

KPI ANNUAL REPORT

2022

UNIQUE MCKINNEY

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An aerial photograph of a university campus during sunset. The sky is a mix of orange, yellow, and blue. The campus features several large, multi-story buildings with classical architectural elements like columns and arches. A large crowd of people is gathered on a wide walkway in the foreground. There are trees and green spaces interspersed among the buildings. A semi-transparent teal overlay covers the middle portion of the image, where the main text is located.

**2022 was a year
of organizational
growth and
development
opportunity**

OUR VISION AND VALUES

OUR HISTORY

The McKinney Economic Development Corporation was created in 1993 to support the development, expansion, and relocation of new and existing companies to McKinney, Texas.

MISSION

To create an environment in which community-oriented businesses can thrive.

VISION

To make the City of McKinney the most desirable location in North Texas for business by encouraging growth through strategic investments in corporate culture, talent development, and capital assets.

STRATEGIC OBJECTIVES

The MEDC has identified strategic objectives that guide our day to day activity. These pillars of our strategic objectives define “How” we go about selecting projects and companies to invest in to improve the quality of life and business opportunities in the City of McKinney. Each pillar has established guidelines and parameters that determine whether or not a project merits assistance from the MEDC. It is our top priority to make strategic investments in those projects that will generate the best return to our community.

BUSINESS
ATTRACTION

BUSINESS
RETENTION &
EXPANSION

FOREIGN
DIRECT
INVESTMENT

INNOVATION &
ENTREPRENEURSHIP



**Our work
is driven
by our
values.**

Respect. We support a healthy work environment.

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

Integrity. We model ethical behavior.

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

Service. We are selfless public servants.

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

Excellence. We are competent and dedicated.

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

Word from the President



The MEDC has undergone a metamorphosis over the last few years. We have been re-evaluating our strategic direction, goals initiatives, and priorities for investment. Like steel being formed into a blade, with each cast back into the forging fires and strike with the hammer, our organization has become a sharper and more proficient tool in our economic development efforts. In 2022, the relocation of our primary offices for the MEDC, MCDC and McKinney Chamber of Commerce was a huge upgrade for all our organizations.

Our new office located in the Kaizen Development Partners speculative 200,000 square-foot office building is a major upgrade. The class-A office building represents a new professional image for all our organizations with its modern design and feel. Our office is the first impression many businesses and brokers get of McKinney and we wanted to make our new space as innovative and inviting as possible. Innovation has been the pillar of our strategic initiatives for the past 4

years. The launch of the MEDC Innovation Fund has been an overwhelming success year-over-year and continues to drive new startup businesses to McKinney.

I am excited for 2023 and moving forward with our new strategic initiatives. We are a team. Board leadership through team member. Each of us have our unique part to play that operate our different MEDC functions. I believe that as a team, we are the strongest we have ever been. It has taken significant effort to get to where we are, but we are at the precipice of some amazing forward progress. We have seen record years of capital investment since 2018 and have more development interest than ever before. The diligent work of the team has placed us in this position and I believe we will all be seeing that fruit this year.

Peter Tokar
President & CEO



“Motivation is
the catalyzing
ingredient
for every
successful
innovation.”

– Clayton Christensen,

Economist and Harvard Professor.

2022 Key Performance Indicators



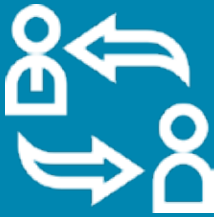
**Business
Attraction**



Marketing



**Research &
Development**



**Lead
Generation**



**Community
Outreach**



**Commercial
Investment**



**Business
Retention &
Expansion**



**Innovation &
Technology**

THE RESULTS ARE IN...

The Board of Directors and staff of the McKinney Economic Development Corporation established 7 core Key Performance Indicators (KPIs) to measure tangible outcomes of our strategic goals and objectives. So how did we do?

In 2022, as a whole, we met the majority of our KPI targets. We fell short in some and overshot our targeted metric in others.

As we continue to refine our strategic initiatives and objectives, we refine what our measures of achievement are. KPI's are never just a measure of success or failure, rather they are meant to scientifically prove or disprove measurable outcomes of an initiative or goal. Not meeting a desired outcome does not translate into failure, it means we need to look at what a realistic unit of measure for that objective is, if the objective is measurable at all, or what internal or external factors contributed meeting or not meeting the KPI.

Conversely, meeting 100% of our KPI's may indicate we did not set a high enough threshold or the achieved KPI may not translate into a meaningful outcome for the organization, even though the desired outcome was met. KPI's help us analyze our organizational activity to see what initiatives help propel the organization forward or hold us back. Unmet KPI's can be a helpful resource in identifying areas of the organization that need attention or fortification.

1. Business Attraction

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

KPI MET?

KPI 1: Maintain an active project pipeline of a minimum of twenty (20) projects.

YES

KPI 2: Host at least two (2) FAM Tours and two (2) Site Visits annually.

YES

KPI 3: Participate in a minimum of five (5) industry trade shows and one (1) trade mission.

YES

The project pipeline fluctuated throughout 2022 ranging from 30 projects to 20 as projects were won, lost or closed. Innovation Fund projects averaged around 35% of the total project pipeline throughout the year.

2022 FAM TOURS:
Byron Nelson

2022 SITE VISITS:
Project Site Visits: 4

2022 INDUSTRY TRADE SHOWS:

- MD&M West
- Emerge
- IEDC - Economic Development Forum
- Collision
- MRO Americas
- Farnborough Air Show
- iC3 Life Science Summit
- Smart City World Expo



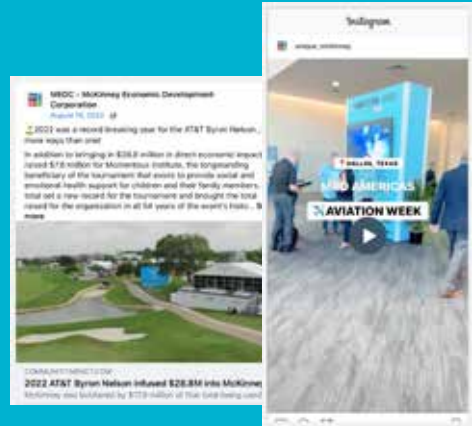
MARKETING NUMBERS

2022 Targeted Campaigns

Byron, Paccar, Hack DFW, MRO Americas, DCEO, Collision Toronto

INDUSTRY NEWSLETTERS

Community Development, Innovation, and Site Selectors. Due to finalizing our transition to a full time marketing position in April, one of the newsletters had a delayed launch leading us to miss that KPI.



Targeted Email Open Rate - 35%

We missed our targeted open rate across all newsletters by 5%, due to diverse audiences. Industry standard open rate for government agencies is 28%, so we still outperformed the national average according to 2022 data.

Organic Social Media Engagement

Social media engagement is hard to calculate. One metric that we can track is organic growth of followers across all platforms, and the KPI for future years will better reflect that. We experienced a 13% increase in our follower count in 2022.

2. Marketing / Social Media / Web

Refine and update uniform marketing campaigns, social media channels, and website for the MEDC to clearly showcase the City of McKinney as a business and lifestyle destination and promote development opportunities.

KPI MET?

KPI 1: Launch a minimum of five (5) targeted marketing campaigns.	YES
KPI 2: Maintain a 40% open rate for all marketing automation campaigns.	NO
KPI 3: Launch at least five (5) targeted industry newsletters.	NO
KPI 4: Increase consumer organic engagement on marketing platforms by 5% over national industry average.	YES

When we developed the 2022 KPI's, we did not have a full time marketing executive on staff. Some of the KPI outcomes that we aimed for would have been adjusted with proper industry input, which is where we found we fell short of our desired outcome.

However, in mid 2022, we were able to hire a full time Marketing Manager in 2022 which has really propelled our marketing initiatives. We have struggled in previous years working with different agencies and vendors, but with bringing this function in-house, we have been able to streamline our initiatives and respond faster to the external conditions.

With the addition of our new marketing executive, we have been able to make significant forward progress in all our marketing initiatives and campaigns as well as reset our 2023 KPI's to more realistic and meaningful targets.

3. Research & Development

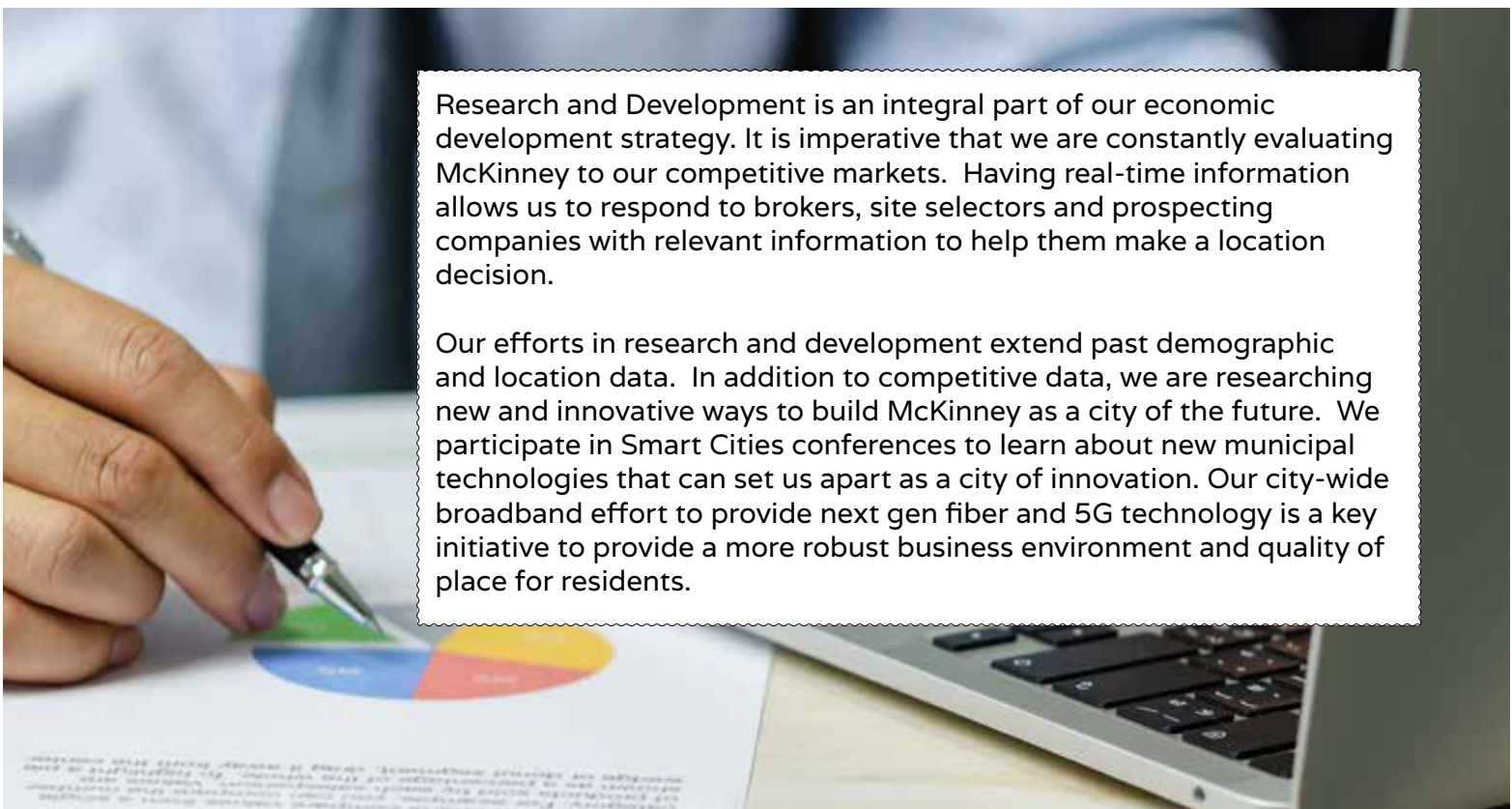
Utilize business intelligence to provide comprehensive data for internal uses and external marketing efforts. Additionally, continue to enhance the overall technology infrastructure within the City through a variety of initiatives.

KPI MET?

KPI 1. Complete Workforce inventory for the City of McKinney and Collin County.	NO
KPI 2. Upload updated “Fast Facts” and demographics on the website	YES
KPI 3. Construct at least one (1) wireless technology pilot project.	YES
KPI 4. Rebuild and develop new AR (Augmented Reality) Commercial Development / Community Mapping platform.	YES
KPI 5. Develop RFP and select broadband provider for COM broadband master plan efforts.	YES

Research and Development is an integral part of our economic development strategy. It is imperative that we are constantly evaluating McKinney to our competitive markets. Having real-time information allows us to respond to brokers, site selectors and prospecting companies with relevant information to help them make a location decision.

Our efforts in research and development extend past demographic and location data. In addition to competitive data, we are researching new and innovative ways to build McKinney as a city of the future. We participate in Smart Cities conferences to learn about new municipal technologies that can set us apart as a city of innovation. Our city-wide broadband effort to provide next gen fiber and 5G technology is a key initiative to provide a more robust business environment and quality of place for residents.



4. Lead Generation

Participate in trade missions, direct marketing trips, industry conferences, and localized events to recruit national and international business prospects to promote McKinney as the destination city in North Texas for corporate and regional investment.

KPI MET?

KPI 1. Generate at least twenty-five (25) national and international project leads.

YES

KPI 2. Send out quarterly newsletters to brokers and site selectors via the marketing automation platform.

YES

KPI 3. Participate in a minimum of four (4) National Site Selector events.

NO

MEDC staff is always on the lookout for new project leads, nationally and internationally. Our team spends early mornings and late evenings attending brokers and industry events that put us in front of key decision makers to build relationships and recruit. Some leads generate projects quickly, some take years of building.

We generate domestic leads by participating in local and national broker, site selector and industry trade shows. We do our best to host as many local broker events in the City of McKinney as we can to be able to showcase the development opportunities we have to offer. Communication is key with the brokerage community which is why we have developed our newsletters to make sure they stay up to date on current McKinney progress.

International leads take much more time but typically have a large community impact. We participate in the Governors International Trade mission as well as attend select international trade shows that have the highest opportunity to generate Foreign Direct Investment.



182
National and International Leads

Broker: 12
Company: 10
Governor's Office: 82
DRC: 7
Construction: 2
Developer: 3
Other: 51
N/A: 15

5. Community Outreach

Engage and connect with the local community to educate on what the MEDC does and the impact our efforts have on the local economy and quality of life.

KPI MET?

KPI 1. Host two (2) Community forums annually.	YES
2. Participate in ten (10) local brokerage / real estate KPI organizational events annually.	YES
KPI 3. Deploy quarterly community newsletters annually .	YES

Community Forums

1. North Collin County Neighborhood Conference
2. HOA & Neighborhood Leaders Meeting

Local Brokerage / RE Events

BISNOW



1. REDNews Fort Worth Commercial Real Estate Forecast – Fort Worth, TX
2. Bisnow: Dallas State of Market – Allen, TX
3. D CEO Commercial Real Estate Awards – Dallas, TX
4. Paloma & Putts – TPC Craig Ranch
5. Bisnow Future of Dallas Workplace – Dallas, TX
6. NTCAR – 121 & 75 Corridor – McKinney, TX
7. McKinney Chamber Development Update – Collin College – McKinney, TX
8. D CEO Nonprofit & Corporate Citizenship Awards—Dallas, TX
9. Bisnow - DFW Healthcare & Life Sciences Update
10. NTCAR Golf Tournament (Title Sponsor)
11. Bisnow - Collin County State of the Market
12. CoreNet Golf Tournament—Plano, TX
13. REDNEWS - Women in Real Estate
14. REDNEWS - Collin County (Sponsor/Speaker)
15. CREW Dallas Golf Tournament (Hole Sponsor)
16. McKinney Chamber Development Update
17. NTCAR (Booth Sponsor)
18. Bisnow Dallas Women Leading Real Estate – Dallas, TX
19. Bisnow DFW Industrial – Dallas, TX
20. REDNews Dallas Commercial Real Estate Summit – Dallas, TX

6. Commercial Investment

As a primary objective, the MEDC will seek opportunities for increasing the commercial tax base of the City of McKinney.

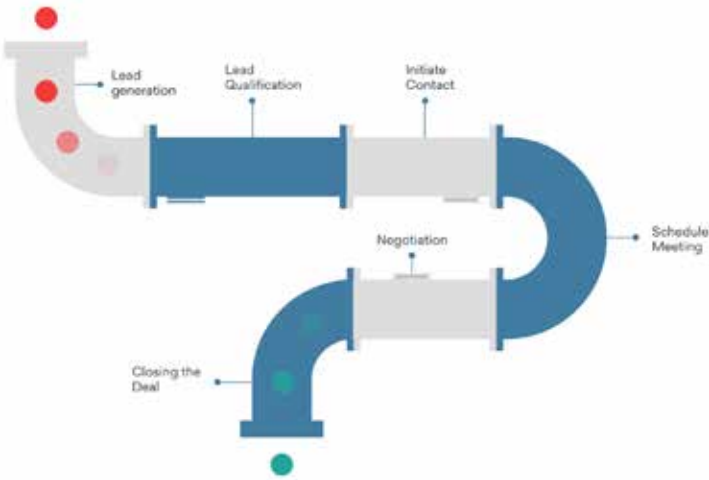
KPI MET?

KPI 1. Have an active capital investment pipeline of \$200M from MEDC projects annually (Calendar Year).

YES

KPI 2. CapEx \$304M of contracted projects.

NO



To make the City of McKinney the most desirable location in North Texas for business by encouraging growth through strategic investments in corporate culture, talent development, and capital assets.



7. Business Retention and Expansion

Engage local McKinney based businesses to build and maintain relationships as well as seek out any assistance or expansion opportunities.

KPI MET?

KPI 1. Engage sixty (60) McKinney businesses for visitation

YES

KPI 2. Catalog and report the top ten (10) employers on the website annually. Reach out to T10 employers at least one (1) time per year.

YES

KPI 3. Launch local business assistance landing page on the website.

YES

KPI 4. Host two (2) local business events and roundtables.

YES



The BRE Program finished strong in 2022 with a total of 87 visits, 64 unique visits, meaning 23 companies were visited more than once. Several companies expanded without utilizing MEDC financial assistance. Others utilized the relationship with MEDC to explore workforce development initiatives, such as Raytheon who launched a Registered Apprenticeship in 2022. The MEDC marketing department assisted numerous companies with cross-promoting company “wins” and media blasts throughout 2022.





8. Innovation & Technology

Continue building out the technology ecosystem through continued start-up recruitment and providing ancillary services to those companies through a future technology organization.

KPI MET?

KPI 1. Have minimum ten (10) new Innovation Fund projects annually.	YES
KPI 2. Participate in two (2) conferences aimed toward start -up's and entrepreneurships	YES
KPI 3. Develop framework for independent Tech Support organization for implementation.	NO

Conferences and Startup Events: Venture Dallas and Dallas Startup Week

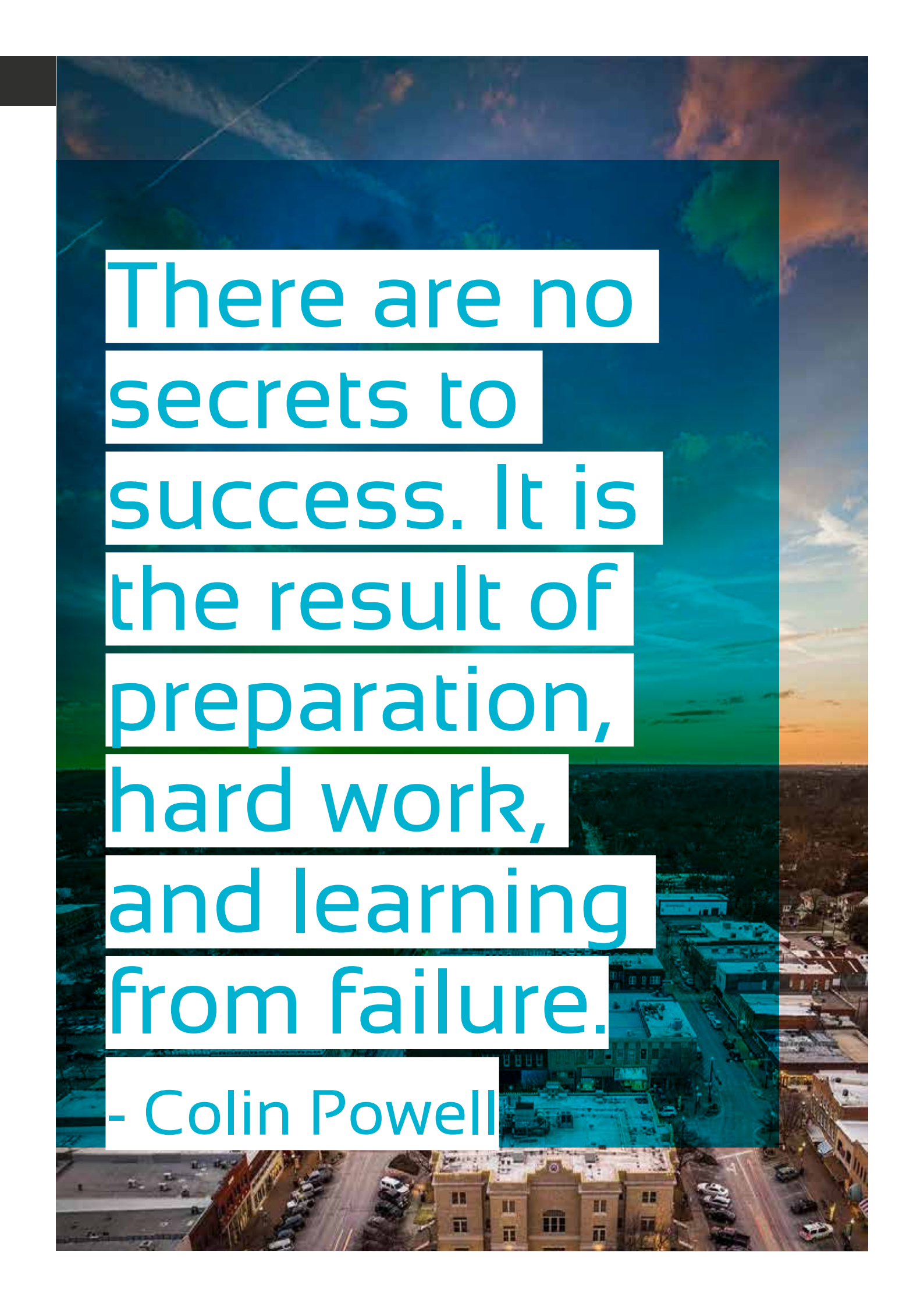
DALLAS STARTUP WEEK
SPONSORED BY 



Innovation Fund:

65 total applications in 2022, 11 total grants awarded.
Framework for tech organization is in development.



An aerial photograph of a city street. In the foreground, a large, multi-story brick building with a central tower-like structure is visible. The street is lined with parked cars and other buildings. The sky is a mix of blue and orange, suggesting a sunset or sunrise. The text is overlaid on the left side of the image, with each line in a white box.

There are no
secrets to
success. It is
the result of
preparation,
hard work,
and learning
from failure.

- Colin Powell



3 YEARS OF INNOVATION



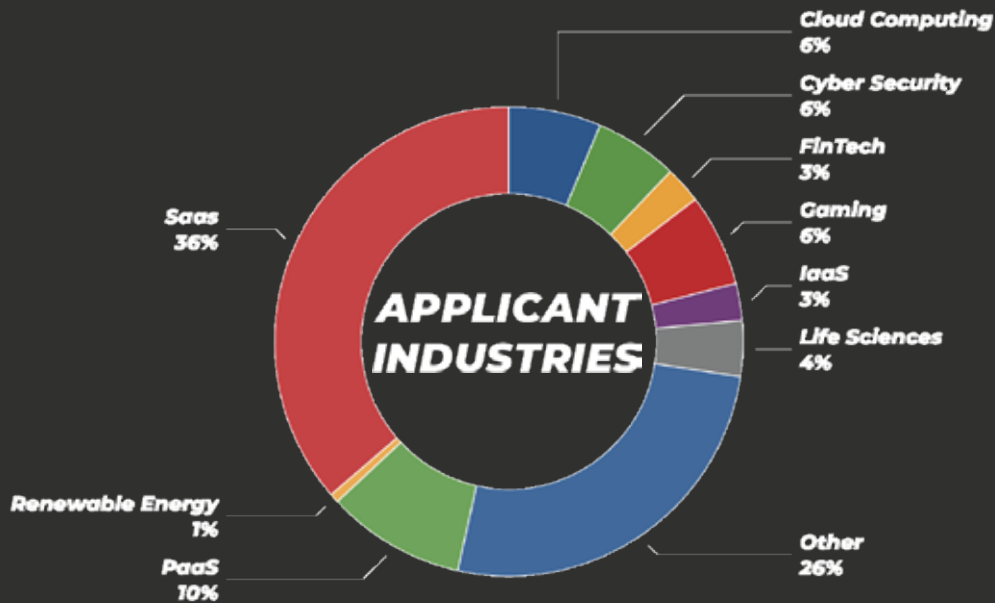
***INNOVATION FUND
PERFORMANCE
SINCE JANUARY 2020***



57 ***QUALIFIED APPLICANTS***

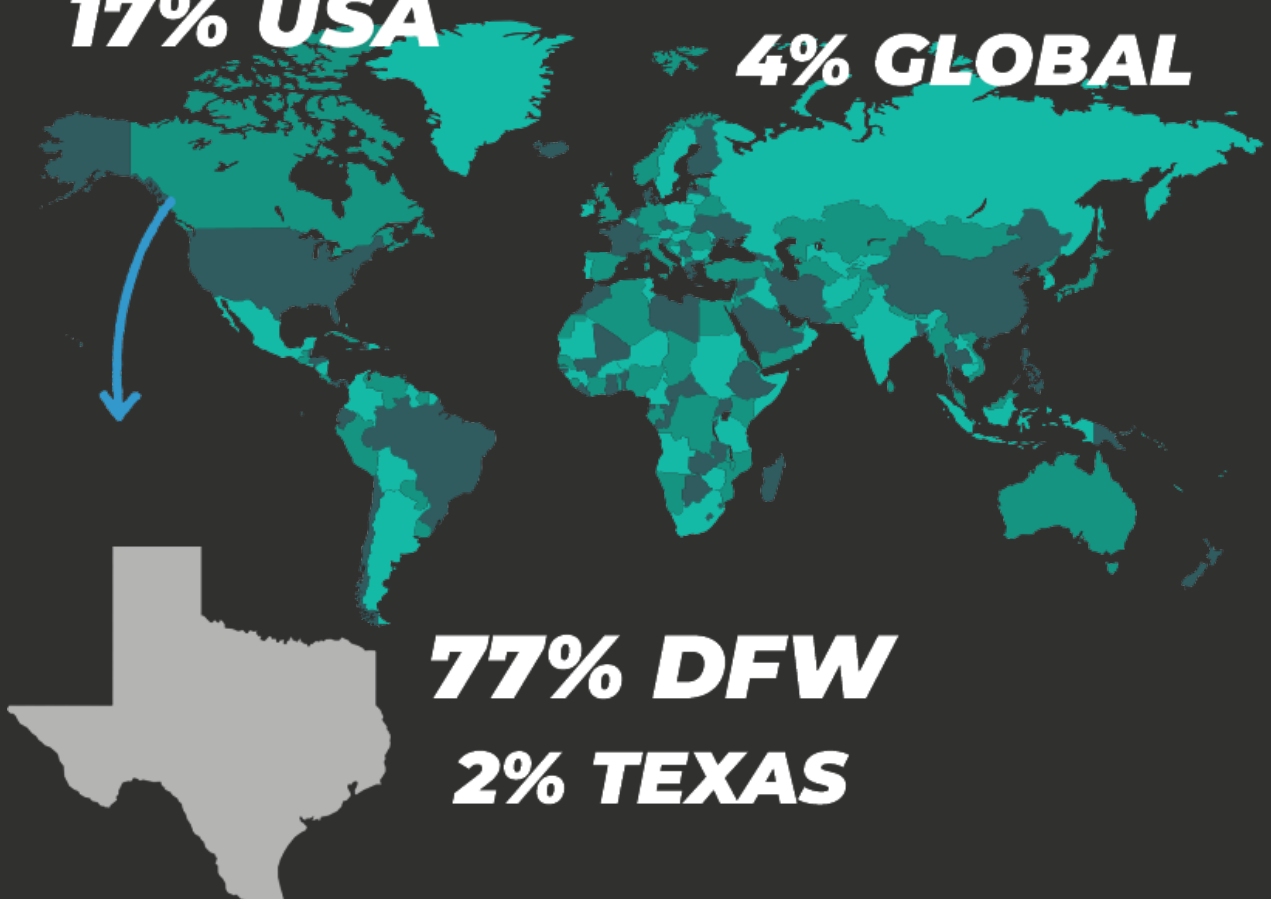


157 ***TOTAL APPLICANTS***



17% USA

4% GLOBAL



77% DFW

2% TEXAS



32 CLOSED PROJECTS



615 PROJECTED NEW JOBS



McKinney Economic Development Corporation