



# McKINNEY - ADVANCING OUR VISION 2022 5-YEAR STRATEGIC PLAN

2017 - 2022

McKinney Economic Development Corporation  
McKinney, Texas

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## INTRODUCTION

This plan, “McKinney - Advancing Our Vision 2022”, defines the McKinney Economic Development Corporation’s (MEDC’s) priority work and direction through 2022. Clear tactics outline an action plan for each strategic initiative. Most importantly, specific key performance indicators establish accountability for success.

## OUR PURPOSE AND DIRECTION

The “McKinney - Advancing Our Vision 2022” plan aligns to MEDC’s vision and mission.

### VISION

To make McKinney the most desirable location in North Texas for business by attracting and retaining companies committed to growing and investing in McKinney.

### MISSION

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.

## PLANNING PROCESS

This plan was built through a team effort of MEDC Board Members and staff, in partnership with City Liaisons, City staff and a wide array of economic development partners and service providers.

The planning process involved a comprehensive evaluation of McKinney’s assets, including focus groups with primary<sup>1</sup> industry employers, utilities, permitting staff and other economic development service providers. MEDC staff, with the help of TadZo, conducted a critical program review. Gleaned information laid the foundation for a Board and City Liaison work session to establish plan priorities. Follow-on work sessions for each Strategic Initiative further flushed out implementation details. All in all, over 56 people were involved in the development of this plan. A complete list of participants is presented in the Acknowledgments section.

A key theme that emerged from this planning process is recognition that there is **one team** throughout the entire city working together for economic development.

## WHY THIS WORK IS IMPORTANT TO MCKINNEY

We have the opportunity to positively impact the future of McKinney. By implementing this thoughtful and strategic economic development plan, we make a COMMUNITY – a place beyond just work, but one to truly live satisfying lives. Our work will contribute to a community that every resident, business and visitor can find what they need.

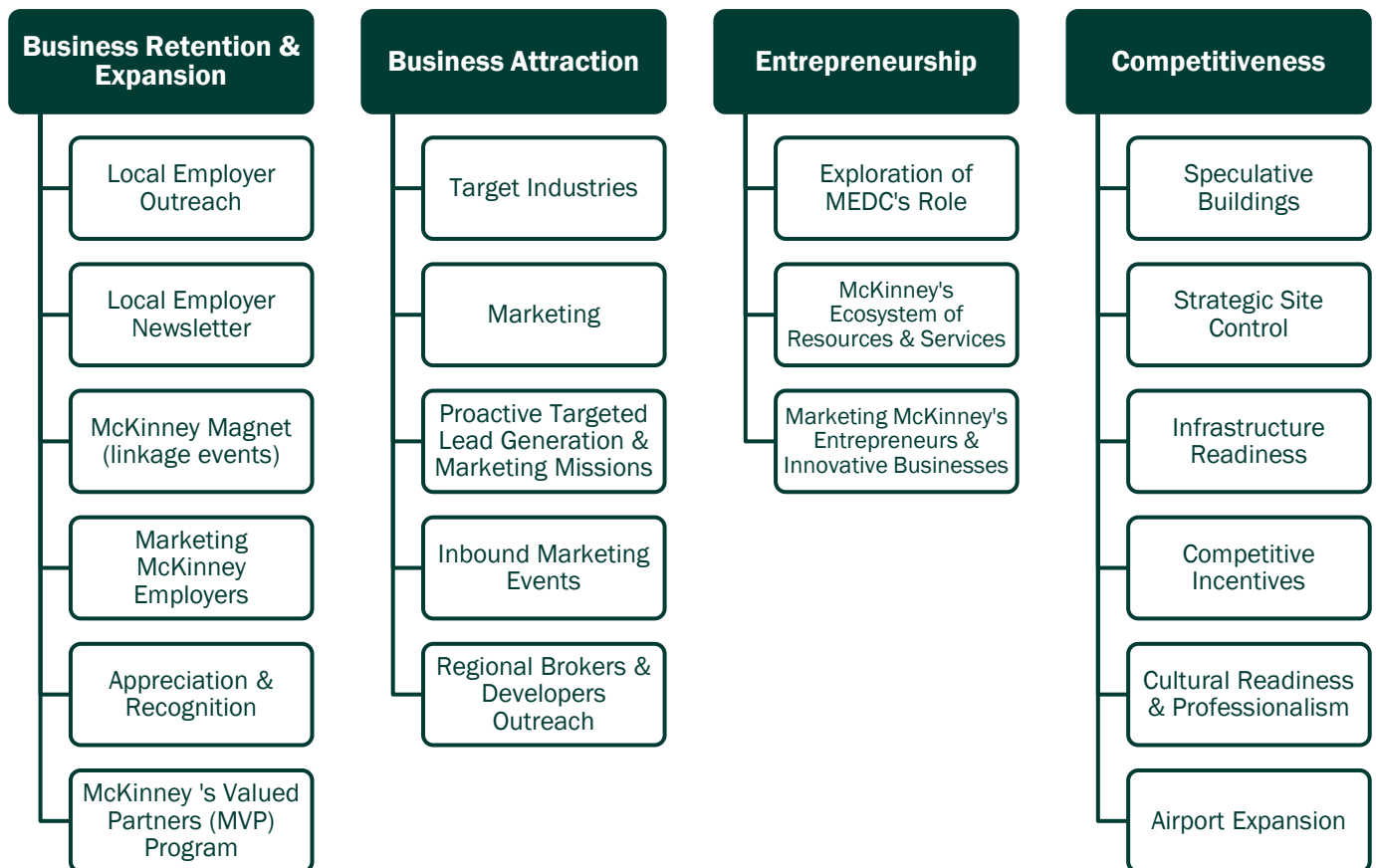
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<sup>1</sup> Primary industries generate new wealth into the local economy (in the form of investment, jobs, payroll and local purchasing) because they serve markets outside of McKinney, thus bringing new money into the local economy. Secondary industries circulate money within the local economy, such as retail and restaurants, and are not the focus of the MEDC.

Those of us who work on the implementation of this plan will have the satisfaction of making a difference for our community – a LEGACY for which we can be proud.

## STRATEGIC PLAN OVERVIEW

“McKinney - Advancing Our Vision 2022” covers four fundamental areas of economic development with emphasis on business retention, expansion and attraction. Entrepreneurship efforts are in exploratory mode at time of plan development and adoption. The Competitiveness Strategic Initiative contributes to MEDC being more effective in winning recruitment and expansion projects.



## STRATEGIC INITIATIVES

### BUSINESS RETENTION & EXPANSION

#### OBJECTIVE

In addition to the obvious benefits for growth of jobs and tax base, the MEDC aims to cultivate high-value relationships and trust with local primary industry employers. The objectives of these relationships help the MEDC gather credible intelligence and feedback; retain companies for the long-term in McKinney; and foster satisfied local companies as advocates who will help MEDC recruit more companies to McKinney.

#### WHY IMPORTANT

Existing businesses have already “selected” McKinney as their preferred business location, but that is not a reason to ignore them. As with any business strategy, it is most important to take care of your existing customers. Adding employees or capital investment also occurs more frequently with local employers than siting a new business attraction project. Typically, across the USA, existing businesses account for more than 70% of local employment growth in a community. Decisions for expansion, relocation or downsizing are often made outside of McKinney if the local operation is a branch location and not a headquarters location, so it is important to build relationships at corporate and key business unit levels as well.

Like any business selling a product or providing a service, satisfied customers are invaluable for bringing in new customers. As such, taking care of existing businesses is the number one approach for effective business recruitment efforts by successful economic development organizations.

#### KEY TACTICS - BUSINESS RETENTION & EXPANSION

|                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Local Employer Outreach | <p>Document factors of priority for all primary industry McKinney employers, including:</p> <ul style="list-style-type: none"> <li>▪ Tax value</li> <li>▪ Employment</li> <li>▪ Brand/company recognition</li> <li>▪ Innovation</li> </ul> <p>Prioritize outreach based on factors of greatest importance to MEDC.</p> <p>Research company contacts</p> <ul style="list-style-type: none"> <li>▪ Document local and HQ contacts in Salesforce (CRM)</li> <li>▪ Research to understand where decisions are made and by whom</li> </ul> <p>Develop outreach schedule to meet target number of visits per year.</p> <p>Subscribe to research tools and conduct online research of industry trends for industries of local employers. Track local employers for company changes and recognition</p> <p>Revise survey instrument and approach. Align Salesforce (CRM) system to record input.</p> <p>Conduct in-person meetings at company locations. Address questions/issues; connect to applicable resources and partners to address needs; gather intelligence on current/planned company changes; feedback on business climate.</p> |
|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## KEY TACTICS - BUSINESS RETENTION &amp; EXPANSION

|                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Local Employer Outreach (cont'd)            | <p>Meet at least annually with headquarter or business unit management of priority companies located in McKinney but headquartered elsewhere to build relationships with decision-makers. Prioritize visits based on retention risk and expansion potential. Invite local facility manager to make introductions and participate on these visits.</p> <p>Document outreach in Salesforce (CRM).</p>                                                                                                                                                                                                                                                                                                                                                                                   |
| 2. Local Employer Newsletter                | <p>Identify key issues of local employers from outreach and survey data analyzed in CRM.</p> <p>Identify resources to help employers with these common issues. Document examples of local employers that have utilized these resources with success in overcoming common issues.</p> <p>Issue quarterly electronic newsletters for local employers on common issues, providing resources and case studies.</p>                                                                                                                                                                                                                                                                                                                                                                        |
| 3. McKinney Magnet (linkage events)         | <p>Host quarterly events for local employers to meet in a high-value forum. These events provide an opportunity for peer discussions on key issues and networking. "Powerhouse" speakers on issues and relevant resources may serve as the draw for attendance.</p> <p>Conduct post-event surveys to gather feedback on event and ideas for speakers/topics of interest.</p>                                                                                                                                                                                                                                                                                                                                                                                                          |
| 4. Marketing McKinney Employers             | <p>Getting the word out about McKinney companies' helps to raise awareness not only of the businesses but also McKinney as a good place to do business. Document and write case studies about local employers on a variety of topics, i.e. industry recognitions, innovations, resources utilized, growth, new markets, etc.</p> <p>Develop a regular schedule for communicating these stories via:</p> <ul style="list-style-type: none"> <li>▪ Social media</li> <li>▪ Industry publications and online channels</li> <li>▪ Local and regional news outlets</li> </ul> <p>Inventory case studies by topic/key word. Organize completed case studies in CRM by company.</p>                                                                                                          |
| 5. Appreciation & Recognition Events        | <p>Host a "top drawer" MEDC special event focused on appreciation of local primary industry employers.</p> <p>Partner with City and Chamber of Commerce on recognizing primary industry employers at awards banquet.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 6. McKinney's Valued Partners (MVP) Program | <p>Build a team of local representatives from primary industries to help MEDC "sell" McKinney to business attraction prospects. It is common for attraction prospects to request meetings with existing local employers. This BRE tactic formalizes and recognizes the volunteer efforts of local industry representatives to partner in the growth of McKinney's economy.</p> <p>Conduct orientation and formalize into program with lapel pins and plaques for MVP Program completers.</p> <p>Additionally, print and distribute business card-sized McKinney fact brochures for MVPs to carry with them during travel so that they may be armed with facts and MEDC contact information if they come across potential prospects or to share with their supplier and customers.</p> |

## KEY PERFORMANCE INDICATORS

By 2022, the 5-year outcome of MEDC's work in Business Retentions and Expansion will yield:

- 25 businesses expanded
- 1,000 jobs created
- \$100M capital investment

## BUSINESS ATTRACTION

### OBJECTIVE

The objective for this strategic initiative is the attraction of companies with wages above Collin County's average wage that grow McKinney's tax base and diversify the economic base to increase resiliency through economic cycles. It is desirable for these newly attracted companies to support existing McKinney businesses associated with supply chain opportunities and operate as good corporate citizens.

### WHY IMPORTANT

McKinney wants and needs to be more than a bedroom community of workers for other communities of the Dallas-Ft Worth Metroplex. With good paying jobs locally, residents can minimize lengthy commutes and be more active in building a vibrant community. As well, the tax base enables the City to provide more amenities and services in McKinney for residents and businesses alike.

Strategically and proactively targeting industries that align to McKinney's assets and supply chain needs is true economic development that can contribute positively to shaping the future economic growth of McKinney. Responding to leads that contact MEDC will continue but not be the only channel for finding opportunities.

### KEY TACTICS - BUSINESS ATTRACTION

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#### 1. Target Industries

Track trends of target industries to increase understanding of needs:

- Computer Technology and Services
- Wholesale Trade
- Vehicle Manufacturing/Transportation
- Finance and Insurance
- Professional Services

Sample industry research tools:

- First Research [www.FirstResearch.com](http://www.FirstResearch.com)
- IBIS World [www.ibisworld.com](http://www.ibisworld.com)
- Industry associations (some are listed in First Research reports)

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.

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## KEY TACTICS - BUSINESS ATTRACTION

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|------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2. Marketing                                               | <p>Message Development</p> <ul style="list-style-type: none"> <li>▪ Maintain an accurate and current database of available sites and buildings</li> <li>▪ Evaluate workforce data provider; subscription</li> <li>▪ Document all assets for business attraction and update on regular schedule</li> <li>▪ Research and write case studies on local businesses and their utilization of resources/assets</li> <li>▪ News on business “wins” and expansions in McKinney</li> <li>▪ Company case studies and testimonials</li> <li>▪ Develop Business Cases for each target industry to prove why McKinney is the location of choice</li> <li>▪ Update on happenings and progress made for asset enhancements and new resources/services</li> </ul> <p>Marketing Channels</p> <ul style="list-style-type: none"> <li>▪ MEDC website – new/update</li> <li>▪ Videos</li> <li>▪ Social media platforms</li> <li>▪ Print on-demand brochures</li> <li>▪ Industry journals/blogs/publications</li> <li>▪ McKinney MVPs</li> </ul> <p>Materials/Collateral</p> <ul style="list-style-type: none"> <li>▪ Conduct review of all MEDC materials</li> <li>▪ Prepare MEDC “Who are we” brochure</li> <li>▪ Prepare Community Profile brochure</li> <li>▪ Develop maps of sites, showing infrastructure, roads, etc.</li> <li>▪ Foreign language testimonial/case study videos and print materials</li> </ul> |
| 3. Proactive Targeted Lead Generation & Marketing Missions | <p>Engage professional lead generation firm for setting face-to-face meetings with companies of target industries in target geographies who are interested in a McKinney location.</p> <ul style="list-style-type: none"> <li>▪ Host lead generation company’s project lead on FAM tour to provide education so they can better “sell” McKinney</li> <li>▪ Share Business Cases</li> <li>▪ Monitor campaign and screening of potential leads</li> <li>▪ Meetings with screened leads</li> <li>▪ Provide follow-up information after meeting</li> <li>▪ Add to regular call schedule in CRM</li> </ul> <p>Test VELOCITI tool (database for international lead generation).</p> <p>Solicit supply chain business leads from existing McKinney businesses and pursue strategically for recruitment.</p> <p>Asia Strategy focused on Taiwan, China, Korea and Japan</p> <ul style="list-style-type: none"> <li>▪ Leverage local McKinney business leaders who have Taiwanese connections for targeted recruitment efforts in Taiwan</li> <li>▪ Document Taiwan/Asian assets in McKinney and region</li> <li>▪ Regular marketing missions (4X/year) for face-to-face company meetings</li> <li>▪ Hire international consultant; potentially scale up to in-country office</li> <li>▪ Join Texas One in Asian marketing missions/tradeshows</li> </ul>                                                |

## KEY TACTICS - BUSINESS ATTRACTION

|                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Proactive Targeted Lead Generation & Marketing Missions (cont'd) | <p>Europe Strategy focused on United Kingdom, France and Germany</p> <ul style="list-style-type: none"> <li>▪ Regular marketing missions (3X year) for face-to-face company meetings</li> <li>▪ Industrial Asset Management Council Forum (London)</li> <li>▪ Join Team Texas in European marketing missions/tradeshows (i.e. Hanover Messe)</li> <li>▪ Join Dallas Regional Chamber in European marketing missions/tradeshows</li> </ul> <p>Domestic (USA) Strategy</p> <ul style="list-style-type: none"> <li>▪ Regular marketing missions for face-to-face company meetings linked to conferences and tradeshows or partner activities</li> <li>▪ Industrial Asset Management Council Forum (2X/year)</li> <li>▪ Join Team Texas in USA marketing missions/tradeshows (i.e. Select USA)</li> <li>▪ Join Dallas Regional Chamber in USA marketing missions</li> <li>▪ Partner with neighboring cities (Denton, Frisco) for special marketing missions</li> </ul> |
| 4. Inbound Marketing Events                                      | <p>Establish systems and materials for timely lead follow-up.</p> <p>Host companies with interest from proactive lead generation.</p> <p>Host international business development representatives from Dallas Regional Chamber and Governor's Office/Texas One to enhance their understanding of McKinney's business case for their prospects and better marketing of McKinney.</p> <p>Host priority site consultants for individual FAM tour, customized to their interests. Prepare invitation with optional meetings, tours and recreational activities.</p>                                                                                                                                                                                                                                                                                                                                                                                                     |
| 5. Regional Brokers & Developers Outreach                        | <p>Organize database of active brokers in McKinney and neighboring in communities; also regional developers.</p> <p>Conduct regular face-to-face meetings.</p> <p>Prepare and distribute quarterly electronic newsletter of happenings, company wins/expansions, case studies, etc.</p> <p>Participate in North Texas Commercial Association of Realtors (NTCAR) events with a McKinney booth.</p> <p>Host quarterly event in McKinney to engage brokers and developers.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

## KEY PERFORMANCE INDICATORS

By 2022, the 5-year outcome of MEDC's work in Business Attraction will yield:

- 70 business locations
- 5,000 jobs created
- \$300M capital investment

## ENTREPRENEURSHIP

### OBJECTIVE

Improve McKinney's culture for entrepreneurship and foster an image of entrepreneurial success. Job growth and tax base expansion from locally-owned companies are indicators to track progress.

### WHY IMPORTANT

Every community wants to be the original home to the next big thing and next big company. Although entrepreneurs start companies where they want to live, these start-up and young companies only stay where they can grow because their needs are being met. While half the battle is over of winning the location choice, it is still important to cultivate an environment that nurtures entrepreneurial growth to reap the long-term economic impact of these businesses. Entrepreneurship efforts are not for the short-term; results can be great if a community has patience and continues to support a strategy for the long-term.

### KEY TACTICS - ENTREPRENEURSHIP

|                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Exploration of MEDC's Role                                    | <p>Host focus group of McKinney entrepreneurs to explore what is of value to them and areas where they would like assistance to grow locally for entrepreneurs.</p> <p>Research and evaluate successful economic development entrepreneurship program approaches and models for consideration in McKinney.</p> <p>Define role and desired outcomes for MEDC in entrepreneurship for McKinney; fund sufficiently for successful outcomes.</p> |
| 2. McKinney's Entrepreneurship Ecosystem of Resources & Services | <p>Document all available resources and services for entrepreneurs in McKinney:</p> <ul style="list-style-type: none"> <li>▪ Service provider</li> <li>▪ Description of services</li> <li>▪ How to access</li> <li>▪ Associated costs, if any</li> <li>▪ Case studies of McKinney entrepreneurs who have utilized resources/services</li> </ul> <p>Market on MEDC website as a means to connect entrepreneurs to available resources.</p>    |
| 3. Marketing McKinney's Entrepreneurs & Innovative Businesses    | <p>Research and write case studies on local McKinney entrepreneurs and innovative businesses – what they produce, services, innovative processes, etc.</p> <p>Publish on mediums:</p> <ul style="list-style-type: none"> <li>▪ MEDC website</li> <li>▪ Social media platforms</li> <li>▪ Industry publications</li> <li>▪ Local and regional news outlets</li> </ul>                                                                         |

### KEY PERFORMANCE INDICATORS

Key performance indicators for Entrepreneurship will be defined after the exploration of MEDC's role is completed to determine specific entrepreneurship activities to be carried out by MEDC.

## COMPETITIVENESS

### OBJECTIVE

Enhance McKinney's assets in a manner that ensures business attraction and expansion wins, let alone retain existing employers. In particular, the Competitiveness Initiative focuses on innovative incentive offerings and readiness of available real estate – sites and buildings.

### WHY IMPORTANT

Winning business locations and expansions is extremely competitive among communities of the DFW Metroplex. There is immense opportunity for McKinney to win more frequently if sites are ready with infrastructure and buildings are available for immediate occupancy. Greenfield sites without infrastructure are available anywhere but competitive communities understand the needs of their prospects and prepare real estate product accordingly – through private and/or public investment.

Local Texas EDCs are permitted to provide incentives that are more competitive than most states. How the incentive tool is packaged and thoughtfully awarded to projects can help McKinney achieve economic growth and economic diversification objectives.

Three critical areas of focus for the Competitiveness Strategic Initiative – available buildings, development ready sites and competitive incentives - must be improved to support other Strategic Initiatives of this plan. Recognized by MEDC Board, staff and other community leaders, we must now work on overcoming these weaknesses in order to successfully grow McKinney's economic base.

### KEY TACTICS - COMPETITIVENESS

|                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Speculative Buildings  | <p>Develop and implement a campaign to recruit speculative developer(s) to construct office and industrial spec buildings that meet the needs of target industries.</p> <ul style="list-style-type: none"> <li>▪ Develop marketing packages (one for industrial market and one for office market) that documents missed opportunities for lack of available industrial and office buildings; and validates McKinney's competitive advantages for recruiting tenants. The objective of this package is to demonstrate demand for spec buildings.</li> <li>▪ Develop a target list of local, regional and state-wide developers.</li> <li>▪ Issue speculative building RFPs – one for industrial building, one for office building.</li> </ul> <p>If necessary, structure partnership deal where MEDC invests as a partner and earns income from lease.</p> |
| 2. Strategic Site Control | <p>Assess appetite and receptivity for MEDC as developer.</p> <p>Prioritize sites for strategic site control.</p> <p>Consider diverse approach and options in pursuit of strategic site control.</p> <p>Acquire real estate and develop for shovel ready sites. Fund land acquisition and/or public-private partnership structures.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

## KEY TACTICS - COMPETITIVENESS

|                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3. Infrastructure Readiness             | <p>Document infrastructure in place; and/or planned; and/or funded. Prepare marketing piece of all priority sites.</p> <p>Assess site deficiencies. Consider sites for infrastructure investment. Prioritize MEDC-owned properties for infrastructure improvements. Conduct feasibility study of priority sites.</p> <p>Assemble financing tools/options; consider adding another TIRZ in McKinney. Work with utility partners to plan and allocate capital investments to ready sites.</p> <p>Have plans (timelines and capital investment allocation) ready for client presentations on sites lacking complete infrastructure in place.</p>                                                                                                                                                                                                                                                                                                                                                             |
| 4. Competitive Incentives               | <p>Develop and adopt an incentive policy that prioritizes incentive awards on priorities to help MEDC achieve objectives. Weighting factors to consider for priority projects:</p> <ul style="list-style-type: none"> <li>▪ Local employer expansion</li> <li>▪ Target industries</li> <li>▪ Employment levels</li> <li>▪ Wage levels</li> <li>▪ Facility size</li> <li>▪ Headquarters function</li> <li>▪ Speculative developers</li> <li>▪ Designating “zones” as target areas of community for priority development</li> </ul> <p>Define MEDC’s involvement in retail projects.</p> <p>Develop system and checklist, along with data tools for conducting comprehensive financial due diligence of incentive candidates.</p> <p>Document other incentive offerings:</p> <ul style="list-style-type: none"> <li>▪ Permitting timeline, services and deferral of fees</li> <li>▪ Incentives offered by economic development partners (i.e. utilities, etc.)</li> <li>▪ Document TIRZ benefits</li> </ul> |
| 5. Cultural Readiness & Professionalism | Conduct cultural training with MEDC staff and Board Members, City Council and MVP participants to enhance interactions with international prospects.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 6. Airport Expansion                    | <p>Review past airport strategies. Clarify MEDC’s role.</p> <p>Conduct airpark feasibility land use model.</p> <p>Update MEDC sign regarding land development at McKinney airport.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

## KEY PERFORMANCE INDICATORS

By 2022, the 5-year outcome of MEDC’s work in Competitiveness will yield:

- 1M s.f. Class A office space built
- 400,000 s.f. light industrial/flex building space built

## STRATEGY MANAGEMENT & COMMUNICATING RESULTS

### OBJECTIVE

Efficient and effective MEDC work to achieve strategic plan objectives.

### WHY IMPORTANT

To achieve objectives, it is important to stay on track by measuring key performance indicators. With data in hand, MEDC can communicate results and also make informed decisions for plan adjustments. Reporting performance community-wide instills confidence and additional support for the MEDC.

### PRINCIPLES FOR SUCCESS

Success will be achieved through shared responsibilities. As such, implementation of this plan requires our commitment to the following principles:

- ❶ Focus on end goal – We will communicate to have a shared understanding of end goal forefront in our minds as we implement the plan.
- ❷ Be accountable – We will measure and publish the outcomes of our work.
- ❸ Habitually record our business interactions – We will exercise a habit of recording business interactions in Salesforce (our CRM).
- ❹ Adequate Resources – We will fund and hire staff sufficiently to support the plan to achieve Key Performance Indicators.
- ❺ Celebrate success – We will take time to celebrate our accomplishments.

### KEY TACTICS – STRATEGY MANAGEMENT & COMMUNICATING RESULTS

|                          |                                                                                                                                                                                                                                                                                                                            |
|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Manage Accountability | Utilizing the 4 Disciplines of Execution (4DX) by Franklin Covey, staff will provide regular update on implementation progress. <ul style="list-style-type: none"> <li>▪ Training of team on 4DX system</li> <li>▪ 20-minute weekly staff meetings to be accountable to team</li> </ul>                                    |
| 2. Track Metrics         | Track metrics in Salesforce (CRM).<br><br>Conduct a monthly review of data and adjust approach based on results, if needed.                                                                                                                                                                                                |
| 3. Annual Work Plan      | Prepare an Annual Work Plan to carry out specific strategy tactics. Define who does what by when.                                                                                                                                                                                                                          |
| 4. Metrics Dashboard     | Create an infographic report of metrics that shows progress and results to-date. Trend over time to illustrate changes.                                                                                                                                                                                                    |
| 5. Communicating Results | Publish Dashboard and information on accomplishments via: <ul style="list-style-type: none"> <li>▪ MEDC Board Reports</li> <li>▪ KPI City Reporting</li> <li>▪ Annual presentation to City Council</li> <li>▪ Page on MEDC website</li> <li>▪ MEDC Director's column in local newspaper</li> <li>▪ Social media</li> </ul> |

## ACKNOWLEDGMENTS

Many people shared input and ideas to help the MEDC lay out this important work through 2022. We are eager to engage these partners in plan implementation.

### MEDC Board of Directors

|               |                     |
|---------------|---------------------|
| Jason Burress | Chairman            |
| Paul Merritt  | Vice Chairman       |
| Walter Chen   | Secretary/Treasurer |
| Robbie Clark  |                     |
| Ken Sipiora   |                     |
| Sharon Denny  |                     |
| Randy Page    |                     |

### MEDC & City of McKinney Staff

|                  |                                 |
|------------------|---------------------------------|
| Darrell Auterson | MEDC President/CEO              |
| Abby Liu         | MEDC Executive Vice President   |
| John Valencia    | MEDC Director of BREP           |
| Madison Clark    | MEDC Business Dev Spec          |
| Paul Grimes      | City Manager                    |
| Barry Shelton    | Asst. City Manager              |
| Paul Sparkman    | Asst. Director of Public Works  |
| Michael Quint    | Executive Dir/Development Svcs. |
| Cindy Schneible  | MCDC President                  |

### McKinney Employers

|                             |                  |                                  |
|-----------------------------|------------------|----------------------------------|
| Atmos Energy                | Aston, Trey      | Marketing Development Specialist |
| Atmos Energy                | Coker, David     | Sr. Project Specialist           |
| Atmos Energy                | Duease, John     | Marketing Development Specialist |
| Baylor Scott White          | Armstrong, Kyle  | President/CEO                    |
| Blount Fine Foods           | Patterson, Gary  | HR Director                      |
| Boss Fight Entertainment    | Daniel, Pam      | CPO/HR Director                  |
| Emerson                     | Irvin, Kami      | HR Director                      |
| Emerson                     | Jones, Denise    | HR Director                      |
| Encore Wire                 | Jones, Daniel    | President/CEO                    |
| Encore Wire                 | Skidmore, Troy   | Dir. of Tech Operations          |
| Hisun                       | Sun, Jason       | President                        |
| Methodist McKinney Hospital | Minissale, Joe   | President                        |
| Oncor Electric              | Cain, Mike       | Dir of Economic Dev              |
| Oncor Electric              | Hernandez, Paul  | Area Manager                     |
| Peeyr, Inc.                 | Bhargava, Gautam | Founder                          |
| Popular Ink                 | Reiss, Dru       | CEO                              |
| Popular Ink                 | Salinas, Ray     | COO                              |
| Raytheon                    | Almeida, Andrea  | Head of Talent Acquisition       |
| Tupps Brewery               | Lewis, Keith     | President/Founder                |
| Vazata                      | Black, Lance     | CEO/Founder                      |
| Vector Systems              | Ovens, James     | President                        |
| Wistron GreenTech           | Hsu, Joseph      | General Manager                  |

## Community Leaders & Partners

|                       |                       |                                        |
|-----------------------|-----------------------|----------------------------------------|
| Appian Commercial     | Eckenrode, Ray        | Principle                              |
| Carey Cox Co.         | Cox, Bill             | Vice President                         |
| Collin College        | Blalock, Jennifer     | Vice President/Workforce & Econ Dev    |
| Collin College        | Matkin, Dr. Neil      | District President                     |
| Craig Ranch           | Craig, David          | Master Developer/Principle             |
| Craig Ranch           | Prestemon, Miles      | COO                                    |
| Express Employment    | Hamilton, Julie       | Client Services Manager                |
| High Profile Staffing | Allen, Bronwyn        | CEO                                    |
| High Profile Staffing | Angelen, Kjersten     | Relationship Manager                   |
| McKinney ISD          | Cowlishaw, Nancy      | MISD Partners in Education Coordinator |
| McKinney ISD          | Young, Todd           | Senior Director/Career & Tech Edu      |
| McKinney Workforce    | Williams, Greg        | Employment Services Supervisor         |
| RMCN Credit Services  | Delaney, Jeff         | HR Director                            |
| Sanchez Group         | Sanchez, J. Martin    | CEO                                    |
| Staff Force           | Cochrane, Tamra       | Area Manager                           |
| The WERX              | Miller, John          | Senior Consultant                      |
| The WERX              | Smeenck, Harry        | Executive Director                     |
| Workforce Solutions   | Castillo-Soto, Anabel | Business Dev Supervisor                |





The Intersection of Site Selection & Economic Development

The "McKinney Advancing Our Vision 2022" Plan for McKinney Economic Development Corporation was developed with the assistance and facilitation of TadZo.

TadZo is an economic development and site selection consulting firm led by Allison Larsen. Businesses and communities want essentially the same things: economic vitality, wealth creation, quality place and environment. TadZo works with communities to achieve these outcomes. TadZo also assist companies to identify communities with these attributes that support business strategy and competitive advantage.



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