

2020 - 2022 STRATEGIC PLAN

Program Summary

The Denison Development Alliance (DDA), an entity of the City, and the Denison Development Foundation (DDF), a private non-profit, work together in a public/private partnership to develop the Denison area. Each entity has assets and expertise that when combined provide a powerful coalition focused on developing the local economy. The following plan includes the priorities set by both organizations.



Mission Statements

The mission of the Denison Development Alliance is to stimulate growth of the local economy by locating, inducing and assisting businesses in making investment decisions. The mission of the Denison Development Foundation is to provide land, buildings, and financial support needed to retain and attract business and industry.



Goal

The main goal of both organizations is to increase the tax base and bring new job opportunities to the community.

DDA/DDF adopted twelve specific initiatives as the components of their strategic plan. These initiatives are listed below.

- | | |
|--|------------------------------|
| 1. Marketing/Recruitment | 7. Workforce Development |
| 2. Retail & Service Industry Development | 8. Community Revitalization |
| 3. Business Intelligence | 9. Housing Development |
| 4. Business Retention & Expansion | 10. Entrepreneur Development |
| 5. Incentives | 11. Financial Management |
| 6. Business Park Development | 12. Program Administration |

Responsibility: Denison Development Alliance

Strategy: In economic development, marketing is the organized allocation of resources to create an image, which fosters an advantage at the time and place of an investment decision. The primary external audiences include prospects, suspects, business opinion leaders, networks (media and experts) and strategic allies.

Actions:

1. Implement a comprehensive marketing plan that may include the following initiatives as well as others to be determined.
 - a. Respond to all prospects by providing accurate and timely proposals specifically designed to recruit them to Denison.
 - b. Continually update the existing webpage.
 - c. Maintain our e-brochure that specifically highlights Denison's competitive advantages.
 - d. Interview and select a lead generation consultants that set up call trips to target companies that are interested in moving or expanding to Denison.
 - e. Select trade shows and attend with allies.
 - f. Make trips to visit prospects at their place of business.
 - g. Organize teams and host prospects.
 - h. Co-host special events and recruit decision-makers and brokers to attend.
 - i. Provide technical support to the North Texas Regional Airports marketing/recruitment efforts.
 - j. Maintain membership in the Texas Marketing Team and participate in hosting activities for National Real Estate conferences.
 - k. Maintain a briefing center complete with equipment necessary to be used in presentations to prospects.

Internal Public Relations

1. Maintain a positive relationship with the local media and aggressively pursue feature stories on all successes.
2. Conduct internal public relations campaigns through presentations to local civic clubs, agencies, etc.
3. Manage social media tools and implement those that would be effective as a tool to market Denison (Facebook, Twitter, LinkedIn, Google+, and YouTube).
4. Provide staff assistance to the Denison Young Professional Group.
5. Organize and provide Denison Leadership Institute and Denison Youth Leadership Academy training on Denison's economic development program.
6. Organize and host new business announcements and groundbreaking events.

Retail and Service Industry Development

Responsibility: Denison Development Alliance

Strategy: A vital part of a successful community and economic development plan is the presence of a strong retail and service industry sector, producing numerous benefits for a community. A strong retail and service industry market will enhance the community's quality of life. The goal is to develop existing and new retail and service industries.

Actions:

New Retail & Service Industry Development

1. Develop a marketing plan for retailers.
 - a. Create a database of potential retailers.
 - b. Evaluate the probability of a retailer coming to Denison.
2. Identify retailers in categories of interest that are expanding.
 - a. Focus the database (above) on areas of need identified by market input, or developer requirements/wants.
 - b. Read journals, newspapers, articles, and monitor social media to determine changes occurring in the retail and service industry environment.
3. Call targeted retailers and maintain a follow-up schedule.
 - a. Directly contact potential retailers about coming to Denison.
 - b. Support brokers in their contact of potential retailers.
 - c. Follow-up on leads and contacts as appropriate.
4. Develop and maintain a database of retail brokers and developers active in the area.
 - a. Create a database of active retail brokers and developers.
 - b. Consistently follow-up to check on changes and new developments.
 - c. Create an email list to notify brokers and developers of market changes.
5. Continue pursuit of restaurants and retailers for Gateway Village located at the north corners of Hwy 75 & FM 691.
 - a. Assist property owner in developing all leads.
 - b. Help identify and recruit potential developers.
 - c. Analyze and develop specific incentives for each qualified prospect.
 - d. Coordinate development efforts with City management and associated departments to ensure a successful project.
6. Develop a networking system to interact with local, regional, and national retailers and developers.
7. Attend International Council of Shopping Center (ICSC) area functions for retailer, broker and developer networking. Attend industry seminars, networking events, etc. to generate exposure for Denison.
8. Maintain a web page to showcase retail development opportunities in Denison (This will include available properties, demographic information, trade area analysis, etc.).

Retail and Service Industry Recruitment Services

1. Develop and maintain a database of available properties.
 - a. Maintain a database of land available for development.
 - b. Maintain a database of vacant buildings available for development.
2. Assist property owners and landlords in developing professional property marketing collateral.
3. Assist property owners and landlords in evaluating the fair market value of their property.
 - a. Maintain a database of current asking prices.
 - b. Review current asking prices and raise concerns with property owners of parcels that are out of sync with the market.
4. Assist property owners and landlords in developing and executing marketing plans.
5. Arrange property tours for prospects and assist property owners and landlords with property tours.
6. Assist in negotiating offers and/or proposals on behalf of property owners and landlords.
7. Serve as a liaison with all prospects/developers and municipal departments. Offer service at every step of a project to facilitate closing.

Retail and Service Industry Business Retention and Expansion

1. Develop working relationships with existing retailers and service industries.
2. Prepare and provide current demographic data to existing retailers and service industries when requested.

Redevelopment

1. Assist in developing incentives and/or development programs that will spur the redevelopment of selected areas (i.e. Austin, Armstrong, Morton, Main Street District).
2. Work with existing and potential business owners in understanding what incentives and/or development assistance is available.
3. Manage the various incentive and development assistance programs that are available.

General

1. Maintain and expand current relationships with the Chamber, City department directors and community leaders for project support and facilitation.
2. Communicate the retail strategy to the community through personal meetings, group meetings, and the media.
3. Develop and maintain retailer-focused and service industry community marketing materials.
4. Enhance relationship with the Chamber, City, real estate brokers, financial institutions, Small Business Development Center, etc. to become known as the primary point of contact for any new business or entrepreneurial development in Denison.
5. Coordinate and cost share on the development of a market wide retail database identifying retailer locations, demand generators, and quantifiable trade areas.

6. Provide staff services to the Denison Community Investment Corporation (DCIC) in managing their revolving loan fund.
 - a. Promote the DCIC loan fund and assist existing and potential businesses in completing the application and associated material for submission to the DCIC board.

Business Intelligence Program

Responsibility: Denison Development Alliance

Strategy: Economic development marketing, recruiting, coordination and evaluation can only be effective when based on current reliable information. Business prospects demand accurate, up-to-date economic and community data when considering relocation and expansion. This type of information and data will be computerized and continuously updated.

Actions:

1. Be the “go to” organization in Denison for credible, accurate, and current data in order to promote standardized data that enhances investment in Denison:
 - a. Subscribe to data sources that provide accurate data for demographics and economic data (ESRI, Chumra).
 - b. Continue to maintain current data on the website that makes Denison information available worldwide on a 24/7 basis.
 - c. Participate with the City in creating and maintaining a GIS database of community infrastructure and parcels to assist and speed up market development.
2. Provide business intelligence services to businesses and entrepreneurs that will assist them in growing their business:
 - a. Subscribe to and maintain databases that allow the DDA to provide information on markets, trends, suppliers, potential customers, and more, free of charge to local businesses.
 - b. Collaborate with Grayson College Small Business Development Center (SBDC) and encourage local businesses to engage in SBDC’s business planning services.
3. Continually update and computerize data on all commercially viable/available sites and buildings.
4. Maintain Grayson County and Denison community profiles.

Business Retention and Expansion

Responsibility: Denison Development Alliance

Strategy: The expansion of existing businesses is responsible for 80% of new job growth in most communities. Existing businesses provide a direct source of information and practical operating experience on the competitive advantages of doing business in Denison. The Business Retention and Expansion Program will be designed to identify and meet the needs of existing businesses.

Actions:

1. Conduct industry appreciation activities to form better relationships with local industry leaders (Striper Fishing, Skeet Shoot, Hockey Game, etc.).
2. Maintain an exhibit of locally manufactured products in front lobby.
3. Maintain and expand relationships with all CEOs and HR Managers of major employers.
4. Inform members of programs available for expansion (tax abatements, incentives, new legislation, etc.).
5. Coordinate with the Chamber to develop a host team to assist companies in the recruitment/hosting of management personnel moving to Denison.
6. Visit corporate headquarters of major employer/manufacturers on an as needed basis.
7. Host quarterly luncheons for Plant Managers and Human Resource Managers.

Incentives

Responsibility: Denison Development Alliance/Denison Development Foundation

Strategy: Incentives are to be used as needed to assist businesses in choosing Denison as their location. The DDA Board will determine the frequency and type of incentives to be offered to existing and new businesses.

Actions:

1. Analyze incentive packages being offered to industry by competitive cities in order to know what the market dictates.
2. Develop and recommend to DDA/City Council/County Commissioners prospect specific incentive proposals.
3. Manage all active incentive contracts to assure compliance.
4. Communicate with all taxing entities and prepare a recommendation for tax abatements when appropriate.

Business Park Development

Responsibility: Denison Development Alliance/Denison Development Foundation

Strategy: The time length of decision making for site selection by companies has been reduced by 75% since 1990. Of the companies looking for new locations, 85% start their search in communities that have available buildings and/or fully developed sites. The viability of Denison's economic development program is dependent on the availability of buildings and properly developed industrial sites.

Actions:

North Pointe Business Park

1. Investigate the purchase of the property adjoining the north side of the park.
2. Work with City to acquire 15+ acres located on the south west side of the park.
3. Complete a geotech report on the site.
4. Investigate the need to have an archeological survey done on the property.
5. Engage a consult to assist in developing design guidelines for the property.

Business Park Properties

1. Pursue the redevelopment of the WJ Smith, Johns Mansville and Old TMC properties:
 - a. Complete the negotiations on the real estate contract and make a "go-no go" decision based on the final contract.
 - b. Continue to engage environmental consultants to assist with when needed to provide advice on potential issues for redevelopment of WJ Smith and JM properties.
 - c. Continually contact UHS (old TMC) and WJ Smith owners and push for a redevelopment strategy.

Property Management

1. Complete the build out/leasing of 10,000 s.f. in the Eisenhower Business Center for the corporate offices of Workforce Solutions Texoma.
2. Maintain and improve the appearance of the Foundation Business Park and North Pointe Business Park by mowing and clearing brush.
3. Provide property management for the Eisenhower Business Center and the Florestone Building. Activities include: managing, billing/collection, and maintenance/repair of all facilities.

City Infrastructure

1. Work with City to identify and fund infrastructure projects that improve the business districts in Denison.

Workforce Development

Responsibility: Denison Development Alliance

Strategy: DDA will continue to partner with Workforce Solutions Texoma, Grayson College, local employers, and the Denison Independent School District to develop a pipeline of middle skilled workers to ensure a skilled workforce to meet the needs of our employers. This team effort will facilitate the training, certification, and placement of workers in critical skills jobs in Healthcare and Advanced Manufacturing.

Actions:

1. Serve on coordinating task force to oversee the continued development and implementation of this plan. This will include business representatives of each sector council: Pottsboro ISD, Sherman ISD, Denison ISD, Grayson College, Workforce Solutions Texoma (WST), Denison Development Alliance (DDA), and Sherman Economic Development Corporation (SEDCO).
2. Facilitate the creative process of generating, developing and communicating new ideas and programs to address the regions emerging workforce challenges.
3. Identify and address any legislation that is a barrier to the implementation of the initiative.
4. Assist in increasing training capacity through in-kind contributions and financial contributions where needed.
5. Participate in awareness initiatives to drive students/workers to training programs.
6. Create work-based learning opportunities through apprenticeships, internships, job shadowing, career days, plant tours and summer training camps.
7. Build analytics into the campaign design, so that effectiveness can be measured and strategies/tactics can be modified to improve results.
8. Target specific audiences by tailoring the message, tools, and delivery method. The targeted audiences that should be evaluated are as follows:
 - a. Eighth grade through high school students
 - b. Grayson College students – particularly undecided or undeclared
 - c. Parents of eighth grade through high school students
 - d. ISD Counselors and Career and Technology classroom teachers
9. Work with education, training providers and businesses to incorporate work-based learning opportunities, internships, and apprenticeships into courses of study that are relevant to advanced manufacturing and healthcare.
10. Work with ISDs to ensure their career counseling and course planning tools (e.g. Naviance or Career Cruising) provide updated, regional information to students through the system on high demand and critical occupations as well as relevant career pathways.
11. Develop summer internships for students starting in the 2019.
12. Provide support for federal, state, and/or private foundation resources to expand educational capacity in advanced manufacturing and healthcare occupations. (Manufacturing Innovation

Institute, Investing in Manufacturing Communities Partnership, National Science Foundation ATE, STEM Innovation Networks, STEM Master Teacher Corps, STEM Teachers Pathways).

13. Continue to fund all costs associated with providing Denison high school students a tuition free career path in advanced manufacturing. Identify and quantify all funding sources currently available to support this goal.
14. Co-host with SEDCO and Workforce Solutions Texoma 4 luncheons to assist with the development of mentor/mentee relationships.

Additional Actions:

1. Assist in the development of new training programs at the Center for Workplace Learning at Grayson College and serve on the advisory board.
2. Continue the Business Education for Teachers program and place at least ten (10) DISD teachers in local businesses.

Community Revitalization

Responsibility: Denison Development Alliance/Denison Development Foundation

Strategy: Enhance the appearance of the Downtown District and the major gateways in Denison.

Actions:

1. Serve as a resource for the new owners of the Hotel Denison and develop/provide incentives to assure a quality redevelopment.
2. Continue working with the Main Street organization by assisting them with marketing the downtown façade grant program and allocation of the funds.
3. Provide matching façade grant funds for businesses located in Denison's gateway areas (Morton, Armstrong, Austin and Mirick).
4. Focus efforts on cleaning up areas within the city that may influence future economic development (e.g. W.J. Smith property, Johns Mansfield Plant).
5. Work with property owners on special projects throughout the City as defined by the board.
6. Administer the Destination Creation Grant program for specific targeted businesses (brew pubs, wineries, tasting rooms, restaurants). Identify targets and recruit to Denison.

Housing Development

Responsibility: City of Denison/Denison Development Alliance

Strategy: An area's housing resources can aid or hinder efforts to improve its economic base. The multiplier effects of housing production and rehabilitation activities can bolster a community's business recruitment efforts. As a controlling factor in workers' quality of life, housing is often an important issue for industries that seek to relocate.

Actions:

1. Meet with all builders/developers that are interested in building in Denison. Connect them to all property owners that have developable properties.
2. Screen and evaluate all tax credit housing proposals.
3. Assist the City in establishing a set of incentives for affordable as well as market rate housing development.
4. Research and document all suitable/available properties that could be developed for housing.

Entrepreneur Development

Responsibility: Denison Development Alliance/Denison Development Foundation

Strategy: Provide a support system and encourage all entrepreneurs to launch or expand their business model in Denison.

Actions:

1. Host all aspiring entrepreneurs and serve as their first point of contact for obtaining information on the Denison business environment.
2. Provide and explain all City codes that would govern their potential business.
3. If needed, introduce them to the staff at the Small Business Development Center, Grayson College.
4. Introduce them to successful business men and women who are retired that would serve as a business mentor.
5. Help them locate space for their business.
7. Connect them with financing sources like the Denison Community Investment Corporation, SBA, and local banks.

Financial Management

Responsibility: Denison Development Alliance/Denison Development Foundation

Strategy: Effective cash management is essential to good fiscal management. The DDA/DDF's finances shall be designed and managed in a manner responsive to the public trust and consistent with state and local law.

Actions:

1. Invest funds in a manner that will provide the maximum security and a market rate of return while meeting the daily cash flow demands of the DDA.
2. Develop and submit a monthly investment report that summarizes the portfolio in terms of investment securities, maturities, and the total investment return for the quarter.
3. Review and update investment policy.
4. Prepare and provide monthly financials for the DDA and DDF boards.
5. Provide all financial reporting and coordinate with certified public accounting firms in preparing the annual audits.
6. Develop and maintain a three (3) year cash flow analysis.

Program Administration and Evaluation

Responsibility: Denison Development Alliance/Denison Development Foundation

Strategy: DDA's economic development program is only as good as its program administration and evaluation. Program administration includes program planning, project planning and budgeting. Program evaluation will occur and a report on progress will be provided at the monthly board meetings. The Strategic Plan will be reviewed and updated at least annually.

Actions:

1. Review and refine the Strategic Plan. Prepare and submit a budget to the DDA/DDF boards and the Denison City Council for approval.
2. Select, hire, monitor and supervise personnel required to perform the Strategic Plan.
3. Prepare board packets, financials, and staff reports monthly.
4. Monitor and evaluate completed projects to assess their performance and results.
5. Organize and conduct an annual economic development summit.