

## 2021 MEDC KEY PERFORMANCE INDICATORS - METRICS

<b>Strategic Objectives</b> <i>Set S.M.A.R.T objectives:                      Specific, Measurable,                      Actionable, Relevant,                      Time-related</i>	<b>Outcome</b>  <i>What is the desired result of this objective?</i>	<b>Actionable Goals</b>  <i>What are our actionable goals to help us achieve this objective?</i>	<b>Measurable Metrics</b>  <i>What metrics will show progress towards the outcome?</i>	<b>KPI</b>  <i>Key Performance Indicator based on Previous Data.</i>
<b>1. Business Attraction:</b> Seek out qualified businesses in identified targeted industries to relocate to the City of McKinney.	Increase the business footprint, commercial tax base and provide high skilled jobs in McKinney.	1. Utilize digital media outreach programs, including paid ad campaigns. 2. Host FAM tours with prospects. 3. Participate in industry trade shows, and direct marketing trips.	See Metrics Chart	1. Maintain an active project pipeline of a minimum of twenty (20) projects; no more than 40% being Innovation Fund Projects. 2. Host at least two (2) FAM Tour's Annually. 3. Participate in a minimum of five (5) industry trade shows and missions.
<b>2. Marketing/Social Media/Website:</b> 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.	The MEDC will have active physical and digital marketing campaigns that engage our customer and resident base to showcase McKinney, as well as an updated and state of the art website with community and site selector information.	1. Create focused content to targeted audiences through organic and paid marketing campaigns. 2. Increase customer engagement with our marketing campaigns. 3. Convert marketing targets into project leads. 4. Launch targeted industry newsletters in addition to the quarterly brokers and community newsletters.	See Metrics Chart	1. Launch a minimum of five (5) targeted marketing campaigns. 2. Maintain a 40% open rate for all marketing automation campaigns. 3. Launch at least five (5) targeted industry newsletters. 4. Increase consumer organic engagement on marketing platforms by 5% over national industry average.
<b>3. Business Intelligence:</b> The MEDC will utilize business intelligence to provide meaningful data and information that enhances the appeal of McKinney through data visualization and data driven reporting.	The MEDC will achieve a higher level of comparative insight that differentiates McKinney as a market for business attraction and better communicate our value proposition to internal and external stakeholders.	1. Create varied sets of information databases for strategic and outreach use. 2. Research targeted markets for comparative studies. 3. Research competitiveness of McKinney vs. competitive markets. 4. Refine "Fast Facts" sheets with new information for website.	See Metrics Chart	1. Complete a full business inventory for the City of McKinney. 2. Complete two (2) comparative analysis studies with targeted markets. 3. Complete two (2) competitive market studies. 4. Upload refined "Fast Facts" sheets on website by end of 1st quarter.

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<b>4. Lead Generation &amp; Outreach:</b> The MEDC will 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.	Generate high skill high wage business, corporate and development projects in the City of McKinney.	<ol style="list-style-type: none"> <li>1. Participate in national and international trade missions.</li> <li>2. Participate in national and international industry conferences.</li> <li>3. Build relationships with local and regional brokerage and site selector communities.</li> <li>4. Participate in brokers and site selectors conferences and events.</li> </ol>	See Metrics Chart	<ol style="list-style-type: none"> <li>1. Generate at least ten (10) national and international project leads.</li> <li>2. Send out four (4) quarterly newsletters to brokers and site selectors via the marketing automation platform.</li> <li>3. Participate in a minimum of five (5) local broker or site selectors events.</li> </ol>
<b>5. Infrastructure Development:</b> Utilizing Infrastructure Led-Economic Development principles, the MEDC will seek to engage technology infrastructure providers to invest in tech infrastructure that will serve as a catalyst for business attraction and community lifestyle improvement.	Formal City of McKinney adopted wireless infrastructure policy accompanied by written commitment from wireless service providers for 2021 deployment plan of wireless infrastructure on targeted properties within the city of McKinney.	<ol style="list-style-type: none"> <li>1. Deploy cutting edge technology in McKinney.</li> <li>2. Develop wireless infrastructure plans for greenfield development.</li> </ol>	See Metrics Chart	<ol style="list-style-type: none"> <li>1. Enhance wireless coverage in City of McKinney.</li> <li>2. Complete at least two (2) technology pilot projects.</li> <li>3. Complete at least two (2) wireless infrastructure plans for greenfield development.</li> </ol>
<b>6. Increase Commercial Tax Base:</b> As a primary objective, the MEDC will seek opportunities for increasing the commercial tax base of the City of McKinney.	Increase ratio of commercial tax base to residential tax base.	<ol style="list-style-type: none"> <li>1. Seek out development projects for available land.</li> <li>2. Seek out business recruitment opportunities.</li> <li>3. Utilize MEDC assets as conduit for development activity.</li> </ol>	See Metrics Chart	<ol style="list-style-type: none"> <li>1. Have an active capital investment pipeline of \$200M from MEDC projects annually (Calendar Year).</li> <li>2. Increase CapEx of at least 20% vs. prior year (FY20 \$___M) of contracted projects.</li> </ol>

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<b>7. Business Retention &amp; Expansion:</b> Engage local McKinney based businesses to build and maintain relationships as well as seek out any assistance or expansion opportunities.	Maintain relations with the business community and be available for all business assistance and expansion needs.	<ol style="list-style-type: none"> <li>1. Determine criteria to develop a tier businesses plan to identify the top 100 businesses in McKinney.</li> <li>2. Conduct BRE visits with local businesses based on the tier businesses plan.</li> <li>3. Create a client enhancement plan to build relationships with McKinney businesses.</li> <li>4. Develop programs and initiatives for business assistance.</li> <li>5. Determine content for the community newsletters to keep the local community engaged with MEDC activity.</li> </ol>	See Metrics Chart	<ol style="list-style-type: none"> <li>1. Visit at least 100 McKinney businesses annually.</li> <li>2. Engage the top 10 Employers at least three times per year.</li> <li>3. Host two (2) community forums annually.</li> <li>4. Deploy four (4) quarterly community newsletters annually.</li> </ol>

### 2021 MEDC City Council Goals:

TBD

#### 2020 MEDC City Council Goals:

1. Develop a planned calendar with a series of 4 community meetings to educate the general public on the MEDC/MCDC organizational goals, projects, and benefits by September 2020. **(COMPLETE)**
2. Implement MEDC quarterly newsletter by September 2020. **(COMPLETE)**
3. Expand BRE (business retention and expansion) networking program to partner with two community organizations to increase outreach opportunities by September 2020. **(COMPLETE)**
4. Develop company relations via outreach and assistance by connecting with 300 local employers by Sept 2020.
5. Provide a minimum of two strategic planning sessions with the Board on implementation and development of MEDC owned development sites by September 2020. **(COMPELTE)**
6. Assist City Managers Office with leadership and coordination of citywide 5G initiatives for community and development partners throughout 2020.

## 2021 MEDC KEY PERFORMANCE INDICATORS - METRICS

ANNUAL PERFORMANCE METRICS: Reported Monthly				
SOCIAL MEDIA	WEBSITE	BUSINESS ATTRACTION	BUSINESS RETENTION	MARKETING
Number of Likes	Number of Visits	RFP's Received	BRE Visits	Marketing Events
Number of Followers	Length of Visits	RFP's Responded to	BRE Events	Networking Events
Number of Impressions	Heat Maps of visits	New Projects	New Retention Projects	Trade Shows
Number of Shares	Location Data of Visitors	Project Wins	Retention Wins	Conferences
Number of Subscribers	% Increase of Visits	New SQ Footage	New Expansion Projects	Trade Missions
Number of Views	# of Searches for MEDC	New Capital Investment **	Expansion Wins	Broker Outreach
Number of Posts	Position of SEO Optimization	New Job Creation*	Retained SQ Footage	Site Selector Outreach
% increase Month over Month			Expanded SQ Footage	Digital Outreach
% Increase Annually		<b>TECH &amp; INFRASTRUCTURE</b>	Retained Jobs*	Newsletter Launch
% Increase Engagement		Wireless nodes deployed	Expanded Jobs	Digital Campaigns
Target Market Reach		Length of MEDC sponsored fiber conduit deployed	Retained CapEx Invest.	Paid Advertisement
Target Market Engagement		Property owners committed to T&I infrastructure	Expanded CapEx Invest.	Print Advertisement
		Technology providers committed (via LOI's)	Businesses Assisted	Digital Advertisement
Per Social Media Channels				
LinkedIn				
Twitter				
Instagram				
Facebook				
YouTube				

\* Target for Job Creation & Retention - 1,000 jobs

\*\* Based off Agreement Execution Date

*We cannot predict the economic impact of the ongoing global pandemic. Strategic Objectives and Metrics may be altered in response to unforeseen circumstances.*