

# Visit McKinney GOALS FY 20-21



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

Council Strategies: B. 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

### Visit McKinney Objective 1:

Leverage partnerships with MEDC, MCDC, Library, Parks and Rec, and Main Street to entice visitors, when appropriate with their programming and efforts, to develop economic growth of full service hotels, restaurants, venues, and attractions from outside Texas, to entice both families and adults to choose McKinney as a destination.

### Visit McKinney KPI:

#### PROPOSED CHANGE:

One **or** three-year strategic plan (decide 1 or 3 year plan)

Visit McKinney will create and implement, by fourth quarter, a ~~three to five year strategic plan~~.

### Visit McKinney Steps:

Meet regularly with our internal/city partners to evaluate and update on development of tourism destination components including hotels, restaurants, and attractions.

### Staff:

DG, Board

\*Highlighted items in red - denotes these are for public consumption

# Visit McKinney GOALS FY 20-21



## CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

**Council Strategies: A. Implement performance management practices that include developing and training staff and Board/Commission members**

### **Visit McKinney Objective 1:**

Ensure 100 percent of Board Members have been trained on Visit McKinney policies and procedures by December 2021.

### **Visit McKinney KPI:**

100 percent of the new Board Members trained by December 2021.

### **Visit McKinney Steps:**

1. Executive Director will set up a meeting with new appointees to go over the policies/procedure manuals.
2. Board Member will read a book provided by the Visit McKinney E.D., "Destination Leadership for Boards," by: Bill Geist to read by December.
3. A quiz will be given to each new Board member after his/her completion of the book to see if they understand their role as a Board member for a destination. A score of 80 or better is required to show that the Board member understands his/her role.
4. Executive Director will keep up with the "Policies and Procedures Manual" and look for other items to help new Board members have the proper training to be a Visit McKinney Board member.

### **Staff:**

DG and SS

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# Visit McKinney GOALS FY 20-21



## CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

Council Strategies: A. Implement performance management practices that include developing and training staff and Board/Commission Members

### Visit McKinney Objective 2:

Staff will be responsible to track, maintain, and certify for their specific job description by September 2021.

### Visit McKinney KPI:

- ~~V. Rhodes - 2 webinars per quarter and 2 Good to Great Training Classes per year. TTA Travel College 2021. (Year 1 to complete in 2021).~~ SMERF Sales Manager starts TTA Travel College in 2022
- B. Shumate - 2 webinars per quarter and 2 Good to Great Training Classes per year. TTA Travel College 2021. (Year ~~3~~ 2 to complete in 2021).
- M. Woodard - 2 webinars per quarter and 2 Good to Great Training Classes per year. Start TTA Travel College in 2021.
- D. Guerra - 2 webinars per quarter and 2 Good to Great Training Classes per year.
- S. Smith - 2 webinars per quarter and 2 Good to Great Training Classes per year, TDM by 2023. 7. Start travel college in 2024.
- Full time employees certified by CTA maintain CTA Certification by December of 2020.

### Visit McKinney Steps:

Staff will attend their respective annual classes through TACVB to maintain or achieve their certifications.

### Staff:

All Staff

#### PROPOSED CHANGES:

- Travel College year adjustment for B. Shumate as travel college was cancelled in 2020
- Add M. Woodard
- Adjust S. Smith
- Replace V. Rhodes with SMERF Sales Manager (SMERF SM) throughout the document

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# Visit McKinney GOALS FY 20-21



## CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

Council Strategies: C. Identify opportunities for internal efficiencies and continuous improvement to affect a high performing organizational culture

### **Visit McKinney Objective 1:**

Meet with each hotel and Bed & Breakfast at least once a quarter, in person or virtually.

### **Visit McKinney KPI:**

Meet quarterly with 100 percent of the Hotels and B&B's in McKinney by September 2021.

### **Visit McKinney Steps:**

Develop and maintain strong relationships with hoteliers and venues:

- a. Quarterly visits in person or virtually - Visit quarterly with hotels and venues that partner closely with Visit McKinney and semiannually with those that do not.
- b. Support all McKinney hotels and venues by providing visitors guides, maps, and other collateral as needed, and by promoting them on Visit McKinney social media, website, and meeting planner publications/websites.

### **Staff:**

a: DG and SMERF SM

b: DG, SMERF SM, MW, BS, SS and SD

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# Visit McKinney GOALS FY 20-21



## CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

Council Strategies: C. Identify opportunities for internal efficiencies and continuous improvement to affect a high performing organizational culture

### Visit McKinney Objective 2

Annual Page Views of the Meeting Planners Hub section.

### Visit McKinney KPI:

Maintain the target of 2046 hits of the annual visits to the Meeting Planners Hub section of the website by September 2021.

### Visit McKinney Steps:

1. Maintain Digital Meeting Planners Hub.
  - a. Update Digital Meeting Planners Hub pages of the website regularly, as needed, and promote this section with posts on the Visit McKinney website and social media.
  - b. Generate quarterly list from the IDSS Database and conduct a targeted marketing campaign to newly created and existing leads as needed.
2. Promote McKinney as a destination to meeting planners in key markets (DFW Area, Austin, Houston, Arkansas, San Antonio, and Oklahoma).
  - a. Create targeted meeting planner newsletter and distribute as needed to announce new developments.

### Staff:

1a, 2a: BS

1b: SMERF SM, MW, BS

#### PROPOSED CHANGES:

- Add a step to utilize newly-entered leads and existing leads that were qualified by Sales Managers
- This step also needs to be added to the Marketing Plan
- Move Step 3 from page 12 to Step 2 on page 5

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## Visit McKinney GOALS FY 20-21



### CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

Council Strategies: C. Identify opportunities for internal efficiencies and continuous improvement to affect a high performing organizational culture

#### **Visit McKinney Objective 3:**

Stay on budget by the closeout of the fiscal year.

#### **Visit McKinney KPI:**

Maintain average line item variances to less than five percent by September 2021.

#### **Visit McKinney Steps:**

Meet monthly with Finance Committee to review expenses and verify there is no overspending of the budget in each line item.

#### **Staff:**

DG and Finance Committee

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## Visit McKinney GOALS FY 20-21



### CITY COUNCIL GOAL 2: OPERATIONAL EXCELLENCE

**Council Strategies: C. Identify opportunities for internal efficiencies and continuous improvement to affect a high performing organizational culture**

#### **Visit McKinney Objective 4:**

The expenditures in Advertising and Promotion need to come within a five percent variance of the allocated dollars by September 2021.

#### **Visit McKinney KPI:**

Ensure the annual Marketing Plan is updated by March 2021 and finalized by September 2021.

#### **Visit McKinney Steps:**

The Visit McKinney Board and Staff will meet in April for their Annual Strategic Planning Session to update the Visit McKinney Goals and Objectives as well as updating the Visit McKinney Marketing Plan as needed.

#### **Staff:**

DG, BS, SS, Marketing Committee (with Board Approval)

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## Visit McKinney GOALS FY 20-21



### CITY COUNCIL GOAL 4: FINANCIALLY SOUND GOVERNMENT

Council Strategies: B. Balance resources generated by property taxes, sales taxes, hotel occupancy tax and fees

#### Visit McKinney Objective 1:

Generate 2200 hotel room nights and conference bookings within the Corporate, Association and SMERF (Social, Military, Education, Religious and Fraternal) markets by September 2021.

#### Visit McKinney KPI:

1. KPI – Obtain 2200 room nights and meetings in Hotels and Conference Center by September 2021
2. KPI – Obtain McKinney hotel occupancy of 69.57 percent by September 2021.
3. Sales calls - 40-360 calls per month quarter (Corporate/Association/SMERF) and two six calls per month quarter - McKinney Corporate.
4. Obtain 150 RFPs (Request For Proposal) which are generated for events in McKinney percent by September 2021.

#### Visit McKinney Steps:

1. Attend and/or send collateral to the following Trade Shows/Conferences:
  - a. Association: TSAE, DFWAE, Small Market Meetings, Connect Association, TACVB Blitz and Rendezvous Convention.
  - b. Corporate: Sales Calls, MPI Sales Blitz, and McKinney corporate calls.
  - c. SMERF: Team Texas: (ABQ Balloon Festival ABA, NTA), Bridal Shows - MPAC, Grand, and Heritage Springs, Select Traveler, Religious Meetings and Events.
2. Partner with MEDC and Chamber on outreach efforts for Business Retention/Expansion Program. Sales Calls to McKinney Corporate and Meeting Planners
3. Make sales calls, attend trade and bridal shows, calls to meeting planners and hoteliers.

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# Visit McKinney GOALS FY 20-21

## **Staff:**

- 1., 1.a., 1b. : MW, DG
- 2.: DG
- 3.: SMERF SM, MW

## **\*Key for Acronyms and Media:**

- TSAE: Texas Society and Association Executives
- DFWAE: Dallas Forth Worth Association Executives
- Conn TX: Connect Texas
- SMM: Small Market Meetings
- ABA: American Bus Association
- NTA: National Tourism Association
- Team Texas: DMOs/CVBs that belong to Texas Association of Convention and Visitors Bureau (TACVB) are able to join and pay a fee to attend shows by sending collateral items instead of having a physical presence at the show
- MPI = Meeting Professional International
- BREP = Business Retention/Expansion Program
- TTA = Texas Travel Alliance
- TACVB = Texas Association of Convention and Visitor Bureaus
- IAEE – International Association of Exhibitions and Events
- Convention South
- Meet Texas
- Texas Meetings and Events
- Sports Destination Management
- Texas Town & City Magazine (by TML – Texas Municipal League)

### **PROPOSED CHANGES, page 8 and 9:**

- Change Hotel Occupancy percentage
- Move Sales Calls Goals from page 11 to page 8
- Changed weekly sales calls number to a quarterly call number to avoid too much fluctuation in reporting to the public
- Moved KPI 4 from Page 10, eliminating Visit McKinney Objective 2
- Changed staff responsibility
- Added media
- Added acronyms

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# Visit McKinney GOALS FY 20-21



## CITY COUNCIL GOAL 4: FINANCIALLY SOUND GOVERNMENT

Council Strategies: B. Balance resources generated by property taxes, sales taxes, hotel occupancy tax and fees

### Visit McKinney Objective 2:

Increase number of RFPs collected (Association, SMERF, Corporate)

### Visit McKinney KPI:

1. Obtain 150 RFPs (Request For Proposal) which are generated for events in McKinney percent by September 2021

### Visit McKinney Steps:

1. Maintain marketing and promotion of the Hotel/Conference Center and entertainment districts
  - a. Disseminate Marketing Plan for conference center and entertainment districts to Visit McKinney staff, assigning responsibility to each outlined task

### Staff:

1.: DG, BS (with Board Approval)

1.a.: All Staff

#### PROPOSED CHANGES:

- Moved KPI 4 from Page 10
- Move the step to page 11/12
- This page "Visit McKinney Objective 2" is eliminated

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# Visit McKinney GOALS FY 20-21



## CITY COUNCIL GOAL 5: ENHANCE THE QUALITY OF LIFE IN MCKINNEY

Council Strategies: C. Continue to market and highlight McKinney as a unique destination for residents and visitors alike

### Visit McKinney Objective 1:

Increase website traffic and social media pages ~~for Q3 and Q4~~ by 2 percent by September 2020 <sup>1</sup> and increase traffic to Visitors Center and “The McKinney Market” by 2 percent by September 2020 <sup>1</sup>.

### Visit McKinney KPI:

1. KPI – Number of webpage views
2. KPI – Number of web sessions
3. KPI – Number of web users
4. KPI – Number of Visitors to Visitors Center
5. Sales calls—40 calls per month (Corporate/Association/SMERF) and two calls per month— McKinney Corporate
6. Number of annual blog views
7. Number of annual Facebook likes
8. Number of annual Facebook engaged users
9. Increase in annual Facebook total impressions
10. Number of Twitter Followers
11. Number of Tweet Impressions
12. Number of YouTube Viewers
13. Number of Writers/Influencers
14. CrowdRiff Views
15. Visit Widget User
16. Visit Widget Sessions
17. Visit Widget Page Views

#### PROPOSED CHANGES p.11+12:

- Take sales calls KPI out and move it to page 8
- Take Q3 and Q4 Covid adjustments out and adjust for entire FY
- Correct FY
- Move step 3 to page 5
- Add step 4 from page 10

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## Visit McKinney GOALS FY 20-21

18. Visit Widget Downloads
19. Increase Number of annual Instagram followers
20. Increase awareness of the “The McKinney Market” through advertising and promotion

### Visit McKinney Steps:

1. Maintain Visit McKinney Media Hub.
2. Develop and maintain Social Media outlets for Visit McKinney.
  - a. Update Blog, Twitter, Facebook, Instagram, YouTube, LinkedIn, and Pinterest on a regular basis.
3. Promote McKinney as a destination to meeting planners in key markets (DFW Area, Austin, Houston, Arkansas, San Antonio, and Oklahoma).  
Create targeted meeting planner newsletter and distribute as needed to announce new developments.
- 4.3. Promote tourism/entertainment districts via appropriate avenues.
  - a. Weekly updates, daily FB posts, sharing one partner event/update per day on social media outlets.
  - b. Feature new and seasonal merchandise in “The McKinney Market” via social media.
4. Maintain marketing and promotion of the Hotel/Conference Center and entertainment districts.
  - a. Disseminate Marketing Plan for conference center and entertainment districts to Visit McKinney staff, assigning responsibility to each outlined task.

### Staff:

1, 2, 2a, 3a, 4, 4a, and 4b: 3, 3a, 3b, and 4a BS  
3: BS, DG, VR and MW

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