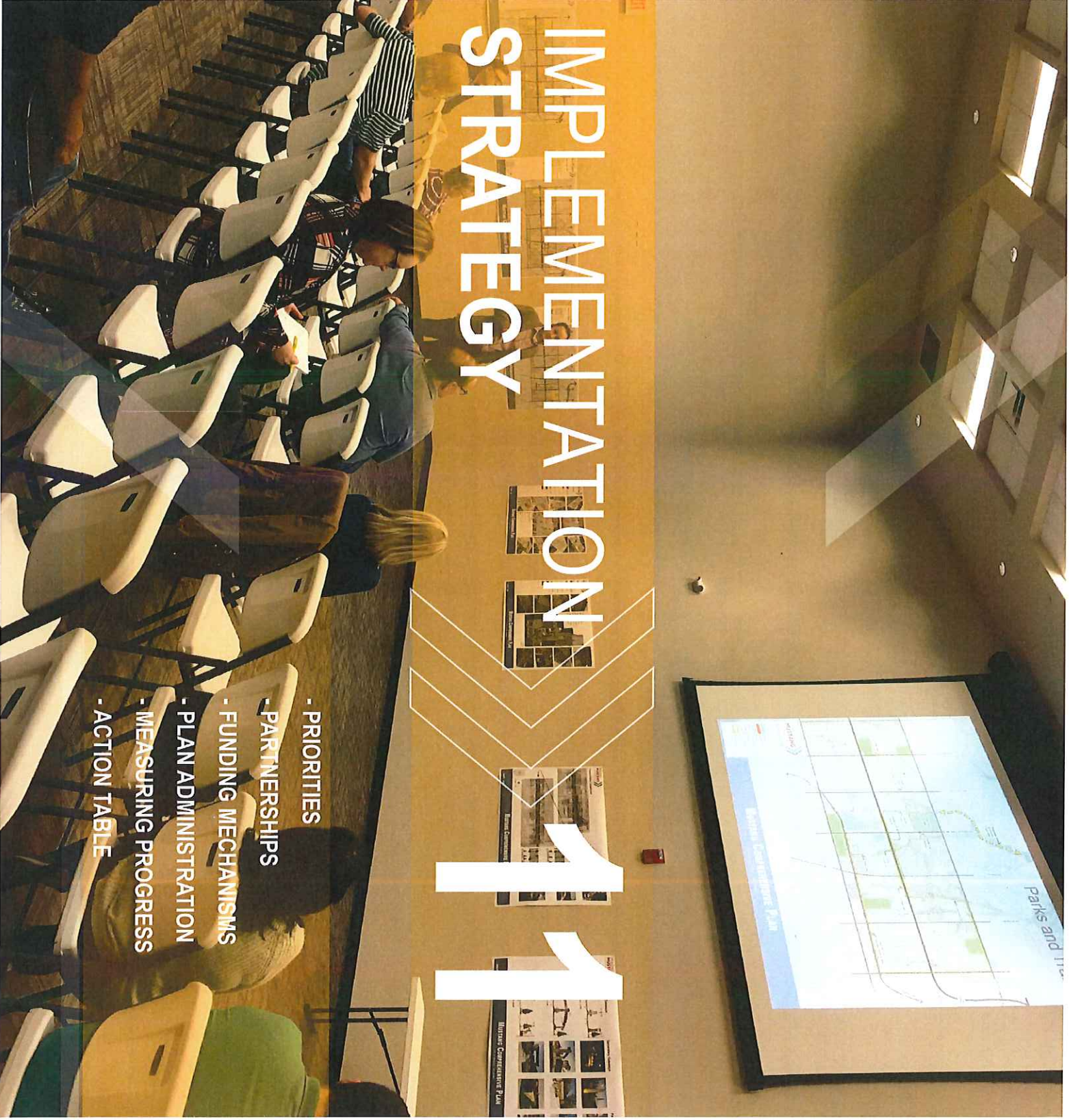


KATE
PARK

fitness
stations
long park
walking trail



IMPLEMENTATION STRATEGY

11

- PRIORITIES
- PARTNERSHIPS
- FUNDING MECHANISMS
- PLAN ADMINISTRATION
- MEASURING PROGRESS
- ACTION TABLE

COMPREHENSIVE PLAN

The Imagine Mustang vision can't be realized without clearly defined implementation actions. The rest of the plan described current conditions and future visions for land use, transportation, economic development, urban design, housing, and stormwater management, while this chapter identifies priorities, responsible entities, and costs for implementation. Through the implementation process, actions are translated into policies, financial investments, operational changes, additional studies, and new regulations.

PRIORITIES

The implementation action plan is prioritized by recommended timeframe. For example, actions with a 'short-term' priority are recommended to occur prior to actions with mid-term and long-term priority.

SHORT-TERM: actions that should be implemented in the next 1-2 years. These are either lower-cost or easy to implement items or high-priority items that need to be implemented soon.

MID-TERM: actions that should be implemented in the next 3-10 years. These are potentially higher-cost or harder to achieve items that may not be as important to implement in the immediate future.

LONG-TERM: actions that should be implemented in the next 10-20 years. Long-term items are usually the highest-cost and need the most time to implement.

ONGOING: actions that do not have a specific priority, rather they should be implemented in an ongoing fashion.

PARTNERSHIPS

Although the bulk of the recommendations in this plan are meant to be implemented by the city, partnerships with other entities are critical to realizing the full plan vision. At a minimum, this includes:

City Departments

- Community Development
- Building Official
- Public Works
- Utilities
- Finance
- Fire Department
- Police Department
- Parks and Recreation
- Floodplain Manager

Elected/Appointed Officials

- City Council
- Planning & Zoning Commission
- Economic Development Authority

Other Public Sector Entities

- Mustang Public Schools
- ACOG
- ODOT
- USACE
- Oklahoma City
- Canadian County

Private Entities

- Mustang Chamber of Commerce
- Professional Consultant

FUNDING MECHANISMS

Funding for the implementation of Imagine Mustang should come from a variety of sources. Traditional funding sources could include the city's general fund, bonds that are approved by voters, and grants. Additionally, there are other types of funding mechanisms that cities can adopt to provide additional income.

Tax Increment Finance (TIF)/Tax Increment Reinvestment Zone (TIRZ): an area where a specified portion of the property tax that is generated in the area is reinvested back into the area through the development of infrastructure.

Business Improvement District (BID): public/private partnership in which property owners pay a special assessment for maintenance, development, and promotion of the district. Services common in a BID include maintenance and sanitation, public safety, marketing and promotion, capital improvements, and landscaping/beautification.

Public Improvement Districts (PID): A Public Improvement District is a defined geographical area established to provide specific types of improvements or maintenance which are financed by assessments against the property owners within the area. PIDs provide a development tool that allocates costs according to the benefits received. A PID can provide a means to fund supplemental services and improvements to meet community needs which could not otherwise be constructed or provided. Local Government Code authorizes the creation of PIDs by cities. The owners of the properties in the defined area can request the City to form a PID through a petition, which may include the establishment of an Advisory Body. With the establishment of an advisory body, the property owners within the PID have control over the types of improvements, level of maintenance, and amount of assessments to be levied against the property owners.

Municipal Management Districts (MMD): Municipal management districts are political subdivisions of the state created to promote, develop, encourage, and maintain employment, commerce, transportation, housing tourism, recreation, arts, entertainment, economic development, safety, and the public welfare within a dened area.

PLAN ADMINISTRATION

Typically the Community Development and/or Planning Department of a city takes ownership of the Comprehensive Plan. But, it is not just that department that is in charge of implementation --- it is all departments. The key time for detailed review is during the CIP (capital improvement planning process) which occurs yearly in all cities. Each year the primary departments (Community Development, Public Works, Parks and Recreation and City Manager) should review the plan and its implementation items and prioritize them as needs of the community. This plan should be used as a blueprint for the City of Mustang for at least the next ten years.

MEASURING PROGRESS

In order to track the status of various implementation action items, the city should develop an annual progress report for discussion with City Council. Items to include in a progress report include significant milestones and accomplishments as well as recommendations for actions to pursue the next year. The annual progress report can also be used to identify budget items during the annual budget development process.

ACTION TABLE

The following implementation action table incorporates all of the actions identified in the previous chapters and assigns a priority, responsible entities, and estimated cost. For the purposes of this plan:

- Short-term actions are those that should be completed in the next 1-2 years;
- Mid-term actions are those should be completed in the next 3-10 years; and
- Long-term actions should be completed in the next 10-20 years.

Table 11.1: Implementation Recommendation Table

Reference #	Recommendation	Involved Agency	Priority	Cost	Catalyst Project
LAND USE					
4.1.1	Use the Future Land Use Plan to guide development decisions and subsequent planning efforts.	Community Development, P&Z Commission & City Council	Ongoing	-	-
4.1.2	Develop policies and incentives that encourage infill development.	Community Development	Short-Term	-	Yes
4.1.3	Promote green building practices for new development.	Community Development & Building Official	Mid-Term	-	-
4.1.4	Work with developers to incentivize development of the urban villages.	Community Development	Short-Term	-	Yes
4.1.5	Update the city's zoning regulations to incorporate the quality and character intent of each future land use designation.	Community Development & Consultant	Short-Term	\$50K	-

Reference #	Recommendation	Involved Agency	Priority	Cost	Catalyst Project
TRANSPORTATION MOBILITY					
5.1.1	Develop a Mustang Multimodal Transportation Plan to support funding requests for transportation improvement projects.	Public Works & Consultant	Short-Term	\$100K	Yes
5.1.2	Continue to actively participate in state and regional transportation planning activities to advance funding and other improvements that benefit Mustang.	Public Works & Community Development	Ongoing	-	-
5.1.3	Proactively pursue mutually beneficial transportation projects with area partners and municipal neighbors.	Public Works, ACOG, ODOT, Community Development	Ongoing	-	-
5.1.4	Implement and encourage traffic management strategies throughout the City to improve system flow and efficiencies.	Public Works & Community Development	Ongoing	-	-
5.1.5	Proactively develop and improve an alternative local connector system to provide additional transportation choices for the citizens of Mustang.	Public Works & Community Development	Short-Term	-	-
5.2.1	Coordinate with local partners to improve corridors across municipal boundaries that will directly access the turnpike.	Public Works & Community Development	Short-Term	-	-
5.2.2	Develop gateway enhancements and wayfinding elements to further promote Mustang's community identity and attract economic development and turnpike traffic to Mustang.	Public Works, Community Development, Mustang Chamber & Consultant	Short-Term	\$100K	Yes
5.2.3	Design and implement roadway treatments to support place making and economic development, including along corridors with direct access to the turnpike and potential corridors for the future Main Street Village location(s).	Public Works, Community Development, ODOT & Mustang Chamber	Short-Term	-	-
5.2.4	Consider adopting a local freight plan to direct anticipated increased truck traffic from the turnpike expansion to preferred travel paths through Mustang.	Public Works	Mid-Term	-	-
5.2.5	Routinely track traffic volumes on arterials that will be connected to the turnpike to measure and understand the turnpike's local traffic impacts and the related market opportunities.	Public Works	Short-Term	-	-

Reference #	Recommendation	Involved Agency	Priority	Cost	Catalyst Project
TRANSPORTATION MOBILITY					
5.3.1	Complete a detailed inventory of the existing sidewalk network throughout the City.	Public Works & Community Development	Long-Term	-	-
5.3.2	Develop a Sidewalk Master Plan separately or in conjunction with the Citywide Trails Master Plan recommended in Chapter 6, "Parks & Trails."	Public Works & Community Development	Long-Term	-	-
5.3.3	Develop uniform design standards, deployment guidelines, and an installation plan for street furniture and amenities to complement pedestrian and bicycle facilities.	Public Works, Community Development & Consultant	Short-Term	\$50K	Yes
5.3.4	Adopt a "Complete Streets" policy which will aid funding for pedestrian and bicycle mobility improvements.	Public Works, Community Development & Consultant	Short-Term	\$75K	Yes
5.3.5	Implement sidewalk infrastructure as part of street improvement projects.	Public Works & Community Development	Short-Term	-	Yes
PARKS					
6.1.1	Develop a Parks, Recreation, Trails, and Open Space Master Plan.	Parks and Recreation & Consultant	Short-Term	\$90K	Yes
6.1.2	Review the existing parkland dedication ordinance and other subdivision design ordinances as necessary to ensure that adequate parkland and open space remains available as the City continues to grow.	Parks and Recreation, Community Development & Consultants	Short-Term	\$25K	Yes
6.1.3	Evaluate current Parks and Recreation Department staffing levels to ensure that there is adequate staff.	Parks and Recreation	Short-Term	-	-
6.1.4	Make recommendations for improvements to existing parks and recreation facilities.	Parks and Recreation	Ongoing	-	-
6.1.5	Provide and maintain high-quality parks.	Parks and Recreation, Maintenance Staff	Ongoing	-	-
6.1.6	Pursue partnerships with Mustang Public Schools	Parks and Recreation, Mustang Public Schools	Ongoing	-	-
6.1.7	Pursue partnerships with other public and private organizations to leverage park and recreation investments.	Parks and Recreation & ACOG	Mid-Term	-	-

Reference #	Recommendation	Involved Agency	Priority	Cost	Catalyst Project
PARKS					
6.1.8	Establish design standards for community and neighborhood parks.	Parks and Recreation & Consultant	Mid-Term	\$50K	-
RECREATION					
6.2.1	Conduct a recreational programming assessment as part of the Parks, Recreation, and Open Space Master plan.	Parks and Recreation & Consultant	Short-Term	\$25K	Yes
6.2.2	Evaluate the city's fee structures every 3-5 years to determine if they are competitive with peer cities.	Parks and Recreation	Mid-Term	-	-
6.2.3	Continue to hold regularly scheduled and special activities and events in parks to encourage community-wide usage of the parks system.	Parks and Recreation	Ongoing	-	-
TRAILS					
6.3.1	Incorporate a trails component into the Parks, Recreation, Trails, and Open Space Master Plan.	Parks and Recreation & Consultant	Short-Term	\$25K	Yes
6.3.2	Incorporate bicycle recommendations into future updates of applicable transportation plans.	Community Development, Public Works, ACOG, ODOT	Mid-Term	-	Yes
6.3.3	Design and implement connections to the proposed Greenway from Oklahoma City.	Consultant	Mid-Term	-	-
6.3.4	Work with developers and property owners to develop multi-use trails on greenways and other linear open spaces.	Parks and Recreation, Community Development	Ongoing	-	-
6.3.5	Create trail connectivity within the city and to the surrounding region.	Parks and Recreation, Community Development	Long-Term	-	-

Reference #	Recommendation	Involved Agency	Priority	Cost	Catalyst Project
ATTRACT NEW DEVELOPMENT					
7.1.1	Develop a long-term business attraction strategy, with priority on implementation action items for the next three to five years.	Community Development, Economic Development Authority	Short-Term	-	Yes
7.1.2	Market Mustang to underserved markets, including: consumer electronics retail; home furnishings; household appliances; and, movie theatres.	Community Development, Economic Development Authority	Short-Term	-	-
7.1.3	Purchase ads in and around Will Rogers Airport to market the proximity of Mustang.		Short-Term	-	Yes
7.1.4	Hold annual joint meetings with the Economic Development Authority and Chamber of Commerce to coordinate and avoid duplicating efforts.	Economic Development Authority, Chamber of Commerce	Ongoing	-	-
7.1.5	Intensify marketing to regional sports leagues to host tournaments at the facilities at Wild Horse Park and include local business information to all tournament participants.	Economic Development Authority, Chamber of Commerce	Mid-Term	-	Yes
7.1.6	Conduct a study to determine the feasibility of constructing a convention center in Mustang.	Community Development & Consultant	Mid-Term	\$50K	Yes
SUPPORT SMALL BUSINESS					
7.2.1	Focus marketing efforts on the Mustang Business Development Center by creating brochures and holding luncheons to provide support to existing and potential businesses.	Community Development	Short-Term	-	-
7.2.2	Hire a full-time staff person to administer the Business Development Center operations.	Community Development	Short-Term	-	-
7.2.3	Join or maintain memberships in regional business attraction groups such as the Greater Oklahoma City Chamber and State Chamber of Oklahoma.	Community Development	Short-Term	-	-
7.2.4	Create a youth Entrepreneurship & Technology program in the City.	Economic Development Authority	Mid-Term	-	-
7.2.5	Consider establishing a revolving loan fund to support existing business expansion.	Economic Development Authority	Mid-Term	-	-

Reference #	Recommendation	Involved Agency	Priority	Cost	Catalyst Project
SUPPORT AND MAINTAIN BUSINESS					
7.2.6	Consider opening a small business incubator site to provide flexible workspace for emerging companies.	Economic Development Authority & Chamber	Long-Term	-	Yes
GATEWAY AND STREETScape FEATURES					
8.1.1	Coordinate with ODOT to analyze options and identify potential funding sources for the redesign of SH 152.	Public Works	Short-Term	-	Yes
8.1.2	Develop schematic drawings of the SH 152 street and streetscape concepts to move the design forward with ODOT.	Public Works, Community Development & Consultant	Short-Term	TBD	Yes
8.1.3	Retain professional services to develop refined gateway structure designs to help define a quality image for the community.	Public Works, Community Development & Consultant	Short-Term	TBD	Yes
8.1.4	Modify the existing thoroughfare plan to include minimum 5' wide sidewalks on major thoroughfares.	Public Works	Mid-Term	-	-
8.1.5	Require all new streets to have minimum 5', fully ADA-compliant sidewalks on both sides to promote walkability.	Public Works	Mid-Term	-	-
8.1.6	Include streetscape amenities in the existing thoroughfare plan including decorative lighting, shade trees, landscaping, wayfinding signage, benches, bike racks, and trash receptacles.	Public Works & Consultant	Mid-Term	\$50K	Yes
MAIN STREET VILLAGE					
8.2.1	Create a Task Force to develop marketing materials, start conversations with developers, and serve as the driving force for initial stages of the Main Street Village.	Community Development	Short-Term	-	Yes
8.2.2	Give presentations to local leaders, including the Chamber of Commerce, school district, major employers, and worship leaders to generate excitement and potential investment in Main Street Village.	Community Development	Short-Term	-	Yes
8.2.3	Conduct a Main Street Village study to further define concepts created during this comprehensive planning effort and define development potential and fill the gap toward implementation.	Community Development & Consultant	Short-Term	\$90K	Yes

Reference #	Recommendation	Involved Agency	Priority	Cost	Catalyst Project
PRESERVING NEIGHBORHOODS					
9.1.1	Identify partnerships to improve the existing housing stock.	Community Development	Short-Term	-	-
9.1.2	Develop a neighborhood association online database that includes district maps, contact information, and meeting information.	Community Development	Short-Term	-	-
9.1.3	Consider an advocacy program to aid in code compliance and community clean up.	Building Official	Mid-Term	-	-
9.1.4	Conduct small-area plans for neighborhoods to address challenges and identify a specific action agenda.	Community Development & Consultant	Mid-Term	\$50K	-
9.1.5	Establish a neighborhood outreach program to encourage involvement of residents in decisions affecting their neighborhood.	Community Development	Mid-Term	-	-
INCREASING HOUSING DIVERSITY					
9.2.1	Develop a task force to assess how new urban residential units could be incorporated into the community.	Community Development	Short-Term	-	-
9.2.2	Identify a range of incentives for attracting quality multi-family development.	Community Development	Mid-Term	-	-
9.2.3	Create a mixed-use zoning district or overlay to encourage new multi-family residential and to allow for a town village to be created.	Community Development & Consultant	Short-Term	\$35K	Yes
UPDATING STANDARDS					
9.3.1	Consider adoption of the current International Property Maintenance Code to ensure compliance with maintenance standards.	Building Official	Short-Term	-	-
9.3.2	Hire another code officer to assist with code enforcement.	Building Official	Short-Term	-	-
9.3.3	Create a housing palette that complements the zoning ordinance and directs the character and design of new residential development.	Community Development & Consultant	Short-Term	\$50K	Yes
9.3.4	Review and incorporate more comprehensive standards on building materials into the existing zoning code.	Community Development, Building Official	Short-Term	-	Yes

Reference #	Recommendation	Involved Agency	Priority	Cost	Catalyst Project
STORMWATER MANAGEMENT					
10.1.1	Establish a Stormwater Management Plan with fees for all land uses.	Public Works, Floodplain Manager, Community Development & Consultant	Short-Term	TBD	Yes
10.1.2	Become a member of the National Weather Service's 'StormReady' Program	Community Development, Public Works	Short-Term	-	-
10.1.3	Provide resources on stormwater BMPs resources on the city website.	Community Development	Short-Term	-	-
10.1.4	Meet with the USACE, Canadian County, and other applicable partners to discuss the possibility of constructing retention lakes up-stream of Mustang.	Community Development, Floodplain Manager	Mid-Term	-	-
10.1.5	Codify feasible Best Management Practices (BMPs) into developer requirements.	Community Development	Mid-Term	-	-
10.1.6	Prioritize stormwater improvements in areas of Mustang that do not currently have a storm drainage system.	Community Development, Floodplain Manager, Public Works	Mid-Term	-	-

IMAGINE
MUSTANG
COMPREHENSIVE PLAN

Land Use

