

CITY COUNCIL WORK SESSION

FEBRUARY 5, 2021

The City Council of the City of McKinney, Texas met in work session in the City Hall Council Chambers, 222 N. Tennessee Street, McKinney, Texas on Friday, February 5, 2021 at 8:30 a.m.

Council Present: Mayor George Fuller, Mayor Pro Tem Rainey Rogers, and Council Members Charlie Philips, Scott Elliott, Frederick Frazier, Rick Franklin, and Angela Richardson-Woods.

City of McKinney Staff Present: City Manager Paul Grimes, Assistant City Manager Kim Flom, Assistant City Manager Barry Shelton, Assistant City Manager Steve Tilton, Strategic Services Manager Trevor Minyard, City Attorney Mark Houser, City Secretary Empress Drane, Deputy City Secretary Joshua Stevenson, and Director of Organizational Development & Performance Management Joseph Mazzola.

There were zero (0) members of the public present in the audience.

Mayor Fuller called for Public Comments on agenda items. There were none when called.

Mayor Fuller called for the Work Session Agenda.

- 21-0115** Overview and Expectations
- 21-0117** Status Updates from City Staff
- 21-0118** Discuss Regional and Local Factors Impacting City Programs, Services and Operations

Mayor Fuller called for a recess at 10:28 a.m.

Mayor Fuller reconvened the Strategic Goals Work Session at 10:42 a.m.

- 21-0116** Discuss Strategies for Maximizing Council Effectiveness
- 21-0119** Referencing the Current Goals and Strategies, Discuss and Identify the Key Priorities for the Next Year to Two Years
- 21-0120** Wrap Up and Next Steps

Work Session Presentation attached as Exhibit A.

Council present unanimously approved the motion by Council Member Philips, seconded by Council Member Richardson-Woods, to adjourn the meeting at 1:21 p.m with a vote of 4 – 0. Mayor Fuller, and Council Members Franklin and Elliott were absent.

Video recording of this meeting is available online through the City of McKinney video archives.

These minutes were approved by the City Council on February 16, 2021.

SIGNED:

GEORGE C. FULLER, Mayor

ATTEST:

EMPRESS DRANE, City Secretary
JOSHUA STEVENSON, Deputy City Secretary

City of McKinney, Texas



City Council Goal Setting Retreat City of McKinney, Texas February 5, 2021



SGR Background

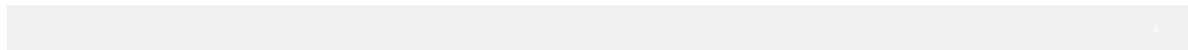
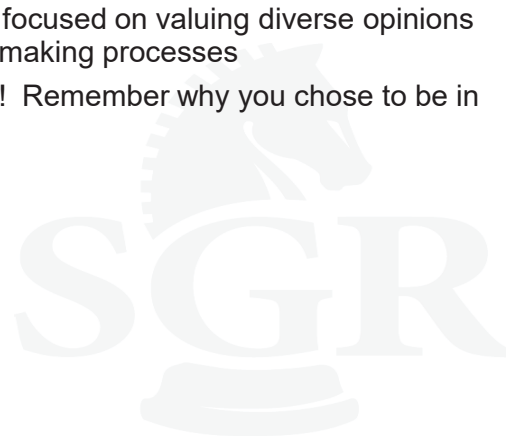
- SGR exists to help local governments be more successful by Recruiting, Assessing, and Developing Innovative, Collaborative Authentic Leaders.
- Founded in 1999 with the mission to facilitate innovative leadership in local government. In today's world of limited resources, local governments must innovate to survive, and SGR has been and continues to be a leader in spurring innovation in local government.
- Our Core Values are Integrity, Philanthropy, Continuous Improvement, Flexibility, The Golden Rule, Collaboration, and Protecting Relationships.
- We are a full-service firm, specializing in executive recruitment, live training, online training, leadership development, interim management, assessments, strategic visioning, management consulting, and other services designed to promote innovation in local governments.

Agenda

1. **Opening Comments – City Manager Paul Grimes**
2. **Break The Ice:**
 - *Rules of the Road*
3. **Preparing For Strategic Visioning**
4. **High-Level Overview by Senior Staff**
5. **Summary Of Advance Council Interviews**
6. **City Council Goals & Strategies Discussion:**
 - *Direction For Strategic & Economic Growth*
 - *Operational Excellence*
 - *Maximize The Development Potential of McKinney National Airport*
 - *Financially Sound Government*
 - *Enhance The Quality Of Life In McKinney*
 - *Safe & Secure Community*
7. **Prioritization of Goals & Strategies**
8. **Takeaways, Next Steps, & Closing Comments**

Rules of the Road!

- To be successful, the group should remain focused on valuing diverse opinions as part of their team building and decision-making processes
- Local Government Leadership is hard stuff! Remember why you chose to be in your position and practice **QTIP**:
 - Quit
 - Taking
 - It
 - Personally!



The Art of Strategic Visioning

If you don't know where you are going, you might wind up someplace else.

YOGI BERRA 5

Strategic Visioning

“Foresight” is one of the 12 Principles of Servant Leadership

12 Principles of Servant Leadership

- 1 Listening
- 2 Empathy
- 3 Nurture the Spirit
- 4 Building Community
- 5 Healing
- 6 Awareness
- 7 Calling
- 8 Conceptualization
- 9 Foresight
- 10 Persuasion
- 11 Growth of People
- 12 Stewardship

“By Volatility, Uncertainty, Complexity, and Ambiguity, Servant Leadership offers a leading that nurtures healthy relationships, while staying on the edge of dynamic leaders build better communities and a better society for everyone.”

GOVERNMENTS TO RECRUIT A

It's OK to express different thoughts about the future priorities of the community

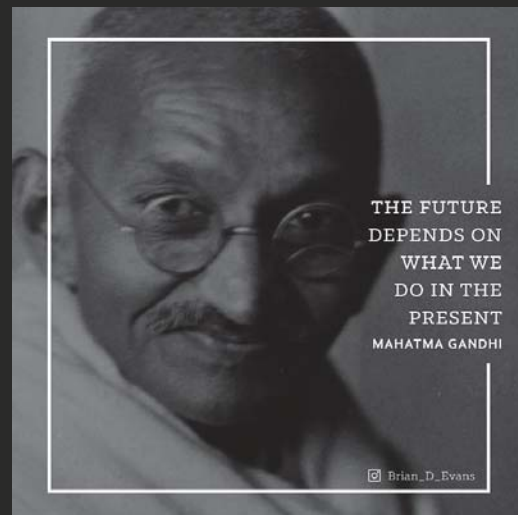


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Perspectives Matter!



As Elected Officials You Are In A Unique Position... But Remember...



City of McKinney

Summary of City Council Advance Interviews

SWOT Assessment Feedback



SWOT – Strengths

- *19 Boards and Commissions with 32 people that have termed out – 180 applicants for the positions! Demonstrated engaged and skilled citizenry that wants to serve their community.*
- *Great Mayor, City Manager & Administration. (X3)*
- *Diverse community/citizens that want McKinney to do well.*
- *Location & desirability of McKinney for development. (X4)*
- *People who live here and children who return to McKinney following college*
- *Land use.*
- *“Business-Hungry” City Council.*
- *McKinney history of “doing more with less” than our sister cities.*
- *Topography advantages.*
- *McKinney National Airport.*
- *New ACM to oversee Planning & Zoning operations.*

SWOT - Weaknesses

- *Right direction in current year with tax rate but need to remain vigilant on affordability for our residents.*
- *More sensitivity to diversity in the decisions we make that affect those that may be impacted by our actions.*
- *Too many tax dollars that leave McKinney due to lack of entertainment and food venues (Frisco & Plano).*
- *Can we sustain our desired lifestyle?*
- *Our inability to see and learn from the successes and failures of other cities.*
- *Not all of our needed roads and utilities are in place.*
- *Development Services is still a work in progress, but we still have regulations that are not perceived to be friendly for development. (X2)*
- *Location north of metro Dallas.*
- *Affordable housing – It can't just be apartments (owner occupied housing must be part of the picture.)*

SWOT - Opportunities

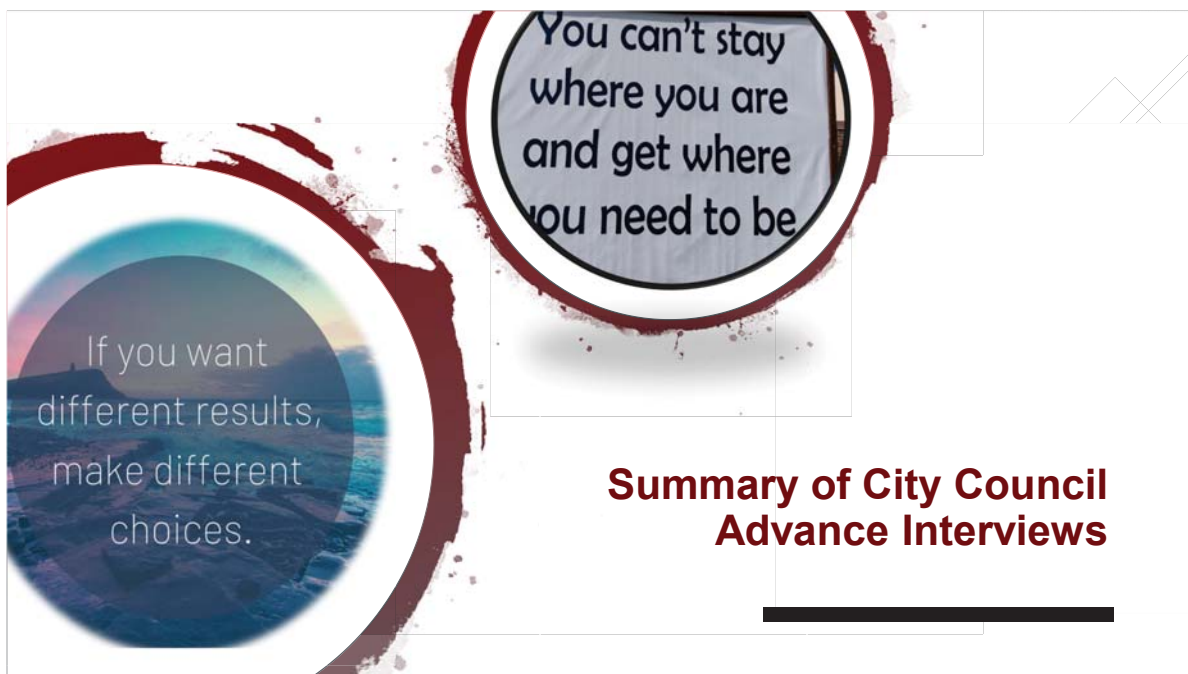
- *Still working on the diversification of our tax base. (X2)*
- *Development needs in East Side.*
- *Opportunity to make good decisions.*
- *Attract young families to McKinney.*
- *Community colleges & higher education opportunities in area.*
- *Airport – Still need to maximize its potential.*
- *Availability of land for commercial development.*
- *Always looking for the "Right" projects, including industrial and office developments.*
- *Frontage roadway on 121 & I-75 development opportunities.*
- *Parks & Recreation opportunities and purchase of open land for greenspace and future recreational development.*
- *Impact of Silicon Valley operations moving to Texas – we should be well-positioned.*

SWOT - Threats

- *ETJ, ERP, & Texas State Legislature.*
- *Increased acrimony from public with elected officials – will it impact future candidates for public office?*
- *5G availability.*
- *Post COVID uncertainties.*
- *Economic equity.*
- *Increased transparency - Need to improve perception that everyone is welcome to participate in the community's decision-making process. (X2)*
- *Racial disharmony - Division in McKinney still needs to be healed (Racial unrest with East-West concerns). (X2)*

SWOT - Threats

- *Our neighboring cities as it relates to attraction of investment/development.*
- *Lack of affordable housing opportunities.*
- *Too many car dealerships – review zoning standards.*
- *Population growth & associated transportation needs.*
- *Need to better engage and inform our residents on our local issues, especially zoning matters.*
- *Rental housing sustainability.*
- *Gentrification of many of our East Side neighborhoods – that may need some State enabling legislation to help address regarding taxable value caps.*



What do you want to accomplish at the Retreat?

- *Looking forward to a true roundtable discussion with City Council colleagues regarding strategic direction for McKinney.*
- *Strategic direction is great, but we need to measure things better to be more successful.*
- *Prioritize projects that come to us with parameters in place – Let's court the desired projects vs. waiting for them to come to us.*
- *Use meeting as a springboard to convey to staff our priorities – It is tough on staff when we do not prioritize our expectations.*

What do you want this Council to be known for?

- *That we were accessible and had the foresight to make good decisions (especially concerning growth) that were always in the best interest of McKinney. (X3)*
- *Transparency of inclusiveness, especially in minority communities (East Side).*
- *That we did well with COVID-19 challenges*
- *New Tupps local brewery.*
- *New Courthouse and future New City Hall Complex (iconic legacy design & community gathering place) that helped spur associated developments in East Side. (X3)*

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What do you want this Council to be known for?

- *That we successfully addressed the East-West community divide of Hwy-5 (McDonald Street)*
- *Adopted fair tax rate that is transparent, and our residents and businesses received the community services, amenities, and programs that they desired. (X3)*
- *Safest City in Texas over 100k.*
- *That we brought new developments and diversified our tax base. (X2)*
- *We kept McKinney forward-thinking.*
- *Proud of our Parks & Recreation System.*
- *We protected our community heritage and our historic downtown.*

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McKINNEY FIRST
FY 2020 CITY COUNCIL GOALS & STRATEGIES



Foundational Document



- Six Goal Areas
- 32 Strategies
- Specific Objectives & Responsible Departments identified for each Strategy
- Most Council Members are very familiar or somewhat familiar with the City's Goals & Strategies

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What progress do you perceive has been achieved with last year's Goals & Strategies?

Direction For Strategic & Economic Growth:

- ✓ *Established regional and infrastructure incentives to increase economic growth.*
- ✓ *HUB-121 Development Area well underway – Needed amenities to service estimated 9,500 homes in Stonebridge, with 7+ restaurants in planning stages. (X2)*
- ✓ *New outdoor lifestyle center in NW side (The HUB).*
- ✓ *One of the strongest years for the EDC in bringing new businesses to McKinney. (X3)*
- ✓ *Doing business in McKinney has gotten better, but we still have work to do to improve business friendly readiness in McKinney – We need to interact more with major developers.*
- ✓ *City Hall, Parks, and Development – but we need more attention to roads in East McKinney, especially in historic areas (prioritize our road rehab program).*
- ✓ *PGA Byron Nelson Golf Tournament – but we need to move fast to provide associated amenities around the course (Resort Hotel and other commercial/restaurants, etc.) (X2)*

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What progress do you perceive has been achieved with last year's Goals & Strategies?

Operational Excellence:

- ✓ *We need an asterisk on this area due to COVID!*
- ✓ *Maximize partnerships between the City and private industry – McKinney Housing Financing Corp. Tax Credit Housing Partnership was great and would like to see more P3's.*
- ✓ *FBO Hangar partner – not so much! More due diligence needed in our future P3's.*

Maximize Development Potential Of McKinney National Airport:

- ✓ *Has done well – expansion of runway and exploration of offering commercial service. (X2)*
- ✓ *Can we explore building two new hangers at the next opportunity?*
- ✓ *Airport infrastructure (Runway extension, Airport FBO project). (X2)*
- ✓ *Airport is doing well, but most people do not know about it and what it brings to McKinney.*

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What progress do you perceive has been achieved with last year's Goals & Strategies?

Financially Sound Government:

- ✓ *Overall, McKinney did better than most of our Sister Cities.*
- ✓ *Provide funding and organizational framework to ensure continual economic improvements – Ability to adopt 0% Effective Tax Rate – Hopefully with continued growth we could do again next year! (X4)*

Enhance The Quality Of Life In McKinney:

- ✓ *Parks & Recreation projects.*
- ✓ *Racial concerns are being addressed.*
- ✓ *Great Parks Director with new and creative ways to do things.*
- ✓ *Develop Parks strategy to preserve green space for future park land.*

Safe & Secure Community:

- ✓ *Public Safety is doing great! - One of the best with safety and ISO rating & 50% below national crime rate. (X3)*

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Any Goals & Strategies that have become stalled over the last year?

- ✓ *“Blue Sky”– 121 Corridor – Let’s do it or move on.*
- ✓ *How do we treat North West sector as growth occurs? Possibly PID and infrastructure financing mechanisms?*
- ✓ *Airport goals re: commercial service and FBO Hangar (COVID-impacted).*

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What do you want to change about McKinney?

- *There is a perception of racism in McKinney that is unfair.*
- *Not do differently but do better.*
- *Encourage development of new high-story office buildings – similar to Frisco.*
- *With 200k+ expected residents following 2020 Census, that we address rental and traffic concerns proactively vs. reactively. (X2)*
- *We capitalize on new trails and creeks that run throughout McKinney to encourage outdoor recreation and appreciation for nature.*
- *We have too much multi-family and auto dealership developments.*
- *McKinney has improved, but we still need to work on image/perception that our systems are difficult for developers. (X2)*

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What do you want to keep about the way it is?

- *Richness of McKinney culture.*
- *The ability to reach across the table and shake hands with people who may hold different views.*
- *We keep our “hometown” feeling (parades, festivals, historic square, election results on chalkboard, etc.) (X3)*
- *Community pride.*
- *EDC/City bring more businesses (Corporate HQ’s desired), enabling residents’ opportunity to live, work, & play in McKinney.*
- *Protect our heritage and the “crown jewel” of our downtown.*
- *Recognize and cherish the history of our East Side.*

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Are the current Goals & Strategies still viable/appropriate and/or do you wish to suggest any changes?

• General:

- ✓ All Goals seem to remain viable and appropriate, but possibility of adding “Building & Being Better Neighbors” as a new Goal

• Council Comment Themes:

- ✓ Affordability – income disparity, workforce housing, etc.
- ✓ East-West divide and racial harmony.
- ✓ Growth Management Issues – MUD’s & PID’s - inability to annex land into City, transportation & utility infrastructure, type of desired development.
- ✓ Economic Development – “Business Friendly”, mix of tax base.
- ✓ Airport remains a priority.
- ✓ Impact of PGA Golf Tournament & need for related development to support.

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CITY COUNCIL GOAL 1:
DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

Strategies

- 1A: Establish regional and infrastructure incentives to increase economic growth.
- 1B: Continue to develop a retail development strategy for key areas of the community to further diversify revenue sources and expand entertainment, dining & shopping options, and tourism.
- 1C: Provide a strong City economy by creating a Global Housing Strategy and facilitating a balance between industrial, commercial, residential, and open space.
- 1D: Leverage the existing partnerships with McKinney Economic Development Corporation (MEDC) and McKinney Community Development Corporation (MCDC).
- 1E: Increase community involvement and participation within local government/community.

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Affordable Housing:

- ✓ *We are doing well but need to do better.*
- ✓ *Our sister cities are perfectly fine abdicating that role to McKinney – They need to be doing more. (X2)*
- ✓ *Zoning to encourage set-asides for affordable housing (not included in recent 2040 Comp Plan).*
- ✓ *What can we do to encourage affordable housing in our ETJ?*
- ✓ *2nd Chance housing opportunities.*
- ✓ *Need to pursue more affordable single-family homes, not just apartments.*
- ✓ *Recognize that not all people want to own a home.*
- ✓ *Rental Housing Assistance Programs (impact of postal delivery delays on bills, payments, etc.)*
- ✓ *We are losing singles & younger families to Anna due to more affordability of single-family starter homes – negative impact on schools.*
- ✓ *Increased number of rental properties are putting stresses on our roads, schools, parks, traffic, etc.*
- ✓ *We recently completed the Affordable Housing Root Study – Now we need to determine what our response strategies should be.*



Business Development:

- ✓ *We should consider changing our logo “Unique by Nature” as it is not the best way to promote business investment to McKinney – Perhaps “Open for Business” would be better.*
- ✓ *Still no defined MUD or PID strategies.*
- ✓ *Need for a corporate office building development in McKinney.*
- ✓ *Several major proposed EDC projects that are in the pipeline.*
- ✓ *1,100-acre parcel north of 380 (Honey Creek Development).*
- ✓ *North of 380 has great open land that could support both homes and corporate offices.*
- ✓ *731-acres of new homes (Painted Tree).*
- ✓ *New City Hall Complex in East Side will assist a diverse and economically challenged area. (X2)*
- ✓ *We need to hold out for the “right” businesses, not just settle for what comes to us.*



Business Development (Cont.):

- ✓ *Southgate Area (I-75 near Sheraton Hotel & Collin College) needs associated development to support and become a gateway to McKinney.*
- ✓ *There is pent-up development demand in McKinney that will explode post-COVID. We need to anticipate associated roads/utilities that will be required for future development (Laud Howell Parkway).*
- ✓ *Inability to annex land into City will impact how we are going to provide services/utilities without the benefit of increased ad valorem tax base, impact fees, etc.*
- ✓ *Should MEDC & MCDC be totally autonomous of City or should we consider revising our partnership structure?*
- ✓ *Ongoing small business support in COVID and Post-COVID environment*



Strategies

- 2A: Implement performance management practices that include developing and training staff and board/commission members.
- 2B: Balance available resources to accommodate the growth and maintenance of the City.
- 2C: Through the use of dashboards and performance management tools, identify opportunities for internal efficiencies and continuous improvement to effect a high performing organizational culture.
- 2D: Continuously review and update McKinney ethics policies for the City Council and staff.
- 2E: Continuously provide a high level of customer service for our citizens.



Council Feedback

- ✓ *At what point do we consider creating additional district representation? Currently 4 district representatives serve ~50k residents. We also need to review City Council compensation as currently; it is difficult for those who cannot afford to serve given their jobs vs. hours required.*
- ✓ *Need to capture more data in our dashboards (go above and beyond) and play more offense than defense.*
- ✓ *Engagement and appointment of minority constituents on Boards/Commissions for new insights & perspectives (Maybe reduce terms of Board/Commission Seats to encourage greater turnover).*
- ✓ *We need to better evolve into a live, work, and play community.*
- ✓ *For the most part, we are heading in the right direction.*
- ✓ *Meet & Confer process with Police Department.*
- ✓ *How do we ensure engagement of our constituents to improve involvement and transparency in our decision-making?*



Strategies

- 3A: Implement initiatives and strategies, including public-private partnerships, to attract and expand corporate and commercial aviation including the viability of passenger service.
- 3B: Identify and implement land use regulations and policies which preserve and expand long-term operational excellence.
- 3C: Improve communication and marketing the value of McKinney National Airport to the City and region.
- 3D: Continually maintain national recognition for excellence in Fixed Base Operations.



- ✓ *Can we explore building two new hangars at the next opportunity?*
- ✓ *Airport is doing well, but most people do not know about it and what it brings to McKinney.*
- ✓ *Airport achieved financial-self supporting status, eliminating the need for City-subsidy.*



- 4A: Provide funding and organizational framework to ensure continual economic improvements.
- 4B: Balance resources generated by property taxes, sales taxes, hotel occupancy tax and fees.
- 4C: Pursue and maintain an AAA bond rating with S&P (Standard & Poor's) and Moody's.
- 4D: Create financial plans for future growth as well as future maintenance.



- ✓ *Ability to adopt 0% Effective Tax Rate – Can we sustain such once our growth slows down and/or we are fully built out?*
- ✓ *All noted financial metrics remain valid and should be continued.*



- 5A: Create affordable recreational and cultural arts activities for all ages throughout the City.
- 5B: Develop parks strategy to preserve green space for future park land.
- 5C: Continue to market and highlight McKinney as a unique destination for residents and visitors alike.
- 5D: Promote reinvestment activities and Ordinance changes in McKinney's historic downtown that balance preservation of historic character and current market needs.
- 5E: Develop sustainable quality of life improvements within the City of McKinney.
- 5F: Maximize partnerships between the City of McKinney and private industry.



- 5G: Promote sustainability by creating "Green" initiatives.
- 5H: Enhance connectivity to parks & civic facilities, schools/education centers, libraries, health care providers, commercial corridors, etc.



- ✓ *What is City's role in trash & plastic recycling with an eye towards reducing impacts?*
- ✓ *When we explore P3's, can we consider set-a-sides for a certain percentage of jobs for 2nd Chance individuals?*
- ✓ *Capitalize on development of new trails and creeks that run throughout McKinney to encourage outdoor recreation & appreciation for nature.*
- ✓ *Our New City Hall Complex needs to reflect an iconic design that is respectful of its location and incorporate recognition of the contributions of the East Side neighborhoods and individuals as a gathering place for our community.*
- ✓ *We need to ensure that all residents of McKinney understand what we are trying to accomplish with the development of the New City Hall Complex and how do we prevent associated gentrification issues?*



- ✓ *McKinney Urban Transit District – windfall of \$7-\$8 million of tax voter-supported service. How can we tie into public transit system both within and external to McKinney?*
- ✓ *Transportation, transportation, transportation...*



- 6A: Maintain meaningful public safety performance measures.
- 6B: Pursue and maintain the highest Insurance Services Office (ISO) fire and building protection classification.
- 6C: Pursue and maintain low crime rates in comparison to other communities.
- 6D: Continually increase operational efficiency in public safety departments.
- 6E: Engage in proactive and formal community diversity outreach and dialogue with the citizens of McKinney.
- 6F: Engage in strategic diversity outreach to attract and retain Public Safety personnel.



- ✓ *Safest City in Texas in Texas over 100k.*
- ✓ *General agreement that we are on the right path for continued success.*
- ✓ *Recognize need for continuing dialogue and transparency regarding our Police Department practices following external events in 2020 that put a national spotlight on law enforcement agencies.*



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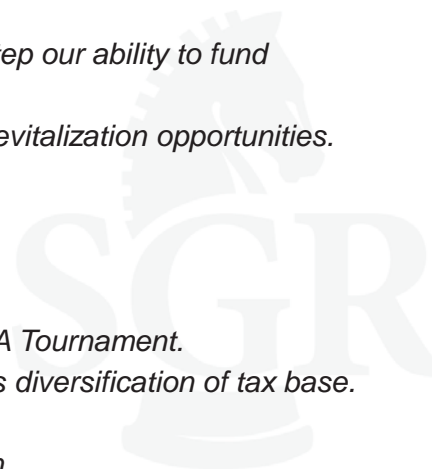


Prioritization of Goals & Strategies

City Council Feedback

What should the City's Near-Term Goals be?

- *Accessibility/transportation needs (prioritize).*
- *Maintain financial stability/viability – Don't overstep our ability to fund services.*
- *New City Hall Complex to leverage associated revitalization opportunities. (X3)*
- *Corporate HQ development.*
- *10-story development & 5-Star restaurant .*
- *Vertical growth.*
- *Hotel, restaurants, and retail to support new PGA Tournament.*
- *Increase tax revenue in meaningful way vis-à-vis diversification of tax base.*
- *Laud Howell Parkway.*
- *Perhaps a second parking deck in the downtown.*



What should the City's Mid-Term Goals be?

- *Affordable Housing:*
 - ✓ *Global Affordable Housing Strategy still needs attention. McKinney satisfies over 50% of workforce housing in our County. (X2)*
 - ✓ *Affordable Housing issue needs to be solved sooner than later.*
 - ✓ *Affordable housing program needs to include single family units.*
 - ✓ *Upfront costs for land and City requirements raise costs for developers which run against our desires for affordable housing and encouragement of home ownership.*
- *ERP implementation/oversight.*
- *Secure additional Park land and maintain green space in McKinney.*
- *Increased donated land and funding by developers to expand our Parks system.*

What should the City's Mid-Term Goals be?

- *Transit opportunities between Plano & McKinney.*
- *Another "destination" recreation area like Apex built in north part of City to service North End neighborhoods (Maybe a water park). (X2)*
- *Capital improvement-type projects (Roads, PID's in NW Sector, Utilities).*
- *New City Hall Complex.*
- *East Side needs attention – 60% of homes are rental, not owner occupied – We need to encourage home ownership!*
- *Airport development.*
- *New corporate business center development.*

What should the City's Long-Term Goals be?

- *Improved Intergovernmental Relations – Regular meetings with neighboring units & County.*
- *Traffic management in, around, and through McKinney - Bypass & Parkway. (X4)*
- *More robust Airport infrastructure.*
- *P3's with industries – particularly with high tech businesses.*
- *Affordable Housing strategy.*
- *Build-out of 380 N – 2nd part of City and likely need for new High School.*
- *Impact from COVID and work from home vs. office.*
- *Road projects, office real estate development, infrastructure developments, and diversification of tax base.*

What do you want McKinney to become or have in 10 years?

- *The City is in a very good position going forward and the City Council and Administration work very well together.*
- *Increased diversity on our City Council & in our marketing/branding that reflects McKinney.*
- *That our new City Hall Complex embraces McKinney's unique culture (e.g. - plaques to recognize characteristics and history of our East Side.)*
- *That we remain forward thinking, but respectful of our past/heritage.*
- *Better grasp of land use issues and growth.*
- *Improved perception of business-friendly climate in McKinney.*

Suggested Prioritization Process

- Beyond the initial high-level prioritization comments received in the Advance Interview Sessions, there has been some discussion about considering a more formalized process to provide Staff with a better sense of the priorities of the Mayor & City Council.
- Post Retreat, Staff revises the Goals & Strategies based upon the feedback received at this session and distribute for review.
- The Mayor & City Council Members subsequently indicate their top five (5) Strategies with a ✓, regardless of which Goal they may be under.
- The Strategies receiving the top votes will be ranked as Short-Term, and the remaining Strategies will be identified as either Intermediate or Long-Term based upon a natural break in the balance of the votes cast.



Do We Have Consensus on McKinney's Future Direction & Priorities?



"Well, that makes it four 'aye's, two 'nay's, and one 'hey, no problem.'"



Closing Theme

Closing

- Takeaways
- Next Steps
- Closing Comments by Mayor & City Manager
- Adjournment

