

## **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

### **Projects Eligible for MCDC Consideration:**

- Projects Related to the Creation or Retention of Primary Jobs
- Projects Related to Job Training to Further Economic Development
- Infrastructure Improvement Projects Necessary to Develop New or Expanded Business Enterprises
- Mass Transit-Related Facilities
- Projects Related to Community or Recreational Facilities
- Projects Related to Affordable Housing
- Professional and Amateur Sports and Athletic Facilities, Including Children's Sports
- Entertainment, Tourist and Convention Facilities
- Public Parks and Open Space Improvements
- Promotional Expenses that Advertise or Publicize the City for the Purpose of Developing New and Expanded Business and/or Tourism

**DIRECTION FOR STRATEGIC GROWTH**

**MCDC:**

**Develop a retail development strategy for key areas of the community to further diversify revenue sources and expand entertainment, dining, and shopping options**

*Continue support for retail consultant (currently The Retail Coach).*

*Participate in retail recruitment activity - ICSC, Retail Live, Developer, Restaurant, Retail relationships.*

*Engage the community as to what they would like to see in McKinney.*

**Status**

- The Retail Coach has been retained for the 2017 calendar year to continue retail development strategy and recruitment efforts.*
- Participation in ICSC ReCon is planned for May 21-24.*
- Monthly outreach to group of 100+ retailers, developers, commercial real estate professionals continues*
- Online survey planned for May/June timeframe*

**MCDC:**

**Provide a strong city economy by facilitating a balance between industrial, commercial, residential and open space**

*Support Park CIP projects - \$5.5 mm/yr through FY 25.*

*Support economic development projects when requested and appropriate.*

*Coordinate with/support MEDC recruitment activities for growth of commercial tax base.*

*Support Vision 2040 Plan initiatives.*

**Status**

- Budget preparation is underway for FY18 - and will include funding in the amount of \$5.5 mm for Parks CIP, with board approval.*
- Visioning Committee for Parks Master Plan Update (which will guide prioritization of CIP projects) will meet in April to review the draft plan. Approval by MCDC, Parks Board and City Council will be requested in the April/May timeframe.*
- No requests from MEDC.*
- Vision 2040 Plan is currently on hold as research is conducted on 380 corridor.*

FY 17 MCDC STRATEGIC PLAN - Status Update  
April 2017

OPERATIONAL EXCELLENCE	
MCDC:	<b>Establish a timeline for a Municipal Facility/Downtown Parking</b>
	<i>Explore opportunities to support efforts to create way-finding signage.</i>
	<i>Look at ways to help bring transit to McKinney with a specific focus on the needs of seniors and the disabled.</i>
	<i>Explore the possibility of providing shuttle service (perhaps the trolley) from remote parking areas to events and amenities in downtown McKinney. This will be especially needed after construction on the 9-acre site begin.</i>
	<i>Explore transportation options for Senior Center.</i>
	<b>Status</b> · Conversations have taken place with Communications and City Manager's Office re: MCDC's interest in supporting the efforts to creat way-finding signage. If appropriate role is identified - an application for project grant funding will be submitted.
	· The City has created an Urban Transit District that includes McKinney, Melissa, Princeton, Lowry Crossing, Prosper and Celina.
	· An Urban Transit District Board, with representatives from district cities has been created, and has held two meetings.
	· The board approved a "hybrid" transit plan allowing for a taxi voucher program to begin within 90 days and a dedicated demand response service when vehicles are acquired.
	· DART and Denton County Transit Association are under consideration for providing the services.
	· MCDC approved funding for a Polaris Gem to provide shuttle service from remote parking areas in the downtown area to the commercial core.
	· No specific action has been undertaken for transportaion to/from Senior Center independent of an overall transit plan that the city is working on through the Urban Transit District.

FY 17 MCDC STRATEGIC PLAN - Status Update  
April 2017

MCDC:

Implement performance management practices that include developing and training staff and Board and Commission members	
	<i>Orientation for new (and current) board members.</i>
	<i>Sales Tax Training Workshop conducted by Texas Economic Development Council.</i>
	<i>Maintain a customer service oriented culture within MCDC.</i>
	<i>Identify key performance indicators for MCDC to include in overall City plan.</i>
<b>Status</b>	· <i>Orientation was held for MCDC's new member in October 2016.</i>
	· <i>Jeff Moore, MCDC's attorney conducted a training session regarding Type A and Type B Corporations and permissible use of the sales tax dollars generated in October. TEDC's Sales Tax Workshops will take place once the current Texas legislative session is finished. Funds have been budgeted for board members to attend.</i>
	· <i>Key performance indicators have been identified for MCDC - and included in the overall city plan. These include:</i>
	<i>Increase sales tax generated by retail sales by 7% by 9/31/2018</i>
	<i>Increase or improve the recreational/community, sports, entertainment square footage by 465,000 sf by 9/30/2020</i>
	<i>Increase the amount of developed park acres per 1,000 residents to 15 by 9/30/2023 (also Parks &amp; Rec objective)</i>
	<i>Add an additional 8 miles of hike and bike trails by 9/30/2027</i>
	<i>Add an additional 70 acres of parkland per year over the next two years (9/30/2018)</i>

FY 17 MCDC STRATEGIC PLAN - Status Update  
April 2017

MCDC:

Identify Opportunities for internal efficiencies through recurring analyses and continuous improvement	
	<i>Annual retreat/quarterly reviews of progress toward goals.</i>
	<i>Once KPIs are established, include regular reports on progress.</i>
	<i>Utilize liaisons to identify and communicate opportunities for collaboration, cooperation with sister organizations and report monthly.</i>
	<i>Consider joint meetings with sister organizations to facilitate communication between groups.</i>
	<i>Create summary/overview page, in agenda packet, for Promotional and Project Grant requests.</i>
<b>Status</b>	· Annual retreat held March 28, 2017. This document provides the first update on progress toward goals.
	· KPIs established - March 2017
	<i>Increase sales tax generated by retail sales by 7% by 9/31/2018</i>
	<i>Increase or improve the recreational/community, sports, entertainment square footage by 465,000 sf by 9/30/2020</i>
	<i>Increase the amount of developed park acres per 1,000 residents to 15 by 9/30/2023 (also Parks &amp; Rec objective)</i>
	<i>Add an additional 8 miles of hike and bike trails by 9/30/2027</i>
	<i>Add an additional 70 acres of parkland per year over the next two years (9/30/2018)</i>
	· Liaisons appointed to Parks & Rec, MCVB and Main Street, who attend monthly meetings and report back to MCDC.
	· Joint meetings discussed at retreat - one to be scheduled with City Council after election.
	· Summary/Overview of promotional and project grant applications created and included in agenda packets.

FY 17 MCDC STRATEGIC PLAN - Status Update  
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MAXIMIZE THE DEVELOPMENT POTENTIAL OF THE MCKINNEY NATIONAL AIRPORT	
MCDC:	Implement initiatives and strategies to attract and expand corporate and commercial aviation
	<i>Consider support for construction of additional hangar/facilities if requested by Council.</i>
	<b>Status</b> <i>No requests for support at this time.</i>

MCDC:	Improve communication and marketing the value of the McKinney National Airport to the City and Region
	<i>Explore, with city's communications and marketing team, opportunities to support Airport marketing activities.</i>
	<b>Status</b> <i>· Discussed with Communications and Marketing. No appropriate opportunities identified at this time.</i>
	<i>· MCDC (Schneible) is participating in the Airport's Master Plan Update activity.</i>

**FINANCIALLY SOUND GOVERNMENT**

**Provide Funding and Organizational Frameworks for the City that Ensure Continual Economic and Quality of Life Improvements**

**MCDC:**

- Continue \$5.5 mm for funding Parks CIP projects.*
- Continue discretionary grants for Q of L projects that meet eligibility requirements.*
- Determine/maintain adequate fund balance for project support.*
- Continue to emphasize, to organizations seeking funding, the board's position that organizations should work to ensure plans and activities are in place to raise funds for ongoing operations and maintenance.*
- Communicate to organizations seeking project grant funding that MCDC board expectations include demonstration that CapEx plan is in place to support future capital expense.*
- With respect to MCDC discretionary project grants, communicate to grantees and outline in performance agreements that MCDC is the funder of last resort.*
- Revise MCDC grant guidelines and application to ensure more detailed information is provided regarding other potential funding sources.*
- Identify and implement mechanisms/initiatives to secure citizen input on future quality of life projects. (surveys, social media, kiosks at events).*

**Status**

- \$5.5 mm will be included in the FY18 budget for Parks CIP projects.*
- \$1.359 mm budgeted for discretionary grants. This includes \$100,000 for Promotional and Community Event grants; \$1.259 mm for project grants.*
- Fund balance projected for year-end is \$30 mm - minimum balance to be maintained is \$10 mm*
- Communication with potential grantees, through board members and staff, emphasizes board position that grantees need to budget to fund organizational operations, maintenance and capital expense.*
- Performance agreements executed with grant recipients, beginning with final project cycle in 2016, emphasize MCDC funds are to be last funds utilized.*
- MCDC grant applications were revised to secure more information regarding additional potential funding sources of potential applicants.*
- A questions was included on the City's Citizen Satisfaction Survey re: quality of life amenities/projects desired by residents.*
- Results will be available in April. A survey will be executed, through the MCDC website, to secure citizen input within the May/June timeframe.*

FY 17 MCDC STRATEGIC PLAN - Status Update  
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MCDC:

Create financial plans for future growth as well as future maintenance	
	<i>Work with Finance to create 5-year revenue/expense forecast.</i>
	<i>4 hour retreat annually.</i>
	<i>Develop exit strategy to avoid long-term funding of projects that are not sustainable.</i>
	<i>Identify ways to measure and report on project success (projects funded through MCDC).</i>
<b>Status</b>	<i>· Finance prepared and presented a 5-year revenue/expense/funding projection that was presented to MCDC in February.</i>
	<i>· Final reports are required on projects funded. For long-term projects periodic updates can be provided to the board by</i>
	<i>grantee - when board requests (e.g. Newsome Homes update provided by Roslyn Miller - MHA). Updates on city projects, such</i>
	<i>as Apex, are made monthly throughout the construction of the project. Operations updates will be provided periodically.</i>



**ENHANCE THE QUALITY OF LIFE IN MCKINNEY**

**Create affordable and accessible cultural arts activities and quality of life resources for all ages throughout the City**

**MCDC:**

- Continue to fund Promotional and Community Event grants.*
- Consider support for eligible community facilities/projects.*
- Continue funding for discretionary Q of L grants.*
- Refresh the looks of the pool facilities on the east side.*
- Identify opportunities to support efforts to make all park signs consistent.*
- Support improved signage for the hike and bike trails - e.g. wayfinding and trail head signs.*
- Citizen input regarding what is important re: Q of L amenities.*
- Identify ways to facilitate collaboration between events that are funded by MCDC Promotional grants.*
- Explore installation of "kiosks" or other systems to secure citizen feedback on facilities and events and communicate city information.*
- Identify opportunities and support efforts for enhanced promotion of events within the city (social media, calendars, etc.).*
- Board support of promotional efforts through FB and other social media. (Share press releases, notify re: posts).*
- Increase promotion of projects funded by MCDC (e.g. McKinney StarCenter).*

- Status**
- \$100,000 allocated for Promotional and Community Event grants in FY17. First round of grants (\$50,000) awarded. Second round applications for Promotional grants will be awarded in July.*
  - \$1.259 mm allocated for Quality of Life discretionary grants. Additionally, fund balance is available for Q of L grants, with Council approval.*
  - Update to Old Settler's Aquatic facility is not planned until 2022-2027 under the Parks Master Plan Update currently under consideration.*
  - MCDC staff and Parks staff are working together to identify opportunities for creation and installation of signs/signage with Parks, along trails, and exterior as Park development and construction/renovation takes place. Work is underway to implement an RFP for signage. Estimated time to complete RFP is 8-12 weeks (July timeframe for completion).*
  - MCDC and the City's Communications team are working together to promote MCDC Promotional Grant recipients through social media outlets that include website, FB and city's e-newsletter.*
  - Board members are encouraged to share FB posts made by MCDC and city to promote grantee events.*
  - Communications and Marketing has prepared a series of FB posts to promote MCDC funded projects - with a message about the impact of local dining and shopping. These are currently posted twice per month.*

April 2017

MCDC:

Maximize public/private partnerships	
	<i>Identify/support appropriate projects/initiatives (e.g. PSA).</i>
	<i>Support eligible/appropriate projects to secure additional dining, retail, entertainment opportunities.</i>
<b>Status</b>	· MCDC staff is working with City Manager's office and Parks & Rec to explore possibility of public/private initiatives that would be eligible for MCDC support.

MCDC:

Develop Parks strategy to preserve green space for future park land	
	<i>Support Parks-led initiative with board/staff participation.</i>
	<i>Funding for park land acquisition.</i>
<b>Status</b>	· The Parks Master Plan Update includes a strategy for land acquisition to preserve green space and facilitate park construction.
	· Funding for Park Land Acquisition has been identified as a board priority and will be included in the \$5.5 mm for Parks CIP in FY 18 and beyond.

MCDC:

Continue to market and highlight Downtown McKinney as a unique destination for residents and visitors alike	
	<i>Continue Promotional and Community Event grants to support tourism and business development.</i>
	<i>Feature downtown events/amenities in "My McKinney" advertising.</i>
	<i>Provide volunteer support for downtown events.</i>
	<i>Continue to work with communications and marketing to identify and implement "signage" and other communication vehicles.</i>
<b>Status</b>	· MCDC wil fund up to \$100,000 in Promotional grants in the current fiscal year.
	· Downtown events and facilities (MPAC) are included in My McKinney advertising, with messaging about the importance of buying local. Featured events/facilities are rotated through ads based on schedule for the events.
	· MCDC staff and Communications and Marketing have identified additional opportunities for MCDC messaging - through sponsorship at PSA, the APEX Centre and Main Street/MPAC events. These efforts will continue.
	· MCDC works with MCVB and the City on collaborative advertising opportunities to promote the city - in FY 17 these have included: See Texas First (newspaper travel insert); Visit Widget on the MCVB website; USA Today Summer Travel Guide; Modern Luxury/Plano

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OTHER	
MCDC:	<b>Bike Share</b>
	<i>Explore creation of Bike Share program with funding support from MCDC.</i>
	<b>Status</b> · <i>A recommendation for a Bike Share program will be included in the Parks Master Plan Update. Preliminary research was conducted with Parks staff and will continue in the third quarter of this year.</i>
MCDC:	<b>Signage</b>
	<i>Highway signage .</i>
	<i>Banners to promote city events.</i>
	<i>Explore creation and installation of digital signage to communicate city/event information across the city.</i>
	<b>Status</b> · <i>Highway signage - efforts are undertaken by city staff - Planning and Engineering departments.</i>
	· <i>Event banners - have been created for the street poles downtown and throughout the city for four major events: Arts in Bloom; Red White and Boom; Oktoberfest; Home for the Holidays.</i>
	· <i>Digital signage, to be placed exterior to 2-3 parks, as a pilot project, will be included with the signage RFP that is currently being drafted.</i>
MCDC:	<b>Community Arts Facility (Black box theater)</b>
	<b>Community Arts Facility - continue due diligence and discussions with Council.</b>
	<b>Status</b> · <i>No activity on this project to date.</i>

FY 17 MCDC STRATEGIC PLAN - Status Update  
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MCDC:

City Gateways	
	<i>Support city gateway enhancement/streetscape/beautification projects.</i>
<b>Status</b>	<i>· No action to date. Recommendation for strategy and timeframe will be included in Parks Master Plan Update.</i>

MCDC:

Festival Tent	
	<i>Work with Main Street, MPAC staff to determine options for a festival tent at major downtown (and other) events - to be funded by MCDC.</i>
<b>Status</b>	<i>· Subcommittee formed. Options explored. Arts in Bloom included a festival tent for wine tasting. Staff recommendations will be provided to MCDC for consideration/follow-up.</i>

MCDC:

Destination Aquatic Facility (Water Park)	
	<i>MCDC staff work with City Manager and Parks &amp; Rec staff to explore options and make recommendations.</i>
<b>Status</b>	<i>· MCDC staff discussed with The Retail Coach. They will reach out to potential vendors/developers. Exploring options through developers interested in the "entertainment district" as currently identified in the City Master Plan update.</i>

MCDC:

Best Practices	
	<i>Review/benchmark expenditures made by Type B corps in sister cities.</i>
<b>Status</b>	<i>· Projects funded by Allen CDC and Frisco CDC were reviewed in connection with FY17 budget preparation and will be reviewed again this year. Allen funds Parks &amp; Rec projects, bicycle plan, city events and will participate in funding the hotel and conference center along with the Allen EDC and City of Allen.</i>
	<i>· Frisco CDC funds Parks &amp; Rec; Frisco Aquatic Center (expansion); Frisco Field House (land purchase); Frisco Star facility.</i>