UNIQUE MCKINNEY

2020 KEY PERFORMANCE INDICATORS REPORT

executive summary

MEDC

McKinney Economic Development Corporation

GOOD TO KNOW

The Key Performance Indicators (KPI) for 2020 were affected by the COVID-19 pandemic. While we were able to still achieve the majority of our goals, we were limited in our ability to meet with prospects and travel during the calendar year.

Despite all the interruptions, the MEDC staff showed an impressive amount of resolve and creativity to adapt to the current situation and bring successful projects over the goal line.

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SUMMARY

The Key Performance Indicators contained within this Executive Summary represent the culmination of the results of our strategic objectives for the 2020 operational year. These KPI's were adopted at the July 16, 2019 MEDC Board of Directors meeting, held at the City of McKinney City Hall.

While the timeline of these KPI's suggest that they do not represent the full fiscal year of organizational activity, let it be stated that the development of these KPI's spanned the entire organizational operational calendar year. Working within the calendar year provides a better measure for opperational activity and ease of tracking. This report quantifies the results of the KPI's defined within pre and post adoption by the MEDC Board of Directors.

"If you really look closely, most overnight success took a long time."
- Steve Jobs

STRATEGIC OBJECTIVES

KEY PERFORMANCE INDICATORS

01

Business Attraction

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

02

Marketing/ Website/ Social Media

Coordinate to create a uniform marketing campaign for the MEDC to clearly showcase the City of McKinney as a business and lifestyle destination and to promote development opportunities.

03

Business Intelligence

MEDC utilizes business intelligence to provide meaningful data and information that assists the team in making informed decisions and providing competitive responses to projects.

04

Lead Generation/ Outreach

The MEDC will participate in outbound trade missions to recruit national and international business prospects to promote McKinney as the premier city to locate and grow business in the DFW Metro.

05

Infrastructure Development

Utilizing Infrastructure-led economic development principles, the MEDC will seek to engage technology infrastructure that will serve as a catalyst for business attraction and community lifestyle improvement.

06

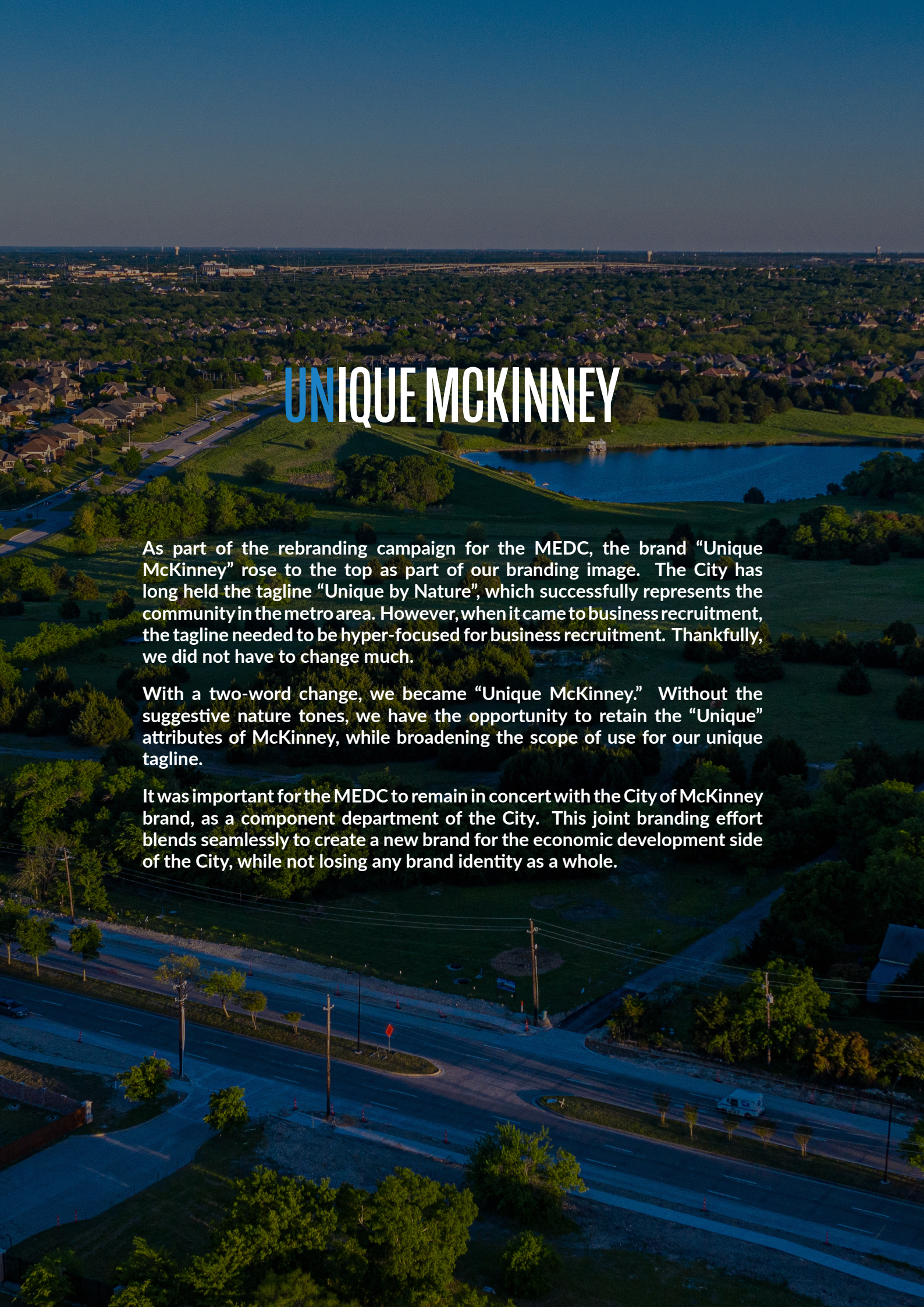
Increase Commercial Tax Base

As a primary objective, the MEDC will seek opportunities for increasing the commercial tax base of the City of McKinney to help balance the proportion of tax base from relying heavily on residential property tax.

07

Business Retention & Expansion

Develop a personalized Business Retention and Expansion program to serve the existing McKinney business community.



UNIQUE MCKINNEY

As part of the rebranding campaign for the MEDC, the brand “Unique McKinney” rose to the top as part of our branding image. The City has long held the tagline “Unique by Nature”, which successfully represents the community in the metro area. However, when it came to business recruitment, the tagline needed to be hyper-focused for business recruitment. Thankfully, we did not have to change much.

With a two-word change, we became “Unique McKinney.” Without the suggestive nature tones, we have the opportunity to retain the “Unique” attributes of McKinney, while broadening the scope of use for our unique tagline.

It was important for the MEDC to remain in concert with the City of McKinney brand, as a component department of the City. This joint branding effort blends seamlessly to create a new brand for the economic development side of the City, while not losing any brand identity as a whole.

01 BUSINESS ATTRACTION

2020

THE RESULTS ARE IN

In a year filled with challenges , the MEDC has once again had a record year in investment into the City of McKinney. Our success is a collective achievement with our city partners and city leadership who jumped on board with new plans and initiatives that helped drive our wins this year.

1. Maintain an active project pipeline of minimum 20 active projects

Active Pipeline Project : 33

KPI Met: YES

Details: The MEDC has never had a busier year from a projects standpoint, not only from the sheer number of qualified projects but also in the number of closed deals. With the establishment of the Innovation Fund and a record number of outreach events, even during a global pandemic, the outputs were the best on record for the organization. The Innovation Fund continues to be the strong point for the organization. This program is clearly separating the MEDC from competitive cities and making it a standout community in DFW. With the hopeful return to business travel and in-person meetings, 2021 will seemingly increase the number of projects the organization will work on. Expectations are that business will continue to boom in the region.

2. Host at least 1 familiarization tour (FAM) annually

Hosted FAM Tours: 2

KPI Met: YES

Details:

FAM Tours

Company	MEDC Representative
• **Harris Bay Development (San Francisco) October 2020**	Danny Chavez
• **Site Selection Group (Dallas) October 2020**	Danny Chavez

3. Participate in a minimum of 5 industry Trade Shows and Missions

Trade Shows and Missions Attended: 20

KPI Met: YES

Trade Show/Mission	In-Person (Y/N)	Virtual (Y/N)	MEDC Representative
ConnectX Virtual	N	Y	Michael DePaola
Smart Cities Expo Virtual	N	Y	Michael DePaola
Harvard Executive Leadership	Y	N	Peter Tokar
Site Selectors Guild	Y	N	Peter Tokar
Economix	N	Y	Peter Tokar & Danny Chavez
IEDC Annual Conference	N	Y	Peter Tokar
Bisnow	Y	N	Peter Tokar & Abby Liu
P3 © Conference	Y	N	Peter Tokar
LEAD Class University of Virginia	Y	N	Abby Liu
NTX Inno Startups to Watch in 2020	Y	N	Madison Clark & Danny Chavez
Los Angeles Marking Trip	Y	N	Madison Clark & Danny Chavez
Atlanta Consultant Connect	Y	N	Danny Chavez
Consultant Connect Virtual Gathering (April)	N	Y	Danny Chavez
Y Texas Annual Summit, MEDC Panelist	N	Y	Danny Chavez
Y Texas State of Business Summit	N	Y	Danny Chavez
DFW Marketing Team Site Selection Series (New York) September	N	Y	Danny Chavez
DFW Marketing Team Site Selection Series (New York) September	N	Y	Danny Chavez
DFW Marketing Team Site Selection Series (New York) October	N	Y	Danny Chavez
Consultant Connect Virtual Gathering (October)	N	Y	Danny Chavez
Consultant Connect Virtual Gathering (November)	N	Y	Danny Chavez

02 MARKETING

MAKING THE HEADLINES

1. Launch a minimum of 5 targeted marketing campaigns

KPI Met: YES

Details: The targeted marketing campaigns:

- Site Selectors and Brokers Quarterly Newsletter
- Local Community MEDC Newsletter
- Health-Tech focused Newsletter
- McKinney Technology Update Newsletter
- FDI International Publication focused on Innovation Fund and Innovation Ecosystem in McKinney

2. Achieve an open rate of 40%

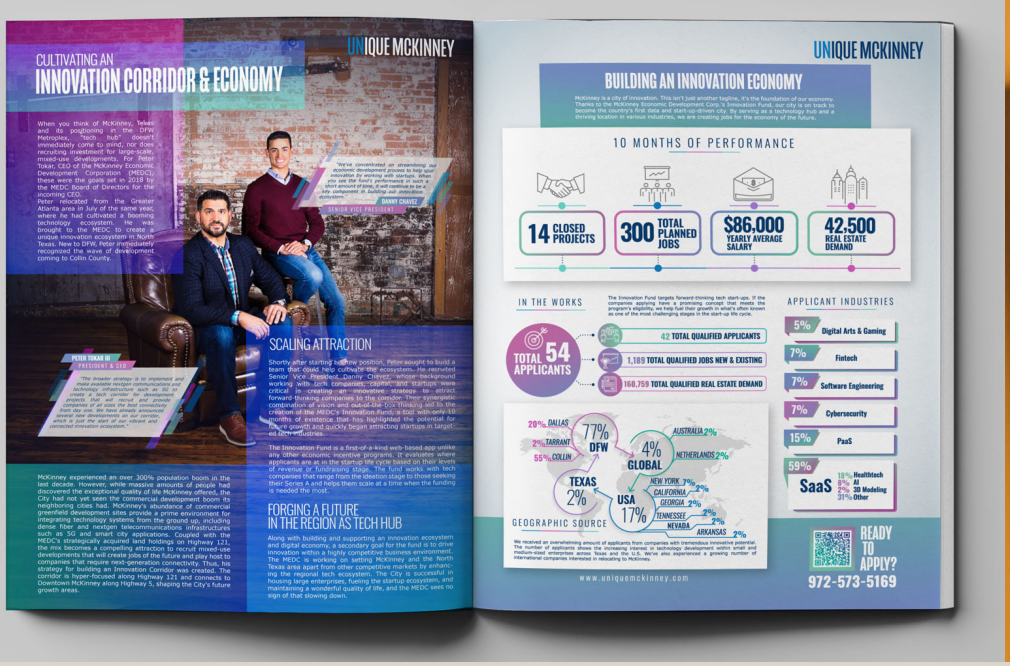
Number of publications produced:

- Press Releases: 7 (Published 7 of 7: 100%).
- Paid print and digital advertisement: 4 (2 ½ Pages 6 Full Pages)

KPI Met: NO – Strategy was changed and adapted to COVID-19 Marketing trends.

Details: There were four digital and print publications produced in 2020. Two were international publications in efforts to increase our exposure in European markets. We also integrated the usage of press releases that have given us a strong presence in prestigious outlets such as Dallas Business Journal, Dallas Innovates, Dallas Morning News, Community Impact, Dallas News, Yahoo Finance, North Texas E-News and other startup targeted digital magazines such as Forbes and Crunchbase.

*The open rate for the Brokers newsletter is skewed. Many site selectors and brokers were displaced this year due to COVID and the address data used for distribution was outdated. We continue to update addresses once we reach site selectors and brokers. Many of them have gone independent during this time which is hard to track. We will continue our efforts and focus on growing our database to ensure we are reaching our targets.



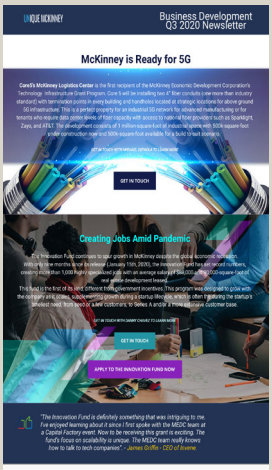
3. Launch at least 1 industry specific Newsletter

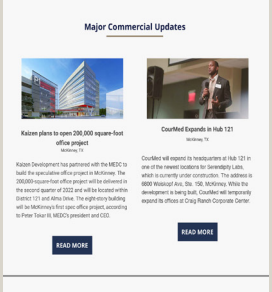
KPI Met: YES

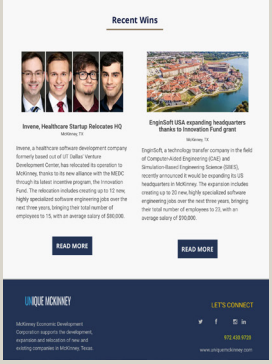
Newsletter sent: 6 Total | 2 General Public | 4 Targeted Industries.

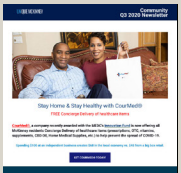
Details: We introduced two new newsletters in 2020. The Community Newsletter focuses on the roll the MEDC plays in our community and the Technology Newsletter which focuses on startups and technology infrastructure updates.

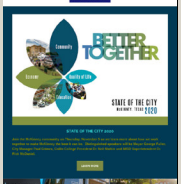
Future distributions will continue to target these individual audiences in their respective campaigns.

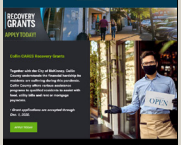


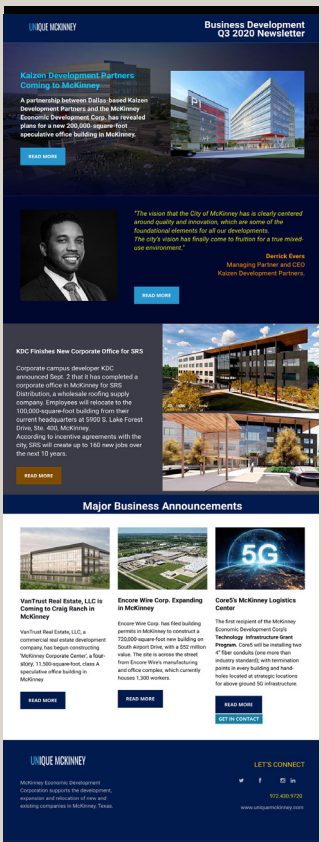












NEWSLETTERS

2020

Delivered: 1,124

Total Opens: 2,397
Total number of times an email is opened, including repeat opens.

Unique Opens: 357 (31.76%)
identifies each individual who opened your email.

02 - 40% KPI Met: NO

Unsubscribe: 1

Spam: 0
Contact on email list receives your communication and reports it as unwanted or unsolicited.

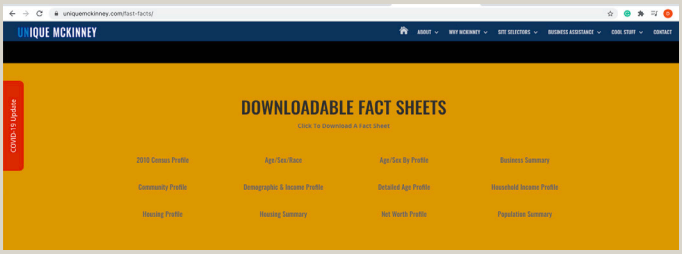
Hard Bounce: 23

Soft Bounce: 48

02 WEBSITE & SOCIAL MEDIA

2020

4. Complete "Fast Facts Sheets" downloadable information sheets on the website



KPI Met: YES

Details: There are currently 12 "Fast Fact" to download on our website.

5. Increase consumer organic engagement on marketing platforms by 5% over national average

KPI Met: YES

Details: By creating helpful, relevant, and visually striking content on all our social media channels, we have increased our brand's relevance. Our primary focus has been to grow our LinkedIn, which significantly increased this year. We have also polished the quality of followers. 29% of our current audience have senior job positions within Business Development. We are in the process of creating a new website user experience. We are curating the content, download and upload speed, and creating unique content that is also mobile-friendly and fairly represents Unique McKinney's image.

FACEBOOK

+ 44 % JAN– DEC

JANUARY: 469
FEBRUARY: 472
MARCH: 480
APRIL: 499
MAY: 511
JUNE: 520
JULY: 530
AUGUST: 536
SEPTEMBER: 537
OCTOBER: 623
NOVEMBER: 673
DECEMBER: 673

TWITTER

+ 32% JAN– DEC

JANUARY: 330
FEBRUARY: 337
MARCH: 353
APRIL: 357
MAY: 365
JUNE: 372
JULY: 378
AUGUST: 399
SEPTEMBER: 410
OCTOBER: 425
NOVEMBER: 429
DECECEMBER: 438

INSTAGRAM

+ 111 % JAN– DEC

JANUARY: 359
FEBRUARY: 400
MARCH: 423
APRIL: 460
MAY: 498
JUNE: 545
JULY: 589
AUGUST: 631
SEPTEMBER: 652
OCTOBER: 696
NOVEMBER: 732
DECEMBER: 759

LINKEDIN

+181% JAN– DEC

JANUARY: 159
FEBRUARY: 165
MARCH: 203
APRIL: 228
MAY: 236
JUNE: 280
JULY: 308
AUGUST: 346
SEPTEMBER: 369
OCTOBER: 390
NOVEMBER: 421
DECEMBER: 446

Website Report

47% Referral Traffic

Details: Keeping our website current and relevant is top priority. We are already in the process of updating our new website user experience. We are curating the content, download and upload speed, and creating unique content that is also mobile-friendly and fairly represents Unique McKinney's image. We will likely continue to keep updating the website with fresh, relevant content so that we create a more engaging experience for our visitors. Much like home improvements, a website is never completely done, there is always something we can find to improve.

Top 5 Referrals

1- LinkedIn / FDI Magazine
2- Facebook
3- Dallas Innovates
4- Community Impact
5- Dallas Business Journal

Top 10 Entrance Pages

1- Innovation Fund
2- Leadership
3- Announcements
4- Meet McKinney
5- Board & Agendas
6- Demographics
7- Quality of Life
8- Economic Incentives
9- Newsletter Subscribe
10- Retention & Expansion

Website Statistics

Total Visits: 11,221

Length of Visits: 6.2 minutes (Industry average for 2020: 2-4 minutes)

Location Data of Visitors: 87% USA Users / 13% International

Bounce rate: 67% (Industry average for 2020: 68%)

03 BUSINESS INTELLIGENCE

2020

MEDC utilizes business intelligence to provide meaningful data and information that assists the team in making informed decisions and providing competitive responses to projects.

1.Complete “Fast Fact” Upload to website

KPI Met: YES

Details: Fact Sheet Profiles uploaded include 2010 Census, Community, Population, Income, Housing, Net Worth, Demographic, Age and more. (See page No 5.)

2. Complete competitiveness study of at least two comparative markets

KPI Met: YES

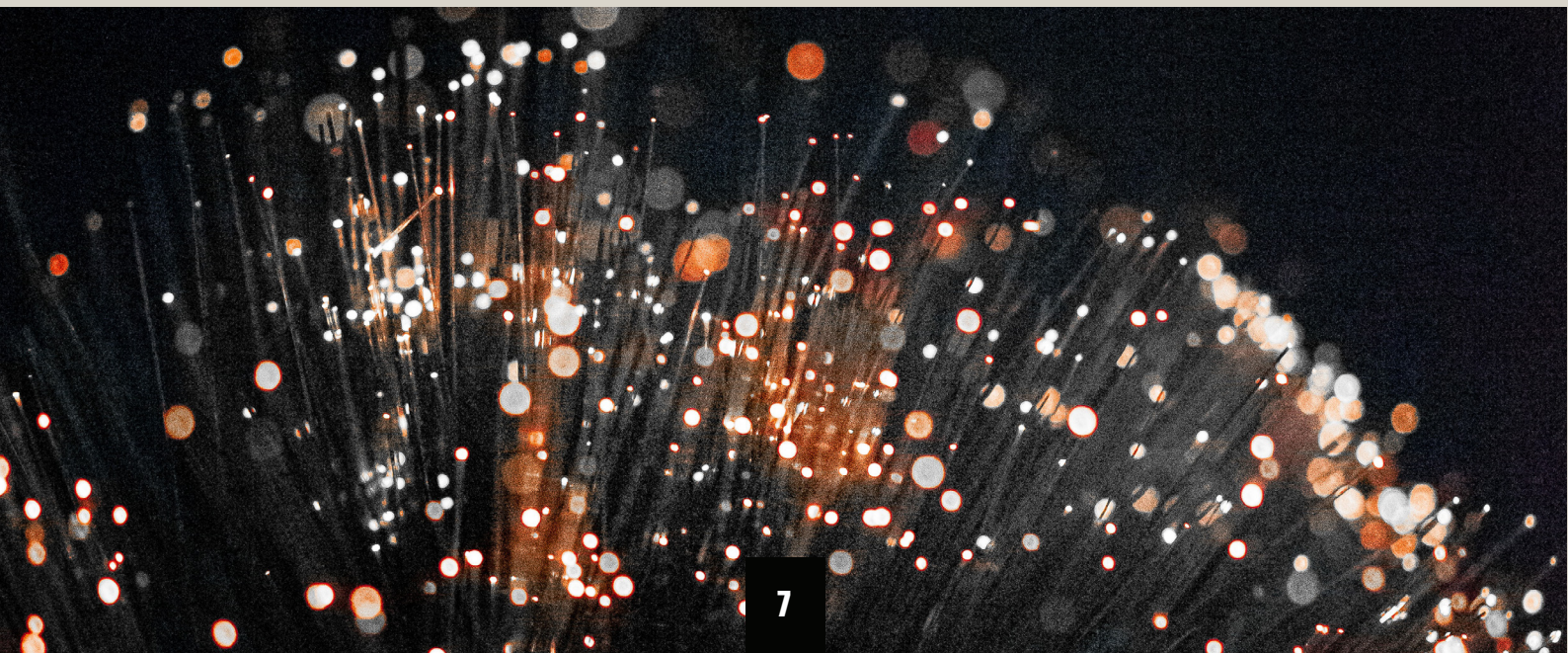
Details: Staff completed three comparative market studies to include in competitive RFP responses. All three of which have generated either site visits or short lists.

Boulder, CO; Fairfax, VA; Orlando, FL

3. Complete unified data set that is used citywide

KPI Met: NO - Project is currently On Going

Details: Throughout 2020 MEDC and City Staff met to discuss consolidating data into a unified set in order to provide a higher quality of information that is consistent throughout the organization.



04 LEAD GENERATION & OUTREACH

2020

1. Generate at least 5 National and International project leads

Total National and International Leads: 119 **KPI Met:** YES

Details: The MEDC has never had a busier year from a leads standpoint, not only from the sheer number of qualified leads but also in the number of closed deals. With the establishment of the Innovation Fund and a record number of outreach events, even during a global pandemic, the outputs were the best on record for the organization. The Innovation Fund continues to be the strong point for the organization. This program is clearly separating the MEDC from competitive cities and making it a standout community in DFW. With the hopeful return to business travel and in-person meetings, 2021 will seemingly increase the number of leads the organization will work on. Expectation should be that business will continue to boom in the region.

Two international business missions including Japan (Dallas Regional Chamber) and Taiwan (McKinney) were cancelled due to the global pandemic travel restrictions in 2020. Through the established local contacts in international community and digital marketing, we generated five international leads from Australia, China, Netherland and Taiwan. Three of the five leads turned to a project. We plan to resume the international business missions for Foreign Direct Investment (FDI) opportunities in 2021 when the travel restriction is lifted.

2. Send Out 4 Quarterly Newsletters to Brokers & Site Selectors

Newletters: 4

KPI Met: YES **| Details:** See page 4.

3. Participate in a Minimum of 5 Local Broker Events

Local Broker Events Attended: 12 **KPI Met:** YES

Trade Show/Mission	In-Person (Y/N)	Virtual (Y/N)	MEDC Representative
NTCAR 2020 Forecast, 1/16/2020	Y	N	Madison Clark
DBJ Texas Economy Past & Present, 2/11/2020	Y	N	Madison Clark
TREC- 380 Corridor Update, 2/26/2020	Y	N	Madison Clark
Kimley Horn Event, 2/27/2020	Y	N	Madison Clark
NTCAR YP Up Close & Personal w/ Brooke Armstrong, 10/20/2020	N	Y	Madison Clark
Esports Studios to Stadiums	Y	N	Danny Chavez & Michael DePaola
DFW Marketing Team Meeting (April)	N	Y	Danny Chavez
DFW Marketing Team Meeting Conversation w/ Office of the Governor	N	Y	Danny Chavez
Site Selection Group Webinar	N	Y	Danny Chavez
McKinney Chamber Golf Classic	N	Y	Danny Chavez

05 INFRASTRUCTURE DEVELOPMENT

2020

"TECH ISN'T JUST A TOOL, IT'S AN INSTRUMENT FOR CREATING CULTURE."

- DEITER BOHN

In the last year the MEDC and the City of McKinney has taken a huge step toward making McKinney ready for the digital economy and the new world of remote work, remote learning, and e-commerce. Technology infrastructure is the backbone for a productive economy and high quality of life and provides a platform for residents and businesses to connect further and expand their reach.

1. Deliver a 5G health report and design manual by Q3 2020

KPI Met: YES - 2 sites.

Details: Staff presented the health report and design manual on July 21, 2020 to City Council. This document included a deep dive in research on wireless technology's impact on human health. Staff also presented a design manual that provides construction, location, and aesthetic guidelines for future fiber and wireless node deployments.

2. Engage at least one development as a test site for tech infrastructure roll out

KPI Met: YES - 2 sites.

Hub 121: AT&T is providing wireless coverage and fiber throughout the site. This is an asset as it is McKinney's first mixed use development and the location of two large corporate HQ's. Deliver at this site is expected in 2021.

District 121: Executed letter of intent to provide fiber infrastructure and wireless services with a neutral host provider. Phase 1 deployment (fiber) in 2021; Phase 2 – wireless coverage expected by August 2022.

3. Deliver Industry Specific Use Case for 5G Technology

KPI Met: YES

Details: Staff completed a case study focusing on industrial applications for 5G Technology including but limited to, connected machinery, fixed wireless, low latency 5G, and Edge Computing.

06 INCREASE COMMERCIAL TAX BASE

1. Have an active capital investment pipeline of $200M from MEDC projects annually (CY)

Total Capital Investment: $1,240,735,000

KPI Met: YES

Details: The MEDC had a record year from a capital investment standpoint with $290M in total capital investment from landed projects. However, the capital investment proposed by the active project pipeline has never been as strong as it is starting the new year with over $1.2 Billion in active projects. With a record number of outreach events, even during a global pandemic, the outputs were the best on record for the organization. With the hopeful return to business travel and in-person meetings, 2021 will seemingly increase the capital investment outputs with the number of projects the organization will work on. Expectations are that business will continue to boom in the region.

2. Increase Cap-Ex of at least 20% vs prior year (FY19 $176M) of announced projects

Percentage increase in Cap-Ex from 2019 to 2020 : 61% | **KPI Met:** YES

Details: The MEDC has never had a busier year from a capital investment standpoint, not only from the capital investment proposed by the active project pipeline, but also in the capital investment figures of closed deals. With a record number of outreach events for the MEDC, even during a global pandemic, the outputs were the best on record for the organization. Despite a global pandemic year, the MEDC had a record project year for a total capital investment of $290M.

- 2018 Total Capital Investment - $61M
- 2019 Total Capital Investment - $176M - Increase of 189% from Prior Year
- 2020 Total Capital Investment – $290M - Increase of 137% from Prior Year

07 BUSINESS RETENTION & EXPANSION

2020

1. Visit at least 300 McKinney businesses annually

Total BRE Visits: 41

KPI Met: NO

Details: The new BRE program implemented in early 2020 got off to a great start with a planning meeting amongst partners consisting of Visit McKinney, the McKinney Chamber of Commerce, and great additions in the McKinney Community Development Corporation (MCDC), and the Project Expeditor at the City of McKinney Development Services Department. By the middle of March, our in-person BRE visits were halted due to the COVID-19 global pandemic, and the team began reaching out to McKinney businesses via email. This practice continued throughout the remainder of the year, and despite the challenging year presented, we were able to see the business community support one another through partnerships and philanthropic efforts that show the unique way McKinney can work together in times of distress. MEDC was able to assist in some of the business connections made while handling introductions virtually. McKinney saw nine expansions associated with MEDC in 2020 despite the many challenges of the COVID-19 global pandemic.

TOTAL BRE VISITS

41

BRE visits are aimed at engaging our existing business community as a form of corporate "Check-Up" to gauge if we can provide any assistance.

COMMUNITY FORUMS

6

We will be hosting many more community forums to better engage with the residents and citizens of McKinney. Our goal is to educate about what the MEDC does.

BRE WORKSHOPS

0

Businesses sometimes don't know they need help. These workshops are aimed at providing industry knowledge and education to McKinney businesses.

2. Engage Top 10 Employers at least 3 times per year

KPI Met: YES / UNKOWN

Details: We are continuing our efforts to develop a solid baseline of the business inventory in McKinney. We had hoped to complete this upon bringing on a business intelligence role to the organization. The turnover in that position was a roadblock in completing this objective. Since we do not have a central directory of McKinney businesses, it's hard to say if we have had 3 touchpoints with our 10 largest employers. The large companies that we do know of, we did have at least 3 engagements with. However, many times we do reach out to the companies and they decline a meeting especially with the additional consideration of COVID this past year. We see this an opportunity to develop a new way of connecting with these companies under the current constraints.

EMPLOYER	ENGAGEMENTS		
Encore Wire	3+	Independent Financial	3+
Raytheon	3+	SRS Distribution	3+
Globe Life	3+	Dynacraft	3+
Watson & Chalin	3+	Traxxas	3+*
Emerson	3+		

*Multiple attempts to meet

2. Host two community forums annually

Community Forums completed : 6

KPI Met: YES

Details: Finding the correct outlet for these forums proved to be rather difficult. We finally met with the City of McKinney Neighborhood Services Department and were invited to participate in their regularly scheduled community forums to meet this objective. They have a robust calendar of community meetings and we will be participating in the vast majority of them, as well as continue to look for more outlets to engage the community.

Community Forums:

- McKinney Chamber of Commerce Development Forum - 2
- McKinney Chamber Quarterly Luncheon & CEO Breakfast Series
- Collin County Black Chamber of Commerce - Business over Breakfast
- ROMEO Luncheon - Community Presentation

UNIQUE MCKINNEY

MEDC

McKinney Economic Development Corporation

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