



McKinney Economic Development Corporation

2019

**KEY
PERFORMANCE
INDICATORS
REPORT**

EXECUTIVE SUMMARY



CONTENTS

GOOD TO KNOW

The Key Performance Indicators (KPI) were brand new for the 2018-2019 business year. When considering these KPI's, please take into account that year one Key Performance Indicators are "best estimates" and have not been benchmarked by actual historical organizational performance.

These first year KPI's will help better influence the development of future KPI's moving forward.

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SUMMARY

The Key Performance Indicators contained within this Executive Summary represent the culmination of the results of our strategic objectives for the 2019 calendar operational year of the McKinney Economic Development Corporation. These KPI's were adopted at the July 16, 2019 MEDC Board of Directors meeting, held at the City of McKinney City Hall.

While the time-line of these KPI's suggest that they do not represent the full year of organizational activity, the development of these KPI's spanned the entire organizational operational year. With any new KPI development process, year one KPI's take additional time to develop as the organization transitions into its new strategic objectives. This report quantifies the results of the KPI's defined within pre and post adoption by the **MEDC Board of Directors.**

**“If you really look closely,
most overnight success
took a long time.”
- Steve Jobs**

STRATEGIC OBJECTIVES

MEDC PRIORITIES

01

New Business Attraction

Continue to seek out qualified businesses in identified targeted industries to relocate to the City of McKinney.

02

Marketing

Coordinate to create a uniform marketing campaign for the MEDC to clearly showcase the City of McKinney as a business and lifestyle destination and to promote development opportunities.

03

Website/ Social Media

Refresh the existing MEDC website with updates in information and design. Revamp existing social media channels and start new ones to properly represent MEDC communications.

04

Outbound Recruitment/ Lead Generation

The MEDC will participate in outbound trade missions to recruit national and international business prospects to promote McKinney as the premier city to locate and grow business in the DFW Metro.

05

Infrastructure Development

Utilizing Infrastructure-led economic development principles, the MEDC will seek to engage technology infrastructure that will serve as a catalyst for business attraction and community lifestyle improvement.

06

Increase Commercial Tax Base

As a primary objective, the MEDC will seek opportunities for increasing the commercial tax base of the City of McKinney to help balance the proportion of tax base from relying heavily on residential property tax.

07

Build new B.R.E Program

Develop a personalized Business Retention and Expansion program to serve the existing McKinney business community.



UNIQUE MCKINNEY

As part of the re-branding campaign for the MEDC, the brand “Unique McKinney” rose to the top as part of our branding image. The City has long held the tag-line “Unique by Nature”, which successfully represents the community in the metro area. However, when it came to economic development, the tag-line needed to be hyper-focused for business recruitment. Thankfully, we did not have to change much.

With a two word change, we became “Unique McKinney.” Without the suggestive nature tones, we have the opportunity to retain the “Unique” attributes of McKinney, while broadening the scope of use for our own unique tag-line.

It was important for the MEDC to remain in concert with the City of McKinney brand being a component department of the City. This joint branding effort blends seamlessly to create a new brand for the economic development while not losing any brand identity for the City as a whole.

THE RESULTS ARE IN

The following is the Executive Summary of the McKinney Economic Development Corporation Key Performance Indicators achieved in the 2019 calendar year.

2019

01 New Business Attraction

1. Maintain an active project pipeline of minimum 20 active projects.

Active Pipeline Projects (Year End 2019) : 17

KPI Met: NO

Details: The project pipeline is an in and out flow. There were times during the year when we had well over 20 projects in the active pipeline. During the year, we redefined what the qualification criteria for what is considered a "project." Once we reevaluated the project pipeline using the new criteria, many "projects" that were in the existing pipeline were removed because they did not meet the new criteria for being considered a project. These items were then moved to the "Leads" category. Because of this we saw a sharp decline in the active project deal sheet. However, through the remainder of the year, we were able to bring in more qualified projects that met the new criteria.

In addition to the revised criteria, several projects were announced in the last quarter of 2018. Once a project is announced, an incentive agreement is agreed upon or a project is canceled, we consider this a closed project and remove it from the active project deal sheet. We anticipate that the project load will increase in active projects in the new year through our organizational efforts.

2. Host at least 1 Familiarization Tour (FAM) Annually.

Hosted FAM Tours (Year End 2019): 2

KPI Met: YES

Details:

September 2019: FAM Tour for Catalyst Commercial and Colleagues

October 2019: FAM Tour for CCIM Japanese Delegation



3. Participate in Industry Trade Shows and Missions.

Trade Shows and Missions Attended (Year End 2019): 18

KPI Met: YES

Details

January - International Economic Development Council Annual Leadership Conference

February - Collin County Days (Partnership with McKinney Chamber of Commerce)

April - San Antonio Trade Mission - The Pearl Brewery and Hotel Emma Development District

April - TEAM Texas - Chicago Trade Mission

June - Dallas Regional Chamber Trade Mission - Chicago

July - International Trade Mission - Taiwan

August - TEAM Texas Economic Summit

September - Governors Mission to Japan

September - Smart Cities Expo - Atlanta

September - WESTEC TEAM Texas Trade Mission - Long Beach

September - TEAM Texas Mission Trip - New York

October - International Economic Development Council Annual Conference

October - Texas Economic Development Council Annual Conference

October - GO BIG Texas Trade Mission - Boston

November - Smart Cities World Congress

November - Hi-Rex Expo and E-Sports Summit

December - Economix Site Selectors Conference

December - Houston Consultants Forum

02

MARKETING

UNIQUE MCKINNEY

1. Complete Marketing and Re-branding Campaign on-time and on budget.

Marketing and Re-branding Completion Date: October 1, 2019

KPI Met: YES

Details: Utilizing the marketing and communications firm, Centipede Digital, we were able to complete this goal. Centipede Digital provided full website design, logo redesign, branding campaign design, social media channel redesign, marketing automation and search engine optimization services to deliver our new website and corporate brand. This type of project typically takes over a year to produce. Through strategic planning and very high levels of service, we were able to complete this in roughly 12 months.

2. Achieve an open rate of 40% on digital marketing material distributed.

Number of publications produced (Year End 2019) : 2

KPI Met: YES (Open Rate Average - 44.5%)

Details:

There were only 2 digital publications produced in 2019 during our rebuilding and re-branding year. Much of the new digital material was recently completed in Q4 of 2019. We will continue to track this information as we launch more campaigns.

*Digital Campaign 1: MEDC Presidents Report - Open rate: 70%

Digital Campaign 2: First launch of Site Selectors and Brokers Newsletter (Q4 of 2019) - Open Rate 19%

*The open rate for the Brokers newsletter is skewed based on multiple bad addresses in our internal database we used for distribution. We have since cleaned up the database and expect better results in our 2020 Q1 newsletter.

3. Distribute to at least 20 Unique strategic marketing audiences.

Unique Audiences (Year End 2019) : 20

KPI Met: YES (Although all 20 audiences were included in a single campaign.)

Details: Future distributions will go to the individual audiences as separate campaigns.



MEDC NEW CORPORATE LOGO



McKinney Economic Development Corporation

MEDC NEW BRANDING LOGO/CAMPAIGN MARKER

UNIQUE MCKINNEY

03

WEBSITE / SOCIAL MEDIA

2019

1. Increase traffic to the MEDC website by 30% in the first year of launch.

Website Launch Date: September 1, 2019

KPI Met: N/A

Details: Since the website has not been active for a full calendar year, we are not able to calculate the result of this KPI at this time. However, we have furnished the website performance metrics to date in the attached chart.

2. Increase Social Media viewership, likes, subscriptions and related interactions.

Details: Like the website, until we have collected over 12 months of data, it is difficult to show increased performance over established channels as these KPI's are new. Overall, we have seen increases in engagement across all new channels and an increase month-over-month on all channels.



Website Statistics:

Total Visits: 16,099

Length of Visit: 11.59 minutes (increase of 8.8 minutes from June to December)

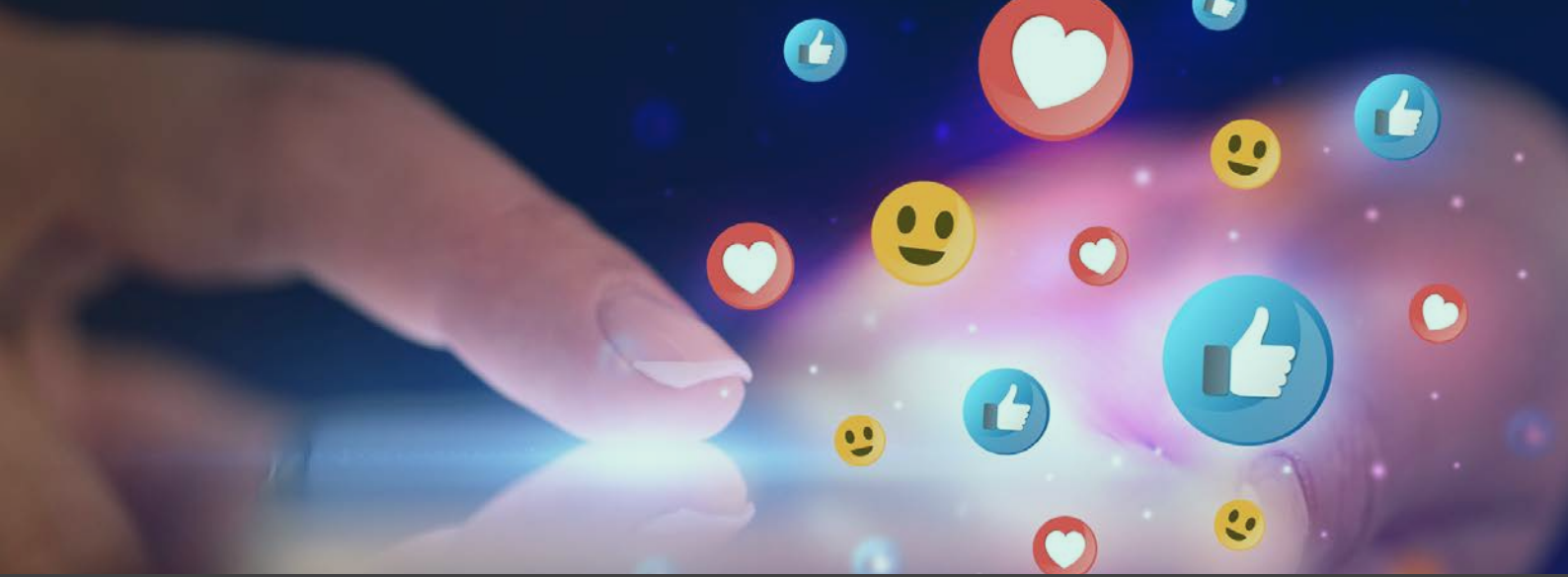
Location Data of Visitors:

Jan-Jun 32% U.S., 2.8% International, 65.2% Other

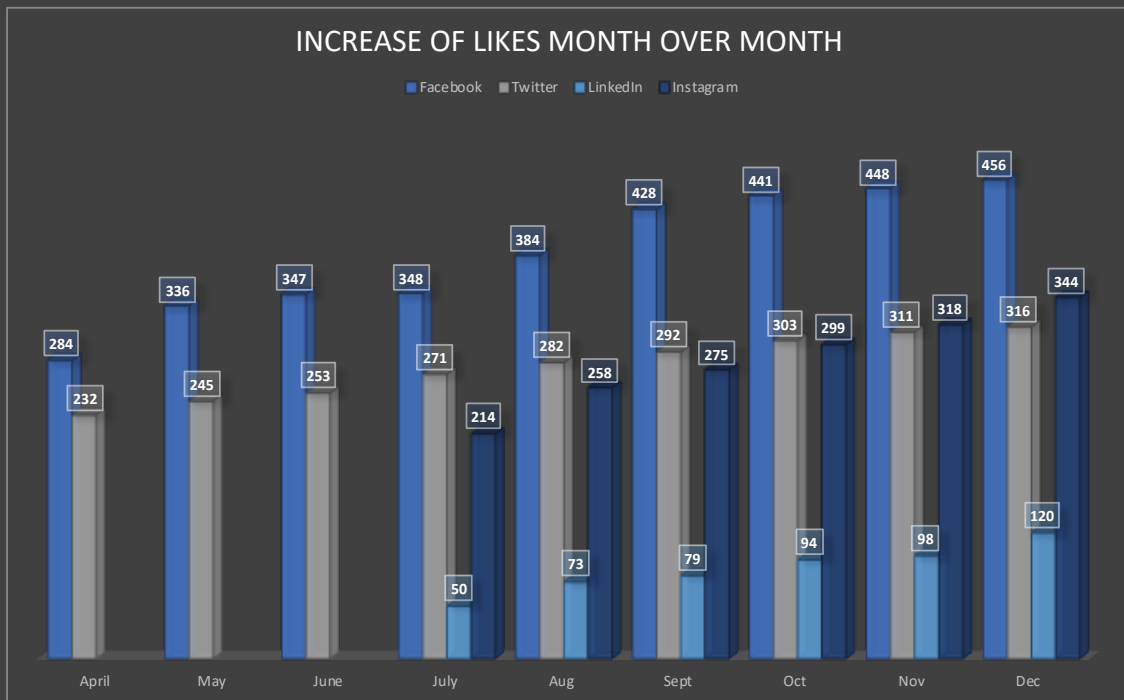
July-Dec 86.68% U.S., 13.32% International

Bounce Rate: 63% (September to December)

Increase Visits: +18% Feb, +9% March, -14% April, -9% May, +57% Oct, -38% Nov, -4.7% Dec



Social Media	Jan-June	July-Dec	Total
Likes	829	992	1,821
Followers	454	1,258	1,712
Impressions	15,149	39,164	54,313
Shares	81	180	261
# of Views	507	1,250	1,757
# of Posts	238	650	888



04

Outbound Recruitment & Lead Generation

1. Generate at least 5 National and International project leads.

Total National and International Leads: 17

KPI Met: YES

Details: Through our networking and trade missions, our projects team generated 17 qualified leads. Like the renewed criteria for active Projects, we redefined our definitions and qualifications for project leads. Our objective is to make sure that leads generated have at minimum the potential for a project rather than just be a casual interaction with a company that has no intention of making a relocation or expansion decision.

2. Develop a database of Site Selectors and Brokers.

Completion date of Site Selectors and Brokers Database: October 2019

KPI Met: YES

Details: Through a lot of research, attendance at site selectors events and networking at local and regional brokers events, we were able to compile a database of site selection consultants and local, regional and national commercial retail brokers. The list is over 400 members strong across the stated audiences.



McKinney Is UNSTOPPABLE

Welcome to the McKinney Economic Development Corporation's quarterly community focused newsletter! Feel free to share with friends, family, and everyone in between. Every quarter we'll highlight a few MEDC metrics and community focused updates, and highlight important events in McKinney coming up.

The McKinney Economic Development Corporation (MEDC) would like to share statistics from our work in 2019. The goal of the MEDC is to grow and diversify the McKinney economy while creating jobs and improving the quality of life for our residents, business owners, and visitors.

2019 Snapshot!



1,010 New Jobs Created



\$171,000,000 in New Capital Investment



12.50:1 Investment ROI



It is such a great recruiting tool for us honestly... we have had a few people who are skeptical at first, especially if they're from the coast and then they get here and see McKinney, and are like "oh this is great!"

—Paul Bettner, CEO and Founder of *Playful Studios*

Major Commercial Updates



Hub 121 - Mixed Use Development

McKinney, Texas

The mixed-use development is home to 286 residential units centered around craft culture, dining, and live music. Some tenants include Serendipity Labs, Cedar Brook Brewery, and Black Rock Coffee.



SRS HQ Topping Out

McKinney, Texas

New 100k RSF Office HQ topped out for SRS Distribution, a wholesale roofing supply company. The four-story Class A property is located in the new Hub 121 Mixed Use Development.

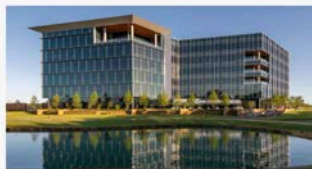
Recent Wins



Raytheon SAS - McKinney Expansion

McKinney, Texas

Raytheon Space and Airborne Systems is expanding its footprint with plans for an additional 500 high-tech jobs and \$120M in capital investment. Construction is expected to be finished in Q4 2020, and at completion will employ ~3,500 at their McKinney, TX location.



Independent Financial HQ

McKinney, Texas

In Q3 2019, Independent Financial began occupying their new 165,000 RSF six-story building in Craig Ranch, located along SH-121 in McKinney. Recently Independent Financial announced a merger with Texas Capital valued at \$5.5 billion. All employees will be located in McKinney and we're very happy to continue partnering with Independent Financial.

[Read More](#)

[Read More on DMN](#)

SITE SELECTORS AND BROKERS QUARTERLY NEWSLETTER

Our digital marketing agency, Centipede Digital, has helped us create a quarterly newsletter aimed at the site selection and brokerage communities. One of the most important things these professionals look for is deal flow in a community.

Deal flow is the development or business activity that is currently happening in the community. Are we winning projects? Is development happening? These are crucial indicators our community is ripe for corporate relocations and development opportunities.

Many communities claim they are a top-tier city to relocate or expand in, however, if there is no deal flow, then how is that claim substantiated. This and other targeted campaigns the MEDC is creating are aimed at answering that question. Is Deal Flow happening in McKinney?

Yes it is.

**“ONCE A NEW TECHNOLOGY ROLLS OVER YOU, IF YOU’RE NOT
PART OF THE STEAMROLLER, YOUR PART OF THE ROAD”**

- STEWART BRAND

1. Have a Tech Infrastructure strategy completed and implemented by year end.

Tech Strategy Completion Date: November 2019

KPI Met: YES

Details: The MEDC is one of the, if not the first, to hire a Technology & Infrastructure Specialist as a full time staff member. Michael DePaola was hired for this position to specifically address this challenge in McKinney. How do we plan for tech infrastructure engagement as a development and attraction tool? Mike completed a comprehensive plan addressing this challenge in November of 2019, which was presented to the Board at the monthly Board Meeting. Our plan will help us prepare for the future of technology in the city and use that advanced network to recruit high tech industries and improve quality of life.

2. Engage at least one development as a test site for Tech Infrastructure roll-out.

Test sites engaged (Year End 2019) : 5

KPI Met: YES

Details: The 5 test sites we are engaging to specifically look at 5G technology implementation are:

McKinney Corporate Center at Craig Ranch - We have an agreement with the developer to include tech infrastructure that includes 5G on all new development that happens within the corporate park.

HUB 121 - Fiber optic infrastructure and small cell deployment to support 5G is currently being built into the development as it is constructed. We are continuing to look at ways in which we can support this deployment.

McKinney Owned Properties: (Southgate + 2 vacant parcels) We are pursuing developers to build mixed-use destination centers on MEDC owned properties. Tech infrastructure will be a mandatory component of these developments.

06 Increase Commercial Tax Base

1. Bring a minimum of \$100M in capital investment from MEDC projects annually.

Total Capital Investment (Year End 2019): \$171,921,000

KPI Met: YES

Details: Despite being a transitional year for the organization, we had a record project year for MEDC Project capital investment. This \$171 Million in investment is spread out over 12 Project Wins for the MEDC. This capital investment only represents the projects the MEDC had an active role in bringing to McKinney and does not represent the total amount of commercial capital investment that occurred in the City of McKinney for the year (2019).

2. Aim for an increase in capital investment of at least 20% Year over Year.

Percentage increase in Cap-X from 2018 to 2019 : 182%

KPI Met: YES

Details: The percentage of increase over the prior year is staggering. 182% is an incredible achievement for the MEDC. I believe our new marketing and branding, as well as our efforts from our new projects team have significantly influenced the spike in project activity and project win rate.

2018 Total Capital Investment - \$61,036,308

2019 Total Capital Investment - \$171,921,000



07

BUILD A NEW B.R.E PROGRAM

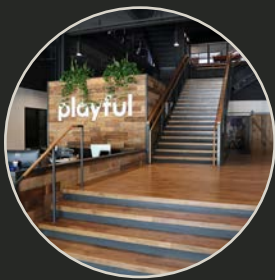
2019

1. Visit at least 300 McKinney businesses annually.

Total B.R.E Visits (Year End 2019): 98

KPI Met: NO

Details: The bar was set very high for these corporate visits. Despite partnering with community agencies, such as Visit McKinney and the McKinney Chamber of Commerce, we fell well short of our goal of 300 visits. We will research and study industry norms and other economic development agency best practices for targeted B.R.E visits to gauge a suitable number of corporate visits to implement for future years. We are researching to build a database of all the available businesses in the City of McKinney to better establish visit targets as well. To date, a full directory of McKinney businesses does not exist.



TOTAL B.R.E VISITS

98

B.R.E visits are aimed at engaging our existing business community as a form of corporate "Check-Up" to gauge if we can provide any assistance.



COMMUNITY FORUMS

4

We will be hosting many more community forums to better engage with the residents and citizens of McKinney. Our goal is to educate about what the MEDC does.



B.R.E WORKSHOPS

2

Businesses sometimes don't know they need help. These workshops are aimed at providing industry knowledge and education to McKinney businesses.

2. Engage Top 10 Employers at least 3 times per year.

KPI Met: YES / UNKNOWN

Details: We will have better information as to whether we actually achieved this KPI once we bring our Director of Business Intelligence on board with the organization. Since we do not have a central directory of McKinney businesses, it's hard to say if we have had 3 touch-points with our 10 largest employers. There may be large companies that we do know of in the community. Of the companies we have identified, we did have at least 3 engagements with each one. While we were able to reach this goal in the prior year, many times when we reach out to the companies, they decline a meeting. In addition, this past year we had several staff turnover, one of which was the B.R.E Director. We have not been able to accurately account for their engagement activity in these KPI's due to a lack of reporting.

EMPLOYER	ENGAGEMENTS	EMPLOYER	ENGAGEMENTS
Encore Wire	3+	Independent Financial	3+
Raytheon	3+	SRS Distribution	3+
Playful Corp.	3+	Globe Life	3+
Dynacraft	3+	Watson & Chalin	3+
Traxxas	3+*	Emerson	3+

*Multiple attempts to meet

3. Host two community forums annually.

Community Forums completed : 4 complete, 6 planned

KPI Met: YES

Details: Finding the correct outlet for community forums proved to be rather difficult. Our goal with this KPI is to better communicate to the general public and citizens of McKinney what the MEDC does and how we are here to enhance the City. With nearly 200K residents, this is a large audience to reach. During a meet and greet with the City of McKinney Neighborhood Services Department we were fortunate to be invited to participate in their regularly scheduled community forums to meet this objective. They have a robust calendar of community meetings, including meetings with HOA boards and Presidents which gives us access to full neighborhoods within the city. At their invitation, we will be participating in the vast majority of their community outreach efforts, as well as continue to look for more outlets to engage the community.

Additional Community Presentations Given:

Presentation to the McKinney Rotary Club

Presentation to the McKinney ROMEO Club

Presentation to the McKinney LIONS Club

Presentation to HOA Board Members through McKinney Neighborhood Services Dept.



McKinney Economic Development Corporation

Thank You

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