Council of Governments
- North Texas Municipal Water District

STATE AND FEDERAL AGENCIES

State and Federal agencies provide funding for plan implementation, particularly for capital improvements such as roads or parks. Their programs and regulations may also help achieve the community's vision. These agencies include, but are not limited to:

State of Texas

- Commission on Environmental Quality
- Department of Housing and Community Affairs
- Department of Transportation
- Governor's Office of Economic Development
- Historical Commission
- Parks and Wildlife Department

Federal Agencies

- Commerce Department
- Environmental Protection Agency
- Housing and Urban Development Department
- Department of Transportation

BUSINESSES AND PRIVATE SECTOR PARTNERS

A community cannot achieve a successful future without investment by businesses and non-residential property owners and developers. These individual decision-makers and the investments they make create job opportunities, grow the tax base and provide the goods and services needed by local residents. Major employers can play an important role in defining economic development priorities and opportunities for additional business attraction. Small businesses and local entrepreneurs provide insight into the community's ability to attract and retain the individuals who are creating tomorrow's companies. Developers and builders shape the future of the community's new development and revitalization. Real estate agents, brokers and bankers affect the community's ability to make change and to attract new owners and investors.

Many of these private sector interests are represented by organizations. The McKinney Chamber of Commerce, Collin County Association of Realtors and Dallas Builders Association are among the private sector organizations that should partner in implementing this plan for the McKinney community.

COMMUNITY AND NON-PROFIT ORGANIZATIONS

Community and non-profit organizations have a particular issue or area of focus that make them valuable partners for plan implementation. Their leadership and members may contribute time, energy, expertise and other resources to programs and initiatives that make a community special. Arts and cultural organizations often play an important role in this way. Homeowners Associations and other neighborhood groups can bring attention to issues in their area and can mobilize members to take action in support of the plan's implementation. Lastly, groups of people who enjoy a common activity can help implement the plan. For example, cycling groups can be instrumental in providing insight into the locations for most effective new investment in bike lanes or facilities.

INDIVIDUALS, HOUSEHOLDS AND FAMILIES

This plan describes a vision for the City of McKinney's future that reflects the wishes and desires of the many McKinney residents who participated in its creation. Those individuals, and their friends and families, must continue to be partners in carrying out the plan. Individuals can play a role through their own investments and buying decisions. They can participate on committees and volunteer for events that complete plan projects. In addition, they should remain involved as active champions and should provide feedback on progress through regular communications (in person, in print and online) with the City of McKinney.

MEASUREMENT FRAMEWORK

Within the Implementation Matrix, the individual Action Items are grouped into eight categories, so similar actions can be coordinated. These categories are explained below.

Capital Investments (C)

The public sector itself makes significant investments that help implement this plan. Facility master plans that determine major capital improvements, such as water or sewer system expansions, should locate and size facilities in accordance with the Land Use and Development Strategy and the strategies for each District. Individual capital projects should support the plan in both their location and their design. By following this plan in making capital investments, the community can be sure that its limited funds are being used in a fiscally responsible matter to achieve the community's established goals. Efficient and effective capital investment gives the community essential infrastructure for its future, and if this infrastructure is designed and sized according to the plan, it will also achieve the community's desired character. Land acquisition for capital projects is included in this category.

Education and Engagement (E)

Education is an important part of plan implementation because the vision this plan describes requires a change from 'business as usual'. Making that change means that residents, property owners, businesses, non-profit organizations and local governments will all need to think and act in ways that differ from past practice. Educational programs provide the information all these decision-makers need so they can choose to act in ways that achieve the plan. Community engagement will continue to be important as the plan is implemented. It builds awareness, benefits from the best ideas and energy of people throughout the community and broadens participation and action.

Financial Incentives (F)

The public sector can use incentives so private property owners and developers can more economically build projects that achieve the community's desired character. These incentives range from reductions in development fees or processing times, to tax abatements, to investment in a project's infrastructure or other features. Economic development incentive programs should be evaluated and refined so they support and encourage the development envisioned by this plan, and so they discourage development that is contrary to this vision.

Guidelines (G)

Guidelines provide decision-makers and investors with direction and information about the community's desired development pattern and design, community character or priorities. They are recommendations, not requirements. For this reason, City Council, Planning and Zoning Commission and City staff will consider them but must use judgment to determine whether a particular proposal is consistent with the community's desires reflected in the guidelines.

Programs & Partnerships (P)

The programs and operations provided by local government or the private sector also play a role in implementing the community's plan. Activities and programs create the attractions and excitement that bring people to events in a revitalized gathering place. Maintenance of streets and parks demonstrates the city's commitment to ensure that its residents enjoy the quality of life envisioned by the plan. Annual budgets are usually the means to fund these programs, so decisions must be made each year about the appropriate level of investment in this aspect of plan implementation.

Many plan implementation programs require a partnership with organizations in addition to the City of McKinney. These partnerships are included here.

Regulations (R)

Unlike guidelines, regulations are adopted by City ordinance. They establish requirements to be followed in the design and construction of public or private developments. The City's zoning and subdivision ordinances are important tools for implementing the comprehensive plan, so refinements or amendments to these or other regulations may be needed to encourage the development envisioned by the plan.

Studies (S)

For some of the capital investments, new incentives or programs, the first step is to conduct a more detailed study of the issues to determine the most effective actions to take. These studies are included as individual implementation measures. Until they are completed, the specific actions that will have the greatest benefit investment or program design cannot be determined.

Tracking (T)

No matter how thoroughly considered a plan has been, its implementation will be affected by changes that occur after its adoption. These may be national or global events, such as an economic boom or bust; they may be changes in the funding sources for specific action items. As implementation occurs, the actual experience may demonstrate that projects can move more quickly or need to take more time. For all these reasons, a comprehensive plan should have a mechanism to track progress and to review and revise its implementation approach over time.

TOP PRIORITY IMPLEMENTATION MEASURES

The City of McKinney does not have the resources to carry out all these recommended actions at the same time. So, priorities must be established. The implementation matrix below shows the items that are recommended for immediate action. Action on these items should begin immediately after plan adoption. Funding for these items should be identified now, and there should be notable accomplishment on these items within the first five years after the plan is adopted.

The implementation matrix lists each of these top priority action items identified for implementation of this plan. These action items are organizing according to the Implementation Framework described above. The matrix also indicates which of the Comprehensive Plan strategies benefit from each action item. These strategies are abbreviated as: Citywide Land Use and Development (LU), Mobility (M), Economic Development (ED), Fiscal Health (FH), Public Investment (PI), District Strategies (D), and Implementation (I).

Top Priority Implementation Measures	Plan Strategy
Capital Investments	
4.10 Design and implement a new system of pedestrian and bicycle wayfinding signs for hike and bike trails.	Mobility
7.01 Prepare a new Capital Improvements Program for capital projects in the next five years that implement this plan and catalyzes desired growth.	Public Investment
7.10 Land/ROW Acquisition - Evaluate land purchase strategies and ensure that park, open space, and trail development is ahead of development pressure and supports the connectivity goals of the 2040 Plan.	Public Investment
8.02.01 Maintenance and enhancement of McKinney National Airport infrastructure to meet current and future customer demand.	District Strategies
8.03.02 Extension and expansion of Hardin Boulevard and Wilmeth Road.	District Strategies
8.10.01 Investment in needed repair and rehabilitation of infrastructure in the Mill District's existing neighborhoods.	District Strategies
Education and Engagement	
3.05 Communicate with the North Texas development community, property owners, realtors, brokers and other stakeholders about the new opportunities resulting from this Plan's development policies.	Land Use and Development
8.06.02 Engage the residents, property owners and businesses in the implementation of this Comprehensive Plan, so they choose to make their own household and business investments here.	District Strategies
8.12.01 Conduct outreach to the businesses located in the Oak Hollow District to determine if there are opportunities for the City, the Chamber of Commerce, the McKinney Economic Development Corporation, or other entities to support business growth and attraction in this District.	District Strategies

Financial Incentives	
8.04.01 Investigate the use of special districts or other mechanisms that fund the costs associated with public improvements requiring higher service levels than provided citywide.	District Strategies
8.08.01 Investigate the use of special districts or other mechanisms that fund the costs associated with public improvements requiring higher service levels than provided citywide.	District Strategies
Programs and Partnerships	
3.04 Establish a partnership with neighborhood leaders to develop programs, infrastructure priorities, regulatory changes and code compliance strategies to keep existing neighborhoods desirable.	Land Use and Development
7.22 Work with ISD's to coordinate their long-term planning for schools with the development envisioned in the McKinney 2040 Comprehensive Plan.	Public Investment
7.26 Establish partnerships with Collin College, the ISD's and others to support the innovation and entrepreneurship of McKinney residents.	Public Investment
Regulations	
3.01 Update development regulations (e.g. zoning ordinance, subdivision ordinance) to: a) ensure consistency with the McKinney 2040 Comprehensive Plan; b) remove provisions or restrictions that create barriers to the development patterns and character envisioned by the McKinney 2040 Comprehensive Plan; and c) provide tools and techniques to give developers and staff flexibility in designing and reviewing projects that meet the intent of the McKinney 2040 Comprehensive Plan.	Land Use and Development
8.15.01 Zoning and design guidelines or requirements to ensure high quality, pedestrian oriented development within the Urban Living and Mixed-Use Center place type areas.	District Strategies
8.16.08 Consider the creation of a specific development code or other mechanism to ensure that the desired development patterns along the State Highway 5 Corridor are achieved throughout this District.	District Strategies
Studies	
4.07 Develop a multi-modal component of the Master Thoroughfare Plan that identifies preferred multi-modal roadway design and connections necessary to accommodate alternative modes of travel.	Mobility
5.02 Evaluate the City's Economic Development Strategy and update it to effectively implement this plan.	Economic Development
5.03 Investigate use of innovative financing solutions (such as Tax Increment Financing Districts and Public Improvement Districts).	Economic Development
6.03 Evaluate the life-cycle costs and benefits of City capital investments when designing infrastructure to meet community needs.	Fiscal Health
7.05 Create a water plan for the City that addresses ways to mitigate the new and evolving challenges that McKinney will face in the near future, to include periodic, severe droughts, warming weather, and exponential population growth.	Public Investment
Tracking	
6.01 Create an updated fiscal impact model tailored to McKinney.	Fiscal Health
9.06 Educate staff about the policy direction and use of the McKinney 2040 Plan, particularly those on the 'front line' working with customers.	Implementation
9.07 Develop a McKinney 2040 Plan checklist for use in evaluating development proposals, zoning applications and infrastructure projects for consistency with the Plan's principles and direction.	Implementation
Guidelines	
7.24 In partnership with the ISD's, develop design guidelines for schools that support and enhance the character of the District where they are located.	Public Investment

COMPLETE IMPLEMENTATION MATRIX

Appendix E provides a list of all identified implementation measures. It includes the top priority, short term action items listed above, but adds the other action items that should occur over time. The appendix indicates the expected timing for action:

- Short-Term items are those included in the exhibit above. They should begin this year (2018), or in the first five years after plan adoption (2019 – 2023).
- Mid-Term action items should see accomplishment in years six through ten after plan adoption (2024 – 2028). These items may have a lower priority or may require additional funding from a bond program or other means that cannot be secured in the short-term.
- Long-Term action items should be accomplished during the remaining years of plan implementation – from 2029 through the Plan’s target year of 2040.
- On-going action items are items that require continuing attention and investment, year after year.



MONITORING PROGRESS

Annual Review

A regular process for tracking progress in implementing this plan provides transparency, accountability and recognition of results. Transparency means that McKinney residents and property owners can easily learn how the City is using this plan in its decision-making and what the results are. Accountability means that each of the partners responsible for some aspect of plan implementation is reporting results and evaluating effectiveness. Recognition of results is important because progress on long-term projects is often overshadowed by attention to minor, short-term activities or concerns.

An annual review process should be structured so it provides a quick review of results that is informative but does not create an undue burden on those who are responsible for plan implementation. Typically, this process includes a brief report on the status of the top priority items, a summary of growth and development, and key conclusions about the past year's experience. Often, these reports are provided on the City's website and social media. They can be printed and provided to residents and property owners at City facilities or through the mail. A briefing of City Council should be included in the process so the Council can provide direction to staff on any refinements for the following years. The public should have opportunities to comment and provide feedback on the year's efforts.

Plan Update

After about five years, a more extensive review of the plan is recommended. By this time, there will be a track record of results based on the plan's recommendations. These results may confirm that the direction in the plan is working as anticipated. They may suggest refinements or redirection that will be even more successful in achieving McKinney's vision.

External events and changes may also affect the feasibility and outcomes of the plan's policies and recommendations. Changes in the national or global economy, new technologies and regional decisions and investments could all affect McKinney.

A five-year review and update process should include an analysis of progress and impacts of any external changes. It should provide for community input and public dialogue about how the plan is working, and it should consider whether amendments to the plan are needed.