Whitewright Economic Development Corporation

2022 Action Plan

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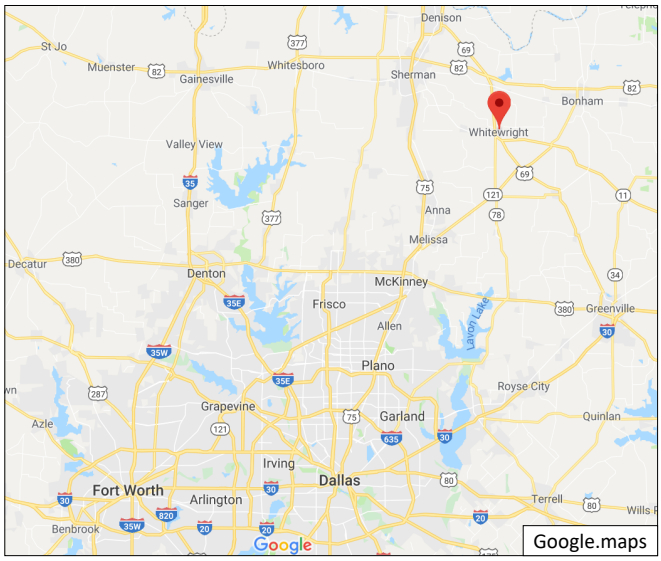
INTRODUCTION

Community Facts: Following are some brief facts about the City of Whitewright, Texas.

- Incorporated in 1878
- 2010 Census estimated population of 1,604
- 2021 estimated population of 1969
- Approximately 1.9 square miles

Location in DFW Region: The City of Whitewright (City) is located in Fannin and Grayson Counties in the Dallas / Fort Worth region of north central Texas northeast of Dallas.



Action Plan Purpose: This Action Plan (Plan) is intended to identify, organize and prioritize goals and objectives providing direction for the Whitewright Economic Development Corporation (WEDC) Board.

Process: Following is the process used to prepare this Action Plan.

1. Identify all organizational documents, budget, resources, prior projects and summarize in Plan
2. Distribute Pre-Meeting SWOT and Objectives forms to Board members for initial ideas
3. Summarize all submitted SWOT ideas and condense common ideas into SWOT statements
4. Summarize all submitted Objectives and condense common ideas into Objectives
5. Discuss / review all input and create finalized Goals & Objectives list
6. Distribute a forced-ranking system to the Board for prioritization of all Objectives
7. Summarize prioritized Objectives

ESTABLISHMENT

Authorization: The WEDC was authorized for establishment by Section 4A of the Development Corporation Act of 1979 (The Act) as amended.

The City Council on September 6, 2011 approved Ordinance #473 allowing the WEDC to do Type B projects pursuant to the Act.

Articles of Incorporation: On September 25, 1997, the City Council approved Resolution #282 authorizing and approving the Articles of Incorporation for the WEDC.

The Articles of Incorporation (Articles) were filed with the State of Texas on October 3, 1997.

Article IV states: "*The Corporation is organized exclusively for the purpose of benefiting and accomplishing public purposes of the City of Whitewright, Texas, by promoting, assisting, and enhancing economic development activities for the City as provided by the Development Corporation Act of 1979….*"

"Without limiting the foregoing, the Corporation shall develop and implement a competitive industrial (economic) development program for Whitewright. The following are objectives or precepts of the program:

1. *Expand and diversify the tax base of Whitewright with the intent of maintaining a tax rate consistent with the needs of the City;*
2. *Enhance existing job opportunities and create new ones;*
3. *Retain and expand existing business;*
4. *Attract new businesses and investment to Whitewright; and*
5. *Protect the local environment and resources."*

WEDC Bylaws:

Article IV. Functional Corporate Duties and Requirements; Section 1. General Development Plan.

a. *"The Board shall research, develop, prepare, and submit to the Council for its approval, an economic development plan for the City, which shall include proposed methods and the expected costs of implementation. The plan shall include both short and long term goals for the economic development of the City, proposed methods for the elimination of unemployment and development of a sound industrial, manufacturing and retail base within the City.*
b. *The Board shall review and update the annual work plan each year prior to submission of the annual budget required by other provisions of these Bylaws"*

ORGANIZATIONAL

Meetings: The WEDC Board typically meets at the Chamber of Commerce Offices at 5:30 p.m. on the second Monday of each month.

Staffing: There are currently no Staff employed by the WEDC. The office of the City Secretary supports the WEDC through agenda preparation, minutes, communications and scheduling.

Board Membership: The WEDC Board is composed of five (5) members, appointed by the Council for three-year terms. These members are reflected on the cover of this Action Plan. Board members are not compensated for their commitment.

Mission Statement: The Economic Development Board's mission is to help Whitewright blossom with business opportunities. Our board, along with the City of Whitewright and our community, are working hard to grow and develop our city by helping business flourish and expand to provide additional jobs and opportunities for economic benefit of our area. The Economic Development Board can help existing or new businesses through land acquisition, available financing, and planning.

Short-Term Goals (1-2 yrs):

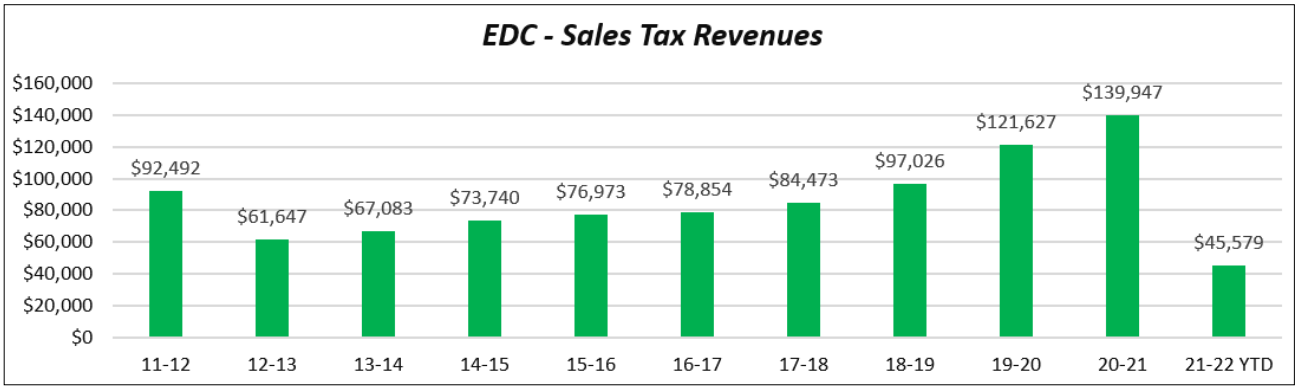
- Promote existing businesses
- Develop a property inventory list
- Entice businesses to come to Whitewright
- Begin a savings account

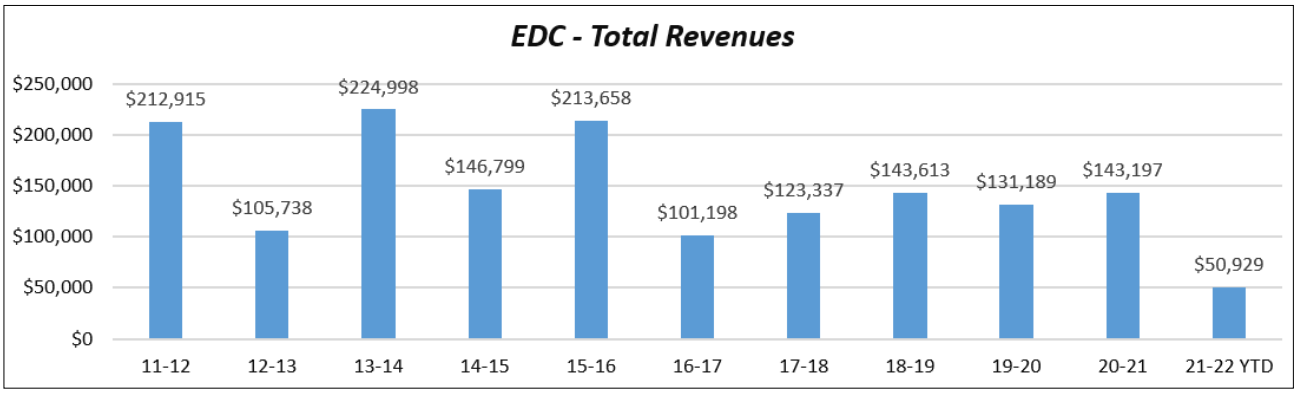
Long-Term Goals (2-5 yrs):

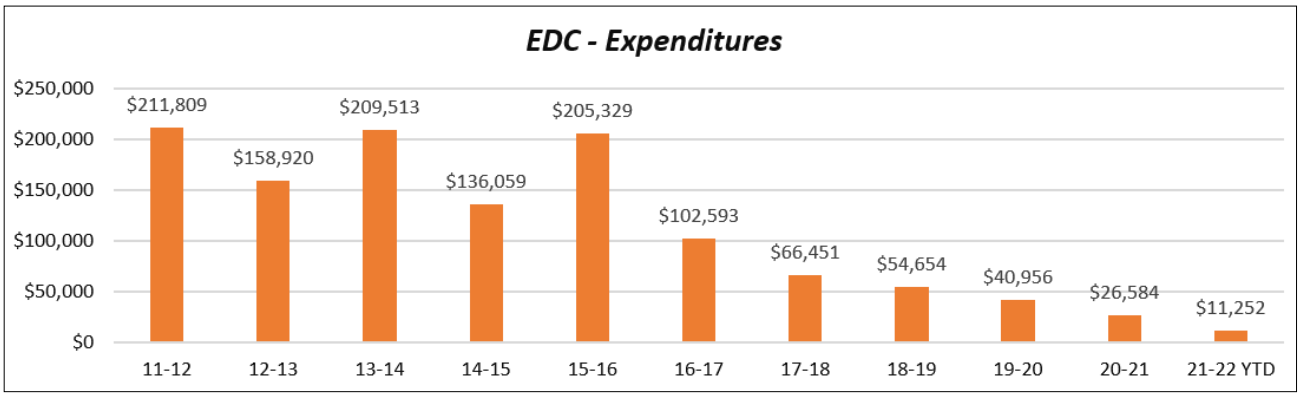
- Attract a manufacturing business with a minimum of 50 employees
- Accumulate funds for manufacturing development
- Develop a positive working relationship with the Community Development and the City Council

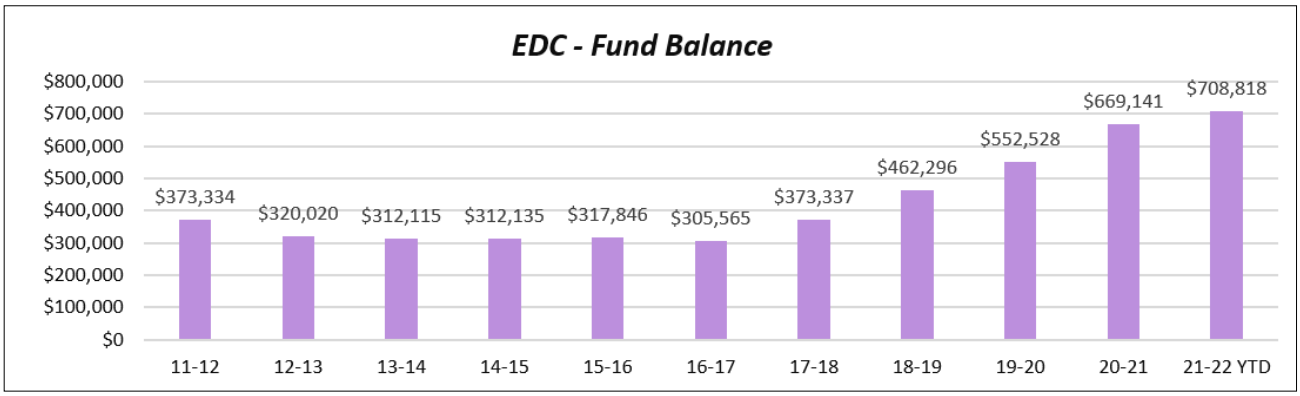
FINANCIALS

Following are major financial aspects of the WEDC. All data reflect a Fiscal Year of October 1 to September 30.









RESOURCES - GENERAL

The City and other agencies maintain the following resources which are often beneficial to the WEDC.

City Website - https://www.whitewright.com/

The City maintains a website at the URL shown above. This website has recently been updated and enhancements are still ongoing.

City Ordinances / Planning Components

All Planning components and City Ordinances are available on-line at the following link:

https://library.municode.com/tx/whitewright/codes/code of ordinances

The City has adopted the following planning components.

- Zoning Ordinance (Chapter 46)
- Existing Zoning Map (Update needed)
- Future Land Use Plan
- Water Distribution Plan
- Wastewater Plan
- Flood Plain Plan
- Parks and Recreation (Chapter 30)

Grayson County Appraisal District Info

https://www.graysonappraisal.org/interactive-map/

The Appraisal District maintains an interactive GIS mapping system including the following information.

- Parcel maps
- Parcel data

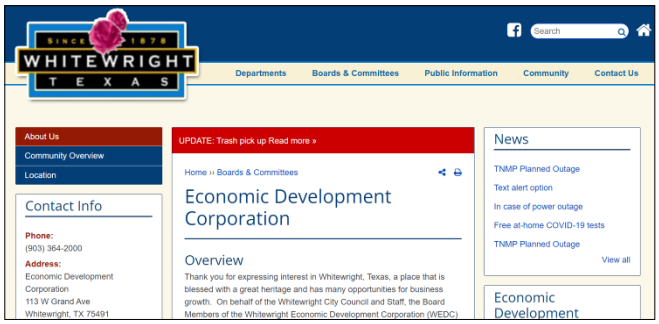
Chamber of Commerce - https://whitewright.org/

The Whitewright Chamber of Commerce has a website at the URL shown above. The WCOC holds many community events for the benefit of residents and business as represented by the following:

- February - Annual Valentine Hunt
- April - Meet the Candidates (Facebook Live)
- April - Chamber of Commerce Banquet for Members & Friends
- September - Annual Golf Tournament at Tanglewood Country Club
- October - Community Wide Yard Sale
- November - Craft Fall Festival
- December - Christmas Parade

RESOURCES - WEDC

The WEDC maintains the following resources in addition to the City resources.



WEDC Website - https://www.whitewright.com/economic-development-corporation

The WEDC maintains information on a dedicated portion of the City's website at the URL shown above. Significant effort is put into the maintenance and update of information available on the website.

Economic Development Plans & Studies

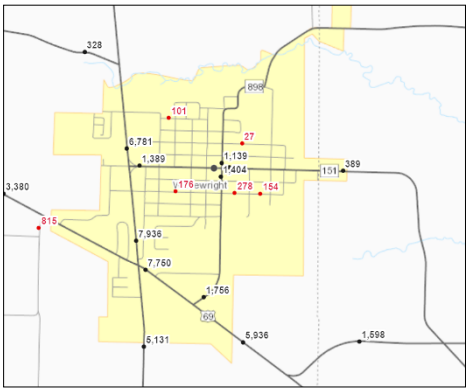
The WEDC and / or the City have adopted the following plans or studies related to economic development.

- Recommendations for Website Enhancements were adopted in January of 2020 and are ongoing
- This WEDC Action Plan was adopted in 2022

WEDC Maps

The following WEDC maps are available.

- Location Map: The WEDC has integrated a Google location map on their website at the following link: https://www.whitewright.com/economic-development-corporation/pages/location
- Traffic Counts: The WEDC utilizes the Traffic Counts Map periodically updated and provided by the Texas Department of Transportation.



RESOURCES - WEDC cont.

Incentives

The City has not formally adopted any incentive policies, but has used or is willing to use the following incentives.

- Tax abatement
- Chapter 380 Agreements - Sales Tax Grants
- Infrastructure incentives
- Employment incentives
- Retention and expansion incentives
- Low interest loans (USDA program)

WEDC Owned Real Estate

WEDC currently owns the properties below which are used for the WEDC administrative office.

- 113 W. Grand Street, Whitewright, TX 75491
- 111 W. Grand Street, Whitewright, TX 75491

Jurisdictional Tax Rates

Following are the current Ad Valorem and Sales Tax rates for each jurisdiction.

Property (Ad Valorem) Tax Rates (per $100 valuation)	
City - Total	0.570973
ISD - Grayson	1.111600
ISD - Fannin	1.111600
County - Grayson	0.339000
College - Grayson	0.168053
Sales Tax Rates	
City - General Fund	0.50%
City - 'A' - Economic Dev.	0.25%
City - 'B' - Economic Dev.	0.25%
State of Texas	6.25%
TOTAL	7.25%

ACTIVITIES-PROJECTS SUMMARY

Economic Development Corporation

Following is a summary of activities and projects currently in progress or completed in recent years.

Whitewright EDC 2022 Action Plan ACTIVITIES - 2022-01-07							
Date	**Activity**	**Name**	**Amt.**	**Term**	**Int. Rate**	**Payoff Date**	**Notes**
2018-01-26	LOAN	Whitewright Abbington Commons, LP	$13,600.00	30 YRS	3.00%		1st Payment $13,000. Balance paid annually over 13 equal payments.
2017-06-08	PROPOSAL	Texporium	$24,000.00				No Action Taken
2015-11-01	LOAN	Grand Café	$200,000.00	10 YRS	5.00%	2018-09-10	
2015-11-01	LOAN	Odeum Theater	$135,000.00	10 YRS	5.00%	2018-11-19	
2015-06-15	PROPOSAL	Southern Sass Nail Spa	$61,900.00				No Action Taken
2015-03-31	PROPOSAL	Grayson Hills Winery	$?				Figures were to be submitted. No Action taken.
2014-06-12	PROPOSAL	One Eyed Jack Saloon and Property	$190,000.00	10 YRS	5.00%		EDC Declined Loan Proposal 08/18/2014
2013-10-01	LOAN	The Loft/Odeum Theater	$80,100.00	7 YRS		2015-01-14	
2013-05-03	PROPOSAL	Remember When Antiques	$55,000.00				EDC Declined Loan
2011-08-15	PROPOSAL	Simpson's Flooring	$20,000.00				Loan declined by borrower.
2011-05-25	LOAN	Crossroads Learning Center	$50,000.00	7 YRS	5.50%	2017-08-07	
2008-10-15	LOAN	Royal Case	$30,000.00	2 YRS	0%	2010-04-15	Loan #2
2005-05-13	LOAN	Royal Case	$112,000.00	10 YRS	5.50%	2015-09-15	Loan #1

SWOT ANALYSIS

Economic Development Corporation

Participants provided SWOT ideas pre-meeting and with discussion.

STRENGTHS - Whitewright EDC	
What are our strengths?	**How do we build upon them?**
• Combined knowledge of current Board Members	• Develop BOD application including skills and commitments
• Financial position can support opportunities	• Enhance financial record keeping and reporting
• Business oriented Board	• Enhance financial record keeping and reporting
• Receptive to new ideas / directions	• Develop BOD application including skills and commitments
• Staff support from Secretary and City Clerk	• Approve a Services Agreement with the City
• Contemporary / professional website base	• Include website maintenance and enhancement as an ongoing objective
• Location Map on website	• Include website maintenance and enhancement as an ongoing objective
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•	•
•	•
•	•
WEAKNESSES - Whitewright EDC	
What are our weaknesses?	**How do we reduce or eliminate them?**
• Coming to meetings unprepared	• Develop BOD application including skills and commitments
• Collaborative efforts at meetings	• Develop BOD application including skills and commitments
• Perseverance to stay the course	• Develop BOD application including skills and commitments
• No business retention programs	• Implement a comprehensive BRE program
• Not enough support for new businesses	• Assist with adoption of a comprehensive Incentives Policy
• No support programs for small business	• Adopt a Property Enhancement Incentives Policy
• Commitment from BOD regarding attendance	• Develop BOD application including skills and commitments
• No direction provided from Council	• Adopt an Action Plan and implement objectives
• No marketing collateral	• Develop small (tri-fold) marketing pamphlet
• No Local & Regional Profile	• Prepare a Local & Regional Profile that can also be used for RFI / RFP responses and website enhancements
• No current business list	• Develop an existing Business List that is easily accessible
• No inventory of Sites & Buildings	• Develop a comprehensive Sites & Buildings Summary
• No incentive policies / programs	• Assist with adoption of a comprehensive Incentives Policy
• Limited historic success to reference	• Use available funds to implement objectives and show progress
• No contacts management system (dbase)	• Maintain a list of all contacts using excel
• Limited commercial broker presence	• Maintain a list of all contacts using excel
• Does not own any commercial property	• Evaluate opportunities to acquire EDO properties
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*Items shown in blue text are included in the Objectives Summary

SWOT ANALYSIS

Economic Development Corporation

Participants provided SWOT ideas pre-meeting and with discussion.

OPPORTUNITIES - Whitewright EDC	
What are our opportunities?	**How do we take advantage of them?**
• Take advantage of growing economy	• Adopt an Action Plan and implement objectives
• Available workforce in the region	• Engage the local Workforce Development Staff and Board
• Develop Incentives Policy for new business support	• Assist with adoption of a comprehensive Incentives Policy
• Implement majority of website enhancement recommendations	• Include website maintenance and enhancement as an ongoing objective
• Add TxDOT Traffic Counts to website	• Develop a Traffic Count Report
• Training for BOD / Staff	• Identify training needed / desired by Board and Staff
• Implement simple BRE programs	• Implement a comprehensive BRE program
• Adopt Property Enhancement Policy	• Adopt a Property Enhancement Incentives Policy
• Enhancing the existing downtown	• Develop / implement a Downtown Revitalization Plan
• Complete Action Plan and implement objectives	• Adopt an Action Plan and implement objectives
• Meet with rail representatives to understand opportunities	• Engage the area rail service provider
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•	•
•	•
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•	•
THREATS - Whitewright EDC	
What are our threats?	**How do we overcome or minimize them?**
• Not prepared for opportunities	• Adopt an Action Plan and implement objectives
• Inability to keep dedicated board members	• Develop BOD application including skills and commitments
• Cancellation due to lack of progress	• Adopt an Action Plan and implement objectives
• Reallocation of funds to other needs	• Use available funds to implement objectives and show progress
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*Items shown in blue text are included in the Objectives Summary

SWOT ANALYSIS

City of Whitewright, Texas

Participants provided SWOT ideas pre-meeting and with discussion.

STRENGTHS - City of Whitewright	
What are our strengths?	**How do we build upon them?**
• On the verge of growth	• Support Planning efforts to manage growth
• Currently updating City infrastructure	• Allocate funds to the City for public infrastructure benefitting business
• Excellent highway / railway systems	• Develop a graphic showing existing and future transportation systems
• Good commercial base to grow from	• Implement a comprehensive BRE program
• Quality K-12 educational system	• Engage the local ISD leadership team and market positives
• Positive attitudes towards growth	• Support Planning efforts to manage growth
• Cost of living in area is low	• Prepare a comprehensive Data Summary allowing for efficient collection, maintenance and multi-use of data
• Location near DFW Metroplex	• Develop a graphic showing existing and future transportation systems
• Strong / cooperative elected and appointed officials	• Identify and engage partners, allies and stakeholders
• Religious organizations / churches	•
• Interested and active residents	• Identify and engage partners, allies and stakeholders
• Intersection of Highways 69, 160 and 11	• Develop a graphic showing existing and future transportation systems
• Existing downtown	• Develop / implement a Downtown Revitalization Plan
•	•
WEAKNESSES - City of Whitewright	
What are our weaknesses?	**How do we reduce or eliminate them?**
• Collective vision is unclear	• Adopt an Action Plan and implement objectives
• Few available sites & buildings	• Develop a comprehensive Sites & Buildings Summary
• Inadequate planning for future	• Ensure Comprehensive Plan / FLUP identifies opportunities for diverse commercial growth
• Administrative buildings are inadequate	•
• Inadequate public utility infrastructure	• Allocate funds to the City for public infrastructure benefitting business
• Inadequate availability of housing	• Prepare a Local & Regional Profile that can also be used for RFI / RFP responses and website enhancements
• Current roadway infrastructure	• Allocate funds to the City for public infrastructure benefitting business
• Small existing municipal area limits growth	•
• Constant change in leadership / committees due to frequent elections	• Identify and engage partners, allies and stakeholders
• No mapping on website	• Assist in funding acquisition and development of GIS mapping
• No Master Utilities Plans (W-S-Streets-Drainage)	• Support development of a Capital Improvement Plan (CIP)
• No Capital Improvement Plan	• Support development of a Capital Improvement Plan (CIP)
• No GIS mapping capabilities	• Assist in funding acquisition and development of GIS mapping
• No Street Map	• Assist in funding acquisition and development of GIS mapping
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*Items shown in blue text are included in the Objectives Summary

SWOT ANALYSIS

City of Whitewright, Texas

Participants provided SWOT ideas pre-meeting and with discussion.

OPPORTUNITIES - City of Whitewright	
What are our opportunities?	**How do we take advantage of them?**
• Developer inquiries increasing	• Maintain a list of all contacts using excel
• Establish development ordinances before required	• Support contemporary development regulations
• Maintain consistent enforcement of ordinances	• Encourage adequate funds for code enforcement
• Identify funding for infrastructure improvements	• Allocate funds to the City for public infrastructure benefitting business
• Develop programs to support downtown business growth	• Develop / implement a Downtown Revitalization Plan
• Better utilization of existing rail	• Engage the area rail service provider
• Availability of undeveloped land	• Develop a comprehensive Sites & Buildings Summary
• Good relationships between Council and Boards	• Adopt an Action Plan and implement objectives
• Grants and low rates will allow infrastructure improvements	• Allocate funds to the City for public infrastructure benefitting business
• Understand any opportunities with existing rail line	• Engage the area rail service provider
• Master planning for diverse business opportunities	• Ensure Comprehensive Plan / FLUP identifies opportunities for diverse commercial growth
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THREATS - City of Whitewright	
What are our threats?	**How do we overcome or minimize them?**
• Threats to technology infrastructure	•
• Terrorist threats to facilities / schools	•
• Failure / inadequacy of public utilities	• Allocate funds to the City for public infrastructure benefitting business
• Growth comes before we are ready	• Support Planning efforts to manage growth
• Inadequate funds to manage growth	• Support Planning efforts to manage growth
• Competition from adjacent Cities	• Adopt an Action Plan and implement objectives
• Threat of cement plant close to City	• Support Planning efforts to manage growth
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*Items shown in blue text are included in the Objectives Summary

PRIORITIZED OBJECTIVES

Economic Development Corporation

Following are the results of the prioritization of the Objectives adopted by the participants.

Rank	Score	Priority of Objective Highest ---------- Lowest					Goal	Objective	Description
1	4.83	5	1				PART	Hold a joint meeting with City Council to discuss direction for EDO	*A joint meeting with City Council to discuss activities, goals & objectives for the EDO*
2	4.50	4	1	1			PLAN	Adopt an Action Plan and implement objectives	*A plan of action for the near term (1-3 yrs) for the Board and Staff to advance prioritized objectives*
3	4.33	4	1		1		INF	Support development of a Capital Improvement Plan (CIP)	*A Plan that identifies current and future infrastructure needs and prioritizes construction*
4	4.17	2	3	1			INF	Allocate funds to the City for public infrastructure benefitting business	*Allocate funds to the City for public infrastructure benefitting business*
5	4.00	2	2	2			FIN	Ensure EDO funds are used for authorized expenditures	*Ensure that funds received by the EDO are used for purposes authorized by statutes*
6	3.83	3		2	1		BRE	Develop an existing Business List that is easily accessible	*Develop a comprehensive list (Excel or Access) that summarizes all the business information collected*
7	3.67	2	2		2		PART	Identify and engage partners, allies and stakeholders	*Identify all EDO allies and stakeholders and engage them through meetings or presentations*
7	3.67		4	2			RED	Develop a comprehensive Sites & Buildings Summary	*A summary showing the location of available sites or buildings and a matrix of data and contacts for each*
9	3.50		4	1	1		FIN	Enhance financial record keeping and reporting	*Implement new / enhanced procedures to increase accuracy of financial record keeping and reporting*
9	3.50		3	3			PART	Engage the local ISD leadership team and market positives	*Implement programs to engage leadership representatives from the local ISD*
11	3.33	1	1	3	1		ADM	Include quarterly review of Action Plan progess on Board agenda	*Include a standing agenda item to "Review progress on the Action Plan and take any action necessary"*
11	3.33	3		1		2	FIN	Use available funds to implement objectives and show progress	*Maintain an adequate reserve but not at the expense of reducing use of available funds to make progress*
11	3.33	1		5			BRE	Implement a comprehensive BRE program	*Implement a BRE program that includes various programs to support and grow existing businesses*
11	3.33	1	2	2		1	PLAN	Support contemporary development regulations	*Assist in the research or preparation of zoning, subdivision or other development regulations*
15	3.17	2		2	1	1	ADM	Develop BOD application including skills and commitments	*Develop a formal BOD application that includes applicant experience and skills, and required commitments*
15	3.17	2	1	1		2	EDU	Board Members to complete Open Mtgs training within 30 days of appt.	*Board Members to complete Open Meetings training within 30 days of appointment*
15	3.17	1	1	2	2		PLAN	Ensure Comprehensive Plan / FLUP identifies opportunities for diverse commercial growth	*Ensure that the Comp Plan / Future Land Use Plan identifies opportunities for diverse commercial growth*
15	3.17	2	1		2	1	PLAN	Develop / implement a Downtown Revitalization Plan	*Develop and implement a Downtown Revitalization Plan*
15	3.17	2		1	3		RES	Prepare a comprehensive Data Summary allowing for efficient collection, maintenance and multi-use of data	*Prepare a comprehensive Data Summary allowing for efficient collection, maintenance and multi-use of data*
20	3.00	1	1	1	3		BRE	Take training on Business Retention & Expansion	*Take training on BRE programs that support / grow existing businesses*
20	3.00	2		1	2	1	M&P	Develop small (tri-fold) marketing pamphlet	*Develop a small marketing pamphlet for distribution at events or as needed*
20	3.00		2	3		1	PLAN	Assist with adoption of a comprehensive Incentives Policy	*A Policy that identifies potential incentives, business requirements and administrative processes*
23	2.83		3		2	1	ADM	Approve an Administrative Services Agreement with the City	*Implement and maintain a Services Agreement with the City for basic financial and personnel functions*

PRIORITIZED OBJECTIVES

Economic Development Corporation

Following are the results of the prioritization of the Objectives adopted by the participants.

Rank	Score	Priority of Objective Highest ---------- Lowest					Goal	Objective	Description
23	2.83		1	4		1	EDU	Hold training on Economic Development Basics	*Board training that provides a comprehensive overview of policies, programs and practices in E.D.*
23	2.83	1	2		1	2	RED	Evaluate opportunities to acquire EDO properties	*Identify and evaluate potential properties for acquisition and future disposition by the EDO*
23	2.83	2	1			3	RES	Identify / acquire resources needed to implement objectives	*Identify what resources are available and / or needed to benefit E.D. efforts*
27	2.67	2			2	2	WORK	Engage the local Workforce Development Staff and Board	*Either visit the WDB offices or invite them to an EDO meeting to better understand the services they offer*
28	2.50		2		3	1	PART	Engage the area rail service provider	*Invite the local rail service manager to a meeting to discuss issues / opportunities related to rail services*
28	2.50	1	1		2	2	PLAN	Support Planning efforts to manage growth	*Assist in funding or preparation of plans that are intended to manage and guide development*
28	2.50		2	1	1	2	RES	Include website maintenance and enhancement as an ongoing objective	*Emphasize continued maintenance and enhancement of the website*
31	2.33	1		1	2	2	EDU	Identify training needed / desired by Board and Staff	*Identify and take training that would be beneficial to the EDO Board and Staff*
31	2.33		1	2	1	2	RES	Develop a graphic showing existing and future transportation systems	*Develop a graphic showing existing and future highways serving the greater region*
31	2.33		2		2	2	RES	Develop a Traffic Count Report	*A report that graphically identifies the location of 24-hour, two-way, traffic counts for retail attraction*
34	2.17		2		1	3	RES	Maintain a list of all contacts using excel	*Set up an Excel file that allows accumulation of all contacts of potential benefit to the EDO*
34	2.17			3	1	2	RES	Develop data / graphics showing connectivity to highways	*Develop graphics showing proximity and travel time to major highways / interstates*
36	2.00			1	4	1	EDU	Board Members to attend Sales Tax Training when in region	*One-day training provided by TEDC which includes an overview of EDO legal limitations and related info*
36	2.00	1		1		4	PLAN	Adopt a Property Enhancement Incentives Policy	*A matching-grant Policy to make commercial properties more commercially viable*
36	2.00			1	4	1	RES	Prepare a Local & Regional Profile that can also be used for RFI / RFP responses and website enhancements	*Prepare a Local & Regional Profile that can also be used for RFI / RFP responses and website enhancements*
39	1.83		1		2	3	RES	Assist in funding acquisition and development of GIS mapping	*Assist in funding the acquisition and development of a Geographic Information System for mapping*
40	1.17				1	5	M&P	Attend the NTCAR broker-developer trade show in Dallas	*Attend the North Texas Commercial Association of Realtors in Dallas in September (Brokers-developers)*

Goals Legend:

ADM - *Enhance administration, management and reporting efforts*
FIN - *Maintain / improve financial management systems and processes*
BRE - *Retain and support existing businesses*
EDU - *Increase the education and training of Staff and Board members*
ENH - *Provide community enhancements that support business development*
INF - *Provide public infrastructure to support business development*
M&P - *Enhance marketing / promotion efforts*
PART - *Enhance relationships with partners, allies and stakeholders*
PLAN - *Update / enhance economic development policies and plans*
PROC - *Enhance development processes to improve Economic Development*
RED - *Analyze and promote real estate development / redevelopment opportunities*
RES - *Identify, develop and enhance Economic Development resources*
WORK - *Implement programs to understand and enhance the workforce*

GOALS & OBJECTIVES

Economic Development Corporation

Following is a summary of the Goals & Objectives sorted by Goals (tan rows).

Rank	Objective	Description
	ADM - Enhance administration, management and reporting efforts	
11	Include quarterly review of Action Plan progess on Board agenda	*Include a standing agenda item to "Review progress on the Action Plan and take any action necessary"*
15	Develop BOD application including skills and commitments	*Develop a formal BOD application that includes applicant experience and skills, and required commitments*
23	Approve an Administrative Services Agreement with the City	*Implement and maintain a Services Agreement with the City for basic financial and personnel functions*
	FIN - Maintain / improve financial management systems and processes	
5	Ensure EDO funds are used for authorized expenditures	*Ensure that funds received by the EDO are used for purposes authorized by statutes*
9	Enhance financial record keeping and reporting	*Implement new / enhanced procedures to increase accuracy of financial record keeping and reporting*
11	Use available funds to implement objectives and show progress	*Maintain an adequate reserve but not at the expense of reducing use of available funds to make progress*
	BRE - Retain and support existing businesses (Business Retention & Expansion)	
6	Develop an existing Business List that is easily accessible	*Develop a comprehensive list (Excel or Access) that summarizes all the business information collected*
11	Implement a comprehensive BRE program	*Implement a BRE program that includes various programs to support and grow existing businesses*
20	Take training on Business Retention & Expansion	*Take training on BRE programs that support / grow existing businesses*
	EDU - Increase the education and training of Staff and Board members	
15	Board Members to complete Open Mtgs training within 30 days of appt.	*Board Members to complete Open Meetings training within 30 days of appointment*
23	Hold training on Economic Development Basics	*Board training that provides a comprehensive overview of policies, programs and practices in E.D.*
31	Identify training needed / desired by Board and Staff	*Identify and take training that would be beneficial to the EDO Board and Staff*
36	Board Members to attend Sales Tax Training when in region	*One-day training provided by TEDC which includes an overview of EDO legal limitations and related info*
	INF - Provide public infrastructure to support business development	
3	Support development of a Capital Improvement Plan (CIP)	*A Plan that identifies current and future infrastructure needs and prioritizes construction*
4	Allocate funds to the City for public infrastructure benefitting business	*Allocate funds to the City for public infrastructure benefitting business*
	M&P - Enhance marketing / promotion efforts	
20	Develop small (tri-fold) marketing pamphlet	*Develop a small marketing pamphlet for distribution at events or as needed*
40	Attend the NTCAR broker-developer trade show in Dallas	*Attend the North Texas Commercial Association of Realtors in Dallas in September (Brokers-developers)*
	PART - Enhance relationships with partners, allies and stakeholders	
1	Hold a joint meeting with City Council to discuss direction for EDO	*A joint meeting with City Council to discuss activities, goals & objectives for the EDO*
7	Identify and engage partners, allies and stakeholders	*Identify all EDO allies and stakeholders and engage them through meetings or presentations*
9	Engage the local ISD leadership team and market positives	*Implement programs to engage leadership representatives from the local ISD*
28	Engage the area rail service provider	*Invite the local rail service manager to a meeting to discuss issues / opportunities related to rail services*

GOALS & OBJECTIVES

Economic Development Corporation

Following is a summary of the Goals & Objectives sorted by Goals (tan rows).

Rank	Objective	Description
	PLAN - Update / enhance economic development plans and policies	
2	Adopt an Action Plan and implement objectives	*A plan of action for the near term (1-3 yrs) for the Board and Staff to advance prioritized objectives*
11	Support contemporary development regulations	*Assist in the research or preparation of zoning, subdivision or other development regulations*
15	Ensure Comprehensive Plan / FLUP identifies opportunities for diverse commercial growth	*Ensure that the Comp Plan / Future Land Use Plan identifies opportunities for diverse commercial growth*
15	Develop / implement a Downtown Revitalization Plan	*Develop and implement a Downtown Revitalization Plan*
20	Assist with adoption of a comprehensive Incentives Policy	*A Policy that identifies potential incentives, business requirements and administrative processes*
28	Support Planning efforts to manage growth	*Assist in funding or preparation of plans that are intended to manage and guide development*
36	Adopt a Property Enhancement Incentives Policy	*A matching-grant Policy to make commercial properties more commercially viable*
	RED - Analyze and promote real estate development / redevelopment opportunities	
7	Develop a comprehensive Sites & Buildings Summary	*A summary showing the location of available sites or buildings and a matrix of data and contacts for each*
23	Evaluate opportunities to acquire EDO properties	*Identify and evaluate potential properties for acquisition and future disposition by the EDO*
	RES - Identify, develop and enhance Economic Development resources	
15	Prepare a comprehensive Data Summary allowing for efficient collection, maintenance and multi-use of data	*Prepare a comprehensive Data Summary allowing for efficient collection, maintenance and multi-use of data*
23	Identify / acquire resources needed to implement objectives	*Identify what resources are available and / or needed to benefit E.D. efforts*
28	Include website maintenance and enhancement as an ongoing objective	*Emphasize continued maintenance and enhancement of the website*
31	Develop a graphic showing existing and future transportation systems	*Develop a graphic showing existing and future highways serving the greater region*
31	Develop a Traffic Count Report	*A report that graphically identifies the location of 24-hour, two-way, traffic counts for retail attraction*
34	Maintain a list of all contacts using excel	*Set up an Excel file that allows accumulation of all contacts of potential benefit to the EDO*
34	Develop data / graphics showing connectivity to highways	*Develop graphics showing proximity and travel time to major highways / interstates*
36	Prepare a Local & Regional Profile that can also be used for RFI / RFP responses and website enhancements	*Prepare a Local & Regional Profile that can also be used for RFI / RFP responses and website enhancements*
39	Assist in funding acquisition and development of GIS mapping	*Assist in funding the acquisition and development of a Geographic Information System for mapping*
	WORK - Implement programs to understand and enhance the workforce	
27	Engage the local Workforce Development Staff and Board	*Either visit the WDB offices or invite them to an EDO meeting to better understand the services they offer*

M-G-O PROGRESS REPORT

Economic Development Corporation

This ***Mission - Goals - Objectives Progress Report*** summarizes the *Prioritized Objectives* in a format that allows monitoring and reporting of progress on a regular basis.

2022-04-11

Prior.	Objective	When	Resp.	%	Notes
1	Hold a joint meeting with City Council to discuss direction for EDO				
A					
B					
2	Adopt an Action Plan and implement objectives				
A					
B					
3	Support development of a Capital Improvement Plan (CIP)				
A					
B					
4	Allocate funds to the City for public infrastructure benefitting business				
A					
B					
5	Ensure EDO funds are used for authorized expenditures				
A					
B					
6	Develop an existing Business List that is easily accessible				
A					
B					
7	Identify and engage partners, allies and stakeholders				
A					
B					
7	Develop a comprehensive Sites & Buildings Summary				
A					
B					
9	Enhance financial record keeping and reporting				
A					
B					
9	Engage the local ISD leadership team and market positives				
A					
B					
11	Include quarterly review of Action Plan progess on Board agenda				
A					
B					
11	Use available funds to implement objectives and show progress				
A					
B					

M-G-O PROGRESS REPORT

Economic Development Corporation

Prior.	Objective	When	Resp.	%	Notes
11	Implement a comprehensive BRE program				
A					
B					
11	Support contemporary development regulations				
A					
B					
15	Develop BOD application including skills and commitments				
A					
B					
15	Board Members to complete Open Mtgs training within 30 days of appt.				
A					
B					
15	Ensure Comprehensive Plan / FLUP identifies opportunities for diverse commercial growth				
A					
B					
15	Develop / implement a Downtown Revitalization Plan				
A					
B					
15	Prepare a comprehensive Data Summary allowing for efficient collection, maintenance and multi-use of data				
A					
B					
20	Take training on Business Retention & Expansion				
A					
B					
20	Develop small (tri-fold) marketing pamphlet				
A					
B					
20	Assist with adoption of a comprehensive Incentives Policy				
A					
B					
23	Approve an Administrative Services Agreement with the City				
A					
B					
23	Hold training on Economic Development Basics				
A					
B					
23	Evaluate opportunities to acquire EDO properties				
A					
B					
23	Identify / acquire resources needed to implement objectives				
A					
B					

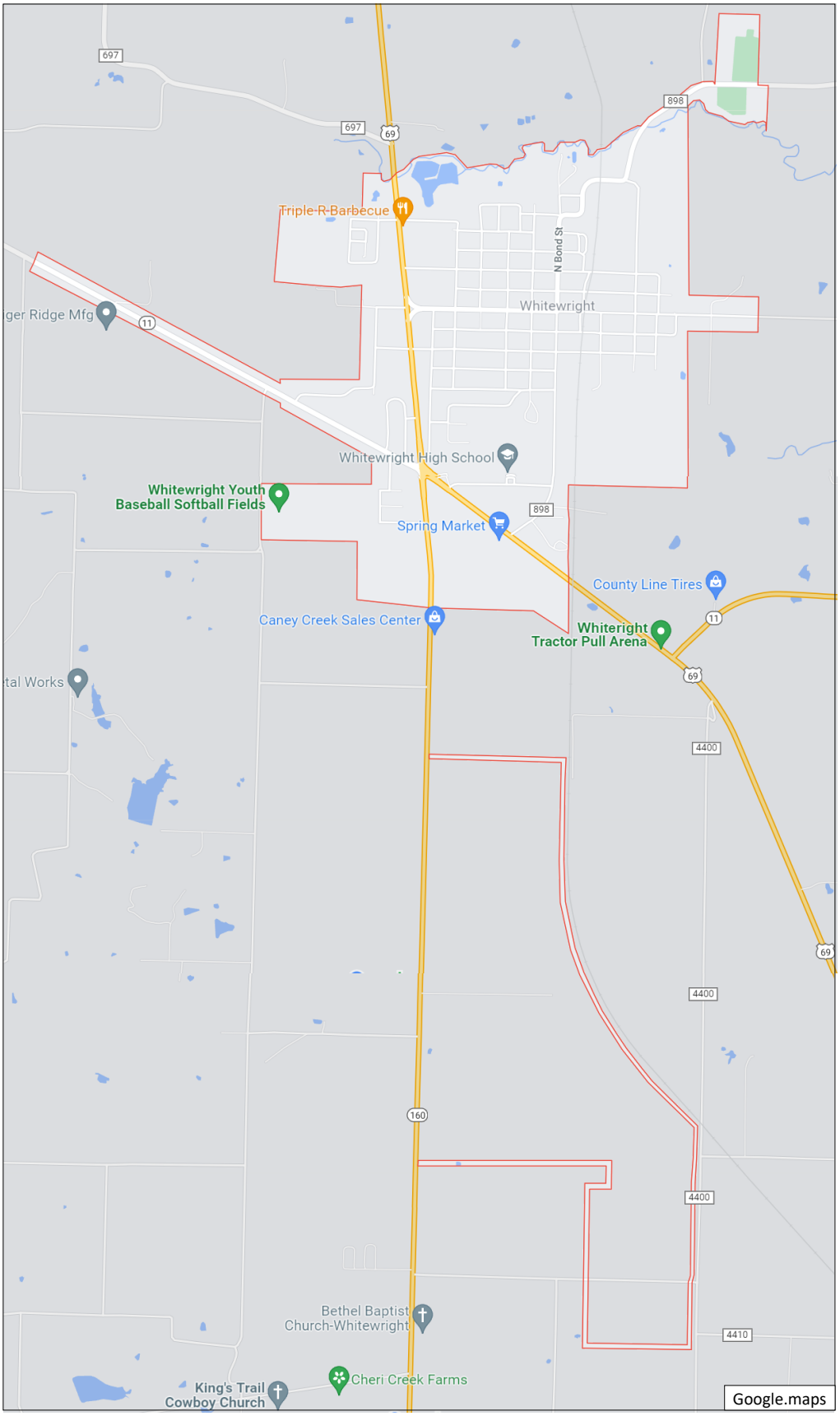
M-G-O PROGRESS REPORT

Economic Development Corporation

Prior.	Objective	When	Resp.	%	Notes
27	Engage the local Workforce Development Staff and Board				
A					
B					
28	Engage the area rail service provider				
A					
B					
28	Support Planning efforts to manage growth				
A					
B					
28	Include website maintenance and enhancement as an ongoing objective				
A					
B					
31	Identify training needed / desired by Board and Staff				
A					
B					
31	Develop a graphic showing existing and future transportation systems				
A					
B					
31	Develop a Traffic Count Report				
A					
B					
34	Maintain a list of all contacts using excel				
A					
B					
34	Develop data / graphics showing connectivity to highways				
A					
B					
36	Board Members to attend Sales Tax Training when in region				
A					
B					
36	Adopt a Property Enhancement Incentives Policy				
A					
B					
36	Prepare a Local & Regional Profile that can also be used for RFI / RFP responses and website enhancements				
A					
B					
39	Assist in funding acquisition and development of GIS mapping				
A					
B					
40	Attend the NTCAR broker-developer trade show in Dallas				
A					
B					

Appendix A

Location / Street Map



Appendix B

Aerial Map

Appendix C

Terms & Definitions

Following are terms used in this Action Plan or referenced during development of the Plan.
For a comprehensive list of Economic Development Terms, visit www.EDPBestPractices.com.

Act - Development Corporation Act: The Development Corporation Act of 1979, now codified in Chapters 501-505 of the Texas Local Government Code. This Act authorizes the establishment of EDC's.

Action Plan: A plan developed by an organization to help them focus on goals, objectives, and tasks needed in the near term in order to accomplish their mission.

BRE - Business Retention & Expansion: Programs that support and expand existing businesses.

CIP - Capital Improvement Plan: A plan for funding improvements to public infrastructure.

EDC - Economic Development Corporation: An organization of the City funded by City sales tax.

EDO - Economic Development Organization: A generic description to represent all types of ED agencies.

FLUP - Future Land Use Plan: A map of the City showing the desired ultimate land use for all properties in the City.

Goal: A statement of a high-level action to be accomplished through the completion of objectives.

Incentives: Various inducements that a City might offer a business or developer to invest in their City.

Incentives Policy: A Policy approved by the governing body identifying their receptivity to providing various types of incentives, and administrative processes to implement the incentives.

Infrastructure: Typically means the water, sewer, streets and drainage improvements owned and maintained by the City.

Marketing Collateral: Any number of resources used to help an EDO market their jurisdiction.

Marketing Plan: A Plan identifying the venues, targets, and resources needed to market a jurisdiction. Often includes a schedule and budget of events.

Master Planning Components: Typically a Future Land Use Plan, Thoroughfare Plan, Park Master Plan, Trail System Plan, Water / Sewer Plans.

Mission: A statement identifying the purpose of an organization.

NTCAR - North Texas Commercial Association of Realtors: An organization of commercial brokers in the DFW region. www.NTCAR.org

Objective: A statement identifying what needs to be done to meet a goal.

Prioritization Process: The process of allowing all Board members to rank the identified objectives resulting in a cumulative ranking for the Board.

Prospect: A potential new business.

Sites & Buildings Summary: A document showing graphically the location of all available land sites in the City, with broker contact information and brief notes on zoning, land use plan, utilities, etc.

SOP - Standard Operating Procedure: A procedure pre-established to handle a particular issue consistently.

SWOT Analysis: An analysis of the Strengths, Weaknesses, Opportunities and Threats.

TEDC - Texas Economic Development Council: A state-wide organization of professionals and volunteers in the economic development industry.

Traffic Count Report: A summary of 24 hour, two-way counts of vehicles passing a particular point on a roadway.

TxDOT: The Texas Department of Transportation.

Zoning Map: A map of the City showing the existing zoning for all properties.