

CITY COUNCIL WORK SESSION

FEBRUARY 20, 2026

The City Council of the City of McKinney, Texas met in work session in the City Hall Council Chambers, 401 E. Virginia Street, McKinney, Texas on Friday, February 20, 2026, at 8:30 a.m.

Mayor Bill Cox called the work session to order at 8:30 a.m. upon determining a quorum consisting of himself and the following City Council members were present: Mayor Pro Tem Geré Feltus, and Council members Patrick Cloutier, Rick Franklin, Michael Jones, Justin Beller, and Ernest Lynch.

These City of McKinney staff were present: City Manager Paul Grimes, Assistant City Manager Jennifer Arnold, Assistant City Manager Barry Shelton, Assistant City Manager Trevor Minyard, Assistant City Manager Steve Tilton, First Assistant City Attorney Benjamin Samples, Director of Organizational Development & Performance Management Joe Mazzola, Director of Data & Analytics Brandon Opiela, Director of Planning Lucas Raley, Director of Parks, Recreation & Open Space (PROS) Amy Kinkade, Assistant Director of PROS Erica Lyght, Executive Director of Visit McKinney Aaron Werner, Executive Office Supervisor Blanca Garcia, Information Technology Audio / Video Technician Joshua Arias, Executive Director of Development Services Michael Quint, Deputy City Secretary Tenitrus Parchman, City Secretary Administrative Assistant Sheridan Burns, and City Secretary Empress Drane. There was one (1) member of the public present in the audience.

Mayor Cox called for the Invocation & Pledge of Allegiance, which was led by the work session facilitator Andy Duke of Strategic Government Resources (SGR).

Mayor Cox called for the work session agenda as follows:

Update on City Council Strategic Goals

- City Manager's Report (see Appendix A)
- Population Projections (see Appendix B)

Introduction of Andy Duke and Strategic Discussion (see Appendix C)

- 4th Dimension Leadership and the Strategic Visioning Process
- Tackling Resident Needs
- High Ranking Strategic Priorities

- Strategic Priorities: Challenges & Opportunities

Council Interviews Summary Highlights (see Appendix D)

- Review / Discuss Fiscal Year 2026 Priorities

The City Council did not meet in Executive Session.

Council unanimously approved the motion by Council member Patrick Cloutier, seconded by Mayor Pro Tem Geré Feltus, to adjourn the work session at 12:34 p.m.

These minutes were approved by the City Council on March 3, 2026.

SIGNED:

BILL COX, Mayor
GERÉ FELTUS, Mayor Pro Tem

ATTEST:

EMPRESS DRANE, City Secretary
TENITRUS PARCHMAN, Deputy City Secretary

City of McKinney, Texas

★ ★ ★ ★ ★ ★

Appendix A – City Manager’s Report

Appendix B – Population Projections Presentation

Appendix C – Strategic Discussion Presentation

Appendix D – Council Interviews Summary

Summary Report
Strategic Goal Setting Workshop
Feb. 20, 2026

City Manager's Report to McKinney City Council

February 20, 2026

Honorable Mayor and Members of the Council,

I am pleased to present a summary update on our city operations, highlighting both achievements and challenges across all departments.

Communications & Marketing**Engage McKinney – Community Engagement Platform**

The Communications and Marketing Department will launch Engage McKinney in the coming months, a new centralized online engagement hub powered by Go Vocal. The platform is designed specifically for local governments to strengthen public participation and broaden community input in City decision-making.

Engage McKinney will provide residents with a single, accessible location to learn about City initiatives and offer meaningful feedback. Depending on the project, participants may submit ideas, provide comments on proposals, prioritize investments, or complete surveys. This tool represents a strategic investment in expanding transparency, improving two-way communication, and modernizing how we engage with residents. Over time, it will allow the City to gather more structured, actionable feedback and better measure participation across initiatives.

The first initiative on the platform will focus on recycling, followed by the annual budget survey. Additional rollout details and performance metrics will be shared as we approach launch.

Risk Management

Launched the *Origami* Risk & Insurance Management System. This system will help all city departments manage their risk/liability/worker's compensation claims & data.

Sustainability Roadmap

The City Council adopted its Sustainability Roadmap. This roadmap will help to operationalize the City Council's goals related to:

- ✓ Materials Management
- ✓ Water Conservation
- ✓ Stormwater Management
- ✓ Air Quality

Library System

The library hosted its first traveling exhibit, "**Storyland: A Trip Through Childhood Favorites**" from the Minnesota children's museum, at John and Judy Gay Library over the summer. Over 34,000 people visited to interact and tour the exhibit, exceeding our expectations and paving the way for more exhibits to come.

Data & Analytics

- *Highlights*
 - Completed organizational wide data inventory
 - Stood up Snowflake software solution and have completed inaugural proof of concept for further development through 2026
 - Hired Data Architect & Data Engineer
- *Challenges*
 - Balancing speed of program delivery with available funding/resources
 - Staying current with new and changing technology landscape
 - Providing sufficient level of compensation & benefits to attract and retain talent

Information Technology

- *Highlights*
 - Maintained CJIS certification across departments
 - Began implementation of AI and Data Strategic Roadmap with Office of Data & Analytics
 - Progressed in our update and modernization of ERP/financial system
 - Increased technology training and literacy across the organization, specifically in relation to next generation technologies
 - Assisted in "turning on" major facilities across the organization (fire admin, airport facilities, and substation)
 - Kicked off Data and Technology Youth Advisory Committee with local schools
- *Challenges*
 - Balancing technology needs/desires with available resources

- Broad scope of services and general breadth of capacity necessary for delivery (i.e. specialized services/skillsets)
- Maintaining and strengthening security efforts
- Changing landscape of human/technology interactions

Municipal Court

○ *Highlights*

- In the 2024-2025 fiscal year, the court received 12,747 new cases and resolved 13,904 cases, resulting in a clearance rate of 109%.
 - (A clearance rate of 100% or more indicates that the court is keeping up with its current caseload and clearing historic cases)
- Experienced lower levels of turnover and higher levels of positional staffing in all divisions
- Increased level of community participation in municipal court week events, specifically in simulated drunk driving event
- Recalibrated parking enforcement efforts to fully utilize current technologies

○ *Challenges*

- Space needs issues due to current state of court facility
- Future readiness for larger parking solutions/efforts in historic downtown
- Continued pressures related to staffing and benefits (public safety wide)

Parks

○ *Highlights*

- Achieved CAPRA accreditation, highest level of accreditation for parks agencies nationwide
- Issued RFQ for 300 acres of development for a regional sports complex
- Procured 110 acres of land from McKinney ISD for future municipal facilities
- Onboarded two new assistant directors, Erica Light and Robert Gaylor
- Funded and began design for Towne Lake Renovations
- Will complete Soccer Complex (all phases) by June 2026

○ *Challenges*

- Scope of needs and desires for parkland citywide compared to staffing resources and funding levels
- Shifting nature of fees, both usage and development fees
- Capital needs for aged facilities throughout the parks system (Juanita Maxwell Aquatics, Oak Hollow Golf Course, and various neighborhood parks...i.e. Valley Creek, Winniford, Whisenant)

Government Relations

○ *Highlights*

- Secured \$14.8M in Texas Grant Funding for Eastside Development @ TKI
- “Unlocked” \$3.1M in Federal Railroad Administration Funding for Wilmeth/McIntyre Road Grade Separation Project
- Informed and provided testimony on multiple Texas bills that would negatively impact City of McKinney
- *Challenges*
 - Continued attacks and efforts to impede local decision making by state level government
 - Continued threats to remove financial instruments necessary to deliver and maintain services locally (COs, GOs vote thresholds, tax rate adjustments)
 - Ongoing polarization at the state and federal levels impact core services locally
- McKinney is now recognized by the National Parks Service and the Texas Historical Commission as a Certified Local Government, which opens the door for us to receive financial and technical services from the state to support our efforts in identifying and protecting our historic resources.
- VENU Sunset Amphitheatre broke ground and construction is now underway. The project is on pace to meet its desired opening of Spring 2027.

Development Services

Accomplishments

- **Building Inspections**
 - After an appeal of the 2024 ISO score of 3 in Residential and 2 in Non-residential, the Building Inspections team was re-rated in 2025 and received a 2 and 2! These scores put McKinney well within the top 5% of building departments in the state. Strong ISO scores benefit the entire community by improving property insurance rates.
 - Staff achieved 28 new ICC certifications.
- **Code Services**
 - Staff from across the entire Code Services Department attended more than a dozen events and meetings to increase public awareness on their role within the community.
 - The Animal Services Team transitioned from maintaining paper-based inventory records to implement LogRX, a digital system designed to track the use of controlled substances.

- The Code Compliance Team restructured the entire division to establish specialized enforcement groups dedicated to residential and commercial areas.
- The Health Compliance Team successfully integrated the Citizen Self Service (CSS) portal to streamline health permit applications and renewals. This digital platform replaces manual processes with a more efficient, user-friendly system that allows customers to submit applications, track progress, and complete renewals online.
- **Engineering**
 - Completed Phase I of a citywide wayfinding program with the installation of 177 wayfinding signs and 8 kiosks around the city.
 - Completed \$7.78M worth of infrastructure improvements in support of new City Hall – including reconstruction of Virginia Street and Throckmorton Road.
- **Planning**
 - Successful launch of the ‘Under told McKinney’ Initiative to pursue under told marker designations in the historically black and Hispanic neighborhoods of East McKinney. This pilot initiative supports a key implementation goal of the 2023 Historic McKinney Survey.
 - Completed significant amendments to the UDC in response to legislative changes related to multifamily and small lot residential developments.
- **Strategic Services**
 - Launched a suite of fully standardized performance reports for every division within Development Services to provide consistent, high-level metrics that support our efforts to understand the performance of our teams and the quality of information shared with our customers.

Challenges

- **Overall Development Services**
 - Staffing. Staff shortages and hiring challenges continue to negatively impact the quality of the services we provide and taxes existing staffing bandwidth.
 - Building Inspections: The time and expense of training new employees, particularly the pursuit of state plumbing licenses, remain issues. Almost all our new hires come in without any certifications or licenses.
 - Code Services: Recent vacancies have affected the department’s ability to continue providing the expected level of service. Additionally, the volume and complexity of work far exceed what the current team can reasonably manage when fully staffed for a community of this size.
 - Health Compliance. 75% of the team has turned over within the last 8 months.

- Code Compliance. 3 vacancies currently.
 - Animal Services. Difficulty recruiting qualified applicants for the new Animal Services Dispatcher position.
- Strategic Services: Due to the nuanced structure of this team and the broad spectrum of responsibilities, it has been difficult to create redundancy and to develop documentation of processes. When employees leave, their knowledge and skills leave with them as well, and it sets the team's programs, services, and initiatives back. We're focused on building redundancy through strategic hiring and the creation of process manuals.
- State Law Changes. Continued reduction in land use authority and permitting oversight as a result of state law changes make it even more difficult to ensure that growth, development and business operations align with the health, safety, and welfare standards of the city.
 - HB 840: MF in commercial districts. To date, we have only received one official submission under S.B. 840, which does not meet requirements and has not been approved.
 - SB6: small lot residential. No "small lot" subdivisions have been submitted at this time.
 - HB2844: mobile food vendors. Effective July 1, McKinney will no longer be able to permit mobile food vendors. Permitting transitions to State Health Services.
 - SB1008: Daycares, qualified non-profits, cottage food production. No longer require permits. Remaining permits not allowed to exceed Department of State Health Services fees
 - Resource Allocation and Priority Projects. VENU and Cannon Beach are both priority projects with expectations for 'white glove' service and inspections. They are also fairly unique developments that require more sophistication from our team to review and inspect. While this impacts all departments across the DS division, the biggest strain is on our construction inspections team during the construction process, as they balance priority inspections for these projects with all other permit reviews and inspections.
 - Utility Coordination and Relocation. We continue to have challenges working with franchise utilities when they need to relocate their facilities related to CIP projects. Franchise utilities are either extremely slow, don't know where their equipment is underground, or relocate to areas that conflict with the project.

Housing & Community Development

Accomplishments

- Completed the Affordable Housing Needs Assessment Report, which not only shines light on our areas of need, but also outlines possible actions and goals for improving affordability within the city. This report serves as the foundation for developing a true Affordable Housing Strategic Plan, which is intended to be a living document the city can use into the future.
- Milestone progress on two important affordable housing projects-
 - Franklin Branch. NRP successfully identified and entitled property to develop 288 affordable housing units at the SEC of Baxter Well Road and FM 1461 as part of the approved co-development project with the MHFC.
 - Lake Forest Townhomes (CLT Development). Identified, zoned, and conveyed property on Lake Forest Drive in support of the first CLT affordable housing development for 20 single family residential units (likely townhomes).
- Administration amendments to the MUTD for improved services and more equitable cost-allocation across member cities.

Challenges

- Affordable Housing. With the cost of land + construction continuing to increase, the 'lift' for developing affordable housing (on the private side and public side) is continues to become even more challenging.
- CLT Strategy. Staff continues to focus on finding long-term, consistent funding sources to fully develop and maximize the value of the CLT.
- Homelessness. Response and expectations regarding homelessness continue to be a challenge. With the help of an outside facilitator, we look forward to launching the Better Together Initiative to start tackling this sensitive topic.
- MUTD Long-Term Financial Sustainability. With CARES funding expected to run out within the next 5-7 years, we must consider impacts to the level of service and/or longevity of public transportation long term.

City Secretary's Office

Accomplishments

- Successful transition of public meetings from old City Hall to new City Hall, including meeting management and support for roughly 230 meetings of the City Council and their Boards and Commission.
- Achieved the State Office Excellence Award from the Texas Municipal Clerks Association. This award recognizes excellence in the effective and efficient management of resources, promoting the Municipal Clerk's Office through

professionalism, engagement with the community, elected officials, and staff, and demonstrating compliance with local, state, and federal standards.

- Deputy City Secretary, Tenitrus Parchman, was named the TMCA Lone Star Chapter Deputy City Secretary of the Year and was one of five finalists for the inaugural State Deputy Award.

Challenges

- Managing workload, multiples meetings, and adoption of new technological tools

Police Department

Accomplishments:

- Worked jointly with other agencies to coordinate the apprehension of 90 wanted felons
- Continuing expanded Flock Safety Program
- Partnering with F!RST to provide annual emotional wellness check-ins and critical situation debrief sessions
- Completed TPCA On-site reaccreditation assessment
- Transitioned to CRIS TxDOT Accident Reporting system and Online Reporting for specific incidents to streamline report requests for citizens
- Created an Internet Crimes Against Children (ICAC) detective and invested in digital forensics tools which has doubled the number of Search & Arrest warrants issued for Crimes Against Children
- Hired 35 officers in 2025

Challenges:

- Hiring sufficient staffing to maintain the current service level
- Navigating the increase in calls for service regarding homeless individuals
- Meeting industry standard response times with the growth of the City
- Department growth has led to a shortage of civilian positions to complete internal administration and business-oriented responsibilities

- Large-scale equipment systems are becoming End of Life leading to multimillion dollar equipment replacement requests, most recently the fleet of over 200 portable radios used by the police department.

Fire Department

2025 Accomplishments:

- Through comprehensive system-wide improvements, including enhanced dispatch protocols, high-performance CPR practices, expanded AED deployment, police-assisted response, and continuous EMS quality review, McKinney increased its survival rate for witnessed shockable cardiac arrest from 10% in 2023 to almost 50%, significantly exceeding the national average of 30%.
- Developed and implemented a new five-year Strategic Plan, establishing clear priorities and long-term direction for the department.
- Completed the Texas Fire Chiefs Association Best Practices five-year recertification, reaffirming the department's commitment to excellence and accountability.
- Enhanced emergency response capabilities by placing a new Aircraft Rescue and Firefighting (ARFF) apparatus and Medic 9 (Med 9) into service, strengthening both aviation and EMS response capacity to meet increasing service demands.

Challenges:

- Ensure fire and EMS response time standards are maintained to support continued growth and development—particularly in the northern sector of the city—through the strategic addition of staffing and apparatus.
- Collaborate with the newly established Collin County Emergency Services District (ESD) to develop an interlocal agreement for the provision of fire and EMS services to unincorporated areas surrounding McKinney.
- Implement the transition from a quint-based response model to a dedicated Engine and Truck Company deployment model to enhance operational effectiveness, resource allocation, and coverage.
- Continue to develop and implement a comprehensive Aircraft Rescue and Firefighting (ARFF) response plan addressing operational capabilities, training requirements, apparatus acquisition, and facility needs to support airport expansion and increased aviation response demands.

McKinney Cultural District and MPAC

Accomplishments

- Won: Texas Downtown Association 5 Awards, including People's Choice for Best Downtown
- Design and installation of the Louisiana St Roundabout Sculpture
- Installed New Downtown Wayfinding Signage
- Business Trainings: Lead over 7 Marketing roundtables and one mini training conference for Downtown stakeholders
- Record Trolley ridership averaging 315 riders a day
- Record Social Media Reach: Added 20K+ followers and saw over 6.9 million impressions
- Record Setting Oktoberfest (attendance and revenue)
- New Events: SoTenn Market, New Art and Wine Stroll, 2 block parties, 3 Girls Night Out events, and a new Coffee Crawl.
- MPAC renovation: Successfully finished the design phase, with approval from the Texas Historic Commission

Challenges

- Managing Construction Impacts for Downtown Stakeholders. (Hwy 5, Tenn, Hunt, Lamar and Kentucky streets.)
- Implementing a complex Fire Suppression program
- Unequal Parking constraints in the southern quadrants of Downtown
- Competition from new shopping/entertainment districts throughout North Texas
- Changing consumer behavior in the retail/restaurant industries

McKinney National Airport (TKI)

Summary

FY25 and FY26 have been transformational years for McKinney National Airport as the organization advances toward initiating commercial air service while continuing to support strong general aviation growth. Major capital projects are progressing ahead of schedule, strategic partnerships have been secured, and operational readiness efforts are well underway.

FY25–FY26 Accomplishments

- Grant and Funding Awards (FY25–FY26)

Secured \$116.3 million in grant-related funding from federal, state, regional, and local partners to advance airfield, terminal, and infrastructure projects supporting both commercial service implementation and long-term airport growth.

- **TxDOT:** \$32.1 million

- **MCDC:** \$30.0 million
 - **NCTCOG:** \$30.0 million
 - **MEDC:** \$15.0 million
 - **TIRZ 2:** \$8.2 million
 - **IJA:** \$687,000
 - **FAA:** \$294,000
- **Commercial Service Terminal Project**
Broke ground in June, with construction progressing ahead of schedule and substantial completion anticipated in early September.
 - **Customs and Border Protection Federal Inspection Station (FIS)**
Completed ahead of schedule and under budget, enhancing TKI's international capabilities and operational readiness.
 - **40,000-Square-Foot Hangar Development**
Successfully completed ahead of schedule and under budget, increasing capacity for corporate and general aviation growth.
 - **Airport Layout Plan (ALP) Update**
Comprehensive ALP update completed and submitted; currently awaiting FAA approval to support long-term strategic development.
 - **Taxiway A Realignment and Rehabilitation – Phase I**
Construction completed, improving airfield safety, geometry, and operational efficiency and adding 5 acres of additional aircraft parking.
 - **Commercial Air Service Agreement**
Executed a Use and Lease Agreement with Avelo Airlines, marking a significant milestone toward initiating commercial service.
 - **Engineer of Record Selection**
Kimley-Horn selected as TKI's Engineer of Record for Planning Services, strengthening long-term planning and capital development efforts.
 - **Community and Stakeholder Engagement**
Hosted 11 airport tours, two customer appreciation luncheons, one community display day, a Leadership McKinney tour, a groundbreaking ceremony for the commercial service terminal, the Love McKinney event, and numerous speaking engagements with community groups —demonstrating strong public outreach and stakeholder engagement. Additionally, the FBO completed multiple FBO marketing

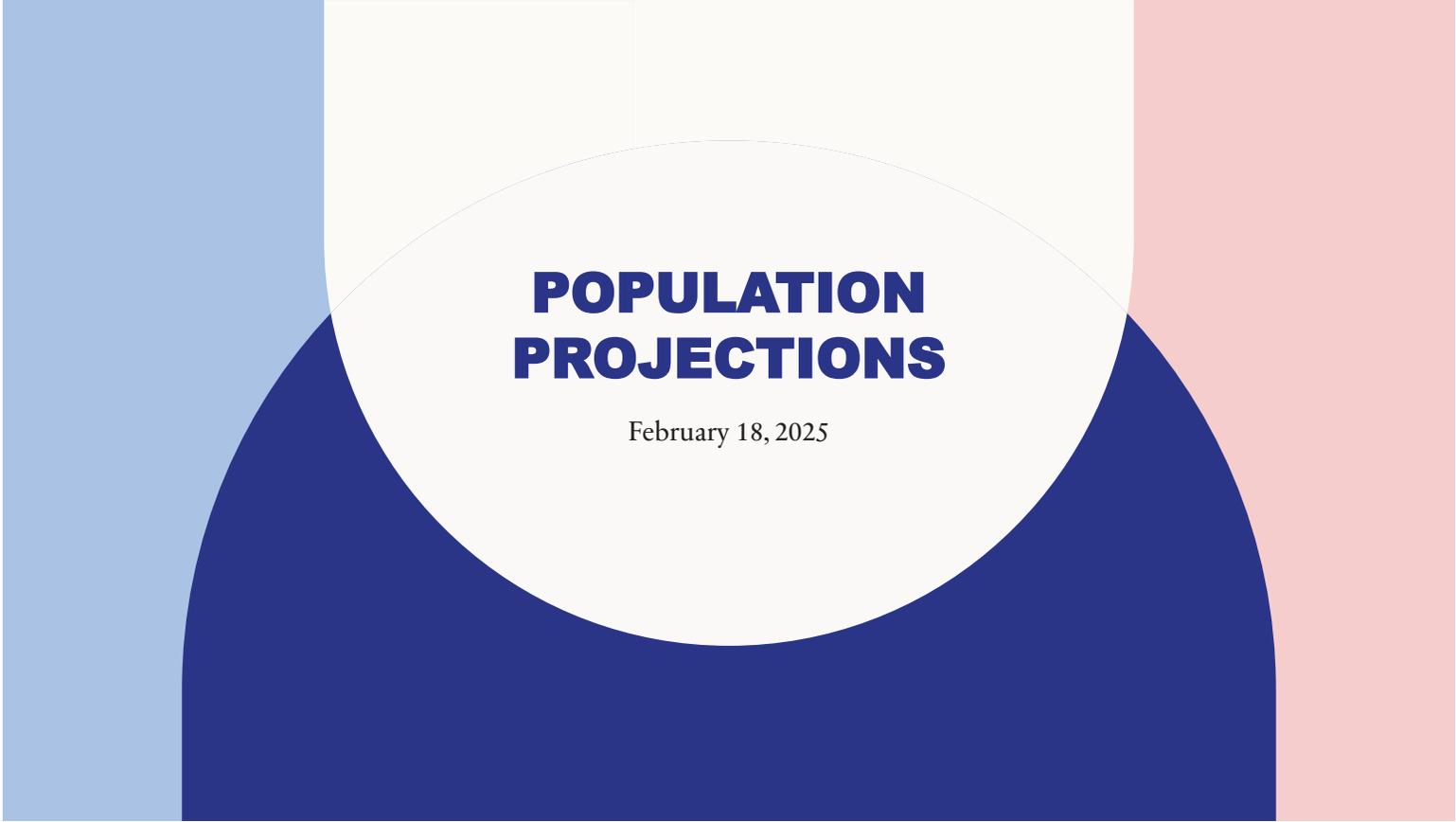
exhibits at trade shows around the nation (Nashville, New Orleans, Cleveland, Fort Worth, Las Vegas).

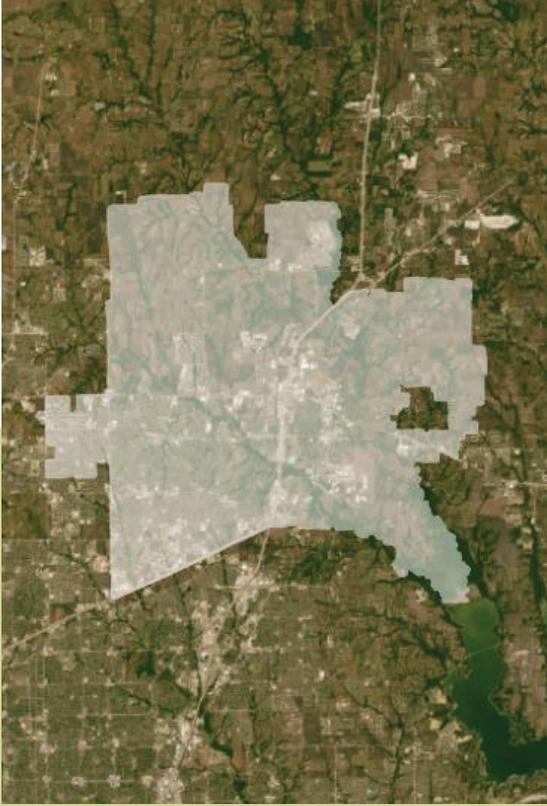
FY25–FY26 Challenges

- **TSA Coordination During Transition to Federalized Status**
Obtaining required design criteria and operational guidance from the Transportation Security Administration has been challenging, as TKI is not yet a federalized airport. This has required additional coordination to ensure terminal design compliance.
- **Construction and Regulatory Coordination**
Managing overlapping timelines among terminal construction, FIFA-related airspace and operational considerations, and FAA inspections to avoid delays in receiving the Airport Operating Certificate (AOC).
- **Access Control and Badging Implementation**
Procuring and implementing a new airport badging system while issuing more than 1,200 new credentials in preparation for commercial service operations.
- **Operational Readiness for Commercial Service**
Aligning staffing, training, policies, and security procedures to meet federal certification requirements and ensure a smooth transition to commercial air service.

Despite current challenges, our city continues to innovate and deliver excellent service. Our departments remain focused on high-level operations while strategically preparing for what's next. We owe our success to our supportive culture and our most valuable resource: our talented, hardworking staff. We move forward with confidence, knowing we have the right team for the journey ahead. If you have any questions about this report, please don't hesitate to ask.

(End of Appendix A)



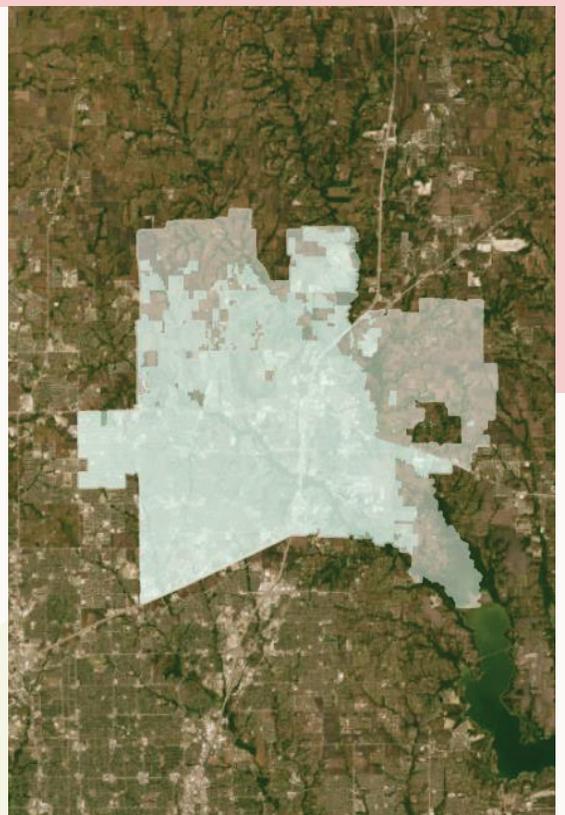


FULL PLANNING AREA

*Aligns with Comprehensive Plan
City limits and ETJ*

REDUCED WATER SERVICE AREA

Aligns with decertification application and City limits



PROJECTIONS

Full Planning Area	
	Population
Existing**	237,387
10-year Growth	79,108
2034 Total	316,495
Buildout	485,544
Reduced Water Service Area	
Existing**	231,869
10-year Growth	74,374
2034 Total	307,694
Buildout	367,640

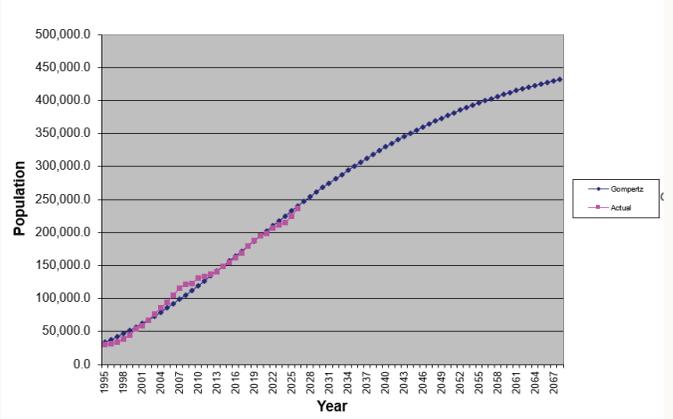
** As of January 1, 2024 (Includes ETJ served population)

METHODOLOGY – 10 YR ESTIMATE

10-Year Rolling Average of Population Increase



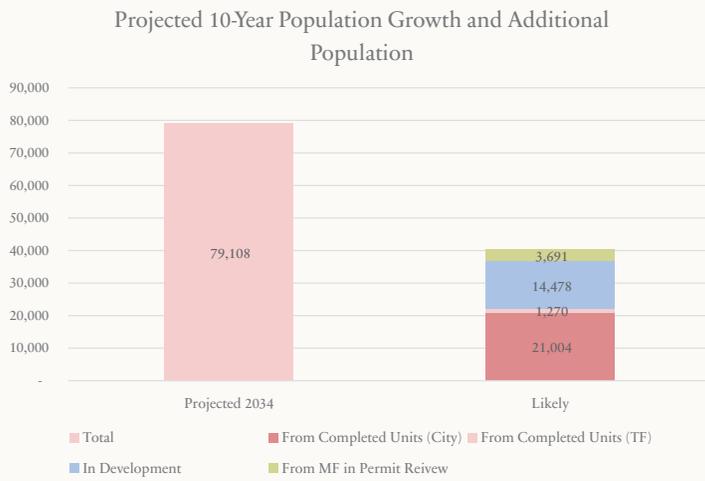
Gompertz 1995-2068



Gompertz model – assumes growth rate will be slower at the beginning and end of a time period

- Historical growth has been consistent at 6,000 to 8,000 people annually
- Most recent 10-year rolling average is 7,410 people annually

METHODOLOGY – 10 YR ESTIMATE



- Rolling 10-year average – 74,100 people over a 10-year period
- 36,752 people added through projects completed since Jan 1, 2024 or in active development
- 46% of 10-year projection is in development or complete
- 40,443 people added through completed, in development, or multifamily in review projects

BUILD OUT - COMPARISON

	PPL/Sq. Mile
Existing City Limits	3,214
Existing Full Planning Area	2,110
Projected Buildout (Full Planning Area)	4,258
<i>Plano</i>	4,083
<i>Allen</i>	4,215
<i>Garland</i>	4,252

- Comparing existing conditions with comprehensive plan assumptions
- Projected buildout does have a higher density but is similar to other built out cities in the metroplex
- Keep in mind the projects yet to develop (e.g. Honey Creek, Billingsly, etc.)

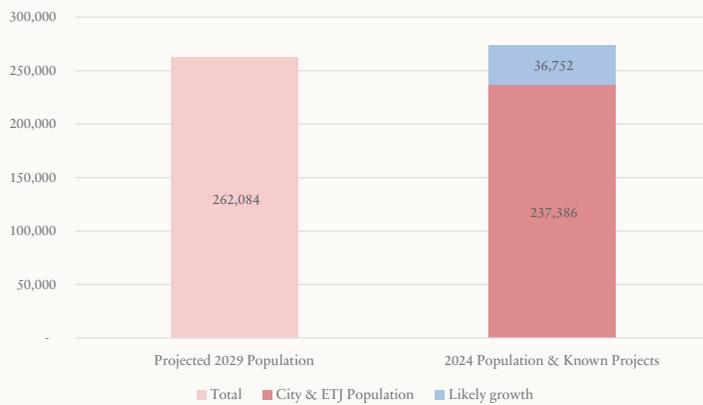
2019 LUA COMPARISON

- Zoning changes – non-residential to residential or increased density
- Methodology differences - “development efficiency” coefficient and slight change in people per dwelling unit

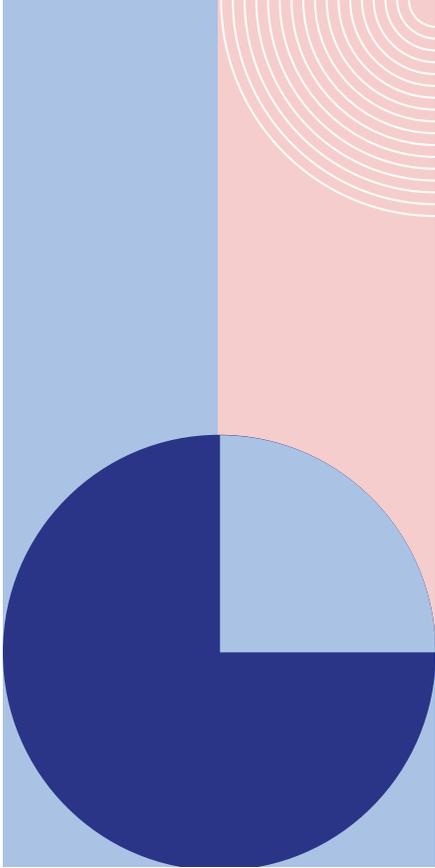
Full Planning Area	
<i>Buildout</i>	
	Population
2019	433,869
2024	485,544
<i>Difference</i>	51,675

2019 LUA COMPARISON

Comparison of Projected 2029 Population (from 2019 LUA) to Current and Expected Population

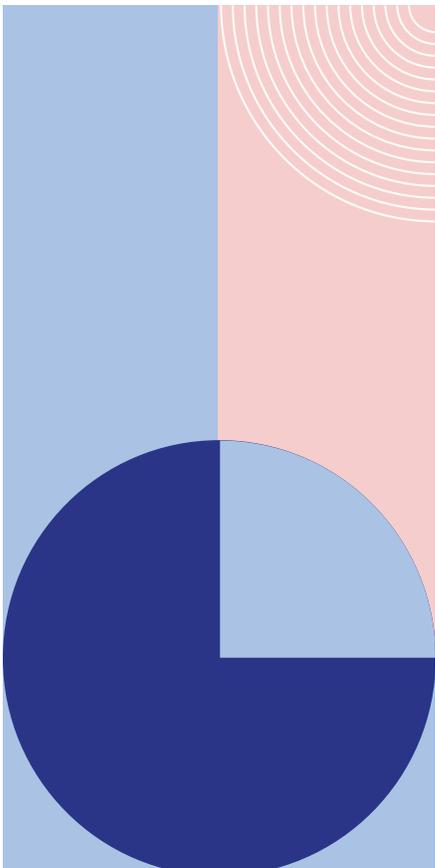


Once projects under active development are completed, we will have surpassed the projected 2029 population from the 2019 LUA at a population of 274,138.



LONG-TERM VIEW

Can we predict when we will reach buildout?



LONG-TERM VIEW

Can we predict when we will reach buildout?

*Not exactly...
But we can find some insights*

LONG-TERM VIEW

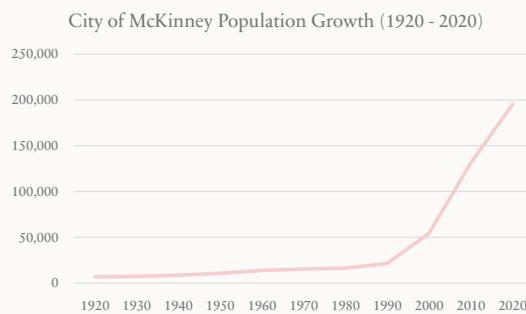
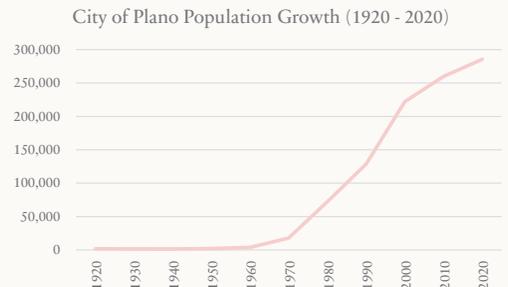
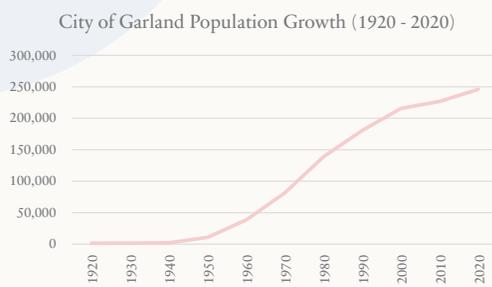
Full Planning Area*	
Population	
Existing**	237,387
2034 Total	316,495
Buildout	485,544

Reduced Water Service Area	
Existing**	231,869
2034 Total	307,694
Buildout	367,640

Remaining Growth (Reduced)	
Population	
Existing**	231,869
10-year growth	74,374
2034 Total	307,694
Buildout	367,640
<i>Remaining</i>	<i>59,946</i>

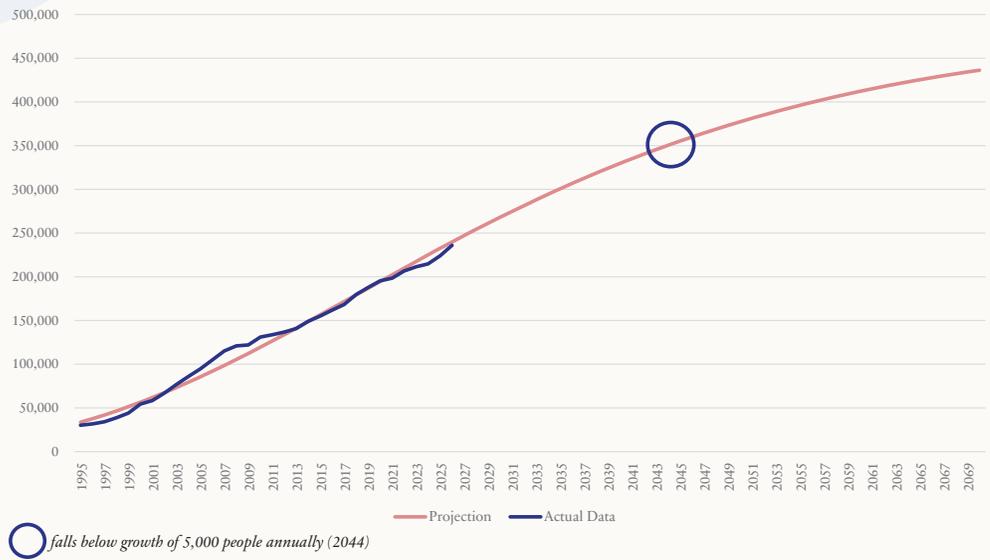
** As of January 1, 2024 (including ETJ served properties)

LONG-TERM VIEW



LONG-TERM VIEW

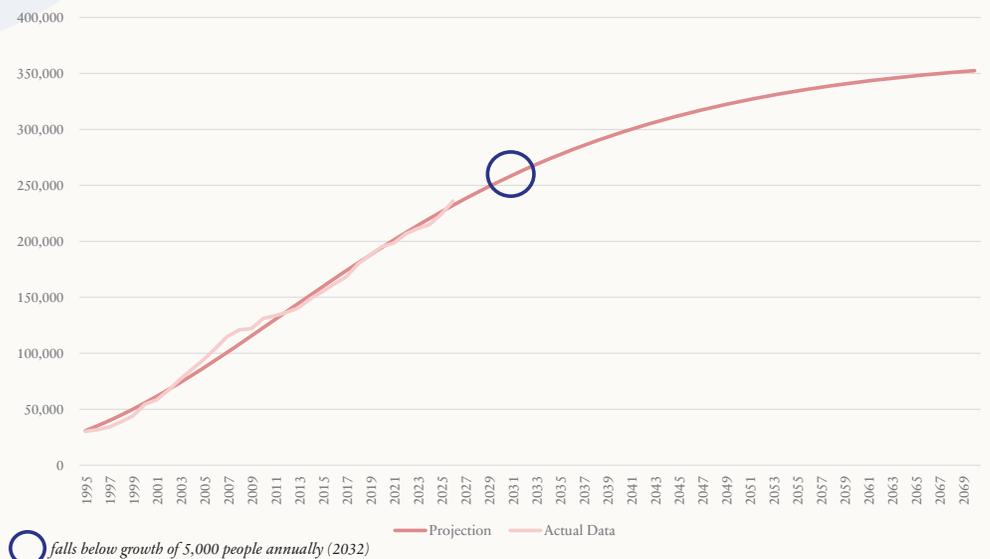
Gompertz (Full Planning Area)



○ falls below growth of 5,000 people annually (2044)

LONG-TERM VIEW

Gompertz (Reduced Area)



○ falls below growth of 5,000 people annually (2032)

LONG-TERM VIEW

- If we assume limited growth beyond our proposed reduced water service area, our growth rate may begin to slow as soon as 2032.
- However, our environment is more unpredictable than ever
 - Owner-initiated annexations have continued, if intermittently
 - Restrictions on municipal ability to control land use

Full Planning Area*	
	Population
Existing**	237,387
10-year Growth	79,108
2034 Total	316,495
Buildout	485,544
Reduced Water Service Area	
Existing**	231,869
10-year Growth	74,374
2034 Total	307,694
Buildout	367,640

QUESTIONS?

City of McKinney, TX Council Retreat February 20, 2026



City Manager's Report



5-Minute Break



Today's Plan

1. Take a fresh look at areas of strategic importance.

2. Review Summary of Council Interviews.

3. Review FY26 Strategic Goals

4. Establish New Goals

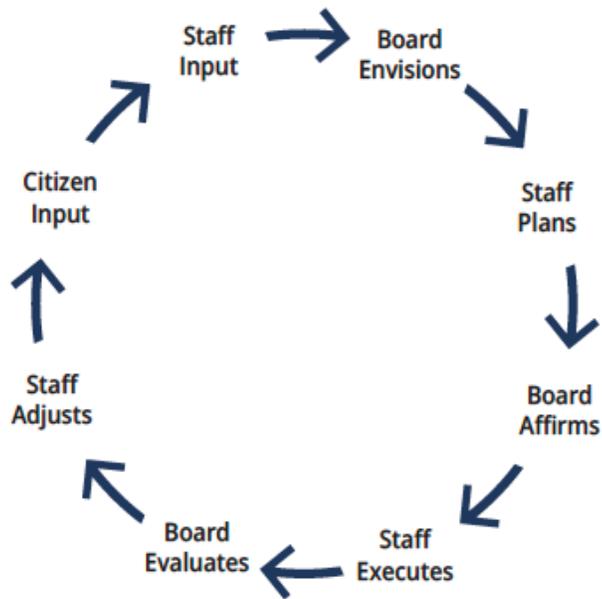
4th Dimension Leadership



What is Strategy?

Intentional plans toward specific goals that address real challenges and opportunities.

Cycle of Strategic Visioning



Pressing Needs

In triads, “What are the pressing needs of residents that make you weep or pound the table?”

Areas of Strategic Importance

On a notecard...

What 3-4 areas of strategic importance are the highest priority to you right now?

Infrastructure

Public Safety

Transportation

Economic Vitality

Parks & Trails

Innovation

Community Involvement

Customer Satisfaction

Financial Health

Other



**WANT THE LATEST IN
LOCAL GOVERNMENT NEWS
AND INNOVATION?**

Sign up for SGR's 10 in 10 eNewsletter - it's *FREE!*



10-Minute Break



Council Interviews Summary



Review of FY26 Priorities

- 1. Direction for Strategic and Economic Growth**
- 2. Operational Excellence**
- 3. Maximize the Development Potential of McKinney National Airport**
- 4. Financially Sound Government**
- 5. Enhance the Quality of Life in McKinney**
- 6. Safe & Secure Community**

Discussion

1. What FY26 priorities need to be adjusted or deleted?
2. What new priorities need to be added?



**City of McKinney, TX
Council Retreat
February 20, 2026**





City of McKinney, Texas Council Interviews Summary

February 2, 2026

Andy Duke with Strategic Government Resources conducted interviews with the Council Members of the City of McKinney, Texas January 16-22, 2026 to prepare for a Council Retreat which is scheduled for February 20, 2026. This is a summary of those interviews.

Major Projects:

- Commercial Airport—Passenger Terminal
- The Venue Amphitheater
- JW Marriott/Craig Ranch
 - Some council members talk as if this is a done deal. Some are convinced it's never going to happen.
- Family Wave Park/Surf Club
- Community Land Trust
 - One council member stated that this needs to be funded.

Departmental Emphases:

- Transportation— every council member mentioned this; 20-year roads maintenance plan; east-west thoroughfares; Eldorado Pkwy; some roads in TDOT's hands; east side city gateways; DART; transport for seniors.
- “Infrastructure” was mentioned many times by all council members.
- Economic Development—dining, entertainment, housing, and employment. At least one council member mentioned shifting some utilization of revenue from developing the private sector to developing the community (roads, infrastructure, and parks mentioned). One council member mentioned the need for more hotel and convention space (more than Marriott only).
- Parks—greenspace is a priority for most of the council.
- Finance—there seems to be disagreement on fiscal policy. One group prefers to raise as much revenue as possible to be able to spend as much as possible, while the other group prefers to work with the revenue we have. One council member mentioned the need for higher wages for entry-level city workers.
- Housing was an important topic for at least 2 council members.
- Homelessness was mentioned by at least 3 council members. They believe the city is doing what it can to address the issue.

Possible New Goals for Discussion:

- A majority of Council Members believe the city is doing the right things but is not communicating effectively to the citizens. Celebrate big and small wins and explain the why (value of the project) more frequently. Most council members mentioned this. At least two council members feel that trust was lost with the airport project due to communication issues.
- Most council membership discussed the need for goals that focus on managing the inevitable growth in “reasonable” and “smart” ways—densities, transportation, and infrastructure
- Affordable housing was mentioned by at least three council members, including an increase in property exemptions for seniors mentioned by one council member.
- Downtown: parking is a challenge. We need to act more quickly. A few council members mentioned the need to redevelop the vacant lots owned by the city. One mentioned that offices should be built as part of this redevelopment.
- Two council members mentioned the need to aggressively embrace Artificial Intelligence technologies.
- Civic education for the next generation of elective officials (like youth council) was mentioned by two council members.
- One council member asked for a focus on the basics of local governance instead of attention-grabbing projects.
- One council member mentioned the need for a formal process by which we work with developers.
- One council member mentioned the need for succession planning for key executive staff.
- One council member would like to increase the number of drones available to the police department.

Notes on the Retreat:

- There seems to be a consensus among council members that they would like the retreat to be held off-site from City Hall. If this cannot be done this year, perhaps next year.
- There is a consensus that we need to begin the retreat with listening exercises and brainstorming new ideas.
- Two to three council members feel these council retreats are not a great use of time. The others seem to enjoy it or at least recognize the retreat’s value and necessity.
- Especially with two new members, I believe the Council will benefit from brief instruction on 4th Dimension Leadership and the Cycle of Strategic Visioning.
- One council member mentioned that we need to hear where everyone stands on major issues.
- Perhaps we can address major issues in order of next action, next completion, or level of importance.
- One council member mentioned that community and business survey results need to be more clearly communicated to the council.

Additional Observations:

- At least two council members were not aware of last year’s priorities or goals. Please share these and ask them to review before the retreat.
- The council seems to be a healthy, well-functioning team. There is disagreement, as with any team, but they work through their disagreements respectfully.
- There are a couple of council members that believe staff will only act on projects that staff deems important.
- The council is unanimously supportive of the staff and City Manager. They believe the City Manager and staff do an excellent job. The city is run very well.