

# MCDC DRAFT STRATEGIC PLAN

## McKinney Community Development Corporation

**Vision:** A driving force for a premier quality of life in McKinney

**Mission:** Work proactively, in partnership with others, to promote and fund community, cultural and economic development projects that maintain and enhance quality of life in McKinney

### Our Guiding Principles:

- Serve ethically and with integrity
- Provide responsible stewardship
- Embrace our role and responsibility
- Honor the past - provide innovative leadership for the future
- Make strategic and transparent decisions that best serve the community

## MCDC DRAFT STRATEGIC PLAN

### DIRECTION FOR STRATEGIC GROWTH

	Provide a strong city economy by facilitating a balance between industrial, commercial, residential and open space
<b>MCDC:</b>	<i>Work in partnership with the City and EDC to recruit companies in targeted industries to grow the commercial tax base</i>
	Implement a retail development strategy that serves to further diversify revenue sources available to the City
<b>MCDC:</b>	<i>Support implementation of a retail development strategy that will expand and enhance McKinney's retail shopping districts, and increase sales tax revenue to the City</i>
	<ul style="list-style-type: none"> <li>• <i>Support retention of The Retail Coach</i></li> <li>• <i>Consider incentives when appropriate</i></li> <li>• <i>Focus on opportunities for new development and for re-purposing/re-development</i></li> <li>• <i>Support opportunities to maximize retail development in McKinney's NW Sector</i></li> </ul>
	<i>Engage MCDC Marketing subcommittee to make recommendations for increased/enhanced way finding signage</i>
	<i>Support promotion of events such as Historic McKinney Farmers Market, park concerts and downtown events to encourage participation by McKinney residents and bring visitors to the City.</i>
	<b>Systematically implement CIP within stated goals</b>
<b>MCDC:</b>	<i>Allocate \$5.5 million for Parks and Recreation projects annually</i>
	<i>Consider support for CIP projects, other than Parks &amp; Recreation, when requested and eligible under State law</i>

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MCDC:

<b>Maintain a focus on retaining and improving quality of life in McKinney when making policy decisions</b>	
	<i>Support additional garden, median and beautification initiatives</i>
	<i>Provide financial support through grants or sponsorship for activities that provide a diverse array of events for residents - and encourage tourism - including but not limited to cultural arts, sports, fitness and festivals/events</i>
	<i>Continue to actively explore opportunities and support potential projects to enhance quality of life in McKinney, utilizing information from the Q of L survey, Citizen satisfaction survey; Park Master Plan update and other resources</i>
	<ul style="list-style-type: none"> <li>• <i>Exploration of public/private partnerships where appropriate (e.g. soccer facilities; performance facility)</i></li> <li>• <i>Participate as a partner with Parks and Rec staff, Parks Advisory Board and other entities to meet Q of L needs</i></li> <li>• <i>Provide input/make recommendations to Council regarding quality of life projects and initiatives</i></li> <li>• <i>Support improvements to facilities that will result in an enhanced experience for all ages from, from youth to senior, when using the facility</i></li> <li>• <i>Support improvements to facilities that serve our elderly residents and visitors (TAPS -shelters and routes that include stops at Senior Center)</i></li> </ul>
	<i>When considering project funding requests, ensure the application/request and project clearly demonstrate alignment with Council and MCDC strategic goals and priorities</i>
	<ul style="list-style-type: none"> <li>• <i>Update MCDC Project Funding Guidelines and Application to reflect Council and MCDC priorities</i></li> </ul>

### OPERATIONAL EXCELLENCE

MCDC:

<b>Conduct long range financial planning</b>	
	<i>Host an annual strategic retreat to discuss long range goals and how MCDC can meet those goals within future anticipated revenue projections and management of expenses</i>
	<i>As part of CDC's commitment to long-term support of Parks projects, participate with Parks to identify projects on a 3-5-7 year planning cycle to facilitate the correct allocation of committed and uncommitted funds within CDC's scope</i>
	<i>Review the priority established on Parks projects on an annual basis, true-up budgeted versus actual expenditures on projects and work with Parks &amp; Rec to reprioritize order/adjust the timeframe for projects when necessary</i>

## MCDC DRAFT STRATEGIC PLAN

	<b>Conduct long range financial planning - continued</b>
MCDC:	<i>Once the Parks Master Plan update is delivered, identify gaps in what Parks &amp; Rec can provide within their scope and actively explore filling those gaps.</i>
	<b>Foster a culture of servant leadership</b>
MCDC:	<i>Support, through sponsorship and/or grants when appropriate, community service and nonprofit organizations (e.g. Youth Summit, Make a Difference Day, workforce development) to encourage public participation, enhance effectiveness of programs and promote servant leadership</i>
	<i>Update sponsorship criteria to reflect board priorities and focus for events, projects and initiatives (at-risk youth; elderly; underserved; work force development, etc.)</i>
	<i>MCDC board and staff volunteer for community initiatives, programs and events throughout the year</i>
	<b>Develop and maintain a customer service oriented organizational culture that emphasizes continual quality of life improvement throughout the city</b>
MCDC:	<i>Encourage Promotional and Community Event grant applications for initiatives and events that provide entertainment opportunities and showcase the City (e.g. more open air concerts around the City; food trucks at events)</i>
	<i>MCDC should continue to "think outside the box" in finding and pursuing projects that have been identified by McKinney citizens for support - and be willing to review/consider projects that may be viewed as controversial</i>
	<i>Actively communicate information about MCDC/quality of life sales tax investment and impact in McKinney</i>
	<ul style="list-style-type: none"> <li>• Placement of "Did You Know" rack cards at City Hall, MPAC and other locations</li> <li>• My McKinney emblem on marketing materials and signage created for MCDC funded projects</li> </ul>
	<i>Identify and support opportunities for collaboration in messaging regarding quality of life (City, MCVB, Main Street etc.)</i>

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### FINANCIALLY SOUND GOVERNMENT

#### Provide funding/organizational frameworks for the City that ensure continual economic and quality of life improvements

**MCDC:**

*Continue to evaluate all grant requests and appropriately fund those that meet the criteria outlined in state law, tie directly to Council and MCDC priorities, demonstrate positive impact on sustainable economic growth and improve quality of life*

*Continue to work with EDC/CVB/Parks & Rec and local nonprofits to address City and resident needs for economic and quality of life improvements.*

*Identify opportunities to secure citizen input on ways to improve quality of life (e.g. website; comment boxes)*

*Explore opportunities for funding and placement of "conservation-minded" signage for McKinney parks (e.g. high quality, similar to National Parks descriptive signs)*

*Explore MCDC funding for a Nonprofit Incubator Center - similar to McKinney Werx (perhaps as an addition) - similar to Meadows Foundation/Center for Nonprofit Management in Dallas (Solves some of the big issues for nonprofits (low-cost office space and opportunity for efficient collaboration))*

#### Develop an understanding of long term consequences associated with specific decisions and actions

**MCDC:**

*Remain open minded and flexible with a willingness to take risk - but at the same time exercise sound judgement so that long-term financial success is not jeopardized by taking on too much debt when executing strategies for growth and quality of life improvements*

- Include, during annual strategic planning session, a discussion regarding growth potential and sustainability for projects funded*
- Require grant applicants to demonstrate informed financial planning - addressing long term costs and budget consequences of projects for which funding is requested*
- Develop an exit strategy to avoid long-term funding of projects that are not sustainable*
- Limit funds provided for operation and maintenance to MPAC, and to MAFC until expense neutral goal is achieved*
- Allow for future growth and maintenance that would provide a return on MCDC's investment in supported projects*

## MCDC DRAFT STRATEGIC PLAN

<b>ENHANCE THE QUALITY OF LIFE IN DOWNTOWN MCKINNEY</b>
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**MCDC:**

<b>Continue to highlight Downtown McKinney as a unique destination for residents and visitors alike</b>
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<i>Promote McKinney to both residents and visitors</i>
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| <ul style="list-style-type: none"> <li>• <i>Explore possibility of creating and placing high quality signage (digital) at key locations to promote events</i></li> <li>• <i>Expand the use of light pole banners</i></li> <li>• <i>Work with appropriate State, regional and local personnel to secure highway signage and exit signage</i></li> <li>• <i>Continue to support events that bring thousands of visitors and residents to the downtown area (e.g. Home for the Holidays, Arts in Bloom, Bike the Bricks, Oktoberfest)</i></li> <li>• <i>Support revitalization of the Highway 5 corridor as an important access point to Gateway, the Airport and downtown</i></li> <li>• <i>Explore additional opportunities for collaboration with Main Street to increase visits, shopping and dining downtown</i></li> </ul> |
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**Other**

<i>Bench mark other communities for resources and information on best practices related to quality of life projects and community service models</i>
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