visit McKinney

2023-2025 Strategic Plan

The Visit McKinney Strategic Planning Processes

In November 2022, Visit McKinney embarked on a strategic planning process to create strategic priorities for 2023 through 2025. The following is the process used to reach the conclusions for the strategic plan.

The process kicked off with a preliminary planning meeting between Executive Director Aaron Werner, MPA, and professional facilitator Alysia A. Cook, PCED, IOM with Opportunity Strategies LLC. The two met to review key issues facing the organization, understand the programs and projects currently underway, and to prepare the process and format for the planning session.

On February 28, 2023, the Visit McKinney Board and staff met at the McKinney Performing Arts Center for a strategic planning workshop to begin planning for 2023 through 2025.

The facilitator led the participants through a SWOT analysis, a brainstorming exercise called Start-Stop-Accelerate, then discussions regarding desires and priorities for the next three years, then a development of and consensus on goals for 2023-2025.

Following the goal development, the facilitator led the group through strategy and metrics development. This full-day session included participation from both board and staff.

The following is the Visit McKinney 2023-2025 Strategic Plan.

visit McKinney 2023-2025 Strategic Plan

Vision

To be the most welcoming gem in all of Texas.

Mission

To improve the economic vitality of McKinney by inviting others to visit, explore, and enjoy the many experiences our city has to offer.

Core Values - R.I.S.E.

Respect: We support a healthy work environment.
Integrity: We model ethical behavior.
Service: We are selfless public servants.
Excellence: We are competent and dedicated.

Goals

1
Support and Promote Events in McKinney

2
Create a Strategic Marketing Plan

3
Develop a Unified Tourism Plan with Strategic Partners

4
Become a Data-Focused Organization

5
Enhance Organizational Structure

6
Ensure Financial Growth of Visit McKinney

Goal #1:
Support and Promote Events in McKinney

Strategies	Who's Responsible?	Start Q/YR	Complete Q/YR	Metric/KPI
1.1 Evaluate grants program - Realign dates? Stop-or-continue? Adjust funding?	Board & City Council	Q3 2023	Q1 2024	# of grants evaluated
1.2 Host educational informational campaign about grant availability (Visit McKinney, MCDC)	Staff	Q1 2024	Q4 2024	# Attendees
1.3 Discuss establishing an Ambassador Program for Visit McKinney	Staff/Board	Q1 2024	Q4 2024	☐ Completed Y/N # of ambassadors
1.4 Create hotel packages (for city events) such as Arts in Bloom, DCI, Oktoberfest, etc.	ED & Services Mgr	Q3 2023	Q4 2023	Start with McKinney Oktoberfest

Goal #2:
Create a Strategic Marketing Plan

Strategies	Who's Responsible?	Start Q/YR	Complete Q/YR	Metric/KPI
2.1 Increase Staffing	ED & Board	Q4 2023	Q4 2025	# of staff increase by Q4 2025
2.2 Innovative Advertising Campaigns (data driven) expand market beyond Texas	Marketing Staff & Board Marketing Committee	Q4 2023	Ongoing	# (open rate) % (percent increase)
2.3 Create more digital ads (Balance the use of print vs. digital)	Marketing Staff & Board Marketing Committee	Q2 2023	Q4 2025	% Digital vs. % Print
2.4 Develop marketing strategy to reach McKinney residents (current and new)	Marketing Staff & Board Marketing Committee	Q2 2024	Q1 2025	Using Geolocation Data # of residents attending local events
2.5 Create awareness for local businesses about upcoming events	Marketing Staff & Board Marketing Committee	Q2 2024	Q1 2025	❑ Completed Y/N
2.6 Increase SEO to create more targeted campaigns	Marketing Staff	Q4 2023	Ongoing	# of website hits
2.7 Increase awareness and utilization of Visit McKinney app and link it to website	Marketing Staff	Q3 2023	Ongoing	# of app downloads, # of monthly users
2.8 Actively seek partnership opportunities that align with "Music-friendly" and "Film-friendly"	Marketing Staff & Board Marketing Committee	Q1 2025	Q4 2025	# of partnerships

Goal #3:
Develop a Unified Tourism Plan with Strategic Partners

Strategies	Who's Responsible?	Start Q/YR	Complete Q/YR	Metric/KPI
3.1 Position McKinney as the epicenter of youth sports tourism	Staff, Board, P&R	Q1 2024	Q4 2025	# of youth sports tourmants in McKinney
3.2 Work with community partners to create marketing strategies and capitalize on opportunites to enhance clients' experiences	Staff	Q4 2023	Q4 2024	# of coupons or app downloads
3.3 Advocate for additional hotels - including kid-friendly entertainment	Staff, Board	Q2 2023	Ongoing	# of new hotels
3.4 Advocate for future tourism development - Convention, entertainment, sports, walkable	Staff, Board	Q2 2023	Ongoing	# of projects in pipeline # of projects completed
3.5 Support Airport development - Create a physical Visit McKinney presence	Staff, Board	Q2 2023	Q4 2025	# of marketing materials delivers # of staff hours spent on airport promotion
3.6 Position McKinney to host a team practice for the 2026 World Cup & plan associated events	Staff, P&R	Q1 2023	Q4 2025	❑ Completed Y/N

Goal #4:
Become a Data-Focused Organization

Strategies	Who's Responsible?	Start Q/YR	Complete Q/YR	Metric/KPI
4.1 Purchase data collection system - Simpleview	Staff	Q4 2023	Q4 2023	☐ Completed Y/N
4.2 Inventory data sources that we have and determine what else we want to invest in	Staff, Board	Q2 2023	Q1 2024	☐ Completed Y/N
4.3 Human movement data & Demographics: use these to define who to market to & how - Zartico	Staff	Q4 2023	Ongoing	☐ Completed Y/N
4.4 Use data metrics to better understand what works and what is lacking	Staff	Q4 2023	Ongoing	☐ Completed Y/N
4.5 Collect and analyze data to show economic impact of HOT funds administered to us	Staff, Board	Q4 2023	Ongoing	☐ Completed Y/N
4.6 Hire a data analyst or contract services	Staff, Board	Q4 2024	Q2 2025	☐ Completed Y/N

Goal #5:
Enhance Organizational Structure

Strategies	Who's Responsible?	Start Q/YR	Complete Q/YR	Metric/KPI
5.1 Assess current marketing responsibilities to reorganize and grow staff to match the needs of a destination the size of McKinney	ED & Board	Q4 2023	Ongoing	❑ Completed Y/N
5.2 Train and continually educate new and existing board members	Staff	Q4 2023	Ongoing	❑ Completed Y/N
5.3 Develop staff manuals to create easy transitions for staff	ED & Staff	Q3 2023	Q4 2024	❑ Completed Y/N
5.4 Host retreat for Board & Staff	ED & Staff	Q3 2024	Q4 2024	❑ Completed Y/N

Goal #6:
Ensure Financial Growth of Visit McKinney

Strategies	Who's Responsible?	Start Q/YR	Complete Q/YR	Metric/KPI
6.1 To encourage City Council to increase our HOT tax allocation percentage	ED & Board	Q3 2023	Q3 2025	% Increase Annually
6.1.1 Make comprehensive list of positive impacts made by HOT tax usage	Staff	Q1 2024	Q4 2024	❑ Completed Y/N
6.1.2 Develop budget requests including staff increase	Staff	Q2 2023	Q4 2023	❑ Completed Y/N
6.2 To collect all Short-Term-Rental (STR) funds, not just Airbnb	City, Staff & Board	Q1 2024	Q4 2025	❑ Completed Y/N
6.2.1 Get Short-Term Rental collection support from THLA	Board & Staff	Q1 2024	Q4 2025	❑ Completed Y/N
6.3 Open Visit McKinney store	Board & Staff	Q2 2023	Q3 2023	❑ Completed Y/N
6.4 Request more funds to replenish store stock	ED & Board	Q3 2023	Q1 2024	❑ Completed Y/N

Appendix

Expectations

The facilitator asked the participants to share any expectations for the day. Responses were as follows. Check means that expectation was met by the end of the day. X means that board and staff need to discuss further.

- ✓ List ways organization can enhance value-add on at events
- **X** What types of events/workshops can we offer to our event planners?
- ✓ Identify what McKinney's value prop is
- ✓ How will we address newcomers' and locals' event growth?
- ✓ Clarity on meeting goals
- ✓ How can Visit McKinney partner with Parks and Recreation more?
- ✓ Amplify music friendly
- ✓ Vision Statement development
- ✓ Get creative

SWOT Analysis

The facilitator engaged the participants in an exercise prior to the goal development to brainstorm and list the strengths and weaknesses of Visit McKinney and/or the City of McKinney, as well as the current and/or potential opportunities and threats facing the organization/community. The results of the SWOT are listed here:

Strengths

- Visit McKinney app
- Affordability
- Diversity (people & culture)
- Parks & Nature
- Location of the city
- City aesthetic
- Growth (continued)
- Downtown
- Job opportunities (business)
- Educational system (ISDs & Collin College)
- Private schools, Charter schools & Higher Education - UTD, SMU, TCU, TWU
- Arts (Music & Arts)
- History (homes, businesses)
- Events/Festivals
- Dining
- New developments
  a) TUPPS
  b) District 121

c) Hub 121
- Valet car parking service
- AT&T Byron Nelson Tournament
- NCAA D2 football
- City Dept. collaborations
- Visit McKinney staff
- Local crafts/artisans
- Breweries/wine room
- Wedding venues/suppliers
- Business incubators
- Small businesses & shops (Mom & Pop retail)
- Sports facilities
- Partner relationship (hotels/venues/businesses)
- Historic venues/museums/locations
- Parks & Rec - sports complexes/bike trails
- Leadership/Mayor/Council/Staff
- Charm (small town vibe) - unique
- Authenticity
- Room to grow
- McKinney Chamber of Commerce
- Airport
- HEB & Costco & Sam's Club
- Topography
- Access/easy to navigate-
  a) TKI Airport
  b) DFW Airport, Love Field
  c) 121
  d) 75
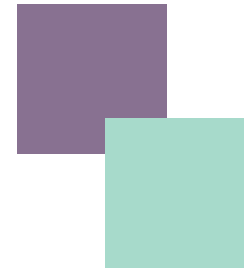
e) 380
- Clean
- see above Diverse communities/neighborhoods
  a) Housing
  b) Socioeconomic
- Educated residents
- MCDC/MEDC
- Strong Public Safety (Fire Department & Police Department) - mounted patrol & bicycle police
- #2 safest city
- Central Time Zone

Weaknesses

- Lack of full-service hotels
- Lack of transportation
- Limited conference space
- Lack of family entertainment venues (i.e., bowling/skating/TopGolf etc.)
- Lack of performance space
- Lack of attractions/slow growth of attractions (specially overnights)
- Lack of sport fields (soccer, baseball, lacrosse, pickleball)
- Lack of commercial airport
- Lack of entertainment for young kids
- Attainable housing
- Downtown parking:
  - Perception of not enough
  - Distance parking
- Shop opening hours when visitors are here (stay late, Mondays for weekend stay overs)

- Lack of downtown banks
- Lack of general store
- East/West Side split
- Promotion of our app
- Lack of inclusivity - helping others feel welcome
- Marketing to locals
- Lack of homeless shelter
- Lack of development in West McKinney for tourism
- Lack of destination hotel/boutique hotel (local charm lodging)/family experience
- Lack of walkability outside of downtown
- Leakage (when people come for our events, facilities to accommodate them - hotels specifically)
- Night life
- Not capitalizing on Choctaw traffic (on 75)
- Lack of distillery
- Studio (small scale Universal) film sound stages
- Attract hotel development
- Lack of "modern" or trendy hotels

Opportunities

- Short term rentals
- Collection of HOT $
- Lobby Council to modify HOT $
- World Cup 2026
- Location in Metroplex
  - Entertainment
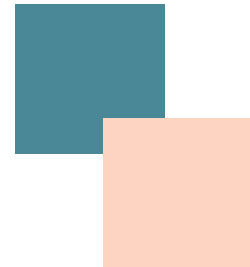
- - Surrounding states (OK, LA)
  - Adjacent city partners (Frisco/Allen/Prosper)
- Airport
- Youth Sports
- Capitalize on Universal/nearby attractions
- TKI/ commercial airlines
- Authenticity
- Live music
- Development & room to grow for housing/North of 380
- New customers & clients - residents and tourists
- Green Spaces/Parks/Trails
- East Side development/Hwy 5
- Virtual experiences
  - Livestream sports games
  - E-sports
- History
- Entertainment: adult/family/cultural
- Hotel & Convention space
- AT&T Byron Nelson expansion & extension
- Liquor stores
- Ticket portal on website
- Visit McKinney app & website - market it more
- Deck Park
- Continued growth of DFW/McKinney
- Diverse industries
- Publicize more events to residents

- Destination development
    District 121
    Hub 121
- Create an experience market app to local business
- Experience McKinney market itineraries
- Talk to corporations about city using social media influencers: aligning with the right ones, explore to fill gap
- Leverage large events & amenities in other cities
- Expand pet-friendly spots/events
- Community involvement
- Involve senior community:
    - Specific targeting
    - Events while they're here
- Strengthen weekday programming
- Focus groups
- Community engagement survey
- Music venues, stages, awareness for their events
- Capture overflow from surrounds cities (Frisco/Plano)
- City properties open for redevelopment downtown
- 380 realignment
- Renovation of Visit McKinney experience center
- New hotels
- New sports facilities
- Day-trippers throughout the Metroplex
- "West Meets East" event
- Using/leveraging traveler data

Threats

- Frisco & other Metroplex cities (consistent brand)
- Northern growth
- Unknown interruption to travel industry
- Inflation/economic downturn
- Negative perception
- Disruption from construction
- Annexation restrictions
- Hotel/Convention Center competition
- Councilmember/leadership/staff changes
- Ability to attract tourists with respect to competing/nearby city offerings
- Natural disaster/destruction of historic landmarks
- Lack of recognizable "brand" for McKinney
- McKinney Tourism Master Plan supported by all and City partners
- Public transportation/walkability from hotels to restaurants & entertainment venues during meeting stay
- War
- Supply chain
- Cost of adding new facilities
- Cost of living/housing
- Increasing traffic
- Lack of unity on growth vision (i.e., NIMBYs)
- Lack of job opportunities for residents/leaving McKinney to find work
- Complacency
- State legislation vs. local control
- Catastrophic event
- Elections

- Climate change
- Fear of change
- Recession
- Food desert/shortage
- Uncontrolled growth
- Lack of planning
- Copycats
- Healthcare (affordable & sufficient)

Start – Stop – Accelerate

The facilitator engaged the board and staff in a group exercise called Start – Stop – Accelerate which divides participants into small groups and has them offer feedback on what the organization needs to start doing, stop doing, and accelerate efforts to do.

These are individual recommendations and not necessarily agreed to by all participants. The responses are as follows:

Start

- Virtual offerings/possibilities
- Expand marketing staff
- Encourage Council to support a greater allocation of HOT $
- Lookbooks
- Short Term Rentals:
  - Collection
  - Cooperation

- Celebrate other people's wins
- Start strategy to market to visitors and to our neighbors
- Orient residents into McKinney
- Develop destination on West Side
- HOA: mobile events, visitor center
- Community involvement
- "Give me a reason not to go to Frisco" (lives on edge of west side McKinney)
- Capitalize on 4 corners of geographic area (McKinney, Frisco, Plano, Allen)
- Plan advertising, partnership etc. for TKI development
- Hotel, food & entertainment near TKI (Airport)
- Support business & convention space (community support & marketing)
- Build more multipurpose competition facilities (swimming, lacrosse, soccer, baseball)
- Start defining who we want to be as Visit McKinney
- What tourists are we trying to attract? (Corporate traveler, weekend traveler, sports traveler etc.)
- Up-to-date fun stuff!
- Communicate our losses & reasons why we lost so our partners understand and help mitigate our losses.

Stop

- Promoting/Promising-McKinney as "unique"
- Assuming/Guessing - use real facts, use real data
- Comparing ourselves
- Silo mentality/marketing – need to work with other city entities
- Under-leveraging "Music friendly " & "Film friendly "
- Stop "apps" and focus on mobile-friendly websites instead

- Complaining about the lack of full service hotels & lack of meeting space
- Letting weekends go by without an event
- Trying to "create spaces" - let things evolve organically
- Closing stores at night/weekdays
- Being complacent/doing the same things just because we always have; instead think innovatively
- Complaining without solutions
- Handing issues off to the next person - kicking the can (i.e., transportation, housing)
- Putting all eggs in one basket (i.e., Oktoberfest, Home for Holidays)

Accelerate

- Marketing the Visit McKinney app
- Putting the QR code in the right places (magazine/Community Impact ad)
- Obtaining data to make informed decisions
- Housing - affordability & diversity (i.e., townhomes, duplexes, rentals, etc.)
- Our Live Music/Music-Friendly designation
- Transportation
- Leadership cohesion & communication to affected parties: visionary and implementation & evaluation
- Share information with regional stakeholder cohesion
- Recruitment of full-service hotels
- Recruitment of destination entertainment venues
- AT&T Byron Nelson event
- Leverage promotion (marketing) citywide (West side tells 2 friends, etc.)
- Partnering with Parks & Rec
- Alignment of Visit McKinney goals & metrics with grant funding

- Digital marketing/influencers
- Family opportunities
- Build out Visit McKinney team to match budget
- Tour experiences
- Sample experience launched from Visit McKinney (i.e., bike rental)
- Open field festivals
- Pop up events
- Help start seed events that are not owned by us
- Local artisan fairs
- Corporate relationship building
- Private open spaces (121) build out and integrate into our programming

Facilitated by **Opportunity** Strategies LLC