

## Section 3: Goals and Objectives

*This section sets out the goals and objectives that form the basis of the Plan and will serve as a guide for implementation. The fourteen (14) goal statements in this Plan are broad in scope and long-range in commitment. The Plan's different elements (including Land Use, Transportation, Parks, Recreation and Open Space, Water/Wastewater, Urban Design, and Educational Facilities and Services) are designed as vehicles to achieve the community's goals and objectives.*

### 3.1 Process

A comprehensive effort was undertaken to solicit input from residents, business leaders, community advocates, City Staff, and political officials — or commonly referred to as stakeholders, to provide input into the goals and objectives. A review of existing documents, such as the City Core Values - S.P.I.R.I.T., Core Businesses (Mission), McKinney Vision 2012: Guiding Principles, McKinney Vision 2020: Guiding Principles, Strategic Goals 2007 and 2008, and previous long-range plans occurred. These goals were reviewed to determine if they were appropriate for a long-range planning document. The ideas expressed in these existing documents were incorporated into the Comprehensive Plan Goals and Objectives as appropriate.

#### Existing City Goals

As a prelude to starting the process of updating the Comprehensive Plan, existing and past documents were reviewed to provide direction. One set of documents included previous element plans — the 1990 Comprehensive Plan, park and open space plans, thoroughfare plans and special studies. A second set of documents which comprise the City of McKinney Strategic Plan Elements was also reviewed. A complete listing of these documents can be found in the appendix.

#### Stakeholder Interviews

At the onset of the Comprehensive Plan process, approximately one hundred (100) stakeholder interviews were conducted with elected and appointed City Officials, concerned citizens, neighborhood leaders, and representatives from the business community and educational districts. Stakeholder interview questions consisted of many of the same questions in the citizen survey found on the City's Comprehensive Plan web page. Interviews were conducted in private, with the individuals knowing that their comments were not for City or public review. These discussions lasted about 30 minutes for each of the one hundred (100) people interviewed.

Information obtained from these interviews helped planners with HNTB gain a better grasp of the values and current issues facing the community. This is a standard process for the planning team to get a quick cross-section of community input.

#### Phone Survey

At the beginning of the planning process, the City hired an outside consultant to conduct a community-wide phone survey. This survey was statistically valid and included over four hundred (400) individuals. The surveys were conducted over the phone between March and April of 2003. Raymond Turco & Associates conducted the survey.

*Goals and objectives were developed utilizing existing city plans and documents, stakeholder interviews, and community survey results.*

Questions on the survey included citizens concerns in the areas of personal values, appreciation for their community, and the City’s delivery of service. The results of the survey were presented during a Joint Committee presentation. The results of the survey provided City leaders the assurance that a broad cross-section of the community had provided input in the development of the goals and objectives.

### 3.2 Development of Goals and Objectives

The initial draft of the goals and objectives was presented to the Joint Committee in January 2003. The committee directed HNTB and City Staff to utilize the draft goals and objectives in developing the alternative city form scenarios which led to the development of the draft Future Land Use Plan and the draft Future Land Use Plan Module Diagram. Changes were made to the draft goals and objectives as a result of additional community input in September 2003.

*Goals are qualitative statements regarding McKinney’s vision for its future.*

### 3.3 Comprehensive Plan Goals and Objectives

#### Goals

Goals are qualitative statements regarding McKinney’s vision for its future. The goals serve as the vision for the community. Many of the goals are broad in nature, but they can also be more focused on a particular component of the community.

#### Objectives

Objectives are actions and activities relating to the implementation of the goal. The objective is a means of measuring the progress toward completing or attaining the goal. The following goals are clearly the identified needs of the community:

*Objectives are actions and activities relating to the implementation of the goal.*

- A. Economic Development Vitality for a Sustainable and Affordable Community
- B. Preservation of Historic McKinney
- C. Attractive Hometown that Promotes McKinney’s Character
- D. Leisure and Recreational Opportunities
- E. Financially Sound City Government
- F. Utility and Infrastructure Systems (Water Supply, Wastewater Treatment, Storm Drainage, etc) Adequately Serving Existing and Future Residents, Businesses, and Visitors
- G. A Multi-modal Transportation Network that is Clean, Safe, and Efficient
- H. Attractive Urban Design Elements (Gateways, Corridor Treatments, Edges, and View Sheds)
- I. Public Safety Services Consistent with Community Values
- J. A Managed Traffic Flow and Thoroughfare System
- K. Land Use Compatibility and Mix
- L. Protect Environmental Resources of McKinney
- M. Affordable Services that Enhance the Quality of Life
- N. Well Planned Future

## **Goal A**

### **Economic Development Vitality for a Sustainable and Affordable Community**

#### Objectives:

- A1 Balanced development pattern
- A2 Regional employment center
- A3 Balanced commercial development along major highway corridors
- A4 Commercial and industrial development at the Collin County Regional Airport
- A5 Business and industrial parks
- A6 Retention and expansion of existing businesses
- A7 Retention and expansion of regional medical provider, government center, and higher education center
- A8 Thriving retail development
- A9 Sports and entertainment

## **Goal B**

### **Preservation of Historic McKinney**

#### Objectives:

- B1 Downtown emphasizing historic appearance and aesthetics
- B2 Appropriate infrastructure
- B3 Convenient parking and access
- B4 Emphasis on McKinney's historic and cultural resources
- B5 Infill development for Historic McKinney
- B6 Gateway Park

## **Goal C**

### **Attractive Hometown that Promotes McKinney's Character**

#### Objectives:

- C1 Public and private open space (softscape)
- C2 Attractive and distinctive neighborhoods
- C3 Creeks and lakes of a high environmental quality
- C4 Homes and buildings complying with City standards and codes
- C5 Well-maintained system of public spaces through City streets, pedestrian sidewalks, and parks
- C6 Attractive residential screening, buffering, and entryways
- C7 Neighborhood enhancement through the use of schools/parks sites
- C8 Single-loaded residential streets along creek corridor, both public and private

## **Goal D**

### **Leisure and Recreational Opportunities**

#### Objectives:

- D1 Strategically appropriate parks and open spaces
- D2 Recreational programs for citizens of all ages
- D3 Playing and practice fields for active / team recreation
- D4 Passive recreation opportunities
- D5 Recreational venue as a regional economic attraction (related to item A9)

## **Goal E**

### **Financially Sound City Government**

#### Objectives:

- E1 Balanced tax base
- E2 High-quality City services

- E3 Diverse commercial tax base
- E4 Financial policies with high financial reserves
- E5 Cost-effective delivery of City services
- E6 Debt service
- E7 Community communication (that is understandable)
- E8 Bond rating

### **Goal F**

#### **Utility and Infrastructure Systems (Water Supply, Wastewater Treatment, Storm Drainage, etc.) Adequately Serving Existing and Future Residents, Businesses, and Visitors**

##### Objectives:

- F1 High levels of service for public utility infrastructure systems
- F2 Development utilizing existing infrastructure and utilities
- F3 Well-planned new infrastructure
- F4 Infrastructure and utility efforts coordinated with other entities
- F5 Underground utility lines
- F6 Continual upgrade of infrastructure
- F7 Enforcement of existing annexation policy

### **Goal G**

#### **A Multi-modal Transportation Network that is Clean, Safe, and Efficient**

##### Objectives:

- G1 Collin County Regional Airport as a regional and corporate jet airport facility
- G2 Railroad tracks providing freight service
- G3 Potential Dallas Area Rapid Transit light rail line
- G4 A network of hike and bike trails that links into the Collin County trail plan and provides linkages to residential areas, employment centers, commercial districts, and public facilities
- G5 McKinney serving as a hub for transportation activity in Collin County
- G6 Inter-agency relations expanded and strengthened (TxDOT, NCTCOG, etc.)

### **Goal H**

#### **Attractive Urban Design Elements (Gateways, Corridor Treatments, Edges, and View Sheds)**

##### Objectives:

- H1 McKinney's natural features - including slopes, woodlands, and floodplains - serving as gateways into the community
- H2 A hierarchy of gateway types that enhance various development patterns, communities, districts, crossings, and points of interest
- H3 Important local vistas preserved as significant view sheds that capture the image of McKinney
- H4 SH 5 as an attractive north-south entry into central McKinney
- H5 SH 121 corridor as an attractive edge through appropriate urban design
- H6 US 75 as an attractive corridor through appropriate urban design
- H7 US 380 as an attractive corridor through appropriate urban design
- H8 Enhance thoroughfare landscaping

### **Goal I**

#### **Public Safety Services Consistent with Community Values**

##### Objectives:

- I1 Appropriate levels of service of public safety to all areas of the City

- I2 Professional police services
- I3 Professional fire and EMS services
- I4 Professional animal control
- I5 Professional health inspection
- I6 Professional building inspection services

## **Goal J**

### **A Managed Traffic Flow and Thoroughfare System**

Objectives:

- J1 Chosen levels of service for public thoroughfare systems
- J2 Efficient and desirable connections / movements / signalization
- J3 A thoroughfare network system connecting into adjoining communities' thoroughfare network grids
- J4 A thoroughfare network system corresponding to the natural contours and physical features of the landscape
- J5 Enhance thoroughfare landscaping (item H8)

## **Goal K**

### **Land Use Compatibility and Mix**

Objectives:

- K1 Land use patterns that complement one another
- K2 Land use patterns that optimize and balance the tax base of the City
- K3 A mix of land uses that provides for various lifestyle choices
- K4 Land use patterns that address appropriate transition and mix of uses
- K5 Diverse land uses in a geographic area
- K6 Consider real estate market forces

## **Goal L**

### **Protect Environmental Resources of McKinney**

Objectives:

- L1 Recognition of McKinney's local natural resources
- L2 City programs that foster joint public-private partnerships toward the preservation of environmental resources

## **Goal M**

### **Affordable City Services that Enhance the Quality of Life**

Objectives:

- M1 City services consistent with community values
- M2 City programs and services that make residents aware of opportunities
- M3 Joint partnerships with other public entities and private entities provide residents and neighborhoods expanded services beyond the standard levels of service

## **Goal N**

### **Well Planned Future**

Objectives:

- N1 A Comprehensive Plan that shapes tomorrow
- N2 Detailed area studies to support the Comprehensive Plan
- N3 A Comprehensive Plan updated as needed based on growth

### 3.4 Summary

The Plan uses these goals and objectives during the development of each specific element, such as Land Use, Parks, Recreation, and Open Space, Urban Design, etc. The HNTB team also used these goals to test alternative land use and roadway scenarios during the planning process. The citizens of McKinney used these goals and objectives to review future development patterns and new opportunities to increase the overall quality of life.

The goals and objectives of the Plan are produced to serve the public interest. Individual proposals for development may, at times, be in conflict with the literal application of the goals and objectives. Additionally, situations will be presented where the various goals and objectives are in conflict. Therefore, all goals and objectives may not be met in all instances, and their application will reflect a weighing of the issues involved in resolving the conflicts naturally arising in individual circumstances.

The goals and objectives will serve as the basis of the development of strategies designed to implement the Plan.