

**JOINT MEETING OF THE MCKINNEY CITY COUNCIL AND  
MCKINNEY ECONOMIC DEVELOPMENT CORPORATION**

**AUGUST 20, 2024**

The City Council of the City of McKinney, Texas, met in joint session with the McKinney Economic Development Corporation in the City Hall Council Chambers, 222 N. Tennessee Street, McKinney, Texas on Tuesday, August 20, 2024 at 4:30 p.m.

The meeting was broadcast live on Spectrum Channel 16; AT&T U-Verse Channel 99; and online at <https://mckinneytx.new.swagit.com/views/130>.

Council members Present: Mayor George Fuller, Mayor Pro Tem Geré Feltus, Justin Beller, Patrick Cloutier, Rick Franklin, Charlie Philips, and Michael Jones.

MEDC Board members Present: Chairman Brian Loughmiller, Vice Chairman Kurt Kuehn, Secretary/Treasurer Thad Helsley, Julie Williams, Mark Denissen, Scott Woodruff, Robert Hamilton, and alternate Chantelle Kadala.

Staff Present: City Manager Paul Grimes, City Attorney Mark Houser, City Secretary Empress Drane, Accounting Manager Chance Miller, MEDC President Michael Kowski, MEDC Senior Vice President Michael Talley, MEDC Operations Manager Deana Smithee, MEDC Executive Assistant Melanie Molina, MEDC Social Media and Marketing Manager Luke Gajary, Director of Business Retention and Workforce Development Madison Clark, MEDC Project Manager Caroline Causey, MEDC Project Manager Mike Wilkes, McKinney Community Development (MCDC) President Cindy Schneible, Organizational Development & Performance Management Director Joseph Mazzola, Environmental Outreach & Engagement Coordinator Mary Abercrombie, Information Technology Audio/Video Technician Joshua Aria, and Parks, Recreation & Open Space (PROS) Director Amy Kinkade.

There were five (5) members of the public present including these appointed officials of the city: McKinney Main Street Board member AJ Micheletto, Capital Improvements Advisory Committee member Steve Wilson, MCDC member David Kelly, and MCDC member David Riche.

Mayor Fuller on behalf of City Council and Chairman Brian Loughmiller on behalf of the McKinney Economic Development Corporation called the joint meeting to order at 4:33 p.m. after determining a quorum of their respective governing bodies were present.

Mayor Fuller called for Public Comments and there were none.

**24-1874** Mayor Fuller called for a presentation on the MEDC Monthly Reports with no action taken. MEDC President Michael Kowski announced this is the second joint meeting between City Council and MEDC this year, but today is different. Today is about the overall strategy. MEDC President Kowski noted firstly, he would like to show a little of what is presented monthly to the MEDC Board. MEDC Senior Vice President Michael Talley and MEDC Marketing & Social Media Manager Luke Gajary will give updates on what is going on at MEDC. Mr. Talley announced there are 18 projects in the active project pipeline. There are 86 current applications in the Innovation Fund pipeline. Mr. Gajary announced there are now over 3,000 LinkedIn followers. LinkedIn is our most active and engaged social media platform. We are working to increase the following away from primarily McKinney residents, business owners and brokers to a broader US audience. One reason for the LinkedIn growth is CREW Dallas, an event where Mr. Talley spoke. Mr. Gajary noted the most-visited page on the website is the Innovation Fund page. Mr. Gajary gave a shout out to MEDC Project Manager Mike Wilkes for all the activities happening with the Innovation Fund.

**24-1875** Mayor Fuller called for a presentation on MEDC Fiscal Year 2024-25 Draft Strategic Objectives from MEDC President Michael Kowski with no action taken. The presentation from agenda item #24-1875 not posted on the agenda is included in this document as *Exhibit A: MEDC Fiscal Year 2024-25*.

Mayor Fuller called for the Executive Session at 4:56 p.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 551.072. Deliberations about Real Property

- Strategic Property Acquisitions

C. Section 551.087. Deliberation Regarding Economic Development Matters

- Downtown City-Owned Redevelopment Update
- Project Mirage
- Project Terrigen
- Notes Live/VENU

The joint meeting members returned from Executive Session at 5:50 p.m. taking no action on items discussed in the Executive Session.

City Council unanimously approved the motion by Mayor Pro Tem Feltus, seconded by Council member Cloutier, and MEDC Board members unanimously approved the motion by Board member Denissen, seconded by Vice Chairman Kuehn, to Adjourn the meeting at 5:50 p.m.

A video recording of this meeting is available through the City of McKinney meeting archive.

These minutes were approved by the MEDC members on October 15, 2024 and referred to the City Council Regular Meeting of November 5, 2024.

SIGNED:

**McKinney Economic Development Corporation**

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BRIAN S. LOUGHMILLER  
MEDC Chairman  
KURT KUEHN  
MEDC Vice Chairman

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THAD HELSLEY  
Secretary/Treasurer

**McKinney City Council**

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GEORGE C. FULLER  
Mayor  
GERÉ FELTUS  
Mayor Pro Tem

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EMPRESS DRANE  
City Secretary  
TENITRUS BETHEL PARCHMAN  
Deputy City Secretary

## Exhibit A – 24-1875 MEDC Fiscal Year 2024-25



# Strategic Objectives

FY 24/25 Draft

Michael Kowski  
President & CEO  
August 20, 2024











**Agile**

**Ability to create and respond to change**

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**Agile**

**A way of dealing with, and ultimately succeeding in, an evolving environment**

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**Agile**

**Guiding Principle for FY24/25**

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A

ATTRACT

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GROW

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INNOVATE

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LEAD

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ENGAGE

Guiding Principle for FY24/25

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Inputs

2023-2026 MEDC Strategic Plan

City Council Goals FY24/25

ONE McKinney 2040 Comprehensive Plan

Board Retreat – Facilitated by Doug Thomas

Two Internal Staff Retreats

Various Committee Meetings

Market Research

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Inputs

2023-2026 MEDC Strategic Plan

City Council Goals FY24/25

ONE McKinney 2040 Comprehensive Plan

Board Retreat – Facilitated by Doug Thomas

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Market Research

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ATTRACT

Business Attraction & Development

- Target High-Impact Industries: Focus on attracting corporate headquarters, family-entertainment venues, hotel & convention space, and mixed-use developments.
- Leverage McKinney's Quality-of-Place: Promote McKinney's parks & recreation and open spaces and position our unique assets like the airport and historic downtown as regional and national differentiators.
- Strategic Land Use and Development: Prioritize the development and utilization of MEDC-owned land, including master planning, infrastructure readiness, and new property acquisition.

GROW

Business Retention & Expansion

- Strengthen Business Retention and Expansion (BRE) Programs: Conduct regular site visits with existing businesses and provide tailored support through incentives, training programs, and resource connections.
- Promote Workforce Development: Collaborate with state agencies and regional educational institutions to provide workforce training support to help businesses upscale jobs and remain competitive.
- Diversify McKinney's Tax Base: Aim for a 3-to-1 commercial to residential tax base ratio by pursuing strategic developments that contribute to long-term financial sustainability.

INNOVATE

Innovation & Entrepreneurship

- Expand and Update the Innovation Fund: Increase the availability, allocation amount, and visibility of the Innovation Fund to support startups, driving McKinney's brand as a start-up hub and AI Center of Excellence.
- Develop Incubator and Coworking Spaces: Create spaces and programs to attract and nurture young companies and tech startups, including incubators and coworking spaces that support innovation.
- Leverage Plug & Play and Startup Ecosystem: Utilize partnerships like Plug & Play to enhance McKinney's innovation ecosystem and identify startups from across the country and around the globe to locate in McKinney.

LEAD

Leadership & Operational Excellence

- Align Governance with Strategic Objectives: Regularize performance reviews and KPI check-ins that align with MEDC's strategic goals, focusing on metrics that measure real outcomes rather than effort.
- Strengthen Collaboration with the City Council: Improve coordination and alignment between the MEDC and City Council by holding joint planning sessions and ensuring strategic vision consistency.
- Optimize Internal Structures and Processes: Refine governance structures, such as subcommittees, and enhance communication channels to ensure streamlined decision-making and execution.

ENGAGE

Engagement & Brand Management

- Enhance Community Communication and Branding: Launch campaigns to better inform residents and stakeholders about MEDC's activities, focusing on successes and clarifying the organization's value proposition.
- Community and Business Forums: Participate in and organize events that engage both residents and businesses, providing platforms for dialogue, networking, and collaboration.
- Promote Digital Outreach and Content Creation: Expand digital presence through platforms like YouTube, newsletters, and social media, targeting both internal and external audiences to build awareness and support.



# Internal Matrix

## Strategic Pillar

### Desired Outcome

### Key Outcome Indicator

## Strategic Objectives

## Plug and Play Partnership

## Key Actions

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# Internal Matrix

## Strategic Pillar

## Desired Outcome

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	ATTRACT	GROW	INNOVATE	LEAD	ENGAGE
	Business Attraction & Development	Business Activation & Expansion	Resource & Entrepreneurship	Leadership & Operational Excellence	Engagement & Brand Management
Strategic Pillar					
Envisioned Outcome					
Key Outcome Indicator					
Strategic Objectives					
Play and Play Partnership					
Key Actions					

# Internal Matrix

## Strategic Pillar

## Desired Outcome

### Key Outcome Indicator

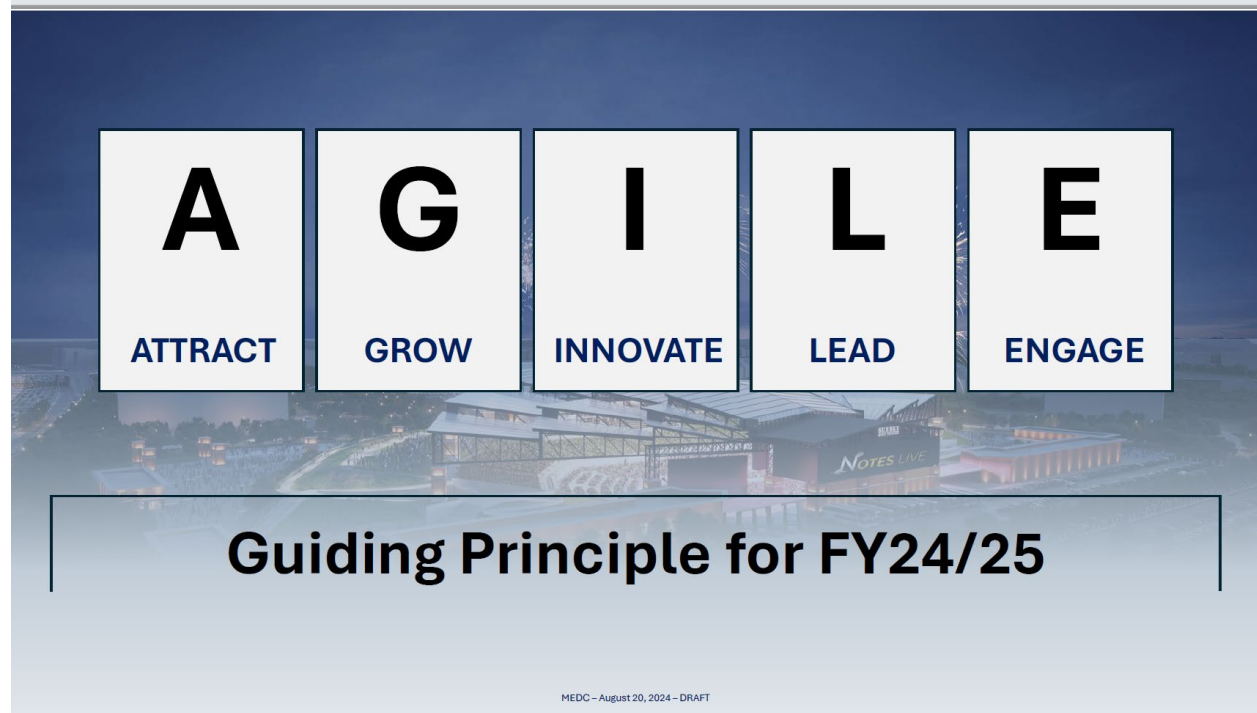
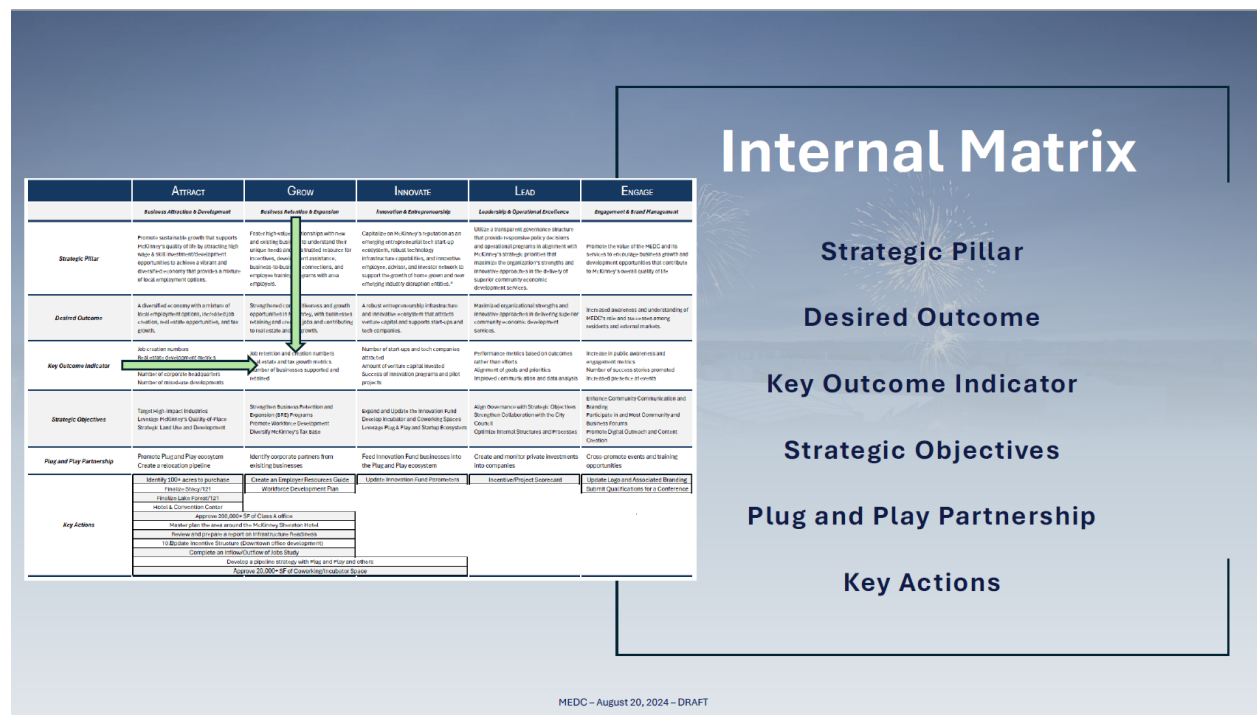
## Strategic Objectives

## Plug and Play Partnership

## Key Actions

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	ATTRACT	GROW	INNOVATE	LEAD	ENGAGE
	Revitalize Attraction & Development	Revitalize Attraction & Expansion	Innovation & Entrepreneurship	Leadership & Operational Excellence	Engagement & Brand Management
Strategic Pillar	Proactive marketing growth to develop quality's equity by the effective long-term & short-term marketing opportunities to achieve a return on investment that provides a return of value to our customers.	Business leverage, partnerships with new and existing business to understand their needs, develop customer solutions for existing, development customers, business-to-business transactions, and employee brand programs and services.	Established to be known as a top-notch and emerging start-up/entrepreneurial start-up company, with technology, innovative business model, and innovative business solutions, and financial results to support the growth of future power of new emerging strategic expansion - early on.	Utilize a transparent communication structure for product development, business development, and operational growth in alignment with the company's vision and mission. Establish the organization's culture, and implement the organization's vision of the future of the organization. Establish the ability of the organization to deliver on its vision of the future of the organization.	Position the role of the HR and the business to be a key driver in the development of the organization's vision of the future of the organization. Establish the organization's vision of the future of the organization.
Business Outcome	A well-defined strategic vision of the business, with a clear focus on growth, innovation, and value, and a clear focus on growth, innovation, and value, and a clear focus on growth, innovation, and value.	Strategic marketing opportunities and growth in new markets, with a focus on growth, innovation, and value, and a clear focus on growth, innovation, and value.	A robust and innovative business model and innovation - supported by top-notch and emerging start-up/entrepreneurial start-up company, with technology, innovative business model, and innovative business solutions, and financial results to support the growth of future power of new emerging strategic expansion - early on.	Highly engaged and motivated employees, with a focus on growth, innovation, and value, and a clear focus on growth, innovation, and value.	Work-related activities and performance in HR and the business to be a key driver in the development of the organization's vision of the future of the organization.
Key Outcome Indicator	Annual revenue Net revenue Revenue growth Market share Number of corporate headquarters Number of international headquarters	Revenue and customer loyalty Net revenue and the growth of new markets Business-to-business opportunities and services	Number of start-ups and new ventures Number of start-ups and new ventures Number of start-ups and new ventures Number of start-ups and new ventures	Performance in the business to be a key driver in the development of the organization's vision of the future of the organization.	Revenue and the growth of new markets Business-to-business opportunities and services
Strategic Objectives	Targeted marketing and branding Marketing and branding Marketing and branding Marketing and branding Marketing and branding	Revenue and customer loyalty Net revenue and the growth of new markets Business-to-business opportunities and services	Expand on the growth of the business Expand on the growth of the business Expand on the growth of the business Expand on the growth of the business	Align new business with the business Align new business with the business Align new business with the business Align new business with the business	Align new business with the business Align new business with the business Align new business with the business Align new business with the business
Play and Play Partnership	Proactive marketing growth to develop quality's equity by the effective long-term & short-term marketing opportunities to achieve a return on investment that provides a return of value to our customers.	Business leverage, partnerships with new and existing business to understand their needs, develop customer solutions for existing, development customers, business-to-business transactions, and employee brand programs and services.	Established to be known as a top-notch and emerging start-up/entrepreneurial start-up company, with technology, innovative business model, and innovative business solutions, and financial results to support the growth of future power of new emerging strategic expansion - early on.	Utilize a transparent communication structure for product development, business development, and operational growth in alignment with the company's vision and mission. Establish the organization's culture, and implement the organization's vision of the future of the organization. Establish the ability of the organization to deliver on its vision of the future of the organization.	Position the role of the HR and the business to be a key driver in the development of the organization's vision of the future of the organization. Establish the organization's vision of the future of the organization.
Key Actions	Identify 100+ new products Identify 100+ new products Identify 100+ new products Identify 100+ new products Identify 100+ new products	Create a new business model Create a new business model Create a new business model Create a new business model Create a new business model	Expand on the growth of the business Expand on the growth of the business Expand on the growth of the business Expand on the growth of the business Expand on the growth of the business	Align new business with the business Align new business with the business Align new business with the business Align new business with the business Align new business with the business	Align new business with the business Align new business with the business Align new business with the business Align new business with the business Align new business with the business



GROW

Business Retention & Expansion

- **Strengthen Business Retention and Expansion (BRE) Programs:** Conduct regular site visits with existing businesses and provide tailored support through incentives, training programs, and resource connections.
- **Promote Workforce Development:** Collaborate with state agencies and regional educational institutions to provide workforce training support to help businesses upscale jobs and remain competitive.
- **Diversify McKinney’s Tax Base:** Aim for a 3-to-1 commercial to residential tax base ratio by pursuing strategic developments that contribute to long-term financial sustainability.

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- **Expand and Update the Innovation Fund:** Increase the availability, allocation amount, and visibility of the Innovation Fund to support startups, driving McKinney’s brand as a start-up hub and AI Center of Excellence.
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## ENGAGE

## Engagement & Brand Management

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- **Community and Business Forums:** Participate in and organize events that engage both residents and businesses, providing platforms for dialogue, networking, and collaboration.
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## Desired Outcome

### Key Outcome Indicator

## Strategic Objectives

## Plug and Play Partnership

## Key Actions

	ATTRACT	GROW	INNOVATE	LEAD	ENHANCE
	Business Attraction & Development	Business Activities & Expansion	Innovation & Entrepreneurship	Leadership & Operational Excellence	Engagement & Financial Management
<b>Strategic Pillar</b>	<p>Process innovation to growth that supports market quality of life by enhancing high wage &amp; high innovation jobs</p> <p>Opportunity to attract and advance talent to support the growth of the 5 pillars of the economy</p>	<p>Focus on high-wage, high-innovation jobs and create business locations to attract them</p> <p>Investment in education, workforce development, transportation, and infrastructure</p> <p>Employer partnerships with a workforce</p>	<p>Capitalize on new knowledge to generate an emerging economic start-up</p> <p>Investment in research, related technology infrastructure capabilities, and innovative financing</p> <p>Support the growth of new enterprises</p>	<p>Mission consistent communication that provides a vision for the future</p> <p>Operational excellence in alignment with the vision</p> <p>Financial management that supports the organization's mission</p> <p>Building of regional economic community coalitions</p>	<p>Position the value of the HECG and the value of the strategic business development opportunities that contribute to the HECG's overall quality of life</p>
<b>Envisioned Outcomes</b>	<p>A diversified economy with robust employment opportunities, increased job quality, and well-earned opportunities, overall growth.</p>	<p>Strategic employment opportunities and growth opportunities in all industries, with high-income, high-wage jobs, and contributing financial capital to the economy</p>	<p>A robust, open economy that attracts and retains innovative jobs that attracts capital and growth track income</p>	<p>Increased awareness and understanding of HECG and well-earned growth through regional and external markets</p>	
<b>Key Outcome Indicator</b>	<p>Accumulative results                      1. Attract, develop and retain the 5 Strategic Business Pillars                      2. Number of corporate headquarters                      Number of innovative developments</p>	<p>Accumulative and sustained growth                      1. Attract and retain high-paying jobs                      2. Number of businesses supported and retained</p>	<p>Number of start-ups and small business startups                      1. Number of venture capital funded                      Successful introduction of startups and pilot projects</p>	<p>Performance metrics that indicate leadership over other efforts                      1. Number of awards and plaques                      2. Number of contracts and data analysis</p>	<p>Increased public awareness and engagement metrics                      1. Number of people contacted                      2. Number of people in events</p>
<b>Strategic Objectives</b>	<p>Targeted Impact Initiatives                      1. Develop Business Attraction and Development Strategy                      2. Launch the 5 Pillars of the Economy</p>	<p>Strategic Business Attraction and Development (SBAD) Programs                      1. Attract and retain high-paying jobs                      2. Develop the 5 Strategic Business Pillars                      3. Develop the 5 Strategic Business Pillars</p>	<p>Build on existing the Innovation Hub                      1. Develop Innovation and Commercial District                      2. Launch the 5 Strategic Business Pillars                      3. Launch the 5 Strategic Business Pillars</p>	<p>Support the vision with Strategic Objectives                      1. Support the vision with Strategic Objectives                      2. Support the vision with Strategic Objectives                      3. Support the vision with Strategic Objectives</p>	<p>Enhance Communication and Engagement                      1. Enhance Communication and Engagement                      2. Enhance Communication and Engagement                      3. Enhance Communication and Engagement</p>
<b>Play and Play Partnership</b>	<p>Primary Play: Play the economic                      Create a successful play</p>	<p>Match the corporate partners with the play                      1. Match the corporate partners with the play                      2. Match the corporate partners with the play</p>	<p>Facilitate innovation Play business into the Play and Play Partnership</p>	<p>Create and promote private incentives                      1. Create and promote private incentives                      2. Create and promote private incentives</p>	<p>Create, promote events and training opportunities                      1. Create, promote events and training opportunities                      2. Create, promote events and training opportunities</p>
<b>Key Actions</b>	<p>Identify opportunities to purchase                      1. Identify opportunities to purchase                      2. Identify opportunities to purchase                      3. Identify opportunities to purchase</p>	<p>Create an Employer Partnership                      1. Create an Employer Partnership                      2. Create an Employer Partnership                      3. Create an Employer Partnership</p>	<p>Update innovation Play structures                      1. Update innovation Play structures                      2. Update innovation Play structures                      3. Update innovation Play structures</p>	<p>Invest in strategic incentives                      1. Invest in strategic incentives                      2. Invest in strategic incentives                      3. Invest in strategic incentives</p>	<p>Create a public-private partnership                      1. Create a public-private partnership                      2. Create a public-private partnership                      3. Create a public-private partnership</p>

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## KEY ACTIONS

- **Master plan and execute a development agreement for Stacy/121**
  - Target: Family entertainment, office, and mixed use
- **Master plan and/or release Lake Forest/121**
  - Target: High-volume Retail, office, and mixed use
- **Master plan the area around the McKinney Sheraton Hotel**
  - Target: Complementary uses to the Amphitheater
- **Complete a study of Inflow/Outflow of Jobs to target industry and employment opportunities that meet regional/local commuting talent, which will reduce labor shed to other cities and attract from other cities**
- **Identify 100+ acres of land for acquisition in strategic locations**

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KEY ACTIONS

- Research locations for a Hotel & Convention Center
- Approve 200,000+ SF of Class A office by Q2 of 2025
- Approve 20,000+ SF of Coworking/Incubator space by Q2 of 2025
- Review and prepare a report on Infrastructure Readiness
- Update Incentive Structure, to include supporting Downtown office development
- Develop a pipeline strategy with Plug and Play and others to promote the relocation of startups to McKinney

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KEY ACTIONS

- Update Innovation Fund parameters
- Create a historical Incentive/Project Scorecard to benchmark for performance
- Create an Employer Resources Guide (BRE)
- Complete a Workforce Development Plan
- Update logo and associated branding
- Submit qualifications to host at least one (1) National-level Economic Development Conference

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Guiding Principle for FY24/25

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# Next Steps

Assess Feedback & Update

Distribute Final Documents

Effective October 1<sup>st</sup>

## Thank You!



Newsletter

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