

CITY COUNCIL WORK SESSION
STRATEGIC GOALS PRIORITIZATION

FEBRUARY 16, 2024

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 16, 2024 at 8:30 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.new.swagit.com/views/130>. A video recording of the meeting is available to members of the public through the City of McKinney meeting archive.

Mayor George Fuller called the meeting to order at 8:32 a.m. upon determining a quorum of the City Council consisting of himself and the following members were present: Councilmembers Justin Beller, Patrick Cloutier, Rick Franklin and Michael Jones.

Mayor Pro Tem Charlie Philips arrived late.

Councilmember Geré Feltus was absent.

City of McKinney Staff were present: City Manager Paul Grimes; Assistant City Managers Kim Flom, Barry Shelton and Steve Tilton; Director of Public Safety Greg Conley; Director of Strategic Services Trevor Minyard; Director of Organizational Development & Performance Management Joe Mazzola; City Secretary Empress Drane; City Attorney Mark Houser; Chief Financial Officer Mark Holloway; Executive Director of Visit McKinney Aaron Werner; McKinney Economic Development Corporation President Michael Kowski; McKinney Economic Development Corporation Vice-President Michael Talley; McKinney Community Development Corporation President Cindy Schneible; Deputy City Secretary Tenitrus Bethel; Performance Manager Saima Ali; Executive Officer Supervisor Blanca Garcia; and City Secretary Administrative Assistant Charlene Johnson.

There were approximately 6 (six) members of the public in attendance including Volunteer McKinney Director Allison Monroe; MCDC Chair Angela Richardson-Woods; MCDC Boardmembers David Kelly and Deborah Bradford.

Mayor Fuller called for Public Comments on Agenda Items at which time no one requested to speak to the Council.

Mayor Fulller called for the Work Session Discussion.

City Manager Grimes reviewed the purpose of the strategic work session an next steps; he stated a Strategic Plan will be presented to the City Council in May 2024 for consideration and adoption. The accompanying presentation for the discussion is included in these minutes as *Appendix A: Presentation*.

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 B: Presentation*.

Mayor Fuller called for Executive Session at 11:36 a.m. in Accordance with the Texas Government Code:

A. Section 551.071(2) Consultations with Attorney on any Work Session, Special Session, or Regular Session agenda item requiring confidential attorney/client advice necessitated by the deliberation or discussion of said items (as needed)

B. Section 551.087. Deliberation Regarding Economic Development Matters
- Project Vibes

The Council did not take action on items discussed in Executive Session.

Councilmembers present unanimously approved the motion by Councilmember Cloutier, seconded by Mayor Pro Tem Philips to adjourn the Work Session at 12:56 p.m.

These minutes were approved by the City Council on March 5, 2024.

SIGNED:

GEORGE C. FULLER, Mayor
CHARLIE PHILIPS, Mayor Pro Tem

ATTEST:

EMPRESS DRANE, City Secretary
TENITRUS BETHEL, Deputy City Secretary

City of McKinney, Texas

Strategic Goals Workshop

February 16, 2024

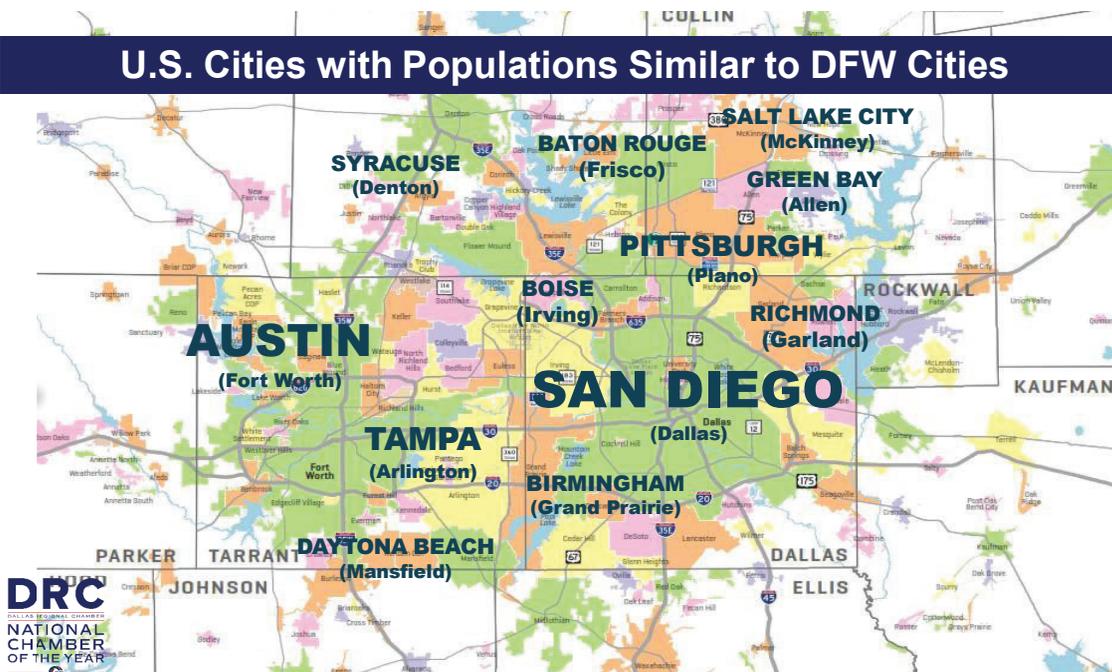
2022 Population of 12 Largest U.S. Metropolitan Regions (and change from 2021)

DFW is the 4th largest metro in the U.S.

1. New York	19,618,000	-0.8%
2. Los Angeles	12,872,000	-0.8%
3. Chicago	9,442,000	-0.8%
4. Dallas-Fort Worth	7,944,000	2.2%
5. Houston	7,340,000	1.7%
6. Washington D.C.	6,374,000	0.1%
7. Philadelphia	6,241,000	-0.2%
8. Atlanta	6,222,000	1.3%
9. Miami	6,139,000	0.5%
10. Phoenix	5,016,000	1.5%

Source: Dallas Regional Chamber

U.S. Cities with Populations Similar to DFW Cities



DRC
DALLAS REGIONAL CHAMBER
NATIONAL CHAMBER OF THE YEAR

5-Year Job Change in the 12 Largest U.S. Metros

1. DFW	602,200
2. Atlanta	267,200
3. Houston	266,600
4. Phoenix	245,000
5. Miami	225,100
6. Los Angeles	188,500
7. New York	181,300
8. Philadelphia	170,600
9. Boston	90,100
10. San Francisco	75,800
11. Washington	75,200
12. Chicago	50,100

Source: Dallas Regional Chamber

DFW was best among major metro areas for quickest return to pre-pandemic jobs levels.

5-Year Job Change in DFW's Economic Sectors

Professional & Business Services	190,300
Trade, Transportation & Utilities	130,100
Financial Activities	75,700
Education & Health Care	48,100
Mining & Construction	34,100
Leisure & Hospitality	31,000
Government	31,000
Manufacturing	27,500
Other	20,500
Information	13,900

Our top three sectors added 396,100 jobs (66% of the total) from October 2018 through October 2023.

TOTAL 602,200

Source: Dallas Regional Chamber

Outlook for Company Locations and Expansions

- Dallas, DFW and Texas **comparative advantages** are strong versus other metros and states.
- **Talent** is the key issue and DFW's population growth and in-migration is attractive to companies.
- As companies reimagine their office environments and needs, DFW's **real estate market** can respond and evolve to desired solutions.
- Dallas' tech brand has elevated the past few years and **more technology companies** will be drawn here, complementing our headquarters and financial service brands.
- More **financial services companies** will favor DFW over taxing conditions elsewhere.
- Companies concerned about density or decay issues and deteriorating fiscal conditions in high cost, crowded locations will view DFW favorably and as **an easier and better place to be**.
- Superior air, rail and highway access appeals to **manufacturers and distributors**.

Outlook for Company Locations and Expansions

- DFW features companies and clusters in biotech, augmented reality, autonomous vehicles, fintech, cybersecurity, gaming, artificial intelligence, big data, blockchain...DFW is a capable and convergent location for **new sectors to locate and expand**; especially considering the scale of our existing tech ecosystem. Dallas one of three national hubs for ARPA-Health.



- DFW is well positioned as a location for **electric auto, truck, aircraft, and related companies**, considering the strong auto and aircraft sector here and in Texas, and our base of other tech clusters; though competition for these projects is particularly fierce around the U.S.
- The **Texas two-steps**. Expect companies with a strong corporate presence in DFW and Texas to consider a shift of headquarters here if currently located in difficult business climates. Also, headquarters moves to DFW might start with smaller footprints and headcount given the current work from home environment; then grow on both fronts over time.



Six Future Challenges to “Texas Miracle”

Education	<i>Must integrate non-native speakers and improve skills</i>
Housing (including affordable)	<i>Connecting people to complex ideas in digital era</i>
Physical infrastructure	<i>Roads, rail, air, fiber/ICT, utilities</i>
Water	<i>Increasingly expensive to source long-term water</i>
Demographic slowdown	<i>Aging population is bad news for innovation</i>
Social cohesion/self-government	<i>Can we hold it together to make sound policy choices?</i>



Selected Key Accomplishments in 2023

- City hall construction moving along and expected to be completed this Fall.
- Completed significant infrastructure projects, particularly in additional roadway capacity
- Started new 40,000 sqf hangar and customs terminal under a partnership agreement with the developer
- Record year at McKinney Public Library
- Re-affirmed Texas Comptroller’s 5-Star Transparency rating (first in State)
- Completed south runway extension and drainage improvements at airport
- Selection of new solid waste and recycling carriers (keeping rates among the lowest)
- Opened indoor tennis facility
- Reaffirmed ISO-1 rating for fire protection
- McKinney remains among the safest cities of similar size in the U.S.





Selected Key Challenges Going into 2024-25

- ERP System – need to restart the evaluation and selection process of ERP software and implementation team
- Homeless issues persist, particularly at the main Hall Library
- Community Land Trust: Program has begun; need to establish permanent revenue stream and policies for putting the program into action
- Navigating changes in state law to development in the ETJ
- Elevated construction costs continue to put pressure on CIP projects
- Extending infrastructure to east side of airport; communicating value to the community
- Implementation of new solid waste and recycling carriers
- Public safety staffing and land costs for newly sited fire stations





City Council Strategic Visioning Retreat
City of McKinney, Texas
February 16, 2024

Agenda

1. Opening Comments – City Manager Paul Grimes
2. Preparing For Strategic Visioning
3. High-Level Overview by Senior Staff
4. Summary of Advance Council Interviews
5. City Council Goals & Strategic Priorities 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*
6. Next Steps
7. Questions, Takeaways, & Closing Comments

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The Art of Strategic Visioning



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

YOGI BERRA

3

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

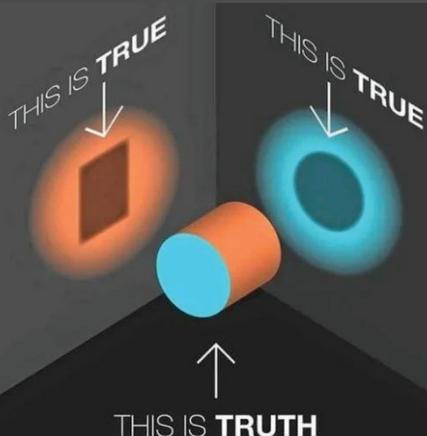
“In a world of Volatility, Uncertainty, Complexity, and Ambiguity, Servant Leadership offers a leadership that nurtures healthy relationships, while staying on the edge of dynamism. Servant leaders build better communities and a better society for everyone.”

GOVERNMENTS TO RECRUIT AS

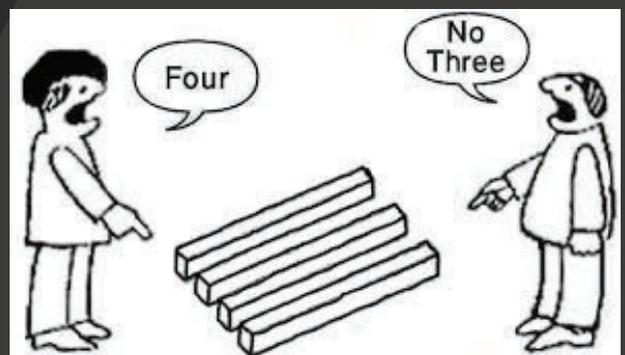
Strategic Visioning Involves Some Strategic Foresight

Strategic foresight is a structured and systematic way of using ideas about the future to anticipate and better prepare for change. It involves exploring different plausible futures that could arise, and the opportunities and challenges they each represent. Forward-thinking organizations strive to use those ideas to make better decisions to act now.

Perspectives Matter!



Credit: A Matter of Perspective – The Networking Nerd



Credit: The Higher Logic - Steemit

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



We view things not only from different sides, but with different eyes; we have no wish to find them alike.

(Blaise Pascal)

ixquotes.com

“When all men think alike, no one thinks very much.”

WALTER LIPPMANN
AMERICAN JOURNALIST
(1889-1974)

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City Council's Visioning Focus should be at 10,000 feet



Our work is driven by our values.

Respect. We support a healthy work environment.

- We value and respect each other.
- We are loyal, dependable and empathetic teammates.
- We embrace inclusion, diversity, fairness and open communication.
- We are trusted by our leaders to use judgment, take risks and make decisions.
- We foster a family-oriented culture that includes understanding, support, balance and fun.

Integrity. We model ethical behavior.

- We are honest.
- We do the right thing, always.
- We are open and transparent in our words and actions.
- We hold ourselves and co-workers accountable to high ethical standards.
- We appropriately question actions that may be inconsistent with our core values.
- We are committed to building and maintaining trust in one another and our community.

Service. We are selfless public servants.

- We serve and help others.
- We are caring and compassionate.
- We treat everyone the way we wish to be treated.
- We deliver exceptional service to internal and external customers.
- We are led by servant leaders, at all levels, who care about and support us.
- We never forget that we exist to make McKinney a better place to live, work and raise a family.

Excellence. We are competent and dedicated.

- We pursue excellence.
- We search for opportunities to learn and grow.
- We are accountable for our work and always do our very best.
- We are given challenging work by leaders who empower and support us.
- We are responsible stewards who embrace innovation, efficiency and improvement.
- We are a unified team that supports the goals and vision established by our elected officials.



What are the Strategic Questions that need to be addressed at the Goal-Setting Session?

- *Despite the recent results of the Airport Bond Referendum, commercial passenger air service McKinney Airport remains a priority*
- *Need to continue education of residents about economic value of McKinney Airport*
- *Upcoming Infrastructure Bond Issue/Referendum*
- *Affordable Housing, especially at/below 60% of median income limits, senior housing, and increase in homelessness – Trying to solve a regional problem as a City.*

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What are the Strategic Questions that need to be addressed at the Goal-Setting Session?

- *Continue progress with affordable housing programs – Community Land Trust pre-funded with about \$1 million, but will require more funding going forward*
- *Laud Howell Parkway – TDOT acquiring ROW, but project is stuck in legislature*
- *Hotel in Craig Ranch – Getting closer to flagship hotel development*
- *Plug & Play Entrepreneurial Project with Frisco*
- *Need for another business corporate park as Craig Ranch will soon be filled up – Think regionally for future development needs*

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What are the Strategic Questions that need to be addressed at the Goal-Setting Session?

- *Cell phone service in part of the City is spotty with numerous questions about what can be done. Recognize that it is not a City issue, but is there something the City could do to assist/improve?*
- *Economic Development remains our top and highest priority - MEDC has owned a number of land parcels along 121 for a long time – Can we plan for their sale and reinvest in new land in ETJ and annex into the City?*
- *A new City Commissioner and Mike Kowski as new MEDC President should enable us to advance many development projects that have been in the pipeline and improved project follow through*
- *Continued vigilance on cybersecurity threats – Are we adequately prepared?*

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Anything changes in the operating environment of the City this year that is different from previous years?

- *Fallout/Response to recent Airport Bond Referendum results*
- *Navigate the balance of defeat of Airport Referendum vis-à-vis alternatives going forward with commercial passenger air service perhaps under a different model*
- *Sales tax receipts, are up, reasonable City property tax rate and overall growth have all contributed to increased revenues*
- *Inflation and impact on City expenses and cost of services*
- *The City has probably underfunded infrastructure and is working towards addressing the issue - (MEDC and EDC financial support) and upcoming May Bond issue for infrastructure to help address*

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Anything changes in the operating environment of the City this year that is different from previous years?

- *McKinney seems to becoming more polarized and it is becoming more challenging to convey what the City is advancing. The City seems to be playing more defense versus promoting our vision for the community*
- *Need and desire to be more solution focused and advanced messaging by the City*
- *High Interest rates and resulting cost of construction has stalled some of our projects*
- *Upcoming elections could impact future direction of City*

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Anything changes in the operating environment of the City this year that is different from previous years?

- *State legislation has limited the ability to expand the City's boundaries – Alternative strategy to provide Water and Sewer services to incentivize properties to annex into City*
- *Still concerned about the "Missing Middle" in housing even with progress in new townhome and duplex developments. \$1 million in Community Land Trust is a start, but more needs to be done. Will settle for continued progress!*
- *Real/perceived impact of homelessness/vagrancy in Downtown. Police have supported short-term response, but we need to develop a long-term solution. Maybe a Public Improvement District (PID) could help finance program(s)*

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Anything changes in the operating environment of the City this year that is different from previous years?

- *Failure of Airport Bond Issue – we need to do more to clearly articulate the "why" and the value of commercial passenger service at Airport. Maybe we need to re-establish the former Airport Commission to assist in marketing the benefits of the Airport in the community.*
- *McKinney is the "King" of Affordable Housing Programs in our area – Great strides to date and how do we continue to advance our progress going forward? (How many more units, properties, goals, etc.)*
- *Expansion of Corporate aviation at Airport Corporate 9 Hangar filled in 45 days – do we need Corporate 10 Hangar?*

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What do you want this Council to be known for?

- *East Side developments and reinvestment that should result in long-term generational impacts in a way that prevents gentrification*
- *We outlined a vision for the future for McKinney*
- *Expanded commercial tax base in McKinney to reduce residential tax rate/burden (56 cents to 45 cents) – 70% increase in commercial tax base since first elected to City Council*
- *New City Hall, Tupps, and East Side developments*
- *Affordable housing programs in McKinney – Land Bank established to lay foundation for future programs*

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What do you want this Council to be known for?

- *Solid Administration and municipal services*
- *We addressed infrastructure and sidewalk deficits, especially in the East side of town. Our growth that has occurred west of 75 and infrastructure will all start to fail at the same time. We need to develop a way to ensure we proactively develop financial plans to address to prevent underfunding infrastructure challenges for future City Councils*
- *Focused on long-term vs. short-term vision for community – we need to ensure our approaches develop sustainable plan for the future as we pursue near-term goals*

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What do you want this Council to be known for?

- *Addressed and developed a long-term plan to address and implement our affording housing strategies for all levels and demographics and allow the program to grow into the future*
- *Our decisions were made in the best long-term interest of McKinney and were well thought out, researched, and leave McKinney prepared for the future (e.g., fire stations, infrastructure, economic development)*
- *Not necessarily about legacy – Goal is to make our community better while on City Council – Team approach*
- *# 2 safest City*

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What do you want this Council to be known for?

- *Our Strategic Planning laid the appropriate foundation for successful economic development and tax growth, and addressed hotel deficiency vis-à-vis our neighboring communities*
- *Affordable Housing progress – How do we continue to encourage more workforce housing given the cost of land and encourage expanded owner-occupied housing across a spectrum of incomes?*
- *Incorporate more of the arts in McKinney – Painting of silos as an example*

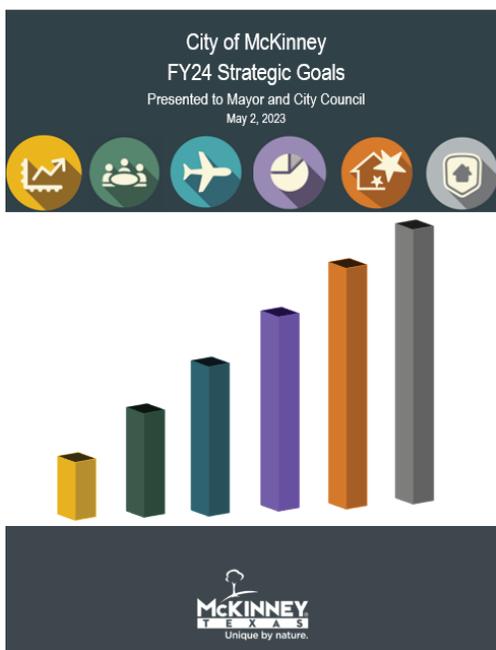
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What do you want this Council to be known for?

- *Establishing a Public Improvement District (PID) in Downtown to assist/encourage installation of fire protection risers/systems, enhanced/specialized trash collection, expanded police services, impact of homelessness, redevelopment incentives, etc. TIRZ can supplement*
- *Enhanced economic development – Increased commercial/industrial base, more retail and entertainment developments and become a true “live, work, and play” community*

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Foundational Document



- Six Goal Areas
- 31 Strategic Priorities
- 205 (from 158) Specific Objectives & Responsible Departments identified for each Strategic Priority
- Council Members all indicated that they are very familiar or somewhat familiar with the City’s Goals & Strategic Priorities and support the current six Goal Areas

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

Direction For Strategic & Economic Growth:

- ✓ *New City Hall Project and related development - Tupps, etc.*
- ✓ *Funding with support of MDEC & MCDC for infrastructure financing.*
- ✓ *Set the stage for the upcoming Infrastructure Bond Referendum*
- ✓ *TDOT commitment to pay \$35 million for roadway associated with Deck Park*
- ✓ *Changes at MEDC – Good direction and leadership and relationship with City is strong*
- ✓ *Holistic approach to economic development – ETJ movements, new MEDC President*

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

Direction For Strategic & Economic Growth (Cont.):

- ✓ *Alignment of Bypass finalized by TDOT*
- ✓ *MEDC – three pieces of land along 121- Pursue sale and purchase new parcels along new alignment of Bypass Route for future growth outside of current City limits*
- ✓ *Affordable Housing and leading the efforts in the County (Virginia project and API, Land Trust, etc.)*
- ✓ *Several economic development projects – New MEDC President changes and positioned for success*

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

Operational Excellence:

- ✓ *Overall City Planning – Retaining the look and feel of McKinney even with growth*
- ✓ *Environmental stewardship with new waste and recycling providers*

Maximize Development Potential of McKinney National Airport:

- ✓ *FBO completed, discussing alternate funding strategies in light of Airport Bond failure*

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

Enhance The Quality of Life in McKinney:

- ✓ *Robinson Ridge Park*
- ✓ *Silos Painting*
- ✓ *Added parks and greenspace*

Financially Sound Government:

- ✓ *Good work in maintaining our Fiscally Sound Government*

Safe & Secure Community:

- ✓ *Good progress on Safe & Secure Community priorities with Police and Fire services*

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

Direction For Strategic & Economic Growth:

- ✓ *Some economic development projects that remain in the pipeline - City and MEDC not always on same page re: outcomes*
- ✓ *MEDC owned land – Sometimes gets sidetracked by chasing the next shiny object – We need to plan and move forward with some possible projects to facilitate other future purchases for next wave of development*
- ✓ *Some concerns with Tupps development and financial relationship/structure with City*
- ✓ *Virginia Parkway deceleration lane project took months longer than anticipated – Can we revise our terms and conditions to prevent similar issues arising in future projects?*

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

Operational Excellence:

- ✓ *We still need to do more to ensure broad representation on our Boards & Commissions in City*

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

Maximize the Development of McKinney National Airport:

- ✓ *Airport initiatives struggled with defeat of Bond Referendum – Some on Council want to move forward with others wanting to do a better job of promoting economic development benefits of Airport and value of commercial passenger service to McKinney*
- ✓ *Disconnect between City Council and voters regarding value of Airport to maturing and growing City like McKinney – Impact of Airport Bond issue if it was approved regarding other GO needs like new Fire Stations and other projects*
- ✓ *Non-McKinney resident impact of Airport operations regarding noise*

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What do you want to change about McKinney?

- *Slow down the rate of growth*
- *The increase in multifamily rental housing options in City has not significantly changed our affordability as rent is still almost \$2,500 a month*
- *Reverse the slowdown of owner-occupied single family home growth*
- *Move the downtown focus eastward of Hwy 5 that adds additional benefits for everyone in the community that is inclusive and serves multiple populations*
- *We promote and walk the talk of being more business friendly*

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What do you want to change about McKinney?

- *Nothing really comes to mind as I like both the way things are and are progressing, with making changes as needed along the way – Perhaps looking into ways to better inform our residents about what we are trying to do and develop compromises that are acceptable – Airport Bond issue as an example*
- *Still struggling with the “Missing Middle” - Apartments vs. owner occupied philosophy*
- *Move long-term MEDC projects out of pipeline and get them across the finish line*
- *Availability of Affordable Housing in Downtown*

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What do you want to change about McKinney?

- *Reduced impact of homelessness/vagrancy in Downtown*
- *Increased cultural & entertainment activities, and additional meeting space in McKinney*

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

- *The courage of the City Council's leadership*
- *That we continue to take care of each other despite our growth*
- *That McKinney retains its small town feel and that we look out for our neighbors and are involved in our community*
- *Continue to promote and expand our parks system that is recognized as the most beautiful in Collin County!*
- *Maintain our parks system and development of more "Places to Be" public places*
- *Great Parks & Trails program/facilities*
- *Best Public Safety operations in the County*

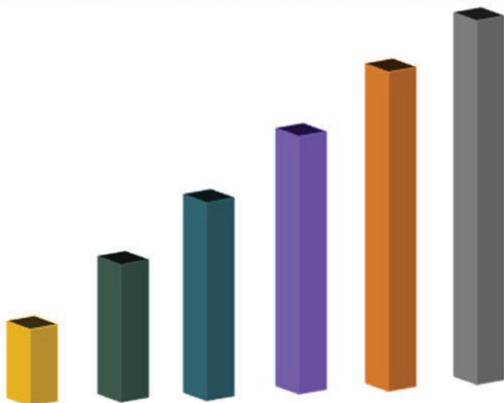
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What do you want to keep about the way it is?

- *Maintain the character of our Downtown – Selected Master Developer to redevelop the City's buildings in Downtown and there is a lot of thoughts and opinions about what they should become – Still some offramps if needed*
- *Continue doing a great job of taking care of our residents – Excellent City relationships with schools*
- *History of pursuing non-partisan approaches to community issues*

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City of McKinney
FY24 Strategic Goals
Presented to Mayor and City Council
May 2, 2023



Review of Strategic Goals & Priorities



Strategic Priorities

- 1A: Establish regional infrastructure incentives including high speed digital connectivity, to increase economic growth.
- 1B: Provide a strong 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.



Council Feedback

- *Work in Downtown getting close to being substantially completed*
- *Continued investment on East Side*
- *Complete Louisiana Street project*
- *Tupps Brewery opens and can serve as Pep Rally venue for NCAA Football Championship event*
- *Complete and move into new City Hall, progress on redevelopment of former City properties in Downtown – Make sure we do the right thing as we need more meeting and entertainment venues in McKinney*



Council Feedback

- *Selected Master Developer to redevelop the City’s buildings in Downtown and there is a lot of thoughts and opinions about what they should become – Still some offramps if needed*
- *Need for a holistic vision/approach to Downtown following East Side developments - Former City property conversion to ensure new Downtown “footprint” works both now and into the future – Consider denser residential in area with assistance from TIRZ*



CITY COUNCIL GOAL 1:
DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

Council Feedback

- *N-S and E-W corridors originally went through Downtown and with changes, and Hwy 5 corridor needs a new planning vision for the future with what types of land uses and redevelopment we want to occur, and slow down traffic to allow E-W movement from historic Downtown to East Side*
- *Real/perceived impact of homelessness/vagrancy in Downtown. Police have supported short-term response, but we need to develop a long-term solution. Maybe a Public Improvement District (PID) could help finance program(s)*

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CITY COUNCIL GOAL 1:
DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

Council Feedback

- *Consider establishing a Public Improvement District (PID) in Downtown to assist/encourage installation of fire protection risers/systems, enhanced/specialized trash collection, expanded police services, impact of homelessness, redevelopment incentives, etc. TIRZ can supplement*
- *Bypass approach finalized – Although alignment not the one preferred by the City, TDOT has agreed to develop noise mitigation measures and long-term impacts following initial construction impacts – Still need funding for construction, but ROW acquisition is underway*

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CITY COUNCIL GOAL 1:
DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

Council Feedback

- *Improved cell phone service in parts of McKinney*
- *Dirt moving/projects with Community Land Trust*
- *MEDC pipeline projects*
- *Hotel development in Craig Ranch*
- *E-W Roads off 380*
- *Smart redevelopment opportunities as we grow*
- *Promote “Pro-Business” philosophy*

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CITY COUNCIL GOAL 1:
DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

Council Feedback

- *Land purchases by MEDC to set the table for future economic development success in the City*
- *MEDC Innovation Fund to assist start-ups*
- *Pursue targeting incentives to achieve desired economic development outcomes*
- *Need for another business corporate park as Craig Ranch will soon be filled up – Think regionally for future development needs*
- *Economic Development remains our top and highest priority - MEDC has owned a number of land parcels along 121 for a long time – Can we plan for their sale and reinvest in new land in ETJ and annex into the City?*

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CITY COUNCIL GOAL 1:
DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

Council Feedback

- *Laud Howell Parkway – TDOT acquiring ROW, but project is stuck in legislature*
- *Infrastructure projects – Upcoming \$380 million bond issue, with roughly \$200 million for infrastructure projects*
- *Investments in road construction and repairs – we have failed to keep up with demands/needs, but we also need to be sympathetic to the impacts of street closures and impacts on businesses and residents in the design and scheduling of construction work*

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CITY COUNCIL GOAL 1:
DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH

Council Feedback

- *Remaining need to address the “Missing Middle” in housing even with progress in new townhome and duplex developments. \$1 million in Community Land Trust is a start, but more needs to be done - Apartments vs. owner occupied philosophy*
- *Willing to consider ways to subsidize lower end housing costs (\$200K - \$250K)*
- *Continued investment in Affordable Housing program and projects*
- *Affordable housing programs – First PFC agreement to assist with homeowners at 80% of AMI - JPI Apartment/multifamily model – Established Land Trust and changes to encourage smaller lots/increased density*

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**CITY COUNCIL GOAL 1:
DIRECTION FOR STRATEGIC AND ECONOMIC GROWTH**

Strategic Priorities

- 1A:** Establish regional infrastructure incentives including high speed digital connectivity, to increase economic growth.
- 1B:** Provide a strong 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.



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

Strategic Priorities

- 2A:** Balance available resources to accommodate the growth and maintenance needs of the City.
- 2B:** Continuously provide a high level of customer service to our citizens.
- 2C:** Through the use of dashboards and performance management tools and new technologies, identify opportunities for internal efficiencies and continuous improvement to foster and reinforce a higher performing organizational culture.
- 2D:** Implement performance management practices that include developing and training staff and Board and Commission members and schedule joint City Council and Boards and Commissions meetings to encourage alignment with City Goals & Priorities



CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

Strategic Priorities

- 2E:** Implement enhanced metrics to support improved diversity, geographical representation, and professional background experience in the City’s Boards and Commissions appointment process.
- 2F:** Implement “Smart Cities” approach and digital technologies in the City’s operations in support of achieving operational excellence.



Council Feedback

- *Additional training for improved customer service by City staff to better equip what McKinney offers to its residents*
- *Neighborhood Planning focus to assist homeowners consider options for infill residential development (Accessory Dwelling Units, etc.) – New Neighborhood Planner hired*
- *Continued vigilance on cybersecurity threats – Are we adequately prepared?*



Strategic Priorities

- 2A: Balance available resources to accommodate the growth and maintenance needs of the City.
- 2B: Continuously provide a high level of customer service to our citizens.
- 2C: Through the use of dashboards and performance management tools and new technologies, identify opportunities for internal efficiencies and continuous improvement to foster and reinforce a higher performing organizational culture.
- 2D: Implement performance management practices that include developing and training staff and Board and Commission members and schedule joint City Council and Boards and Commissions meetings to encourage alignment with City Goals & Priorities



Strategic Priorities

- 3A: Implement initiatives and strategies, including public-private partnerships, to attract and expand corporate and commercial aviation including the viability of passenger service.
- 3B: Enforce land use regulations and implement policies which preserve and expand long-term operational excellence. 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.



- *Navigate the balance of defeat of Airport Referendum vis-à-vis alternatives going forward with commercial passenger air service perhaps under a different model*
- *Failure of Airport Bond Issue – we need to do more to clearly articulate the “why” and the value of commercial passenger service at Airport. Maybe we need to re-establish the former Airport Commission to assist in marketing the benefits of the Airport in the community.*
- *Expansion of Corporate aviation at Airport Corporate 9 Hangar filled in 45 days – do we need Corporate 10 Hangar?*



- *Some thoughts about whether we should remove the Airport as a stand-alone Goal versus incorporating into Economic Development Goal. Believes it should remain a stand-alone Goal*
- *Despite the recent results of the Airport Bond Referendum, commercial passenger air service McKinney Airport remains a priority*
- *Need to continue education of residents about economic value of McKinney Airport*



- 3A:** Implement initiatives and strategies, including public-private partnerships, to attract and expand corporate and commercial aviation including the viability of passenger service.
- 3B:** Enforce land use regulations and implement policies which preserve and expand long-term operational excellence. 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.



- 4A: Pursue and maintain an AAA bond rating with Standard & Poor's 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.



- *No new Council Goals or Priorities noted.*



- 5A: Continue parks strategy to preserve green space for future park land.
- 5B: Create affordable recreational and cultural arts activities for all ages throughout the City.
- 5C: Promote reinvestment activities and ordinance changes in Historic Downtown McKinney 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 and civic facilities, schools/education centers, libraries, health care providers, commercial corridors, etc.



- *Quality of Life projects that benefit the entire community (Affordable Housing, community events, Juneteenth, public safety) – Public experiences that improve the Quality of Life in McKinney*
- *Work with Chamber and MEDC/EDC to assist in permitting and engagement in local community events – Not necessarily a City function, but what can we do to assist?*
- *Incorporate more of the arts in McKinney*



- *Cell phone service in part of the City is spotty with numerous questions about what can be done. Recognize that it is not a City issue, but is there something the City could do to assist/improve?*



- 5A: Continue parks strategy to preserve green space for future park land.
- 5B: Create affordable recreational and cultural arts activities for all ages throughout the City.
- 5C: Promote reinvestment activities and ordinance changes in Historic Downtown McKinney 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 and civic facilities, schools/education centers, libraries, health care providers, commercial corridors, etc.



- 6A: Pursue and maintain low crime rates in comparison to other communities.
- 6B: Maintain meaningful public safety performance measure.
- 6C: Continually increase operational efficiency in public safety departments.
- 6D: Pursue and maintain the highest Insurance 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.



- *No new Council Goals or Priorities noted.*

What do you want this Council to be known for?

- *East Side developments and reinvestment that should result in long-term generational impacts in a way that prevents gentrification*
- *We outlined a vision for the future for McKinney*
- *Expanded commercial tax base in McKinney to reduce residential tax rate/burden (56 cents to 45 cents) – 70% increase in commercial tax base since first elected to City Council*
- *New City Hall, Tupps, and East Side developments*
- *Affordable housing programs in McKinney – Land Bank established to lay foundation for future programs*

What do you want this Council to be known for?

- *Solid Administration and municipal services*
- *We addressed infrastructure and sidewalk deficits, especially in the East side of town. Our growth that has occurred west of 75 and infrastructure will all start to fail at the same time. We need to develop a way to ensure we proactively develop financial plans to address to prevent underfunding infrastructure challenges for future City Councils*
- *Focused on long-term vs. short-term vision for community – we need to ensure our approaches develop sustainable plan for the future as we pursue near-term goals*

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What do you want this Council to be known for?

- *Addressed and developed a long-term plan to address and implement our affording housing strategies for all levels and demographics and allow the program to grow into the future*
- *Our decisions were made in the best long-term interest of McKinney and were well thought out, researched, and leave McKinney prepared for the future (e.g., fire stations, infrastructure, economic development)*
- *Not necessarily about legacy – Goal is to make our community better while on City Council – Team approach*
- *# 2 safest City*

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What do you want this Council to be known for?

- *Our Strategic Planning laid the appropriate foundation for successful economic development and tax growth, and addressed hotel deficiency vis-à-vis our neighboring communities*
- *Affordable Housing progress – How do we continue to encourage more workforce housing given the cost of land and encourage expanded owner-occupied housing across a spectrum of incomes?*
- *Incorporate more of the arts in McKinney – Painting of silos as an example*

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What do you want this Council to be known for?

- *Establishing a Public Improvement District (PID) in Downtown to assist/encourage installation of fire protection risers/systems, enhanced/specialized trash collection, expanded police services, impact of homelessness, redevelopment incentives, etc. TIRZ can supplement*
- *Enhanced economic development – Increased commercial/industrial base, more retail and entertainment developments and become a true “live, work, and play” community*

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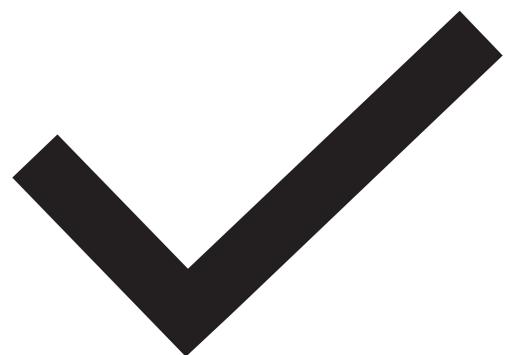


Discussion Regarding Prioritization of Goals & Strategies

City Council Feedback

Prioritization Process

- Beyond the initial comments received in the Advance Interview Sessions and Retreat, in previous years we developed a more formalized process to provide Staff with a better sense of the highest priorities of the Mayor & City Council.
- Staff revised the stated Goals & Strategies based upon the feedback received at the Retreat for the Mayor & City Council's review.
- The Mayor & City Council Members each subsequently voted on the Strategies under each Goal Area. The Strategies receiving the top votes were classified as Highest priorities, with the remaining Strategies identified as either Intermediate or Long-Term based upon a natural break in the balance of the votes cast.
- Collective review & discussion in a 2nd Strategic Planning Session by the Mayor & City Council following individual voting process to discuss results, observations, and/or possible changes.





Prioritization Process used last year – Any changes?

- *As long as it provides direction/value to the Administration*
- *Prioritization is of value to Council and Administration to provide additional insight and clarification on our priorities*
- *Current process works and likes the wrap up to refine and review outcomes and articulate priorities after initial session*
- *Like the idea of Council prioritization of our “priorities” – Concerned that staff does not overly influence that work and want the discussions to be reflected of Council and not staff in that process*
- *Process works as desired*



Prioritization Process used last year – Any changes?

- *There may be future transitions on City Council and prioritization process is helpful to Administration – likes 2nd meeting approach*
- *Missed last year’s prioritization meeting – that said, would like to touch the progress of our Strategic Planning initiatives at more times throughout the year.*

Closing

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