CELINA TEXAS EST. 1876

ECONOMIC DEVELOPMENT CORPORATION

2021 Action Plan

Approved by City Council October 12, 2021

Prepared By
Celina Economic Development Corporation

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Submitted To
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TABLE OF CONTENTS

INTRODUCTION

The mission of the City of Celina is to preserve our agricultural heritage and flourish as a close-knit and ever-growing Celina Family during the explosive and planned growth of our City. We will provide a unique and extraordinary Quality of Life complemented by a significant array of high-tech and desirable businesses, agritourism assets, unique places, and connections.

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

- Incorporated in 1876

- 2010 Census estimated population of 6,028

- 2021 estimated population of 28,413

- Approximately 38 square miles with ETJ of approximately 78 square miles

Location in DFW Region: The City of Celina (City) is located in the Dallas / Fort Worth region of north central Texas as shown below.
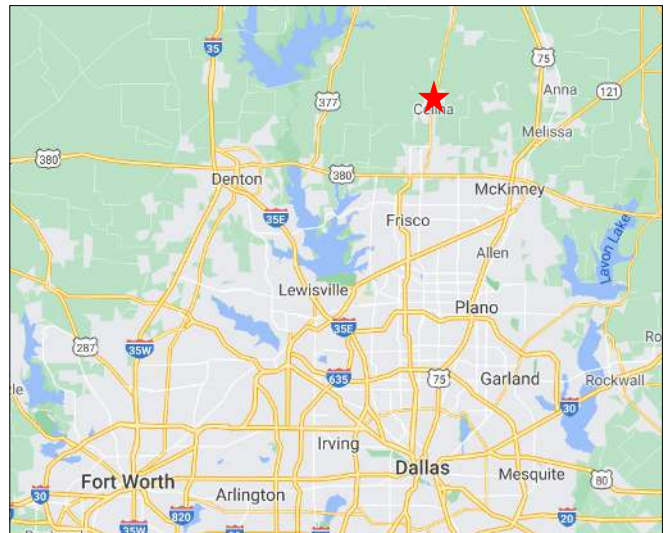
Action Plan Purpose: This Action Plan (Plan) is intended to identify, organize and prioritize goals and objectives providing direction for the Celina Economic Development Corporation (CEDC) Board.

ESTABLISHMENT

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

Sales Tax Election: On May 6, 1995 the residents of the City approved the adoption of an additional one-half of one percent (0.05%) Sales and Use Tax for projects authorized by Section 4A of the Act. On May 4, 2002 the residents passed another sales tax election authorizing the Type A Economic Development Corporation to do Type B projects. This election was confirmed by Council Ordinance 2002-07.

Articles of Incorporation: The Articles of Incorporation (Articles) were approved on July 11, 1995 by City Council Ordinance 1995-12 creating the *Celina Economic Development Corporation,* and appointing its initial directors.

Amended and restated Articles of Incorporation were approved by the CEDC November 12, 1996, approved by City Council on November 12, 1996, and filed with the Texas Secretary of State on November 25, 1996.

Article IV states that *"The public purpose for which the Corporation is organized is to aid, promote and further economic development within the City of Celina, Collin County, Texas pursuant to the Development Act, and for any other lawful purpose."*

CEDC Bylaws: On December 12, 1996, the City Council approved the Bylaws for the CEDC. Amended and restated Bylaws were approved by City Council, resolution 2019-12R, on February 5, 2019.

Article VI, Section 1 states that *"The Board shall research, develop, prepare, and submit to the City 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-term and long-term goals for the economic development of the City. Said plan should take into consideration general development plans and policies of the City Council."*

ORGANIZATIONAL

Meetings: The CEDC Board typically meets at the CEDC Building at noon on the first Tuesday of each month.

Staffing: There are currently three Staff members supporting the efforts of the CEDC. The Director of Economic Development, The Marketing Manager and the Business Retention and Expansion Specialist. All of these positions are full-time employees of the CEDC and report directly to the CEDC Board. The CEDC maintains a service agreement with the City to reimburse the City for administrative and office support.

Board Membership: The CEDC Board is composed of five (5) members, appointed by the Council for two-year terms. These members are reflected on the cover of this Action Plan. Board members are not compensated for their commitment. The Council may designate two (2) non-voting Ex Officio Members, one of which shall be a Councilmember and the other the City Manager.

Mission Statement: The Board adopted the following mission statement as a part of this Plan:

"The Celina EDC mission is to expand the local tax base, creating a diversified, vibrant and sustainable economy enhancing the quality of life for residents and the business community."

FINANCIALS

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

CEDC - Sales Tax Revenues

Fiscal Year	Amount
16-17	$476,998
17-18	$573,145
18-19	$625,453
19-20	$907,397

CEDC - Total Revenues

Fiscal Year	Amount
16-17	$479,361
17-18	$591,307
18-19	$666,813
19-20	$929,222

CEDC - Expenditures

Fiscal Year	Amount
16-17	$835,440
17-18	$912,979
18-19	$492,311
19-20	$677,904
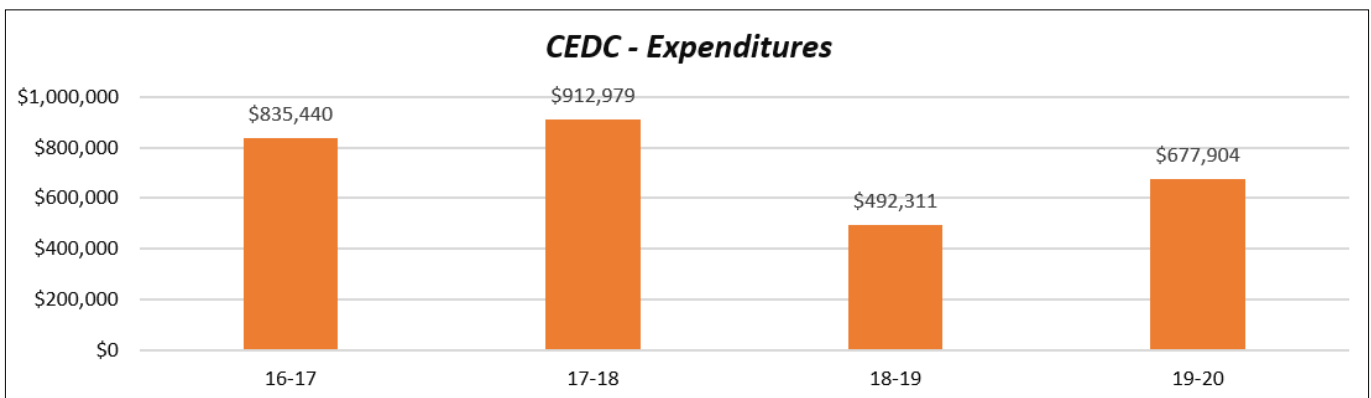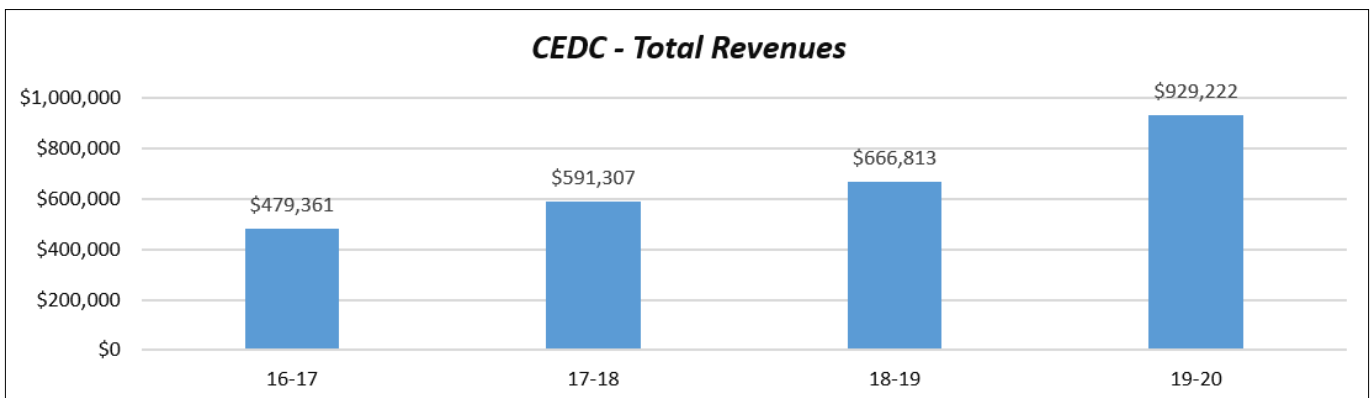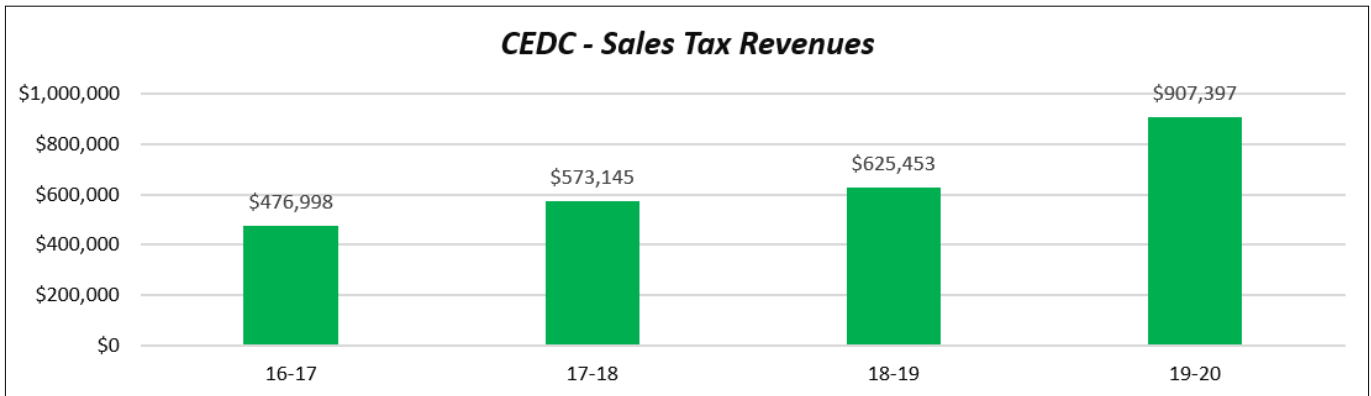
ACTIVITIES-PROJECTS SUMMARY

Economic Development Corporation

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

Date	Activity / Project	Description	Notes
2020	End of Year Stats	-New businesses = 31 -New jobs = 150 -New Capital Investment = $12.9 M -New and Renovated SQ FT = 260,000 -Sales tax increased = 46% -Incentives = 6 businesses	
2020	COVID Response	Comprehensive COVID response with City and Chamber which	Included zoom meetings, business parade and personalized phone calls
2020	Newsletter	A way to keep internal and external partners updated on EDC activities. Launched fall.	
2020	20 Eats App launch	Local restaurant support, investment	
2020	Life in Celina podcast	Launched January	
2020	EDC Video Series	Highlight board and goals	
2020	Business Spotlight podcast	Launched May	
2020	Business Connection Video Series	Launched October	
2020	Inaugural Business Roundtable	Hosted September 24	60 attendees
2020	City Gigabit designation	Received from Governor October 22	
2020	"Things to Do" Downtown Map & QR Code	Marketing campaign to highlight all of the dining, shopping and entertainment	
2020	Breshell Lifestyle Blogger	Marketing Campaign	Breshell spent a "day in Celina" highlighting all of the top attractions
2020	Identified new developers		
2020	Heart Logo	Improved branding	
2020	FY 2020-21 Budget approved		
2020	Friday Night Market vendor	Started attending event as a vendor to market the EDC	We learned from the podcast that a lot of people came to Celina for the first time to attend the market
2019	New EDC Website	Including, text, graphics, demographics, drive times, mapping, logos, etc.	
2019	New EDC Facebook Page	With enhanced marketing and engagement	
2019	Created EDC Online Interactive Map		

Economic Development Corporation

Date	Activity / Project	Description	Notes
2019	CEDC Bylaws Update	Bylaws had not been updated since adoption.	
2019	Updated marketing / tradeshow materials		
2019	New agendas / minutes format	In compliance with City Secretary's agenda system	
2019	News Stories	Tracking and promotion of Celina news stories and press releases	
2019	BOD to Collin Co. Days and ICSC	Coordination of EDC Board travel to Collin County Days and ICSC	
2019	Received Coserv Grant	Grant used to print 1,000 copies of promotional map	
2019	New EDC Map	Creation and fundraising of printed EDC Map	
2019	Completed City / EDC Services Agreement	Office Space and Services Agreement between City and EDC	
2019	Downtown TIRZ Agreement	Incentive agreement between the City and EDC	
2019	Research for tradeshow booth	Researched tradeshow booth production and cost	
2019	FY 2019-20 Budget approved		
2019	Refinanced Gigabit Loan	EDC was paying on an interest only, refinanced and significantly reduced debt	
2019	Hired new legal rep	Jeff Moore	
2019	Hired new bookkeeper	Jason Barth	
2019	Created Incentives Application		
2019	Created Fast Facts	For marketing	Demographics data
2019	Created Housing / Lot Inventory	For marketing and information purposes	
2019	TWC partnership	Texas Work Force Solutions partnership	
2019	Broker Breakfast	Organized 4 brokers breakfasts	
2019	End of Year Stats	-New businesses = 18 -New jobs = 73 -Sales tax increased = City wide – 9%, Downtown – 49% -Incentives = 2 businesses, totaling $50,000	

RESOURCES - City

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

City Website - www.Celina-TX.gov

The City maintains a comprehensive website at the URL shown above. *Represents items available on the website.

City Planning Components

The City has adopted the following planning components.

- Zoning Ordinance
- Future Land Use Plan
- Master Thoroughfare Plan
- Master Water Distribution Plan
- Master Wastewater Plan
- Master Drainage Plan
- Master Parks, Recreation & Open Space Plan
- Capital Improvement Plan

City Maps

The City maintains an Interactive GIS Map accessible from the CEDC website. This map is comprehensive and allows the user to show all the normal mapping resources needed for a City.

- Existing Zoning
- Future Land Use Plan
- Parks, Recreation & Open Space
- Thoroughfare Plan
- Flood Plain / Floodway Map
- Fiber Providers

Appraisal District Info

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

- Parcel maps
- Parcel data

Chamber of Commerce - www.CelinaChamber.org

The Celina Chamber of Commerce provides support for existing businesses in Celina. Their website also includes a robust listing of businesses.

RESOURCES - CEDC

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

CEDC Website - www.CelinaEDC.com

The CEDC maintains a professional website dedicated to purposes of the CEDC at the URL shown above. Significant effort is put into the maintenance and update of information available on the website. *Represents items available on the website.

Administrative Policies and Procedures

The CEDC has adopted the following administrative policies and procedures.

- Public Funds Investment Policy
- Check-Signing Policy

Incentives*

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

- Property Tax abatement
- Chapter 380 Agreements - Sales Tax Grants
- Infrastructure incentives
- Building fees
- Expedited development review
- Freeport Exemption: The City, County and school offer a Freeport Exemption for various types of goods if they have been detained in the state for 175 days or less for the purpose of assembly, storage, manufacturing, processing or fabricating
- Neighborhood Empowerment Zone No. 1
- Neighborhood Vitality Program

Data

The CEDC maintains the following data on their website:

- Celina Fast Facts: A one-page high level summary of interesting facts / data
- Housing & Lot Inventory: A one-page summary showing all residential developments including the number at each stage of development
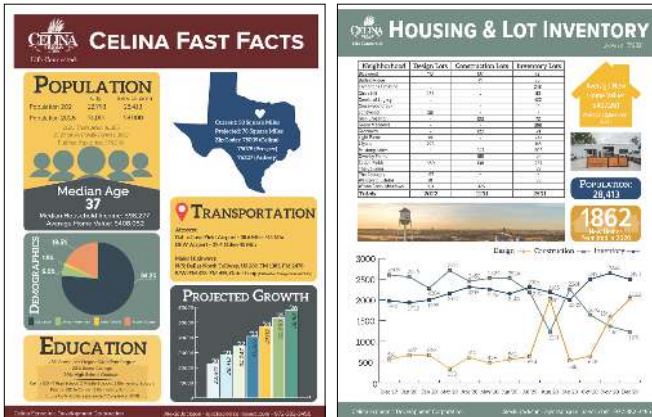
Available Properties Listing

- The CEDC does not currently maintain a list of available sites and buildings.
- The CEDC does not currently own or control any properties in the City.

Business Retention & Expansion (BRE)

The CEDC has recently began to expand their efforts toward the retention and expansion of existing businesses.

- Business Database: The CEDC has recently acquired Blue Dot database to manage the collection of business information as well as retention data.
- Business Connections: The CEDC prepares a monthly video profiling an existing business on a first-come, first-serve serve basis.

CEDC Maps*

The following CEDC maps are available.

- EDC Interactive Map: The CEDC maintains a GIS-based interactive map that shows parks, schools, multi-family, commercial and residential development
- EDC Map: The CEDC contracts annually to have an aerial map of the City prepared showing developments and major roads.
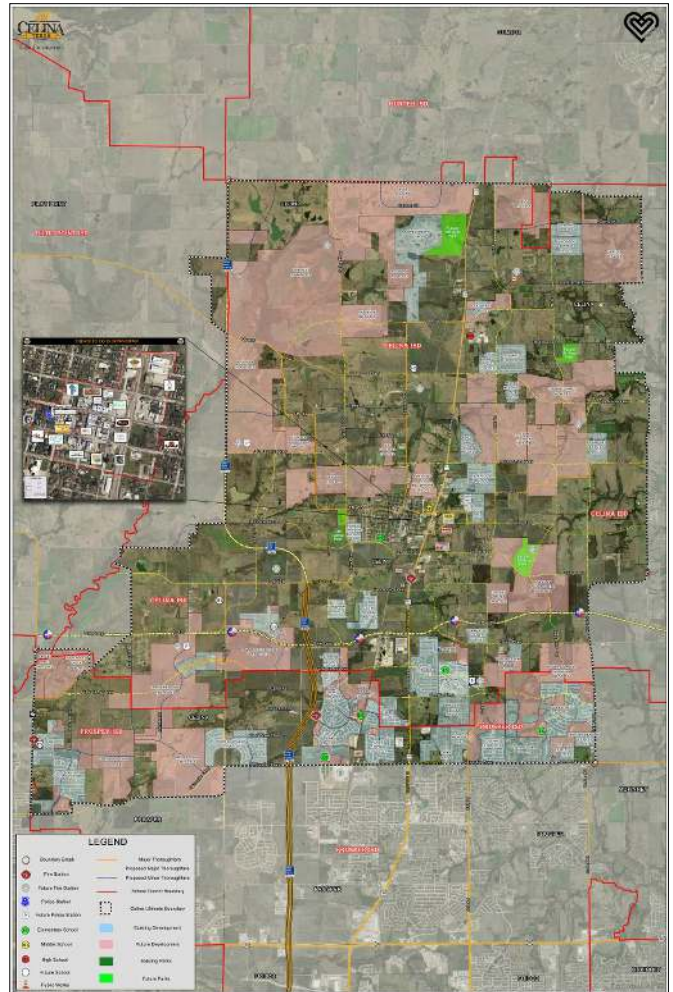
- Traffic Counts: The CEDC periodically contracts for traffic counts at locations throughout the City and these are reflected in the Traffic Count Map on the website and on the City Interactive Map.

Downtown Initiatives

The Celina downtown is a very important part of the City, and as such has had considerable effort spent on supporting downtown businesses and planning for a sustainable and vibrant downtown. Following are some initiatives related to downtown.

- Downtown Master Plan: A Downtown Master Plan was prepared by Ideation Planning and was approved by the City in January of 2019. This Plan sets forth an exciting vision for what Downtown can be in the future and details the roadmap to make it happen.
- Entertainment District Master Plan: The Celina Entertainment District is an extension of the Downtown Master plan and a nod to civic leaders that place value on creating an engaging environment for community members - citizens, businesses and visitors - as they seek entertainment, respite and connected spaces. Designed with the pedestrian realm in mind, the entertainment district will be a destination uniquely positioned between Celina's business district and its vibrant residential neighborhoods.
- Celina Main Street Program: Downtown Celina is part of the Main Street America and Texas Main Street programs that have been helping communities revitalize their downtowns and commercial districts for over 35 years. Celina received National Accreditation from Main Street America for 2018 and 2019. Celina is also a member of the Texas Downtown Association.
- Neighborhood Integrity Program: The City of Celina's Neighborhood Integrity Program (NIP) provides grants to support Celina neighborhood groups in initiatives for the public benefit. The program seeks creative and sustainable projects that enhance the physical and aesthetic conditions of the City's neighborhoods, increase the City's unique identity, and/or increase the quality of life for its residents.
- Downtown Zoning: The Planning Department of the City is currently underway with a Downtown Zoning Code, which would correct the regulatory framework of the downtown so that it is in alignment with the vision of the Downtown Master Plan which was adopted in January 2019. The new Code will provide greater options and flexibility for property owners.

Promotional Videos*

The CEDC has developed a variety of interesting promotional videos which are available on their website.

- Director Overview: Provides an overview of the CEDC and the importance it has in promoting business in the community

- Board of Director Testimonials: These short videos allow the Board Members to introduce themselves and discuss their commitment to the CEDC

Promotional Items

The CEDC maintains a variety of promotional items for use at trade shows and other promotional events. At this point they have acquired T-shirts, cups, stickers, and hand sanitizer.

Economic Development Corporation

Participants provided SWOT ideas pre-meeting and with discussion.

STRENGTHS - CEDC	
What are our strengths?	**How do we build upon them?**
• Board works well together	• Establish aspirations for makeup of the Board
• Board / Director alignment	• Adopt an Action Plan and implement objectives
• Strong / capable Director	• Evaluate wages, policies and benefits to retain quality employees
• Approach is creative / visionary / proactive	• Emphasize advantages with marketing and website
• Relationship / partnership with City	• Hold a joint meeting with City Council to discuss direction for EDO
• Existing / efficient processes	• Establish SOPs for administrative processes
• Relationships with Brokers / Developers	• Develop a program to engage builders / brokers / developers
• BRE Programs	• Implement a comprehensive BRE program
• Focus on Downtown	• Develop / implement a Downtown Revitalization Plan
• Existing / creative programs	• Emphasize advantages with marketing and website
• Strong financial position	• Ensure EDO funds are used for authorized expenditures
• Board diversity / make up	• Establish aspirations for makeup of the Board
WEAKNESSES - CEDC	
What are our weaknesses?	**How do we reduce or eliminate them?**
• Lack of clear goals & objectives	• Adopt an Action Plan and implement objectives
• Limited "on-boarding" of new Board members	• Develop orientation / on-boarding for new Board members
• Lack of training for Board / Staff	• Identify training needed / desired by Board and Staff
• Inadequate revenue for aggressive programs	•
• Coordination between City, Chamber and EDC	• Enhance relationships with City and Chamber
• No CEDC owned / controlled real estate	• Evaluate opportunities to acquire EDO properties
• Lack of adequate policies	• Adopt Administrative Policies & Procedures
• Inadequate Marketing Plan	• Develop a Marketing & Promotion Plan
• Inadequate Staffing Plan	•
• Legacy landowners cooperation	• Develop a program to engage local land owners
• Inadequate BRE programs	• Implement a comprehensive BRE program
• Inconsistent application of incentive policies	• Adopt a comprehensive Incentives Policy
• Hesitancy to embrace future growth	•

*Items shown in red text are included in the Objectives Summary

SWOT ANALYSIS

Economic Development Corporation

Participants provided SWOT ideas pre-meeting and with discussion.

OPPORTUNITIES - CEDC	
What are our opportunities?	**How do we take advantage of them?**
• Strengthen relationships with partners	• Identify and engage partners, allies and stakeholders
• Engage brokers and developers	• Develop a program to engage builders / brokers / developers
• Undertake desired / needed training	• Identify training needed / desired by Board and Staff
• Implement a robust BRE program	• Implement a comprehensive BRE program
• Downtown revitalization / growth	• Develop / implement a Downtown Revitalization Plan
• Growing reputation as business friendly	• Develop a program to engage builders / brokers / developers
• Taking advantage of growth	•
• Growth in retail sector	• Develop / maintain resources to attract retail and restaurants
• Taking full advantage of Gigabit	• Develop a Gigabit Innovation Fund
• Improving communication systems / efforts	• Enhance communications with local allies / stakeholders
• Adopting adequate / creative incentives	• Adopt a comprehensive Incentives Policy
• Increase leadership presence related to business	• Implement a comprehensive BRE program
• Establish EDC-lead community collaboration teams	•
THREATS - CEDC	
What are our threats?	**How do we overcome or minimize them?**
• Loss of small-town charm	•
• Detrimental Board changes	• Develop orientation / on-boarding for new Board members
• Loss of small / local businesses	• Implement a comprehensive BRE program
• Covid / Pandemic	• Adopt target reserve fund level to maintain
• City takeover of EDC funds	• Ensure EDO funds are used for authorized expenditures
• Inadequate incentives for larger businesses	• Adopt a comprehensive Incentives Policy
• Unfocused investments	• Adopt a comprehensive Incentives Policy
• Inadequate focus on downtown	• Develop / implement a Downtown Revitalization Plan
• Losing control of narrative	• Ensure open communications and transparency to the extent possible
• Competition from adjacent communities	• Monitor activities / programs of competing cities for Best Practices
• Loss of board cohesion	• Develop orientation / on-boarding for new Board members
• Mistrust of government / EDC	• Ensure open communications and transparency to the extent possible
• Economic downturn	• Adopt target reserve fund level to maintain

*Items shown in red text are included in the Objectives Summary

SWOT ANALYSIS

City of Celina, Texas

Participants provided SWOT ideas pre-meeting and with discussion.

STRENGTHS - City of Celina	
What are our strengths?	**How do we build upon them?**
• Location in growth corridor	• Emphasize advantages with marketing and website
• Sense of community	• Emphasize advantages with marketing and website
• Ease of doing business	• Develop a program to engage builders / brokers / developers
• Generally receptive to growth	•
• Historic downtown	• Develop / implement a Downtown Revit. Plan
• Land area for expansion	• Develop a comprehensive Sites & Buildings Summary
• Committed to appropriate planning	• Ensure Comprehensive Plan / FLUP identifies opportunities for diverse commercial growth
• Staff	• Evaluate wages, policies and benefits to retain quality employees
• Stable leadership team	• Evaluate wages, policies and benefits to retain quality employees
• Quality development standards	• Support contemporary development regulations
• Gigabit Fiber	• Emphasize advantages with marketing and website
• Existing infrastructure	• Identify / fund infr. that supports business growth
• Integrity of developers	• Program to engage builders-brokers-developers
• Transportation system	• Develop a graphic showing existing and future transportation systems
• Community events	• Partner with tourism allies to the extent it supports businesses
WEAKNESSES - City of Celina	
What are our weaknesses?	**How do we reduce or eliminate them?**
• Water rates	•
• Inadequate communications	• Enhance commun. with local allies-stakeholders
• Infrastructure improvements / maintenance	• Identify and fund infrastructure that supports business growth
• Not enough residential for desired businesses	• Develop / maintain a Residential Growth Report
• Growing pains	•
• Tax rate	•
• Inadequate Downtown parking	• Develop / implement a Downtown Revit. Plan
• Resistance to change	•
• Perception as "far north"	• Develop / maintain a Residential Growth Report
• Legacy land owners	• Develop a program to engage local land owners
• Pervasive misinformation in community	• Ensure open communications and transparency to the extent possible
• Inadequate community marketing	• Develop a Marketing & Promotion Plan
• Inadequate tax base	•
• Perceived lack of government transparency	• Ensure open communications and transparency to the extent possible
• Mistrust of government	• Ensure open communications and transparency to the extent possible
• Stagnate growth ideas due to long-serving board	• Adopt an Action Plan and implement objectives

*Items shown in red text are included in the Objectives Summary

Participants provided SWOT ideas pre-meeting and with discussion.

What are our opportunities?	How do we take advantage of them?
• Transportation corridors	• Develop a graphic showing existing and future transportation systems
• Enhanced message management	• Ensure open communications and transparency to the extent possible
• Take advantage of growth	•
• Enhanced broker / developer engagement	• Develop a program to engage builders / brokers / developers
• Downtown	• Develop / implement a Downtown Revitalization Plan
• Enhanced cooperation with allies	• Enhance communications with local allies / stakeholders
• Continued residential development	• Develop a program to engage builders / brokers / developers
• Adequate planning for managing growth	• Support Planning efforts to manage growth
• Create community focus groups	• Encourage City to enhance communications with residents
• Creation of a quarterly "Town Hall" briefing	• Enhance communications with local allies / stakeholders
• Review / update to board appointment processes	• Adopt Administrative Policies & Procedures
• Create neighborhood communication Board	• Encourage City to enhance communications with residents
THREATS - City of Celina	
What are our threats?	How do we overcome or minimize them?
• Unmanaged / unplanned growth	• Ensure Comprehensive Plan / FLUP identifies opportunities for diverse commercial growth
• Major recession	• Adopt target reserve fund level to maintain
• Inadequate communications	• Enhance communications with local allies / stakeholders
• Social media; national, state, and local	• Develop social media marketing program
• Slowdown in residential development	• Develop a program to engage builders / brokers / developers
• Prevalence of misinformation	• Enhance communications with local allies / stakeholders
• Inadequate message management	• Enhance communications with local allies / stakeholders
• Politics	•
• Anti-growth contingent	•
• Staff turnover	• Evaluate wages, policies and benefits to retain quality employees
• Inadequate infrastructure	• Identify and fund infrastructure that supports business growth
• Increases in crime	•
• Challenges developing larger properties	• Develop a program to engage builders / brokers / developers
• Legislative impacts on municipalities	•
• Perceived lack of transparency	• Ensure open communications and transparency to the extent possible

*Items shown in red 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	4.40	4	6				M&P	Develop a Marketing & Promotion Plan	A Plan to identify marketing resources, targets, and budgeting to implement a marketing program
2	4.20	5	3	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
3-1	4.00	5	2	2		1	RES	Develop a comprehensive and professional Website	Comprehensive website content accessed in an organized and efficient manner
3-2	4.00	5	3		1	1	WORK	Partner with education allies to establish workforce programs	Partner with allies to establish a robust workforce development program to enhance the labor pool
5	3.90	3	4	2	1		ADM	Ensure open communications and transparency to the extent possible	Ensure open communications and full transparency while maintaining prospect confidentiality
6-1	3.80	2	4	4			BRE	Implement a comprehensive BRE program	Implement a BRE program that includes various programs to support and grow existing businesses
6-2	3.80	5	1	2	1	1	M&P	Develop marketing initiatives to recruit high-tech / IT businesses	Develop marketing initiatives targeting high-tech / Information Technology businesses
8	3.70	2	5	2		1	RED	Identify / develop light industrial land uses	Identify desired Light Industrial land uses and pursue development of property to meet their needs
9-2	3.60	4	2		4		ENH	Identify community enhancements that support business growth	Identify and prioritize community enhancements that have a positive impact on business growth
9-1	3.60	1	5	3	1		FIN	Ensure EDO funds are used for authorized expenditures	Ensure that funds received by the CEDC are used for purposes authorized by statutes
9-3	3.60	5	1	1	1	2	PART	Identify and engage partners, allies and stakeholders	Identify all EDO allies and stakeholders and engage them through meetings or presentations
9-4	3.60	3	3	2	1	1	PART	Enhance relationships with City and Chamber	Implement programs that will enhance the relationships between the EDO, City and Chamber
9-5	3.60	3	3	2	1	1	RED	Develop a comprehensive Sites & Buildings Summary	A summary of available sites or buildings, including those with potential for revitalization
9-6	3.60	3	3	2	1	1	RED	Address downtown parking needs	Evaluate the necessity of a Downtown Parking Plan to address the need for additional downtown parking
15-1	3.50	5		2	1	2	BRE	Implement programs to help small businesses	Implement specific programs to assist small businesses with their growth
15-2	3.50	5	1	1		3	EDU	Develop orientation / on-boarding for new Board members	Programs to educate new Board members on the responsibilities and activities of the EDO
15-3	3.50	3	2	3	1	1	INF	Identify and fund infrastructure that supports business growth	Identify infrastructure enhancements that will advance development or support business growth
15-4	3.50	5	1	1		3	PLAN	Develop a Gigabit Innovation Fund	Develop an Innovation Fund that takes advantage of the existence of Gigabit to grow technology businesses
15-5	3.50	4		4	1	1	RED	Promote Innovation / Fiber Tech District	Develop / promote a unique district targeted at innovation and fiber-tech businesses
20-1	3.40	2	3	3	1	1	ADM	Adopt Resolution stating all Staff / Board shall follow City policies	Adopt a Resolution clarifying that all Staff and Board shall follow City policies, may also amend agreement
20-2	3.40	2	3	3	1	1	M&P	Develop marketing initiatives to recruit major employers	Develop marketing initiatives targeting major employers
20-3	3.40	1	4	3	2		PLAN	Adopt a comprehensive Incentives Policy	A Policy that identifies potential incentives, business requirements and administrative processes

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
23-1	3.30	2	2	4	1	1	FIN	Adopt target reserve fund level to maintain	Determine a reserve adequate to weather economic downturns and take advantage of opportunities
23-2	3.30	2	3	2	2	1	BRE	Develop / acquire a database to help implement a BRE program	Develop / acquire a database that summarizes all the business information collected
23-3	3.30	2	2	4	1	1	M&P	Develop marketing initiatives to recruit corporate office	Develop marketing initiatives targeting corporate / class A offices
23-4	3.30	2	4	1	1	2	PART	Develop a program to engage builders / brokers / developers	Program to identify and engage builders / brokers / developers active in your market area
27	3.20		5	2	3		EDU	Identify training needed / desired by Board and Staff	Identify and take training that would be beneficial to the EDO Board and Staff
28-1	3.10	3		4	1	2	ADM	Establish SOPs for administrative processes	Establish Standard Operating Procedures for agendas, reports, contracts, responding to prospects
28-2	3.10	1	4	1	3	1	RES	Develop / maintain a Residential Growth Report	A report that graphically shows the residential growth in a region accompanied by detailed permit activity
30	3.00	2	1	4	1	2	RES	Develop / maintain resources to attract retail and restaurants	Develop / maintain resources and data to attract and retain retail and restaurants
31-1	2.80	2	1	2	3	2	BRE	Enhance / create Shop Local program	Create / enhance a program to emphasize shopping at local retailers and restaurants
31-2	2.80	2	2	1	2	3	M&P	Attend the ICSC trade show / marketing event	Attend a targeted marketing event (NTCAR, ICSC, NAIOP, CoreNet, etc.)
31-3	2.80	2	1	1	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
31-4	2.80	3		1	4	2	RED	Evaluate opportunities to acquire EDO properties	Identify and evaluate potential properties for acquisition and future disposition by the EDO
35-1	2.70		4		5	1	BRE	Investigate availability of local funding for small businesses	Research for additional funding options for local small businesses
35-2	2.70	1	2	3	1	3	M&P	Enhance branding of City and business opportunities	Enhance the branding of the City and opportunities for business
35-3	2.70	1	2	3	1	3	PLAN	Support Planning efforts to manage growth	Assist in funding or preparation of plans that are intended to manage and guide development
38-1	2.60		2	4	2	2	BRE	Conduct Business Roundtables with local business leaders	Invite key business stakeholders for a roundtable discussion with the Board one time per year
38-2	2.60	1		5	2	2	ENH	Assist in funding Legacy Park as a mixed-use park	Provide full or partial financial assistance towards the construction of ..... (parks / trails / natural areas)
38-3	2.60		2	4	2	2	PART	Engage the local college representatives	Implement programs to engage representatives from the local college
38-4	2.60	1	2	1	4	2	PLAN	Develop / implement a Downtown Revitalization Plan	Develop and implement a Downtown Revitalization Plan
42	2.50	1		4	3	2	PART	Develop a program to engage local land owners	Program to reach out to local land owners with commercial properties and establish a relationship
43-1	2.40		2	2	4	2	M&P	Enhance communications with local allies / stakeholders	Implement programs / processes to enhance communications with Staff-Boards-Council-Residents
43-2	2.40	1		2	6	1	M&P	Develop social media marketing initiative	Develop a presence on appropriate social media and establish content support strategy

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
45-1	2.10	1		3	1	5	ADM	Establish aspirations for makeup of the Board	Establish parameters for makeup of the Board, e.g. Councilmembers, realtors, construction, finance,
45-2	2.10	1	1		4	4	PART	Partner with tourism allies to the extent it supports businesses	Partner with tourism allies to the extent it supports existing businesses or attracts new businesses
45-3	2.10	1		2	3	4	PLAN	Review / amend Bylaws in accordance with practices	Review / amend Bylaws in accordance with current practices if they are preferred
45-4	2.10			3	5	2	PLAN	Support contemporary development regulations	Assist in the research or preparation of zoning, subdivision or other development regulations
49-1	2.00		3		1	6	ADM	Establish a document to record projects and activities of the EDO	Establish a document that allows for continuous documentation of projects and activities of the EDO
49-2	2.00		1	2	3	4	M&P	Monitor activities / programs of competing cities for Best Practices	Develop a system to identify ED activities / programs of competing cities to determine Best Practices
49-3	2.00		2	1	2	5	RED	Coordinate real estate tours with Board / Director	Coordinate periodic BOD tours of local and / or desired real estate availability or developments
49-4	2.00		2	1	2	5	RES	Acquire professional trade show booth and related exhibits	Acquire a professional trade show booth as well as related pull-up / collateral displays as needed
53	1.90	1	1		2	6	RES	Develop a graphic showing existing and future transportation systems	Develop a graphic showing existing and future highways serving the greater region

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		
5	Ensure open communications and transparency to the extent possible	*Ensure open communications and full transparency while maintaining prospect confidentiality*
20-1	Adopt Resolution stating all Staff / Board shall follow City policies	*Adopt a Resolution clarifying that all Staff and Board shall follow City policies, may also amend agreement*
28-1	Establish SOPs for administrative processes	*Establish Standard Operating Procedures for agendas, reports, contracts, responding to prospects*
45-1	Establish aspirations for makeup of the Board	*Establish parameters for makeup of the Board, e.g. Councilmembers, realtors, construction, finance,*
49-1	Establish a document to record projects and activities of the EDO	*Establish a document that allows for continuous documentation of projects and activities of the EDO*
BRE - Retain and support existing businesses (Business Retention & Expansion)		
6-1	Implement a comprehensive BRE program	*Implement a BRE program that includes various programs to support and grow existing businesses*
15-1	Implement programs to help small businesses	*Implement specific programs to assist small businesses with their growth*
23-2	Develop / acquire a database to help implement a BRE program	*Develop / acquire a database that summarizes all the business information collected*
31-1	Enhance / create Shop Local program	*Create / enhance a program to emphasize shopping at local retailers and restaurants*
35-1	Investigate availability of local funding for small businesses	*Research for additional funding options for local small businesses*
38-1	Conduct Business Roundtables with local business leaders	*Invite key business stakeholders for a roundtable discussion with the Board one time per year*
EDU - Increase the education and training of Staff and Board members		
15-2	Develop orientation / on-boarding for new Board members	*Programs to educate new Board members on the responsibilities and activities of the EDO*
27	Identify training needed / desired by Board and Staff	*Identify and take training that would be beneficial to the EDO Board and Staff*
ENH - Provide community enhancements that support business development		
9-2	Identify community enhancements that support business growth	*Identify and prioritize community enhancements that have a positive impact on business growth*
38-2	Assist in funding Legacy Park as a mixed-use park	*Provide full or partial financial assistance towards the construction of ….. (parks / trails / natural areas)*
FIN - Maintain / improve financial management systems and processes		
9-1	Ensure EDO funds are used for authorized expenditures	*Ensure that funds received by the CEDC are used for purposes authorized by statutes*
23-1	Adopt target reserve fund level to maintain	*Determine a reserve adequate to weather economic downturns and take advantage of opportunities*
INF - Provide public infrastructure to support business development		
15-3	Identify and fund infrastructure that supports business growth	*Identify infrastructure enhancements that will advance development or support business growth*

Economic Development Corporation

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

Rank	Objective	Description
M&P - Enhance marketing / promotion efforts		
1	Develop a Marketing & Promotion Plan	A Plan to identify marketing resources, targets, and budgeting to implement a marketing program
6-2	Develop marketing initiatives to recruit high-tech / IT businesses	Develop marketing initiatives targeting high-tech / Information Technology businesses
20-2	Develop marketing initiatives to recruit major employers	Develop marketing initiatives targeting major employers
23-3	Develop marketing initiatives to recruit corporate office	Develop marketing initiatives targeting corporate / class A offices
31-2	Attend the ICSC trade show / marketing event	Attend a targeted marketing event (NTCAR, ICSC, NAIOP, CoreNet, etc.)
35-2	Enhance branding of City and business opportunities	Enhance the branding of the City and opportunities for business
43-1	Enhance communications with local allies / stakeholders	Implement programs / processes to enhance communications with Staff-Boards-Council-Residents
43-2	Develop social media marketing initiative	Develop a presence on appropriate social media and establish content support strategy
49-2	Monitor activities / programs of competing cities for Best Practices	Develop a system to identify ED activities / programs of competing cities to determine Best Practices
PART - Enhance relationships with partners, allies and stakeholders		
9-3	Identify and engage partners, allies and stakeholders	Identify all EDO allies and stakeholders and engage them through meetings or presentations
9-4	Enhance relationships with City and Chamber	Implement programs that will enhance the relationships between the EDO, City and Chamber
23-4	Develop a program to engage builders / brokers / developers	Program to identify and engage builders / brokers / developers active in your market area
31-3	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
38-3	Engage the local college representatives	Implement programs to engage representatives from the local college
42	Develop a program to engage local land owners	Program to reach out to local land owners with commercial properties and establish a relationship
45-2	Partner with tourism allies to the extent it supports businesses	Partner with tourism allies to the extent it supports existing businesses or attracts new businesses

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*
15-4	Develop a Gigabit Innovation Fund	*Develop an Innovation Fund that takes advantage of the existence of Gigabit to grow technology businesses*
20-3	Adopt a comprehensive Incentives Policy	*A Policy that identifies potential incentives, business requirements and administrative processes*
35-3	Support Planning efforts to manage growth	*Assist in funding or preparation of plans that are intended to manage and guide development*
38-4	Develop / implement a Downtown Revitalization Plan	*Develop and implement a Downtown Revitalization Plan*
45-3	Review / amend Bylaws in accordance with practices	*Review / amend Bylaws in accordance with current practices if they are preferred*
45-4	Support contemporary development regulations	*Assist in the research or preparation of zoning, subdivision or other development regulations*
RED - Analyze and promote real estate development / redevelopment opportunities		
8	Identify / develop light industrial land uses	*Identify desired Light Industrial land uses and pursue development of property to meet their needs*
9-5	Develop a comprehensive Sites & Buildings Summary	*A summary of available sites or buildings, including those with potential for revitalization*
9-6	Address downtown parking needs	*Evaluate the necessity of a Downtown Parking Plan to address the need for additional downtown parking*
15-5	Promote Innovation / Fiber Tech District	*Develop / promote a unique district targeted at innovation and fiber-tech businesses*
31-4	Evaluate opportunities to acquire EDO properties	*Identify and evaluate potential properties for acquisition and future disposition by the EDO*
49-3	Coordinate real estate tours with Board / Director	*Coordinate periodic BOD tours of local and / or desired real estate availability or developments*
RES - Identify, develop and enhance Economic Development resources		
3-1	Develop a comprehensive and professional Website	*Comprehensive website content accessed in an organized and efficient manner*
28-2	Develop / maintain a Residential Growth Report	*A report that graphically shows the residential growth in a region accompanied by detailed permit activity*
30	Develop / maintain resources to attract retail and restaurants	*Develop / maintain resources and data to attract and retain retail and restaurants*
49-4	Acquire professional trade show booth and related exhibits	*Acquire a professional trade show booth as well as related pull-up / collateral displays as needed*
53	Develop a graphic showing existing and future transportation systems	*Develop a graphic showing existing and future highways serving the greater region*
WORK - Implement programs to understand and enhance the workforce		
3-2	Partner with education allies to establish workforce programs	*Partner with allies to establish a robust workforce development program to enhance the labor pool*

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.

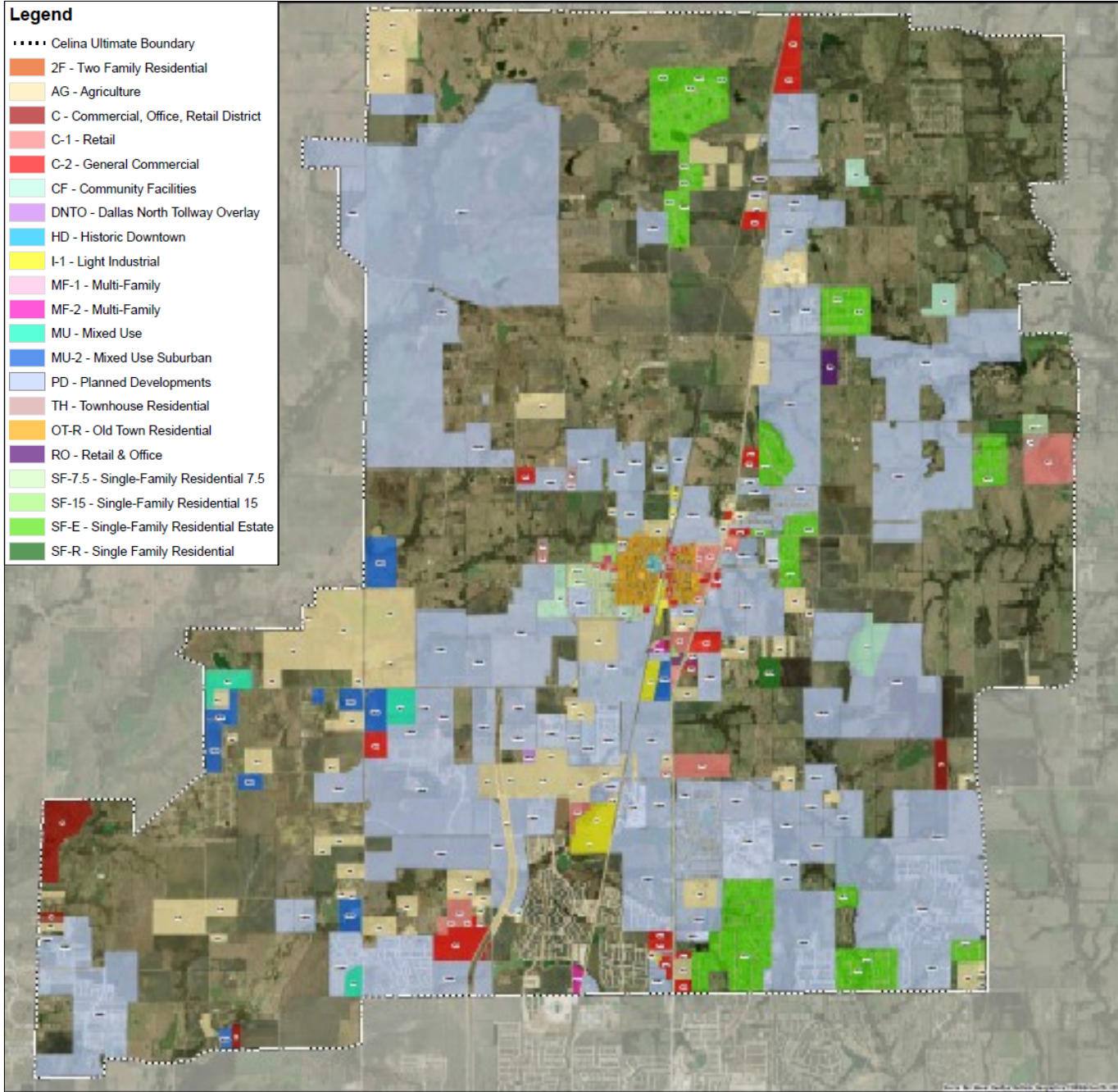| Prior.	Objective	When	Resp.	%	Notes
1	Develop a Marketing & Promotion Plan				
A					
B					
2	Adopt an Action Plan and implement objectives				
A					
B					
3-1	Develop a comprehensive and professional Website				
A					
B					
3-2	Partner with education allies to establish workforce programs				
A					
B					
5	Ensure open communications and transparency to the extent possible				
A					
B					
6-1	Implement a comprehensive BRE program				
A					
B					
6-2	Develop marketing initiatives to recruit high-tech / IT businesses				
A					
B					
8	Identify / develop light industrial land uses				
A					
B					
9-1	Ensure EDO funds are used for authorized expenditures				
A					
B					
9-2	Identify community enhancements that support business growth				
A					
B					
9-3	Identify and engage partners, allies and stakeholders				
A					
B					
9-4	Enhance relationships with City and Chamber				
A					
B					

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.
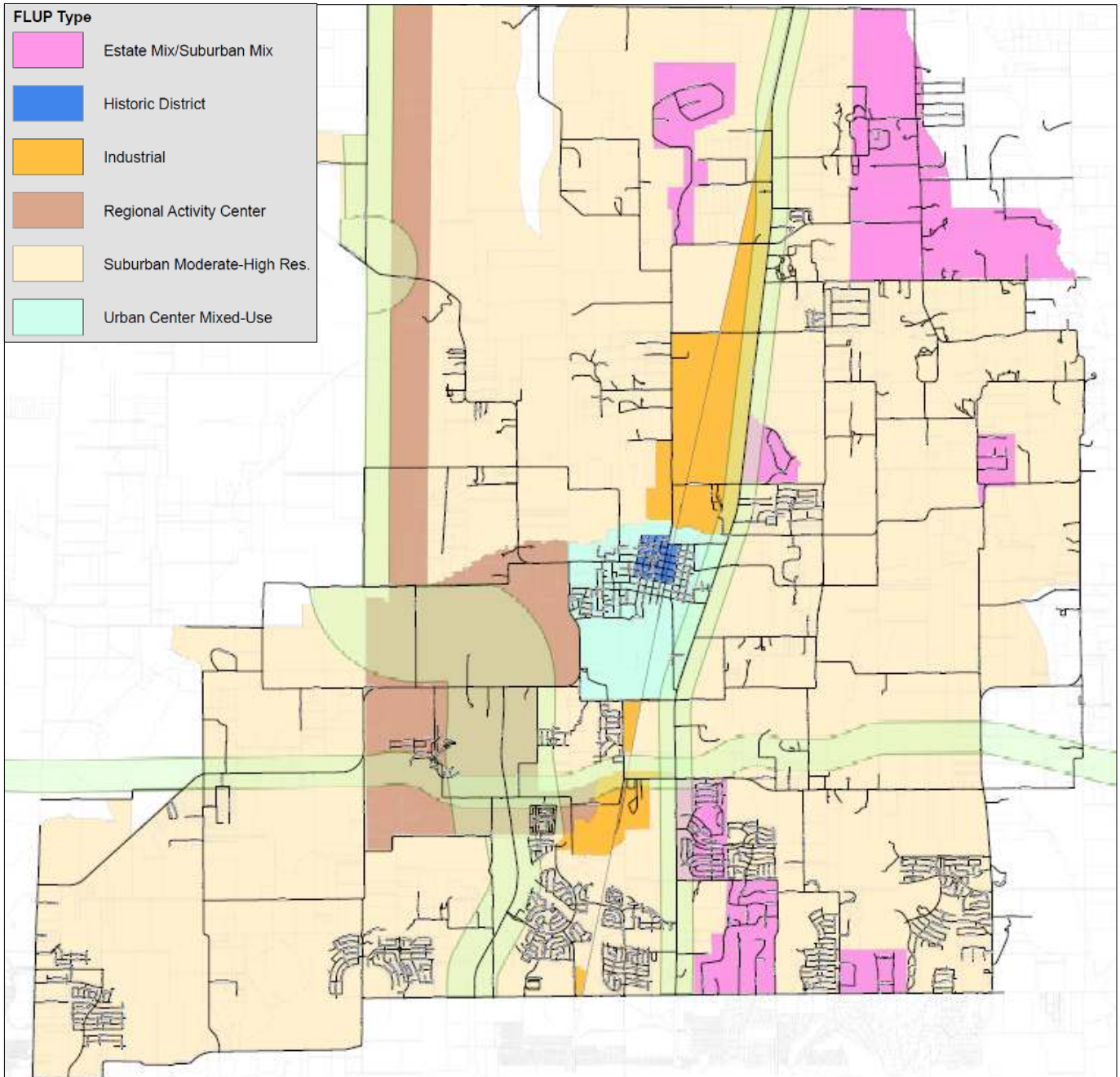
Prior.	Objective	When	Resp.	%	Notes
9-5	Develop a comprehensive Sites & Buildings Summary				
A					
B					
9-6	Address downtown parking needs				
A					
B					
15-1	Implement programs to help small businesses				
A					
B					
15-2	Develop orientation / on-boarding for new Board members				
A					
B					
15-3	Identify and fund infrastructure that supports business growth				
A					
B					
15-4	Develop a Gigabit Innovation Fund				
A					
B					
15-5	Promote Innovation / Fiber Tech District				
A					
B					
20-1	Adopt Resolution stating all Staff / Board shall follow City policies				
A					
B					
20-2	Develop marketing initiatives to recruit major employers				
A					
B					
20-3	Adopt a comprehensive Incentives Policy				
A					
B					
23-1	Adopt target reserve fund level to maintain				
A					
B					
23-2	Develop / acquire a database to help implement a BRE program				
A					
B					
23-3	Develop marketing initiatives to recruit corporate office				
A					
B					

Legend

- ▪▪▪▪ Celina Ultimate Boundary
- 2F - Two Family Residential
- AG - Agriculture
- C - Commercial, Office, Retail District
- C-1 - Retail
- C-2 - General Commercial
- CF - Community Facilities
- DNTO - Dallas North Tollway Overlay
- HD - Historic Downtown
- I-1 - Light Industrial
- MF-1 - Multi-Family
- MF-2 - Multi-Family
- MU - Mixed Use
- MU-2 - Mixed Use Suburban
- PD - Planned Developments
- TH - Townhouse Residential
- OT-R - Old Town Residential
- RO - Retail & Office
- SF-7.5 - Single-Family Residential 7.5
- SF-15 - Single-Family Residential 15
- SF-E - Single-Family Residential Estate
- SF-R - Single Family Residential

FLUP Type

- Estate Mix/Suburban Mix
- Historic District
- Industrial
- Regional Activity Center
- Suburban Moderate-High Res.
- Urban Center Mixed-Use

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.

SCR - Society of Commercial Realtors: An organization of commercial brokers active primarily in Tarrant County.

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.

Plan Development Assisted By

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