

2025 Strategic Plan

COMMUNITY DEVELOPMENT
&
ECONOMIC DEVELOPMENT

October 2025



Acknowledgement

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.

CDC and EDC Board Members

Place 1 - Dwyke Williams (Secretary)

Place 2 - Rocio Gonzalez

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Place 4 - Bruce Norwood (President)

Place 5 - Noah Nylander

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EXECUTIVE SUMMARY

Anna has seen explosive growth as it is transitioning from a small, rural community to a fast-growing suburb of the DFW metroplex. Since 2000, Anna's population has increased 2512%. The City has ranked one of the top 5 fastest-growing cities in nation in 2025. With a population just over 32,000, 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 availability, a historic downtown, and several developments already underway, Anna's City Council is actively and strategically managing the city's rapid growth. In 2019, the Council tasked the CDC and EDC with creating a bold economic development plan. In response, both organizations conducted a comprehensive assessment of the community, including workshops, vision-setting sessions, SWOT analyses, and the identification of key metrics. The result was a strategic plan that clearly defines the City of Anna's vision, mission, and core values, along with specific goals, objectives, and tactics. Once approved by the City Council, this plan will guide economic development efforts over the next 3 to 5 years, serving as both a framework and decision-making tool to attract businesses and residents, support infrastructure, promote economic diversity, and inform future housing and growth 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 Business Retention and Expansion program serves as an important and strategic piece in sustaining and expanding the community's economic vitality. The BRE Program focuses 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.

The strategic plan is a dynamic document that should be reviewed and updated annually to reflect changing market conditions. As the City Council, EDC, and CDC work to elevate Anna's profile and strengthen its identity, the city is well-positioned for continued growth—supported by a business-friendly tax environment, expanding transportation corridors in all directions, and thriving neighborhoods with growing amenities.

Anna's thriving community can be seen by:

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



Who We Are?

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



Measurables

- Number of meetings with prospective targets, primary employers, partners, and landowners
- Number of social media likes and shares on all platforms
- Number of new commercial permits/CO's 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



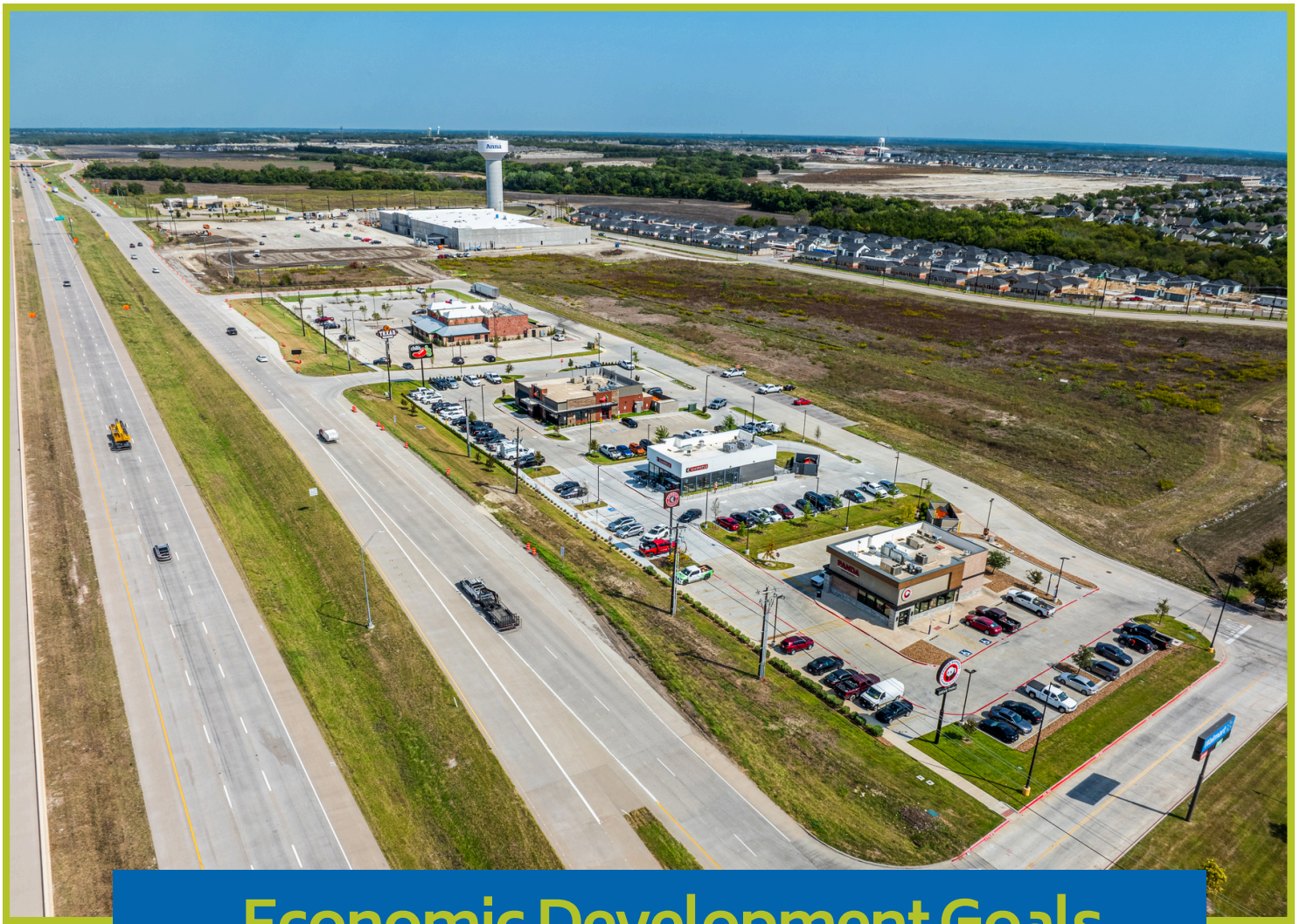
Increase Economic Diversity



What that means

Economic diversity refers to the variety and balance of different economic activities, industries, and participants within an economy. It helps reduce dependence on a single sector or group and contributes to economic stability, resilience, and inclusive growth.





Economic Development Goals

1. Continue to 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 aesthetics and appearance of the community through public and private investment
7. Increase retail, restaurant, and entertainment options in Anna



GOALS

1. Build first-rate organizational structure

to support a successful economic development program that achieves local, state and national recognition.



A strong organizational infrastructure is the cornerstone of sustained success and operational excellence. By aligning people, processes, and technology, it drives efficient communication, resource optimization, and scalable growth. More than just a support system, robust infrastructure enhances productivity, strengthens decision-making, mitigates risk, and fosters innovation—ensuring the organization remains agile and competitive in a constantly evolving landscape. Investing in infrastructure isn't optional; it's a strategic imperative.



Goal 1 Objectives

➤ Refresh incentive policy to maximize private investment

- Action 1 : Review incentive best practices and find the most innovative strategies
- Action 2 : Analyze previous deals and see what programs are the most effective

➤ Maintain organizational excellence

- Action 1 : Consider adding staff members as needed to meet goals and objectives
- Action 2 : Apply for applicable awards and recognition to highlight Anna's successful programs and innovation
- Action 3 : Ensure that all board members go through the TEDC Sales Tax Training workshop

➤ Utilize software programs and other third-party vendors to provide small business support, aerial maps, available properties/buildings, demographic data, and other resources

- Action 1 : GIS Webtech, Retail Lease Trac, CoStar, Size Up, ReSimplifi, The Retail Coach, and Flyer View



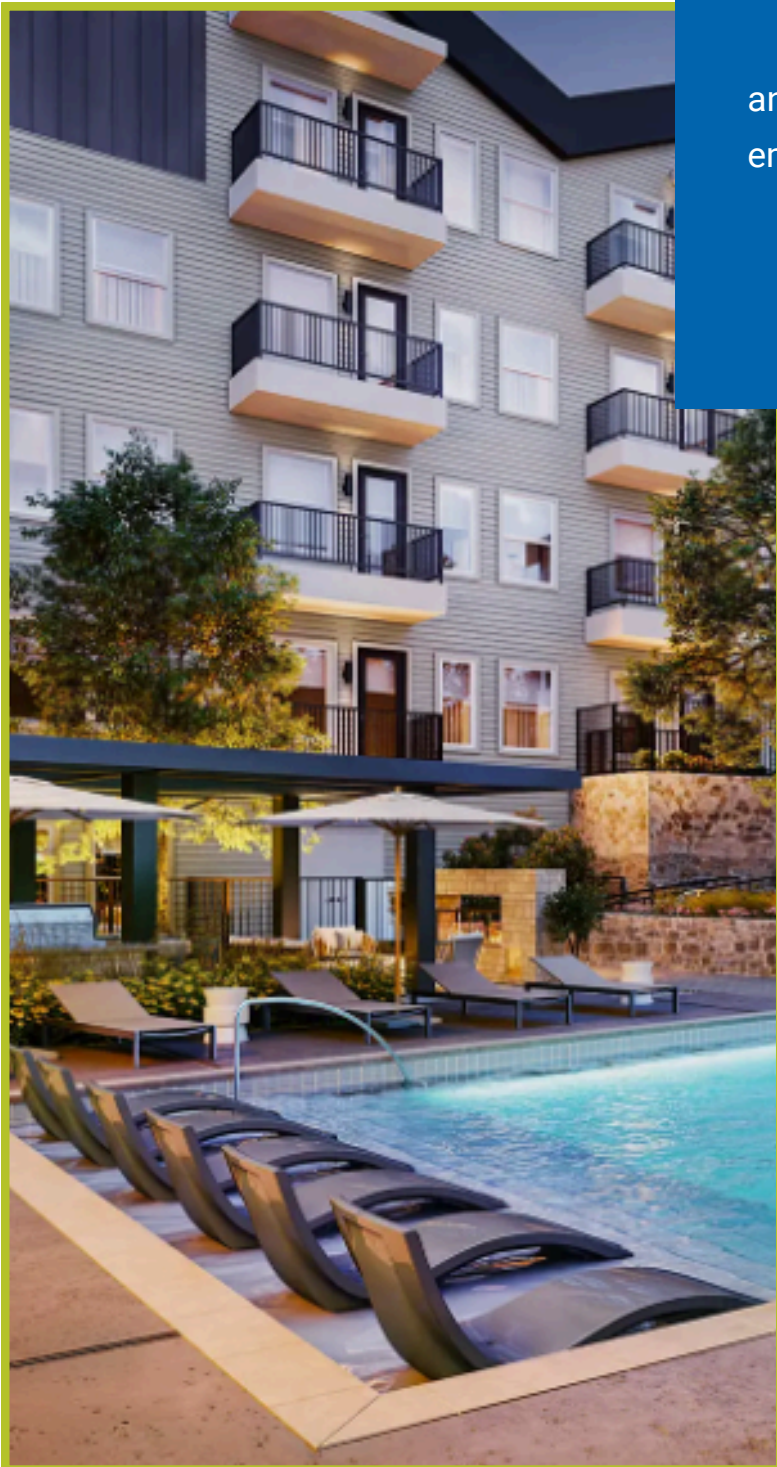
GOALS

2. Attract quality investment

and strengthen the city's commercial and employment base



The City of Anna is actively fostering sustainable economic growth through targeted efforts in business retention, attraction, and workforce development. By partnering with the private sector and regional stakeholders, the City supports new investment and the expansion of existing businesses. Workforce initiatives focused on upskilling and inclusive hiring are aligning local talent with employer needs—positioning Anna as a resilient, future-ready center for commerce and employment.



Goal 2 Objectives

- Identify recruitment and business attraction trips with partners
- Provide presentations highlighting development opportunities to retail brokerage offices across the DFW Metroplex
- Explore and support activation strategies for catalyst areas including:
 - Action 1 : Outer Loop—Industrial and Data Center Users
 - Action 2 : West of US 75 (Collin College, Crystal Park/Oak Ridge/Standridge Tract/FM 455 & US 75)—Mixed-use and commercial users, Collin College, Office Users
 - Action 3 : SH 121—Industrial and commercial user
 - Action 4 : US 75/Rosamond —Commercial, sports, retail, and entertainment users
 - Action 5 : US 75/FM 455--Relocating Love's Travel Stop
- Work to attract a hospital system to Anna
 - Action 1 :Meet with different hospital groups
 - Action 2 :Host tours of the community



Goal 2 Objectives

➤ Continue to attract signature projects to the community and locate available properties

→ Action 1 : Explore successful public-private partnership models for recreational use and other projects like the Dallas Stars

→ Action 2 : Identify available sites for different types of development

→ Action 3 : Identify target markets and sectors



3. Continue to foster strong relationships

with business owners, landowners, and key allies



The City of Anna is committed to building strong, collaborative relationships with residents, local organizations, business leaders, and regional partners. Through open dialogue, inclusive engagement, and support for grassroots efforts, the City fosters trust and shared responsibility. These partnerships are essential to delivering responsive services, advancing community-driven solutions, and promoting long-term social and economic well-being across all neighborhoods.



Goal 3 Objectives

➤ Partner with Anna ISD in the recruitment of higher education institutions to enhance offerings and align CTE programs with local industry needs

➤ Revamp the Small Business Program to better address the needs of local businesses and employers

→ Action 1: Activate Small Business Week program and promotion

→ Action 2: i.Create monthly training infograms related to small business

→ Action 3: Create a quarterly Business Spotlight highlighting local businesses

→ Action 4: Create more social media presence through posting and sharing information about businesses

→ Action 5: Highlight available resources like Size Up

➤ Maintain a strong partnership with Anna Chamber of Commerce

→ Action 1: Identify ways to partner together on business needs

➤ Maintain strong relationships with neighboring EDOs in Collin County, regional and state organizations to promote collaboration and cooperation

→ Action 1: Continue partnership with the BRE Alliance and attend events to foster ideas and collaboration on Business Retention and Expansion

→ Action 2: Utilize the relationship with TxEDC - Texas Economic Development Corporation and Dallas



4. Create and promote a positive identity

that differentiates Anna from other communities using an integrated marketing/communications strategy



Develop and implement a cohesive brand that reflects the unique character and vision of Anna's downtown. This identity will differentiate Anna from surrounding communities by highlighting its distinctive strengths, charm, and opportunities. Through targeted marketing, placemaking efforts, and community engagement, the brand will foster local pride, attract visitors and businesses, and serve as a unifying element for future development.



Goal 4 Objectives

➤ Support a citywide awareness and marketing initiative of Anna's Downtown to improve awareness

- Action 1: Engage the Eisenberg agency in developing branding and a tag-line for the Downtown that aligns with city-wide branding while establishing an entertainment hub

➤ Create engaging promotion/marketing/advertising materials, electronic media, website and social media

- Action 1: Work with Eisenberg to update EDC website with a refurbished look including relevant maps, data, sites, and information needed to advance economic development
- Action 2: Explore effective marketing and advertising channels that can extend the brand of Anna to future visitors, employers, residents and prospects.
- Action 3: Leverage social media to promote internal and external events
- Action 4: Continue to work closely with the Chamber on events to support local businesses and increase tourism
- Action 5: Keep aerial map updated
- Action 6: Continue to promote Anna EDC successes across multiple communication channels



Goal 4 Objectives

➤ Continue to promote Anna and look for opportunities to attend, speak or sponsor at local and regional events



Action 1 : Speak at local and regional events to market Anna EDC including but not limited to service organizations, Collin County Business Alliance, Community Difference, and real estate groups



Action 2 : Attend/sponsor BISNOW events to promote Anna

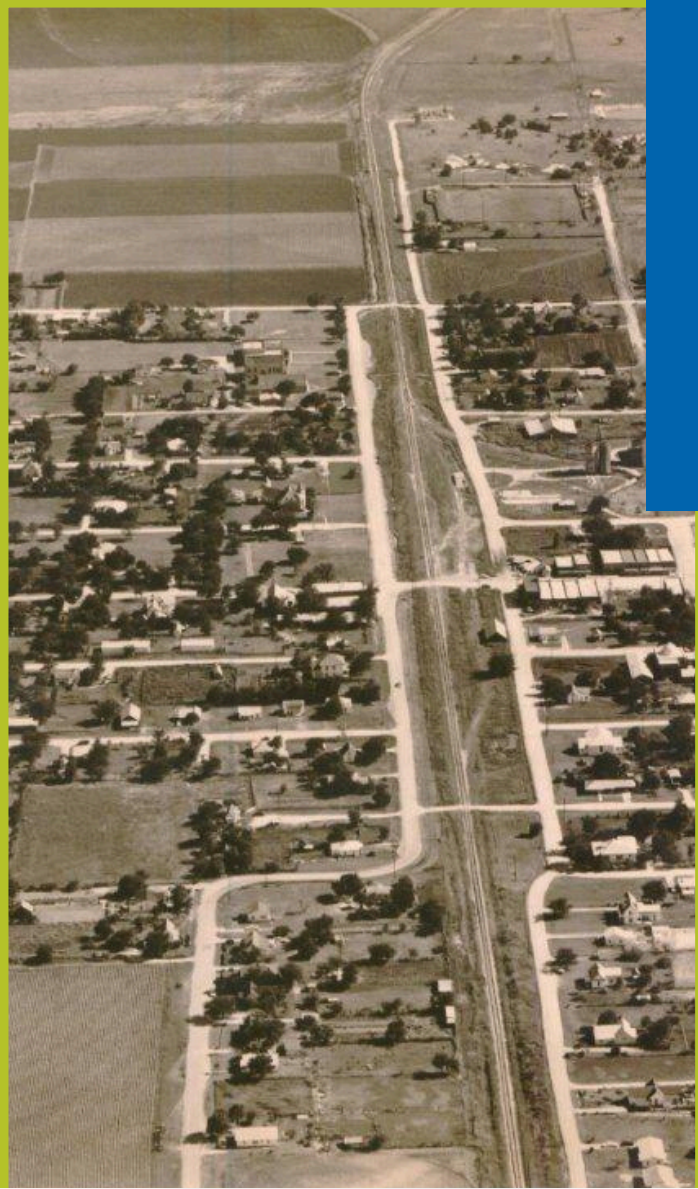


Action 3 : Host development forums that target specific needs



Action 4 : Maintain effective communication with Anna neighbors and partners on the value of EDC/CDC by speaking at events and providing a monthly newsletter





5. Transform Downtown Anna

into a vibrant district



Revitalize downtown Anna into a dynamic, walkable hub that serves as the cultural, social, and economic heart of the community. Through thoughtful planning, public-private partnerships, and investment in infrastructure, amenities, and events, downtown will become a lively destination where residents and visitors gather to live, work, shop, dine, and connect. This transformation will celebrate Anna's unique identity while fostering growth, community pride, and long-term sustainability.

**DINE.
UNWIND.
DISCOVER DOWNTOWN**
Anna, Texas
COMING 2027

Goal 5 Objectives

- Work closely with the downtown Master Plan consulting team to incorporate key ideas and components to create a strong downtown district
 - ➔ Action 1: Implement the Downtown Master Plan
 - ➔ Action 2: Explore opportunities to enhance signage, upgrade infrastructure, expand landscaping and design standards, update parking, and other key projects
- Increase the number of projects and businesses in Downtown Anna
 - ➔ Action 1: Recruit commercial and residential projects that align with the downtown vision
- Acquire land in the downtown area
- Complete the Interurban Pedestrian Project to unify walkability between 4th and 5th Streets and the Plaza
- Create an illustrative map for Downtown Anna to include updates in zoning and ordinances that ensure cohesive development
- Identify historic buildings and properties
- Activate and strategically utilize the Downtown Tax Increment Reinvestment Zone (TIRZ) to fund critical infrastructure improvements, such as utility upgrades, parking improvements and streetscape enhancements



6. Improve the aesthetics and appearance

of the community through public and private investment



Elevate the visual appeal and character of Anna by encouraging strategic investments in beautification, landscaping, building design, signage, and public spaces. By fostering collaboration between the City and private partners, we will create a more attractive, welcoming environment that reflects community pride and supports economic vitality.



Goal 6 Objectives

➤ Integrate design guidelines with development agreements on projects with incentives

→ Action 1: Identify development standards and benchmarks in each development to ensure quality

➤ Support the improvement of Anna's gateways and entrances

→ Action 1: Explore opportunities to support gateway entrances and entryway features to promote Anna

→ Action 2: Continue implementing the Wayfinding Signage report that was funded by the CDC

➤ Partner with developers and GCEC/Oncor on locating utilities underground to enhance Downtown Anna

➤ Pursue grant funding that supports citywide visual improvements—enhancing streetscapes, public spaces, landscaping, public art, lighting, signage, and other beautification elements.

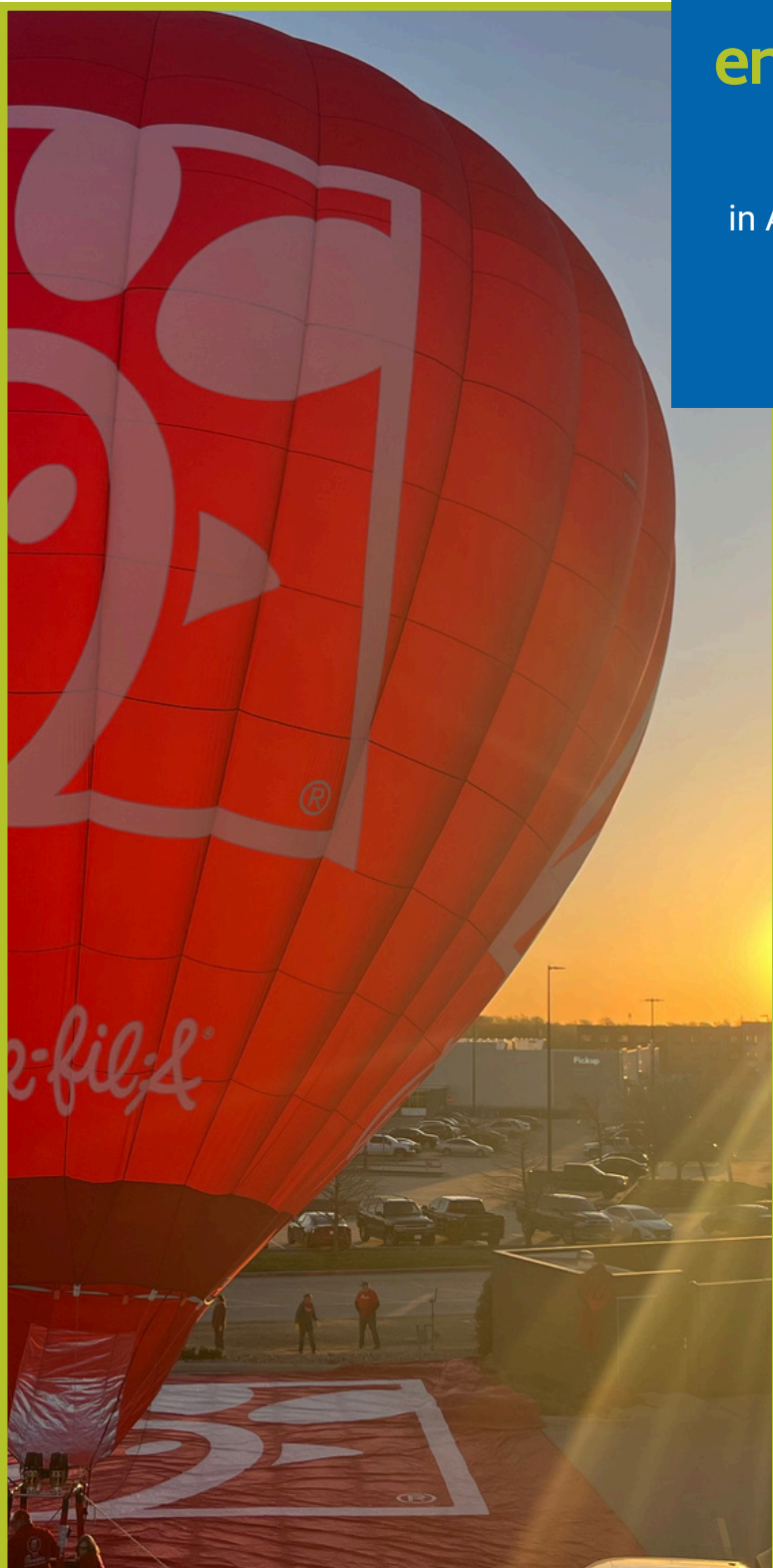


7. Execute a diverse strategy to increase retail, hospitality, restaurants, and entertainment options

in Anna and increase the tax base



Attract and support a diverse mix of retail, dining, and entertainment opportunities that meet the needs and preferences of Anna's growing population. By creating a vibrant local economy and enhancing lifestyle amenities, we aim to provide residents with more choices close to home—fostering convenience, connection, and a strong sense of place.



Goal 7 Objectives

- Continue working with The Retail Coach to schedule meetings with prospective retailers and restaurants, and better understand the retail trade area
- Expand presence at local and national retail conferences
 - Action 1: Participate in ICSC events and other retail/entertainment conferences
- Foster relationships with local partners
 - Action 1: Continuously meet with DFW-based brokers and developers to increase awareness of Anna assets and opportunities
- Develop a strategy to focus on smaller/boutique retail businesses



2025

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