

2020
ECONOMIC
DEVELOPMENT
STRATEGIC
PLAN



ACKNOWLEDGMENT

A special thanks goes to the Community Development Corporation and the Economic Development Corporation Boards and staff for contributing ideas and crafting nuanced strategies to advance economic development for the City of Anna. This process culminated over several months, including many meetings and workshops and extensive input.

CDC and EDC Board Members:

Place 1 - Anthony Richardson (President)

Place 2 - Rocio Gonzalez (Secretary)

Place 3 - Doris Pierce

Place 4 - Bruce Norwood

Place 5 - Stan Carver (Vice-President)

Place 6 - Terry Farrell

Place 7 - Michelle Hawkins

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Economic Development Director

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EXECUTIVE SUMMARY

Beginning in 1995, Anna has seen explosive growth as it is transitioning from a small, rural community to a fast-growth suburb of the DFW metroplex. Since 2000, Anna's population has increased 1,125%. The City has ranked one of the top 6 fastest-growing cities in North Texas since 2010 (Dallas Business Journal, Nov 29, 2018). Strong residential growth, a stellar school district, a diversity of new projects and prime location on US Highway 75, State Highway 5 and State Highway 121, as well as frontage along the Collin County Outer Loop, make Anna an excellent choice for corporations and residents alike.

With ample land options, a historic downtown, and multiple planned developments already in progress, Anna's City Council is strategically and effectively managing this unprecedented growth. In 2019, they tasked the CDC and EDC with developing a bold economic development plan. In response, the CDC and EDC embarked on a detailed assessment of the community, participated in workshops, vision-setting sessions, SWOT analyses, identification of important metrics, and more. This initiative resulted in a strategic plan that identifies the vision, mission, and core values of the City of Anna along with goals, objectives, and tactics. This strategic plan, once approved by the City Council, will shepherd the economic development efforts over the next 3 to 5 years and serve as both conduit and guide in evaluating projects and making decisions that will continue to draw businesses and residents to Anna, foster economic diversity, support the infrastructure to continue sustainable growth, and guide future housing decisions.

Having both Type-A EDC and Type-B CDC corporations, Anna can facilitate creative public/private partnerships that will realize the vision and objectives outlined. Furthermore, the Chamber of Commerce serves as an important and strategic partner in sustaining and expanding the community's economic vitality. The Chamber's focus on business education, fostering a welcoming business climate, and promoting a community spirit that engages neighbors, continues to raise quality of life standards reinforced by the City's strategic priorities.

This strategic plan is an evolving plan and should be revisited annually as market conditions evolve. As City Council, the Chamber of Commerce and the EDC and CDC continue to raise the community's profile and reinforce its identity at all levels, Anna will continue to flourish with its business-friendly tax environment, multiple north-south-east-west transportation corridors, and growing neighborhoods and amenities.

Economic Vitality in Anna may be evidenced by:

- Higher quality developments
- Additional catalyst projects in the downtown area
- Mixed-use development along FM 455/75
- Strategic public/private partnerships
- Increased investment in physical infrastructure
- Stronger regional partnerships

VISION

Anna has created a balanced and sustainable tax base that invites high quality jobs, facilitates excellent quality of life with well-maintained and first-rate infrastructure, and offers a wide range of housing and public facilities that build community identity and pride and engage neighbors in meaningful ways.



MISSION

EDC – To identify and support opportunities that expand the city’s business tax base and promote job growth in Anna.

CDC – To identify and fund projects that enhance the quality of life in Anna and support the work of the EDC in the community.

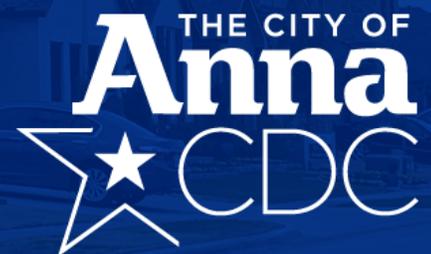
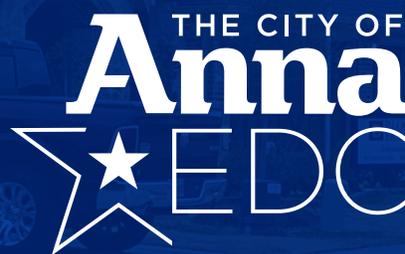
CORE VALUES

As part of this initiative, the stakeholders outlined key principles that should guide future economic development decisions for the community, as follows:

1. Unique
2. First-Rate
3. Community Oriented
4. Diversified
5. Exceptional Quality of Life
6. Robust
7. Well-Maintained

TARGETED
OUTCOME

*Increase
Economic
Diversity*



MEASURABLES

- The ratio of businesses open to the total number of EDC meetings with retailers, restaurants, entertainment users, brokers, or developers
- Number of meetings with prospective/targeted primary employers, partners, and landowners
- Number of website/social media hits/clicks/likes
- Number of new commercial permits/COs per year
- Net annual change in sales tax collections
- Net annual increase in commercial property value
- New commercial square footage per year
- Number of events attended/hosted by the EDC per year

INCREASE ECONOMIC DIVERSITY





ECONOMIC DEVELOPMENT GOALS:

1. Build the organizational infrastructure to support a successful economic development program that achieves local, state and national recognition
2. Strengthen the City's commercial and employment base by focusing on catalyst areas and other opportunity areas
3. Continue to foster relationships with businesses, partners and allies
4. Create and promote a positive identity that differentiates Anna from surrounding communities using an integrated marketing/communications strategy
5. Transform Downtown Anna into a vibrant district
6. Improve the quality of life in Anna
7. Increase variety of housing in Anna
8. Improve the aesthetics and appearance of the community through public and private investment
9. Develop first-class infrastructure in Anna
10. Increase retail, restaurant, and entertainment options in Anna

GOALS

Goal 1) Build first-rate organizational infrastructure to support a successful economic development program that achieves local, state, and national recognition

Objective A) Create an incentive policy that maximizes private investment by leveraging economic development funding with other available resources

Action i) Explore best practices and stay up-to-date on innovative incentive policies and maintain a clear and effective policy applicable for Anna

Action ii) Continue utilizing Impact Data Source software to ensure all incentives meet minimum thresholds and objectives

Action iii) Be transparent by listing incentives out on Economic Development website

Objective B) Maintain organizational excellence

Action i) Complete an audit of FY 2020 performance measures and explore additional standards/metrics to achieve in FY 2021, and include in the annual report

Action ii) Consider adding staff members for expanded administrative support and outreach

Objective C) Maintain positive relationships with key property owners/land representatives in Anna

Action i) Maintain a list of on-market properties, including concepts, site plans, available space/acreage, costs, key contacts, summary of project, and other attributes

Action ii) Create a database of off-market properties and landowners, including size, ownership, point of last contact, current use of property, and willingness to develop/sell

Action iii) Maintain a list of affected property owners due to development of projects, including adjacent development, road/utility expansion, future right-of-way acquisition, and other activity that may impact property owners or businesses

Objective D) Aggressively market Anna by maintaining a competitive outreach through strategic industry organizations, real estate brokerage/development firms, and events

Action i) Participate in Annual ICSC ReCON and ICSC Red River Conferences and consider engaging with third parties to assist with market research, setting up meetings, and targets

Action ii) Attend and host booth at NTCAR Annual Expo to promote Anna to local brokers and developers

Action iii) Attend/sponsor BISNOW to promote Anna

Action iv) Attend Annual Retail Live Austin to interface with national retailers and brokers

Action v) Consider attending select NAIOP conference for industrial targets

Action vi) Host development forums that target specific industries like industrial, medical, etc.

Action vii) Leverage local real estate brokerage partnerships by meeting with key companies monthly

Action viii) Maintain effective communication with Anna “neighbors” and “partners” on the

GOALS (CONTINUED)



value of EDC/CDC by speaking at HOA meetings/events and providing a monthly newsletter

Resources Create a “one pager” that highlights the Mission, Vision, Values, and Strategic Plan as well as completed projects in prior FY. “Partners” include The North Texas Commission, Collin County Realtors, Collin County Business Alliance, Collin College, Regional EDC’s (Sherman/Denison, McKinney, Melissa, Van Alstyne, Celina)

Action ix) Continue utilizing Placer AI data and other resources that provide updated market information and trends on Anna

Objective E) Apply for annual awards from the Texas Economic Development Council (TEDC) and the International Economic Development Council (IEDC)

Goal 2) Strengthen the City’s commercial and employment base by focusing on catalyst and opportunity areas

Objective A) Support the activation of Anna Town Center (Chief Partners and Edge Realty)

Action i) Continue to partner with landowner and property brokers to identify and procure tenants that can increase tax base and increase retail/commercial in Anna

Action ii) Encourage first class design and merchandising for future projects

Objective B) Support the activation of the Standridge tract

Action i) Work with landowner to create a merchandising plan for first-rate prospects

Action ii) Support developer with future infrastructure needs and opportunities to cooperate with adjacent properties to ensure sustainable infrastructure strategies and coordinate among property owners

- Objective C)** Support the vision and activation of Downtown
 - Action i) Work with City on vision, masterplan, policies, and regulation for the activation of Downtown

- Objective D)** Support the activation of the southeast corner of 455/75
 - Action i) Develop relationship with landowner and help create strategy for activation

- Objective E)** Support the activation of the southwest corner of 455/75 (Flying J)
 - Action i) Explore opportunities to work with the property owner on gateway elements, landscaping, and other upgrades

- Objective F)** Activate the Business Park
 - Action i) Create strategy for the activation of the Business Park with targeted uses that attract primary jobs to Anna
 - Action ii) Support broker to promote and market the property
 - Action iii) Complete a targeted industry analysis to refine target uses, sectors, and messaging

- Objective G)** Explore the activation strategy for the Outer Loop – “employment corridor”
 - Action i) Support the City in creating a vision for the Outer Loop properties
 - Action ii) Explore potential land uses for strategic properties within the Outer Loop properties

- Objective H)** Support the development of commercial and residential space in developments on the western side of US 75 including Mantua (Risland), Villages of Hurricane Creek/Sherley Tract (Centurion American), and Oak Ridge (Tomlin)
 - Action i) Continue to monitor and support the developers in refining the vision, obtaining entitlements that align with targets and infrastructure strategy for the properties

- Objective I)** Support the developers in activating class A corporate office and other commercial and residential development
 - Action i) Develop criteria/standards for incentives and special districts (i.e. PIDs/TIRZ Districts)

- Objective J)** Support the vision for Hwy 121 frontage
 - Action i) Explore a merchandising strategy that can activate the 121 frontage and establish service for the eastern portion of Anna

- Objective K)** Have City Council and CDC/EDC Board members tour benchmark developments that align with the community vision

Goal 3) Continue to foster strong relationships with community and regional partners

- Objective A)** Work with Collin College and other higher education institutions to locate in Anna
 - Action i) Identify sites that fit criteria for higher education and supporting uses

- Objective B)** Create a business retention and expansion program to better address the needs of local businesses and employers
 - Action i) Host an annual business appreciation event to engage and promote local businesses



GOALS (CONTINUED)

Action ii) Work with the Greater Anna Chamber of Commerce to develop a strategy and policy for local business visits to identify opportunities for retention and expansion and monitor business health

Objective C) Maintain strong partnership with the Greater Anna Chamber of Commerce and annually review CDC Agreement

Objective D) Maintain strong relationship with Anna ISD and host periodic meetings for project updates

Objective E) Meet periodically with other regional EDOs along the 75 corridor to promote regionalism and cooperation

Goal 4) Create and promote a positive identity that differentiates Anna from surrounding communities using an integrated marketing/communications strategy

Objective A) Support a citywide awareness and marketing initiative of Anna to improve regional and national awareness

- Action i) Explore developing a tag-line for the EDC/CDC that underscores the mission of the EDC/CDC that aligns with the city-wide branding efforts in partnership with a third-party firm
- Objective B)** Create award-winning promotion/marketing/advertising materials, electronic media, website, and social media
- Action i) Maintain a professional website that includes continuous updates including “why Anna,” that is current on available properties/buildings, market data and reports, quick facts, current projects, contacts, and other relevant data to advance economic development
- Action ii) Explore effective marketing/advertising channels that can extend the brand of Anna to future visitors, employers, residents, prospects, and workers (regional/local)
- Action iii) Leverage social media to promote internal and external events
- Action iv) Continue to work closely with the Chamber on events to support local businesses and increase tourism
- Action v) Continue to contribute to Dallas Business Journal digital articles to promote Anna as a choice community in North Texas
- Action vi) Speak at local and regional events to market Anna including but not limited to service organizations, Collin County Association of Realtors, NTCAR, North Texas Commission, Collin County Business Alliance, and the DFW Marketing Team

Goal 5) Transform Downtown Anna into a vibrant district

- Objective A)** Work closely with the downtown Master Plan consulting team to incorporate key ideas and components to create a strong downtown district
- Action i) Explore opportunities to improve signage, upgrade infrastructure, expand landscaping, increase design standards, update parking, and other infrastructure projects (e.g. restore water tower, etc.)
- Objective B)** Increase the number of small businesses in Downtown Anna
- Objective C)** Recruit residential and commercial projects that align with the downtown vision

Goal 6) Improve the quality of life in Anna

- Objective A)** Continue to enhance city parks and the parks and trail system in Anna and explore opportunities to connect into regional trail system (Parks and Trails Master Plan)
- Objective B)** Support the City in identifying recreational facility needs
- Action i) Sponsor a tourism study to understand the potential impacts of tourism and opportunities to increase local and regional tourism
- Objective C)** Encourage developers to incorporate unique amenities into developments

Goal 7) Increase variety of housing in Anna

- Objective a)** Encourage housing diversity in Anna



GOALS (CONTINUED)

Action i) Conduct a housing assessment to determine the types of housing Anna can support, policies, and actions that can improve the health and vitality of Anna's housing stock

Goal 8) Improve the aesthetics and appearance of the community through public and private investment

Objective A) Integrate design guidelines with development agreements on projects with incentives

Action i) Define policy on incentives and development agreements

Objective B) Explore other green-ribbon project opportunities

Action i) Explore infrastructure improvements planned with TxDOT and coordinate upgrades that can enhance the Anna brand

Objective C) Support downtown guidelines and beautification projects

Action i) Participate in the downtown master plan and creation of the downtown guidelines and beautification plan to enhance Downtown Anna

Objective D) Support the improvement of Anna's gateways and entrances

Action i) Explore opportunities to support gateways and entryway features to promote Anna as a choice place

Objective E) Explore opportunities to increase unique signage/way-finding/branding for Anna

Objective F) Partner with Oncor/GCEC in location of overhead and/or underground utilities

Goal 9) Develop first-class infrastructure in Anna

Objective A) Engage with developers and landowners to understand infrastructure needs

Objective B) Invest in infrastructure projects that enhance the tax base of the community

Objective C) Encourage developers to increase fiber infrastructure



Goal 10) Increase retail/restaurant/entertainment options in Anna

Objective a) Explore third parties that can enhance retail exposure for Anna

Action i) Explore developing a study for a city-wide merchandising and retail recruitment plan

Objective B) Expand presence at local and national retail conferences

Action i) Participate in ICSC events and conferences

Resources (1) Create retail collateral that articulates “why Anna” to retailers, brokers, and property owners

Resources (2) Develop a plan for ICSC including strategic meetings, leveraging existing brokers and developers, and opportunities for engagement and education

Action ii) Participate in Retail Live Austin to advance prospects for Anna

Objective C) Foster relationships with local partners

Action i) Continuously meet with DFW-based brokers and developers to increase awareness of Anna assets and opportunities

Target Outcome	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
Business Acquisition Ratio										
Targeted Prospect Ratio										
Click Rate										
Sales Tax Growth										
Property Tax Growth										
Number of new commercial COs										
New Commercial Square Footage										
Number of Permits Issued										
Number of events attended/hosted										

SCORECARDS

Economic Development Measurables
(Key Performance Indicators)

Ratio of Broker/
Developer Visits



Projected:

Actual:

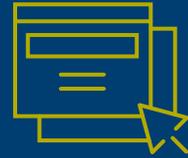
Number of
Targeted Prospects
Engaged



Projected:

Actual:

Number of Web
Visits



Projected:

Actual:

Change in Sales
Tax Collection



Projected:

Actual:

Net Annual Increase
in Commercial
Property Value



Projected:

Actual:

Net Annual Increase
in Commercial
Square Footage



Projected:

Actual:

Number of
Commercial
Permits Issued



Projected:

Actual:

Number of Events
Hosted



Projected:

Actual:

