

STRATEGIC PLAN

2011 → 2016 → 2026

EXECUTIVE SUMMARY

Mayor and City Council



McKinney, Texas
April 2011



Lyle Sumek Associates, Inc.
9 Flagship Court
Palm Coast FL 32137

Phone: (386) 246-6250
Fax: (386) 246-6252
E-mail: sumekassoc@cfl.rr.com

Table of Contents

EXECUTIVE SUMMARY

Strategic Planning for the City of McKinney	1
Core Businesses	2
McKinney Vision 2026	3
City of McKinney Plan 2011 – 2016	7
City of McKinney Action Agenda 2011 – 2012	16

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STRATEGIC FRAMEWORK

VISION 2026

“Desired Destination for McKinney”

PLAN 2013

“Map to McKinney’s Destination”

EXECUTION

“Route for Next Year”

MISSION

“Responsibilities of City Government”

BELIEFS

“Expectations of City Employees”

CORE BUSINESSES

- 1. Provide essential utility services for daily living.***
- 2. Protect people and property, making a safe community.***
- 3. Respond to Emergency situations.***
- 4. Manage traffic flow and road system.***
- 5. Plan McKinney's future development.***
- 6. Provide leisure and recreational opportunities.***
- 7. Support economic expansion.***
- 8. Preserve the "McKinney Character" – Our Heritage.***
- 9. Serve as a Community information and resource center.***

McKinney Vision 2016

McKinney, Texas 2026

It's our

Strong, Balanced Economy ^(A)

Historic District ^(B)

Hometown Feeling ^(C)

Unique Neighborhoods ^(D)

Active Lifestyle ^(E)

Vision 2026

Guiding Principles

PRINCIPLE A

STRONG, BALANCED ECONOMY

► Means

1. Education: Recognition of “Top Quality Schools”, four year college with advanced degrees in partnership with Collin College, training for a workforce prepared for 21st century jobs, incubator and spin off businesses
2. Medical Services and Technology: Hospitals providing top quality services, medical and healthcare businesses, research and technology related businesses
3. Aviation and Aerospace: Regional airport with corporate aircraft, aviation related businesses, aircraft and equipment maintenance and manufacturing
4. Commercial Offices: Headquarters and regional offices, professional services, legal offices
5. Supported by:
 - Hotels and conference centers
 - Technology infrastructure
6. Resulting in 60/40 residential to commercial tax base

PRINCIPLE B

HISTORIC DISTRICT

► **Means**

1. Authentic Downtown and adjacent neighborhoods
2. People living in Downtown
3. Choices for dining and entertainment
4. Easy access and convenient parking
5. Pedestrian friendly and walkable District
6. Unique retail shops with national retailers with first class service
7. Gathering places for people to meet and for events
8. New developments blending with the historic character and architecture
9. A destination drawing card for residents and visitors
10. City Hall

PRINCIPLE C

HOMETOWN FEELING

► **Means**

1. Residents connecting with residents and the community
2. Community events and festivals bringing residents together
3. Strong community based organizations contributing to the McKinney community
4. Residents having access to city elected officials
5. Residents seeing friends and making new friends when out in the community
6. City government communicating with and engaging residents in open governance process
7. Easy access to city information and friendly services
8. City government providing a timely response to a request for service
9. Sense of pride about living in McKinney, having a business in McKinney
10. Family oriented community for all generations

PRINCIPLE D

UNIQUE NEIGHBORHOODS

► **Means**

1. Each neighborhood having a unique sense of place
2. Choice of diverse housing opportunities and architectural designs
3. Opportunities to experience different lifestyles
4. Residents involved, engaged and contributing to their neighborhood
5. Visual appeal with well maintained public areas, roads, and homes
6. Residents taking pride in their neighborhoods
7. Places for residents to gather
8. Neighborhoods linked by alternative transportation modes: multi use trail, shuttle services
9. Neighborhoods open to everyone

PRINCIPLE E

ACTIVE LIFESTYLE

► **Means**

1. Range of family oriented activities for all generations
2. Recreational facilities for recreation, competition and tournaments
3. Facilities available to support personal fitness and wellness
4. Variety of entertainment venues, including live performances
5. Community events and festivals with active involvement of residents and visitors
6. Multi use trails for biking, running and walking
7. Parks with venues for active and passive enjoyment
8. Leisure and recreational programs for all
9. Choices to enjoy life and have fun within McKinney

City of McKinney Goals 2016

Strong, Balanced Economy

Financially Sound, Service-Oriented City Government

Vibrant, Authentic Historic Downtown

Progressive Mobility Within, To and From McKinney

Sustainable, Unique Neighborhoods

GOAL 1	STRONG, BALANCED ECONOMY
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- **Objectives**
- Objective 1** Develop the Gateway area
 - Objective 2** Have commercial/retail development of major corridors: US 380, US 75, Highway 5, Highway 121, Airport Boulevard, FM 720
 - Objective 3** Actively pursue balanced tax rate (valuation): 60% residential-40% commercial/retail/industrial
 - Objective 4** Work with Collin College to expand educational programs
 - Objective 5** Expand commercial/industrial development at the airport: hangars, air related businesses
 - Objective 6** Develop City infrastructure to support economic growth

- **Short-Term Challenges and Opportunities**
1. Focused, planned approach to economic development processes for the City
 2. Active development community and growing their interests
 3. Private sector access to the capital market
 4. Desirable locations for economic investment and commercial development
 5. Political challenge: spending for economic development

► Actions 2011 – 2012	PRIORITY
<i>Policy Agenda</i>	
1. City Economic Development Structure and Processes: Implementation	Top Priority
2. Gateway Project: Direction, Funding	Top Priority
3. Airport: Development, Analysis and Working Document	Top Priority
4. Corporate Business Park Development: Direction on Agreement	Top Priority
<i>Management Agenda</i>	
1. Town Center Study Initiative: Phase 2 and Phase 3	High Priority
2. Modernize technology systems to support citizen access, public safety, City operations, and accommodate future growth needs.	High

GOAL 2

**FINANCIALLY SOUND CITY GOVERNMENT
PROVIDING EXCELLENT SERVICES**

► **Objectives**

Objective 1 Maintain financial reserves consistent with city policies and national standards

Objective 2 Deliver city services in the most cost effective, efficient manner

Objective 3 Adequate resources to support defined services and service levels

Objective 4 Maintain/enhance residents satisfaction with city services

Objective 5 Leverage city resources through partnerships: Community, private sector

Objective 6 Maintain/enhance city bond rating

► **Short-Term Challenges and Opportunities**

1. Increasing operating efficiency of city government
2. Recruitment and retention of a quality workforce
3. Rising operational costs to the City: energy, healthcare, raw materials
4. Employee expectations and private sector reality
5. Actions by state legislature and the impact on city revenues and services

► **Actions 2011 – 2012**

PRIORITY

Policy Agenda

1. Aquatic Center: Options, Direction, Funding

High Priority

Management Agenda

1. Balanced Budget (No Tax Increase and No Use of Reserves): Council Guidelines, Budget Alternatives
2. Total Compensation: Evaluation, Policy Direction
3. Services and Service Level: Definition of Excellence/Priority
4. Financial Forecast and Multi Year Plan: Development
5. Comprehensive Staffing/Service Plan: Development

Top Priority

Top Priority

High Priority

Top Priority

Top Priority

GOAL 3

VIBRANT HISTORIC DISTRICT: AUTHENTIC DOWNTOWN AND NEIGHBORHOODS

► **Objectives**

Objective 1 Preserve the architectural character

Objective 2 Increase number of residents

Objective 3 Expand the commercial development of the Historic District

Objective 4 Expand entertainment and dining choices

Objective 5 Attract more unique retail business providing quality products and services

Objective 6 Increase parking capacity

► **Short-Term Challenges and Opportunities**

1. Informing residents about the Historic District
2. Attracting businesses to an expanded Historic District
3. Availability of “products” for businesses and individuals who want to locate here
4. Perception of parking capacity and convenience

► **Actions 2011 – 2012**

PRIORITY

Policy Agenda

1. Historic District Ordinances: Review, Funding

High Priority

Management Agenda

1. 9 Acres: Direction
2. Entertainment District: Direction

Top Priority

High Priority

GOAL 4	IMPROVED MOBILITY WITHIN, TO AND FROM MCKINNEY
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- **Objectives**
- Objective 1** Improve traffic flow within the city
 - Objective 2** Maintain/upgrade city streets
 - Objective 3** Develop a multi use trail system connecting various community destinations
 - Objective 4** Reduce travel times through road expansion and signal timing
 - Objective 5** Develop new roads in the context of future commercial/residential development

- **Short-Term Challenges and Opportunities**
1. Funding for local streets: expansion
 2. Reduced federal and state funding for local and regional projects
 3. Aging streets and infrastructure needing maintenance repairs and reconstruction
 4. Increasing traffic volume and road capacity

<p>► Actions 2011 – 2012</p> <p style="margin-left: 20px;"><i>Management Agenda</i></p> <ol style="list-style-type: none"> 1. Master Transportation Plan (NW): Review, Development, Direction 2. Bike Route Master Plan: Development 3. FM 546 Airport/Hwy 5 Relocation Design 	<p>PRIORITY</p> <p>Top Priority</p> <p>High Priority</p> <p>High Priority</p>
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► **Major Projects 2011 – 2012**

1. Industrial Boulevard Reconstruction
2. US 75 – Wilmeth Overpass Reconstruction
3. Town Center Street Projects and Parking Improvements

GOAL 5

SUSTAINABLE, UNIQUE NEIGHBORHOODS

► Objectives

Objective 1 Develop/maintain unique neighborhoods – a sense of place

Objective 2 Plan for future developments consistent with McKinney’s vision

Objective 3 Expand leisure facilities and venues

Objective 4 Increase park and open space

Objective 5 Maintain/upgrade a quality housing stock

Objective 6 Create population for sustainable community

► Short-Term Challenges and Opportunities

1. Prioritization and funding of city projects
2. Consistent application standards and zoning
3. Balancing personal property rights and community benefit
4. Developing McKinney following a plan

► **Actions 2011 – 2012**

PRIORITY

Policy Agenda

1. Quality Development Standards Policy and Strategy
2. Annexation Policy: Evaluation, Direction

High Priority

High Priority

Management Agenda

1. NW Quadrant Area Plan: Development
2. Code Enforcement: Evaluation, Problem Analysis, Management of Compliance

Top Priority

High Priority

Management in Progress

1. Brownfields Assessment Program

► **Major Projects 2011 – 2012**

1. Tennis Complex: Direction
2. Skate Park: Direction
3. Bonnie Wenk Park
4. Veterans Memorial Park: Completion
5. Gray Branch Community Park Master Plan
6. Sonntag Neighborhood/School Park
7. Crape Myrtle World Collection Trail

City of McKinney Policy Agenda 2011 – 2012

TOP PRIORITY

**City Economic Development Structure and
Processes: Implementation**

Gateway Project: Direction, Funding

Airport: Development, Analysis and Working Document

Corporate Business Park Development: Direction on Agreement

HIGH PRIORITY

Quality Development Standards Policy and Strategy

Aquatic Center: Options, Direction, Funding

Historic District Ordinances: Review, Funding

Annexation Policy: Evaluation, Direction

City of McKinney Management Agenda 2011 – 2012

TOP PRIORITY

9 Acres: Direction

NW Quadrant Area Plan: Development

Balanced Budget (No Tax Increase and No Use of Reserves):

Council Guidelines, Budget Alternatives

Total Compensation: Evaluation, Policy Direction

**Master Transportation Plan (NW): Review, Development,
Direction**

HIGH PRIORITY

Services and Service Level: Definition of Excellence/Priority

Town Center Study Initiative: Phase 2 and Phase 3

Entertainment District: Direction

**Code Enforcement: Evaluation, Problem Analysis, Management
of Compliance**

Bike Route Master Plan: Development

FM 546 Airport/Hwy 5 Relocation Design

City of McKinney Management in Progress 2011 – 2012

1. Brownfields Assessment Program

City of McKinney Major Projects 2011 – 2012

- 1. Industrial Boulevard Reconstruction**
- 2. US 75 – Wilmeth Overpass Reconstruction**
- 3. Town Center Street Projects and Parking Improvements**
- 4. Tennis Complex: Direction**
- 5. Skate Park: Direction**
- 6. Bonnie Wenk Park**
- 7. Veterans Memorial Park: Completion**
- 8. Gray Branch Community Park Master Plan**
- 9. Sonntag Neighborhood/School Park**
- 10. Crape Myrtle World Collection Trail**