

# Visit McKinney

## Destination Analysis & Strategic Plan

**DRAFT**

Destination Services, LLC  
December 1, 2021



# Introduction

Destination Services, LLC is pleased to present the findings from a six month extensive research effort with proposed strategies to Visit McKinney. The research methodology employed extended well beyond typical strategic planning efforts primarily because of the rapid expansive population growth in the City of McKinney and the incredible opportunities that exist for the tourism industry.

Destination Services looks forward to assisting on any future research or implementation of the proposed strategies.

**Thank you for allowing Destination Services to work on this project and a major thank you to the Visit McKinney staff and City leaders for their participation in this effort.**

A handwritten signature in black ink that reads "Stephen Powell". The signature is written in a cursive style with a large, looping initial "S".

Destination Services, LLC

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## Nature of the Assignment

Visit McKinney offers tourism products that encompass the City of McKinney with 200,000 residents and a city limit totaling 62.9 square miles. This presents a need for strategies that focus on the allocation of resources, new product development, community interests and delivery of services. Since McKinney is located close to Dallas and surrounded by other cities seeking a share of the tourism market, the competition for visitor expenditures, hotel occupancy and the lucrative meetings/convention market is intense.

Destination Services approached this assignment by dissecting every aspect of the Visit McKinney tourism market and product. This was accomplished through extensive survey efforts involving visitors, residents, stakeholders, merchants, corporations, the Visit McKinney Board of Directors and City leadership. The ultimate objective was to identify implementable strategies that are not only embraced by tourism leaders and local stakeholders, but also moves the needle on the economic impact generated by the industry. This report reveals the methodology and statistics supporting the strategies crafted for Visit McKinney which offer the best opportunity for capturing additional market share. The research study opens the door for new experiences and the refinement of the tourism products being offered to the visitor.

# Research Objectives



Assess potential markets/ reveal market approaches/ identify demand generators



Evaluate organizational and visitor service needs



Determine potential for expanded meeting/event spaces, new experiences, destination amenities, new tourism products, etc.



Develop research based destination strategies



Identify new market strategies



Evaluate additional CVB funding platforms

## General Strategies Per Research Objectives

- Assess potential markets/ reveal market approaches/ identify demand generators
  - Expand the conventions/meetings market.
  - Corporations should be pursued as meeting/convention demand generators.
  - New entertainment options should be pursued throughout the City.
  - By establishing new entertainment areas beyond downtown, McKinney creates new products/attractions, attracts new demographics, improves entertainment options for residents and disperses the crowds during peak times. This strategy will offer a better and more safe experience as well as improve the tourism industry's sustainability.
- Evaluate organizational and visitor service needs
  - Visit McKinney should connect more with the businesses in downtown via social events as well as through the distribution of information; a web portal for the stakeholders to access information is recommended.
  - Collect email addresses from onsite visitors for more direct research efforts and marketing.
  - Assign a staff member to directly pursue corporate involvement.
  - Create a corporate task force and social events for corporate clientele; aggressively pursue ongoing engagement.
  - Visit McKinney enjoys a huge amount of resident support. Accelerate engagement with residents via social events and an advocacy task force.
  - Create more activities/tourism products for families/kids.

## General Strategies Per Research Objectives

- Determine political potential for expanded meeting/event spaces, new experiences, destination amenities and new tourism products
  - Pursue/conduct more intense discussions with City leadership concerning a new convention center.
  - Conduct one on one meetings with City leaders to discuss the results of this research.
  - Prepare a “white paper” on the future of the tourism industry in McKinney.
  - Initiate a Tourism Master Plan for McKinney.
- Develop research based Destination strategies
  - Conduct ongoing research to adjust destination strategies and identify new market strategies in concert with new trends, global influences and competition
  - This research document should be used as the roadmap for determining all decisions governing the marketing, promotion, product development and future resource allocations for the next three years adjusted as necessary to reflect trends.
- Identify new market strategies
  - The research report details a wide variety of new market approaches with the most obvious being a more aggressive approach to the convention and meeting markets if a larger facility is constructed.

## General Strategies Per Research Objectives

- Evaluate additional CVB funding platforms
  - Create a tourism improvement district.
  - Seek out corporate sponsors and in-kind support from local corporations.
  - Advocate for larger portion of hotel tax via these research findings supplemented by an Economic Impact Study.
  - Assess potential for an attraction ticket service charge with new attractions being developed in McKinney.
  - Explore legislative potential for restaurant tax in the visitor areas.



## Market Area Competitive Analysis

Destination Services completed a competitive analysis for Visit McKinney as compared to the adjacent cities of Frisco, Allen and Plano as well as three other cities; Peoria, Evansville and Little Rock, which were selected based on population and similar amenities. It is also important to note the City of Frisco has implemented a Tourism Public Improvement District(TPID), which was approved during the 86th Texas Legislature. The TPID will collect a 2% tax from room rates of participating hotels. It is anticipated that funds will be used for sales and marketing, new research and some administrative fees, all designed to attract more groups and visitors to Frisco. More than a dozen hotels in Frisco would be eligible to participate. This new fund will be funded in FY22.

I believe McKinney is at a crossroads from a tourism industry perspective. The cities adjacent to McKinney are spending substantially more money and effort on their tourism industry.

With more hotel rooms and one with a TPID, the adjacent municipalities have tourism funding levels significantly greater than McKinney. When compared to the three destinations outside of Texas with populations similar to McKinney, we found McKinney spending far less money on tourism than these comparable destinations.

Destination	Geographic Population Served	Visitors	Operating Budget	Staffing	Salaries & Wages	Organizational Structure	Convention/Event Center	Marketing/Sales/Promotions	Median Income
McKinney, TX	198,507	1,000,000	\$920,000	5	\$340,876	501(c)6	Yes	\$195,023	\$90,725
Plano, TX	285,537	2,900,000	\$7,191,975	11	\$976,590	City	Yes	XXXX	\$126,073
Allen, TX	109,715	Not estimated	\$1,127,954	5	\$526,373	City	Yes	\$159,747	\$131,204
Frisco, TX	224,566	Not estimated	\$4,715,231	17	\$1,899,232	City	Yes	XXXXX	\$153,704
Little Rock, AR	197,357	Not estimated	\$5,468,302	28	\$1,987,324	City/County	Yes	\$1,642,072	\$83,730
Evansville, IN	181,616	Not estimated	\$1,954,874	6	\$617,655	501(c)6	Yes	\$289,379	\$54,957
Peoria, Ill	415,500	Not estimated	\$1,955,988	13	\$806,587	501(c)6	Yes	\$232,616	\$74,900

# Methodology



Toured McKinney for three days, spoke with many community leaders/stakeholders and conducted a strategic plan update session



Designed and deployed four surveys collecting random responses from Visitor/ Resident, Merchants, Local Corporations and Meeting Planners



Interviewed City Leaders, Business Owners, Visit McKinney Staff, Stakeholders, etc.



Analyzed extensive data



Present data, observations and recommendations to Visit McKinney Board



Final Report

## Methodology

Destination Services, LLC, began the research project by first establishing a baseline of tourism philosophy and expectations via in person interviews with the Visit McKinney staff, political leaders, stakeholders and tourism related organizations. Approximately 25 interviews were conducted during the course of this project.

The second research focus involved collecting data through five separate surveys involved the following instruments.

### ➤ Leadership Survey

Destination Services designed a survey to assess leadership expectations and their understanding of tourism and Visit McKinney. The survey instrument was deployed to the :

- City staff
- City Administration
- McKinney Department of Economic Development
- Main Street
- Visit McKinney Board of Directors
- City Council
- Community Development

There were 61 responses from a distribution via a weblink.

### ➤ Merchant Survey

Destination Services surveyed merchants located mostly in or near the downtown area through a weblink distributed by the Main Street organization. Approximately, 72 responded to the survey. While this survey gave Visit McKinney definitive insight into the perceptions, needs and expectations, the Visit McKinney staff felt the survey respondents were confusing Visit McKinney with the Main Street organization. Visit McKinney may want to deploy this survey again at some point with an explanation of what Visit McKinney is responsible for in its day to day operations.

## Methodology

### ➤ **Visitor/Resident Survey**

The primary data gathering tool was the Visitor/Resident Survey. Surveys were sent to visitors and residents via a link distributed by five attractions as well as to those subscribers to the Visit McKinney newsletter. The weblink was also posted on the Visit McKinney website. It is not possible to determine the survey response rate because we do not know how many people the link was sent to by the various attractions which included the following: Heard Natural Science Museum & Wildlife Sanctuary, Collin County History Museum, Chestnut Square Heritage Village, Heard-Craig Center for the Arts and Third Monday Trade Days.

A total of 536 surveys were received of which 239 (44.76%) were residents and 213 (39.89%) were completed by visitors. The balance of 88 surveys (16.48%) came from people who are not residents, but live near McKinney. There were only 11 surveys from people who had not visited McKinney. The data was collected over a three month period of time.

### ➤ **Meeting/Event Planner Survey**

A critical data collecting source was the meeting/event planner survey. Of the 1,181 of surveys deployed, 491 were opened and 31 were not deliverable. A total of 40 meeting and event planners responded to the survey for an 8.1% return rate from those who opened the surveys. This data identified the current level of business and market penetration as well as defining characteristics for the individual market segments.

Secondly, the survey identified the need for additional meeting/convention facilities, the amenities and configuration of a future facility, price points, services, propensity to book and a host of other criteria required to capture future market share for a new facility.

### ➤ **Corporate Survey**

The response to this survey was very disappointing. It was distributed through a weblink sent out by the McKinney Department of Economic Development. Even though it was deployed three times, there were only 16 responding corporations. This data can only be used as an indicator and not a definitive.

## Visitor Market Synopsis

This report includes many details and insights. As you will see, the methodology builds upon each component of the research, which is all combined together to formulate the strategies. The following synopsis gives the major research results and conclusions in a concise format.

### Visitor Market Key Metrics

- Pet friendly
- Teens/Children
- Women decision makers
- Groups
- Couples
- Large amount of repeat business
- Very engage locals
- Sampling local dining
- Budget friendly activities
- Live music
- Wine tasting
- Festivals
- Special events
- Shopping
- Main travel reason: shopping and visiting friends/family
- Significant daytrippers at 77%
- Highly educated
- Longer hotel stays 2-3 days
- Excellent travel party spending totals

## Visitor Market Key Demand Generators

- entertainment
- shopping
- culinary
- festivals
- events/music
- safe area
- family friendly
- historic downtown

## Visitor Market Strengths

- tourism products/services received very high ratings
- visitors gave Visit McKinney performance levels a high rating
- local residents support tourism/very engaged in the community
- huge opportunity for tourism industry growth
- CVB has a good relationship with the City
- pre-pandemic, the hotels enjoyed a 67.3% annual occupancy
- post pandemic indicates higher hotel occupancy levels for June/July 2021 at 72.44% to 74.5% versus the same timeline in 2019 at 70.5% and 71.8% occupancy

## Visitor Market What's Missing

### What's missing?

- nightlife
- more entertainment options
- more culinary options
- mid week hotel occupancy
- larger meeting/convention/event venue
- higher service hotel / hotels near tourist areas
- diversity in visitors
- additional activities for kids and family
- public transportation in tourist areas
- increased marketing funds

# Proposed Strategies for Visitor Market

## Strategies

- Develop tourism districts providing variety of products targeting families, budget friendly, teens, pets and located within easy access by local residents as well as visitors. This strategy will offer a variation in tourism products targeting different demographics and allow McKinney to increase capacity, experiences and economic impact.
- Tourism districts should have a public transportation system that travels from one district to another.
- Provide public transportation to circulate visitors throughout historic downtown; i.e. buckboards through historic district to support authenticity brand. This provides customer convenience, adds an attraction and circulates spending throughout the district.
- Visit McKinney must have a seat at the table when economic development issues are discussed and city leaders are making decisions impacting tourism. This strategy allows for the best possible outcome as it relates to tourism.
- Advocate a major music festival with a South by Southwest mindset/feel. Live music and events are a major demand generator.



## Proposed Strategies for Visitor Market

- Hotels are experiencing an occupancy and revenue resurgence . However, Sunday through Thursday are lowest occupancy days which currently are above 60%. The occupancy has been steadily climbing during the summer, but sustaining this level is not expected to continue.  
A strategy promoting meetings, conventions, foodie events, senior travel and music should be employed with a focus on mid-week overnight stays. Authenticity, safeness, value and family are key marketing factors.
- There are approximately 1500 hotel lodging rooms in McKinney. This amount of rooms is small given the level of visitation. It is very possible that McKinney is losing overnight guests to surrounding communities. A proposed strategy to promote VRBO and Airbnb as alternative lodging as well as pursuing additional hotel properties with at least one 4 star rated property.
- Tourism trends and markets are constantly changing. The Visit McKinney staff must attend more professional conferences in order to stay abreast of this rapidly changing landscape.

## Proposed Strategies for Visitor Market

- Promote multi-generational visitation with diverse groups
  - There is limited ethnic diversity in the current visitor market. This presents an opportunity to pursue new markets. All ethnic groups surveyed had less than 10% representation other than the Native American group, which was at 13.04%. African Americans only represented 1.3% of those responding to the survey followed by Hispanic/Latino at 6.52%.
  - Recommended Strategies to attract the African American and Hispanic markets
    - Marketing photography including diverse ethnicity
    - Promotional campaigns targeting Hispanics and African Americans
    - Visitor materials translated into Spanish
    - Attend Travel Tradeshows in areas where Hispanics and African Americans live
    - Target family reunions
    - Develop ethnic events

## Proposed Strategies for Visitor Market

- Tourism funding does not meet industry norms for a population base of 200,000 and growing. Funding levels for this type of destination should be approximately \$1.5 to \$2 million. If McKinney is going to grow its market share, pursue new markets and increase the economic impact of tourism, the following strategies are recommended.
  - Explore the possibility of creating tourism improvement districts
  - Prepare a proposal for additional City funding supported by this research
  - Explore the possibility of adding a small sales tax amount to restaurants within tourism districts
- Research based decisions are critical to navigating tourism growth in McKinney. This should be a strategy for the organization. It is further recommended that Visit McKinney collect visitor email addresses at every opportunity. A tourism master plan is recommended as well as an economic impact study.
- Advocacy and support from local residents is critical. Visit McKinney has done an excellent job in gaining resident confidence. A strategy to continue this level of confidence is recommended through ongoing engagement and communication.

# Proposed Strategies for Visit McKinney Administration

## Relevancy

As with most Destination Marketing Organizations, Visit McKinney is constantly having to validate the organizations' relevancy to both the city government, local businesses, corporations and the community. The research conducted by Destination Services revealed a strong relevancy position with residents, but an average relevancy perception with local businesses and a limited position with corporations. It was also revealed, in the consultant's opinion, that the Visit McKinney executive staff is not invited to actively participate in City discussions involving new product development or policies impacting tourism. This is not a deliberate decision, but a simple oversight. As the marketing arm of the City, Visit McKinney must have a seat at the table when issues or new tourism products are being discussed. The expertise provide by the Visit McKinney staff will help the City make decisions based on the best available information and research. This is a best practice that needs to be implemented.

## Refocus

As with most destination marketing organizations, re-evaluation and resource allocation are key components as a result of the pandemic. Tourism's economic impact and the importance of travel was greatly elevated as borders were closed and quarantine became a common occurrence throughout the world. Visit McKinney is well integrated into the community. It was not a major change for the Visit McKinney staff to assist the City and other organizations in creating responses to the pandemic which helped the community and businesses in recovery. The pandemic recovery provides Visit McKinney with the potential to engage corporations and businesses to partner on recovery strategies that build long term support and relationships for McKinney tourism.

# Proposed Strategies for Visit McKinney Administration

## **Education**

Staff education and training are absolutely required for Visit McKinney to understand new trends, approaches and techniques in this industry. Without knowledge, one can never achieve the maximum productivity. It is highly recommended that the executive team attend Destinations International and pursue the designation as a Certified Destination Management Executive. The coursework associated with this certification provides the staff with the latest tools and knowledge required to manage a destination for optimum success. The staff's involvement with Destinations International in concert with the educational programs via the Texas Association of Convention and Visitor Bureaus will give the staff an outstanding foundation for building the destination.

## **Research**

Research provides a roadmap guiding a destination to maximum market share, economic impact and return on investment. Research based decisions are ones that give a destination the best opportunity for progress. Without research, decisions are made without the benefit of understanding those factors impacting a destination. Visit McKinney should collect emails from visitors and meeting planners for future research efforts. This research data was collected from links sent out by various attractions as well as from those who subscribe to the Visit McKinney newsletter. Visitor research should be conducted at least every two to three years in order to keep abreast of the everchanging visitor landscape. As McKinney continues to grow its population and influence in the visitor market, research will be necessary to effectively allocate limited marketing resources.

# Proposed Strategies for Visit McKinney Administration

## **Advocacy and Community Relations**

The community relations component for both the City of McKinney and Visit McKinney is very impressive. Local residents responded to this survey research effort with both passion and support for Visit McKinney. The locals understand the visitor industry and take great pride in their community. They enjoy all of the attractions, restaurants and special events. However, this support has not been transformed into active advocacy to attract visitors, meetings and political support for Visit McKinney. It will not take much effort to convert residents into active advocates through the newsletter, social events and other engaging activities. A special section on the website dedicated to residents should be considered. Most communities struggle for community support, but this is not the case in McKinney. Visit McKinney embraces community shared values. The organization is very much aligned with what residents cherish as quality of life issues. Visit McKinney repeatedly delivers new programs and tourism products to reinforce those activities which are important to the residents. Visit McKinney has further positioned the organization as destination stewards. It has become their mission to focus on brand, sustainability and economic impact thereby establishing the organization as a cornerstone for preserving those values driving the tourism industry.

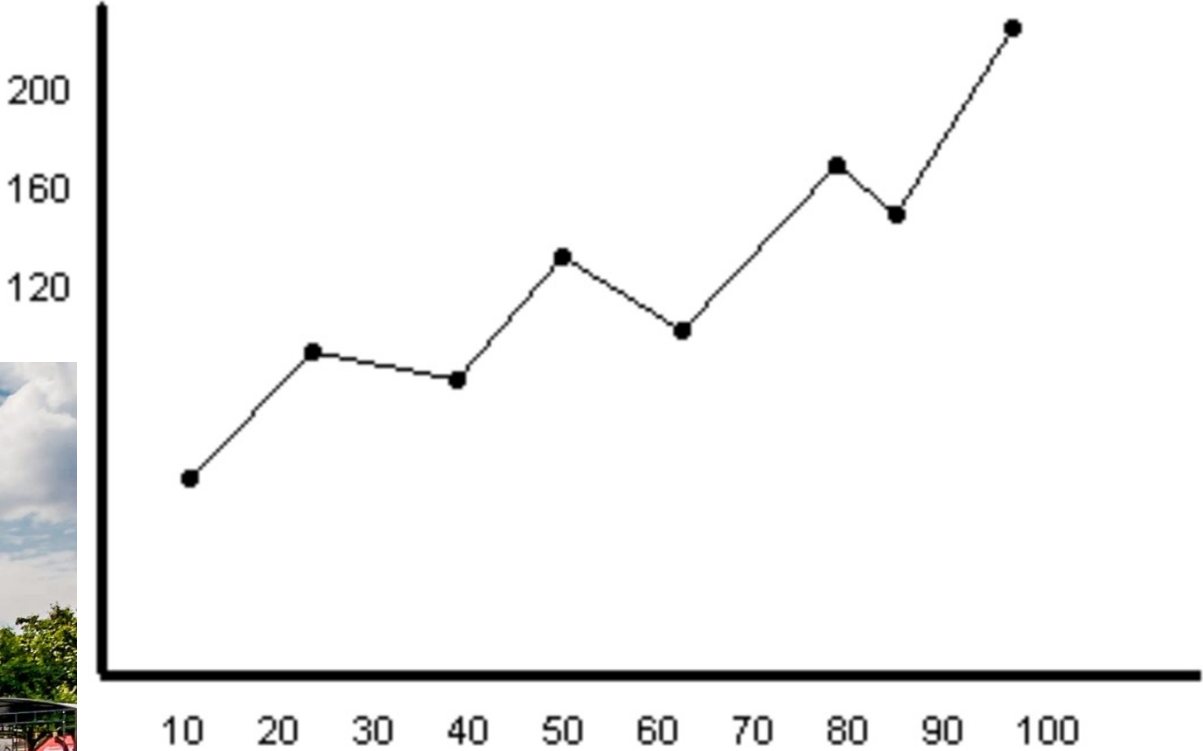
# Proposed Strategies for Visit McKinney Administration

## Tourism Master Plan

The need for a tourism master plan was discussed several times during onsite interviews and presentations. With the rapid increase in population and the continuing expansion of apartments, corporate growth and new developments, a tourism master plan is definitely recommended.

If Visit McKinney is going to meet new visitor needs and maintain the service levels enjoyed by both residents and visitors as well as grow its market share, a researched based masterplan identifying new development areas, trends, service needs and programs which will sustain the McKinney tourism industry is mandatory. The McKinney of today is not the McKinney of ten years ago or the McKinney ten years in the future. At this point in time, most of the tourism product focuses on the historic downtown cultural district. While this product is outstanding, it is a very small part of McKinney which does not have adequate hotel product to support overnight guests. At some point, as McKinney grows in population, the downtown area will begin to experience "over tourism". There are many destinations currently challenged with this phenomena simply because a masterplan had not been created. McKinney has the opportunity to develop a tourism masterplan establishing key development areas, addressing trends, identifying capacities and new infrastructure needs in a research based plan. This effort would establish goals, objectives, timelines and performance measures.

# Visitor Survey





# Data Collection



Surveyed: 319 Visitors  
239 Residents



Surveyed: 41 Meeting Planners



Surveys via weblink deployed by Heard Natural Science Museum, the Collin County History Museum, Heard-Craig House, Chestnut Square



Surveyed Visit McKinney engaged list of newsletter emails (3,200)



Surveyed Merchants/businesses

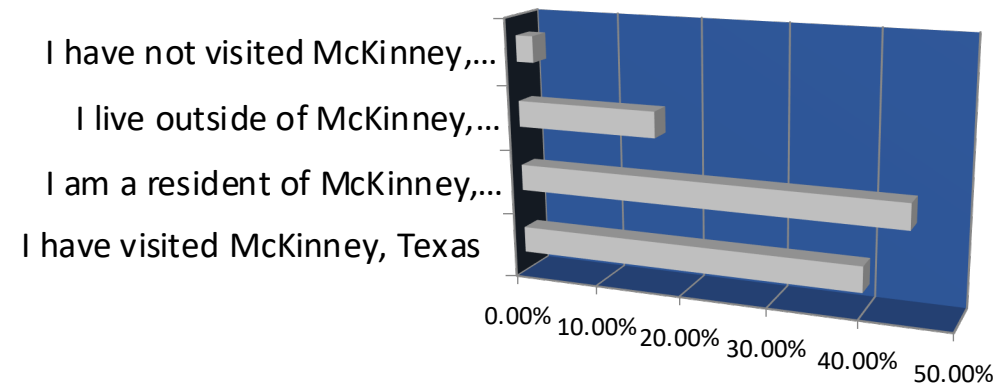


Surveyed Corporations via MEDC weblink with only 16 responding

## Visitor Survey

The visitor survey collected the majority of the data used in this research effort. It was designed to separate the respondents into visitors beyond the communities adjoining the City of McKinney, visitors from neighboring communities, residents and those who have not actually visited McKinney. The graph below shows the response percentages by group.

### Survey Respondents



	I have visited McKinney, Texas	I am a resident of McKinney, Texas	I live outside of McKinney, Texas in a neighboring city or county and have visited McKinney	I have not visited McKinney, Texas
Responses	39.89%	44.76%	16.48%	2.06%

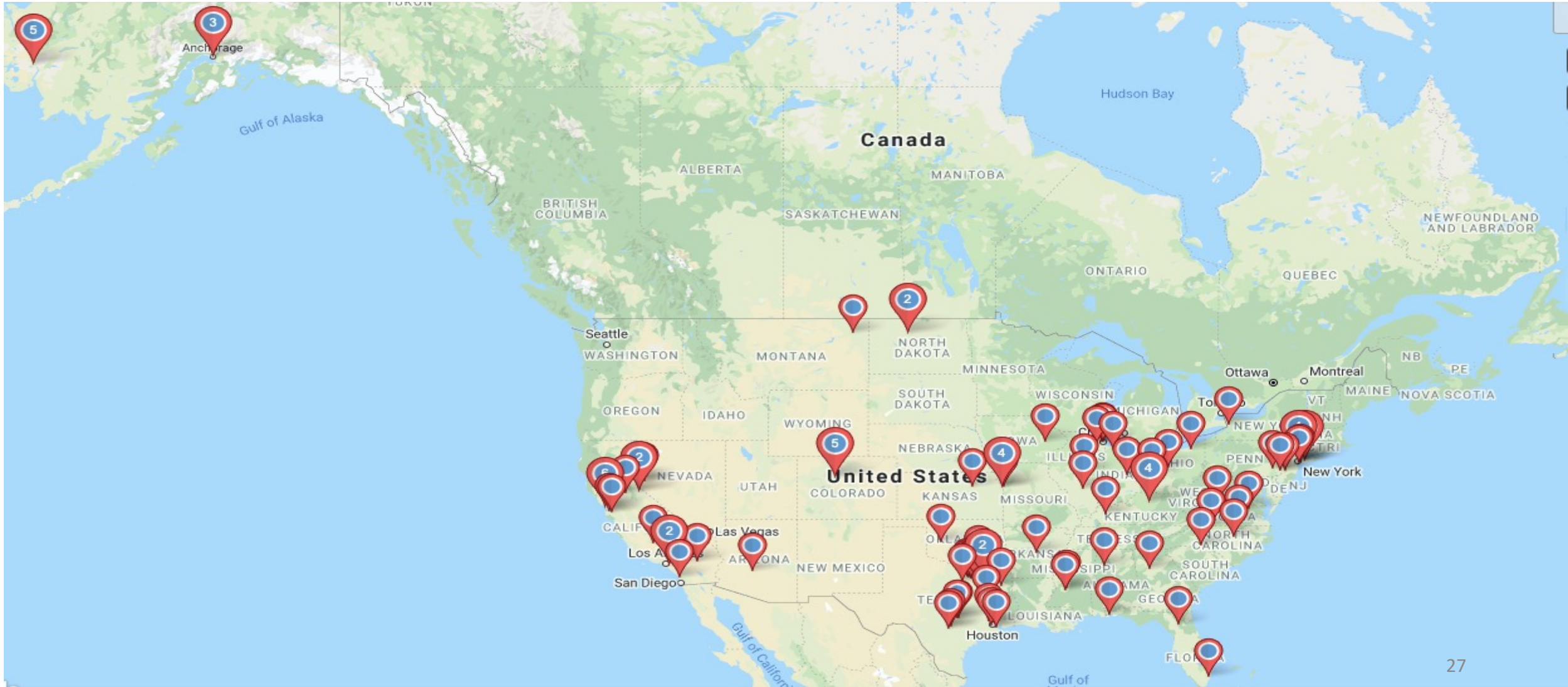
## Visitor Survey

As the graph indicates, slightly more residents responded to this survey than visitors. However, the visitors are from a wide variety of locations throughout the Nation per the word graph below.



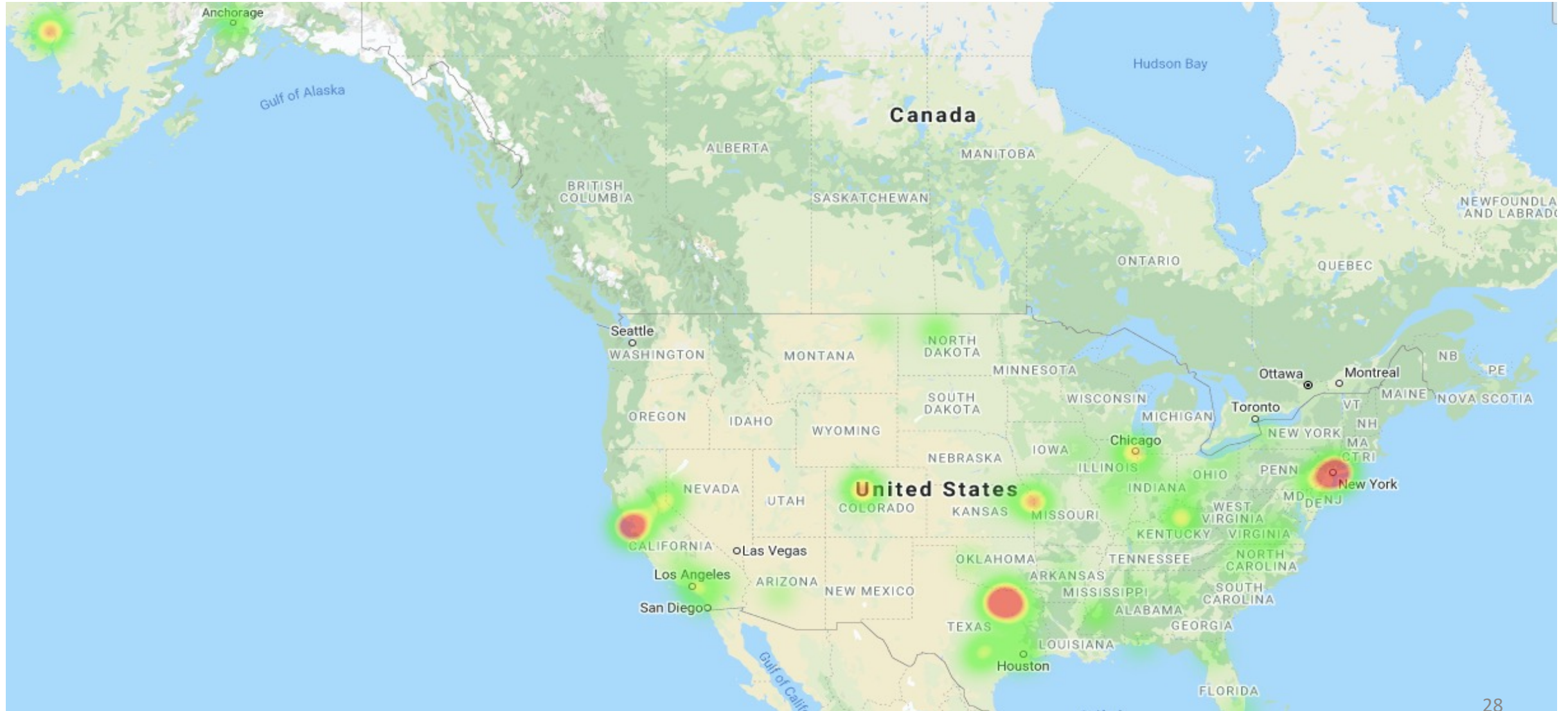
# Guest Origination Maps

This map indicates the distribution of respondents per zip codes.



# Guest Origination Maps

The intensity of responses from zip code locations is visually displayed on this heat map below.



## Visitor Survey

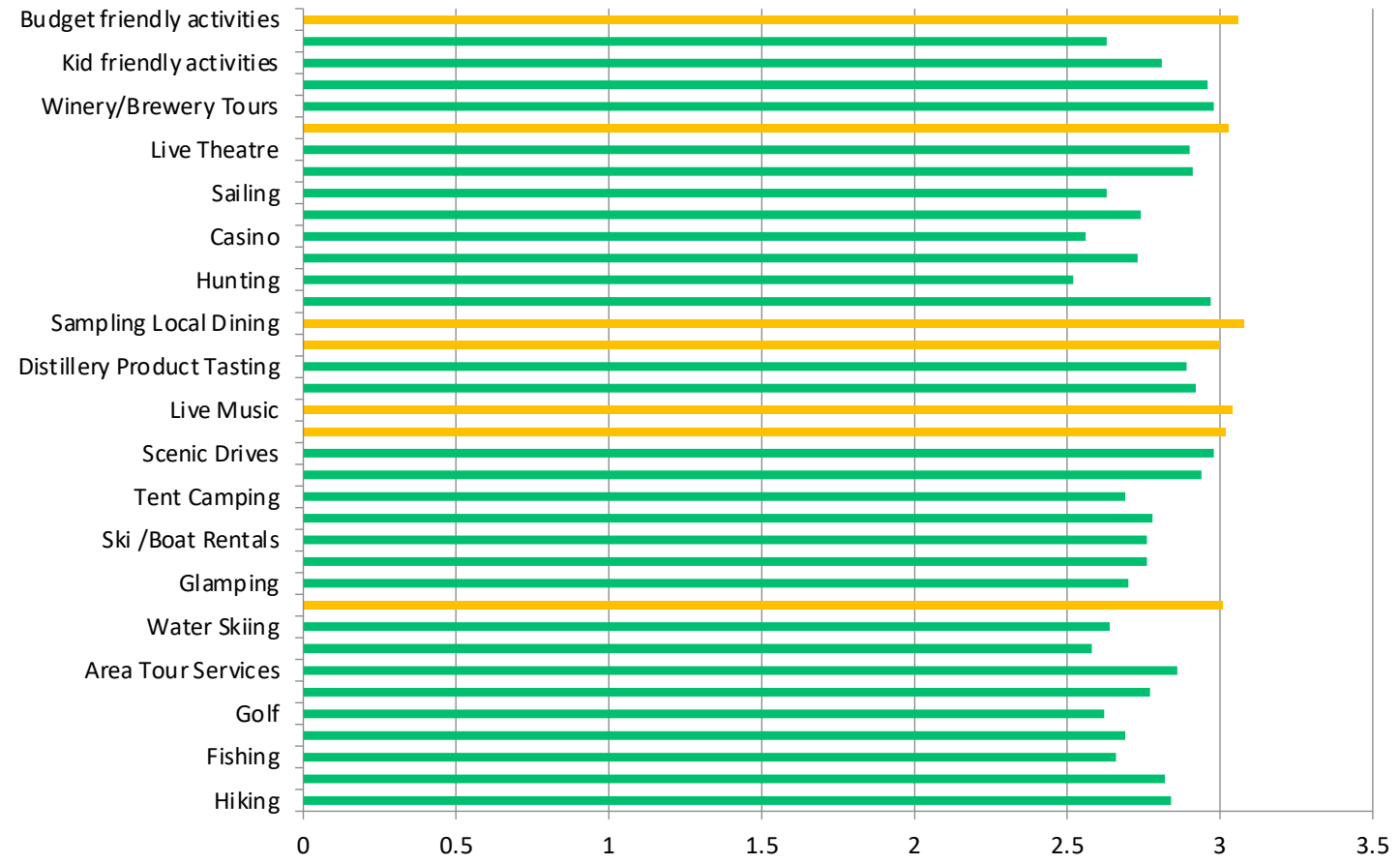
Those responding to the survey were asked to indicate their interest level in various activities when traveling to a destination. Of the 37 activities listed, the survey identified all with a 2.5 rating or above on a 5 point scale with the following seven activities indicated as the top ones the respondents have an interest in when traveling.

1. sampling local dining
2. budget friendly activities
3. live music
4. wine tasting
5. festivals
6. special events
7. shopping

# Visitor Survey

The data comes from those who have visited McKinney within the past two years, which is an accurate accounting of visitor interests. The following chart tabulates the responses to this question.

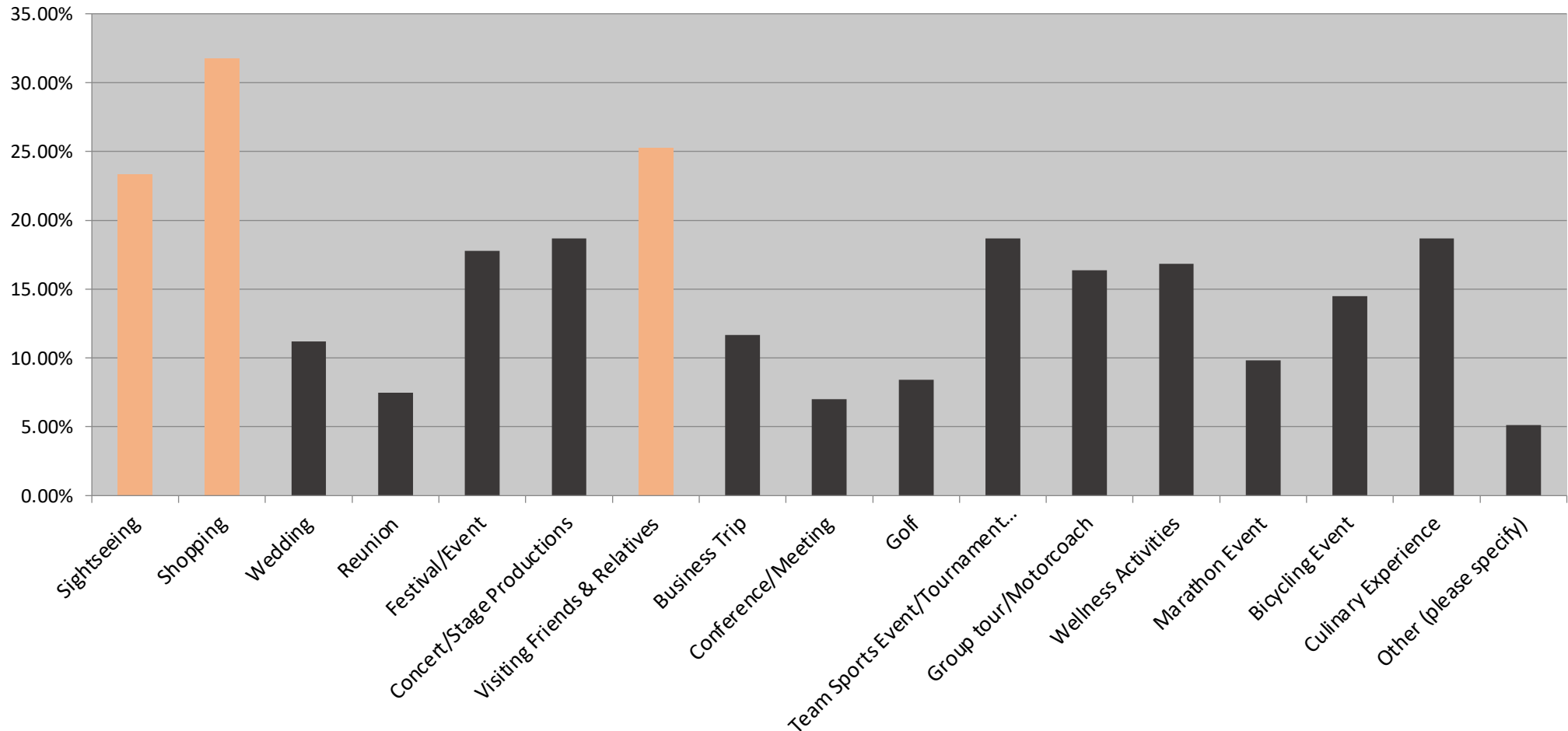
### Visitors Interest Level



# Visitor Survey

It is important to understand why a visitor travels to your destination. These insights not only indicate the reasons for travel, but more importantly, one learns what the destination is missing in its marketing to attract new visitors or increased market share. The following graph is very revealing.

### Main Purpose of Recent Trip to McKinney



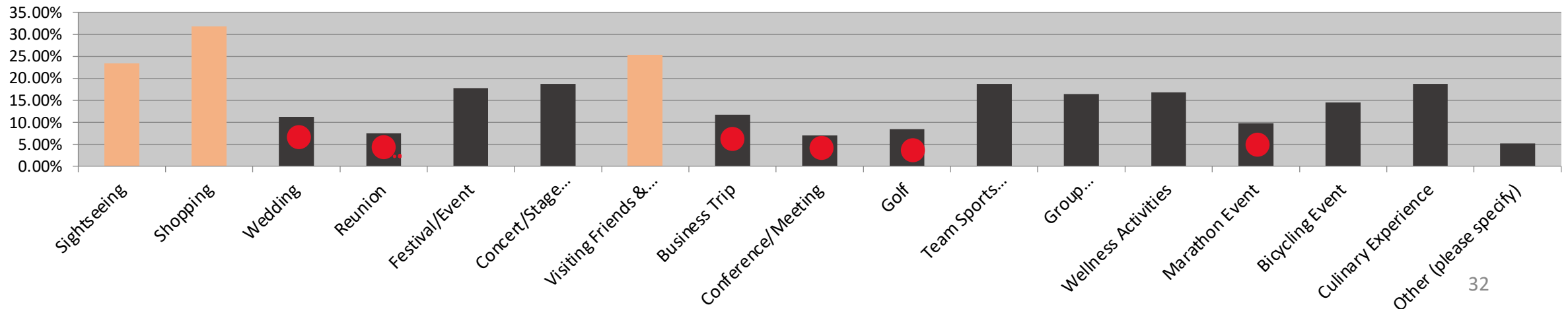


# Visitor Survey

The highest percentages were:  
23.3% travelled to McKinney for sightseeing  
25.2% visited friends and family  
31.7% came for shopping

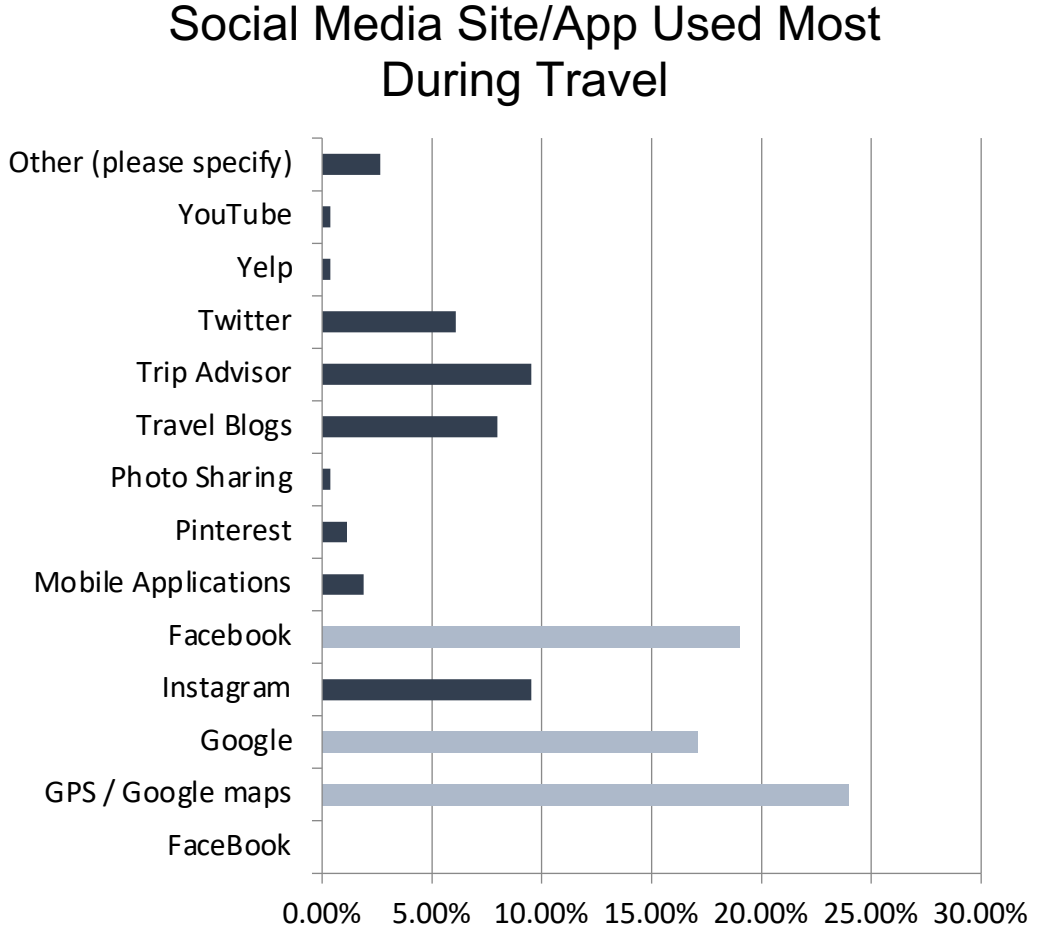
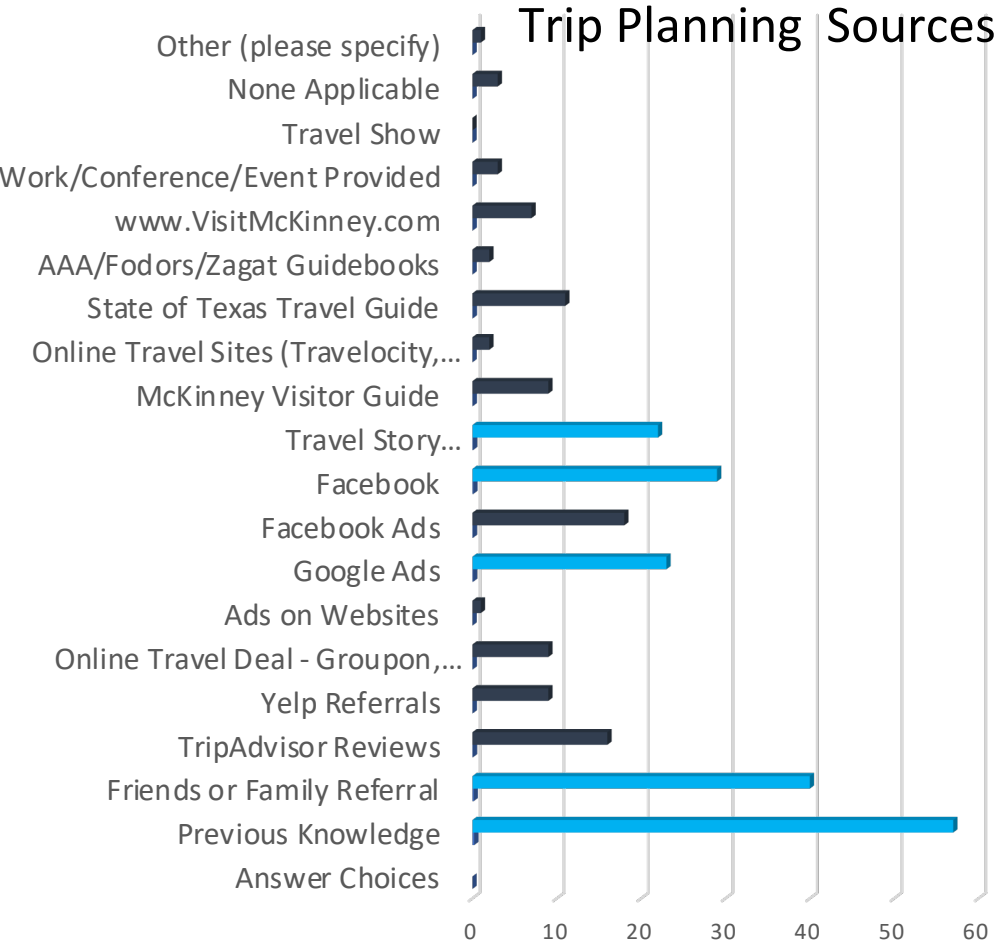
These metrics are consistent with most destinations. They support the reason why the engagement of local residents is so very important. However, there are some obvious voids from a marketing perspective reflected in the data. The chart below shows those areas of concern indicated by the red dot. For example, golf is a low attractor of visitors, but McKinney has beautiful golf courses. Meetings, conferences and business trips were below 20% and weddings along with family reunions were below 11% of the main reasons people are visiting McKinney. It will be important for Visit McKinney to further explore these opportunities for growth.

### Main Purpose of Recent Trip to McKinney



# Visitor Survey

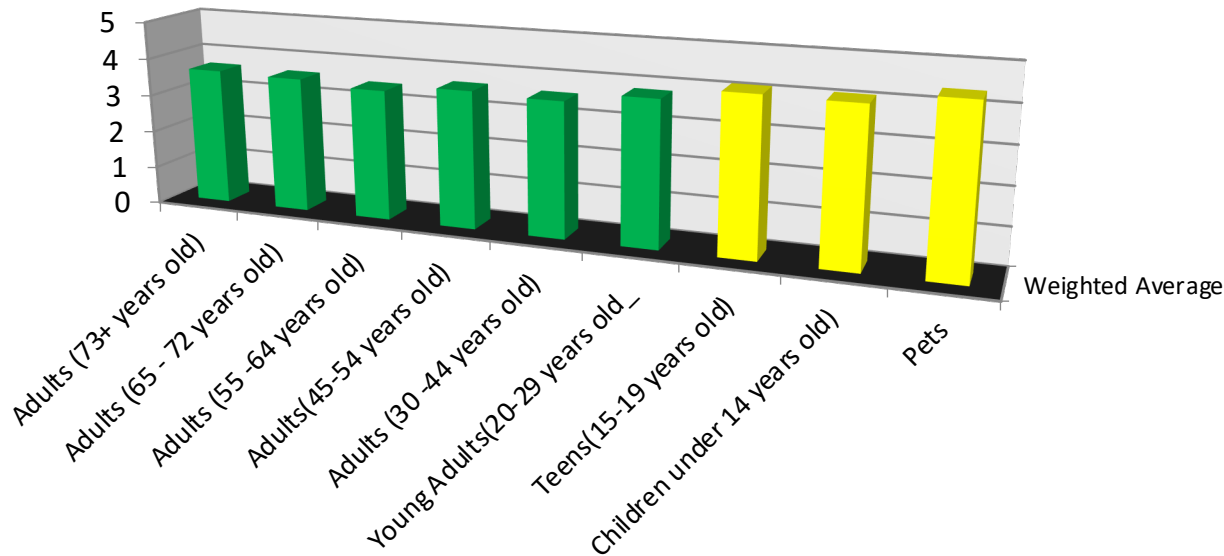
The following two charts again show the importance of engaging local residents. Previous knowledge and referral from friends and family ranked highest in trip planning sources. Google maps and Facebook were used most during travel. Recent industry research has shown visitors respond extremely well to storytelling, especially if it is in a video format. With the visitor base responding well (over 20%) to google, Facebook and travel stories, these platforms offer a good opportunity to visually tell the McKinney story.



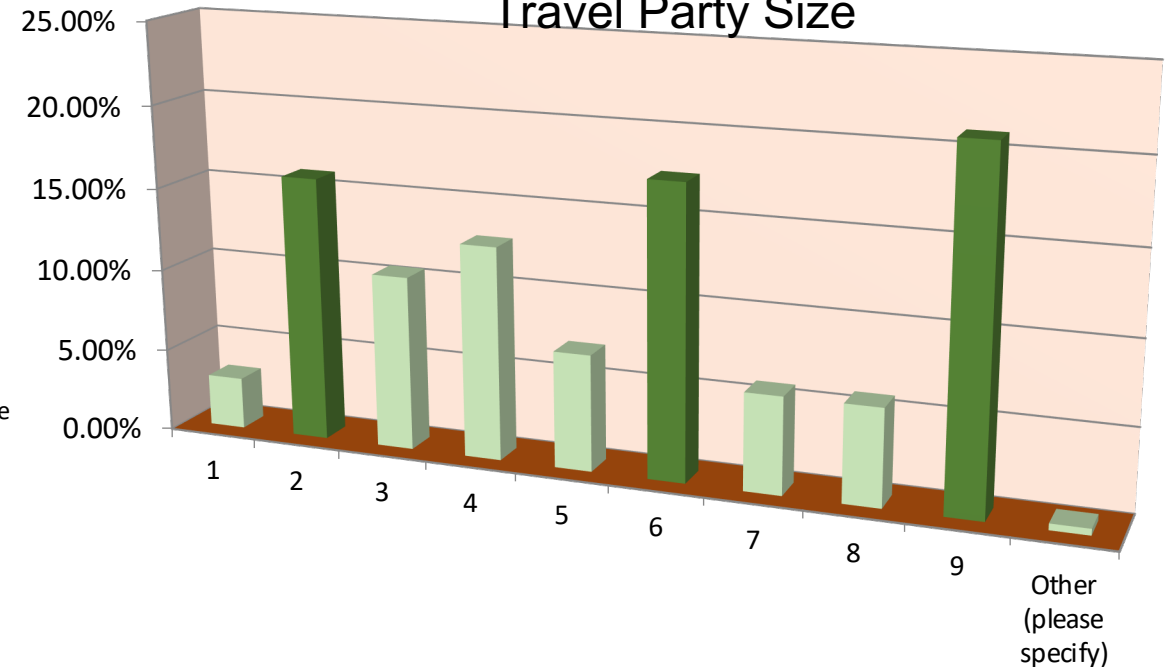
# Visitor Survey

These statistics indicate larger than normal travel groups. Typically, couples rank the highest. However, the Visit McKinney data shows significant travel by groups of 6 or 9 people. This would refer to large families, multigenerational travel or team sports. Group travel is prevalent in McKinney. The number and age of travel party members is fairly constant at approximately 3.4-3.8 in travel party size. However, there is a dramatic change in the age category for teens 15-19, children under 14 and pets. This indicates groups traveling with 4.1 teens/children and 4.3 pets. It is highly doubtful that people are travelling with 4 or more pets, but this does indicate youth event/sports travel and family travel. Our surveys were primarily distributed through links to various museums and attractions, which are frequented by those traveling with children.

### Number/Age for Each Travel Party Member



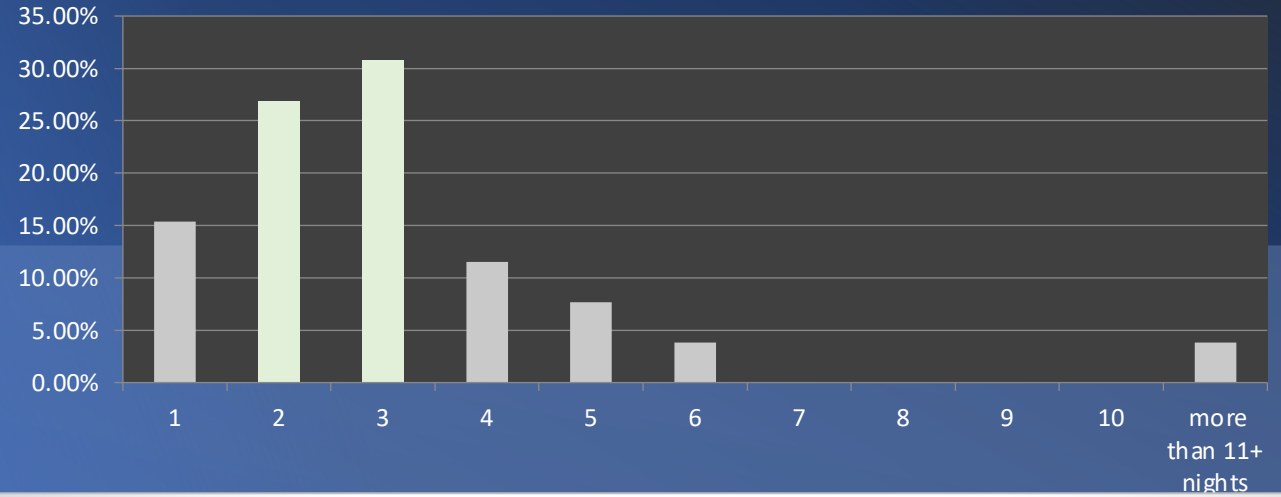
### Travel Party Size



## Visitor Survey

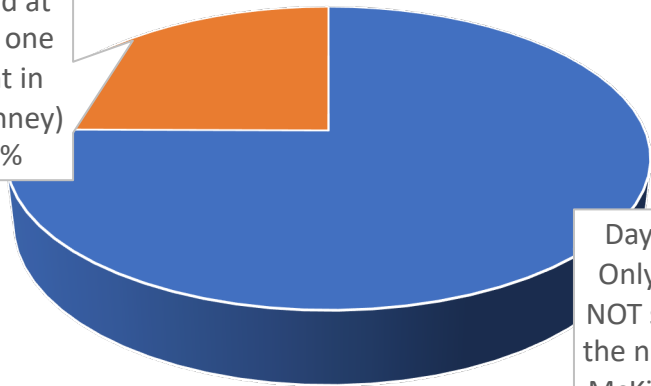
McKinney has a substantial number of daytrip visitors. Research reveals that those visitors who spend the night at a destination have higher expenditure levels and therefore, greater economic impact. In McKinney, overnight guests are staying 2 to 3 nights renting an average of 3 rooms in a hotel. There were no lodging stays in VRBO or Airbnb locations even though there are a number of lodging properties using these booking platforms within the City.

## Number of Overnights



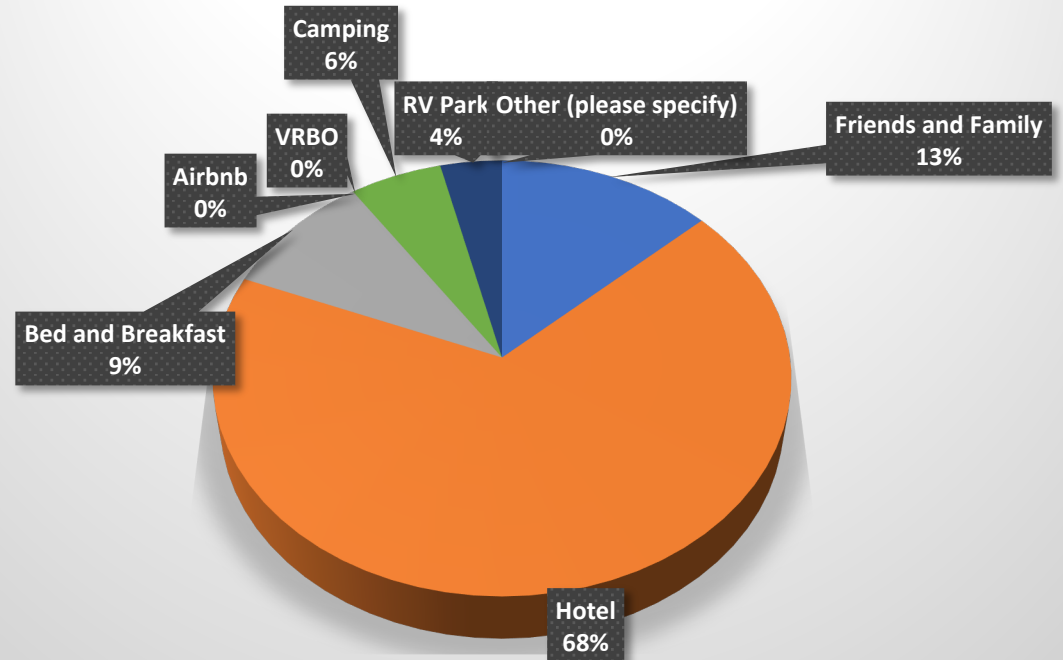
## Daytrip vs. Overnight

Overnight Trip (did spend at least one night in McKinney)  
25%



Day Trip Only (did NOT spend the night in McKinney)  
75%

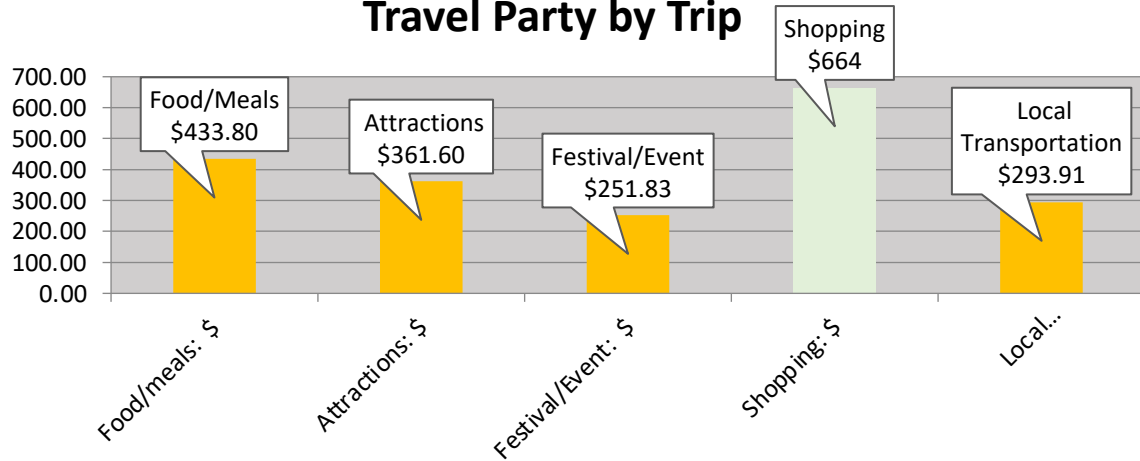
## Overnight Location



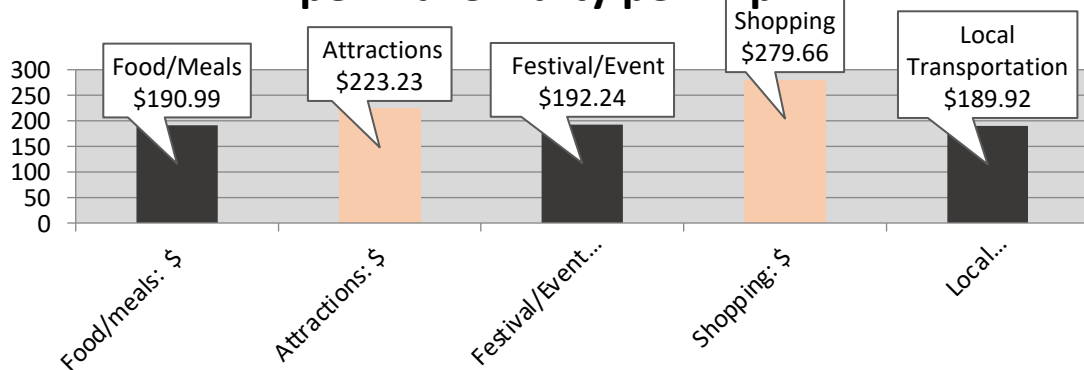
# Visitor Survey

The overnight visitor to McKinney is spending 40.5% more than a visitor who just comes for the day. As detailed in the charts below, the higher level of expenditures in all categories by overnight visitors is obvious.

### Average Expenditures by Overnight Guests by Travel Party by Trip



### Average Daytrip Visitor Expenditures per Travel Party per Trip



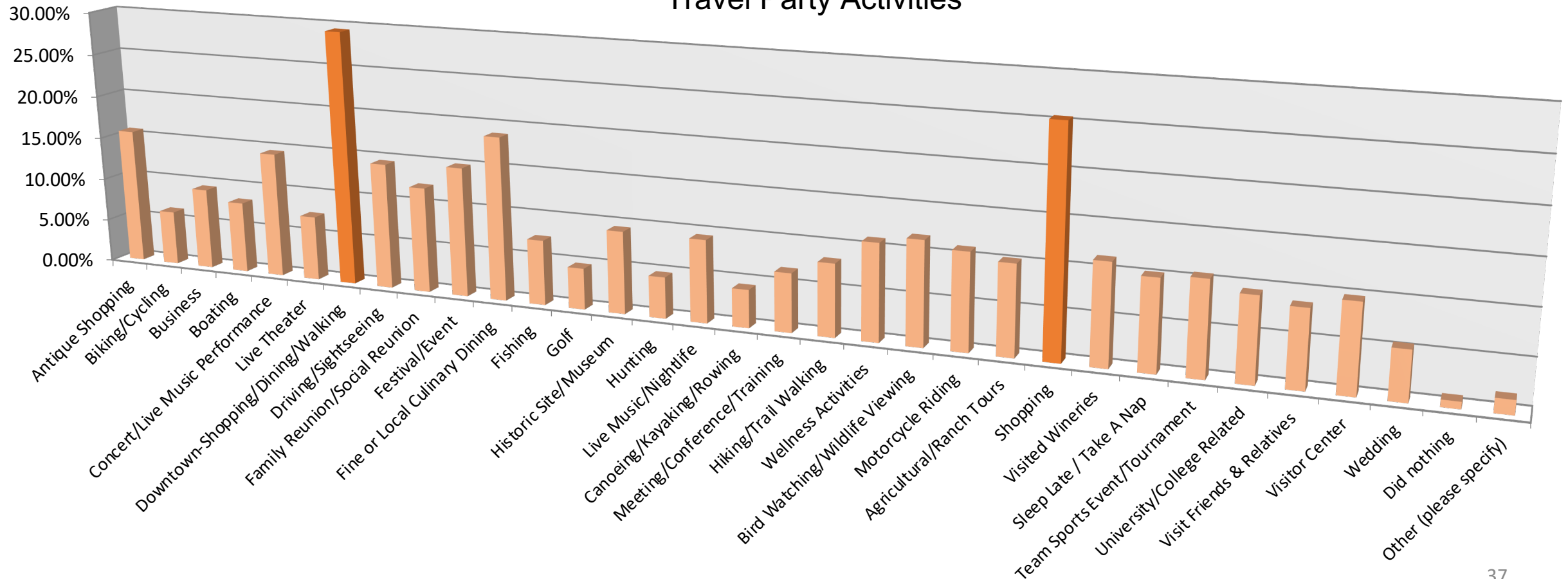
**Total average spending by overnight guest per travel party per trip**  
**\$ 2,653.14**

**Total average spending by daytrip guests per party per trip**  
**\$1,076.04**

# Visitor Survey

The survey asked visitors to tell us what they or a member of their travel party did while visiting McKinney. Downtown shopping and shopping in general were the activities the travel party members participated in most followed by local culinary dining and antique shopping. Those activities below 15% indicate opportunities to grow market share via product development and/or more aggressive marketing of those activities.

## Travel Party Activities

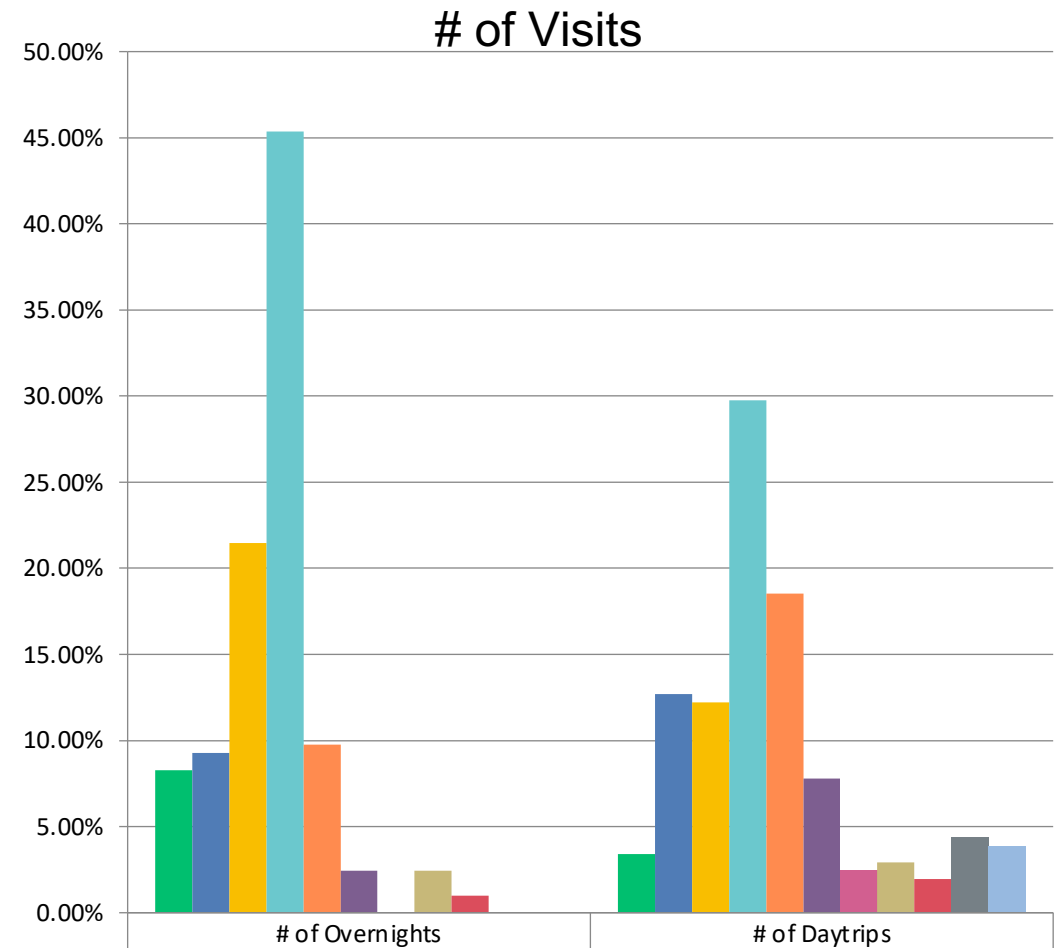


## Visitor Survey

McKinney attracts a significant amount of repeat business. It is very revealing that 45% of the overnight respondents indicated they come to McKinney 2-3 times per year. This metric speaks to the visitor products being offered and the opportunity to expand overnight guests.

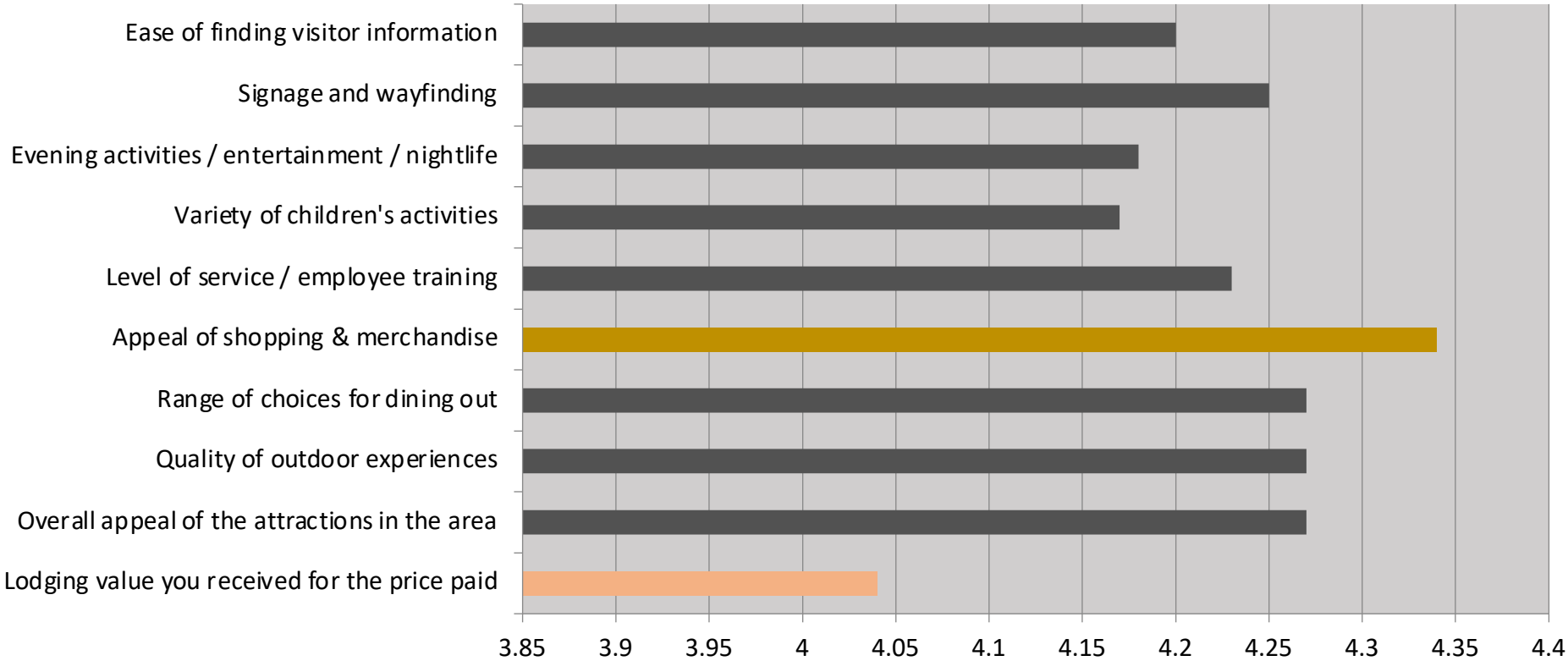
Daytrippers also come 2-3 times per year at a rate of 29.7% with 18.54% visiting 4-5 times per year.

Again, the ability to attract repeat guests indicates the value visitors place on the services and products being offered. These numbers will grow as new markets are developed and expanded if the quality and service levels meet guest expectations.



	# of Overnights	# of Daytrips
Never	8.29%	3.41%
This was my first visit	9.27%	12.68%
I go once a year	21.46%	12.20%
2 - 3x a year	45.37%	29.76%
4 - 5x a year	9.76%	18.54%
6 - 7x a year	2.44%	7.80%
8 - 9x a year	0.00%	2.44%
10 - 11x a year	2.44%	2.93%
I go approx. once a month (approx, 12x)	0.98%	1.95%
I go approx. twice a month (20 - 24x)	0.00%	4.39%
I go weekly or often (52x or more a year)	0.00%	3.90%

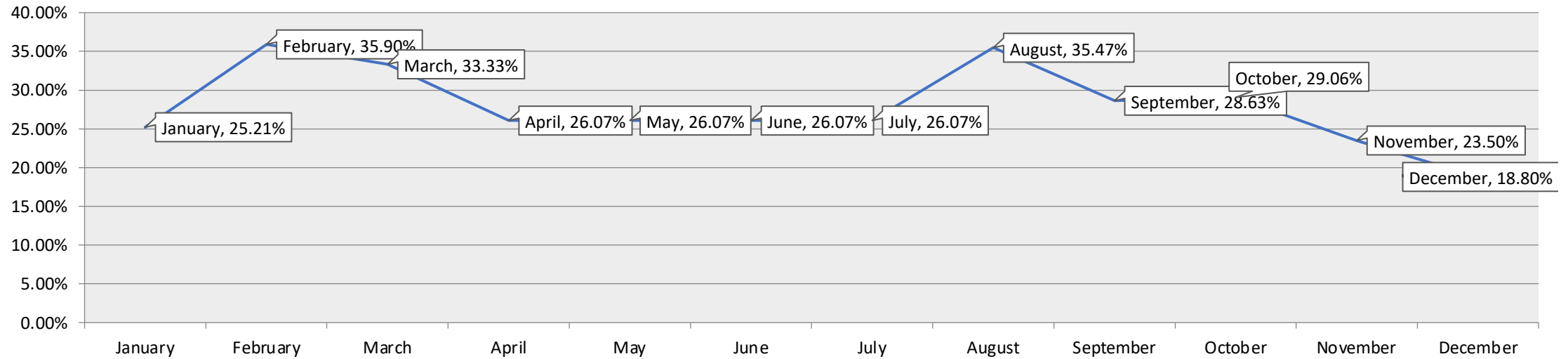
# Rating of Amenities



Comments: Shopping was rated as the highest amenity, although all of the listed amenities were rated very highly with a 4 or above. This is an excellent report card on the visitor products/services being offered in McKinney.



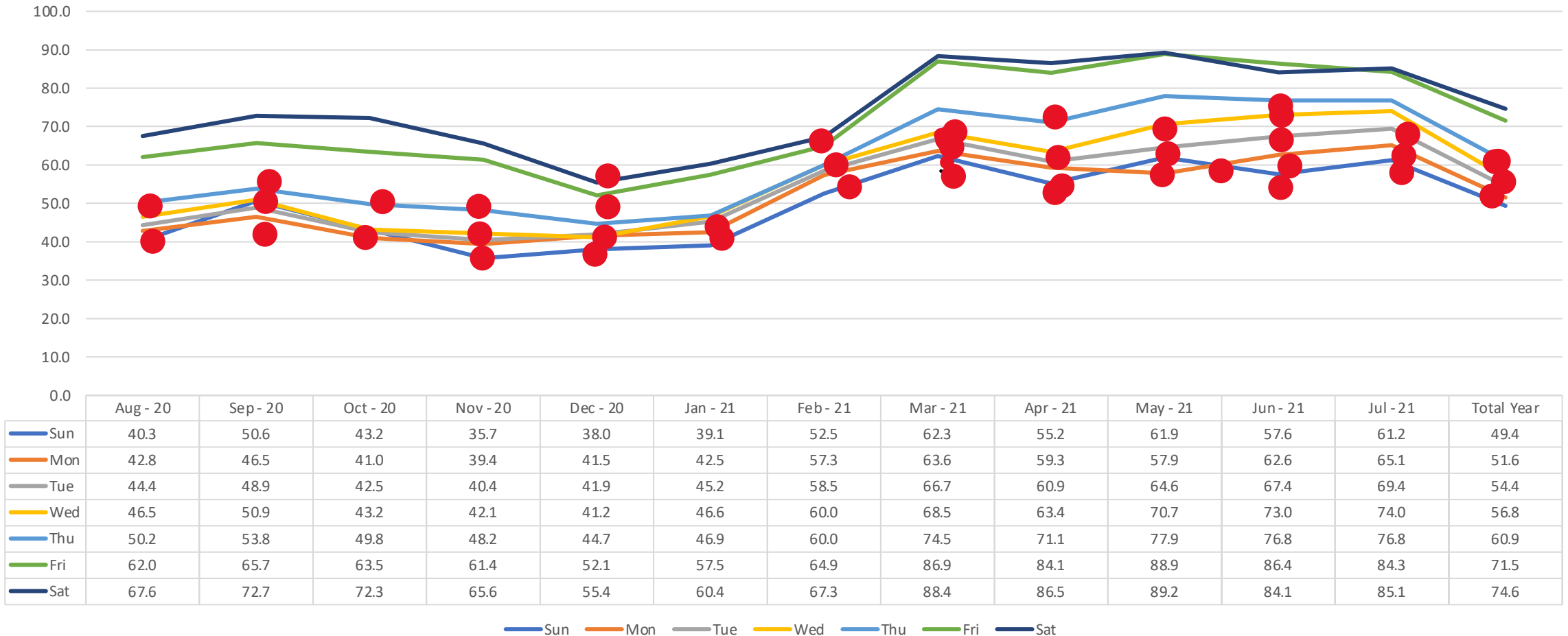
## Months Visited McKinney



February and August were the months most visited followed by March, October and September. December was the lowest visitor month with January, April, May, June, July and November close behind. The hotel occupancy reflects this same pattern during the week, however, the weekends tend to trend upwards between 52% and 67% during those months less visited. Sunday through Thursday throughout the lowest visited months, excepting April through July, had occupancy ranges between 35.7% to 60%. While the survey indicates less visitation during the summer months, the hotel occupancy ranges between 49% and 86%. This occupancy impact would more than likely be from leisure travel. It is important to note that the midweek occupancy during all months is far less than the weekend occupancy ranging from 49.4% to 60% Sunday through Thursday for the year end calculations. **The strategy for increasing midweek hotel occupancy is to pursue conventions, meetings and business travelers.**

## Occupancy Days of the Week August 2020-July2021

This chart secured from Smith Travel distinctly shows the times of the year requiring a strategy to increase hotel occupancy. The chart reflects midweek throughout the year; Sunday through Thursday as the time periods requiring a strategy to increase occupancy. The red circles represent those areas of concern.

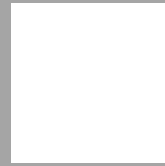


## Repeat Visitors

88.94% of the respondents indicated they would visit McKinney again. This metric reflects the visitor's high level of satisfaction with their experiences, the services and the tourism products being offered in McKinney. The repeat visitor is one of a destination's best marketing tools. The key strategy for the future will be to maintain this level of satisfaction and provide new experiences for the repeat visitor.



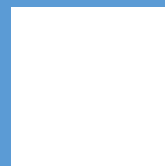
High Probability 56.17%



Definitely 32.77

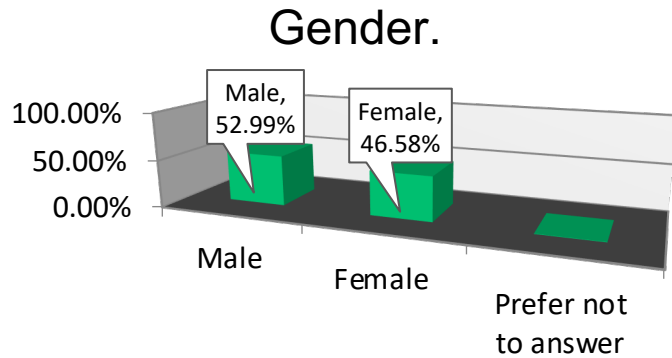


Low Probability 10.21%

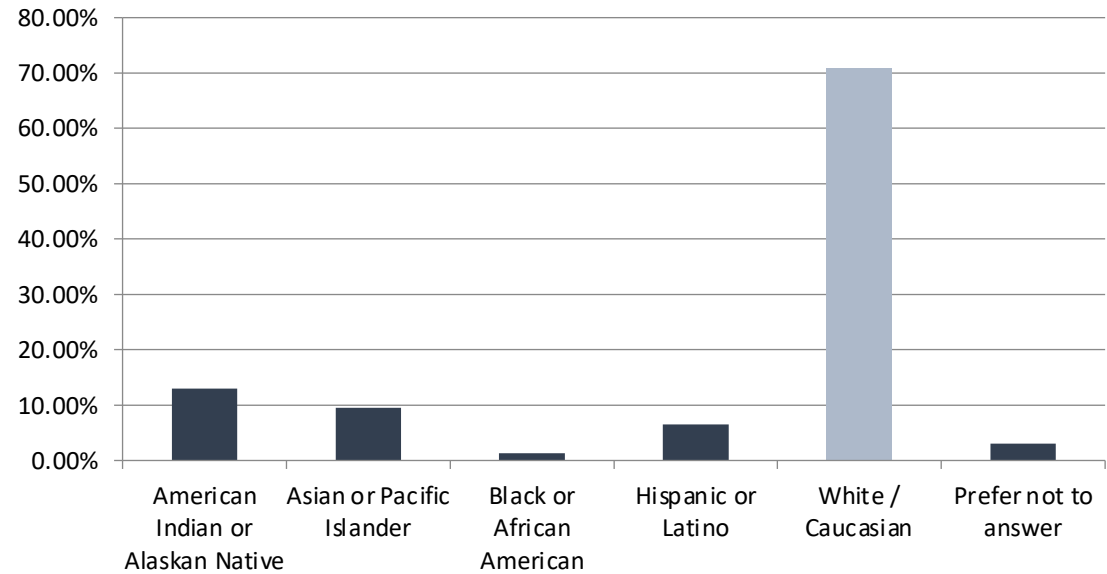


Definitely Will Not Visit .85%

The demographics of the visitors completing this survey are detailed below.

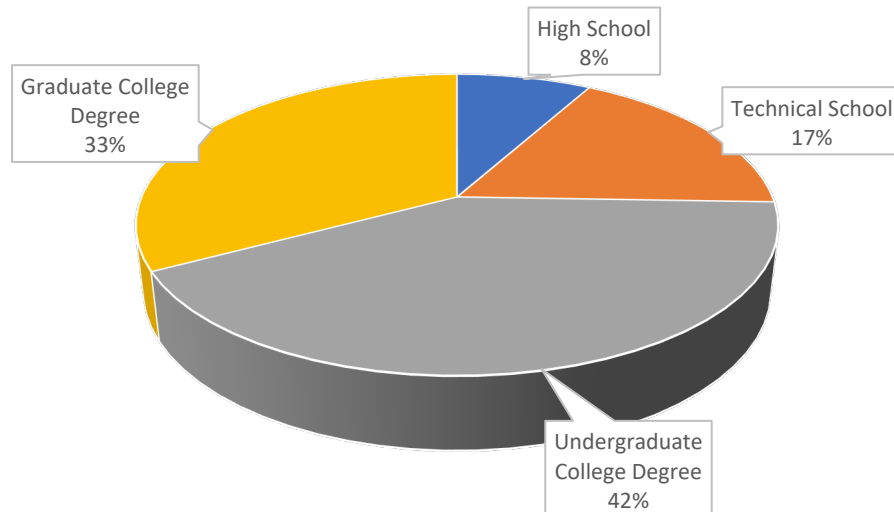


## Ethnicity

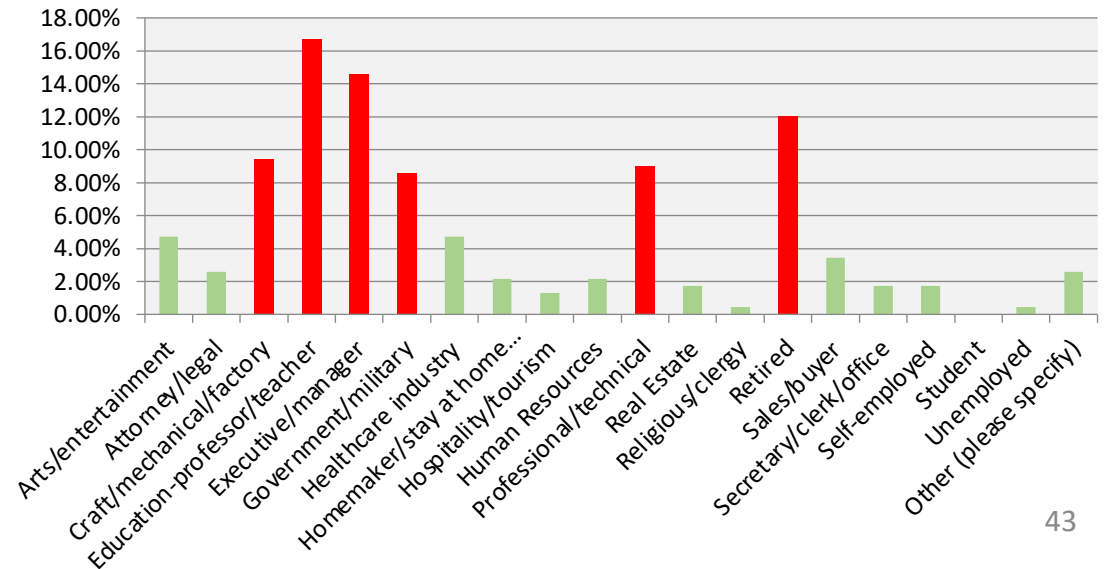


Average Age: 37.20

## Level of Education



## Occupation



# Final Thoughts Visitor Market

McKinney has provided an excellent tourism experience in the downtown historic district. However, the tourism products and experiences need to be expanded to meet growing demands and capture new markets. Additional development dollars from either the public or private sector will be required. Additional marketing and service dollars for Visit McKinney will be required in order to attract and service additional growth.

As the pandemic has shown us, there are always unknowns and risks. However, a calculated risk supported by research based decisions creates the competitive edge. McKinney is at the crossroads for the tourism industry. The demand exists. The residents support tourism growth. The budget to grow tourism can be made available. The time to grow is now and will insure maximum destination economic impact and sustainability.

# Resident Survey



Visit [McKinney Destination Analysis and Strategic Plan](#)  
Destination Services, LLC

## Current Situation

The City of McKinney has experienced extraordinary growth over the past 13 years from 100,000 residents in 2007 to approximately 200,000 in 2020. This growth has resulted from an influx of new corporations and residents moving to McKinney as well as from the influence of population growth in both Texas and the Dallas metro area. The residents are highly involved with the community and very satisfied with the quality of life offered by the City. They take full advantage of the various events, festivals and attractions available to the residents. There is a high degree of pride within the community and acceptance of tourism as an economic generator. The community as a whole is very friendly toward the visiting public and the service levels at businesses are exceptional.

## Findings

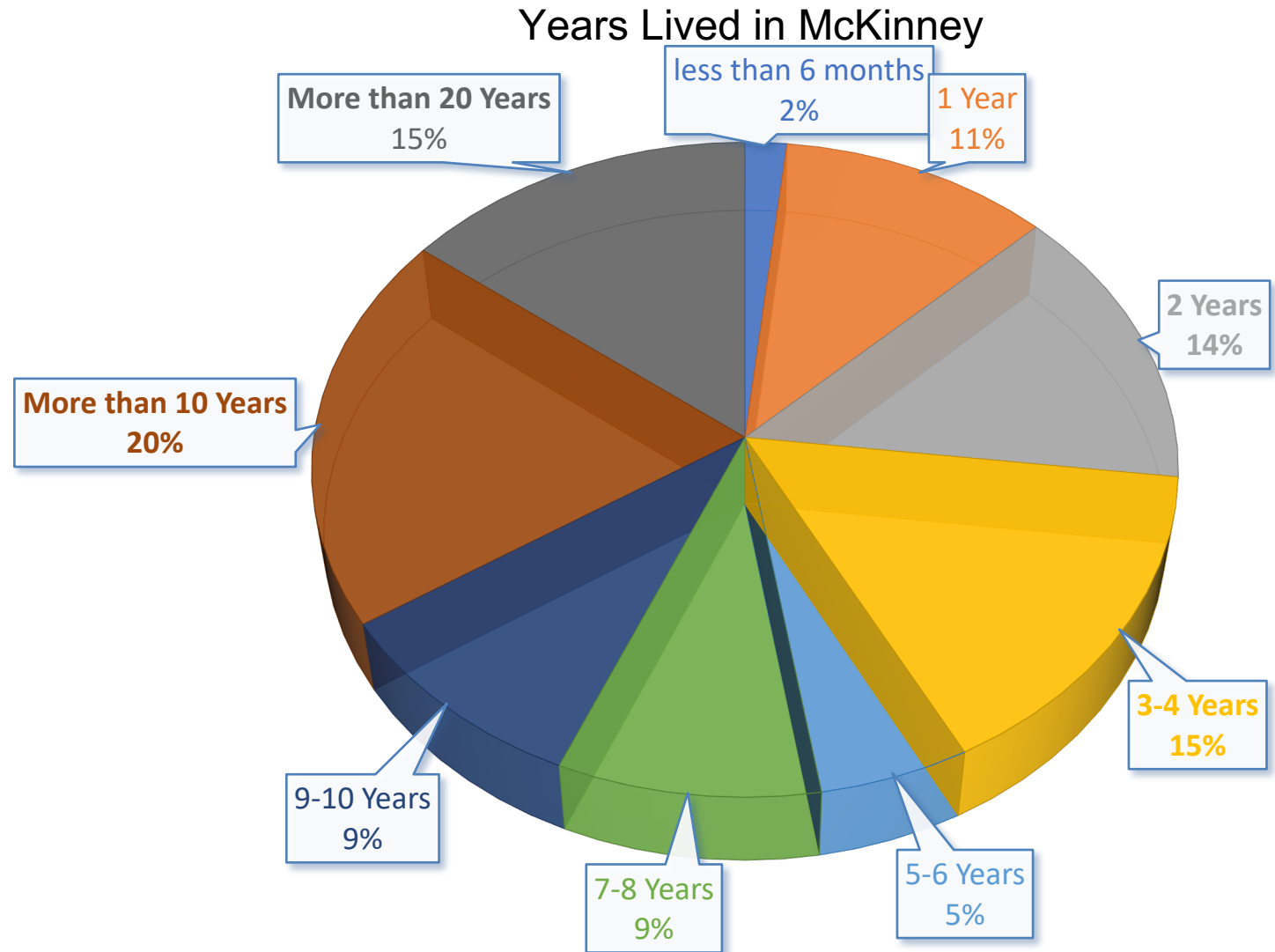
The residents are a valuable asset for accelerating the tourism industry within the “entire” City. While the downtown historic district is an outstanding product, it is a very small part of the City. If tourism products and attractions are not expanded significantly beyond the downtown area it will begin to experience “overtourism”. At this point, the area becomes overcrowded typically on weekends and the experience levels begin to diminish. Residents will not be able to enjoy the area as they have in the past and as a result, become discouraged.

Those products offered to tourists are exactly the same ones that drive the quality of life expectations from residents. It will be imperative for Visit McKinney to engage in the development of new experiences and tourism products beyond the downtown cultural district.

65% of the residents who responded to this survey have lived in the City for less than 10 years. This metric confirms the growth within the City.

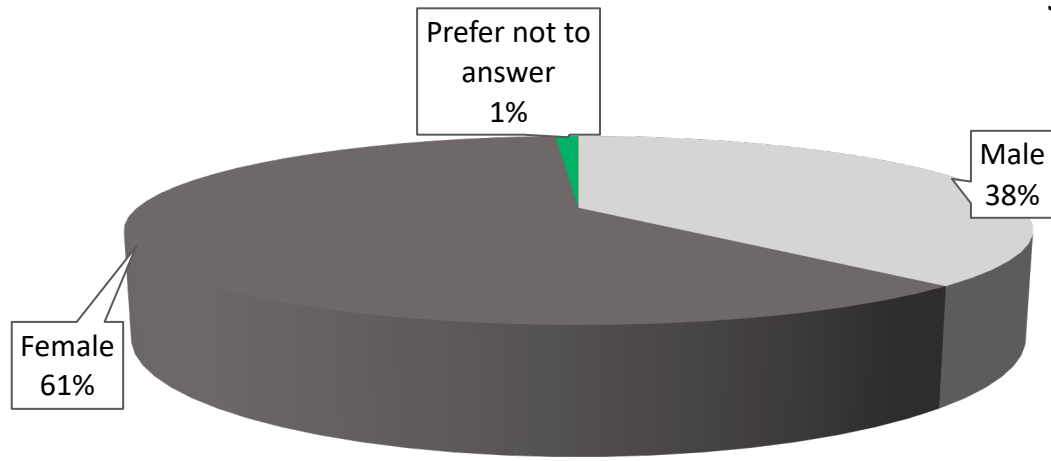
The charts on the following page indicate the average age of the respondent is 46.3 with 21.3% being retired and 44.66% employed in a professional field. The residents are highly educated with 71.57% having either an undergraduate or graduate degree.

As noted on the ethnicity graph on the following page, the diversity of residents is limited.



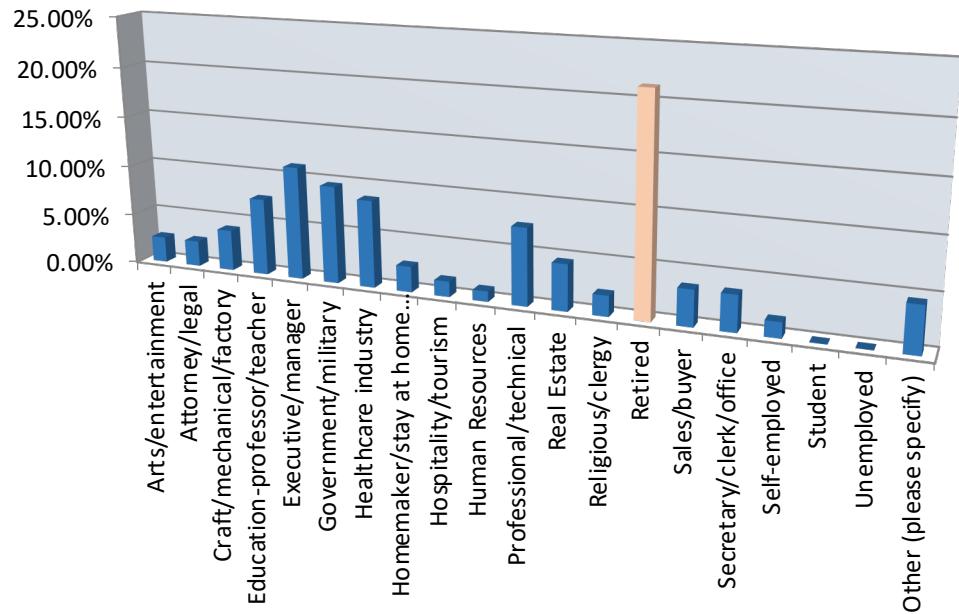


## Gender



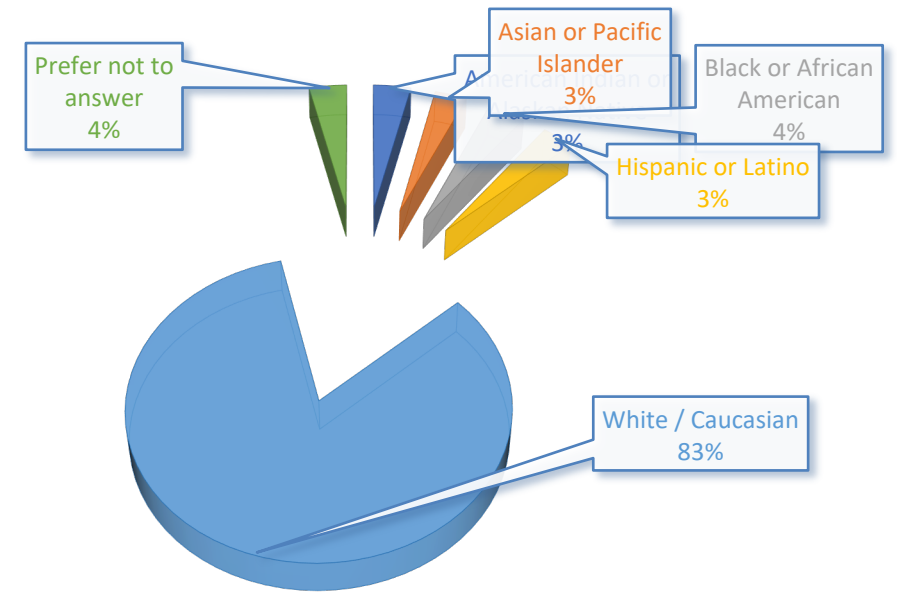
Average resident age 46.3

## Occupation

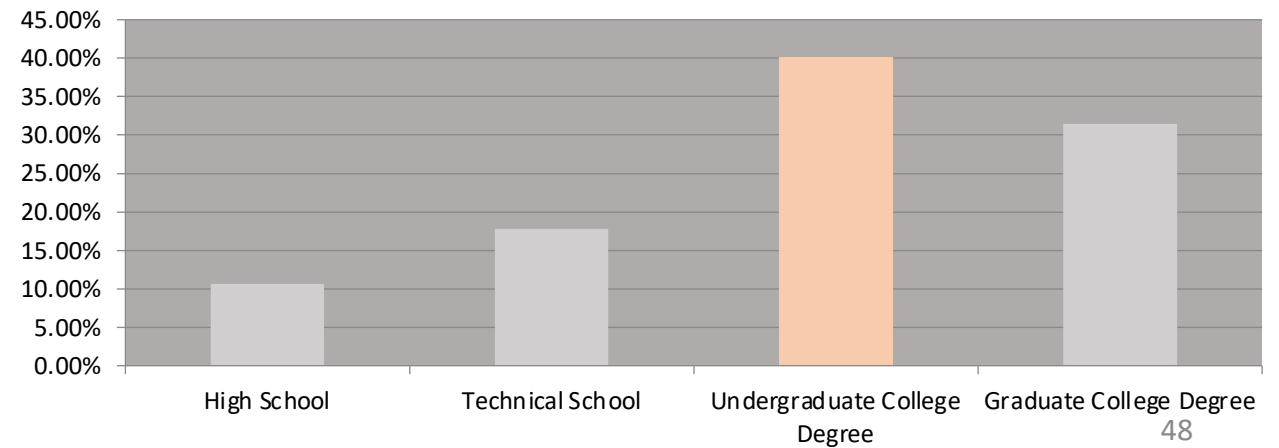


## Survey Respondent Demographics

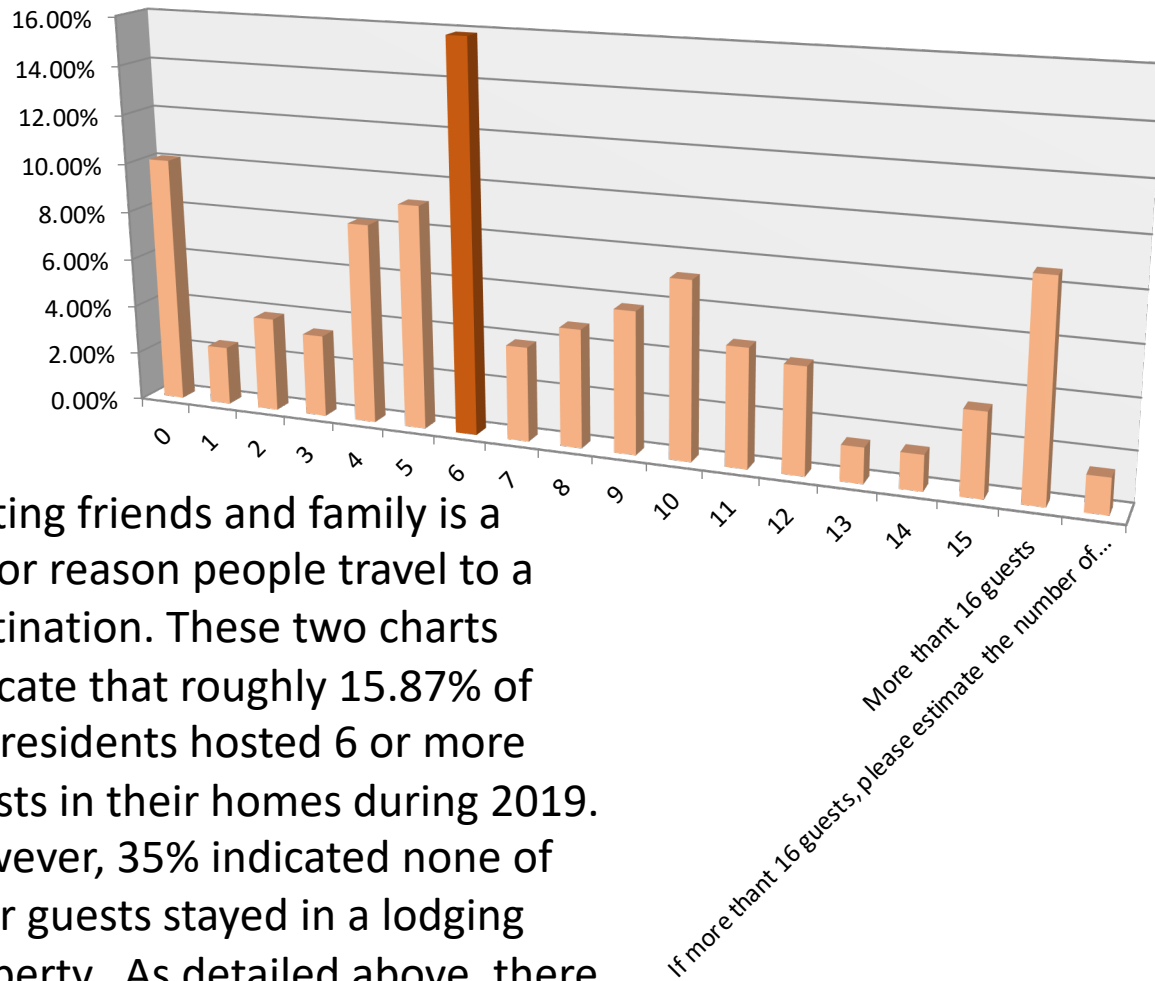
### Ethnicity



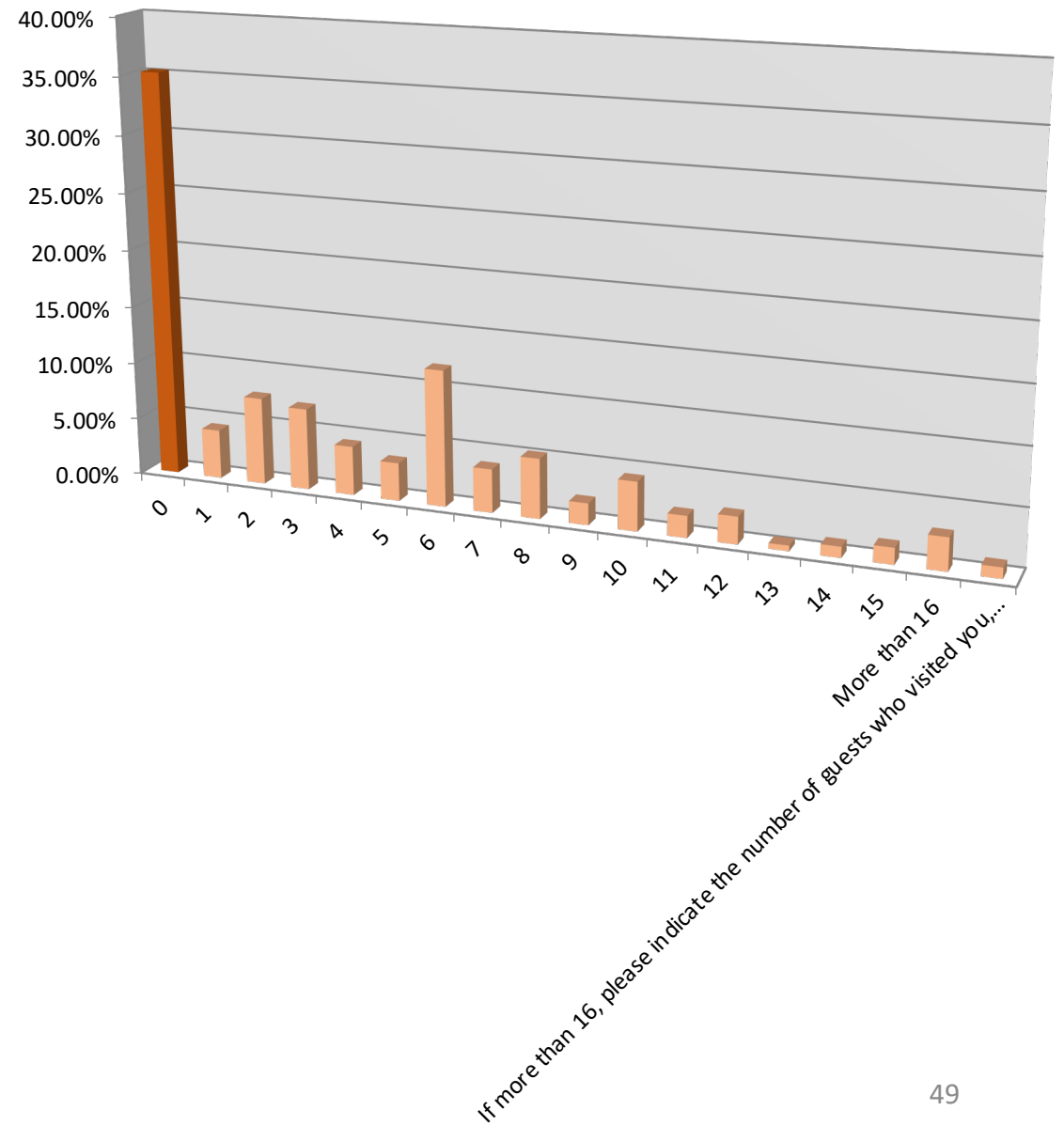
### Education



### Total Number of 2019 Overnight Guests Hosted in Your Home



### Total number of 2019 Overnight Guests Who Visited Staying in a Lodging Property

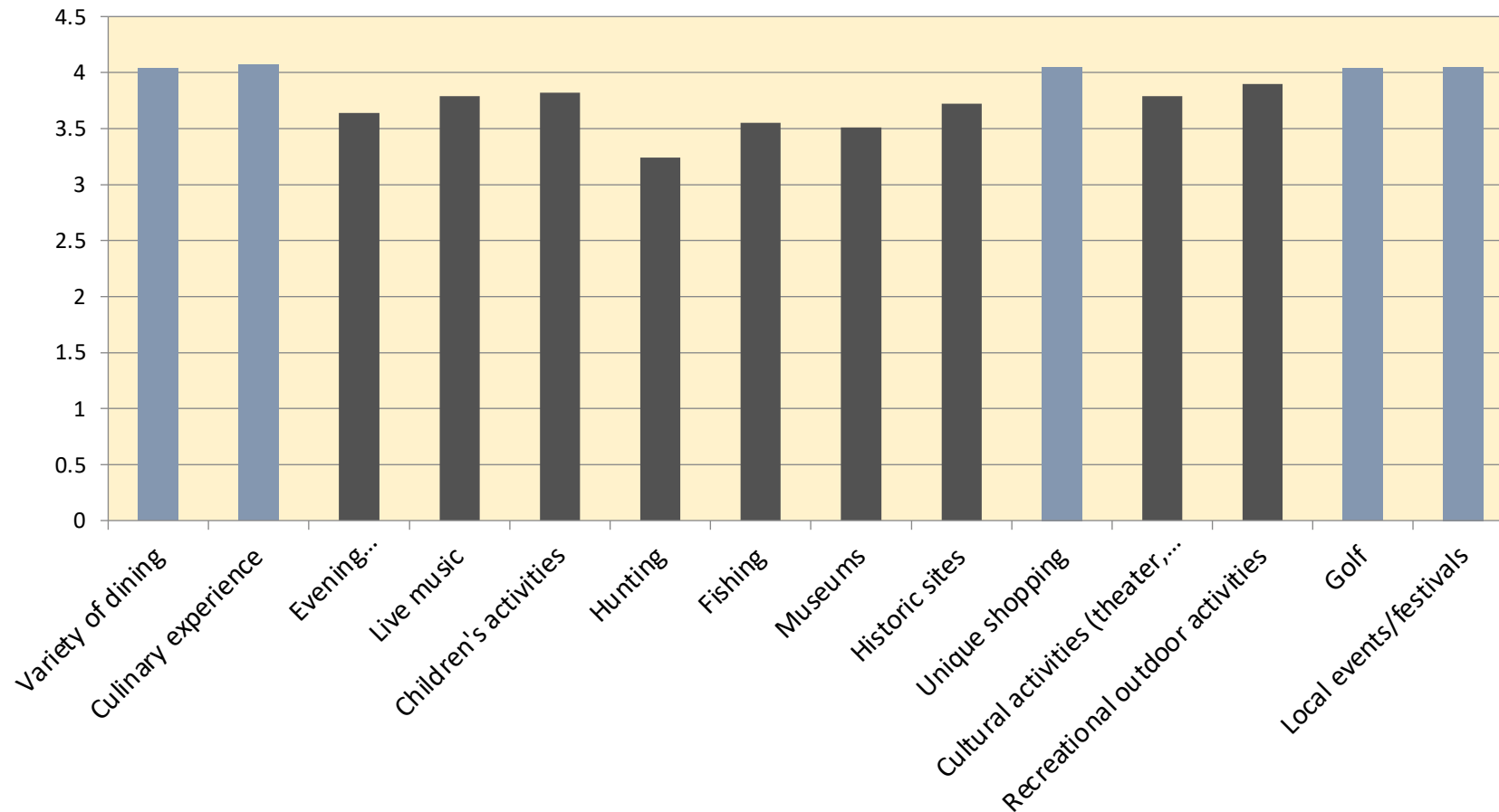


Visiting friends and family is a major reason people travel to a destination. These two charts indicate that roughly 15.87% of the residents hosted 6 or more guests in their homes during 2019. However, 35% indicated none of their guests stayed in a lodging property. As detailed above, there were a number of lodging nights generated by those visiting friends and family.

Friendly Lots Fun Family friendly Unique Great  
 Charming historic beautiful Growing  
 Quaint Small town feel residents friendly Hometown  
 downtown  
 Clean Growing Safe Pretty Unique live  
 environment beautiful Lots Historic Quaint  
 Friendly shops beautiful food Small town feel trees restaurants  
 Parks Welcoming Safe Community good place downtown Clean  
 Friendly Lots Fun Beautiful  
 Spectacular buildings Great restaurants Family  
 Quaint Food  
 Historic Lots shopping Beautiful Restaurants Friendly Entertainment  
 tourist area great Great Fun good Lots Music parks  
 restaurants Safe Great unique  
 place worth coming Lots Fun Home beautiful

Residents use these words to describe McKinney to others. It is obvious the residents are very enamored with McKinney and as such, become excellent advocates as well as a source of referral for potential visitors. Visit McKinney should accelerate the use of this incredible asset to promote the destination.

## Level of Satisfaction with McKinney Guest Experiences



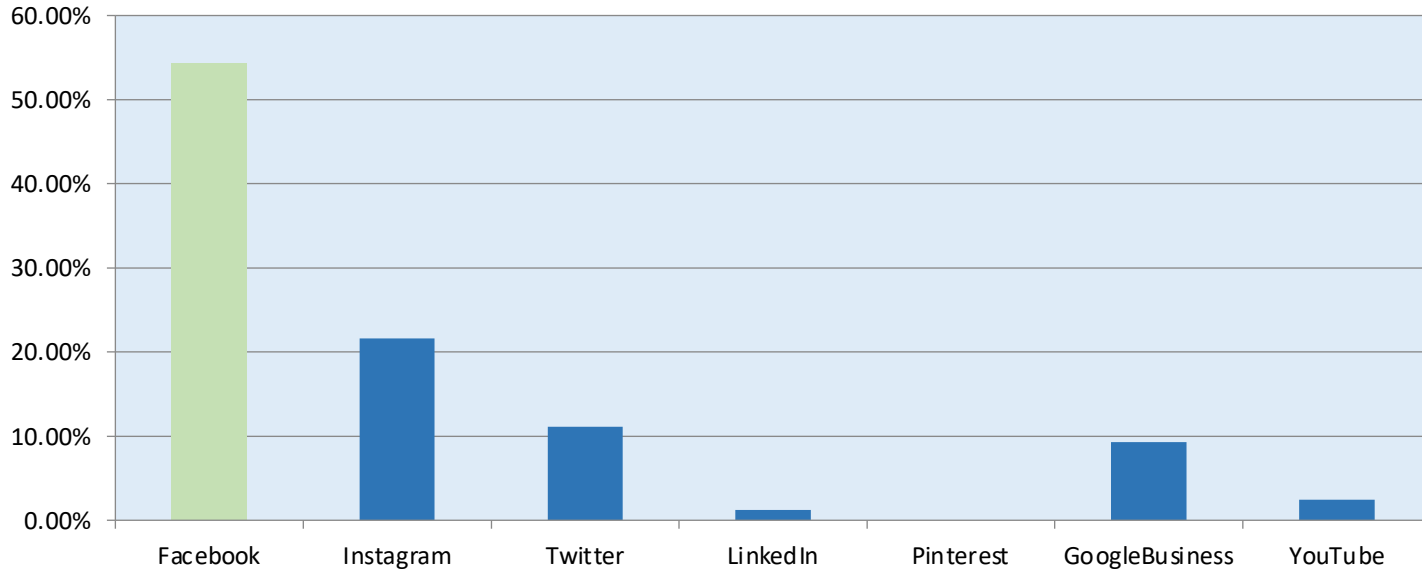
99.47% of the responding residents indicated they were familiar with historic downtown

89.53% of the responding residents are subscribed to the Visit McKinney newsletter

86.01% of the responding residents use the Visit McKinney website for activity ideas

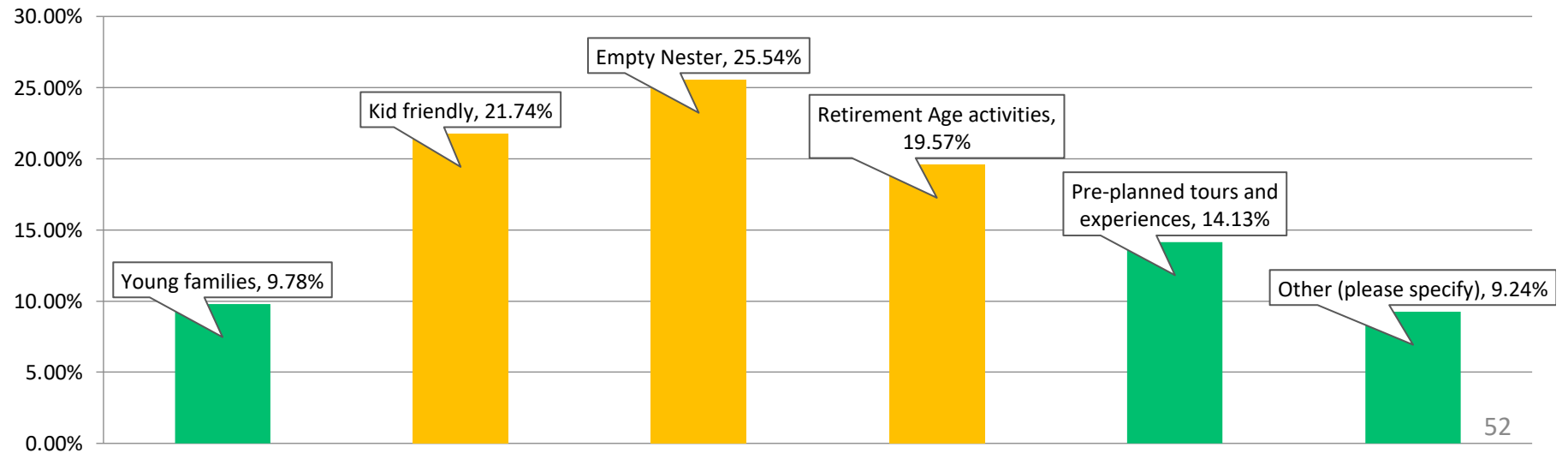
Variety of dining, culinary experience, unique shopping, golf and local events/festivals had the highest levels of satisfaction for the residents. It is interesting to note that the residents, obviously, enjoy golf, however, the visitors did not rank it as one of their most frequent activities. Visit McKinney has done an exemplary job engaging the community with tourism products.

## Subscribed to Visit McKinney Social Media Channels



Residents used Facebook as the main social media platform for their information concerning events, activities and entertainment options in McKinney. The residents responding to this survey believe the empty nester, kid friendly and retirees as the most underserved markets in terms of family activities in McKinney. Visit McKinney may want to explore the possibility of adding more activities for these markets.

## Family Activity Underserved Markets in McKinney

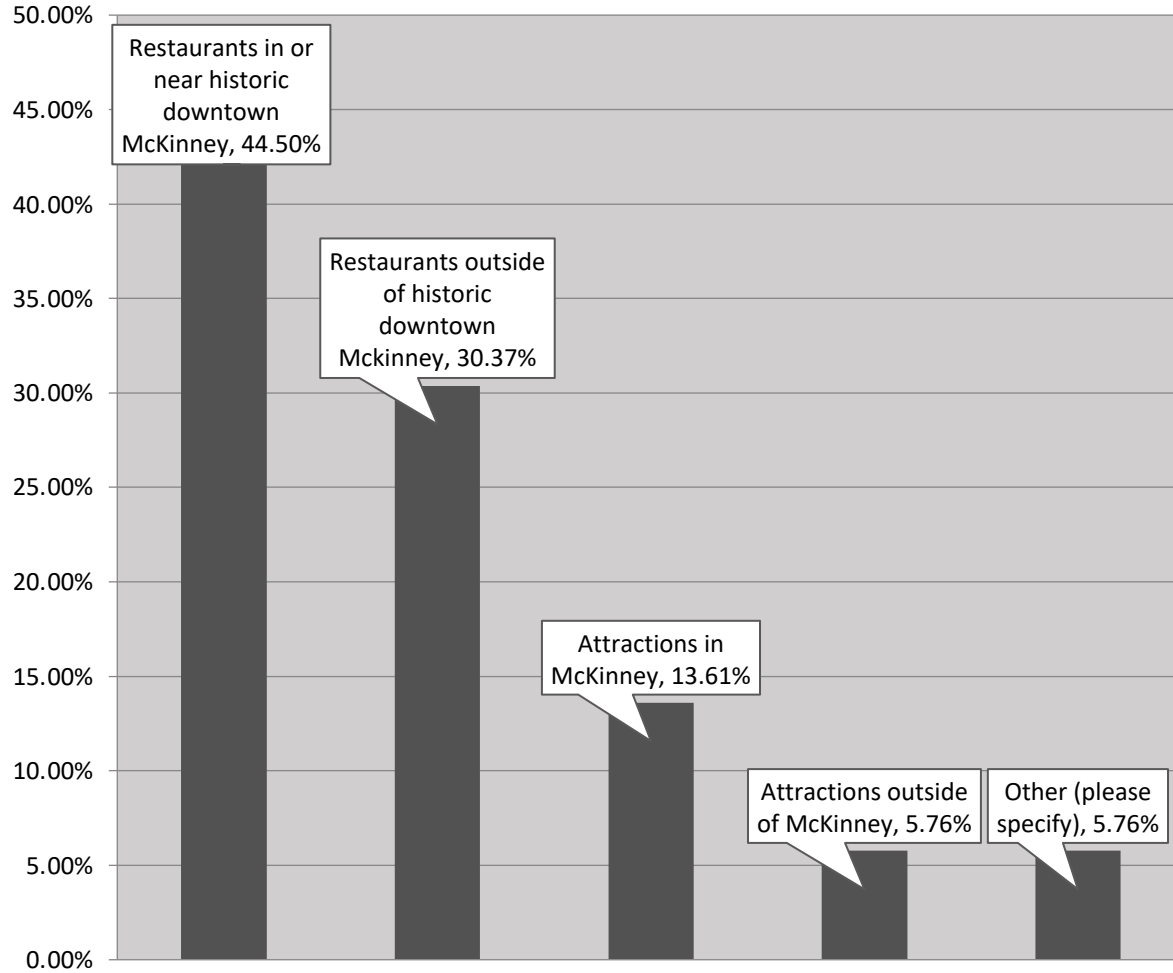


## New Attraction Complimenting a Well Rounded McKinney

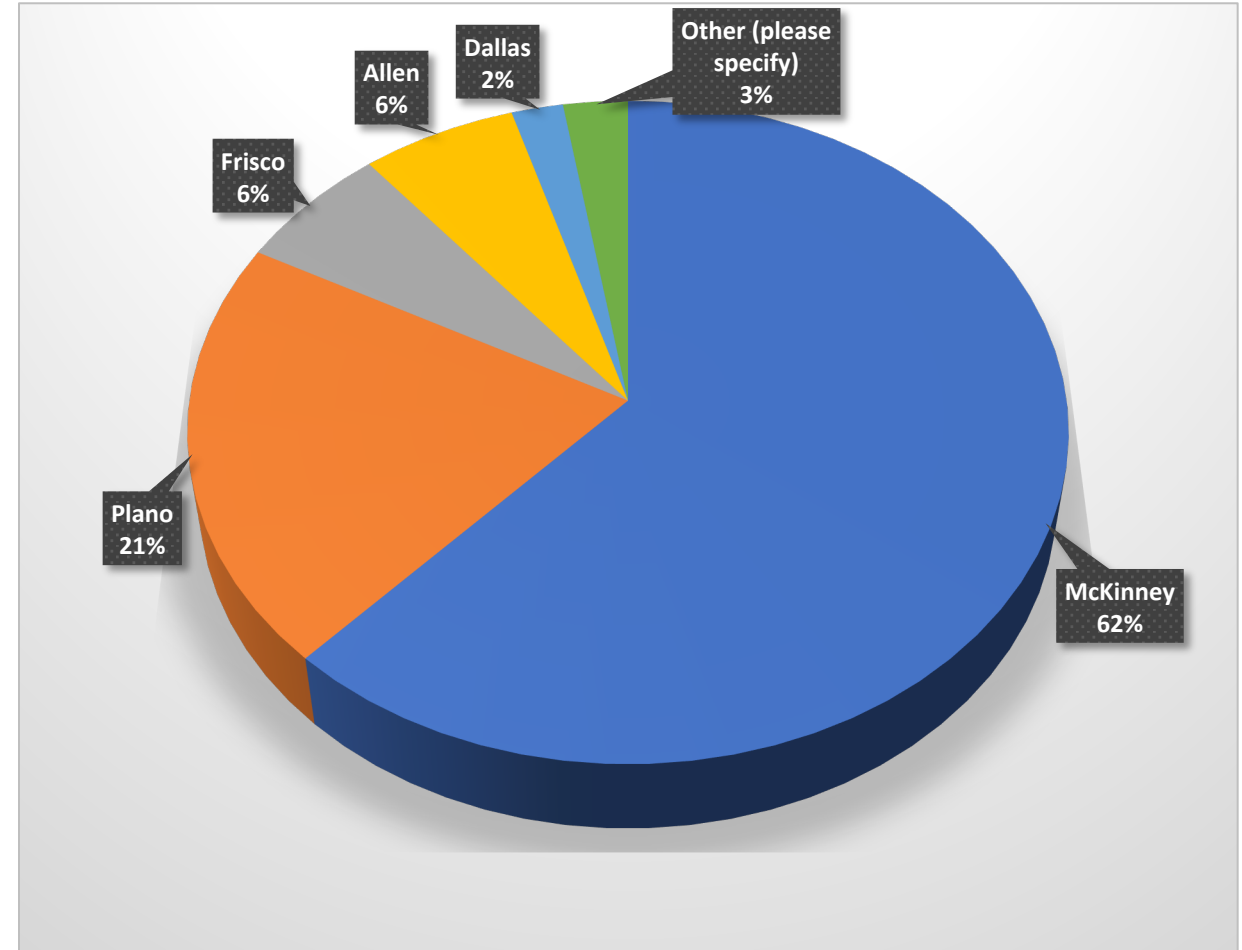
The residents completing this survey were asked to comment on what new attraction would impact a well rounded McKinney. There were a number of inapplicable comments to this question, but the residents most frequently stated parks, new attractions, a downtown arts center and beautiful greenery.

take residents views updates Set greenery take Apex place Historic  
sure garbage storage sites park Set garbage storage  
new square Downtown arts center HUB beautiful  
greenery take residents

## Family Entertainment Selections

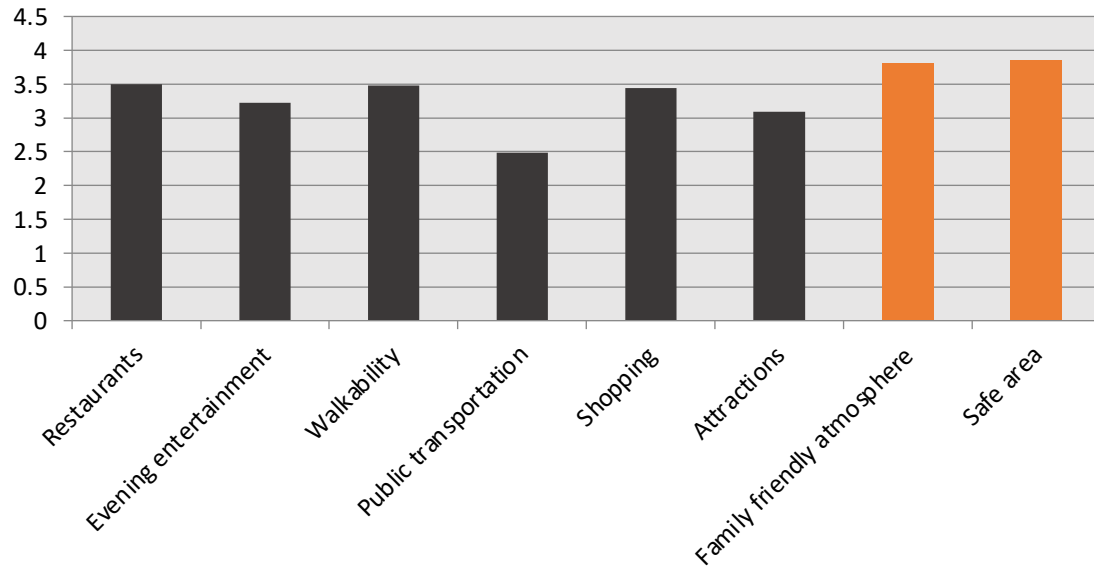


## Visiting Family/Friends: First Choice for Dining and Entertainment



Excellent positioning of McKinney products with residents. Plano is the competition for local dining and entertainment dollars.

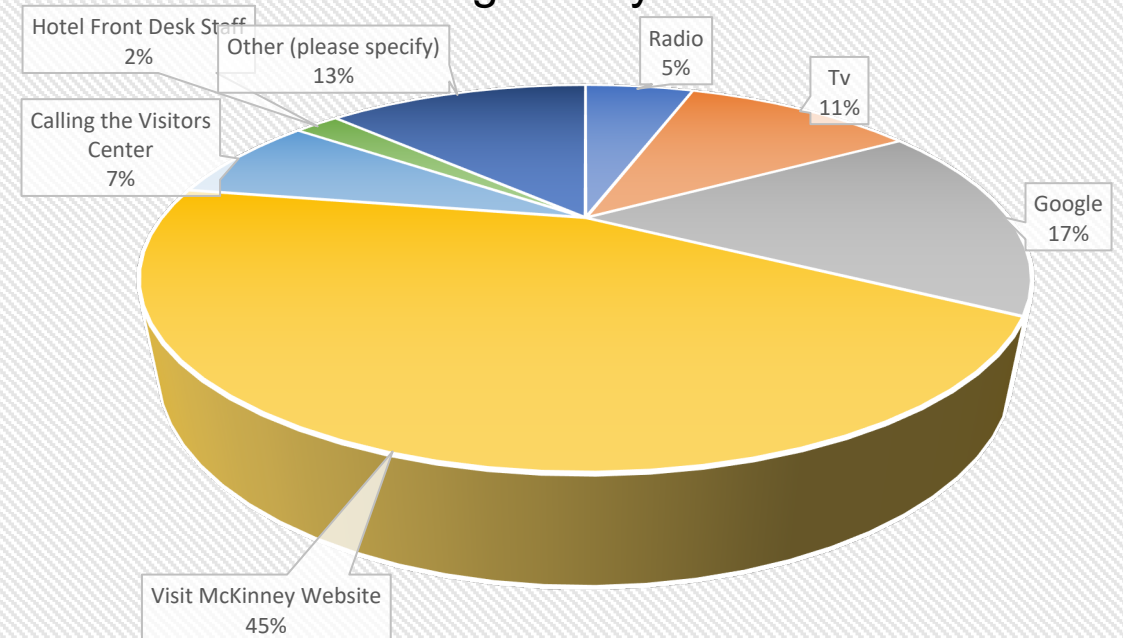
## Perception Rating of McKinney



Residents gave very high perception ratings in every category except public transportation. Safe area and a family friendly atmosphere were rated the highest.

56.76 of the residents responding to this survey stated they have thought about calling the visitor Center for assistance in planning activities

## Information Sources for Activities to Entertain Visiting Family/Friends





## New Attraction for Residents and Visitors

experience promote second something increase tourist experience events  
service center increase town downtown unique shops concert venue  
places food Upgrade scenic spot entertainment  
expand area little restaurants second consumption expand  
outdoor promote second consumption good  
consumption expand area park area little spend large  
scenic spot traffic shopping sure venue music venues museum  
festivals Comprehensive service center performance center increase tourist  
Water park tourist experience promote

This word chart highlights the most frequent references by the residents to the question concerning a new attraction. Restaurants, outdoor, parks, shopping and entertainment were a few of the most used words.

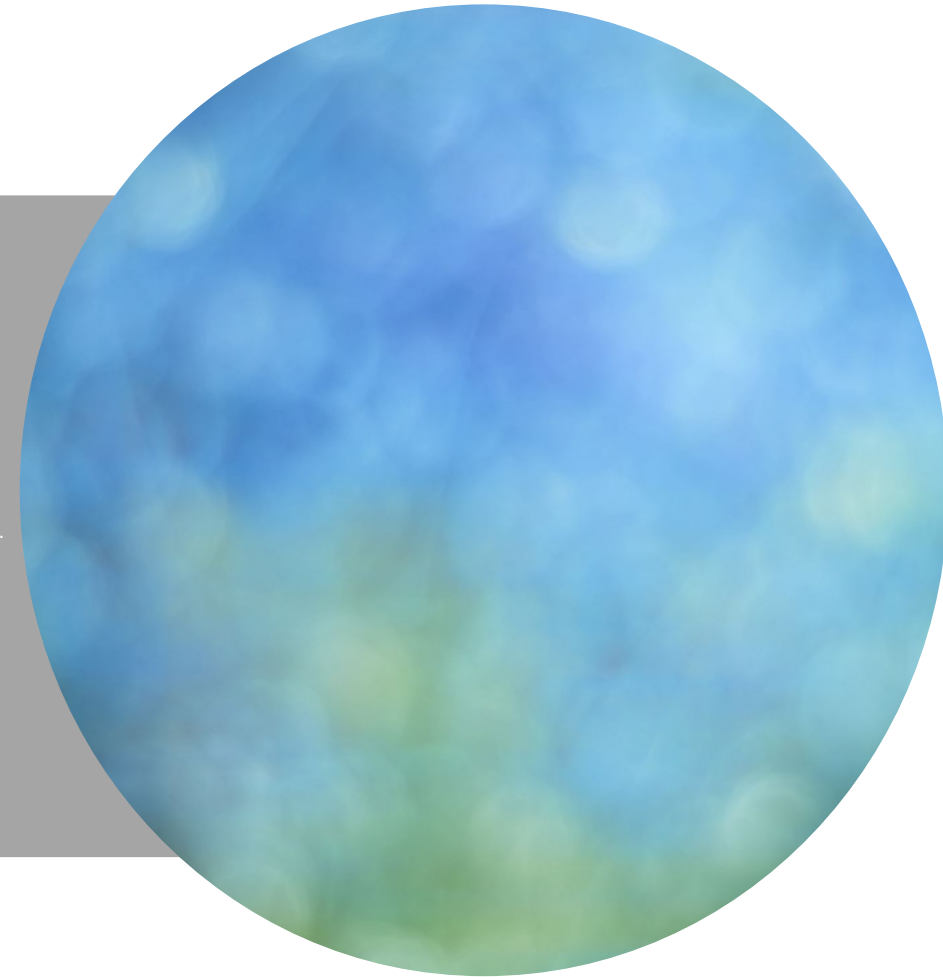
# Proposed Strategies for Residents

- The residents love McKinney. Use it. Strategy: Engage Residents to invite friends and family via a discount program or special event. Resident card for discounts. Make sure residents know what is going on entertainment wise in McKinney.
- Visiting friends and family is a huge visitor generator....continue and accelerate resident engagement
- If you please the residents, they will invite others to join them
- If you please the residents, the CVB becomes an important resource and the residents become an advocacy group

# Final Thoughts Resident Survey

Residents are a major component of a successful destination. McKinney enjoys significant community support, which is not something many communities can claim.

The local residents should be leveraged to secure more overnight guests, meetings and conventions.



# Meetings and Conventions Survey



Visit [McKinney Destination Analysis and Strategic Plan](#)  
Destination Services, LLC

## Current Situation

The City of McKinney currently has limited meeting space with the majority of the space located at the Sheraton Hotel totaling 23,761 sq. ft., 13 meeting rooms, one 7,665 sq. ft. ballroom, no exhibit hall space and limited ability to do multiple events. The hotel has 177 rooms and can be classified as a minimal full service. However, the hotel is very nice and adequate for most small meetings and social events. The hotel is not located near any attractions, restaurants or retail shops. It is not "walkable" by any standard. There are a number of private facilities around the City which can accommodate weddings, banquets and social events. Convention and exhibit space is very limited with most well under a 500 person capacity. The Sheraton offers the only event space at 824 people.

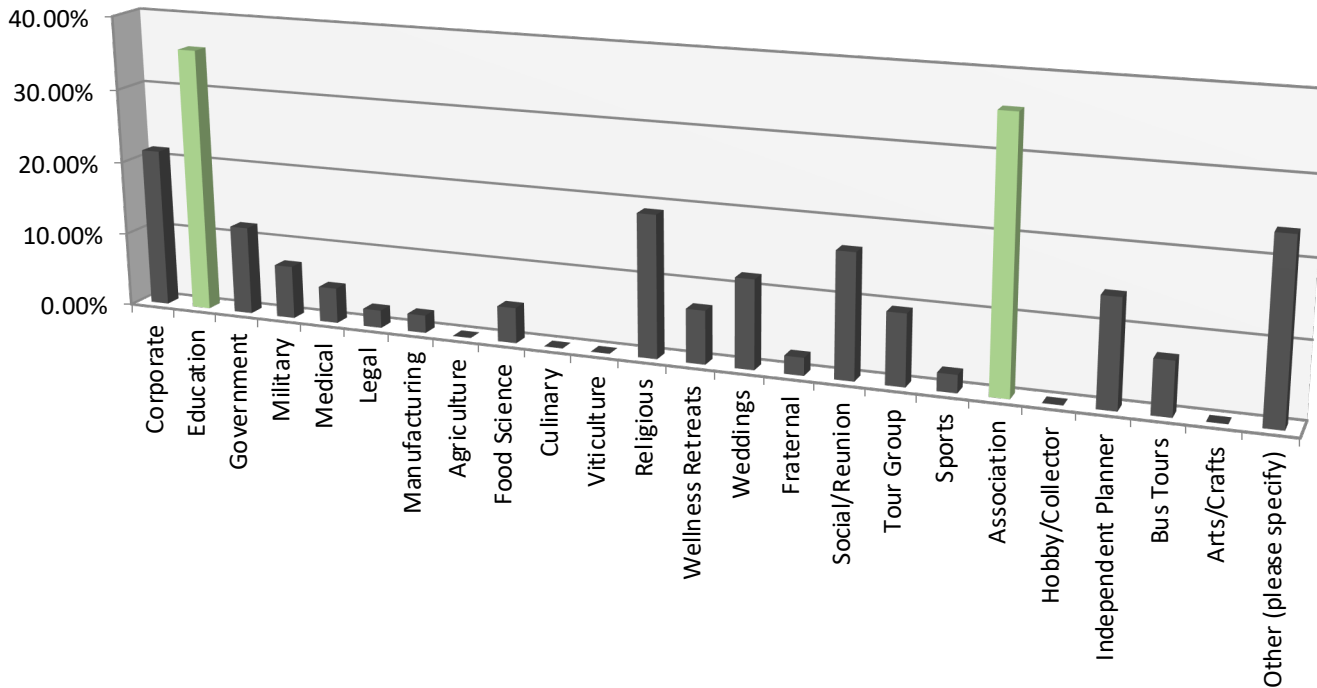
## Research Objective

Destination Services was asked to explore the potential for expansion in the meetings and convention market. If demand was identified, the second objective was to determine facility infrastructure and service needs.

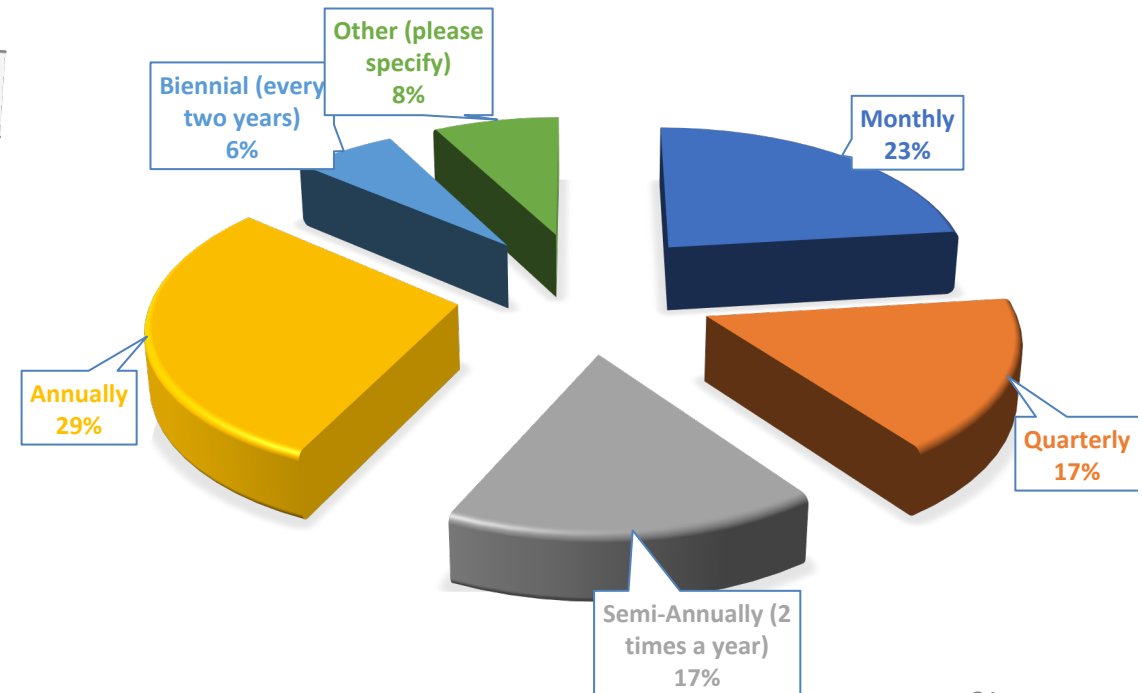
# Methodology

Destination Services designed an extensive survey which was distributed to 482 meeting planners who have either expressed an interest in McKinney or have held a meeting in the City. This distribution covered all market segments. After a two month survey period, 40 qualified meeting planners randomly responded for an 8.2% response rate. The market segments most frequently represented by the planners surveyed were the education and association markets followed by corporate, religious, social and those who are independent planners representing a variety of market segments. Meeting Events are held in ranking order annually, monthly, quarterly and semi-annually.

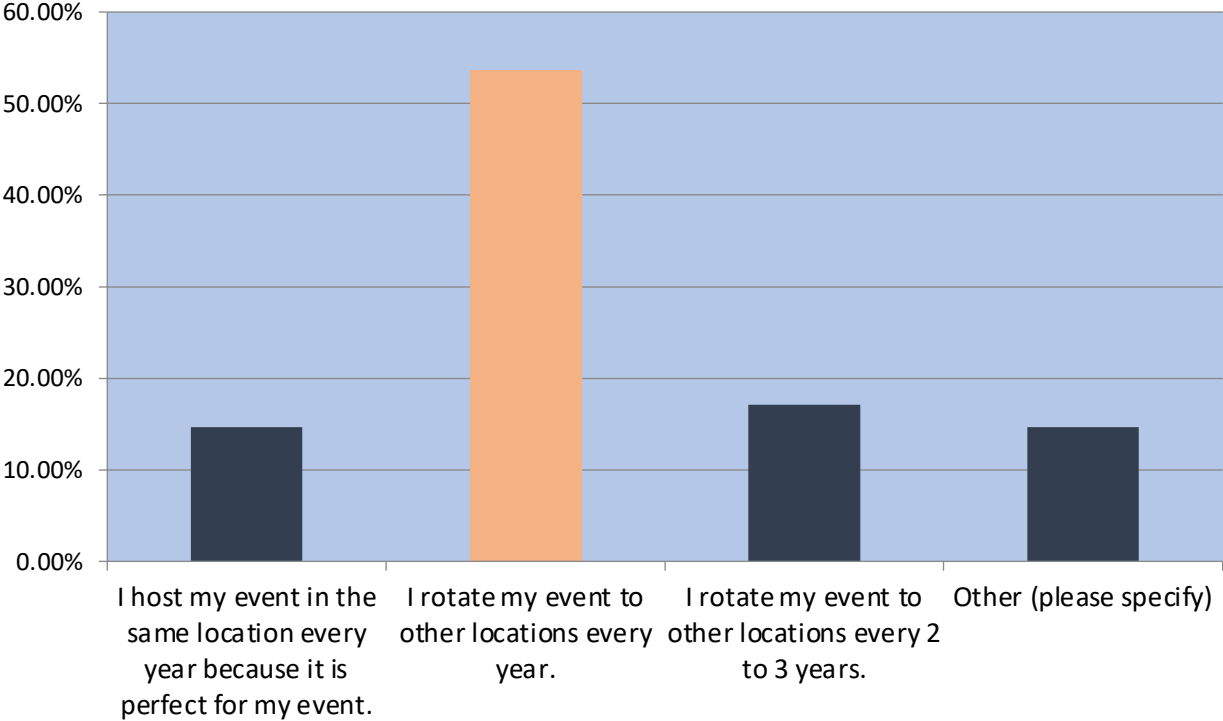
Market Segments



Frequency of Meetings

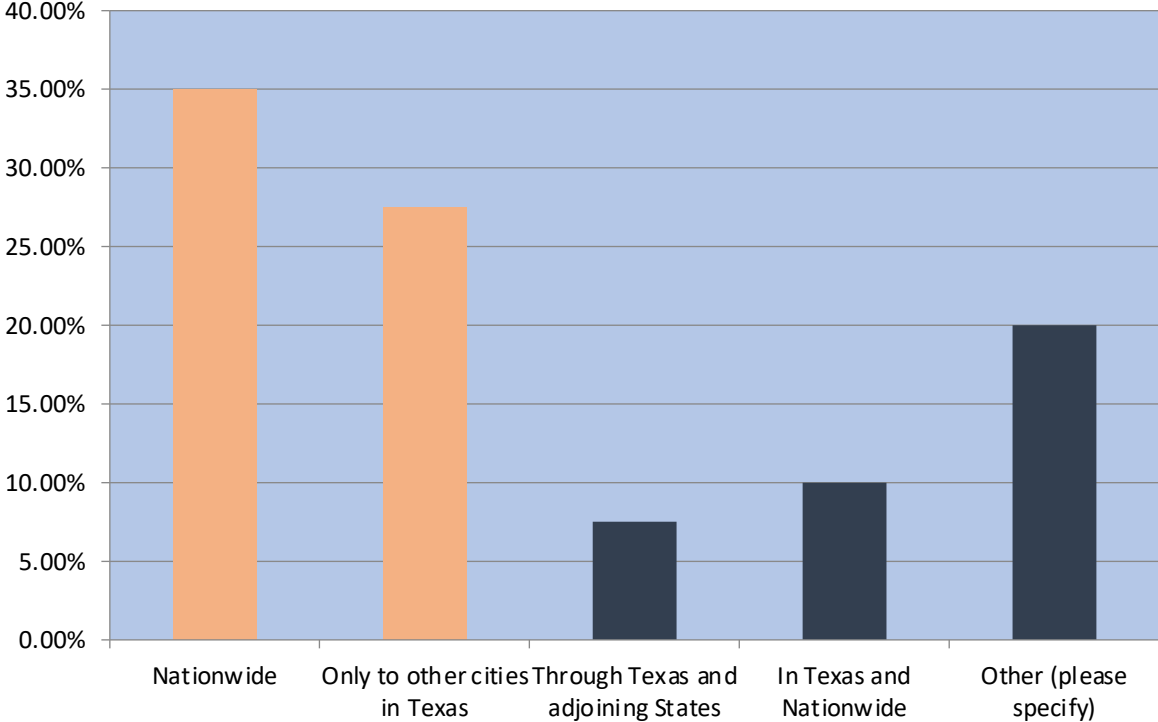


### Rotate Events

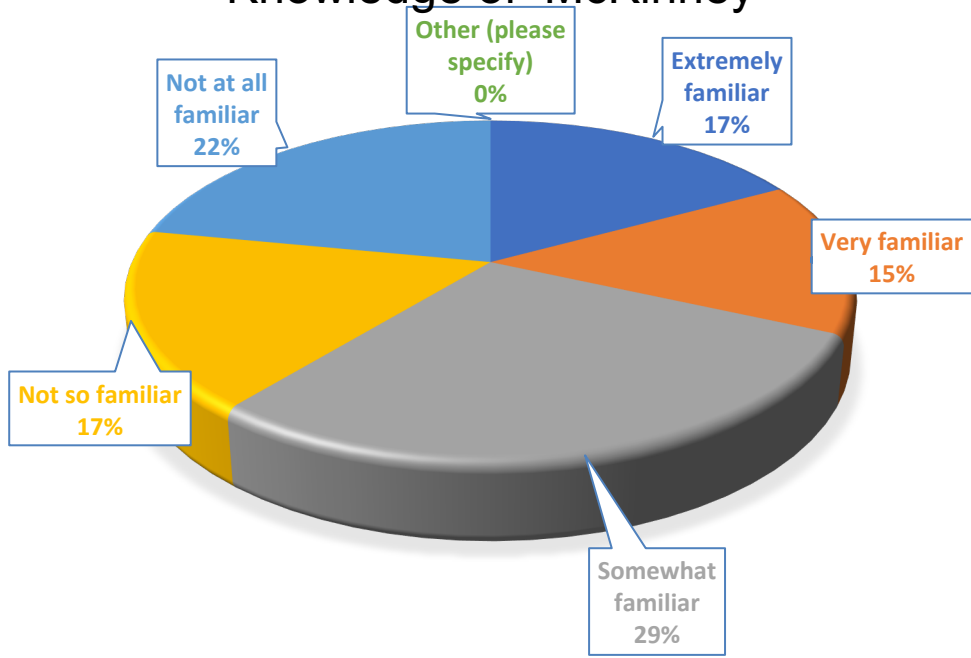


Over 50% of the meeting planners who responded to this survey rotate their events every year to a different location with 35% seeking new locations Nationwide and 27% seeking cities only in Texas. As Visit McKinney prepares marketing strategies, the demographics of those planners who book only in Texas will be extremely Important.

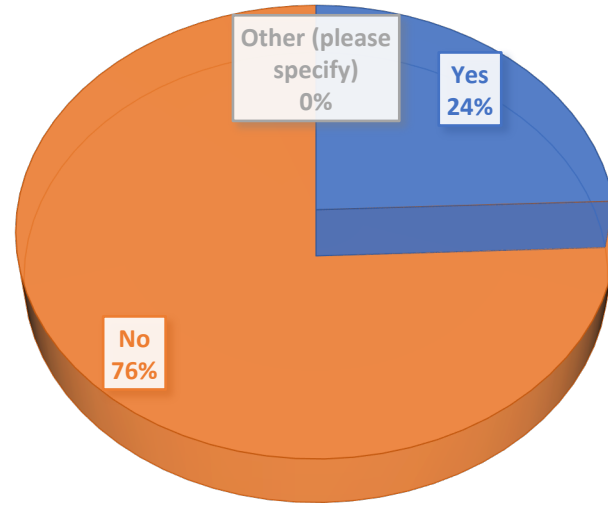
### Rotate Location



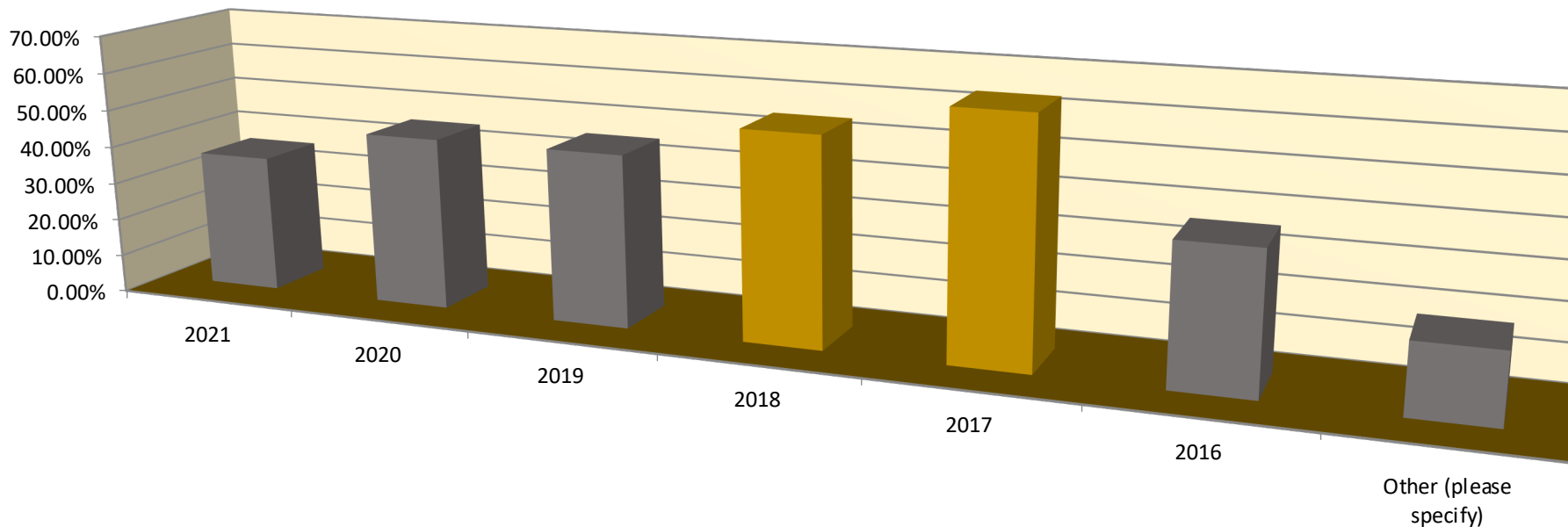
### Knowledge of McKinney



### Held Meeting in McKinney



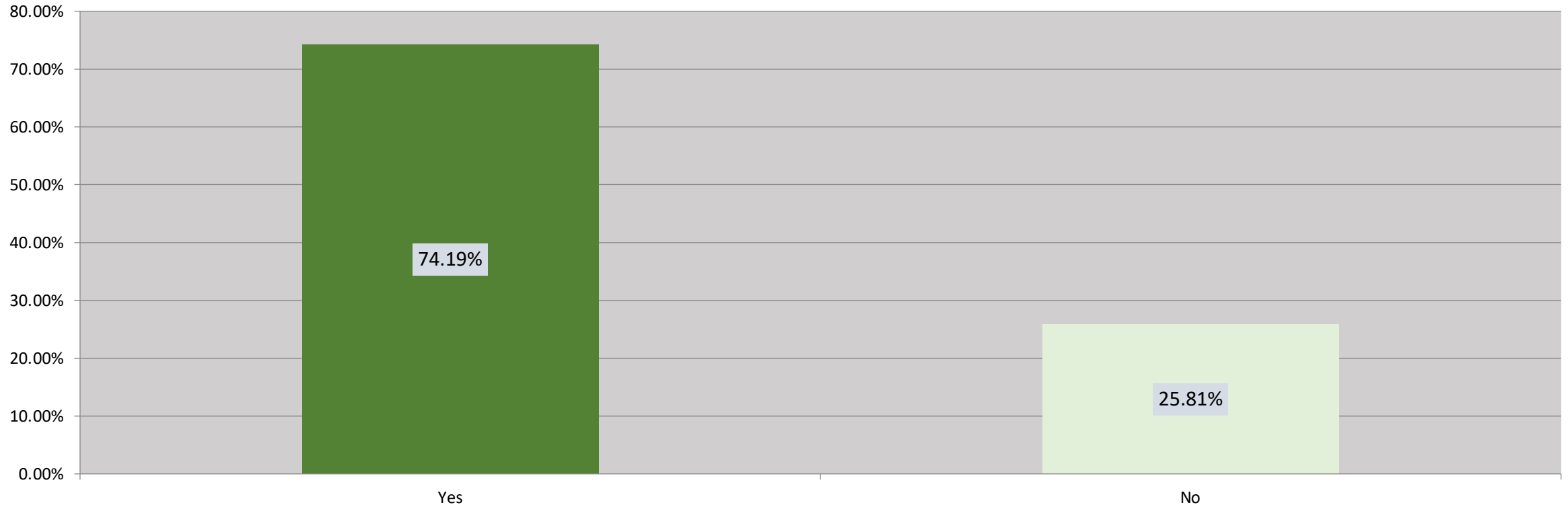
### Year(s) Held Meetings/Events in McKinney



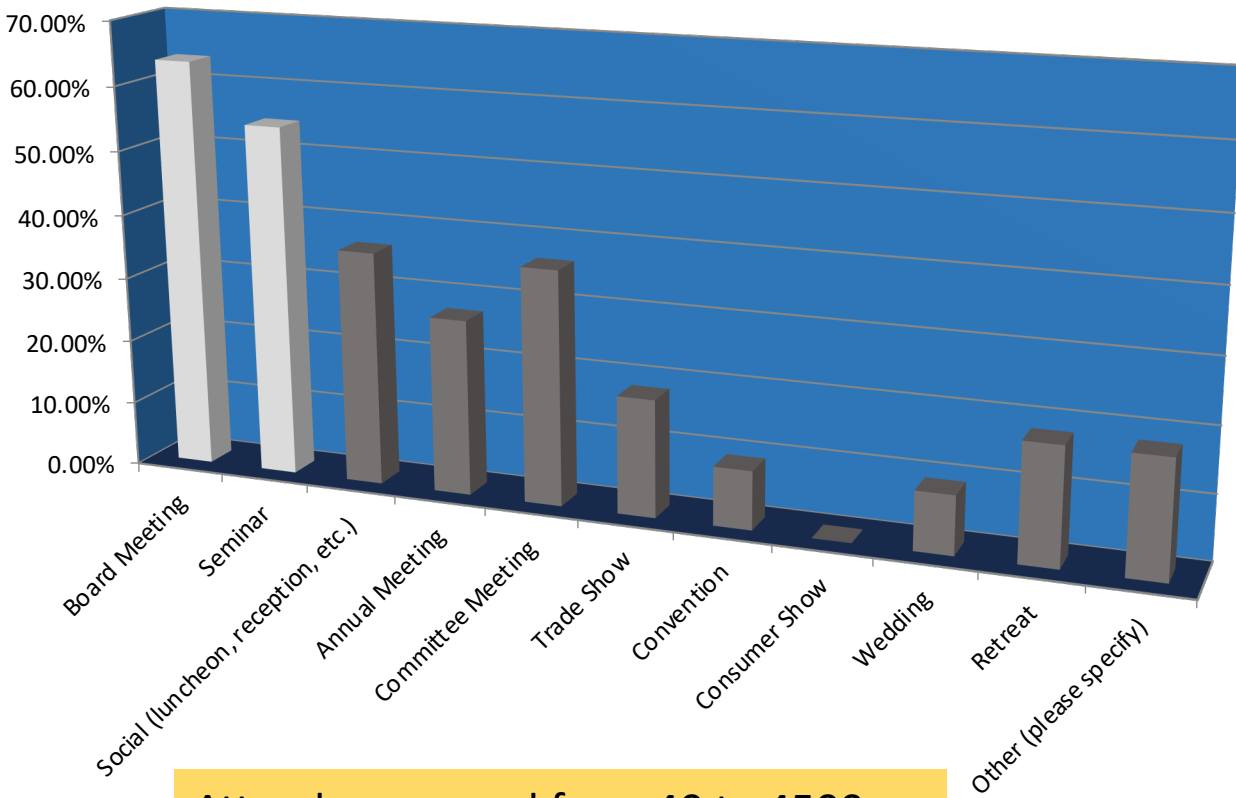
McKinney was fairly well known by the meeting and event planners surveyed with 32% extremely or very familiar and another 29% somewhat familiar. However, only 24% held a meeting in the City. The take away from these statistics is the opportunity to move a meeting planner to the booking stage is very achievable given the level of familiarity. However, booking an event in McKinney will be driven by the price point and the availability adequate facilities. **The next chart proves this point with 74% of the meeting and event planners indicating they would bring their events to McKinney if the facilities, hotel space and price point met their needs.**



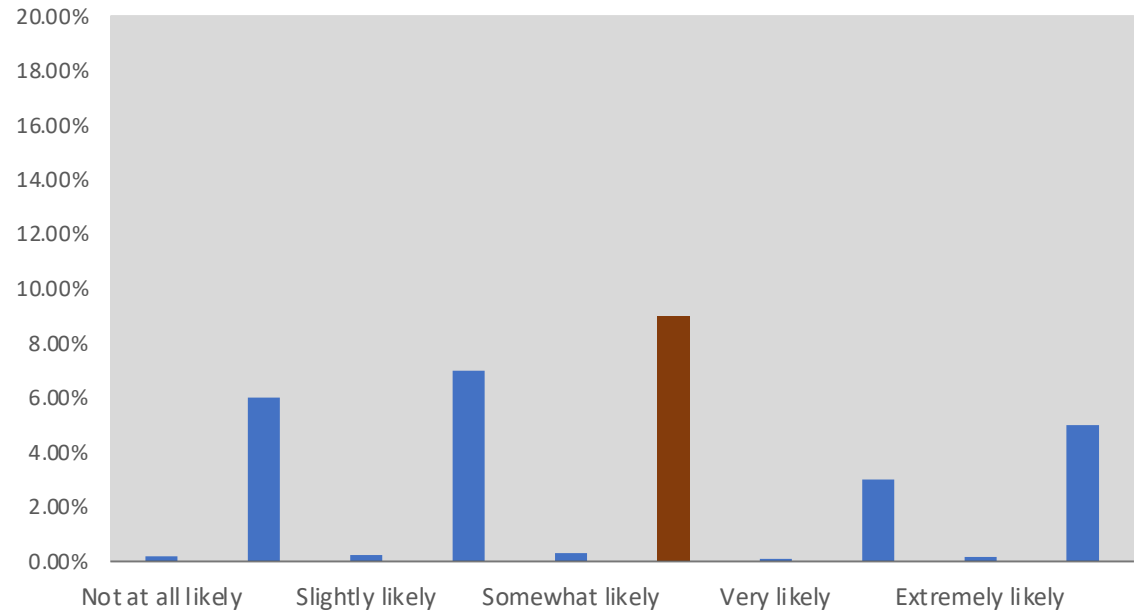
**If a meeting/event facility was available in McKinney, Texas, that met your meeting/event needs at every level or better and the price point for facility space and hotel rooms were competitive, would you bring your meeting/event to McKinney, Texas?**



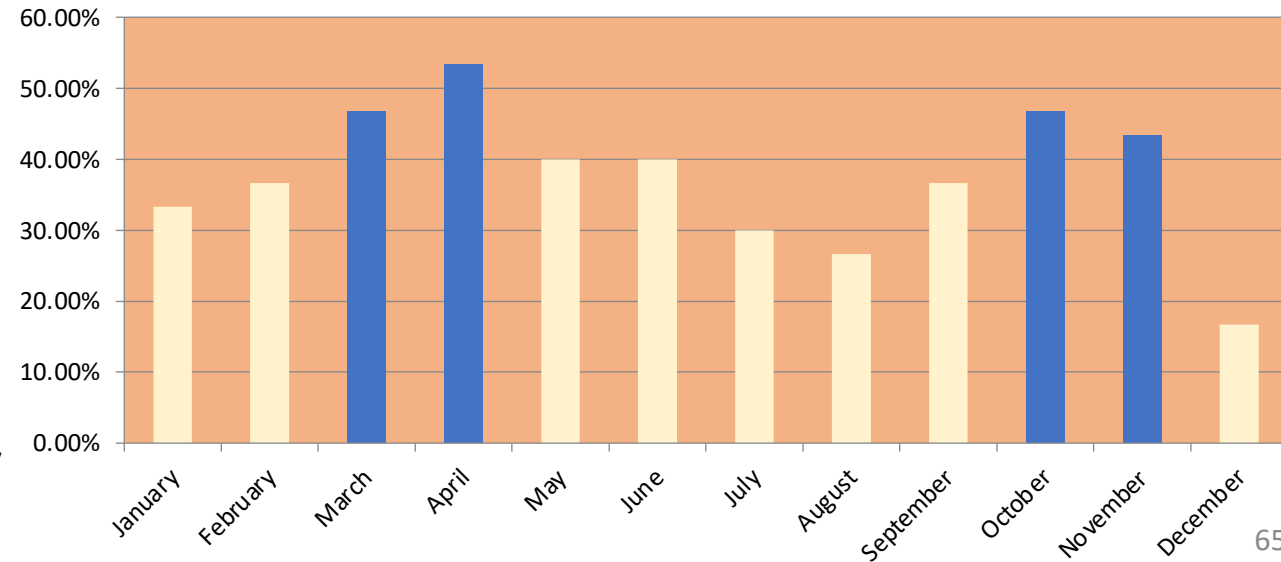
### Type of Meetings/Events Held in McKinney



### Likelihood to Plan a Meeting/Event in McKinney



### Planning Meetings/Events



Attendees ranged from 40 to 4500

Average of 46.1 rooms booked with a range of 1-300 attendees

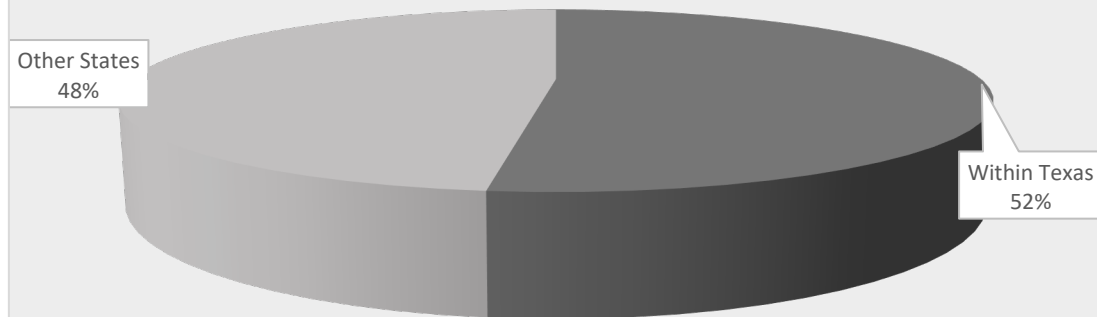
Those planners who have booked business in McKinney in the past were limited to mostly smaller sized groups booked in March, April, October and November. As noted, 90% were between somewhat likely and very likely to plan a meeting/event in McKinney.

## Most Frequent Host Cities for Meetings/Events

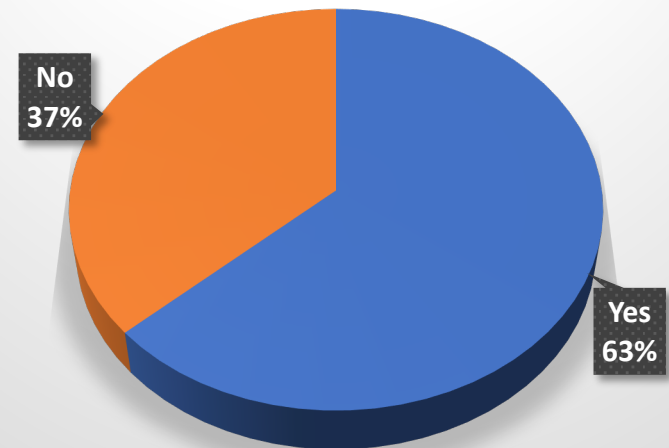
Dallas	Frisco	Washington	Grand Junction
Waco	Plano	DC	Colorado
Dallas	San Diego	San Marcos	Galveston
San Antonio	Dfw area	New Orleans	Oshkosh, WI
McKinney	San	St Louis	Fredericksburg
Houston	Antonio	Atlanta	
	Dallas		

The list of most frequent host cities are the destinations McKinney will compete against for business in the meeting, convention and event markets. If McKinney decides to pursue a new convention center, these cities should be researched in order to determine those facility and destination factors most influencing the selection process which McKinney can emulate.

### Attendees Located



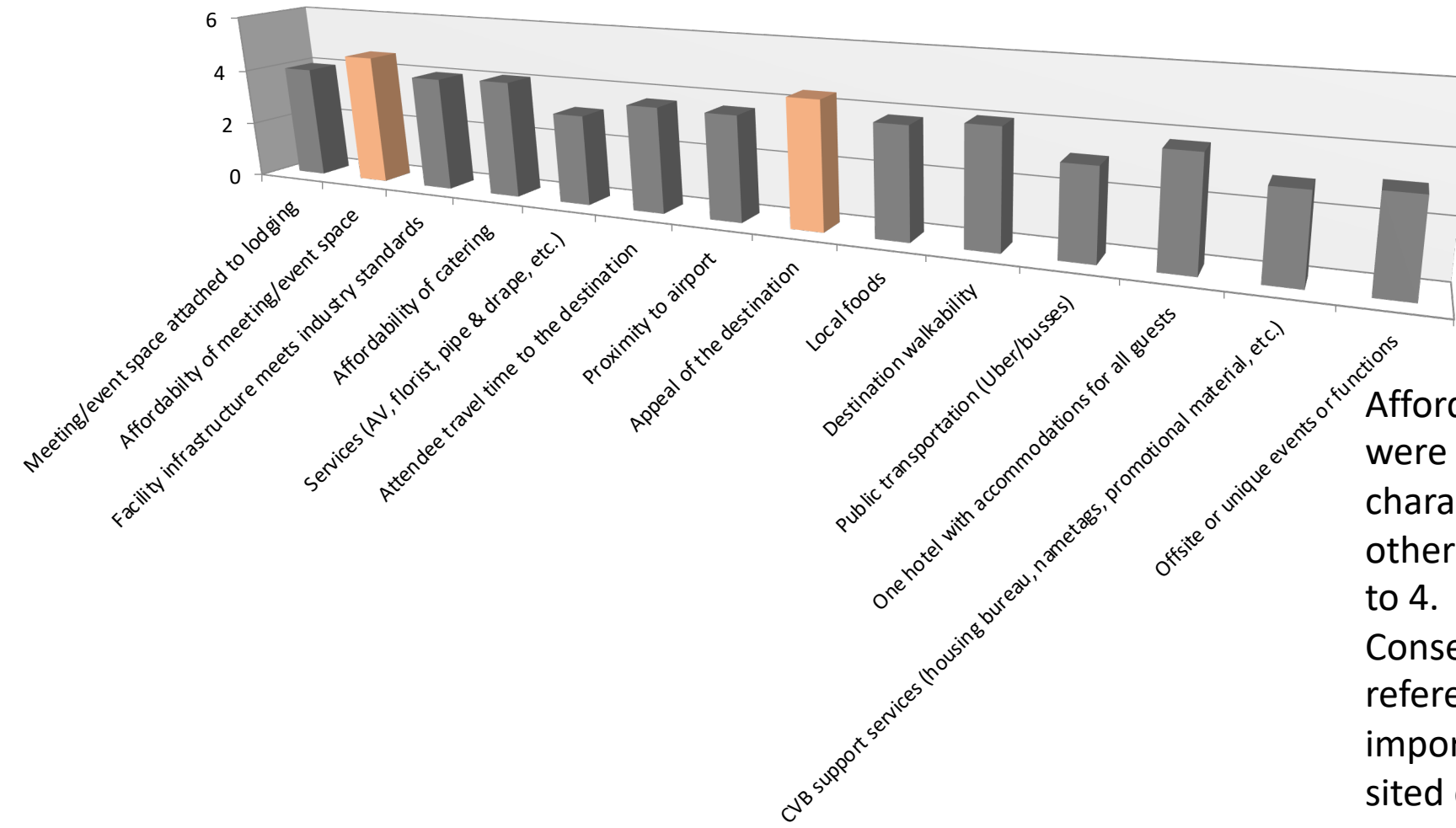
### Spousal/Family Options



## Meeting, Event and Convention Markets/Competitive Characteristics

The following several pages explore those facility and destination components, which the respondents indicate as necessary to capture their business. Please understand these few revelations are simply exploratory and much more in-depth research will be required in order to move to a decision point and the design phase. However, this research does establish interest level and at least an indication of the expected building footprint and components.

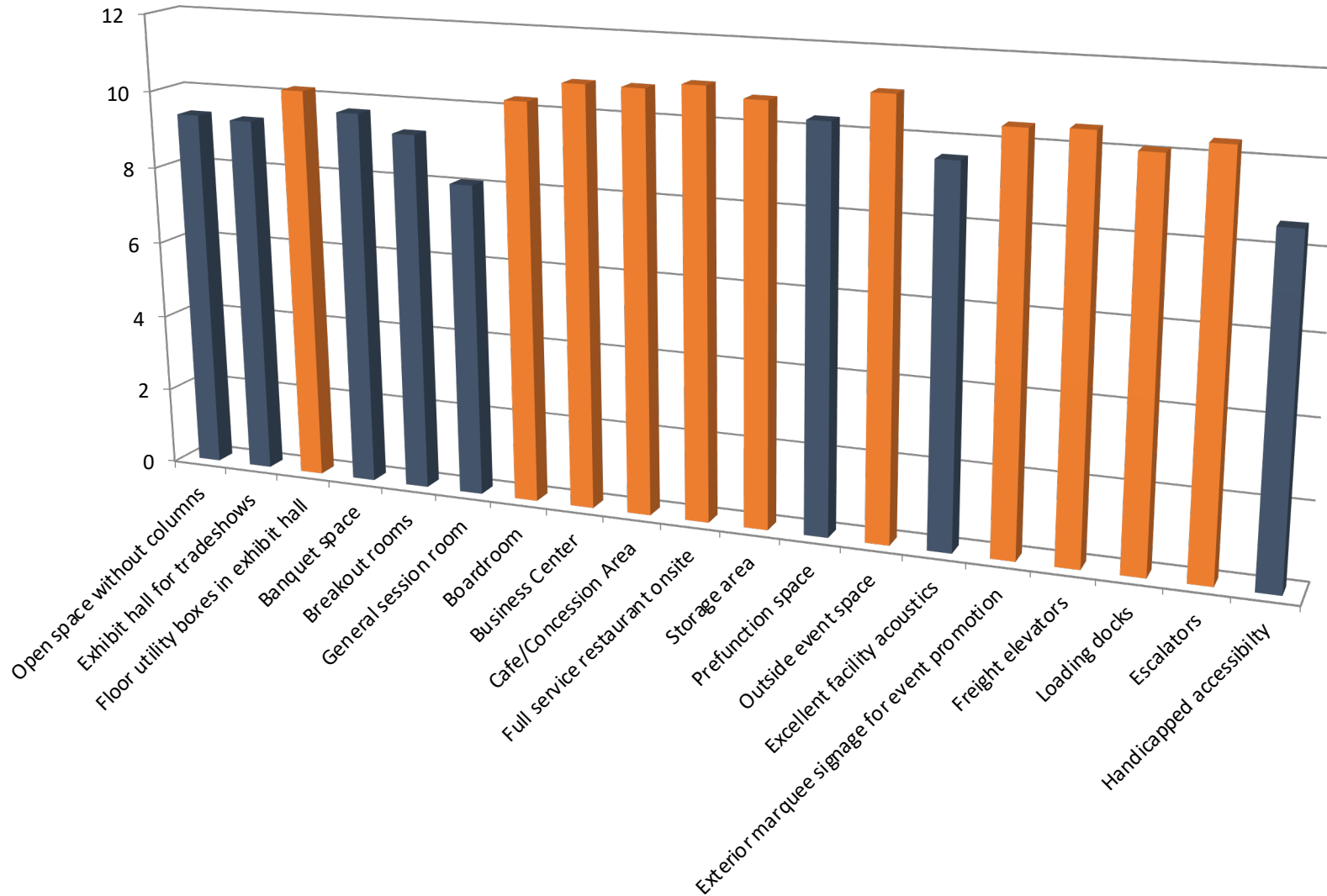
### Ranking of Destination Meeting/Event Selection Characteristics



Affordability and destination appeal were the highest ranked characteristics. However, most of the other selections ranked at 4 or close to 4.

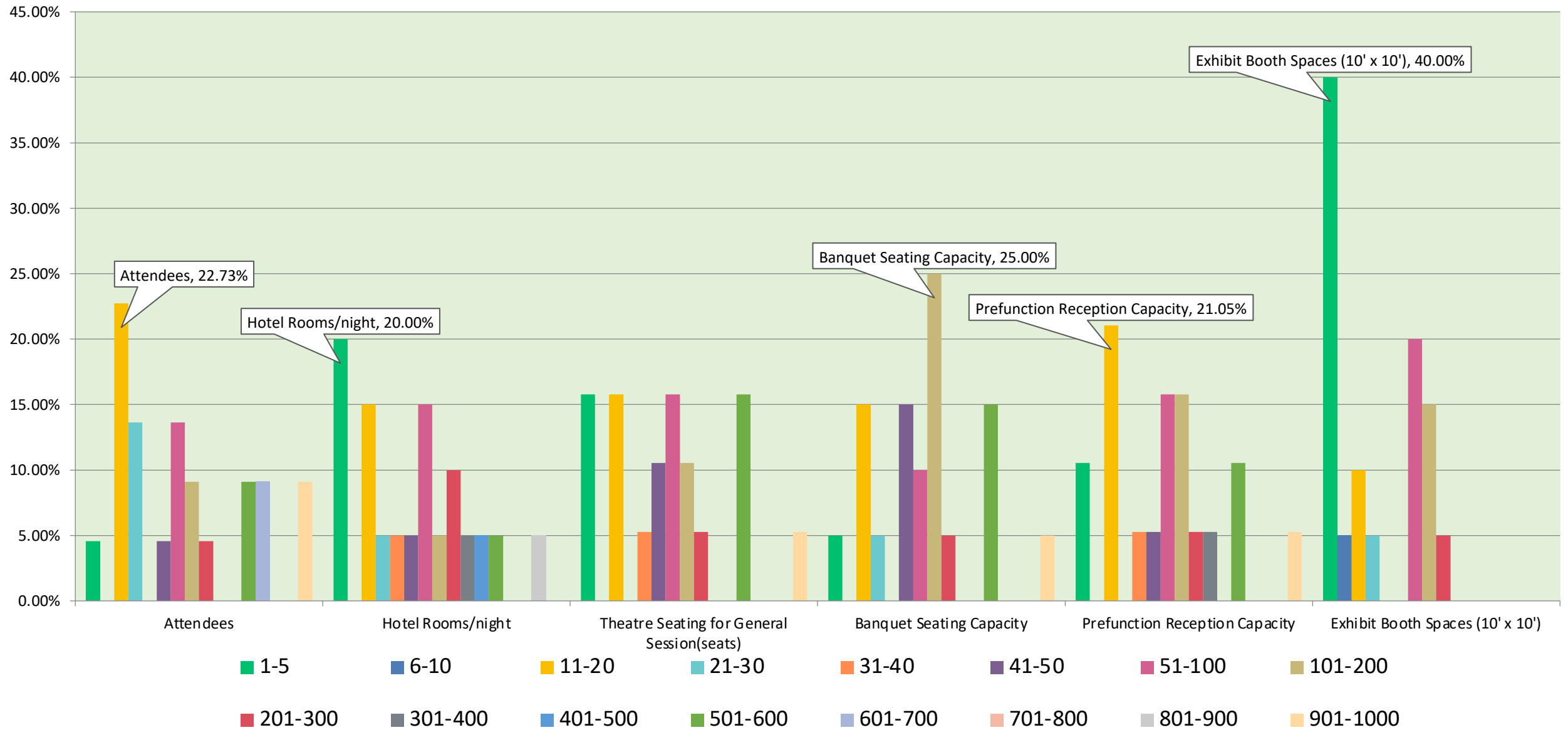
Consequently, all of the above referenced characteristics are important to a meeting planner in the sited decision process.

## Level of Importance for Meeting/Conference/Convention Facility Design Features



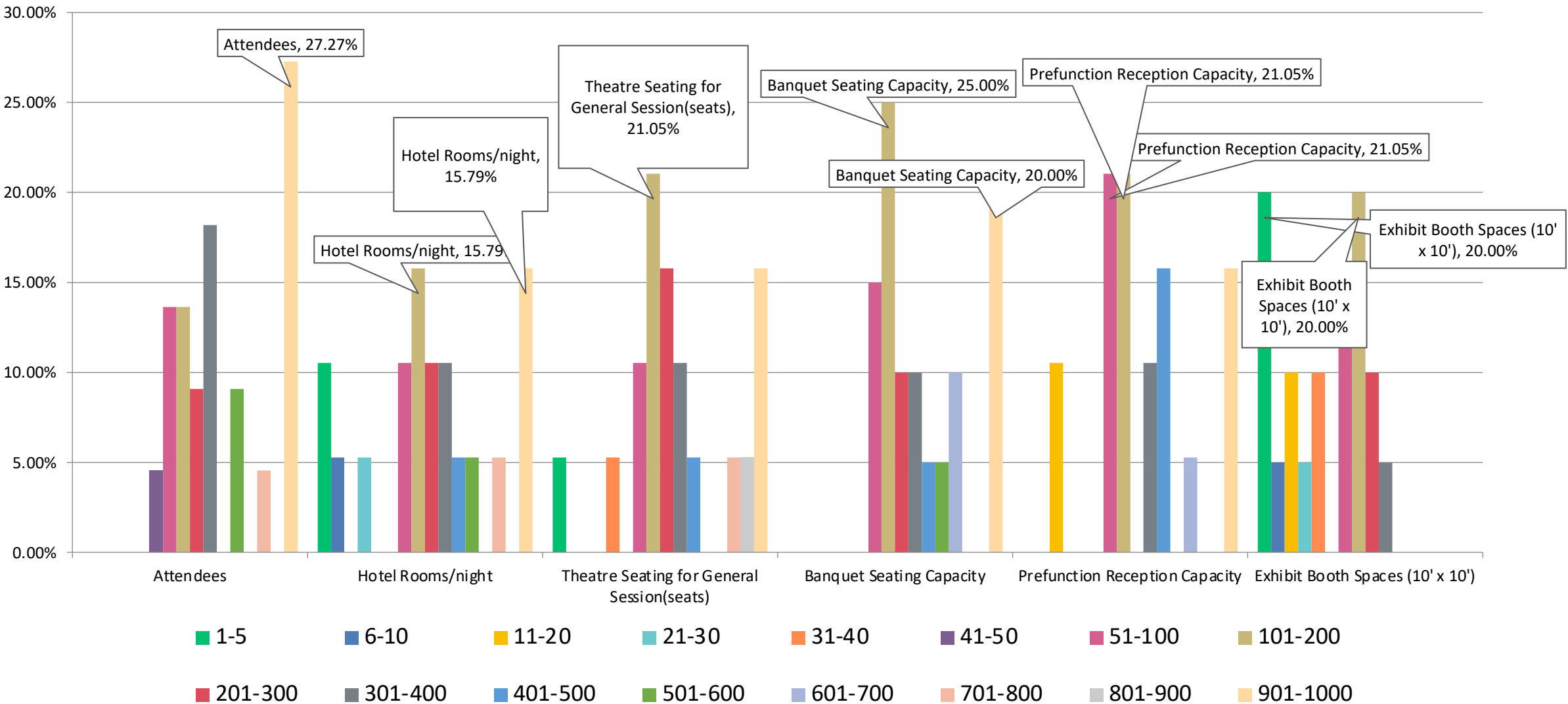
This survey question was designed to determine those facility features most important to the respondents for their present and future meetings, events, and conventions. As can see, all of the features ranked very high with "outside event space" being the most important and a general session room being the least important. Typically, a general session room is a component required for large conventions.

# Minimum capacity



This survey question determines the minimum amount of the space the respondents requires in order to book their business in a facility. 11-20 Attendees, 5 room nights, 1-600 theatre seating, 100-200 banquet, 11-20 pre-function and 5 exhibit spaces

# Maximum Capacities

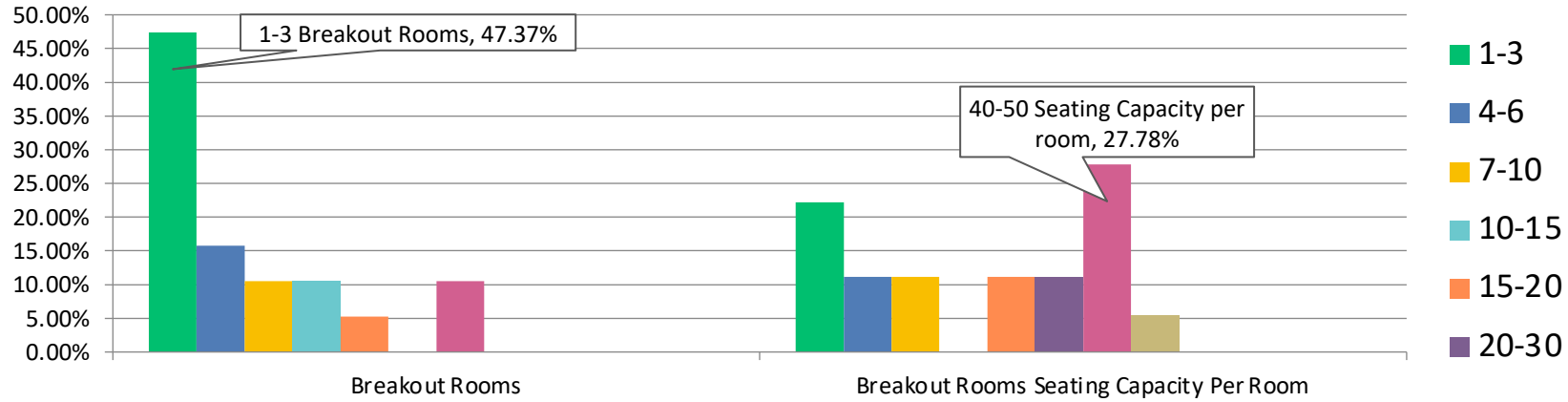


At the other end of the spectrum, this chart shows the maximum space the respondents need to book their larger pieces of business into a facility.

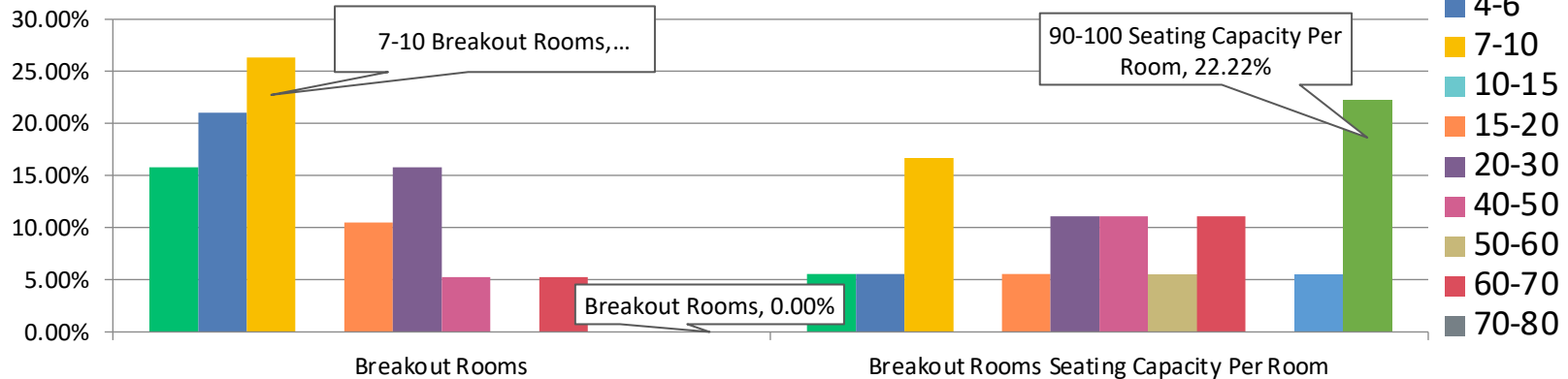
1000 attendees, requiring 200-1000 room nights, theatre seating for 200, banquet 200-1000, pre-function area 50-200 and exhibit capacity 1-200.

# Minimum and Maximum Breakout Rooms and Capacity

## Minimum



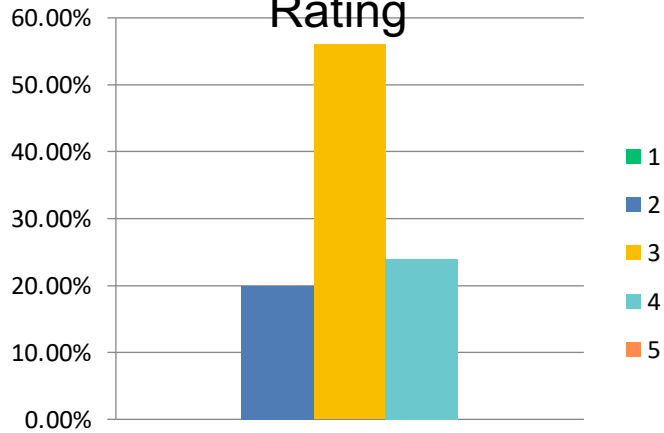
## Maximum



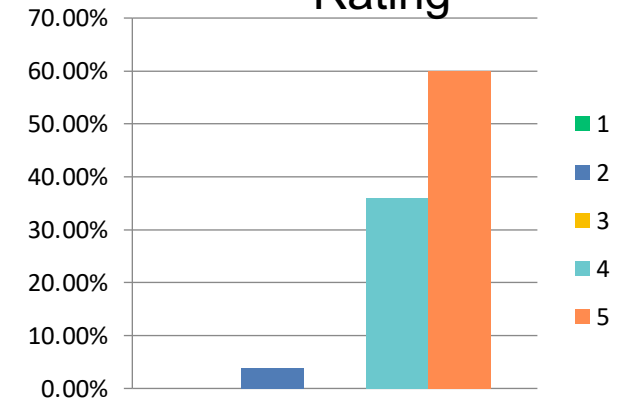
Almost all conventions and meetings require breakout rooms. It is extremely important to provide the right size and number of meeting rooms with ultimate flexibility to capture as much market share as possible. In this survey, the respondents indicated 1-3 meeting rooms at a minimum with a seating capacity of 40-50 per room. The maximum number of meeting rooms were determined to be between 7 and 10 with 90-100 seating capacity per room.



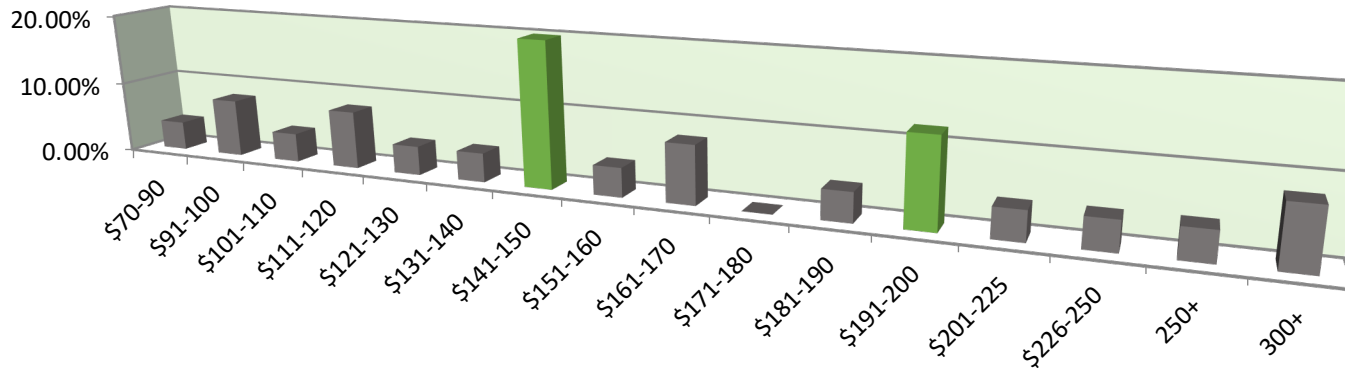
### Minimum Lodging Star Rating



### Maximum Lodging Star Rating

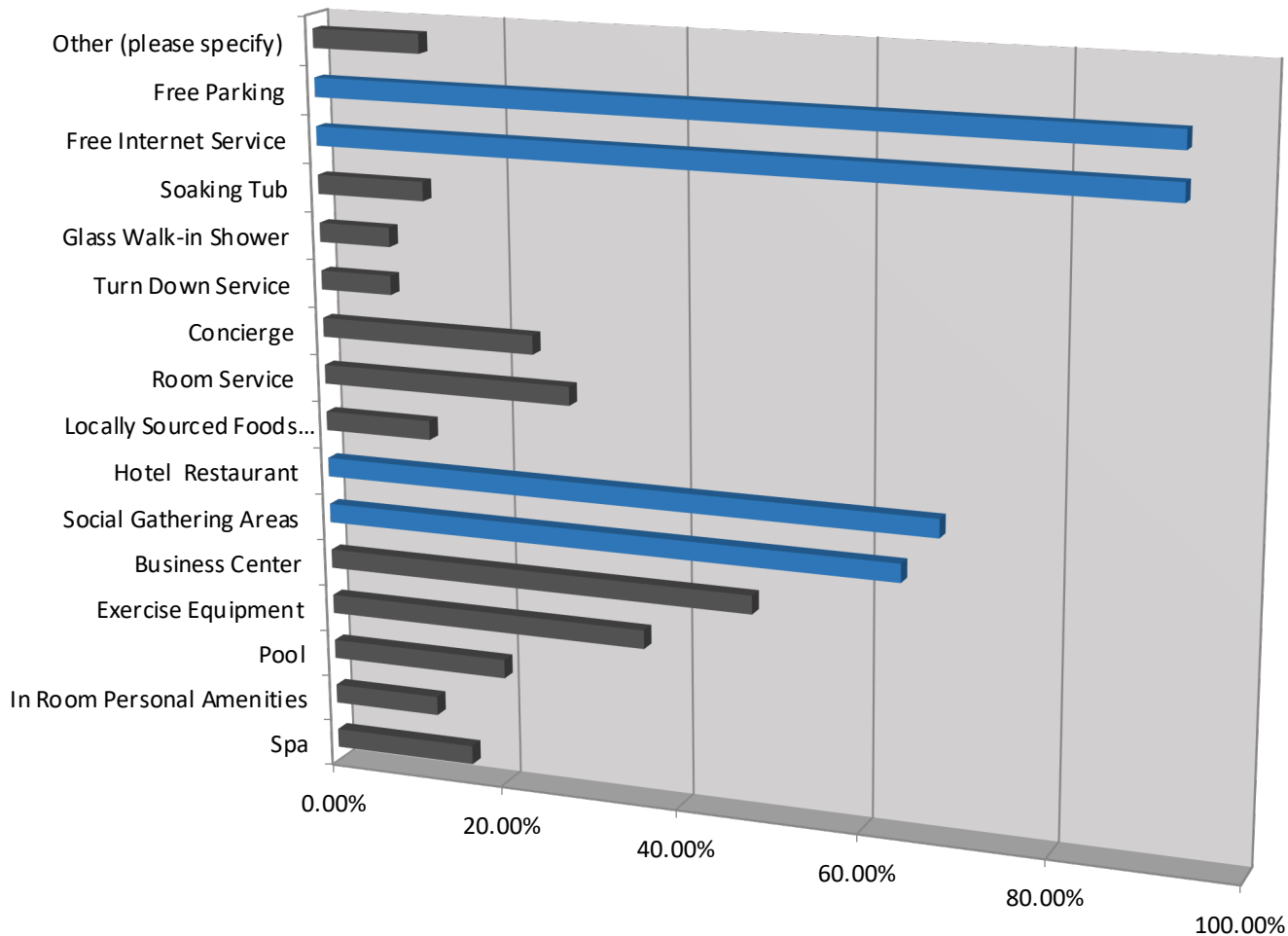


### Maximum Price Range for Lodging Rooms Per Night for Meetings, Conventions and Event Attendees



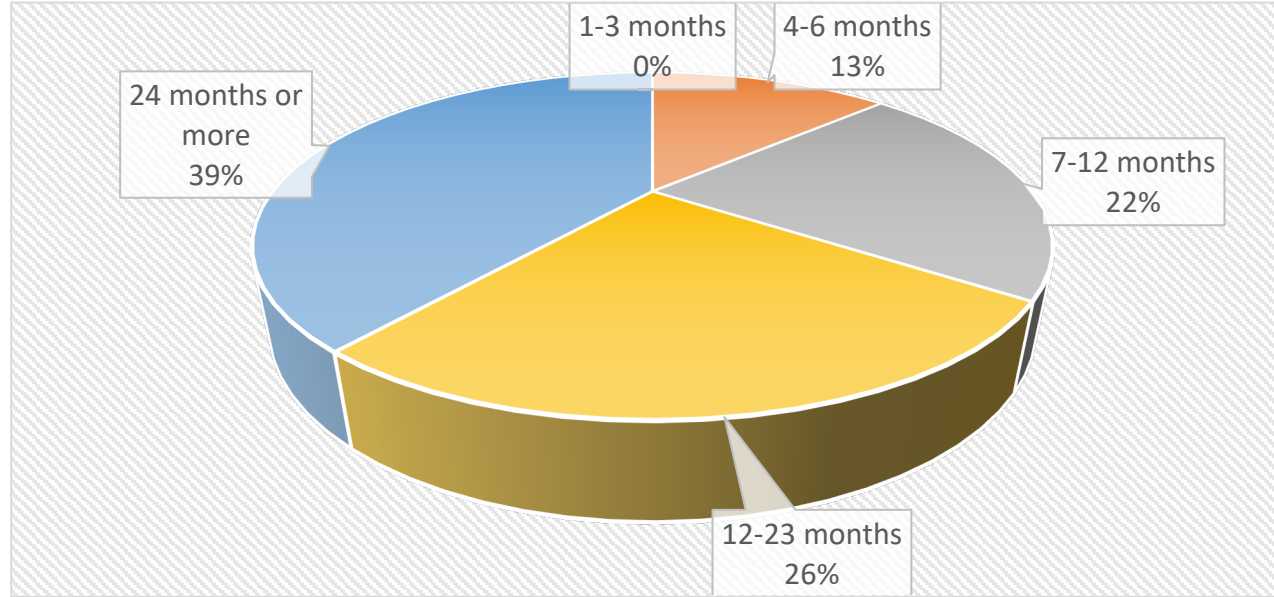
These graphs give an indication on the hotel quality and price point as well the advance booking timeline. Meeting and event planners prefer their host hotel to be directly attached to the meeting/convention facility. At a minimum, the hotel must have a 3 star rating, but a 4 and 5 star hotel would be accepted by up to 60% of the responding planners. However, the maximum price range was quite varied with 52% indicating a range below \$141 to \$150 which is well below the rate for an upper scale hotel. There were only 36% of the responses indicating a price range which would support a 4 or 5 star hotel. This metric indicates either there is little demand for an upper scale hotel or 60% of those we surveyed are at a lower market level and higher spending groups need to be pursued. If the City decides to move forward with a larger convention center, more research on the hotel must be completed.

# Hotel Amenities Influencing Selection



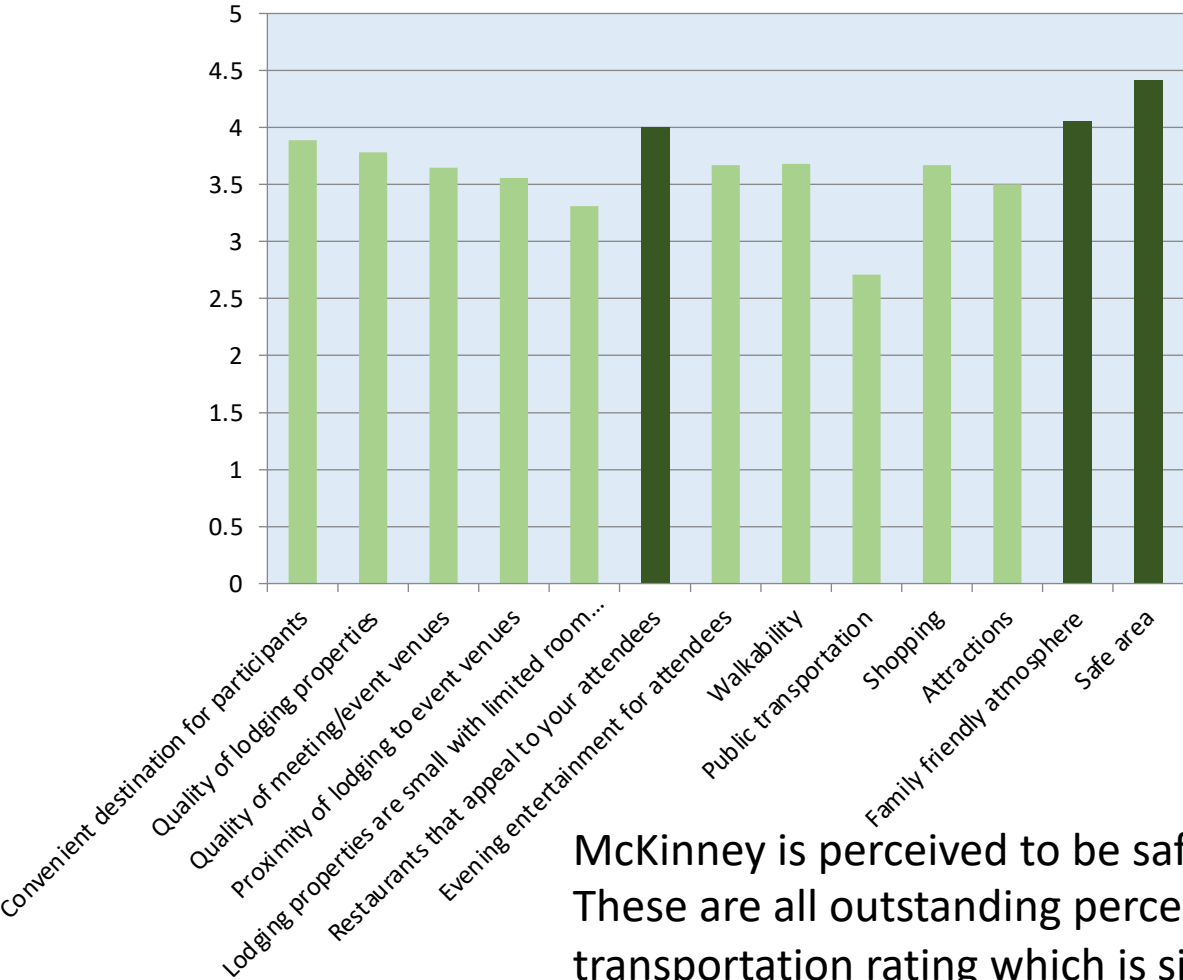
The survey explored what hotel amenities most influenced the selection of a hotel for their event attendees. Obviously, the hotel assessment has an impact on the meeting facility site selection. Free parking, free internet service, a hotel restaurant and a social gathering area ranked highest. A business center and exercise equipment were also ranked fairly high.

## Advance Timeline for Site Selection for Largest Event

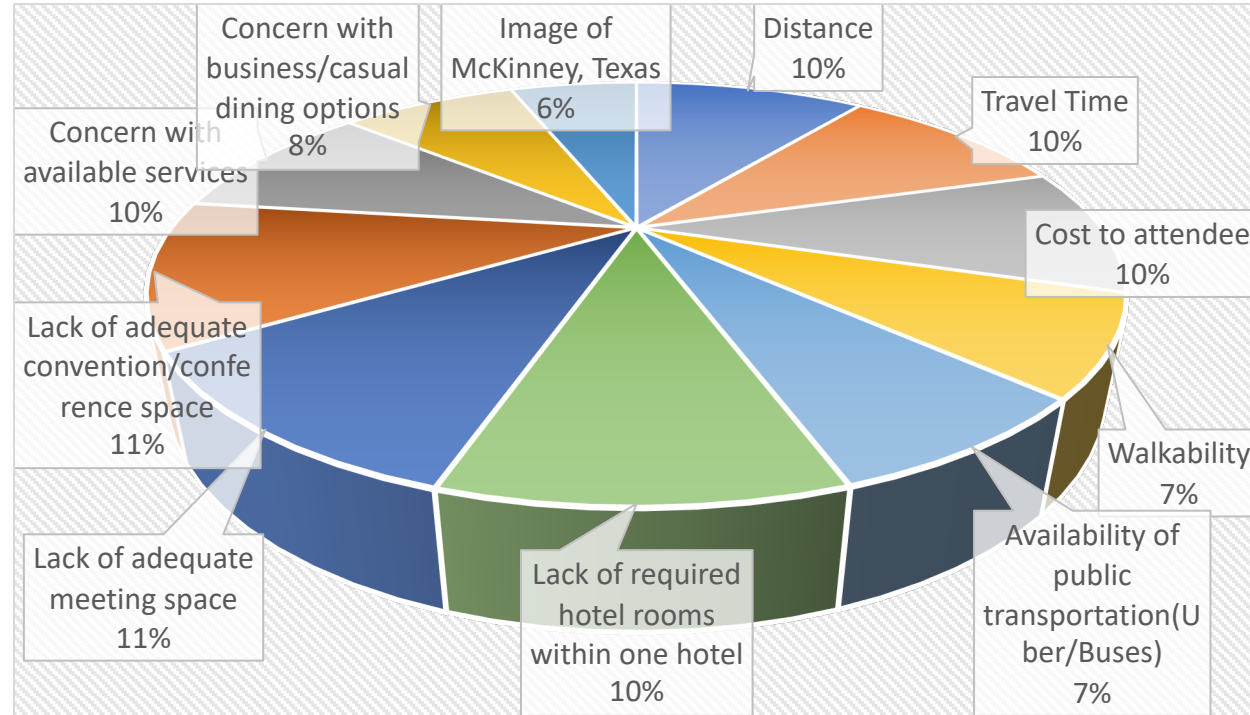


As with any new product being introduced to the market, long-term success is predicated on the the amount of advanced marketing, sales, client relationships and the degree of differentiation in the competitive landscape. Pre-marketing strategies are critical and require a significant budget for promotions, advertising and sales personnel. How one opens a facility sets the market positioning for the future. This chart presents a site selection window of from approximately one to more than two years. Consequently, once a decision is made to move forward with a new convention center, the sales effort must begin as soon as possible, since the construction timeline typically requires two to three years. The marketing plan for the Center must be detailed and strategically targeted in order to capture those clients who will generate the maximum return on investment and economic impact.

## Perception of McKinney



## Deciding Factor Issues Preventing Planner Event Site Selection of McKinney

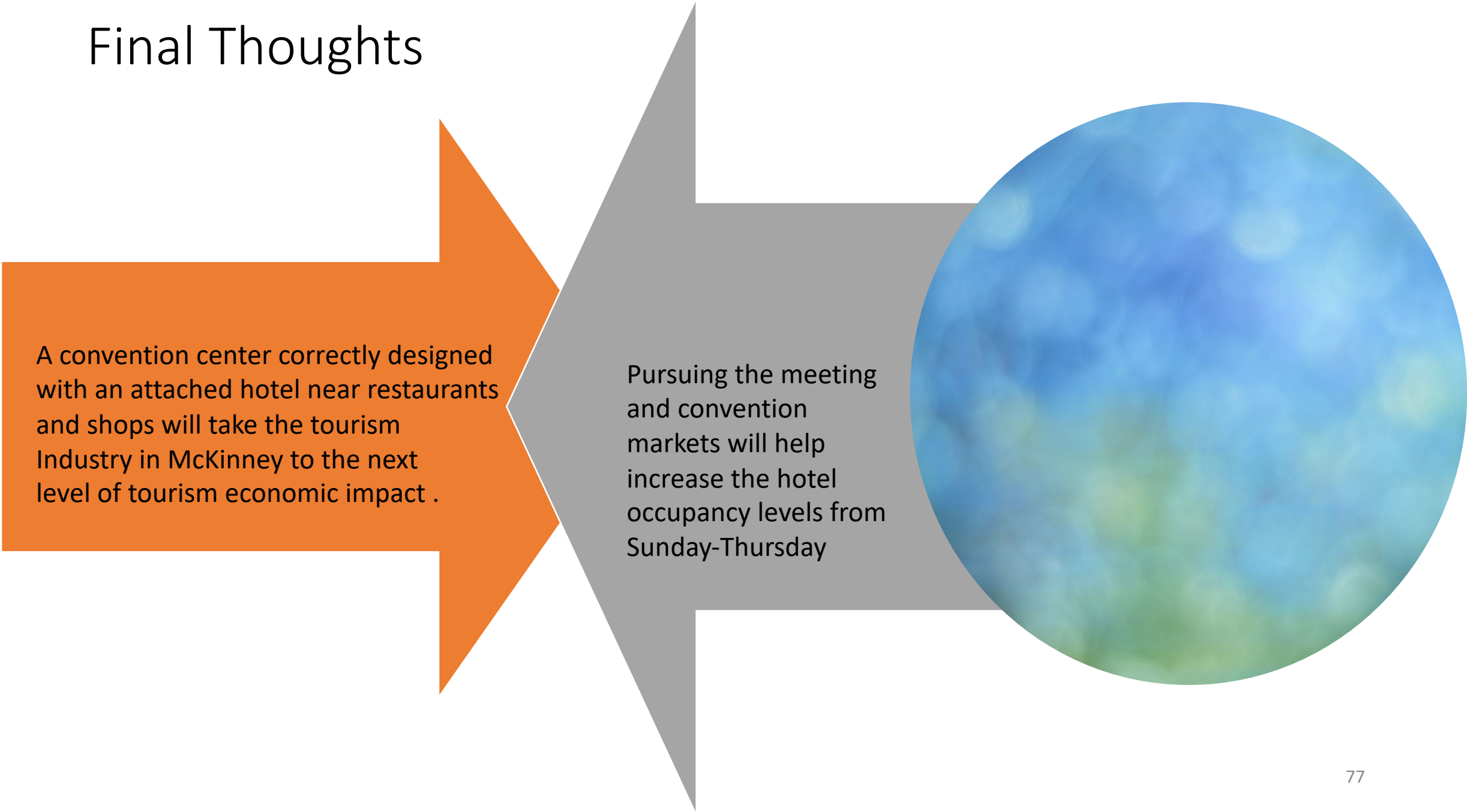


McKinney is perceived to be safe, have appealing restaurants and a family friendly atmosphere. These are all outstanding perceptions for any market. It is important to note the public transportation rating which is significantly below the other characteristics. We found the percentages on “deciding factors” preventing McKinney from being selected as a event site to be very interesting. The percentages were low for all factors with the lack of adequate conference and meeting space being the most impactful. The fact there are no significant factors preventing selection speaks highly to the tourism products, services and interest in McKinney as a site to be considered by meeting and event planners. The only missing component is a facility with adequate space. Impressive.

# Proposed Strategies for Meetings and Conventions

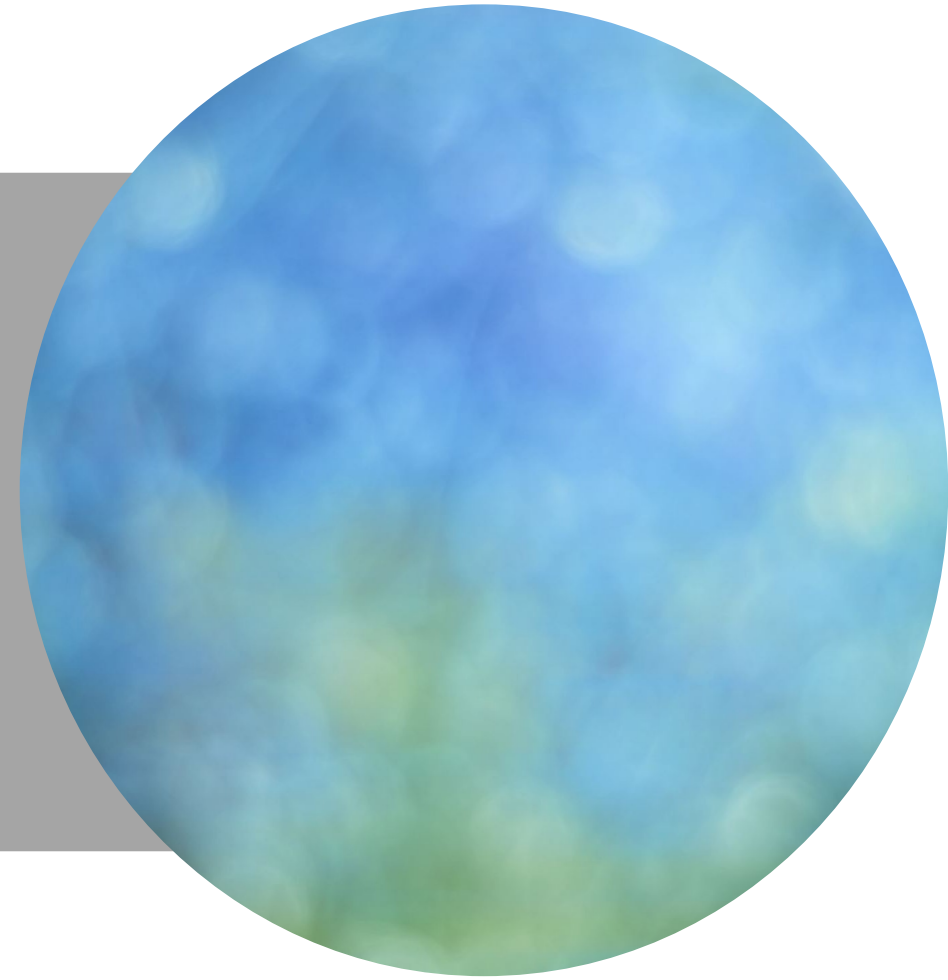
- Begin the process of pursuing the development of a convention center with an attached hotel near the downtown historic district.
- Conduct more detailed research with meeting, event and convention planners on their facility needs and expectations.
- Conduct a hotel feasibility study for an attached convention center hotel.
- Explore private/public partnership on a convention center with attached hotel project.
- Conduct familization tours with meeting planners in order to capture small groups now.
- Explore the possibility of an incentive fund for securing meetings and conventions.
- Continue to engage meeting planners through off site sales personnel.
- Attend tradeshow with onsite sales appointments with meeting planners.
- Leverage current business for additional business should a larger convention center be built.
- Conduct sales calls with surrounding corporate businesses to position McKinney as a meeting location establishing business relationships and discovering their needs.

# Final Thoughts



A convention center correctly designed with an attached hotel near restaurants and shops will take the tourism Industry in McKinney to the next level of tourism economic impact .

Pursuing the meeting and convention markets will help increase the hotel occupancy levels from Sunday-Thursday



# Local Corporations Survey



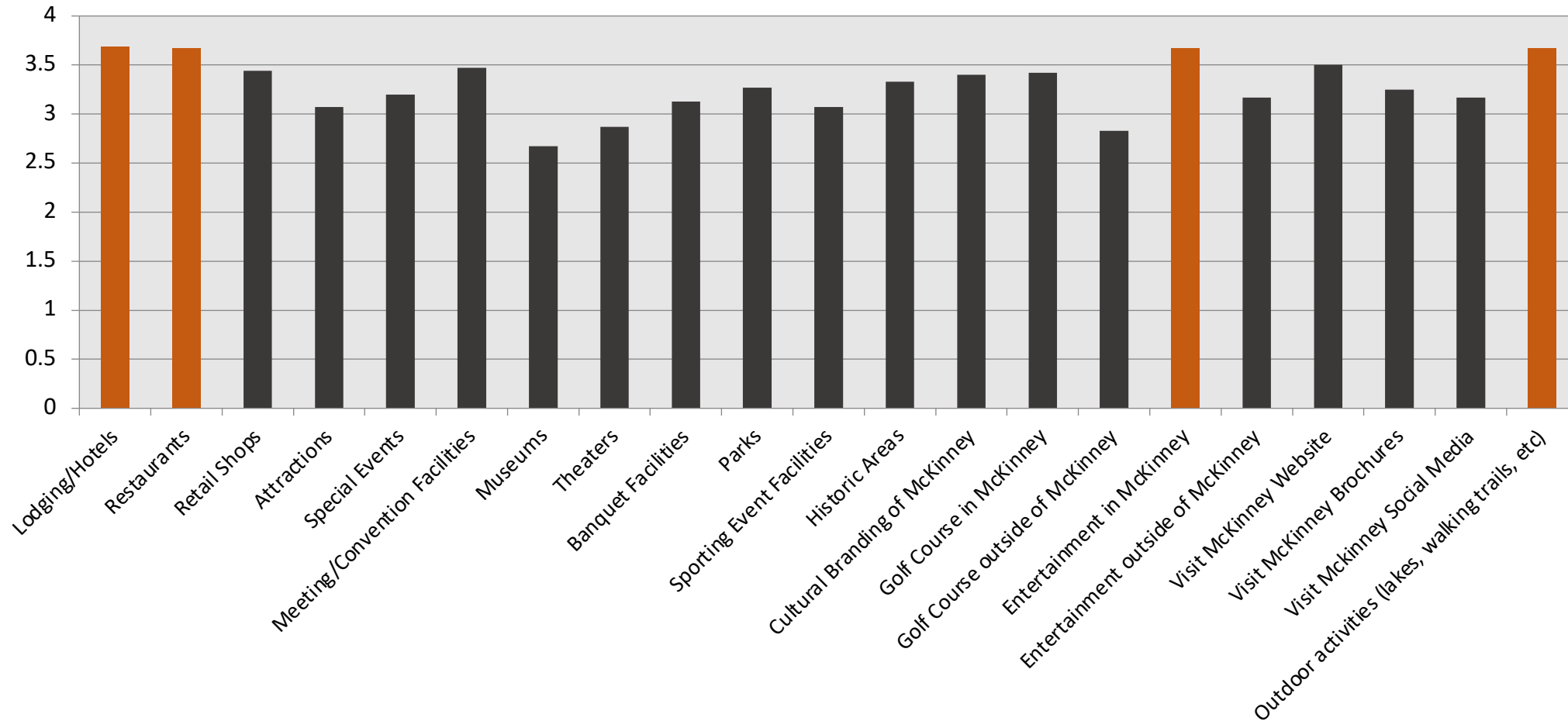
## Current Situation

There are well over 500 listed corporations located within the city limits of McKinney. A very short survey with a five-minute response time was sent to local corporations through the McKinney Economic Development Corporation via a link. The link was sent out three times over a couple of months. The responses totaled 16. This is an inadequate sampling which cannot represent the universe of corporations in McKinney. Therefore, the data provided in the following section are simply indicators and nothing more. However, the lack of response and enthusiasm does point to the lack of corporate engagement in the community and the need to aggressively pursue corporate involvement in those tourism issues which drive the employees' quality of life, labor retention and recruitment.



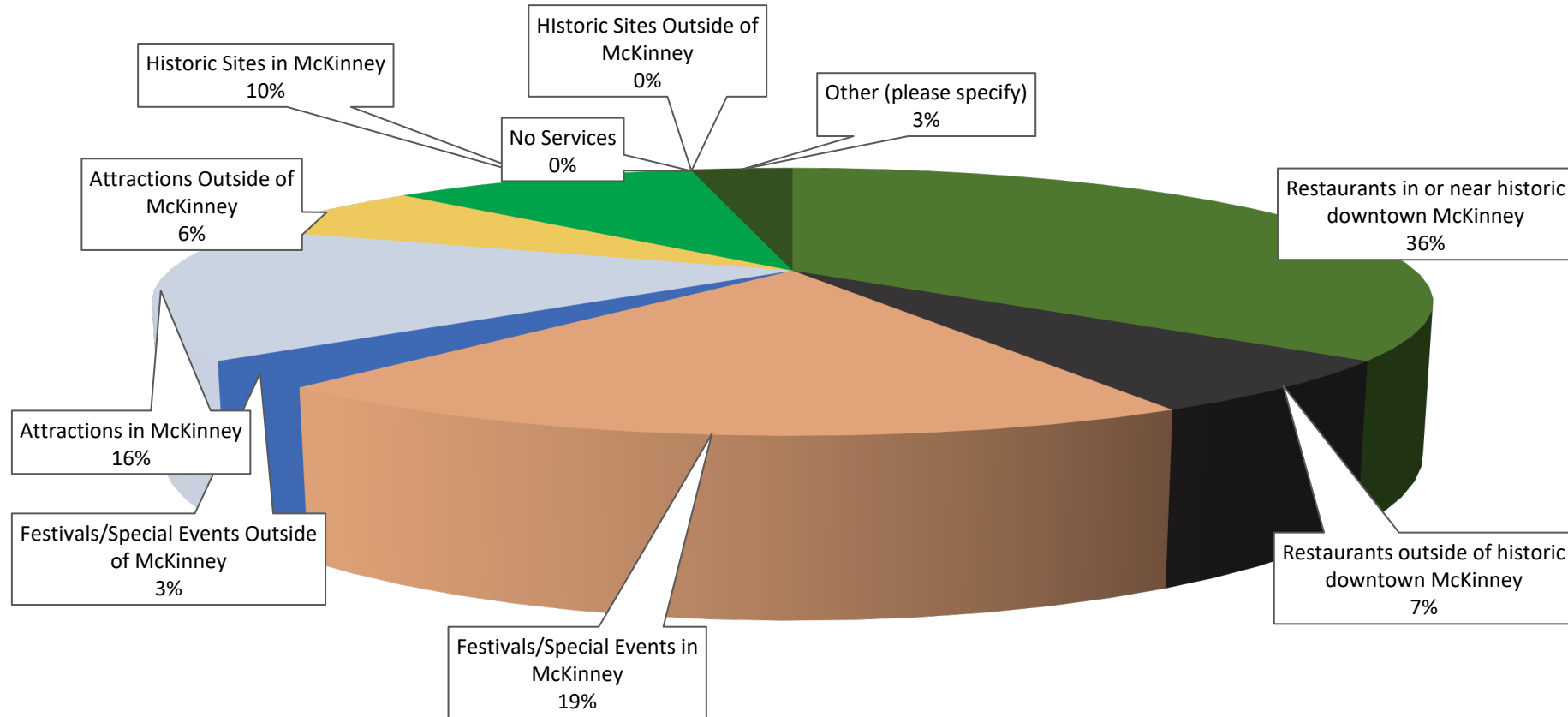


## Tourism Products Most Valued by Corporations for Recruiting, Retainment, and Operations



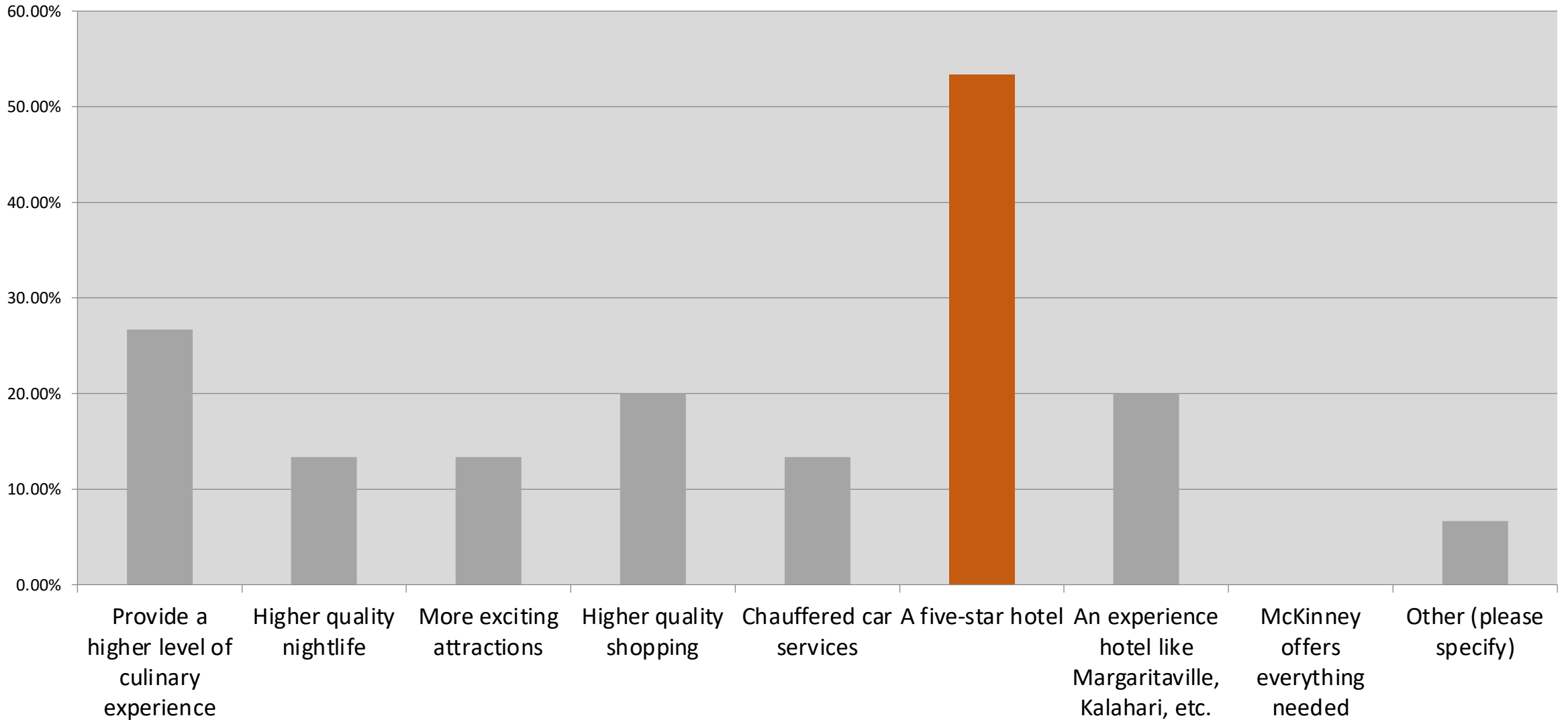
As noted above, the responding corporations value almost every tourism product with the exception of museums, golf courses outside of McKinney and theatres as important for recruiting, retention and operations. Those products exceeding a 3.5 rating out of 5 include lodging, restaurants, entertainment and outdoor activities.

## Entertaining Clients, Prospects and Guests



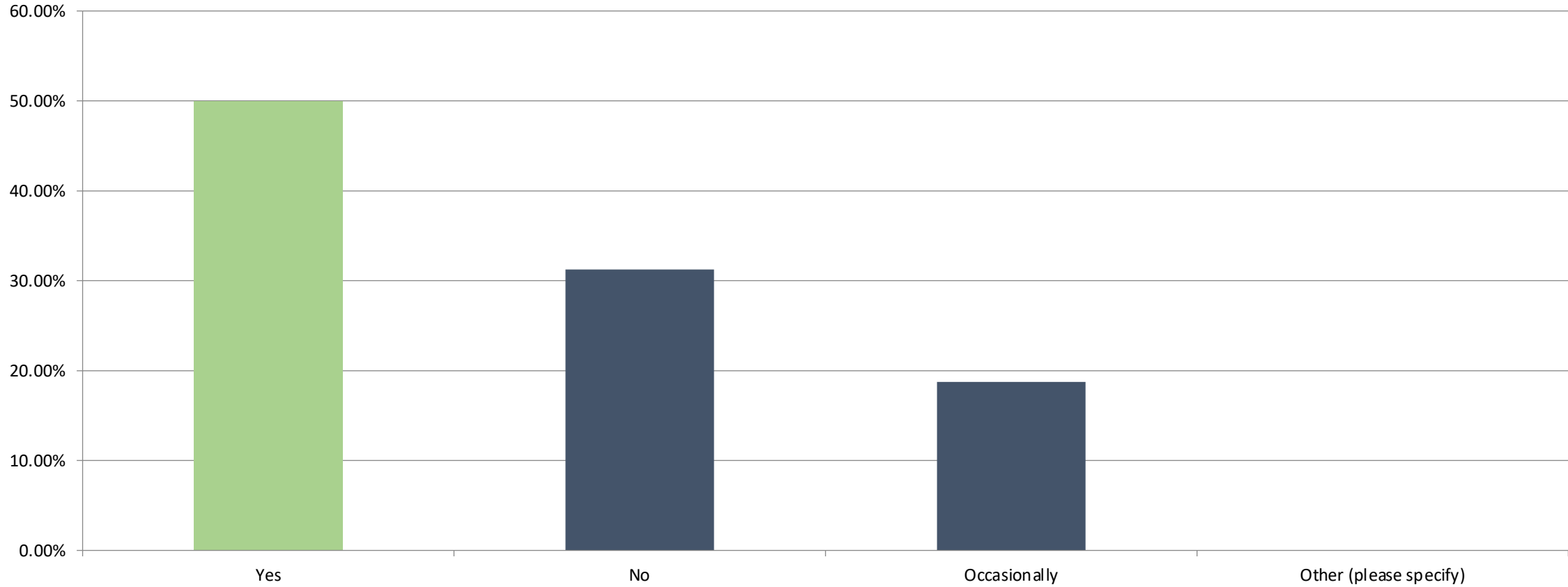
This pie chart represents those activities corporations in McKinney pursue when entertaining clients, prospects and guests. Restaurants in or near historic downtown are the most selected activity with festivals/special events and attractions in McKinney representing 19% and 16% respectively.

# What does McKinney need to provide in order to better serve your needs in attracting new employees, retaining existing employees, and entertaining clients.



There is no doubt, at least among those responding, a five star hotel is most needed by corporations to attract new employees, retain existing employees and entertain clients.

# Would a larger convention center with exhibit space, meeting rooms, and function space located in McKinney be beneficial to your corporation?



Fifty percent of those responding state a larger convention center would be beneficial to their corporation.

# Proposed Strategies for Local Corporations

- Corporations are totally not engaged with Visit McKinney. The City, Visit McKinney and other community organizations should encourage participation from a community service and pride perspective.
- They need to understand the value of a destination from a recruitment and retention perspective.
- Visit McKinney is strongly encouraged to simply ask the corporations to participate and give them a specific task or project.
- Strategy: Create a corporate advisory group, host corporate functions, Integrate the corporate community into CVB communication platforms.
- Reward corporations for their participation through a recognition program.



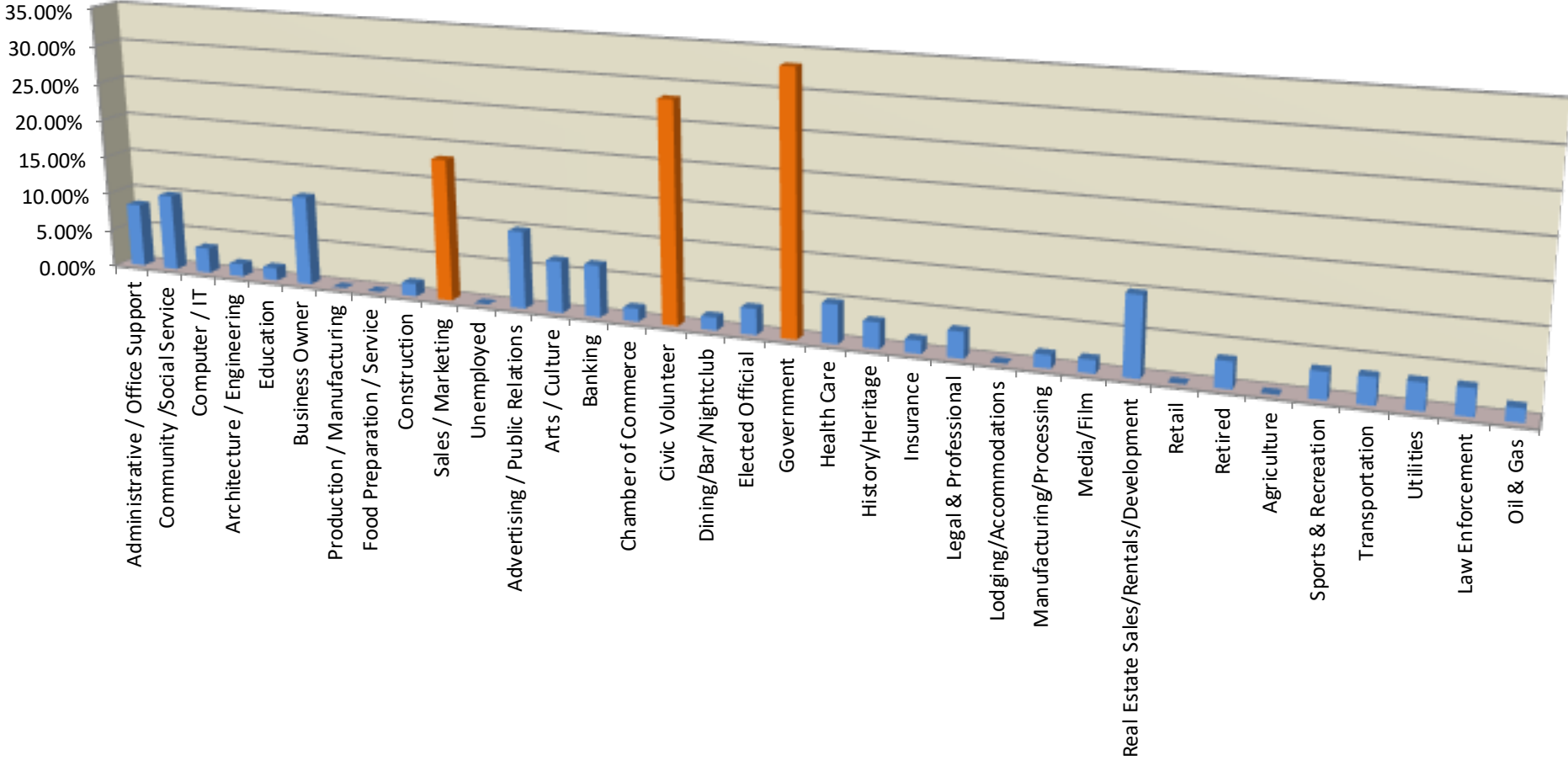
# Leadership Survey

**McKINNEY**  
*Texas*

UNIQUE BY NATURE

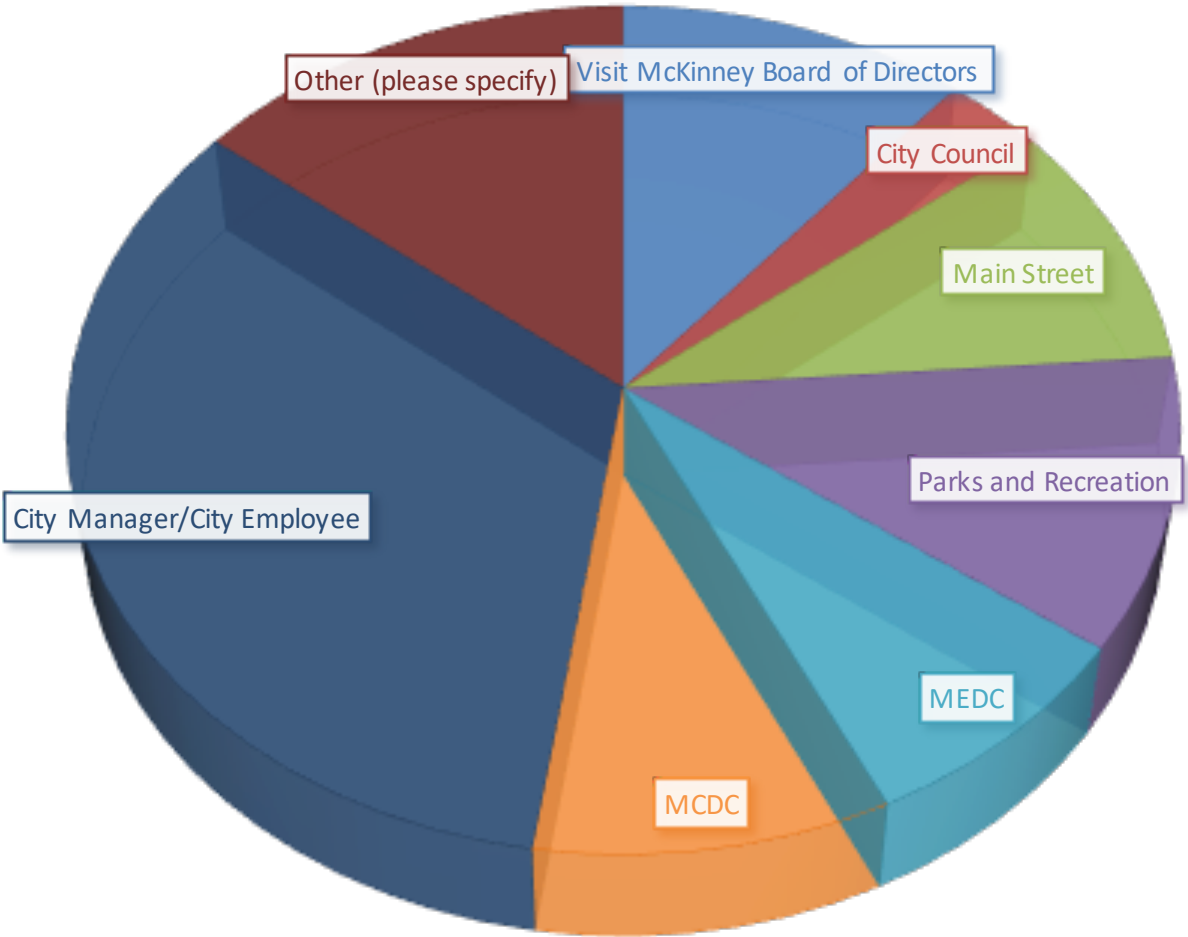
Visit [McKinney Destination Analysis and Strategic Plan](#)  
Destination Services, LLC

# Employment or Leadership Position



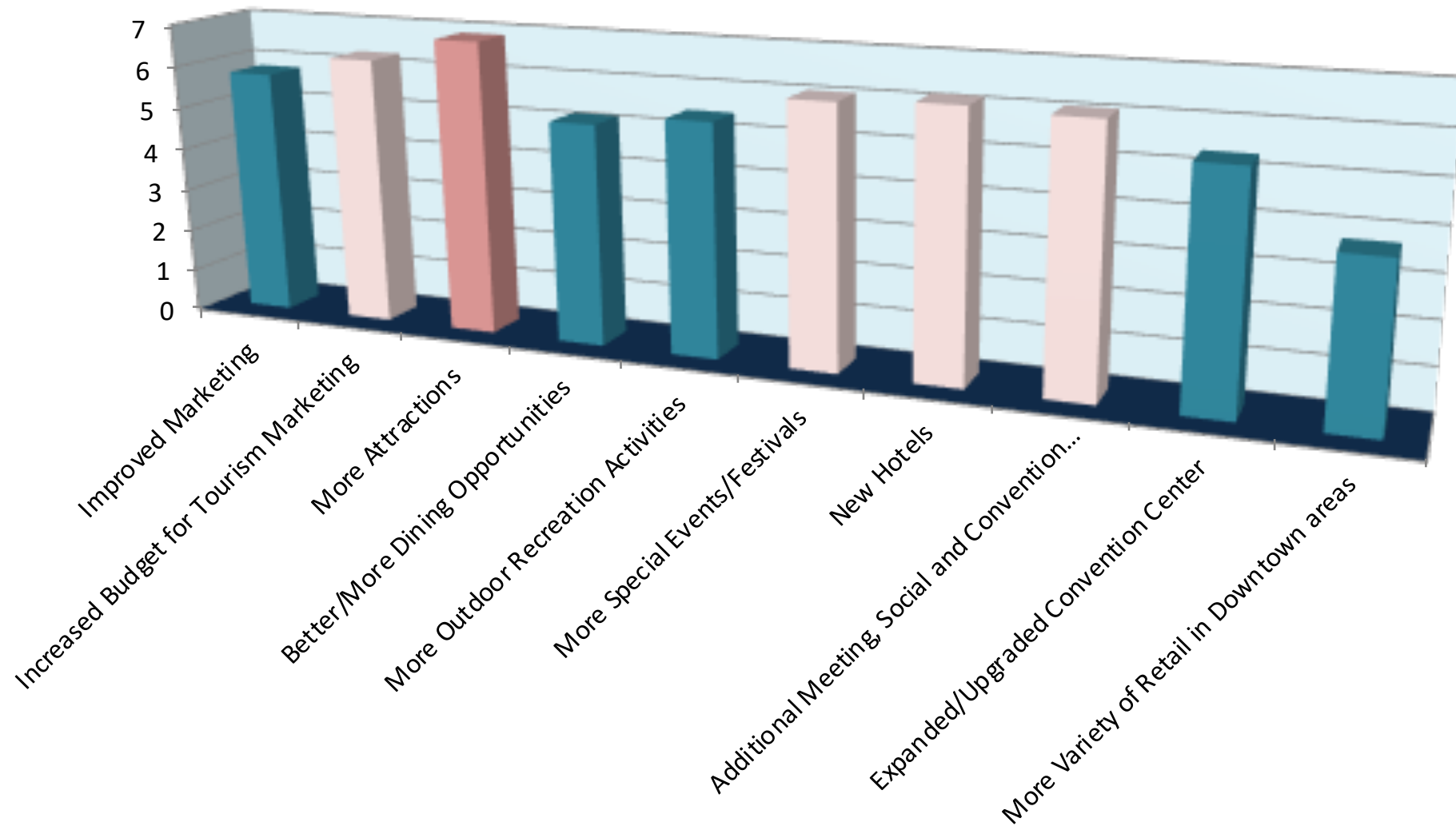
This survey was completed by a wide variety of people with the top respondents being employed in sales and marketing, by government or as a civic volunteer.

# Agency/Organization Representation





# Priority List of Products/Items Needed to Attract More Visitors



“More attractions” was listed as the top priority of products needed to attract additional visitors followed by an increase in the tourism marketing budget, new hotels, more special events and additional meeting, social and convention space.

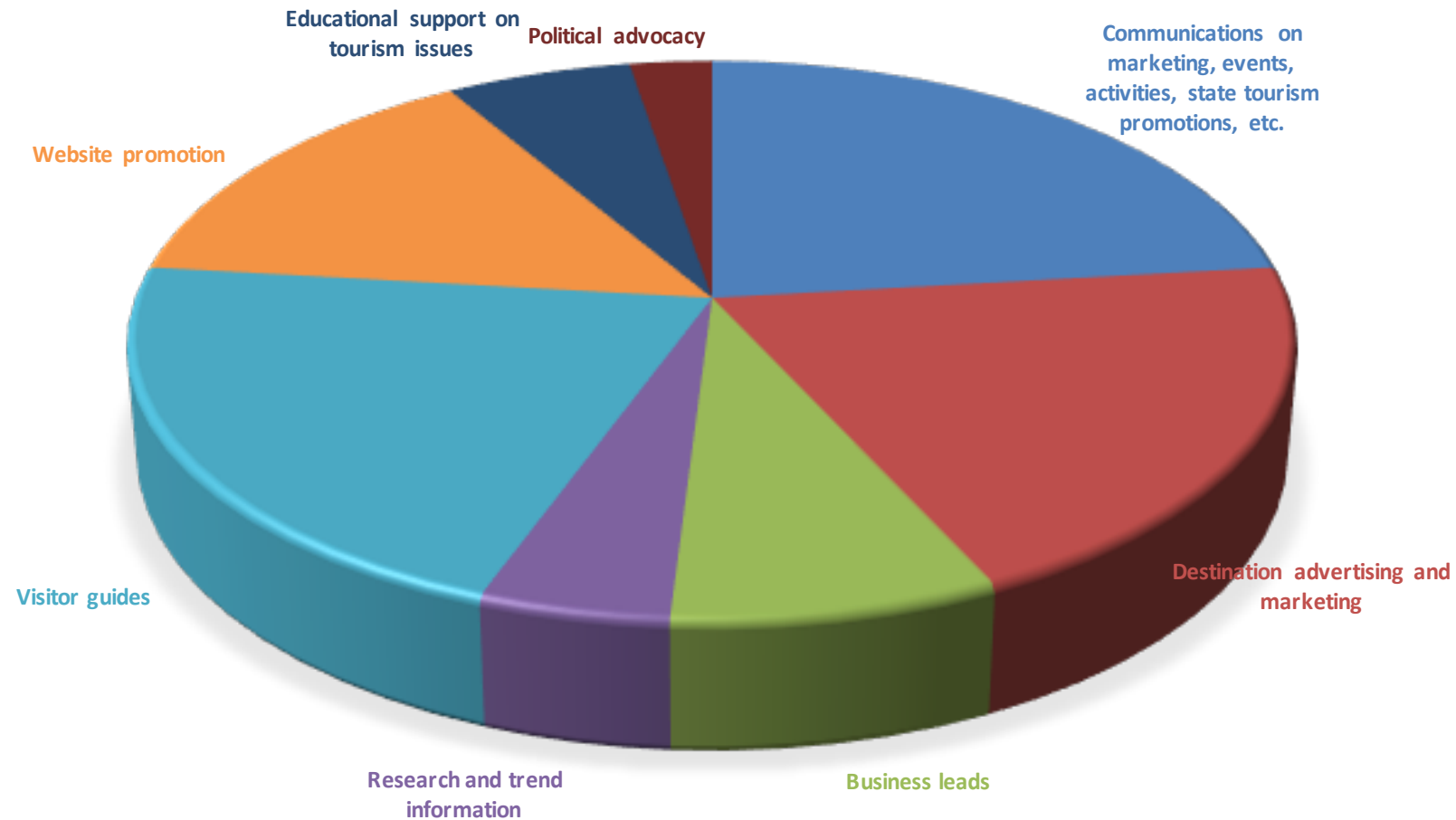
# Competitor Cities

Plano Allen **Frisco**

**Plano** Grapevine **Allen** Frisco

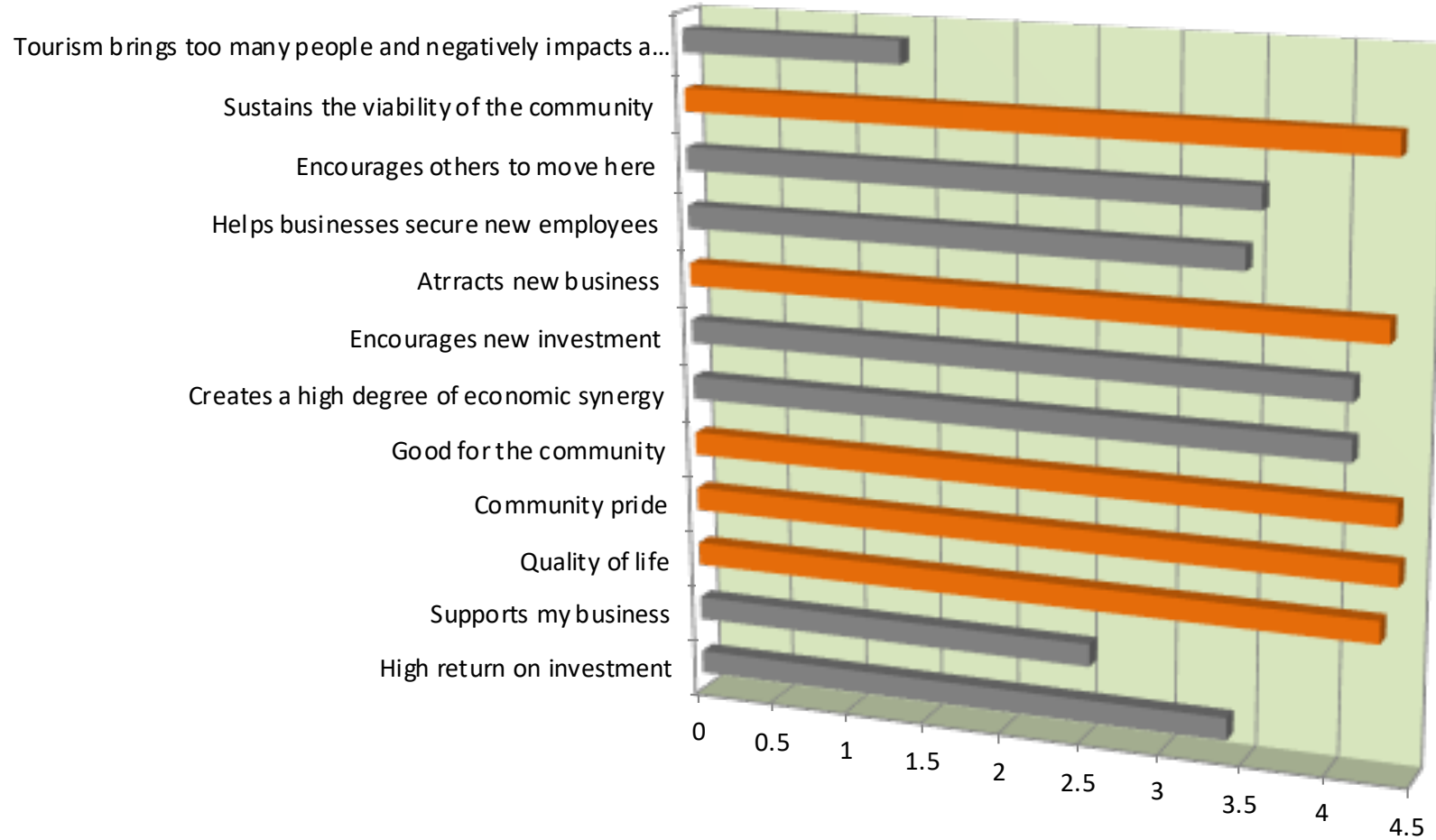
Allen **Plano**

## Most Important Services Visit McKinney Provides



Visitor guides, communication, marketing/advertising and website promotion were Ranked as the most important services provided by Visit McKinney

# Degree of Influence On Tourism Support



This chart reflects the degree of influence on various City objectives the leadership in McKinney believes tourism brings to the community. The City leadership highly supports the importance of the tourism industry.

# Tourism Product Missing First Priority

Respondents were asked to indicate their first, second and third priorities in terms of what tourism products are missing in McKinney. The following pages are the verbatim responses.

Downtown Hotel

More natural hiking trails, more green space

Attractions

Jazz Music/Easy Listening music Downtown

hotels

Unique recreation venues

regional and national businesses or activities

Downtown events

Hotel

A hotel that attracts family with young kids, like Great Wolf Lodge

More family-friendly attractions for all ages to keep visitors here longer

Large convention property

Not a fan of Sheraton conventions

Destination activity - waterpark, unique park experience, public interest, or heritage area

Entertainment Venues

Sports

Major event venue

Attractions for the 20 year olds/College Students

Family-friendly attractions such as a theme park (lego land, Kalahari Indoor Waterpark)

Resort style full service hotels

Sports/tournament facility

attractions

events for residents and surrounding communities

Full Service Hotels

Attractions

Hotels

Destination Theme Park or Activity

performance arena (much larger than MPAC)

Large Hotel

Upper end full service hotels and resorts

A venue or event that would draw someone to

McKinney

More Convention space

## Tourism Product Missing Third Priority

Transportation to move guests from parking lots to destinations

making downtown area safer

Men's Retail

restaurants

Sports venues (pickleball, bowling, skating)

Pro/Semi Pro Sports Team

A good indoor/outdoor food & music venue

A large performing arts center to attract bigger concerts

free public transportation

Larger corporate community to help support additional tourism product's

Start up support by the City

Wayfinding signs that once people are here they see that there are other things to do

Commercial Airport

professional sports team

entertainment centers/venues

Races, frequent healthy activities like running or biking events 10ks

Larger convention space for 2,000 to 3000 people

Nightlife

Support structures - roadways, parking

Cultural/arts attractions

Museum/Arts

HEB

Adult focused events

More late-night activities in downtown McKinney or another area of the city.

Concert venues

hotels

dining

walkability from hotels to restaurants/entertainment

Large meeting spaces

Arena type venue

## Tourism Product Missing Second Priority

Brand name of recognized restaurant (those here are good but without name appeal to try them out)

Better restaurants in the western part of McKinney

Events

Parking

other tourist attractions other than downtown

Varied and unique restaurants

Transportation

Another unique hotel downtown

Music festivals

Medium to high end hotels

Music festivals

Outdoor recreation

Appeal for conferences

Convention facilities

Theme Park

Upscale restaurants

Attractions for 30-45 age group

music venues for 500+ people

High end dining other than downtown

Destination packages - food/farm to table etc.

retail

downtown shopping

Convention Center/Meeting spaces

Full Service hotels

Variety of dining

Music venue Amphitheater for 10,000 + citizens

destination attraction (e.g., water park, amusement park)

local public transportation

Indoor and outdoor attractions

Small Business attractions

An interactive fun museum where young kids specifically want to travel to

More bed & breakfasts

4 or 5 star property

## Tourism Products Missing



This word cloud represents the most frequent responses to the question concerning missing tourism products.



## One Change to a Premiere Destination

more focus on neighborhood charm/architecture

Something that's unique and not located in the Metroplex to drive people to visit

More "destinations." Like noteworthy parks, regional retail, specialty dining, entertainment venues, indoor/outdoor recreation, professional sports

A greater focus on tourism as part of economic development planning.

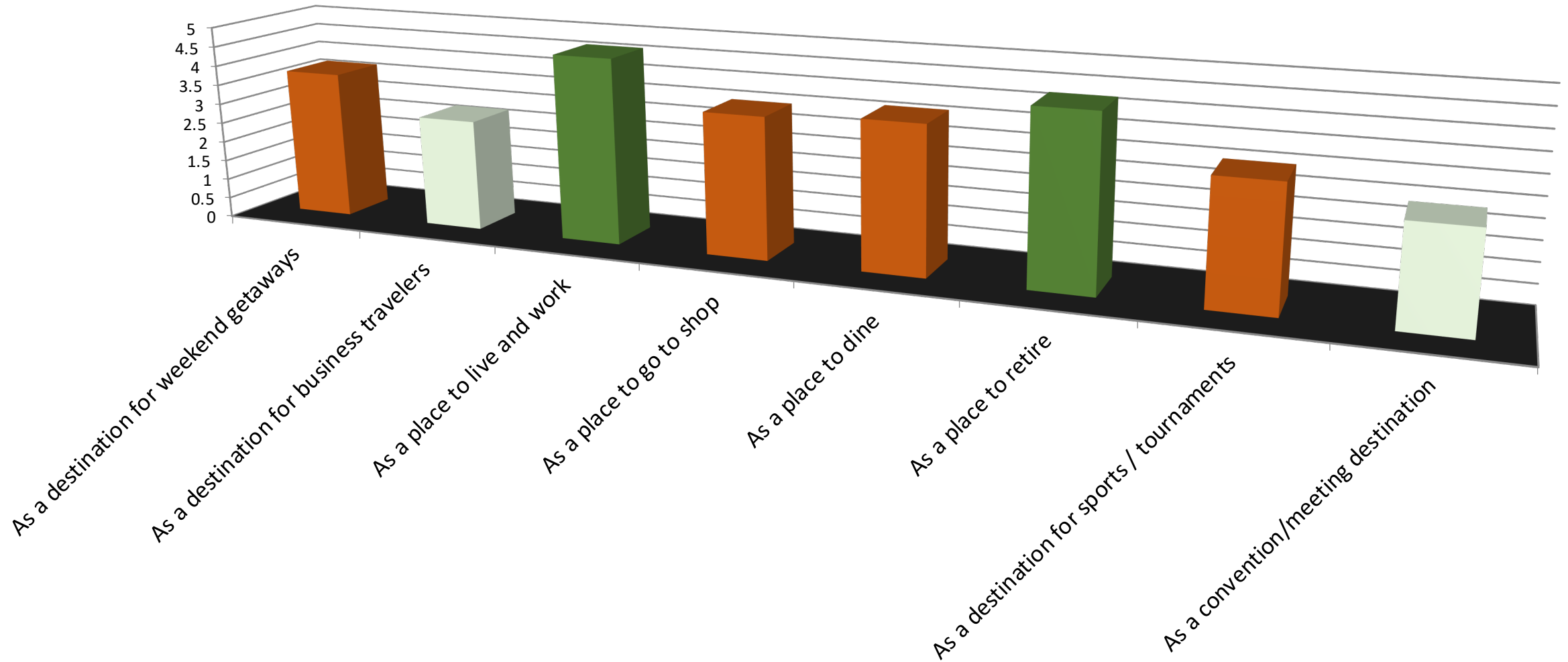
Convention resort property of 50,000+ sf

Major attraction that attracts visitors

more downtown businesses open in evening when dining open

Verbatim statements by respondents to this question.

## Perception of McKinney as a Place to Live, Work, and Visit.



McKinney as a destination for business travelers and as a convention and meeting destination ranked the lowest with a score below 3 out of 5. The remaining perception points all ranked above 3 with the highest being a place to live, work and retire.

# Words Describing McKinney to Friends/Colleagues

Charming feel **Friendly** Great **Downtown** Unique  
Historic Nice

parks dining **friendly**

Great place live **Friendly**

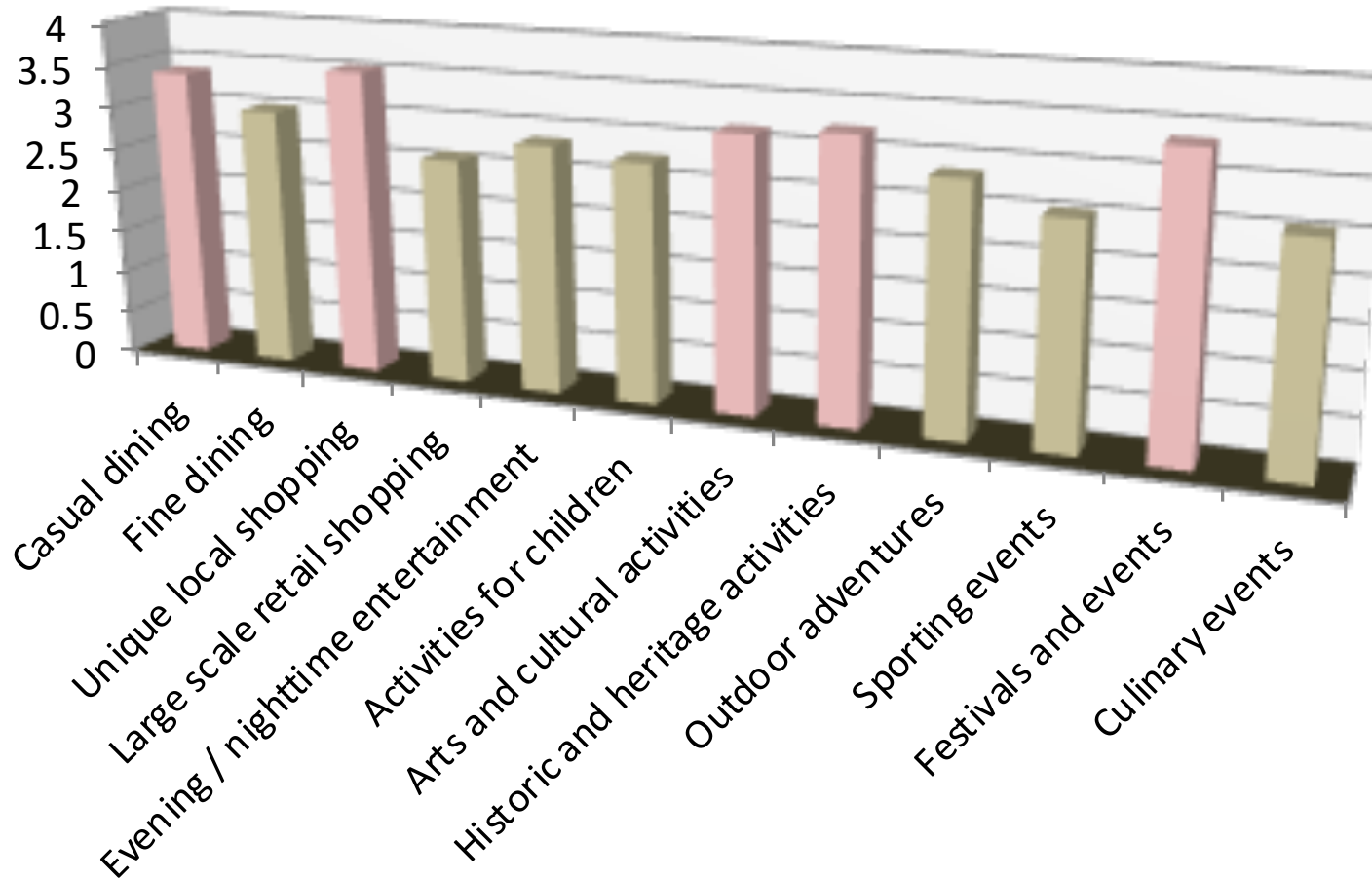
# McKinney As Unique Place for People to Visit

Historic Downtown Historic downtown area  
square

events Historic Downtown Unique destination shopping Adriatica  
places dining Parks

People community Parks

# Level of satisfaction with the following McKinney experiences



The leaders responding to this survey are very satisfied with their experiences in McKinney

## Verbatim Specific Topics or Issues to Address

Work with other entities to bring in better entertainment venues.

Target small conventions for Sheraton.

Do not charge hotel tax on air bnb

Would be interested in hearing about the data and tourism trends that are projected to grow for the next 10 years--not only for TX, but other parts of country.

Ask the questions: Is this IN McKinney, or nearby? What can we offer the non-resident visitor other than great parks and historic downtown? What are our competitors doing that we're not (Frisco, Allen).

Additional funding; for our size city our budget is entirely too small. Comparable DMOs have much larger budgets.

Look at providing spaces for people with kids downtown that pose less of a potential hazard. (park like spot for parents to sit and kids to run away from traffic.

More outdoor-focused campaigns. Tap into Erwin Park and cyclists, disc golf, pickleball, etc.

Stay open on the weekends when visitors are visiting.

All funds from the HOT tax should be exclusively used for Visit McKinney and under the control of Visit McKinney, not the city.

Establish Focused Destination Goals for our City.  
How can we better sell our efforts to city government and other departments.

How to paint a picture of what is needed in the future and communicate that to important stakeholders.

How can we become an independent agency without strings to the city, thus eliminating their oversight and controlling our purse strings.

## Additional Verbatim Comments

City does a great job of encouraging visitors to McKinney

Brand and communicate about a destination calendar or list of events online that has all events. One stop guide.

SEO, Social Media Advertising, Advertise in airlines magazines (SW airlines etc.); Hiking, Biking sites/magazines, Create synergy with MISD and leverage the stadiums, create events there.

More hyper-focused audience ads across multiple channels. Larger print ads, more digital video ads. Advertising

Need convention center and wider variety of hotels to attract business travels.

Continue updating the internet on a regular basis

Informational kiosks

Help ambassadors

Third party recommendations

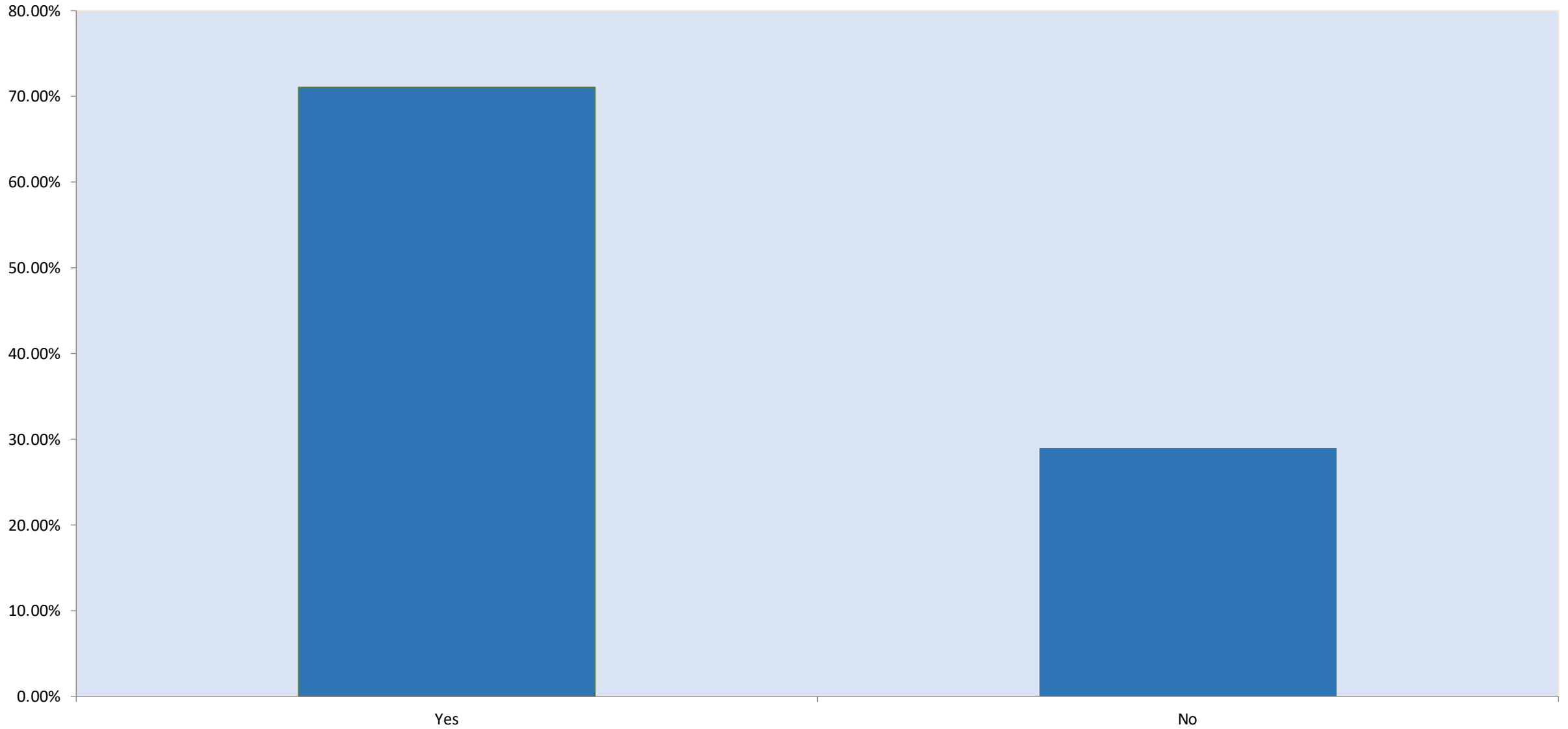
We need one attraction that brings families here, the rest will come

Need better web site presence with updated content.

Too many social media posts-not reaching a large audience-6 likes in a community of 200,000 is not reaching your target.

Suggest posting a monthly calendar of activities/events in paper publications and maybe do a digital calendar of events down on the square so visitors can see what's happening in the months ahead while they are here now.

# Allow Advertising on Website or in Visitor Guide





## Closing Remarks

This report has detailed a wide variety of issues concerning Visit McKinney and the destination. The biggest challenge for the destination is growth and managing the tourism experiences required to compete in this business. A tourism master plan will help McKinney meet this challenge. Incorporating an economic impact study will provide not only an impact baseline, but also the ability to predict the economic impact from projects proposed in the future. It will be imperative to grow tourism in a manner acceptable to the residents, while maintaining the authenticity of the City's brand.

A major void for Visit McKinney and the City to address is the need for a larger convention center with an attached upscale hotel within walking distance of shopping and dining. The hotel occupancies are at their lowest levels Sunday through Thursday and during those months when leisure travel diminishes. A properly designed and located convention center will help fulfill these need periods for lodging occupancy and subsequently, increase the economic impact of shopping and dining.

Finally, the elevation of the tourism industry in McKinney will require additional investment in private/public tourism infrastructure as well as significant increases in funding for marketing, sales, promotions and staffing. The competitive analysis provided in this report highlights this financial need if tourism in McKinney is going to compete successfully for a sustainable share of the market.

As always, Destination Services is available to answer any questions or provide further explanation on this research. Thank you for allowing our team to work with Visit McKinney on developing this strategic roadmap.



CEO

Destination Services, LLC

**Visit McKinney Destination Analysis and Strategic Plan**  
**Destination Services, LLC**

Thank you for the opportunity to work on this  
most important research study.

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DESTINATION  SERVICES