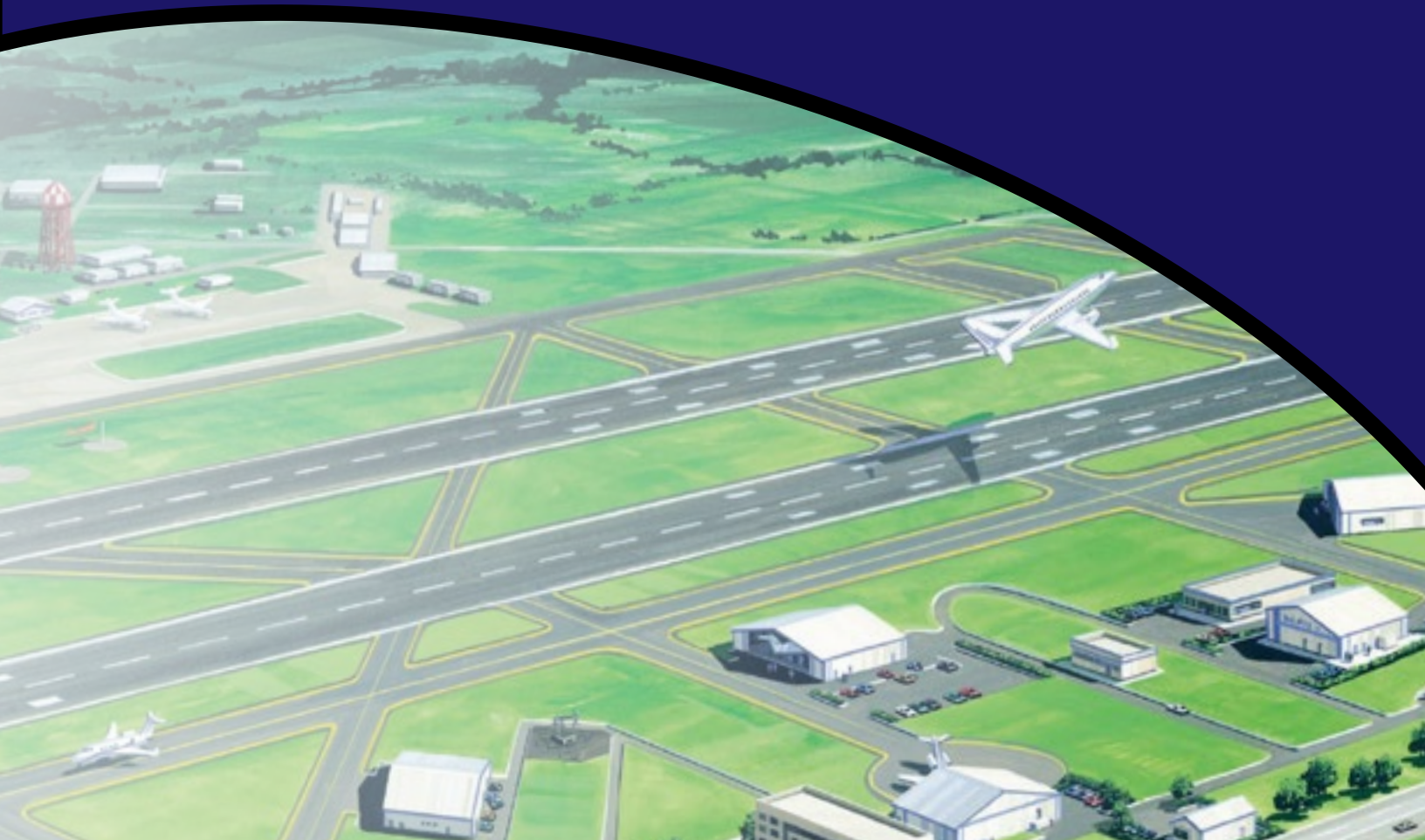


Economic Development Strategic Plan



Denison Development Alliance



Denison Development Alliance

The Denison Development Alliance (DDA) is a public non-profit entity organized and empowered by the City to develop and implement a comprehensive economic development program. Through an alliance with the Denison Development Foundation, the Denison Chamber of Commerce and the City, a very strong pro-business climate has been established and maintained for several years.

The affairs of DDA are managed by the board members and staff presented below.



Robert Brady
Chairman



John Bullard
Treasurer



Richard Munson
Vice Chairman



Robert Sylvester
Director



Andy Wilkins
Secretary



Tony Kaai, CECD
President



William Myers, II
Vice President



Loretta Rhoden
VP of Operations



Sarah Rice
Administrative Assistant

Denison Development Foundation

The Denison Development Foundation (DDF) is a private 501(c)6 non-profit entity organized to position Denison as a competitive location for manufacturing, service and distribution activity by providing land, buildings and financial support needed to retain and attract business and industry.

The affairs of DDF are managed by the board members presented below.



Shelle Cassell, Chairman
Grayson College



Mark Kuneman, Vice Chairman
Gold Star Finance



Brett Graham, Secretary
Graham International



Greg Guymon, Treasurer
The Atomic G



Matthew Looney Past Chairman
4LE, LLC



Brian Aspell
Champion Cooler Corporation



Eric Batey
Berthel Fisher & Company



Dr. Michael Courtright
Courtright Orthodontics



Robert Crawley*
American Bank of Texas

Denison Development Foundation (continued)



Jerdy Gary*
Retired



Robert Likarish
IronRoot Republic Distillery



William Lindsay
Colonel USMC (Ret)



David Pryor*
Bob Utter Ford



Dave Reed
Landmark Bank



William Retz*
Rear Admiral USN (Ret)



Robert Sylvester*
Landmark Bank



Cathy Trewitt
Paper Plate Catering Company

Jared Johnson**
Denison Mayor

Robert Hanna**
Denison City Manager

Donna Dow**
Mainstreet/Downtown

Robert Brady**
Denison Development Alliance

Andy Wilkins**
Denison Development Alliance

Paul Kisel**
Chamber Chairman

Anna McKinney**
Chamber President

Todd Thompson**
Oncor Electric Delivery

David Owens**
Ruiz Foods

* Senior Director (non-voting member)

** Ex-Officio Members (non-voting member)



2014-2016 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.

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

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

1. Marketing/Recruitment
2. Retail & Service Industry Development
3. Business Intelligence
4. Business Retention & Expansion
5. Incentives
6. Infrastructure
7. Workforce Development
8. Community Revitalization
9. Regional Planning
10. Financial Management
11. Program Administration

Marketing/Recruitment

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.

Objectives:

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. Identify and purchase lists of target industries to be used for a direct contact program.
 - 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 funding and technical support to the North Texas Regional Airport marketing program.
 - j. Maintain membership in the Texas Marketing Team and participate in hosting activities for National Real Estate conferences.
 - k. Design and place ads in industry specific publications to reach Denison's target industries.
 - l. Maintain a briefing center complete with equipment necessary to be used in presentations to prospects.
2. Provide assistance to Universal Health Services in marketing and leasing the Morrison Office Building.

Internal Public Relations

1. Maintain a positive relationship with the local media and aggressively pursue feature stories on all successes.
2. Develop and conduct an image campaign targeting local citizens by utilizing local TV and radio stations.
3. Conduct internal public relations campaign through presentations to local civic clubs, agencies, etc.

4. Manage social media tools and implement those that would be effective as a tool to market Denison (Facebook, Twitter, LinkedIn, Google+, YouTube).
5. Update and maintain DDA's billboard located on Highway 75.
6. Provide staff assistance to the Denison Young Professional Group.
7. Organize and provide Denison Leadership Institute and Denison Youth Leadership Academy training on Denison's economic development program.

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.

Objectives:

New Retail & Service Industry Development

1. Develop a marketing plan for retailers.
 - a. Create a database of potential retailers including number of sites, etc.
 - 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 & 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. Identify, screen, interview and select a brokerage firm to assist the developer.
 - b. Assist brokerage firm and property owner in developing all leads.
 - c. Help identify and recruit potential developers.
 - d. Analyze and develop specific incentives for each qualified prospect.
 - e. 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.
 - a. Develop a professional package for use by people marketing their properties.
 - b. Maintain current maps, photos, traffic, and demographics.
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 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.
 - b. Meet with DCIC board and assist in establishing funding priorities.
 - c. Assist with the update and modification of the DCIC loan application.

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.

Objectives:

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 GIS data sources that provide accurate data for demographics and economic data.
 - 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. Continue to do all of the fieldwork and reporting for the ACCRA Cost of Living Index.
4. Assist TCOG and Workforce Solutions in developing a regional economic indicator index.
5. Continually update and computerize data on all commercially viable/available sites and buildings.
6. 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.

Objectives:

1. Conduct industry appreciation activities to form better relationships with local industry leaders. (Striper fishing, Skeet Shoot, Wine Festival)
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 Ruiz, Spectrum, CAT, and National Government Services.
7. Host quarterly luncheons for Plant Managers and Human Resource Managers.
8. Invite and host one CEO or prospect at the annual "Recognizing Our Industry" event sponsored by Team Texas.

Incentives

Responsibility: Denison Development Alliance

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.

Objectives:

1. Analyze incentive packages being offered to industry by competitive cities in order to know what the market dictates.
2. Develop and award 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.

Infrastructure

Responsibility: Denison Development Alliance

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.

Objectives:

Business Park Properties

1. Pursue the redevelopment of the WJ Smith and JM properties:
 - a. Identify and hire environmental consultants to assist with the analysis of both properties.
 - b. Continually contact both JM and WJ Smith owners and push for a redevelopment strategy.
2. Develop building and site plans for a 100,000 s.f. manufacturing facility and develop associated e-brochure for marketing purposes.

Property Management

1. Maintain and improve the appearance of the Foundation Business Park by mowing and improving signage.
2. Provide property management for the Eisenhower Business Center, the Florestone Building, and the Levi Building. Activities include: developing/managing, billing/collection, and maintenance/repair of all facilities.

City Infrastructure

1. Fund and install gas line in the industrial park area that will provide a dependable, long term supply of gas for new and established industries.
2. Investigate the potential to obtain an EDA grant to fund the infrastructure needed to serve the 84/75 site.

Workforce Development

Responsibility: Denison Development Alliance

Strategy: DDA will work closely with Workforce Solutions Texoma, Grayson College, local employers, and the Denison Independent School District to plan future expansion and training of the Denison area workforce.

Objectives:

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. Connect local plant and HR Managers with Denison ISD.
3. Continue the Business Education for Teachers program and place at least 10 DISD teachers in local businesses.
4. Continue the implementation of the Denison Industry Intern Program and place 10 DISD students in local industries with matching grants for scholarships at Grayson College.
5. Work with Austin College to integrate their education programs with the needs of existing businesses and other existing educational institutions.
6. Incorporate the Manufacturing Skills Certification into DISD and Grayson College curriculum.

Community Revitalization

Responsibility: Denison Development Foundation

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

Objectives:

1. Continue working with the Main Street organization by assisting them with marketing the downtown façade grant program and allocation of the funds.
2. Provide matching façade grant funds for businesses located in Denison’s gateway areas (Morton, Armstrong, Austin and Mirick).
3. Provide rental/mortgage assistance incentives to new, renovating or expanding targeted destination businesses located downtown and on Morton, Armstrong, and Austin.
4. Focus efforts on cleaning up areas within the city that may influence future economic development (e.g. W.J. Smith property, John Mansfield Plant, Central Ward site).
5. Work with property owners on special projects throughout the City as defined by the board.
6. Establish an incentive program for specific targeted businesses (brew pubs, wineries, tasting rooms, restaurants). Identify targets and recruit to Denison.

Regional Planning

Responsibility: Denison Development Alliance, Workforce Solutions Texoma, Southern Oklahoma Workforce Board and Texoma Council of Governments.

Strategy: The Texoma Regional Consortium is an informal network of regional leaders designed to engage participating counties in defining a common vision for the region's economic development.

Objectives:

1. Assist TCOG in developing their comprehensive ED plan for the region.
2. Attend quarterly Grayson County planning meetings between Mayors, Economic Development organizations and Chambers of Commerce.
3. Continue partnering with area allies to implement the new brand for the Texoma Area.
4. Continue to participate and encourage allies to support the Texoma Regional ED Plan.
5. Provide assistance to other cities in the region on economic development issues when requested.

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.

Objectives:

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 accounting firms in preparing the annual audits.
6. Develop and maintain a 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.

Objectives:

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.

