



OPPERWIN



**PUBLIC
INVESTMENT
STRATEGY**

PUBLIC INVESTMENTS

INTENDED OUTCOMES

Lay the foundation for smart physical and policy infrastructure that:

- Achieves the community's shared vision while appropriately preparing for growth and other, external challenges;
- Makes a measurable difference in the quality for life of McKinney residents, workers, students, and other members of the community;
- Meets the needs of different neighborhoods, districts, and groups;
- Spurs and supports economic development and a financial return on investment; and
- Expands and reinvests appropriately as the City itself expands and reinvests in the existing, developed area.

INTRODUCTION

In 2040, McKinney will be leading the way in smart public investment in the DFW area. These investments will be integral in the creation of one-of-a-kind public assets that significantly enhance the quality of life in McKinney. From parks to educational facilities, the City of McKinney will set the pace for forward-thinking planning in Collin County. This section will detail the broad policy direction that must be taken in order to achieve this ambitious goal.

DESTINATION ASSETS

Public investment can take a variety of different forms, the most noticeable of which is the creation of physical, destination assets that serve as gathering places for the community. Examples of these assets include public squares, large structures, parks, libraries, and recreation centers. Destination assets are often some of the first things that come to mind when a resident, worker, or visitor thinks about life in the city. They are often a critical component of people's decision to locate either themselves or their business in a particular place—in this case, a municipality like McKinney.

McKinney has 38 parks and trails, seven athletics complexes, two disc golf courses, and a community center. These public assets form the backbone of the City's parks and recreation system and are magnets for economic development. Private sector investment tends to follow quality-of-life amenities that people are keen to enjoy and utilize.

Other destination assets include the public library system, which houses hundreds of thousands of media for the enjoyment and benefit of McKinney residents. The McKinney Independent School District is also a key piece of the landscape of public assets that attracts people to the City. These two systems, in addition to the parks and recreation system, will find expansion necessary in the near future in order to continue to sufficiently serve a growing residential population that is particularly young and family-oriented.

LEVELS OF SERVICE

Maintaining McKinney’s famously high quality of life for residents as they experience the benefits and changes that accompany economic growth will be a challenge, but one that the City is well-equipped to tackle. Proactive policy tailored to a variety of different needs—levels of service—will provide the best path forward for the community to serve its diverse citizenry.

The Fire Department’s Community Healthcare Program, an innovative solution to the needs of residents who rely heavily on the Emergency Medical System (EMS), is a great example of proactive policy currently in effect. This program helps elderly and at-risk members of the community maintain their standard of living by providing ongoing personal care for these populations, encouraging them to consider options outside of the emergency room. It is a level of public service that is currently unavailable to many parts of Collin County outside of McKinney, a testament to the City’s excellent municipal policy and management.

While universal public services available to all qualified residents are usually the best way to craft effective and efficient government programs, a diversifying McKinney will require a diversified network of public policy. This network can provide tiered levels of service—all of which are excellent in their own right, but each of which is tailored to different clients and areas with different needs.

ADEQUACY AND TIMING FOR EXPANSIONS

Investment in the expansion of public services and community assets ought to be conducted with great care and forethought. An early expansion of municipal services to areas of the extraterritorial jurisdiction (ETJ) that are not ready or otherwise unable to support a return on investment for the City would be fiscally imprudent and costly to taxpayers in the existing, developed portions of the plan area. On the other hand, a late expansion could discourage real estate and economic development outside of the existing city proper by neglecting to furnish new neighborhoods, districts, and projects with necessary municipal services and amenities.

Private sector investors are often wary of projects—especially commercial development—that will not receive police and fire protection, transportation infrastructure, and other hallmarks of suburban life that consumers and workers have come to expect. Investors are also keen on locating developments close to desirable public amenities like parks, libraries, and schools. At the same time, however, the market must have the demand to support those private sector projects on its own before the City of McKinney can be expected to furnish those areas of the ETJ slated for expansion with its own investment.

REINVESTMENT IN EXISTING SYSTEMS

Reinvestment is a critical component of this plan. This reinvestment must take place not only in the streets and physical infrastructure of older parts of the City, but also in the municipal goods and services being provided to those areas. Reinvestment shows an equal and unwavering commitment on behalf of the City to all its residents, new and old.

An example of proactive reinvestment in the existing service delivery system is the Water Service Line Replacement Project, which will replace over half of the City’s outdated copper lines. This amounts to a prudent use of public dollars and smart, practical policy that will improve the lives of most residents and businesses in the City in very real terms.

Reinvestment in public assets like parks, library facilities, and schools in need of repair should be a top priority for the City and its partners. These amenities bring the community together, instill a sense of purpose and place in its people, and offer many opportunities for the adaptive reuse or revitalization of properties in the existing City.

PUBLIC SERVICES

WATER/WASTEWATER

Integrated Park & Trail System

The 2004 Comprehensive Plan addressed water and wastewater services as one of several concurrent efforts to plan for McKinney's increasing demand for utility services, including the Water Distribution Master Plan and the Wastewater Collection System Master Plan.

The previous plan encouraged the development of a water conservation plan in order to reduce per capita water consumption and improve system-wide efficiency. Education efforts, in schools or through advertisements, were also listed as an effective method for encouraging public awareness of water resources. The plan requested that the City use local, well-adapted shrubbery, trees, and greenery when possible, increase lawn irrigation regulations, and adjust the water bill rate structure so as to discourage excessive use.

Existing System Overview

The City of McKinney municipal drinking water system is rated "superior" by the Texas Commission on Environmental Quality (TCEQ), the commission's highest award. In addition, in 2017 TCEQ awarded the City with a Compliance History Rating of 0.0—a perfect score.

Drinking water is purchased from the North Texas Municipal Water District (NTMWD), a cooperative agency facilitating the purchase and distribution of much of the DFW area north and east of Dallas. NTMWD collects water from five main sources, the primary of which is Lavon Lake in southeastern Collin County. Lakes Texoma, Jim Chapman, and Tawakoni and the East Fork Water Reuse Project in western Kaufman County also provide NTMWD with the water it needs to service the McKinney community. Once purchased, the water is delivered and stored in the City's ground storage tanks for personal and commercial consumption.

The McKinney Public Works Department oversees the Water Utility Division, which supervises the distribution of clean, public water and the collection of wastewater for local residents and businesses in the City. Over the next decade, it plans to replace around 14,500 copper service lines in the City that contribute to an average monthly water loss of 23% in McKinney. This ambitious plan will ultimately replace 54% of the City's existing service connections, necessitating a street-by-street approach that aims to complete each street in two weeks and approximately 1,440 copper service lines in a year.

Future Direction

Many of the recommendations from the 2004 plan are and will still be applicable to McKinney through 2040. In 2017, the Dallas-Fort Worth area experienced its warmest year on record, and the region experiences periodic severe droughts. These trends are likely to continue, complicating water issues and placing new pressures on the delivery, storage, and collection of water and wastewater in North Texas. The City of McKinney is known for its proactive planning, making it well-equipped to face these new and unique challenges with innovative policy solutions and inter-local partnerships.

The City should continue to educate the public about the importance of conserving water resources, relating the demand on long-term supply to the expected municipal population growth, planning for changes in weather and climate, and the critical role every citizen plays in the future of the community. In addition to these vital public outreach efforts, the City should consider examining policy that could discourage the overconsumption of water, specifically with regards to irrigation, billing structures, and corporate and personal use. Water reuse is an increasingly popular strategy that returns treated wastewater back to the local system for beneficial purposes, such as irrigation or even drinking water. Green infrastructure—such as green or white roofs—could protect also against the heat during summer and offer the sort of pleasant, natural scenery that the City seeks to cultivate in its image. Such infrastructure also has the added benefit of being more environmentally efficient and using less water resources (e.g., reducing surface runoff, encouraging groundwater recharge). Additionally, the City should continue its efforts with its pipeline replacements program to identify the water and wastewater lines in the system in need of replacement first. Adequately funding replacement projects is a continual challenge to meet the needs of the system.

PARKS & TRAILS

The Plans

The McKinney 2040 Plan is designed to coordinate with and reinforce the McKinney Parks, Recreation, Open Space, Trails & Streetscape 2017 Visioning Master Plan. The Parks Plan is intended to provide a framework for the maintenance and expansion of the current system of parks, trails, and recreation facilities to support and enhance the community's high quality of life, as well as a framework for the development of a gateway and streetscape program. The Parks Plan recognizes that maintaining the community's livability and quality of life is essential to the City's continued development and ability to attract new residents and businesses. As such, the Parks Plan is an essential part of McKinney's strategy for strategic and economic growth. The McKinney 2040 Plan guides development patterns in the City to ensure that new growth and development aligns with the goals and vision of the community, and the two plans support each other with the Parks Plan fulfilling the McKinney 2040 plan's goals to support this growth, better connect various neighborhoods and districts throughout the City, leverage recreational facilities to support redevelopment, and enhance the community's aesthetic character and sense of place.

Key Plan Components

The McKinney Parks, Recreation, Open Space, Trails, and Streetscape Plan is organized around several key concepts and components. These include the following topics.

Integrated Park & Trail System

McKinney residents place a high value on the parks, trails, and bikeways within the community. The City currently has a network of 58.4 miles of bikeways and trails connecting neighborhoods, schools, businesses, and parks, and a park network consisting of 24 neighborhood parks, 8 community parks, 5 special purpose parks, 3 linear parks/open spaces, and 2 regional parks. The community also has several large greenway systems that follow various creeks and rivers, linking greenspaces and neighborhoods together.

The vision for the parks and trails system is built around McKinney's "String of Pearls" concept, which envisions the expansion of the park system northward along the City's greenbelt corridors. The parks are the "pearls" while the trails and bikeways are the strings that knit everything together. This plan reinforces the ONE McKinney 2040 vision of a more connected city by linking neighborhoods and districts more strongly together, while also strengthening the ability of the system to serve as a viable alternative transportation system that connects neighborhoods, schools, retail, downtown, parks, and neighboring cities. The strategic location of new parks and trails throughout the City will be leveraged to provide additional value to surrounding areas, serving as anchors for new development and aiding in the revitalization of older areas, while beautifying the City and enhancing its imageability.

Gateways / City Portals / Streetscapes

The establishment of a system of streetscape treatments and gateway monuments and portals is a key component of the plan. The monumentation plan envisions a series of primary gateways into the City as well as a series of portals between districts, with a ring of monuments around central McKinney known as "The Four Pillars of McKinney." The streetscape treatments will create a cohesive look along the City's important corridors through the use of paving treatments, planting zones, and site furnishings. Together, these elements will enhance community branding and identity and strengthen the sense of place for the City's unique districts and neighborhoods.

Aquatics and Indoor Facilities

McKinney provides a high level of service to residents, including a variety of aquatics and indoor recreational facilities. The City is committed to maintaining existing facilities, as well as developing new facilities when necessary to keep up with continued population growth. Providing these services, and ensuring that they are easily accessible to all groups within the community, will contribute to the high quality-of-life that attracts residents and businesses to McKinney.

PUBLIC

Safety is one of the most basic human needs. Without it, other aspects of quality of life or well-being are far less important. In McKinney, the safety of people, structures and outdoor areas is an important public concern. The City's Fire Department (including the Office of Emergency Management) and its Police Department are charged with the primary responsibility for safety in this community. Their current programs, facilities and services form the foundation upon which to build the investments to meet safety concerns in the McKinney of 2040.

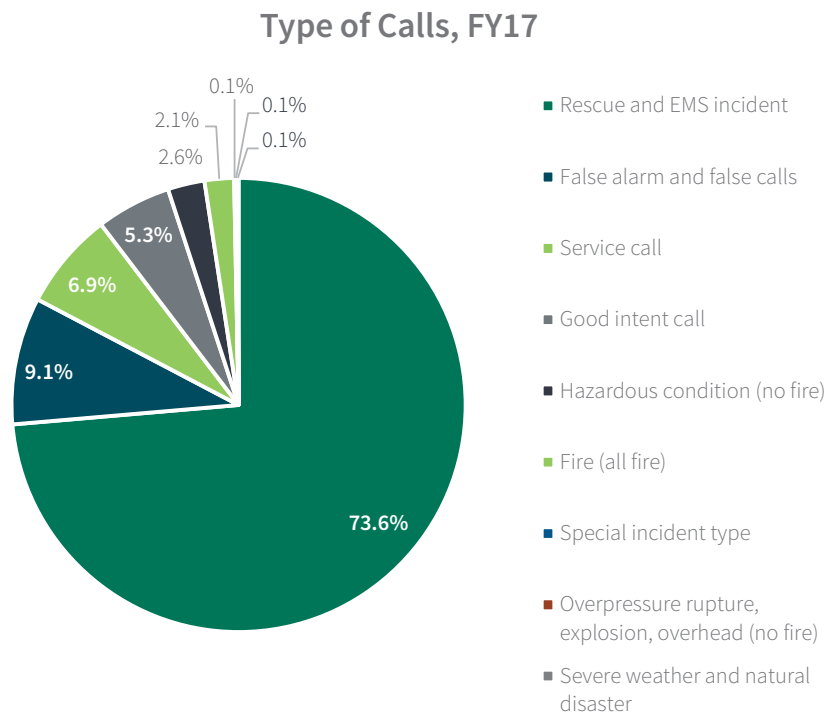
Existing System Overview

Fire

The City of McKinney's Fire Department "promotes and protects the health and safety of the community through dynamic programs, professional services and continuous quality improvements". It had 191 full-time authorized employee positions in FY17. Staff and equipment are located at the Public Safety Building and at 9 fire stations throughout the City.

During FY17, the department responded to 14,033 calls for service. As Figure 7.1 shows, the vast majority of these calls were for rescue or Emergency Medical Service (EMS) incidents. Calls to fires were slightly more than 2% of the department's demand.

Figure 7.1

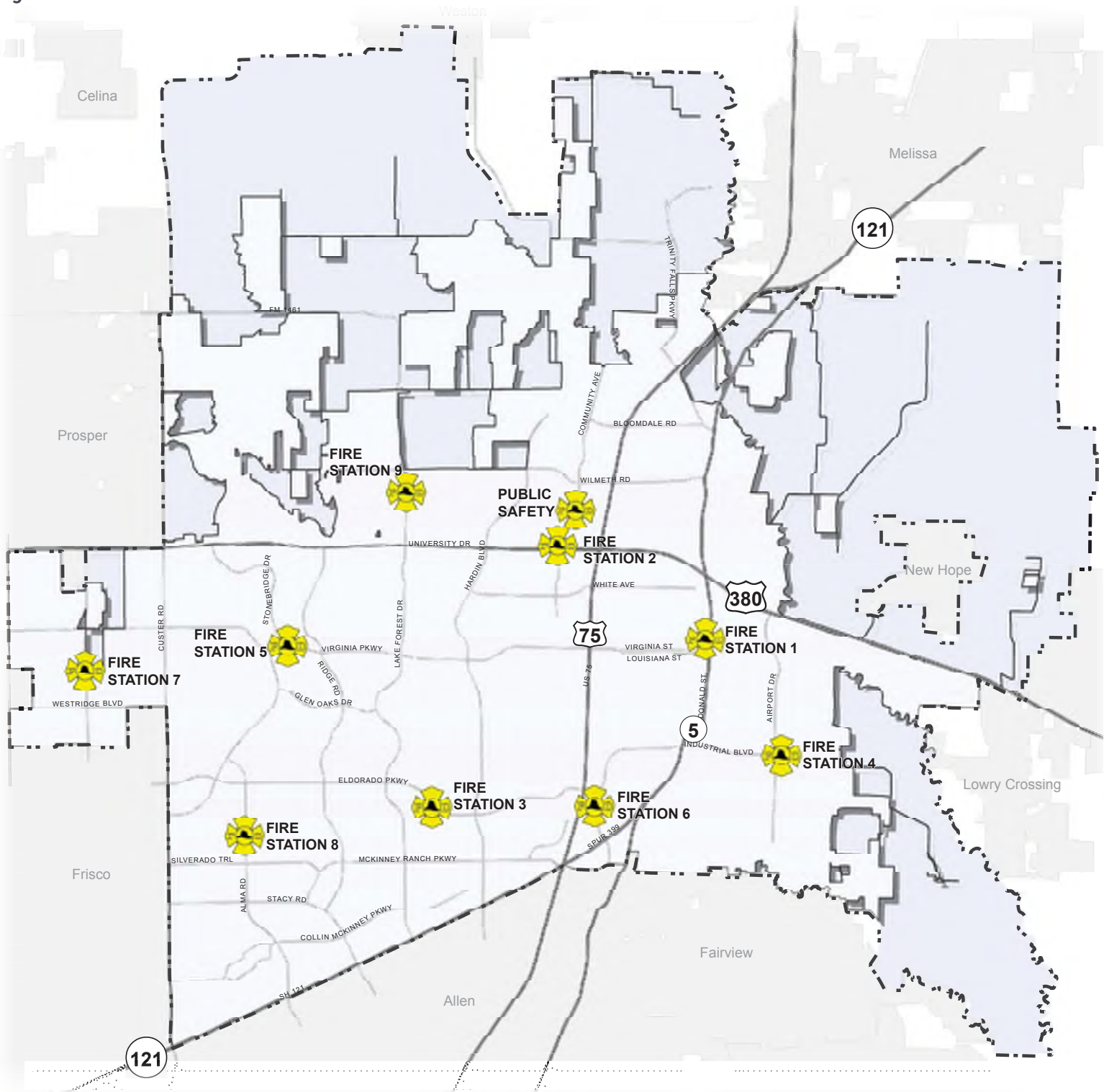


The Department has been recognized for its best practices and has received the top Public Protection Classification (PPC) rating of 1. In addition to its fire protection, Fire Marshall and EMS services, the department's Community Healthcare Program is an innovative approach to serving McKinney's residents. By providing ongoing healthcare assistance to qualified residents, this program provides a better quality of life for the resident, reduces demands on hospital emergency rooms and uses Fire/EMS personnel more effectively. McKinney's nine existing fire stations are shown on Figure 7.2. Station #9, on Summit View Road, opened in early 2018.

¹ www.mckinneytexas.org/157/Fire; accessed 7/22/18

² Source: "McKinney Fire Department Annual Report 2017"

Figure 7.2



Emergency Management

Within the Fire Department, the City of McKinney's Office of Emergency Management has three employees located at the City's Public Safety Building. The Office "supports and protects the citizens of McKinney by improving our capability to prepare for, respond to, recover from and mitigate against the hazards we face".³ This office manages all of McKinney's systems that alert residents in the case of an emergency. It trains and manages the Community Emergency Response Team (CERT) and conducts a range of public awareness campaigns and programs to help McKinney residents address emergencies. Information for the community addresses earthquakes, energy shortages, hazardous materials, pandemics/epidemics, severe weather and terrorism.

Police

The mission of the City of McKinney Police Department is "to make McKinney a safe place to live, work and visit". Based in the Public Safety Building, the department has 202 authorized sworn officer positions and 59 non-sworn civilian employees. The Police Department is also accredited and recognized for its best practices.

The Police Department responds to calls, patrols, carries out other field operations, conducts investigations, provides victim assistance and maintains records. It also has a range of programs that support community interaction, including education and awareness programs, Citizens on Patrol, Neighborhood Night Out and Neighborhood Watch.

In 2017, 261 violent crimes and 2,422 property crimes were reported in McKinney. These levels of crime represent a rate of 14.92 major crimes per 1,000 population. This rate is very similar to the rate reported in 2016 and represents a decline from the rates reported in 2012 through 2015. There were 78,360 calls for service in 2017, including 911 calls, non-emergency calls and officer-initiated activities. This level of demand represents 436 calls per 1,000 residents; it is slightly higher than calls for service in 2016.

Future Direction

As McKinney's growth continues, new residents and businesses will continue to demand public safety services from the Police and Fire Departments and the Office of Emergency Management. For Police and Emergency Management, increases in staffing to keep pace with population growth and changing demands will be needed. For all these departments, continual investment will be necessary to keep up with changing technology for communication, response, monitoring and other activities. For the Fire Department, new fire stations will also be needed to meet response time goals in the newly-developing parts of the City.

Fire Station Additions

The Fire Department's 2017 Annual Report summarizes the plans for station expansions based on the 10-year CIP approved in 2015. These plans include:

- Station #10 near Trinity Falls, with design of the station to begin in 2018
- Other future sites:
 - » City-owned property on Redbud Boulevard between Wilmeth Road and Bloomdale Road (adjacent to the Collin College Public Safety Training Facility)
 - » A site in the general vicinity of the Hardin Road – Virginia Parkway intersection
 - » A site in the general region of Collin McKinney Parkway/TPC in Craig Ranch.

Future capital improvement plans will be needed to meet the demands of growth between 2025 and 2040. Planning for the location and design of these facilities should be based on the Preferred Scenario in this plan and the actual development that occurs in the years following the plan's adoption. The scenario and the detailed plans for each of the Districts found in Chapter 8 of this document should be used as the basis for modeling to identify appropriate fire station locations. Once a general area has been identified, the specific fire station site and design should be consistent with the Strategic Direction of the District in which it is located.

¹ www.mckinneytexas.org/385/About-Emergency-Management; accessed 7/22/18.

² www.mckinneytexas.org/485/Mission-Statement; accessed 7/23/18.

³Source: "McKinney Police Department UCR Activity and Crime Comparison, December 2017".

Urban Design Strategies for Safety

Creating a safe community is not limited only to the provision of public safety services. The design of buildings and streets can also contribute to the safety of the people who will live and work in McKinney in the future. The concept of ‘crime prevention through environmental design’ (CPTED) provides guidance for design techniques that improve personal safety. Some of these techniques include the use of lighting on walkways, landscape design that creates defensible spaces and removes potential hiding places near doors and windows, location and sizing of windows so people inside buildings can watch activities outside and provide ‘eyes on the street’ for security. These and other techniques should be considered in new developments to increase security and reduce demand on public safety services.

Environmental Safety

The Fire Department and Office of Emergency Services are responsible for addressing hazards in McKinney. Sites with known environmental hazards, such as chemicals or toxic materials, should be identified and monitored. As new development occurs near these sites, land uses should be limited to those that do not place residents at risk. Design of nearby development should provide buffers or other appropriate protections, and should facilitate access by emergency personnel should an incident arise.

Natural Hazards

In recent years, the US has experienced a number of natural disasters that have damaged property and taken lives. Incidents such as earthquakes, tornadoes, hurricanes, wildfires and floods can quickly alter a life and a community. The preparedness programs of the Office of Emergency Services will be important for the safety of McKinney residents, as they help people anticipate and prepare for such incidents. Community design can also help reduce the impact of some of these natural disasters. Building standards that meet earthquake codes are essential in some parts of the country, and limitations on building on steep and unstable slopes can also reduce damage from landslides. Inclusion of a safe room in homes and businesses provides protection in the event of a tornado.

Predictions indicate that storm events are becoming less predictable and more intense over time. One of the major impacts of this trend for a city like McKinney is related to protection from flooding. While the Federal Emergency Management Agency (FEMA) provides maps delineating areas of designated floodplains, many communities are finding that there are parts of the community beyond these federally-designated floodplains that experience severe flooding, stream bank erosion, damage to public infrastructure and private property, and harm to residents and first responders. As development continues near McKinney’s rivers and streams, design of buildings, streets and infrastructure should follow design practices such as those recommended in the integrated Storm Water Management program of the North Central Texas Council of Governments (ISWM). Mapping of additional flood-prone areas should also be considered. Taking these steps at the beginning of the development process provides more certainty to a developer and the ability to incorporate these floodplains into the project’s design as amenities. They also provide safety to the project’s ultimate residents and reduce the risks to the City’s public safety personnel.

Healthy Communities

Recent research demonstrates that the design of neighborhoods has important implications for the health and well-being of residents. Development within the Districts described in the ONE McKinney 2040 Plan should include features that encourage a healthy lifestyle. These include trails, sidewalks and parks close to home so residents can get regular exercise. Natural open spaces close to home, even if they are small, give residents – particularly children – benefits that improve learning, reduce stress and provide other health advantages. Opportunities to walk or bike instead of driving provide numerous health benefits for residents, as well as reductions in emission that benefit the region’s air quality.

Availability of fresh healthy food is a second component of healthy communities. By ensuring that fresh food is readily available to residents in all neighborhoods, the community can support the health of its residents. Community gardens, farmers markets and initiatives that encourage locally grown food all contribute to healthy communities.

Access to health care is a third vital component. The Fire Department’s innovative Community Healthcare Program supports this concern. Initiatives that address traditionally under-served communities and environmental justice concerns also help to create a healthy community that improves the well-being of the people who live and work here.

PUBLIC LIBRARY

The library system is one of McKinney's public investments that contribute to the City's reputation as a great place to live. As McKinney continues to grow through 2040, its libraries will continue to provide access to knowledge and services.

Existing System Overview

The City of McKinney has two library branches. The Roy and Helen Hall Memorial Library is located in downtown at 101 E. Hunt Street. It has approximately 33,000 square feet of space and includes collections for adults and youth, materials using diverse technology, community meeting rooms, a Spanish language collection, and a genealogy/regional history center. The John and Judy Gay Branch Library is located in Gabe Nesbitt Park at 6861 W. Eldorado Parkway. It provides adult and youth collections, particularly for McKinney residents west of U.S. 75.

As of 2015, the McKinney library system reported over 1.9 million customer interactions, including checking out books, using reference materials, attending programs and visiting the library. Over 9,000 library cards had been issued to patrons, and over 56,000 Technology Center transactions were reported.

Three levels of service for library systems are set by the Texas State Library and Archives Commission: basic, enhanced, and exemplary. The "2018-2022 Long Range Plan for the McKinney Public Library System" reports that the system is currently in the Enhanced level of service for circulation per capita, in the Basic level of service for collection items per capita and materials expenditure per capita, and above the Exemplary level of service for its collection turnover rate.

Future Direction

The "2018-2022 Long Range Plan for the McKinney Public Library System" establishes goals and priorities for action and investment in the library system. It recommends new facilities and increases in the collections at both library branches. It also sets goals for increases in circulation, program attendance, and number of library card holders. Significant enhancements are proposed for technology, including digital resources, web presence, and innovation as technology changes.

This plan recommends expansion of library facilities to achieve a target of 0.42 square feet per capita by 2022. To reach this target, the library would need four branches and an outreach services vehicle. These branches are described as:

- The Roy and Helen Hall Memorial Library (existing library)
- The John and Judy Gay Branch Library (existing library with a 19,000-square-foot expansion)
- A Storefront Branch with approximately 7,000 square feet, to be located in leased space along the U.S. 380 corridor
- A secondary Storefront Branch, including a small business reference library, located in a future City Hall or Parks and Recreation facility

These recommended investments in the next five years will improve McKinney's library services. By 2040, the City's population will be much larger and residents will be living in neighborhoods further from the existing library branches. The four branches described above will be an important part of the 2040 library system. The Memorial Library will continue to be the centerpiece of the system and part of the appeal of downtown as a major destination. With the development anticipated in the Town Center, Mill, Oak Hollow, and other central districts, this central location will provide convenient library access. Continued investment in the Established Community means that this part of McKinney will continue to be a desirable place to live; residents here will benefit from the

expanded Gay Branch Library.

The ONE McKinney 2040 Plan envisions significant growth to the north and west of the existing community. Residents in districts such as Northridge, Medical and Scenic will benefit from the proposed 380 Corridor Storefront Branch Library. If located downtown, the secondary Storefront Branch will support nearby residents and businesses. If not, it should be located so it serves additional areas of planned growth described in this plan. This location should be coordinated with the planned expansions of the City's parks and recreation system.

Between 2022 and 2040, McKinney will continue growing. If the desired 2022 library facility standard is applied to the expected 2040 population, the City would need almost 120,000 square feet of library space by 2040. During this time, the library will need to monitor trends in usage to determine whether this ratio is still appropriate; changes in technology and user preferences may mean that the best library service in 2040 will involve a different combination of physical and online resources. New library branches should be located to serve developing areas of the City, with expansion coordinated to provide adequate service as growth occurs. This plan's Guiding Principles, particularly those related to Assets and Investments, can also guide the location and design of new library facilities.

The direction established by the "2018-2022 Long Range Plan for the McKinney Public Library System" provides quality library service that will benefit McKinney's future residents and businesses. This direction—which includes maximizing the use of technology, offering materials in multiple languages, providing assistance for small businesses and entrepreneurs, and making resources



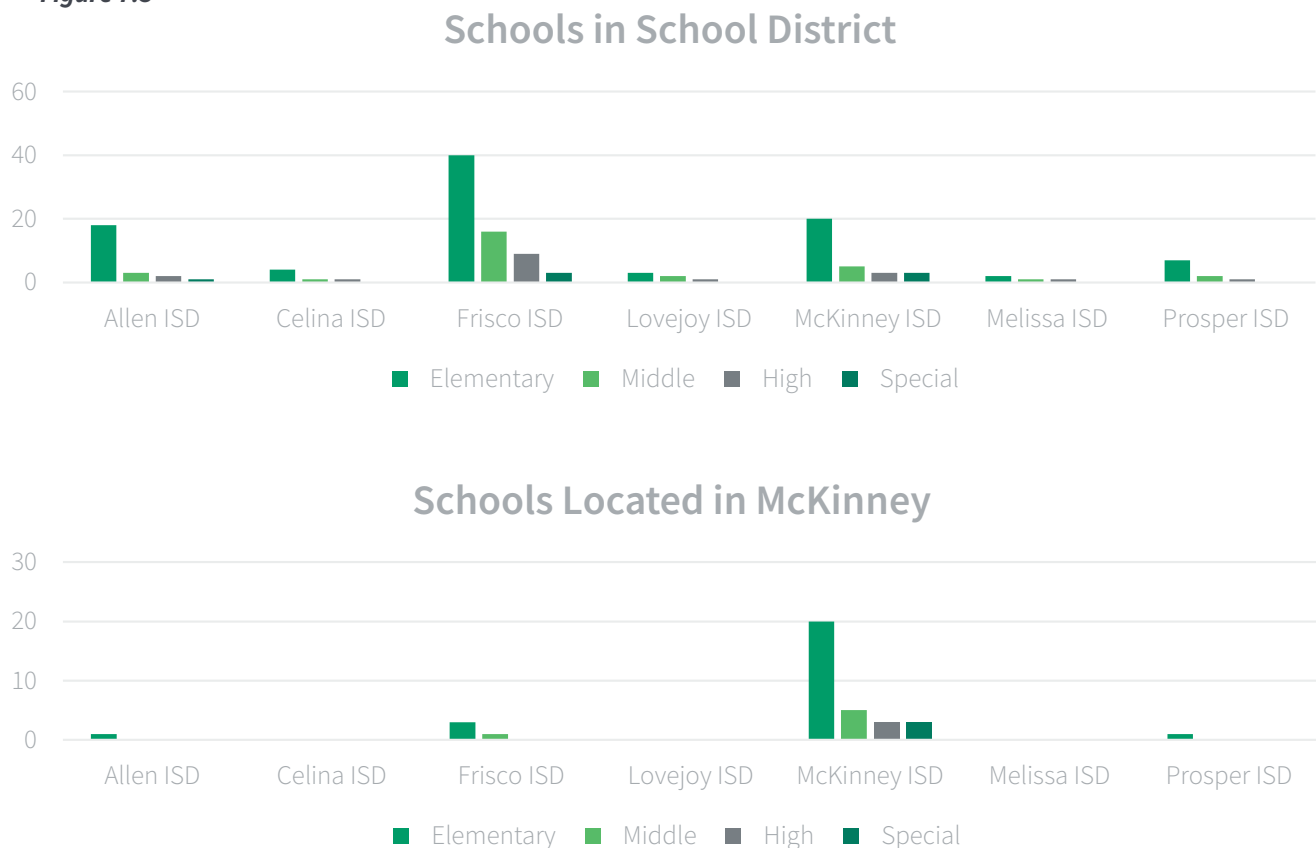
McKinney Education

In Texas, cities are not responsible for education; separate Independent School Districts (ISD's) provides the public school facilities and staff to educate primary and secondary students. But the quality of individual schools, and of school districts, is often a primary factor in a family's decision on where to live. Also, the education and training students receive determine whether they will have the skills needed to fill the jobs available with businesses in the community. From the dual standpoints of labor force for economic development and quality of life for residents, a city's planning must consider the assets of its school districts.

Existing System Overview

Seven ISD's serve the City of McKinney and its ETJ. Of these, the largest district is Frisco ISD, followed by McKinney ISD. Exhibit # presents the number of schools in each of the seven districts. Figure 7.3 shows that the McKinney ISD has the largest number of schools located inside the City of McKinney itself. With 20 elementary schools, 5 middle schools, 3 high schools and 2 special campuses, it is clearly the largest district in terms of its presence in McKinney.

Figure 7.3

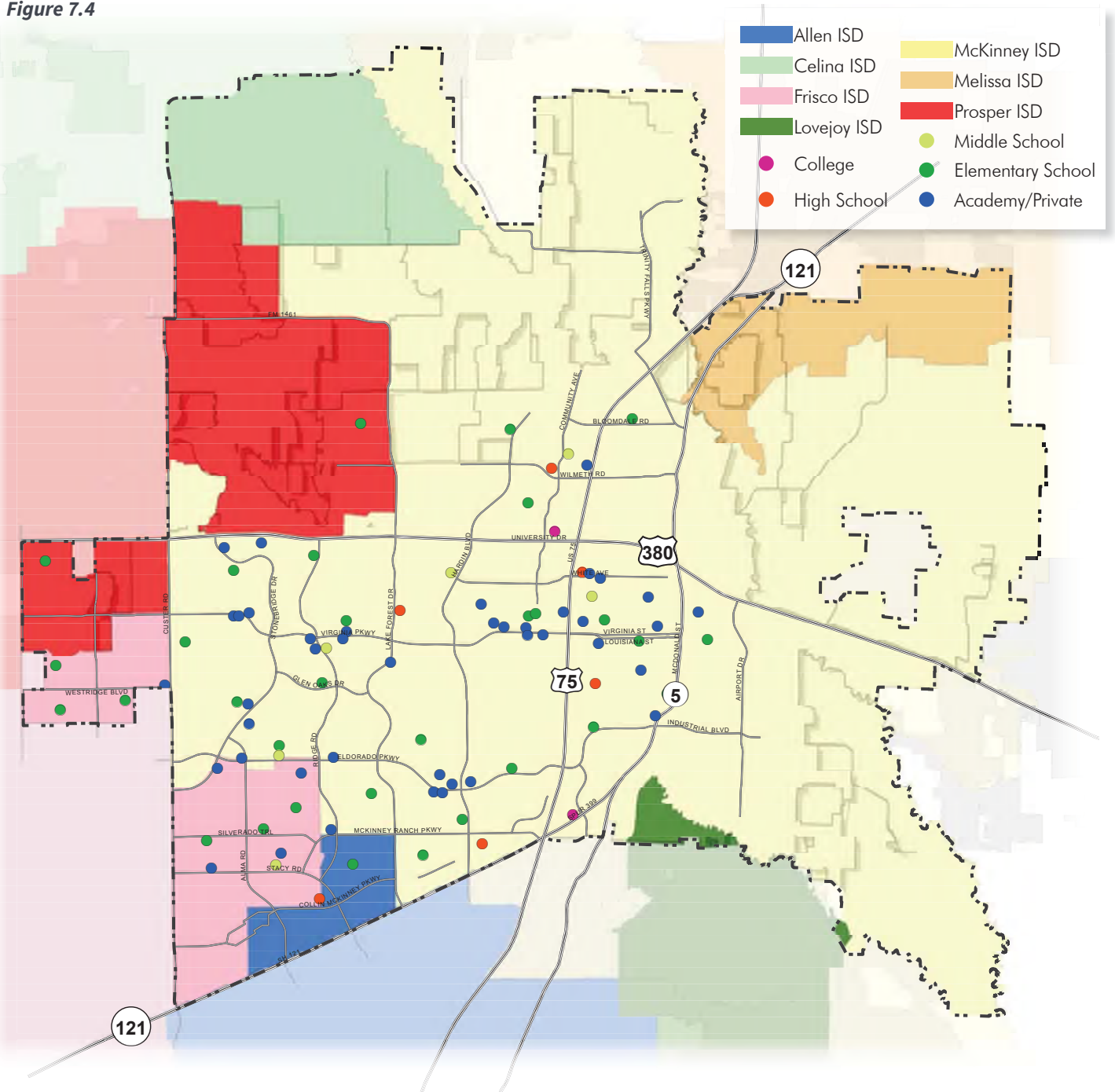


These districts and their schools are shown on Figure 7.4. All of McKinney ISD's schools are located in the City or its ETJ. Other elementary schools located within the area addressed by this comprehensive plan are Lindsey Elementary School in Allen ISD; Comstock, Elliott and Ogle Elementary Schools in Frisco ISD; and Baker Elementary School in Prosper ISD. Frisco ISD's Scoggins Middle School is also located in McKinney.

All of these districts are rated 'Met Standards' for all four of the Texas Education Agency's indices.

Collin College is the only public college in Collin County. It serves about 53,000 credit and continuing education students each year. It offers more than 100 degrees and certificates in a wide range of disciplines.¹ Three campuses are located in McKinney. The Central Park Campus is the original campus. It provides programs in law enforcement, nursing and health sciences, and general education. The Collin Higher Education Center provides a multi-institutional higher education setting for students. Collin College's partners at this center include Texas A&M University – Commerce, Texas Woman's University, The University of Texas at Dallas, The

Figure 7.4



¹ www.collin.edu/aboutus/index.htm; accessed 7/23/18.



FUTURE DIRECTION

Much of McKinney's future growth is expected to include households with school-age children. For this reason, the community's success in achieving the vision of this Comprehensive Plan depends on the continued excellence of the schools and school districts that serve the community. Coordination with the schools is also important if the City is to accomplish the economic development objectives described in this Plan. Attracting targeted businesses requires not only the City's assets like the Airport and the McKinney Corporate Center; the availability of a skilled labor force is also essential. So the educational institutions in McKinney must also focus on educational and training programs that prepare McKinney residents to fill the jobs in future McKinney companies.

Future partnerships and collaboration between the City of McKinney, its ISD's and Collin College should focus on five areas:

- Location of future school sites where they best serve the development pattern described by this Preferred Scenario and the Plan's recommendations for the individual Districts;
- Design of school sites to be compatible with the character and intent of the District in which the site is located;
- Collaboration between City and school district staff members to monitor growth and coordinate projections for future population growth in the individual Districts described in this Comprehensive Plan, and in the ISD's and school attendance areas as a result;
- Collaboration between the City, McKinney Economic Development Corporation, the ISD's and Collin College to monitor labor force needs of area businesses and targeted industries and to ensure that the programs at the ISD's and Collin College will give McKinney residents the skills they need to fill these jobs; and
- Innovation and partnership in providing other opportunities for McKinney residents to be successful - in areas

MCKINNEY HIGH SCHOOL