CITY COUNCIL WORK SESSION

STRATEGIC GOALS PRIORITIZATON

MARCH 17, 2023

The City Council of the City of McKinney, Texas met in work session in the City Hall Council Chambers, located at 222 N. Tennessee Street, McKinney, Texas on Tuesday, March 17, 2023 at 8:00 a.m.

The work session was broadcast live on cable television Spectrum Channel 16 and AT&T U-Verse Channel 99; and online at https://mckinneytx.swagit.com/views/130. The video recording of the work session is available to the public through the City of McKinney meeting archive.

Mayor Pro Rainey Rogers called the meeting to order at 8:04 a.m. upon determining a quorum of the City Council consisting of himself and the following members were present: Council Members Justin Beller, Rick Franklin, Charlie Philips, and Patrick Cloutier. Mayor Fuller joined the meeting at 8:52 a.m.

Council Member Rick Franklin departed the meeting at 9:32 a.m. Council Member Geré Feltus was absent.

These City of McKinney Staff were present: City Manager Paul Grimes, Assistant City Manager Kim Flom, Assistant City Manager Barry Shelton, Director of Organizational Development & Performance Management Joseph Mazzola, Performance Manager Joshua Stevenson, Director of Strategic Services Trevor Minyard, Director of Public Safety Greg Conley, City Attorney Mark Houser, and City Secretary Empress Drane.

There were three (3) guests present in the audience, none requesting to make Public Comments.

Mayor Pro Tem Rainey Rogers called for the Work Session discussion:

23-0186 Discuss Prioritization of the City Council Strategic Goals

The discussion was facilitated by Doug Thomas, Executive Vice President of Strategic Government Resources. The accompanying presentation for the discussion is included in these minutes as *Appendix A: Presentation*.

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City Manager Paul Grimes recognized Joseph Mazzola and Joshua Stevenson of the Performance Management team and stated a Strategic Plan will be presented to the City Council in May 2023 for consideration and adoption.

Council unanimously approved the motion by Council member Rainey Rogers, seconded by Council member Patrick Cloutier, to adjourn the meeting at 10:11 a.m.

These minutes were approved by the City Council on April 4, 2023.

SIGNED:

GEORGE C. FULLER, Mayor

ATTEST:

EMPRESS DRANE, City Secretary

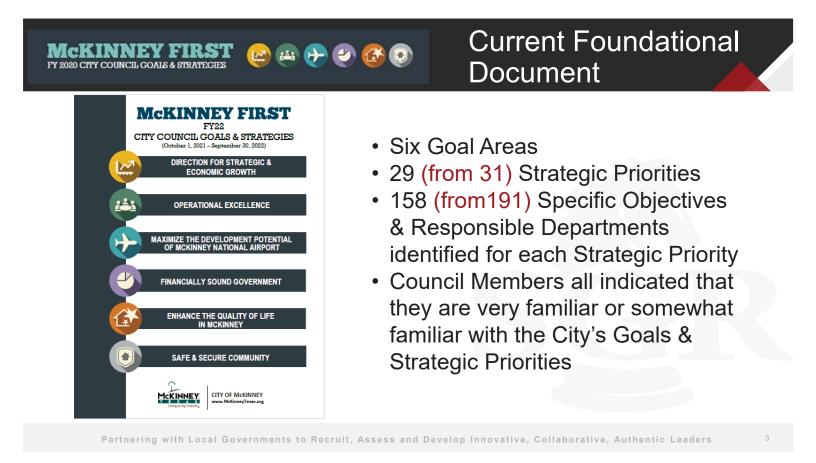
City of McKinney, Texas

(Appendix A: Presentation – next page)



Agenda

- 1. Opening Comments City Manager Paul Grimes
- 2. Catch Up From February 17th Retreat
- 3. Discussion Re: City Council Comments & Recommendations Re: Strategic Priorities by Goal Area and Results of City Council Prioritization Voting
- Review of City's Council's Advance Interview Responses Re: "Change", "Keep", & "Legacy" Questions
- 5. Next Steps City Manager Paul Grimes
- 6. Questions, Takeaways, & Adjournment





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

Consider a preamble to the six Goals?

We strive to make McKinney "Unique by Nature" by engaging our residents, businesses, and stakeholders in a neighborly and sustainable fashion in all we do to strengthen our social bonds through the following Goals and Strategies.

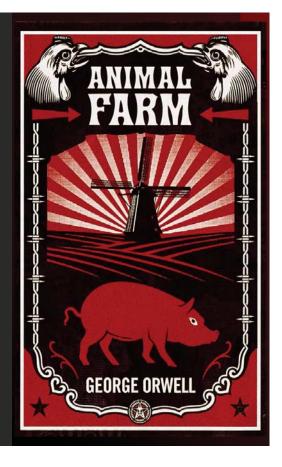
	1 LOWER PRIORITY	2	3	4	5 HIGHER PRIORITY	TOTAL	WEIGHTED AVERAGE
Add a preamble to the Strategic Goals regarding neighborliness	57.14% 4	28.57% 2	14.29% 1	0.00% 0	0.00% 0	7	1.57

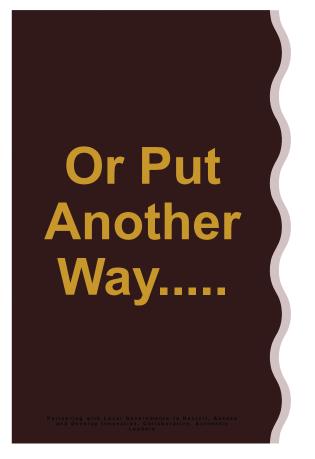


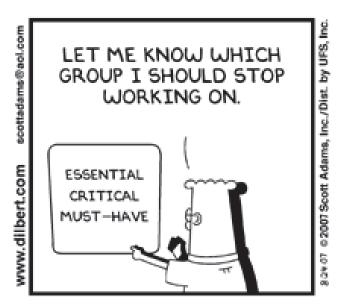
Everything Can't Be Equal....

"All animals are equal, but some animals are more equal than others."

George Orwell – Animal Farm



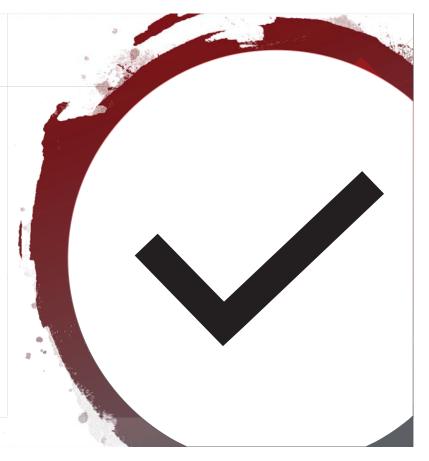




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Prioritization Process

- Following the February 17th Retreat, SGR & Staff prepared a Prioritization Survey for the Mayor & City Council to provide Staff with a better sense of the Governing Body's Priorities.
- This year, the Prioritization Survey involved proposed Objectives/Projects that were discussed at the February 17th Retreat to provide Staff with further direction on how to best prioritize the tracking of the Mayor & City Council's Priorities.
- We will review the proposed wording of revised Strategic Priorities first, and subsequently review and discuss the results of the Mayor & City Council Prioritization Survey of proposed Objectives/Projects to ensure Staff has direction on how to best track progress on the *"McKinney First"* Goals & Strategies.



CITY COUNCIL GOAL 1: DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

Current Strategic Priorities

- 1A: Establish regional infrastructure incentives to increase economic growth.
- 1B: Provide a strong city economy by creating a Global Housing Strategy and facilitating a balance between industrial, commercial, residential, and open space.
- 1C: Continue to develop a retail development strategy for key areas of the community to further diversify revenue sources and expand entertainment, dining and shopping options and tourism.
- 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.



CITY COUNCIL GOAL 1: DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

Revised Strategic Priorities

- 1A: Establish regional infrastructure incentives, including high speed digital connectivity, to increase economic growth.
- 1B: Provide a strong city economy by creating a Global Housing Strategy and facilitating a balance between industrial, commercial, residential, and open space.
- 1C: Continue to develop a retail development strategy for key areas of the community to further diversify revenue sources and expand entertainment, dining and shopping options and tourism to become a *"Live, Work, & Play"* community.
- 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.

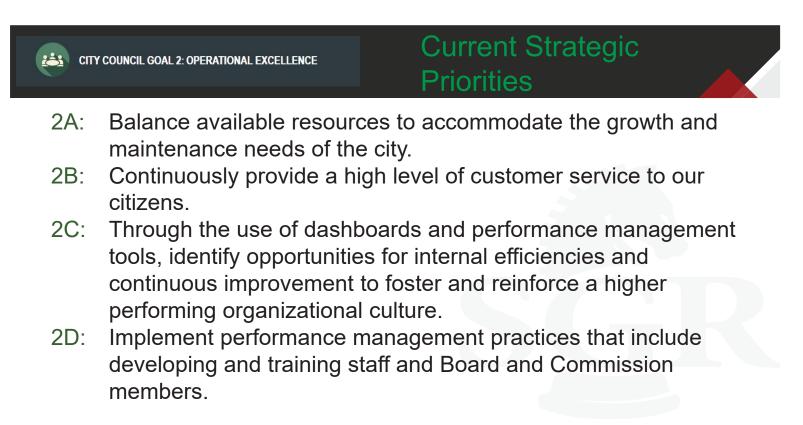
Partnering with Local Governments to Recruit, Assess and Develop Innovative, Collaborative, Authentic Leaders

CITY COUNCIL GOAL 1: DIRECTION FOR STRATEGIC AND ECO	NOMIC GROWTH				City Cou Voting	uncil	
	1 LOWER PRIORITY	2	3	4	5 HIGHER PRIORITY	TOTAL	WEIGHTED AVERAGE
Establish better coordination between MCDC, MEDC, and City Administration	0.00% 0	0.00% 0	14.29%	42.86% 3	42.86% 3	7	4.29
Continue Byron Nelson partnership	14.29% 1	0.00%	0.00% 0	28.57% 2	57.14% 4	7	4.14
Complete extension of Laud Howell Parkway	0.00% 0	0.00% 0	14.29%	57.14% 4	28.57% 2	7	4.14
Development incentives for ETJ properties to annex into the city	0.00%	14.29% 1	0.00% 0	57.14% 4	28.57% 2	7	4.00
Further improve business development process and procedures	0.00% 0	14.29% 1	0.00% 0	57.14% 4	28.57% 2	7	4.00
Promote "live, work, and play" concept in McKinney	0.00%	0.00%	28.57%	42.86% 3	28.57% 2	7	4.00
Manage and coordinate impacts of US380 alignment	0.00%	14.29% 1	14.29% 1	57.14% 4	14.29% 1	7	3.71

CITY COUNCIL GOAL 1: DIRECTION FOR STRATEGIC AND ECC	DNOMIC GROWTH				City Cou Voting	uncil	
	1 LOWER PRIORITY	2	3	4	5 HIGHER PRIORITY	TOTAL	WEIGHTED AVERAGE
Invest in "missing middle" housing products	0.00%	14.29% 1	28.57% 2	28.57% 2	28.57% 2	7	3.71
Continue making progress on new City Hall and surrounding infrastructure projects	14.29% 1	0.00% 0	14.29%	42.86% 3	28.57% 2	7	3.71
Pursuit of additional corporate campus developments	14.29% 1	0.0ď% 0	42.86% 3	28.57% 2	14.29% 1	7	3.29
Continued focus and investment in roadway maintenance	14.29% 1	0.00% 0	42.86% 3	28.57% 2	14.29% 1	7	3.29
Focus on addressing any food deserts in the community	0.00%	42.86% 3	28.57% 2	0.00% 0	28.57% 2	7	3.14
Focus on remediation of gentrification concerns east of HWY 5	0.00% 0	28.57% 2	42.86% 3	14.29% 1	14.29% 1	7	3.14
Evaluate policy to dedicate a percentage of new housing as affordable/workforce	14.29% 1	0.00% 0	71.43% 5	0.00% 0	14.29% 1	7	3.00

CITY COUNCIL GOAL 1: DIRECTION FOR STRATEGIC AND EC	ONOMIC GROWTH				City Cou Voting	uncil	
	1 LOWER PRIORITY	2	3	4	5 HIGHER PRIORITY	TOTAL	WEIGHTED AVERAGE
Attract more workforce housing products	14.29% 1	28.57% 2	14.29% 1	28.57% 2	14.29% 1	7	3.00
Evaluate the growth rate of multi-family housing in McKinney	14.29% 1	28.57% 2	28.57% 2	28.57% 2	0.00% 0	7	2.71









CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE		Objectives Voting						
	1 LOWER PRIORITY	2	3 I	4	5 HIGHER PRIORITY	TOTAL	WEIGHTED AVERAGE	
Completion of City ERP transition	0.00%	14.29% 1	57.14% 4	14.29% 1	14.29% 1	7	3.29	
Evaluate Smart City technologies in conjunction with fiber rollout	14.29% 1	14.29% 1	28.57% 2	28.57% 2	14.29% 1	7	3.14	
Promotion of diversity and culture in Board & Commission appointments	0.00% 0	42.86% 3	14.29% 1	28.57% 2	14.29% 1	7	3.14	
Manage solid waste/refuse contract RFP	0.00% 0	14.29% 1	71.43% 5	0.00% 0	14.29% 1	7	3.14	
Increased focus on code compliance	14.29% 1	28.57% 2	28.57% 2	1 28.57% 2 2	0.00% 0	7	2.71	
Continue a formal prioritization process of Goals & Priorities annually	0.00% 0	57.14% 4	42.86% 3	0.00% 0	0.00% 0	7	2.43	

CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

Objectives





CITY COUNCIL GOAL 3: MAXIMIZE THE DEVELOPMENT POTENTIAL OF MCKINNEY NATIONAL AIRPORT

Current Strategic Priorities

- 3A: Implement initiatives and strategies, including publicprivate partnerships, to attract and expand corporate and commercial aviation including the viability of passenger service.
- Identify and implement land use regulations and policies 3B: which preserve and expand long-term operational excellence.
- Improve communicating and marketing the value of McKinney 3C: National Airport to the city and region.
- Continually maintain national recognition for excellence in 3D: fixed base operations.

CITY COUNCIL GOAL 3: MAXIMIZE THE DEVELOPMENT POTENTIAL OF MCKINNEY NATIONAL AIRPORT					Its of Cit		ncil
	1 LOWER PRIORITY	2	3	4	5 HIGHER PRIORITY	TOTAL	WEIGHTED AVERAGE
McKinney National Airport as a commercial service airport	14.29% 1	0.00% 0	14.29% 1	14.29% 1	57.14% 4	7	4.00



CITY COUNCIL GOAL 4: FINANCIALLY SOUND GOVERNMENT

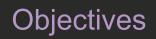
Current Strategic Priorities

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

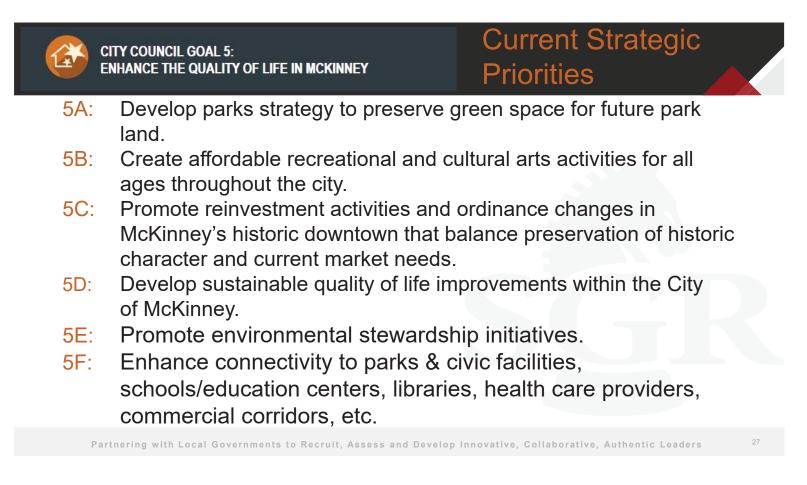
CITY COUNCIL GOAL 4: FINANCIALLY SOUND GOVERNMENT			Results of City Council Objectives Voting				
	1 LOWER PRIORITY	2	3	4	5 HIGHER PRIORITY	TOTAL	WEIGHTED AVERAGE
Increasing commercial property tax base	14.29% 1	0.00% 0	14.29% 1	14.29% 1	57.14% 4	7	4.00
Institute sustainability initiatives to prepare for possible slowdown of growth	14.29% 1	14.29% 1	57.14% 4	14.29% 1	0.00% 0	7	2.71



CITY COUNCIL GOAL 4: FINANCIALLY SOUND GOVERNMENT







Revised Strategic Priorities

- 5A: Continue parks strategy to preserve green space for future park land.
 5B: Create affordable recreational and cultural arts activities for all
- 5B: Create affordable recreational and cultural arts activities for all ages throughout the city.
- 5C: Promote reinvestment activities and ordinance changes in McKinney's historic downtown that balance preservation of historic character and current market needs.
- 5D: Develop sustainable quality of life improvements within the City of McKinney.
- 5E: Promote environmental stewardship initiatives.
- 5F: Enhance connectivity to parks & civic facilities, schools/education centers, libraries, health care providers, commercial corridors, etc.

Partnering with Local Governments to Recruit, Assess and Develop Innovative, Collaborative, Authentic Leaders

CITY COUNCIL GOAL 5:

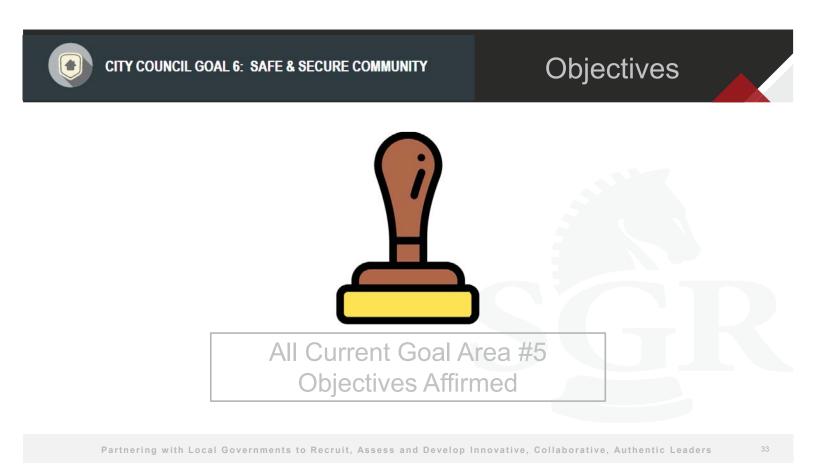
ENHANCE THE QUALITY OF LIFE IN MCKINNEY

CITY COUNCIL GOAL 5: ENHANCE THE QUALITY OF LIFI	E IN MCKINNEY				of City ves Voti		
	1 LOWER PRIORITY	2	3	4	5 HIGHER PRIORITY	TOTAL	WEIGHTED AVERAGE
Continue commitment to historic downtown square	0.00%	14.29% 1	0.00% 0	42.86% 3	42.86% 3	7	4.14
Redevelopment of city-owned properties in downtown McKinney	0.00%	0.00% 0	14.29% 1	71.43% 5	14.29%	7	4.00
Continue commitment to Parks and Recreation investments	14.29% 1	0.00% 0	0.00% 0	42.86% 3	42.86% 3	7	4.00
Maintain "small town feel" through community events in the downtown area	0.00%	14.29% 1	14.29% 1	42.86% 3	28.57% 2	7	3.86
Focus on park-to-park connections in and throughout the city	0.00%	28.57% 2	28.57% 2	14.29% 1	28.57% 2	7	3.43
Focus on arts & cultural development	0.00% 0	28.57% 2	28.57% 2	28.57% 2	14.29% 1	7	<mark>3.2</mark> 9

CITY COUNCIL GOAL 5: ENHANCE THE QUALITY OF LIFE IN MCKINNEY				Results of City Council Objectives Voting				
	1 LOWER PRIORITY	2	3	4	5 HIGHER PRIORITY	TOTAL	WEIGHTED AVERAGE	
Continue pursuit of youth sports-based community park	0.00% 0	0.00% 0	71.43% 5	28.57% 2	0.00% 0	7	3.29	
State Highway 5 pedestrian crossing (a.k.a. Deck Park)	28.57% 2	14.29% 1	14.29% 1	28.57% 2	14.29% 1	7	2.86	



	CITY COUNCIL GOAL 6: SAFE & SECURE COMMUNITY	Current Strategic Priorities							
6A:	Pursue and maintain low crime rates in comparison to other communities.								
6B:									
6C:	Continually increase operational efficiency in public safety departments.								
6D:	Pursue and maintain the highest Insu	urance Services Office							
	(ISO) fire and building protection classification.								
6E:	Engage in proactive and formal community diversity outreach								
	programs and open dialogue with the citizens of McKinney.								
6F:	Engage in strategic diversity outreach to attract and retain								
	public safety personnel								





What do you want to change about McKinney?

- Sale of City Downtown properties following new City Hall (Historic Rectangle vs. Square).
- Less auto centric intermobility enhancements and creation of more spaces for walkability.
- Fewer car dealerships on I-75 self driving cars will change that landscape in the future. Need to redevelop those sites to higher and best use.
- Improving the way we do business and attract large projects Remain competitive in our area to encourage investment.
- TXDOT roadway trash problems.

Partnering with Local Governments to Recruit, Assess and Develop Innovative, Collaborative, Authentic Leaders

What do you want to change about McKinney?

- Nothing comes to mind.
- Stop all the multifamily developments in McKinney.
- Attainable workforce housing options in McKinney land banking of properties has started.
- Dedicate a certain percentage of new housing to workforce housing properties.
- Reduce the impact of traffic and cost increases in housing values associated with growth.

What do you want to change about McKinney?

• Planning Department and building permitting process. It still takes too long to get approvals and permits for development projects. Some progress has been achieved, but more to be done. UDC has been revised, which has helped, but process still needs additional work in execution.



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

- Commitment in honoring our history & Historic Square. Growth should help support businesses with good access & parking availability in close proximity and encouraging multi use with some residential options. (X3)
- Business friendly reputation.
- Continued commitment to parks system given topography of McKinney. Acquire land that is not economically viable for development and use for public recreation for future generations/greenspace. (X2)
- People are proud about McKinney and rightly so.

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

• Maintain small town feel, parades, etc. People love it and want to retain such, despite amazing growth (16th in Texas) over eight years and continues to grow by leaps and bounds. (X3)



Review - What do you want this Council to be known for?

- Deck/Cloud Park over Highway 5.
- APEX Center and PSA Youth Sports Center.
- Improved business development & process/procedure culture. (X2)
- Arts & culture development.
- Re-generation of East side (New City Hall, Tupps) Transformative development. (X3)
- McKinney Airport passenger/commercial service and related development. (X3)
- Increased business tax base 120%. (X2)
- Successful navigation of social unrest & economic downturns.

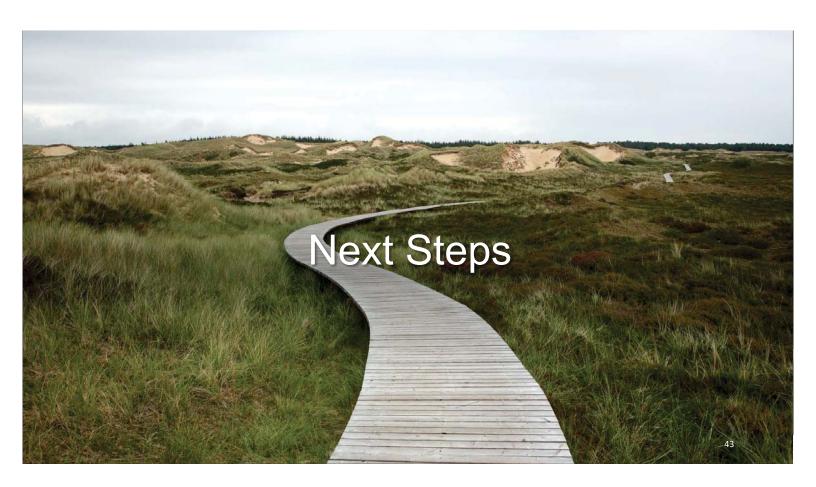
Review - What do you want this Council to be known for?

- More affordable/workforce housing options.
- Setting McKinney up for future success in a sustainable manner when growth in area slows down or stops. Especially in housing options.
- Road/highway expansion and maintenance.
- McKinney is very well-run city that provides value to the taxpayer.
- Food desert issue Private sector solution in the works.
- We left McKinney looking different but better (wherever that may look like.)
- Promotion of Live, Work, & Play concept in McKinney.
- Extremely proud of our park development and hike & bike trails want to connect them all and with surrounding cities.

Partnering with Local Governments to Recruit, Assess and Develop Innovative, Collaborative, Authentic Leaders

Review - What do you want this Council to be known for?

- Byron Nelson Golf Tournament. (X2)
- Redevelopment of former City properties in downtown following move to new City Hall
- Lowered tax rate 22% Effective tax rate .56 per \$100 to .45 cents per \$100 valuation. (X2)
- Navigated COVID crisis in McKinney lost very few businesses.
- Never make any bigger decision than choosing the right City Manager Paul is great!
- Changed and curtailed the way multi-family and car dealership projects are approved.



Closing

- Questions/Takeaways
- Closing Comments by Mayor & City Manager
- Adjournment

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