



ADVANCING OUR VISION 2022 5-YEAR STRATEGIC PLAN

May 16, 2017

MEDC Board Meeting

VISION STATEMENT

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



MISSION STATEMENT

- The MEDC will work to create an environment in which community-oriented businesses can thrive. We will do this by identifying, coordinating and realizing high-impact opportunities that promote job and wage growth as well as a diversified and expanding tax base.



MEDC STRATEGIC INITIATIVES

- Business Retention & Expansion
- Business Attraction
- Entrepreneurship
- Competitiveness



BUSINESS RETENTION & EXPANSION

- Local Employer Outreach
- Local Employer Newsletter
- McKinney Magnet (linkage events)
- Marketing McKinney Employers
- Appreciation & Recognition Events
- “McKinney’s Valued Partners” (MVP) Program



LOCAL EMPLOYER OUTREACH

- Document factors of priority for all “primary industry” McKinney employers (tax value, employment, brand/company recognition, innovation)
- Prioritize outreach based on factors of greatest importance to MEDC
- Research company contacts (“decision makers”)
- Develop outreach schedule to meet target number of visits per year
- Access research tools to track industry trends and local employer news
- Update survey instrument and interview methodology to capture intelligence
- Annual meetings with headquarters and/or appropriate business units
- Document outreach in Salesforce (CRM)



LOCAL EMPLOYER NEWSLETTER

- Identify key issues of local employers from outreach/research
- Identify resources to help employers with common issues
- Document cases where employers access resources to address issues
- Quarterly electronic newsletters for local employers identifying issues, resources and case studies



MCKINNEY MAGNET

- Host quarterly events for local employers
 - High-value forum
 - Peer discussions
 - Networking
 - “Powerhouse” speakers
 - Survey participants
 - Future topics/speakers
 - Can’t get this elsewhere



MARKETING MCKINNEY EMPLOYERS

- Get news out about McKinney companies to raise awareness
- News about McKinney as a good place for business
- Case studies about local employers
- Topics (industry recognitions, innovations, resources utilized, growth, new markets, etc.)
- Communication channels (social media, industry publications, online channels, local/regional news outlets, etc.)



APPRECIATION & RECOGNITION EVENTS

- Host a “top drawer” MEDC special event focused on appreciation of local primary industry employers
- Partner with City and Chamber of Commerce on recognizing primary industry employers at awards banquet



MCKINNEY'S VALUED PARTNERS (MVP)

- Build a team of local representatives from primary industries to help MEDC “sell” McKinney to business prospects
- Local industry representatives partner in growth of McKinney’s economy
- Conduct orientation and formalize into program
- Provide business card-sized McKinney fact brochures for MVP’s to carry with them during travel
- MVP’s share facts with potential prospects, suppliers, customers, etc.



BUSINESS ATTRACTION

- Target Industries (computer technology/services, wholesale trade, vehicle manufacturing/transportation, finance & insurance, professional services)
- Marketing
- Proactive Targeted Lead Generation & Marketing Missions
- Inbound Marketing Events
- Regional Brokers & Developers Outreach



TARGET INDUSTRIES

- Track trends of target industries to increase understanding of needs
- Research potential national policy changes that may impact recruitment opportunities
- Identify specific international geographies for target industries
- Conduct regional supply chain research (via BRE outreach) to focus on targets that may support local employers
- Validate business cases



MARKETING

- Message Development
- Marketing Channels (website, videos, social media, print-on-demand brochures, industry journals/blogs/publications, McKinney MVP's, etc.)
- Materials/Collateral



PROACTIVE TARGETED LEAD GENERATION & MARKETING MISSIONS

- Engage professional lead generation firm for setting face-to-face meetings with target companies in target geographies with growth plans
- Test the OCO Global “Velociti” tool (database for international lead generation)
- Solicit supply chain business leads from existing McKinney businesses and pursue strategically for recruitment
- Asia strategy focused on Taiwan, China, Korea and Japan
- Europe strategy focused on UK, France, Germany
- Domestic strategy
- Follow Up



INBOUND MARKETING EVENTS

- Host companies with interest from proactive lead generation
- Host international business development representatives from Dallas Regional Chamber & Governor's Office/TexasOne to enhance understanding of McKinney
- Host priority site consultants for individual FAM tours, customized to their interests



REGIONAL BROKERS & DEVELOPERS OUTREACH

- Organize database of active brokers and developers in region
- Conduct regular face-to-face meetings
- Prepare and distribute quarterly electronic newsletter of McKinney economic development activities
- Participate in North Texas Commercial Association of Realtors (NTCAR) events
- Host quarterly event in McKinney to engage brokers and developers



ENTREPRENEURSHIP

- Exploration of MEDC's Role
- McKinney's Entrepreneurship Ecosystem of Resources and Services
- Marketing McKinney's Entrepreneurs and Innovative Businesses



EXPLORATION OF MEDC'S ROLE

- Host focus group of McKinney entrepreneurs to explore what is of value to them and assistance needed for growth
- Research and evaluate successful economic development entrepreneurship program approaches and models for consideration in McKinney
- Define role and desired outcomes for MEDC in entrepreneurship in McKinney (fund sufficiently for success)



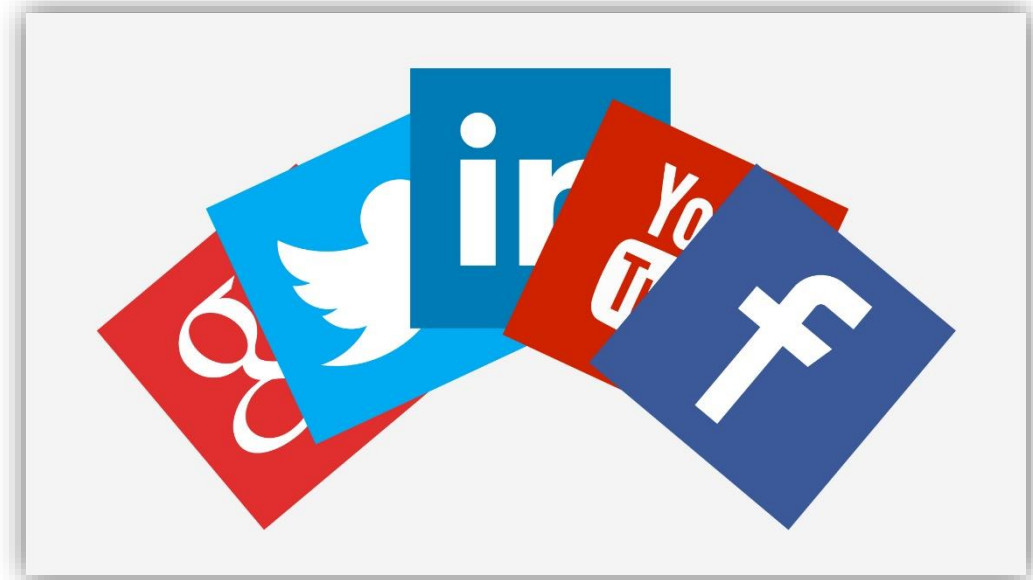
MCKINNEY'S ENTREPRENEURSHIP ECOSYSTEM OF RESOURCES & SYSTEMS

- **Document all available resources and services for entrepreneurs in McKinney**
- **Market on MEDC website as a means to connect entrepreneurs to available resources**



MARKETING MCKINNEY'S ENTREPRENEURS & INNOVATIVE BUSINESSES

- Research and write case studies on local McKinney entrepreneurs and innovative businesses
- Publish through appropriate marketing channels (MEDC website, social media, industry publications, local and regional news outlets, etc.)



COMPETITIVENESS

- Speculative Buildings
- Strategic Site Control
- Infrastructure Readiness
- Competitive Incentives
- Cultural Readiness and Professionalism
- Airport Expansion



SPECULATIVE BUILDINGS

- Develop and implement campaign to recruit speculative developer(s) to construct office and industrial spec buildings that meet the needs of target industries
- Develop marketing packages that demonstrate demand and McKinney's competitive advantages
- Develop target list of local, regional and state-wide developers
- Issue speculative building RFPs (industrial and office)
- Structure public/private partnerships as appropriate



STRATEGIC SITE CONTROL

- Assess appetite and receptivity for MEDC as developer
- Prioritize sites for strategic site control
- Consider diverse approach and options in pursuit of strategic site control
- Acquire real estate and develop for shovel ready sites (fund land acquisition and/or public/private partnership structure)



INFRASTRUCTURE READINESS

- Document infrastructure in place; and/or planned; and/or funded
- Prepare marketing materials for priority sites
- Assess site deficiencies and consider feasibility study for priority sites
- Assemble financing tools/options (consider adding another TIRZ in McKinney; work with utility partners to plan capital investments)
- Have plans (timelines and capital investment allocation) ready for client presentations on sites lacking complete infrastructure in place



COMPETITIVE INCENTIVES

- Develop and adopt incentive policies that prioritize incentive awards that help MEDC achieve objectives
- Define MEDC's involvement in retail projects
- Develop a system and checklist, along with data tools for conducting comprehensive financial due diligence of incentive candidates
- Document other incentive offerings



CULTURAL READINESS & PROFESSIONALISM

- Conduct cultural training with MEDC staff and Board Members, City Council and MVP participants to enhance interactions with international prospects



AIRPORT EXPANSION

- Review past airport strategies
- Clarify MEDC's role
- Conduct airpark feasibility land use model
- Update MEDC signage regarding land development around McKinney National Airport



STRATEGY MANAGEMENT & COMMUNICATING RESULTS

- Manage Accountability
- Track Metrics
- Annual Work Plan
- Metrics Dashboard
- Communicating Results



MANAGE ACCOUNTABILITY

- Utilize 4 Disciplines of Execution (4DX) by Franklin Covey to insure/track implementation progress
- Train MEDC staff in the system
- Conduct weekly 20 minute staff meeting to maintain accountability



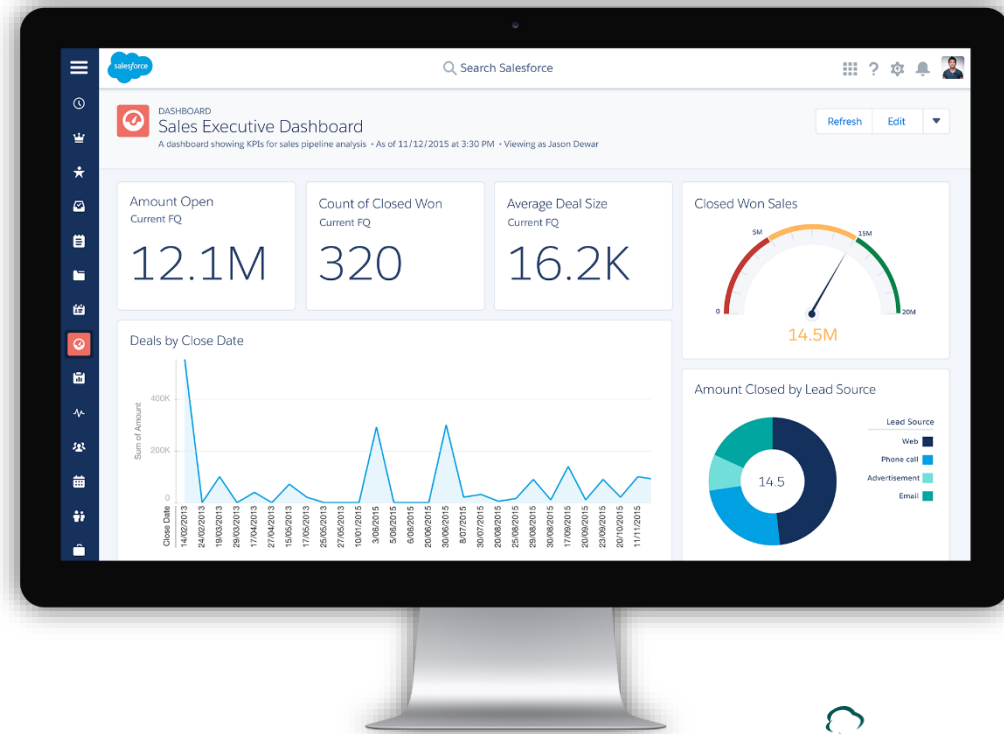
TRACK METRICS

- Track metrics in SalesForce (CRM)
- Conduct monthly review of data and adjust approach based on results, if needed



METRICS DASHBOARD

- Create an infographic report of metrics that shows progress and results to date
- Trend over time to illustrate changes



COMMUNICATING RESULTS

- Publish Dashboard and information on accomplishments via:
 - MEDC Board Reports
 - KPI City Reporting
 - Annual presentation to City Council
 - Page on MEDC website
 - MEDC column in local newspaper
 - Social media



QUESTIONS
