



## Quinlan Economic Development Corporation *Five-Year Strategic Plan*

2019-06-26



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\*These Appendices available from the QEDC Office.

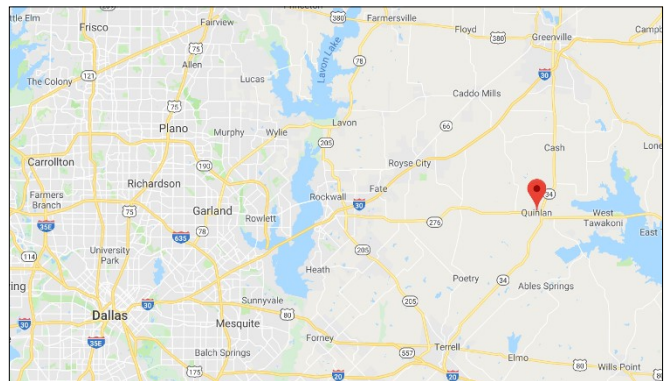
## INTRODUCTION

The City of Quinlan (City) is located in the Dallas / Fort Worth region of north central Texas, northeast of Dallas, east of Rockwall, and just five miles west of Lake Tawakoni.

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

- Incorporated on 1896
- 2010 Census estimated population of 1,394
- 2019 estimated population of 1,701
- Approximately 1.3 square miles

**Location in DFW Region:** (See Appendix A)





## ESTABLISHMENT

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

**Sales Tax Election:** On November 7, 1995 the residents of the City approved the adoption of an additional one-half of one percent Sales and Use Tax for projects authorized by Section 4B of the Act.

**Articles of Incorporation:** The Articles of Incorporation (Articles) were filed of record in the office of the Texas Secretary of State on May 20, 1996.

Article V states: *"The purpose or purposes for which the corporation is organized are to primarily serve the public interest as specified by the Texas Development Corporation Act of 1979, to promote manufacturing and industrial development in the City of Quinlan, Texas, and specifically for the implementation of projects, meaning land, buildings, equipment, facilities, and improvements included in the definition of that term under Section 2 of the Texas Development Corporation Act of 1979, including recycling facilities, and land buildings, equipment, facilities, and improvements found by the board of directors to:*

*1) be required or suitable for use for professional and amateur (including children's) sports, athletic, entertainment, tourist, convention, and public park purposes and events, including stadiums, ball parks, auditoriums, amphitheaters, concert halls, learning centers, parks and park facilities, open space improvements, municipal buildings, museums, exhibition facilities, and related store, restaurant, concession, and automobile parking facilities, related area transportation facilities, and related roads, streets, and water and sewer facilities, and other related improvements that enhance any of these items; or*

*2) promote or develop new or expanded business enterprises, including a project to provide public safety facilities, streets and roads, drainage and related improvements, demolition of existing structures, general municipally owned improvements, as well as any improvements or facilities that are related to any of those projects and any other projects that the board in its discretion determines promotes or develops new or expanded business enterprises."*

**QEDC Bylaws:** The Bylaws for the QEDC were adopted on June 13, 1996 and most recently amended on January 12, 2015.

## ORGANIZATIONAL

**Meetings:** The QEDC Board typically meets in the City Council Chambers at 6:00 p.m. on the second Monday of each month.

**Staffing:** There are currently no Staff employed by the QEDC. All administrative duties of the QEDC are performed by Board Members.

**Board Membership:** The QEDC Board is composed of seven (7) members, appointed by the Council for two -year terms. Board members are not compensated for their commitment.

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

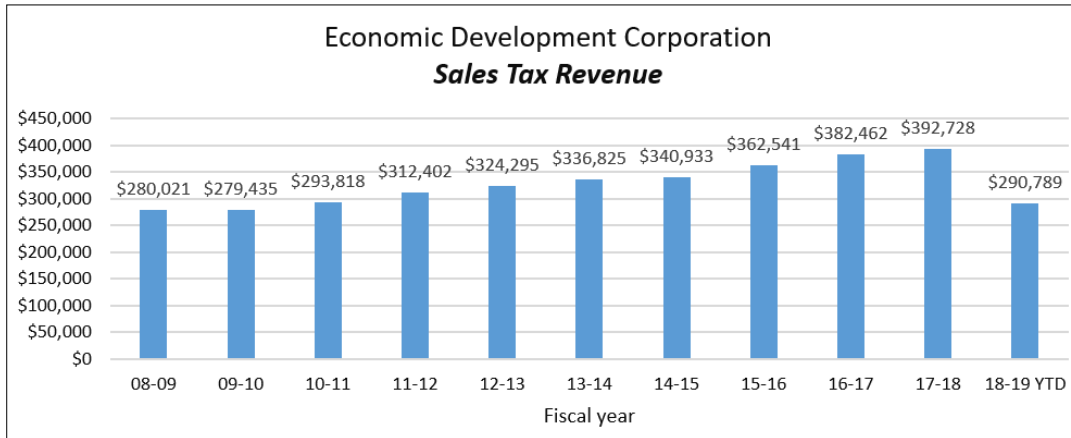
*"The mission of the Quinlan Economic Development Corporation is to promote the recruitment of new businesses, the retention and expansion of existing businesses, and to increase the tax base of Quinlan while capitalizing upon our rural character and sense of community."*



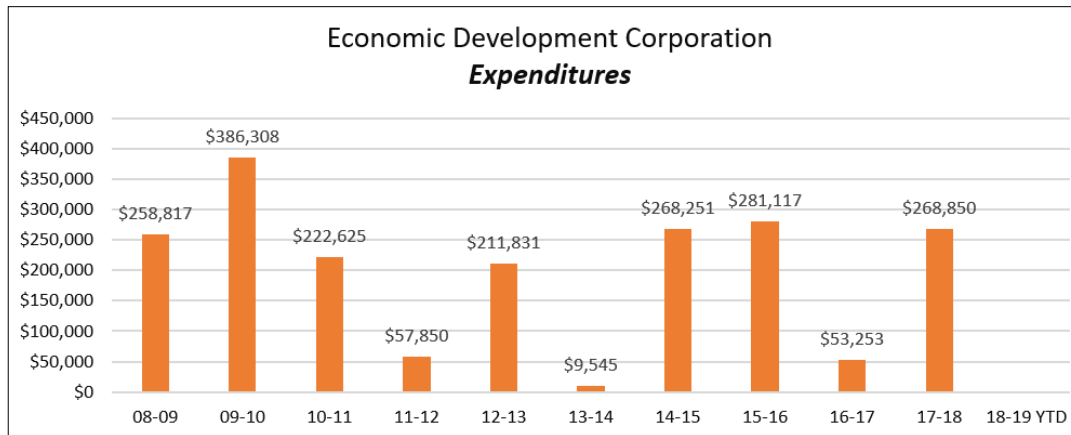
## FINANCIALS

Following are major financial aspects of the QEDC. All data reflect a Fiscal Year of October 1 to September 31.

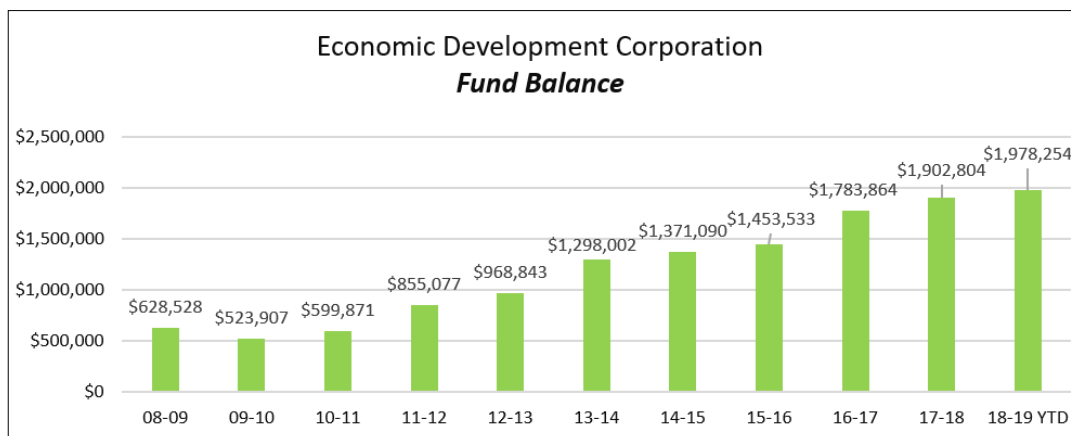
**Revenue:** Revenue for the QEDC is generated by the one-half percent (1/2%) sales tax approved by the election previously discussed. Revenues collected over past years are reflected in the following chart:



**Expenditures:** Expenditures by the QEDC must be approved by the Council prior to expenditure. Depending on the type of project this may be accomplished via the approval of the budget by Council, or a more formal hearing of the project and proposed expenditures. Actual expenditures over the past several years are reflected in the following chart:



**Fund Balance:** A conservative approach to budgeting and expenditures has maintained an appropriate fund balance. The QEDC fund balances over the past several years are reflected in the following chart:



## ACTIVITIES SUMMARY

### Economic Development Corporation

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

2019-06-17

Date	Activity / Project	Description	Cost	Notes
2018-2019	Comprehensive Plan	Funding 50% of the Plan	\$ 75,000	Plan in progress (NTE amt)
2018-2019	TDA Downtown Revitalization Grant	Funding Local Match (includes engineering)	\$ 75,000	Main St. Sidewalks Church St. to Kuykendall St.
2017-2018	Downtown Sidewalks	Funded reconstruction of sidewalks and downtown improvements	\$ 400,000	Main St. Sidewalks Church St. to Epperson St.
2018	Welcome Sign #2	Monument sign - SH 34 & E. Quinlan Pkwy	\$ 18,000	
2016	Welcome Sign #1	Monument sign - SH 34 & E. Main St.	\$ 15,000	
2015	Façade Grant	Century 21 - E. Quinlan Pkwy	\$ 10,000	
2017	Façade Grant	Thomas Dental Clinic - E. Quinlan Pkwy	\$ 1,620	
2015	Sales Tax Training	Worksession with Attorney		
2014-2015	Sales Tax Training	New members	\$ 2,000	
	Waterline Extension - E. Quinlan Pkwy	Engineering/Planning only		Project currently on hold.
2015	Quinlan Fireworks Event	Community 4th of July Event	\$ 10,000	
2016	Quinlan Fireworks Event	Community 4th of July Event	\$ 10,000	
2017	Quinlan Fireworks Event	Community 4th of July Event	\$ 10,000	
2018	Quinlan Fireworks Event	Community 4th of July Event	\$ 10,000	
2014	Quinlan Strategic Plan	Mundo & Assoc.	\$ 2,000	
2015	Quinlan Community Park	Park Phase 1	\$ 250,000	
2016	Quinlan Community Park	Park Phase 2	\$ 250,000	
2013	Sewer Improvements	Refab & Extd Sewer - Sessions Addn	\$ 85,381	
2012	Sewer Improvements	Extend Main west of Young LS	\$ 23,550	
2013	Sewer Improvements	Kamora Area Line Extensions	\$ 134,417	
2012	Water Improvements	Water System Control	\$ 33,000	Assoc. w/ Elev Tank Proj.
2011	Water Improvements	Elevated Tank, Main Lines - Last Frontier	\$ 650,000	Joint w/ City Grant
2009	Water and Sewer Improvements	Sewer - Taylor LS to Young LS, Water - Hwy 276 (W. Main St. Area)	\$ 224,395	
2007	Water Improvements	Water Main E. Quinlan Pkwy	\$ 12,297	
2008	Sewer Improvements	Sewer Mains & New Young LS	\$ 397,716	
2005	Sewer Improvements	Sewer Mains & New Kamora LS	\$ 141,283	
2003	Sewer Improvements	Refab WWTP Lift Station #1	\$ 38,285	
2003	Water Improvements	Reab Main Pump Station & Tank	\$ 90,579	
2002	Fire Equipment	Assist Purchase of Pumper Truck	\$ 10,000	Quinlan Vol. Fire Dept.
2001	Water and Sewer Improvements	Sewer Improvements Last Frontier Water Mains - Epperson Addn.	\$ 72,250	City Grant Match Funds
2001	Water Improvements	Water Mains - Last Frontier - Taylor St. + Fire Hydrants	\$ 42,791	
(2000 and prior available if needed)				



## RESOURCES

The QEDC currently utilizes the following resources to help in their efforts.

### Economic Development Website

There is a single-page presence for Economic Development on the City's website as shown below, however it is not currently being used by the QEDC.



The page describes the Development Corporation Act of 1979, high-level responsibilities of the QEDC, and lists Board members.

There are also "Resource" links to the Bylaws, Articles of Incorporation, current year budget and to the Façade Grant Program noted below.

### Façade Grant Program



The QEDC administers a Façade Improvement Grant Program which is *"designed to encourage the visual improvement and enhancement of facades for commercial and retail businesses within the City of Quinlan. The goal of the program is to promote a positive City image to increase economic stability for City of Quinlan businesses."*

Only exterior improvements are eligible and include repair or replacement of canopies, awnings, roofs, glass and windows, entrance upgrades, façade painting, original exterior architectural feature repair or replacement, exterior brick veneers or treatments, improvements for ADA accessibility compliance, and general façade items.

Limitations include:

- Not to exceed \$10,000
- Not to exceed 50% of the cost of the improvements
- Applicant must "match" the QEDC grant

## City Maps

The City maintains the following maps.

- Interactive City GIS Map
- Existing Zoning Map (Shown at end of Plan)
- Future Land Use Plan (Shown at end of Plan)
- Master Thoroughfare Plan
- Flood Plain Map

## Data

The City also maintains the following data.

- TxDOT Traffic Counts

## Incentives

The City currently does not have any incentive policies and has not provided incentives other than the Façade Grant Program.

### Economic Development Strategic Plan (2014)

The QEDC adopted an Economic Development Strategic Plan on February 15, 2014. A summary of the Plan is provided in Appendix F.



## SWOT ANALYSIS

### City of Quinlan, Texas

Board members provided SWOT ideas pre-meeting and with discussion.  
The SWOT items shown are a condensation of the full Working List provided in Appendix G.

STRENGTHS - City of Quinlan – 2019-06-17	
<i>What are our strengths?</i>	<i>How do we build upon them?</i>
• Location in DFW Metroplex	• Emphasize advantages with marketing pamphlet and website
• Small-town feel	• Same as above
• School system	• Same as above
• Organic business growth	• Implement a comprehensive BRE program
• Existing businesses	• Implement a comprehensive BRE program
• Quality parks	• Expand parks and recreation amenities
• Good coordination with City / School / EDC	• Host a quarterly Allies Summit to communicate
• Vibrant / attractive downtown	• Fund enhancements in the downtown area
• Strong community events	• Assist in funding events that benefit businesses
• Dedicated Staff, Council and Board Members	• Identify and take desired training
• Ongoing community improvements	• Support development of Capital Improvement Plan (CIP)
• Simple regulatory environment	• Pursue reasonably enhanced regulations
• High levels of Community pride	• Emphasize advantages with marketing pamphlet and website
• Housing affordability	• Develop a Position Paper on the benefits of diverse housing availability
• Water system	• Support development of Capital Improvement Plan (CIP)
WEAKNESSES - City of Quinlan	
<i>What are our weaknesses?</i>	<i>How do we reduce or eliminate them?</i>
• Traffic congestion	• Support development of Capital Improvement Plan (CIP)
• Street infrastructure	• Same as above
• Drainage infrastructure	• Same as above
• Water and sewer infrastructure	• Same as above
• Distance from major highways and population centers	• Emphasize advantages with marketing pamphlet and website
• Communications / technology infrastructure	• Pursue enhanced Internet / Cellular service
• Limited City Staff	• Evaluate hiring a part-time / shared Staff member for EDO support
• Negative perception / image	• Develop a Visual Improvement Plan (VIP)
• Lack of defined vision and long-term goals	• Adopt a Strategic Plan and implement objectives
• Breadth of existing businesses	• Implement a comprehensive BRE program
• Availability of volunteers and low community interest	• Emphasize advantages with marketing pamphlet and website
• Low percentage of high-paying jobs	• Identify and fund skills training
• Lack of availability of quality new homes	• Develop a Position Paper on the benefits of diverse housing availability





## SWOT ANALYSIS

### City of Quinlan, Texas

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OPPORTUNITIES - City of Quinlan	
<i>What are our opportunities?</i>	<i>How do we take advantage of them?</i>
• Continue to enhance City image	• <b>Develop a Visual Improvement Plan (VIP)</b>
• Diverse residential developments	• <b>Develop a Position Paper on the benefits of diverse housing availability</b>
• Strong traffic counts	• <b>Develop a Traffic Count Report</b>
• Pursue reasonably enhanced regulations	• <b>Pursue reasonably enhanced regulations</b>
• Availability of entry-level jobs	• <b>Implement a comprehensive BRE program</b>
• Community engagement and activities	• <b>Evaluate the need for additional community / Parks and Rec enhancements</b>
• Available land for development	• <b>Develop a Sites &amp; Buildings Summary</b>
• Enhance relationships with key allies	• <b>Host a quarterly Allies Summit to communicate</b>
• Prioritizing needs prior to growth	• <b>Adopt a Strategic Plan and implement objectives</b>
• Expand City limits through annexations	• <b>Support development of an <i>Annexation Plan</i></b>
THREATS - City of Quinlan	
<i>What are our threats?</i>	<i>How do we overcome or minimize them?</i>
• Economic downturn	• Encourage / maintain a diverse economy
• Significant sub-standard housing	• Develop programs to enhance housing stock
• Competition from surrounding areas	• <b>Monitor activities / programs of competing cities for ED Best Practices</b>
• Community “Brand” established by non-residents	• <b>Develop branding complementing Allies’ brands</b>
• Low education levels of residents	• <b>Identify and fund skills training</b>
• Aging / inadequate infrastructure	• <b>Support development of a Capital Improvement Plan (CIP)</b>
• Balancing long-term desires with day-to-day issues	• <b>Adopt a Strategic Plan and implement objectives</b>
• Inadequate marketing messages	• <b>Develop a Marketing &amp; Promotion Plan</b>

*\*Red text items are currently incorporated into draft Objectives*

*Italic text is input offered by EDP Best Practices*





## SWOT ANALYSIS

### Quinlan Economic Development Corporation

Board members provided SWOT ideas pre-meeting and with discussion.  
The SWOT items shown are a condensation of the full Working List provided in Appendix G.

STRENGTHS - Quinlan EDC	
<i>What are our strengths?</i>	<i>How do we build upon them?</i>
• Good coordination with City	• Enhance Staff / Board / Council communications
• Dedicated / knowledgeable Board Members	• Identify and take desired training
• Strong fund balance / reserves	• Utilize reserves to get things done
• Regional demand for goods / services	• Implement a comprehensive BRE program
WEAKNESSES - Quinlan EDC	
<i>What are our weaknesses?</i>	<i>How do we reduce or eliminate them?</i>
• No dedicated QEDC Staff	• Evaluate hiring a part-time / shared Staff member for EDO support
• No ED planning / clear direction	• Adopt a Strategic Plan and implement objectives
• No marketing / promotional resources	• Identify and develop marketing resources
• ED website is inadequate	• Develop a comprehensive and professional website
• No inventory of available land and buildings	• Develop a Sites & Buildings Summary
• No inventory of existing businesses	• Implement a comprehensive BRE program
• No database of important contacts	• Develop a comprehensive CRM database
• No programs to help existing businesses	• Take training on BRE Programs
• Not broadly trained on many EDC functions	• Identify training needed / desired by EDO Board and Staff and pursue
• Limited experience in ED activities (e.g. Incentives)	• Same as above
• Activities more reactive than proactive	• Same as above
• Resistance to new activities and programs (Incentives)	• Same as above
• No Policies & Procedures	• Develop Administrative Policies & Procedures
OPPORTUNITIES - Quinlan EDC	
<i>What are our opportunities?</i>	<i>How do we take advantage of them?</i>
• Enhance relationships with allies	• Host a quarterly Allies Summit to communicate
• Engage broker-developers in your market	• Develop a program to engage brokers & developers
• Engage consultants to increase productivity	• Utilize Consultant(s) to increase productivity
• Use high traffic counts to attract desired retail	• Develop a Traffic Count Report
• Using reserves to promote business growth	• Adopt a Strategic Plan and implement objectives
• Retail growth due to traffic and activity	• Develop a Traffic Count Report
• Developing a vision and Community brand	• Develop branding complementing Allies brands
THREATS - Quinlan EDC	
<i>What are our threats?</i>	<i>How do we overcome or minimize them?</i>
• Professional ED programs all around the area	• Monitor activities / programs of competing cities for ED Best Practices
• Reserves in excess are cannibalized by other users	• Utilize reserves to get things done
• Reallocation of sales taxes to non-EDC uses	• Better communicate EDO programs / successes
• Developers "skip over" you due to lack of readiness	• Adopt a Strategic Plan and implement objectives
• Lack of strategic focus on Economic Development	• Adopt a Strategic Plan and implement objectives

\*Red text items are currently incorporated into draft Objectives

*Italic text is input offered by EDP Best Practices*



## ENVIRONMENTAL ASSESSMENT

This section is intended to take a brief look at the economic factors impacting the City, both good and bad, as the environmental setting for establishment of goals and objectives. The SWOT analyses noted previously identify many factors in the assessment.

### State of Texas

The State of Texas manages their economic development efforts primarily through the Governor's Office and the Department of E.D. and Tourism.

- Competition: Texas competes internationally for major projects. In the States, Texas competes frequently with California, Georgia (Atlanta)
- Advantages: Texas has many advantages over other states.
  - No personal income tax
  - Right-to-work State
  - Active E.D. support from Governor's Office
- Conclusions: The QEDC should be considerably more engaged with State E.D. representatives and their programs.
  - Engage Janie Havel, the North Texas representative from the Governor's Office
  - Join the Texas Economic Development Council (TEDC) which includes the vast majority of E.D. professionals in the State

### Dallas / Fort Worth Region

The DFW Region has long been an economic driver for the State's economy. Being located in this region is a significant advantage for the QEDC.

- Competition: Primary competition includes:
  - Greater Austin: Significant white-collar corporate and technology growth
  - Greater Houston: Oil & gas industry is dominant, but international companies benefit also from shipping accessibility
- Advantages: DFW as a region competes well with other regions throughout the U.S.
  - Central time zone
  - DFW International Airport
  - Diverse economy
  - Reasonable cost of living
- Conclusions:
  - Engage Mike Rosa, V.P. of E.D. at the Dallas Regional Chamber

### Local

The City of Quinlan is on the eastern edge of the DFW Region. Significant growth has not yet reached the City, but their location is clearly in the future path of growth for the DFW region.

- Competition: Quinlan is surrounded by cities with significant populations and active E.D. programs.
  - Terrell: The Terrell COC is responsible for their E.D. efforts and has maintained an active and aggressive program for many years
  - Greenville: The Greenville EDC maintains an active program with significant resources
  - Rockwall: The Rockwall EDC also maintains an active program
- Advantages:
  - Growth: Although the City of Quinlan has only grown 3.4% between 2000 and 2010, Hunt County has grown 12.45% in that same period. (See Appendix B)
  - Access: Access to all "big-city" amenities while enjoying a less stressful living environment
  - Natural Amenities: Lake Tawakoni is just 5 miles east of the City and offers unique quality-of-life for those who live locally



- Conclusions:
  - Evaluate the programs and resources used by competing and established programs
  - Identify unique advantages to the City as competitive edges for others in the immediate area



## STRATEGIES TO MOVE FORWARD

Following are recommended Strategies to move the QEDC forward and enhance proactive pursuit of its responsibilities.

### 1. Develop Necessary Resources

The QEDC, with exception of the City's GIS mapping capabilities, has very little in the way of resources necessary to pursue its duties. Preparing necessary resources is vital for any E.D. program.

- Implementation Objectives: The following Objectives included in the Plan support this Strategy:
  - Develop comprehensive QEDC website
  - Develop a marketing pamphlet including a location map
  - Traffic Count Report
  - Sites & Buildings Summary
  - Evaluate hiring a shared Staff member

### 2. Take Training to Raise Productivity Levels

The QEDC has several experienced Board Members but any training taken has been some time ago. Getting current training will increase the skills and productivity of the Board and Staff collectively.

- Implementation Objectives: The following Objectives included in the Plan support this Strategy:
  - Business Retention & Expansion training
  - Local Incentives training
  - Incentive Policies and Agreements training

### 3. Adopt Needed Plans, Policies & Procedures

The QEDC does not have any administrative policies and only one incentive policy (Façade Program). Evaluating the need for additional policies and procedures will make the QEDC more professional and productive.

- Implementation Objectives: The following Objectives included in the Plan support this Strategy:
  - Adopt Action Plan and implement objectives
  - Implement a comprehensive BRE program
  - Adopt a comprehensive Incentive Policy
  - Adopt a more robust Property Enhancement Incentive Policy
  - Support development of a CIP
  - Support completion of an updated Comprehensive Plan
  - Support development of an Annexation Plan

### 4. Identify Redevelopment and Enhancement Opportunities

There are many properties in the City that have significantly passed their prime. A significant amount of effort may be needed to identify redevelopment opportunities and implement programs to resolve these issues.

- Implementation Objectives: The following Objectives included in the Plan support this Strategy:
  - Evaluate need for additional Entry Portals
  - Adopt enhanced Property Enhancement Policy
  - Evaluate feasibility of a Community Center
  - Assist in funding Phase 3 of the Park
  - Support development of a Vision Plan to redevelop downtown

### 5. Increase Marketing Activities

The QEDC has not had any marketing programs historically. Development of adequate resources and enhancing capacities for development will allow for enhanced marketing initiatives to be more effective.

- Implementation Objectives: The following Objectives included in the Plan support this Strategy:
  - Attend NTCAR broker event in Dallas
  - Develop comprehensive QEDC website
  - Evaluate need for additional Entry Portals
  - Invite the NE Texas Governor's Office representative to a QEDC meeting

### 6. Actively Engage Allies & Stakeholders

The City and the QEDC have developed relationships with many partners, allies, and stakeholders but these efforts could be enhanced to benefit the QEDC's marketing efforts.

- Implementation Objectives: The following Objectives included in the Plan support this Strategy:
  - Continue engaging the area TxDOT Engineer
  - Develop a program to engage local land owners
  - Enhance Staff / CC / EDC communications
  - Hold an annual joint meeting with City Council



## **STRATEGIES cont.**

### **7. Target Retail and Professional Services**

The City of Quinlan does not have the infrastructure typically required for attraction and support of true industry. The QEDC should target retail and professional services providers to serve their immediate region.

- Implementation Objectives: The following Objectives included in the Plan support this Strategy:
  - Develop comprehensive QEDC website
  - Traffic Count Report
  - Sites & Buildings Summary
  - Attend NTCAR broker event in Dallas

### **8. Evaluate Opportunities for Business Park**

The QEDC currently does not own any real estate in the City. As the QEDC becomes more aware of the available real estate in the area, they may benefit from a position of control on strategic properties. Future targets would include the bigger footprint office users as well as light or clean manufacturing and assembly.

- Implementation Objectives: The following Objectives included in the Plan support this Strategy:
  - Sites & Buildings Summary
  - Analyze opportunities to acquire QEDC property

### **9. Communicate the Activities & Successes of the QEDC**

Although the QEDC has performed many activities and completed many projects, as evidenced by the Activities Summary herein, they have not made significant efforts to make sure the residents and leadership of the City are fully aware of their contributions. The QEDC should emphasize and make public the activities and successes they have on an ongoing basis.

- Implementation Objectives: The following Objectives included in the Plan support this Strategy:
  - Better communicate EDC programs/successes
  - Develop comprehensive QEDC website
  - Enhance Staff / CC / EDC communications

### **10. Develop Appropriate Infrastructure to Support Business Development**

The QEDC has a strong history of supporting public infrastructure projects in the City. This should continue with an emphasis on those projects that support business or provide unique enhancements to the City.

- Implementation Objectives: The following Objectives included in the Plan support this Strategy:
  - Gravity sewer to eliminate lift stations
  - Pursue enhanced Internet / Cellular services
  - Fund CIP components that support business





## GOALS & OBJECTIVES

### Economic Development Corporation

Following is a summary of the Goals & Objectives adopted by Board Members.  
The full list of suggested Objectives offered pre-meeting and with discussion is provided in Appendix H.

1. Goal: Enhance administration, management and reporting efforts - (ADM) – 2019-06-26 <a href="#">Top</a>			
	Objectives:	Description:	Rank
A	Evaluate hiring a part-time / shared Staff member for EDC support	Evaluate the potential benefits from hiring Staff to assist in implementing EDC programs (WS-GO)	4
B	Utilize Consultant(s) to increase productivity	Identify and engage Consultant(s) as needed to complete objectives in a professional and timely manner (SW)	5
C	Enhance Staff / Board / Council communications	Implement programs / processes to enhance communications with City representatives (WS)	7
D	Establish Board Member roles and responsibilities	Establish Board Member roles and responsibilities, e.g. training, conferences, sub-committees if needed	8
E	Establish aspirations for makeup of the Board	Establish desired parameters for makeup of the Board, e.g. Councilmembers, realtors, construction, finance,	9
F	Establish SOPs for administrative processes	Establish Standard Operating Procedures for processes such as creating agendas, reports, contracts, responding to prospects	10
G	Better communicate EDC programs / successes	Communicate the responsibilities and prior successes of the EDC via website and other available means (WS-SW)	16
H	Develop a comprehensive CRM database	A Client Relationship Management system (Excel or database) to collect information and log communications with critical prospects, allies and stakeholders (SW)	21
2. Goal: Retain and support existing businesses - (BRE) - Business Retention & Expansion <a href="#">Top</a>			
	Objectives:	Description:	Rank
A	Take training on Business Retention & Expansion	An overview of BRE programs that can be implemented to support / grow existing businesses (WS-SW)	23
B	Implement a comprehensive BRE program	Implement a Business Retention & Expansion program that includes business list, visitation program, outreach and business marketing support (WS-GO)	24
C	Assist in funding events that enhance existing businesses	Assist in funding events that enhance existing businesses (SW)	27
3. Goal: Increase the education and training of Staff and Board members - (EDU) <a href="#">Top</a>			
	Objectives:	Description:	Rank
A	Identify training needed / desired by EDO Board and Staff and pursue	Identify training that would be beneficial to the EDO Board and Staff, schedule and implement (SW)	3
B	Take training on Local Incentives	An overview of all local incentives that might be requested by a prospect or offered by a jurisdiction. (WS-GO)	27
C	Take training on Incentive Policies & Agreements	An overview of Incentive Policies, negotiations, and performance agreements (WS)	34
4. Goal: Provide community enhancements that support business development - (ENH) <a href="#">Top</a>			
	Objectives:	Description:	Rank
A	Assist in funding Phase 3 of the Park	Provide full or partial financial assistance towards the construction of Phase 3 of the Park (WS)	30
B	Evaluate the need for additional community / Parks and Rec enhancements	E.g.: Park, Library, Museum(s), Fitness Center, Senior Center, Youth Entertainment (SW-GO)	32
C	Evaluate opportunities for additional Entry Portal Signage at City entry points	Identify sites, design and construct signage at desired entry locations in the City (WS)	35
D	Fund Enhancements in the Downtown area	Identify and fund enhancements to make the Downtown area vibrant and sustainable (SW)	39
E	Evaluate the feasibility of a Community Center	Evaluate the potential uses for a Community Center, location, size, capabilities, cost, etc. (WS-SW)	44



## GOALS & OBJECTIVES

### Economic Development Corporation

5. Goal: Provide public infrastructure to support business development - (INF) <a href="#">Top</a>		
Objectives:	Description:	Rank
A Assist in funding gravity sanitary sewer lines to eliminate private lift stations at businesses	Provide full or partial financial assistance towards the construction of sanitary sewer infrastructure that can replace private lift stations at businesses (WS)	15
B Assist in funding CIP components that support business	Assist in funding Capital Improvement Program (CIP) components that support business (WS-SW-GO)	17
C Pursue enhanced Internet / Cellular service	Identify challenges and opportunities for providing technology infrastructure in the Community (WS-SW)	24
D Assist in funding transportation improvements that improve traffic	Construct improvements for both local and through roadways to improve and manage traffic (SW-GO)	36
6. Goal: Enhance marketing and promotion efforts - (M&P) <a href="#">Top</a>		
Objectives:	Description:	Rank
A Monitor activities / programs of competing cities for ED Best Practices	Develop a system to monitor and evaluate ED activities / programs of competing cities to determine Best Practices (SW)	18
B Develop a marketing pamphlet	Develop a single-page tri-fold for marketing (WS-SW-GO)	22
C Attend the NTCAR marketing event in Dallas	Attend the North TX Commercial Assoc. of Realtors (NTCAR) event held annually in Dallas (WS)	29
D Develop branding complementing Allies' brands	Work with Allies to develop individual brands that are complementary to each other	43
E Develop a Marketing & Promotion Plan	A Plan to identify marketing resources, targets, venues, budgeting, event attendance, adequate to implement a comprehensive marketing program (SW)	49
7. Goal: Enhance relationships with partners, allies and stakeholders - (PART) <a href="#">Top</a>		
Objectives:	Description:	Rank
A Hold an annual meeting with City Council	A joint meeting with City Council to discuss goals & objectives for the EDC (WS)	6
B Host a quarterly Allies Summit	Host a periodic meeting with important Allies to maintain communication, support and coordination	12
C Establish relationships with downtown merchants for the betterment of downtown	Work with downtown merchants to establish an association to implement programs benefitting downtown	21
D Develop a program to engage brokers & developers	Program to identify and engage brokers & developers having potential interest in your market area (SW)	33
E Develop a program to engage local land owners	Program to reach out to local land owners with commercial properties and establish a relationship (WS-GO)	37
F Invite the North Texas Representative from the Governor's Office to a meeting	Invite Janie Havel, North Texas Representative to the Governor's Office, to a meeting to share information (WS)	41
G Engage the local TxDOT Engineer	Invite the TxDOT Area Engineer to a meeting for a discussion on highway-related issues in the region (WS)	47



## GOALS & OBJECTIVES

### Economic Development Corporation

8. Goal: Create and enhance economic development plans and policies - (PLAN)			<a href="#">Top</a>
Objectives:	Description:		Rank
A Support Comprehensive Plan update	Assist in the research or preparation of any E.D. components to the Comprehensive Plan (WS)		1
B Adopt an Economic Development Strategic Plan and implement objectives	A plan of action for the near term (1-5 yrs) for the Board and Staff to advance prioritized objectives (WS-SW-GO)		2
C Adopt Administrative Policies & Procedures	An administrative code that establishes Policies & Procedures for all aspects of running the EDO (e.g. Ethics, Code of Conduct, Conflict of Interest, Personnel, Confidentiality, Financial, Travel, Purchasing)		11
D Support development of a Capital Improvement Plan (CIP)	A Plan that identifies the current and future infrastructure needs of a City and plans and prioritizes the construction of those improvements (WS-SW)		14
E Adopt an enhanced Property Enhancement Incentives Policy	A matching-grant Policy that encourages businesses or property owners to enhance their commercial property (WS-GO)		25
F Adopt a comprehensive Incentives Policy	A Policy that identifies potential incentives, business requirements and administrative processes (WS-GO)		28
G Support development of a Vision Plan for downtown	A Plan that summarizes the desired vision for downtown and provides conceptual means to attain that vision (WS-		38
H Develop a Visual Improvement Plan	A Plan that identifies visual blight in the City and provides recommendations to mitigate the issue (SW)		50
I Support development of an Annexation Plan	A Plan that identifies annexation priorities and ways to accelerate those efforts (WS-SW)		51
J Develop a Position Paper on the benefits of diverse housing availability	Develop a Position Paper on the benefits of diverse housing availability (SW)		52
9. Goal: Enhance processes to improve Economic Development - (PROC)			<a href="#">Top</a>
Objectives:	Description:		Rank
A Pursue reasonably enhanced regulations	Enhance development regulations such that desired growth is not diminished		40
10. Goal: Analyze and promote real estate development and / or redevelopment opportunities - (RED)			<a href="#">Top</a>
Objectives:	Description:		Rank
A Develop a Sites & Buildings Summary	A summary showing the location of available sites or buildings and a matrix of data and contacts for each (WS-SW-GO)		13
B Evaluate opportunities to acquire EDC properties	Identify and evaluate potential properties for acquisition and future disposition by the EDC (WS-GO)		48
11. Goal: Identify, develop and enhance Economic Development resources - (RES)			<a href="#">Top</a>
Objectives:	Description:		Rank
A Develop a Location Marketing Map	A map that clearly shows the City's location among a known regional context (WS)		19
B Develop a comprehensive and professional Website	Comprehensive website content accessed in an organized and efficient manner (WS-SW-GO)		20
C Develop a Traffic Count Report	A report that graphically identifies the location of 24-hour, two-way, traffic counts for retail attraction (WS-SW)		26
12. Goal: Implement programs to understand and enhance the workforce - (WORK)			<a href="#">Top</a>
Objectives:	Description:		Rank
A Identify and fund skills training	Identify skills desired by businesses and work with TWC to establish skills training programs		46

**Legend:**

WS=Generated in 1<sup>st</sup> Work Session with QEDC

SW=Generated from SWOT Analysis

GO=Generated from Goals-Objectives request



## QEDC GOALS & OBJECTIVES

### Five-Year Strategic Plan Implementation Schedule

2019-06-26

#	Goal	Objectives	2019	2020	2021	2022	2023
1	PLAN	Support Comprehensive Plan update					
2	PLAN	Adopt an E.D. Strategic Plan and implement objectives					
3	EDU	Identify training needed/desired by EDO Board and Staff and pursue					
4	ADM	Evaluate hiring a part-time / shared Staff member for EDC support					
5	ADM	Utilize Consultant(s) to increase productivity					
6	PART	Hold an annual meeting with City Council					
7	ADM	Enhance Staff / Board / Council communications					
8	ADM	Establish Board Member roles and responsibilities					
9	ADM	Establish aspirations for makeup of the Board					
10	ADM	Establish SOPs for administrative processes					
11	PLAN	Adopt Administrative Policies & Procedures					
12	PART	Host a quarterly Allies Summit to communicate					
13	RED	Develop a Sites & Buildings Summary					
14	PLAN	Support development of a Capital Improvement Plan (CIP)					
15	INF	Fund gravity SS lines to eliminate private lift stations at businesses					
16	ADM	Better communicate EDC programs / successes					
17	INF	Assist in funding CIP components that support business					
18	M&P	Monitor activities / programs of competing cities for Best Practices					
19	RES	Develop a Location Marketing Map					
20	RES	Develop a comprehensive and professional Website					
21	ADM	Develop a comprehensive CRM database					
22	PART	Establish relationships with downtown merchants					
23	M&P	Develop a marketing pamphlet					
24	INF	Pursue enhanced Internet / Cellular service					
25	BRE	Take training on Business Retention & Expansion					
26	BRE	Implement a comprehensive BRE program					
27	BRE	Assist in funding events that enhance existing businesses					
28	PLAN	Adopt an enhanced Property Enhancement Incentives Policy					
29	RES	Develop a Traffic Count Report					
30	EDU	Take training on Local Incentives					
31	PLAN	Adopt a comprehensive Incentives Policy					
32	M&P	Attend the NTCAR marketing event in Dallas					
33	ENH	Assist in funding Phase 3 of the Park					
34	ENH	Evaluate need for additional community / P&R enhancements					
35	PART	Develop a program to engage brokers & developers					
36	EDU	Take training on Incentive Policies & Agreements					
37	ENH	Evaluate opportunities for additional Entry Portal Signage					
38	INF	Assist in funding transportation improvements that improve traffic					
39	PART	Develop a program to engage local land owners					
40	PLAN	Support development of a Vision Plan for downtown					
41	ENH	Fund Enhancements in the Downtown area					
42	PROC	Pursue reasonably enhanced regulations					
43	PART	Invite the North Texas Rep. from the Governor's Office to a meeting					
44	M&P	Develop branding complementing Allies' brands					
45	ENH	Evaluate the feasibility of a Community Center					
46	WORK	Identify and fund skills training					
47	PART	Engage the local TxDOT Engineer					
48	RED	Evaluate opportunities to acquire EDC properties					
49	M&P	Develop a Marketing & Promotion Plan					
50	PLAN	Develop a Visual Improvement Plan					
51	PLAN	Support development of an Annexation Plan					
52	PLAN	Develop a Position Paper on benefits of diverse housing availability					





# MISSION-GOALS-OBJECTIVES REPORT

## Economic Development Corporation

This **Mission - Goals - Objectives (MGO) Report** summarizes the *Five-Year Strategic Plan Prioritized Objectives* in a format that allows monitoring and reporting of progress on a regular basis.

Objectives:	When	Resp.	%	Notes	Goal
<b>1</b> Support Comprehensive Plan update		FNI		•	PLAN
A • Identify existing issues / opportunities				•	
B • Fund portion of Comp Plan development				•	
C • Identify issues related to Business				•	
<b>2</b> Adopt an Economic Development Strategic Plan and implement objectives	2019 Q2		60%	• Significant work completed	PLAN
A • Engage consultant			75%	• EDP Best Practices, LLC	
B • Provide input as needed			50%	•	
C • Review WIP and keep refining			40%	•	
D • Review final documents for approval				•	
E • Present approved AP to Council		Board		•	
<b>3</b> Identify training needed / desired by EDO Board and Staff and pursue				•	EDU
A • Discuss desired / needed training				•	
B • Identify training providers				•	
C • Schedule and take training				•	
<b>4</b> Evaluation hiring a part-time / shared Staff member for EDC support				•	ADM
A • Identify desired duties for EDC / City				•	
B • Develop Job Description				•	
C • Funding / advertising / hiring				•	
<b>5</b> Utilize Consultant(s) to increase productivity				•	ADM
A • Identify projects to be done				•	
B • Identify capable Consultants				•	
C • Engage and pursue projects				•	
<b>6</b> Hold an annual meeting with City Council				•	PART
A • Create outline of desired topics				•	
B • Determine date / time				•	
C • Hold debriefing				•	
<b>7</b> Enhance Staff / Board / Council communications				•	ADM
A • Determine any existing challenges				•	
B • Identify opps for enhancement				•	
C • Implement				•	
<b>8</b> Establish Board Member Roles & Responsibilities				•	ADM
A • Research other agencies				•	
B • Create outline of topics				•	
C • Draft / refine				•	
<b>9</b> Establish Aspirations for Makeup of the Board				•	ADM
A • Discuss with Board				•	
B • Confirm bylaw requirements				•	
C • Establish policy				•	
<b>10</b> Establish SOPs for Administrative processes				•	ADM
A • Identify processes needing SOP				•	
B • Determine desired process				•	
C • Develop SOP documents				•	



## Economic Development Corporation

Objectives:	When	Resp.	%	Notes	Goal
<b>11</b> Adopt administrative Policies & Procedures				•	ADM
A • Research other agencies				•	
B • Draft / refine policies				•	
C • Adopt				•	
<b>12</b> Host a quarterly Allies Summit to communicate				•	PART
A • Discuss with Allies				•	
B • Formulate typical meeting agenda				•	
C • Hold meetings / debrief				•	
<b>13</b> Develop a Sites & Buildings Summary				•	RED
A • Identify available sites and buildings				•	
B • Research appraisal district info				• ID #, square foot/acres	
C • Research zoning and FLUP				•	
D • Identify broker / rep / owner				•	
E • Develop report format / enter data				•	
F • Route to reps for corrections				•	
G • Post to website				•	
<b>14</b> Support development of a Capital Improvement Plan (CIP)				•	PLAN
A • Engage Professional Engineer				•	
B • Fund portion of CIP development				•	
C • Identify issues related to Business				•	
<b>15</b> Assist in funding gravity sanitary sewer lines to eliminate private lift stations at businesses				• Infrastructure projects	INF
A • Identify lift station locations				•	
B • Develop plan for gravity lines				•	
C • Design / bid / construct				•	
<b>16</b> Better communicate EDO programs / successes				•	ADM
A • Identify desired content				• Use Activities Summary	
B • Develop website section				• Include info from Annual Report	
C • Evaluate means (newsletters, etc.)				•	
<b>17</b> Assist in funding CIP projects that support business				•	INF
A • Identify projects				•	
B • Develop plan for improvements				•	
C • Design / bid / construct				•	
<b>18</b> Monitor activities / programs of competing cities for ED Best Practices				•	M&P
A • Identify cities to monitor				•	
B • Assign a Board member to each one				•	
C • Identify items to monitor				• Events, website, newsletters	
D • Report at Board meeting				•	
<b>19</b> Develop a Location Marketing Map				•	RES
A • Determine format(s) to be used				•	
B • Contract for aerial provider				•	
C • Determine size / printing / etc.				•	
D •				•	



## Economic Development Corporation

Objectives:	When	Resp.	%	Notes	Goal
<b>20</b> Develop a comprehensive and professional Website				•	RES
A • Create content outline				•	
B • Prioritize content development				•	
C • Develop page mock-ups				•	
D • Define graphic approach / emphasis				•	
E • Hire web designer				•	
F • Implement content per outline				•	
<b>21</b> Develop a comprehensive CRM database				•	ADM
A • Evaluate purchase vs develop				• Custom dbase in Access	
B • Identify groups / data to document				•	
C • Develop document				•	
D • Develop data entry & maint. SOP				•	
<b>22</b> Establish relationships with downtown merchants				•	PART
A • Identify downtown merchants				•	
B • Hold brainstorming meeting				•	
C • Identify issues / programs				•	
<b>23</b> Develop a marketing pamphlet				•	M&P
A • Identify/develop desired content				•	
B • Design pamphlet				•	
C • Bid printing				•	
<b>24</b> Pursue enhanced Internet / Cellular service				•	INF
A • Identify existing issues / challenges				•	
B • Identify potential solutions				•	
<b>25</b> Take training on Business Retention & Expansion				•	BRE
A • Engage consultant				•	
B • Determine date/time/schedule				•	
<b>26</b> Implement a comprehensive BRE program				•	BRE
A • BRE Plan development				•	
B • Develop list of existing businesses				•	
C • Solicit information on each business				•	
D • Develop visitation program				•	
<b>27</b> Assist in funding events that support existing businesses				•	BRE
A • Identify potential events				•	
B • Evaluate benefit to businesses				•	
C • Develop program and costs				•	
D • Prioritize and implement				•	
<b>28</b> Adopt an enhanced Property Enhancement Incentives Policy				•	PLAN
A • Engage consultant				•	
B • Identify existing issues / opportunities				•	
C • Determine desired incentives				•	
D • Review WIP and keep refining				•	
E • Adopt w Policy and Application				•	
F • Post Application to website				•	
G •				•	
H •				•	



**Economic Development Corporation**

Objectives:	When	Resp.	%	Notes	Goal
<b>29</b> Develop a Traffic Count Report				•	RES
A • Engage consultant				•	
B • Determine count locations				•	
C • Create document / review / refine				•	
D • Post to website				•	
<b>30</b> Take training on Local Incentives				•	EDU
A • Identify desired training content				•	
B • Engage consultant				•	
C • Determine date / time and schedule				•	
<b>31</b> Adopt a comprehensive Incentives Policy				•	PLAN
A • Engage consultant				•	
B • Identify existing issues / opportunities				•	
C • Determine desired incentives				•	
D • Review WIP and keep refining				•	
E • Adopt w Policy and Application				•	
F • Post Application to website				•	
G •				•	
<b>32</b> Attend the NTCAR marketing event				•	M&P
A • Identify desired event / attendees				•	
B • Prepare marketing collateral				•	
C • Debrief from attendance				•	
<b>30</b> Assist in funding Phase 3 of the Park				•	ENH
A • Identify desired enhancement				•	
B • Identify costs				•	
C • Design / bid / construct				•	
<b>33</b> Evaluate need for additional community / Parks & Rec enhancements				•	ENH
A • Inventory existing facilities				•	
B • Identify industry std requirements				•	
C • Identify shortcomings				•	
D • Prioritize new enhancements				•	
<b>34</b> Develop a program to engage brokers & developers				•	PART
A • Create outline of desired topics				•	
B • Determine date / time				•	
C • Hold debriefing				•	
<b>35</b> Take training on Incentive Policies & Agreements				•	EDU
A • Identify desired training content				•	
B • Engage consultant				•	
C • Determine date / time and schedule				•	
<b>36</b> Evaluate opportunities for additional Entry Portal Signage at City entry points				•	ENH
A • Determine desired locations				•	
B • Develop sign design / cost				•	
C • Bid award				•	
D •				•	
E •				•	
F •				•	
G •				•	





## Economic Development Corporation

Objectives:	When	Resp.	%	Notes	Goal
<b>37</b> Assist in funding transportation improvements that improve traffic				•	INF
A • Identify problems areas				•	
B • Develop solutions and cost estimates				•	
C • Prioritize funding				•	
D • Award contract and construct				•	
<b>38</b> Develop a program to engage local land owners				•	PART
A • Create outline of desired topics				•	
B • Determine date / time				•	
C • Hold debriefing				•	
<b>39</b> Support development of a Vision Plan for downtown				•	PLAN
A • Identify existing issues / challenges				•	
B • Engage consultant				•	
C • Develop advisory committee				•	
D • Identify desires				•	
<b>40</b> Assist in funding downtown improvements				• Enhancement projects	ENH
A • Identify desired improvements				•	
B • Develop designs and cost estimates				•	
C • Prioritize projects				•	
D • Award contract and construct				•	
<b>41</b> Pursue reasonably enhanced regulations				•	PLAN
A • Identify regulations to enhance				•	
B • Research examples				•	
C • Prepare recommendation				•	
<b>42</b> Invite the N. Texas representative from the Governor's office to a meeting				• Janie Havel	PART
A • Reach out to Janie				•	
B • Schedule a date				•	
<b>43</b> Develop branding complementing Allies' brands				•	M&P
A • Discuss at Allies Summit				•	
B • Brainstorm extent of effort				•	
C • Develop complementary brands				•	
<b>44</b> Evaluate the feasibility of a Community Center				•	ENH
A • Develop a program of needs				•	
B • Develop cost estimate				•	
C • Solicit / evaluate public support				•	
D • Move forward as appropriate				•	
<b>46</b> Identify and fund skills training				•	WORK
A • Prepare survey for businesses				•	
B • Identify desired training				•	
C • Implement training for residents				•	
<b>47</b> Engage the local TxDOT Engineer				•	PART
A • Create outline of desired topics				•	
B • Determine date / time				•	
C • Hold debriefing				•	



## Economic Development Corporation

Objectives:	When	Resp.	%	Notes	Goal
<b>48</b> Analyze opportunities to acquire EDO properties				•	RED
A • Identify current issues / opportunities				•	
B • Identify desired property program				•	
C • Identify likely matching properties				•	
D • Identify key comparison variables				•	
E • Evaluate variables for each site				•	
F • Determine desired site				•	
<b>49</b> Develop a Marketing & Promotion Plan				•	M&P
A • Create outline of opportunities / plan				•	
B • Research opportunity example				•	
C • Evaluate budget allocations				•	
D • Develop content				•	
E • Incorporate Social Media / PR				•	
<b>50</b> Develop a Visual Improvement Plan (VIP)				•	PLAN
A • Identify existing issues / challenges				•	
B • Draft outline of topics				•	
C • Review WIP and keep refining				•	
<b>51</b> Support development of an Annexation Plan				•	PLAN
A • Identify existing issues / opportunities				•	
B • Engage consultant / attorney				•	
C • Identify / prioritize properties				•	
D • Develop schedule / agreements				•	
<b>52</b> Develop a Position Paper on the benefits of diverse housing availability				•	PLAN
A • Determine topic				•	
B • Identify existing issues / opportunities				•	
C • Draft topic outline /				•	
D • Review WIP and keep refining				•	

**Goals:**

ADM - Enhance administration, management and reporting efforts

BRE - Retain and support existing businesses (Business Retention &amp; Expansion)

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&amp;P - Enhance marketing and promotion efforts

PART - Enhance relationships with partners, allies and stakeholders

PLAN - Create and enhance economic development policies and plans

RED - Analyze and promote real estate development and / or redevelopment opportunities

RES - Identify, develop and enhance Economic Development resources

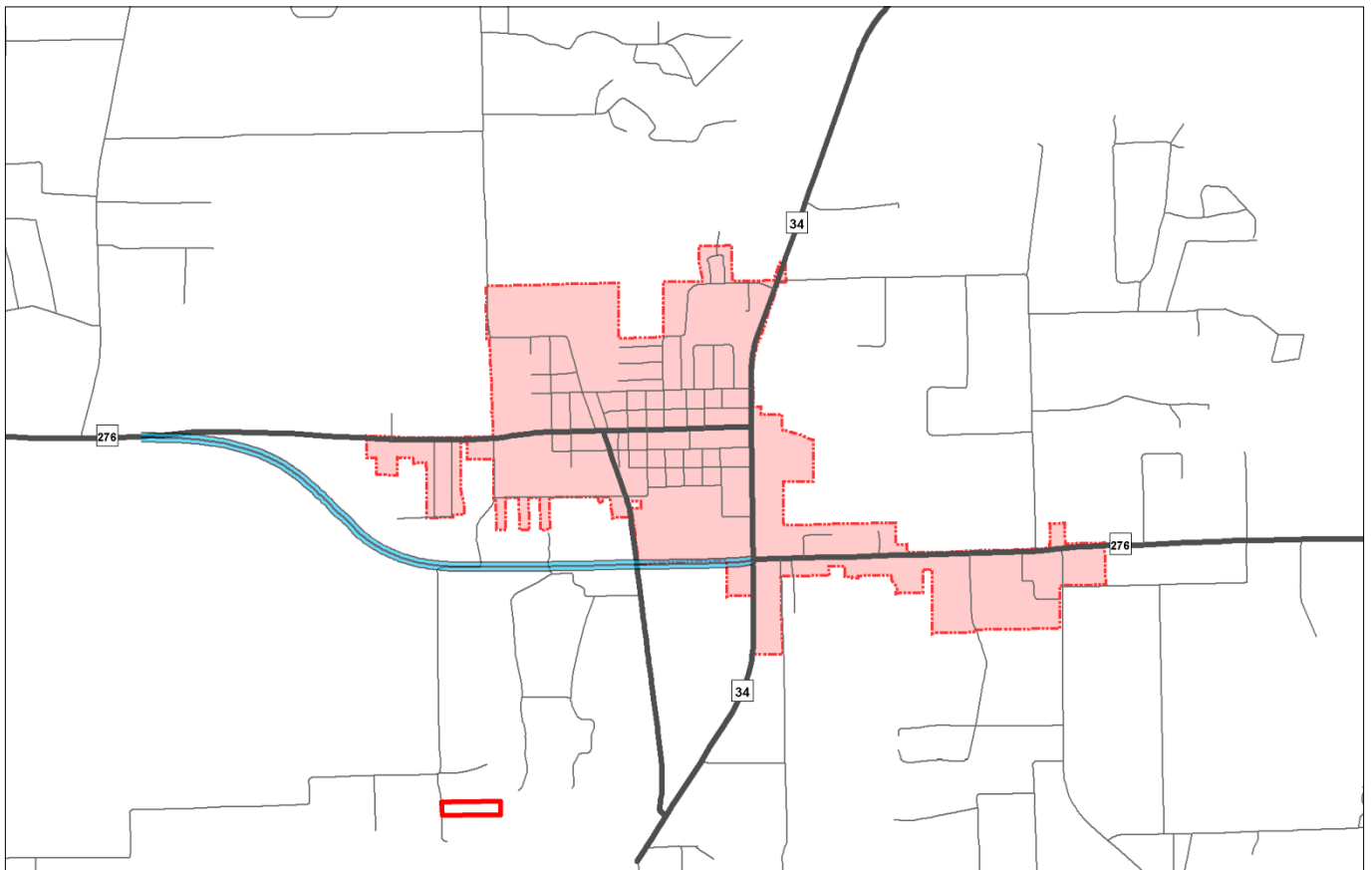
WORK - Implement programs to understand and enhance the workforce



## Appendix A

### Location Map / City Limits Map

Source: [www.GoogleMaps.com](http://www.GoogleMaps.com)



## Appendix B

### Census Data Summary

Source: [www.CensusViewer.com](http://www.CensusViewer.com)

Quinlan, Texas - Overview	2010 Census		2000 Census		2000-2010 Change	
	Counts	Percentages	Counts	Percentages	Change	Percentages
<b>Total Population</b>	1,394	100.00%	1,348	100.00%	46	3.41%
<b>Population by Race</b>						
American Indian and Alaska native alone	13	0.93%	8	0.59%	5	62.50%
Asian alone	16	1.15%	4	0.30%	12	300.00%
Black or African American alone	8	0.57%	9	0.67%	-1	-11.11%
Native Hawaiian and Other Pacific native alone	4	0.29%		0%	0	0%
Some other race alone	17	1.22%	28	2.08%	-11	-39.29%
Two or more races	24	1.72%	15	1.11%	9	60.00%
White alone	1,312	94.12%	1,284	95.25%	28	2.18%
<b>Population by Hispanic or Latino Origin (of any race)</b>						
Persons Not of Hispanic or Latino Origin	1,267	90.89%	1,281	95.03%	-14	-1.09%
Persons of Hispanic or Latino Origin	127	9.11%	67	4.97%	60	89.55%
<b>Population by Gender</b>						
Female	745	53.44%	731	54.23%	14	1.92%
Male	649	46.56%	617	45.77%	32	5.19%
<b>Population by Age</b>						
Persons 0 to 4 years	96	6.89%	85	6.31%	11	12.94%
Persons 5 to 17 years	271	19.44%	282	20.92%	-11	-3.90%
Persons 18 to 64 years	827	59.33%	765	56.75%	62	8.10%
Persons 65 years and over	200	14.35%	216	16.02%	-16	-7.41%

Hunt County, Texas - Overview	2010 Census		2000 Census		2000-2010 Change	
	Counts	Percentages	Counts	Percentages	Change	Percentages
<b>Total Population</b>	86,129	100.00%	76,596	100.00%	9,533	12.45%
<b>Population by Race</b>						
American Indian and Alaska native alone	804	0.93%	559	0.73%	245	43.83%
Asian alone	916	1.06%	416	0.54%	500	120.19%
Black or African American alone	7,133	8.28%	7,242	9.45%	-109	-1.51%
Native Hawaiian and Other Pacific native alone	147	0.17%	56	0.07%	91	162.50%
Some other race alone	4,852	5.63%	3,009	3.93%	1,843	61.25%
Two or more races	2,029	2.36%	1,301	1.70%	728	55.96%
White alone	70,248	81.56%	64,013	83.57%	6,235	9.74%
<b>Population by Hispanic or Latino Origin (of any race)</b>						
Persons Not of Hispanic or Latino Origin	74,378	86.36%	70,230	91.69%	4,148	5.91%
Persons of Hispanic or Latino Origin	11,751	13.64%	6,366	8.31%	5,385	84.59%
<b>Population by Gender</b>						
Female	43,429	50.42%	38,675	50.49%	4,754	12.29%
Male	42,700	49.58%	37,921	49.51%	4,779	12.60%
<b>Population by Age</b>						
Persons 0 to 4 years	5,713	6.63%	5,160	6.74%	553	10.72%
Persons 5 to 17 years	15,706	18.24%	15,168	19.80%	538	3.55%
Persons 18 to 64 years	52,709	61.20%	46,610	60.85%	6,099	13.09%
Persons 65 years and over	12,001	13.93%	9,658	12.61%	2,343	24.26%



## Appendix C

### Terms & Definitions

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](http://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.

**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](http://www.NTCAR.org)

**Objective:** A statement identifying what needs to be done to accomplish 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.

**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.

**Strategic 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.

**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.

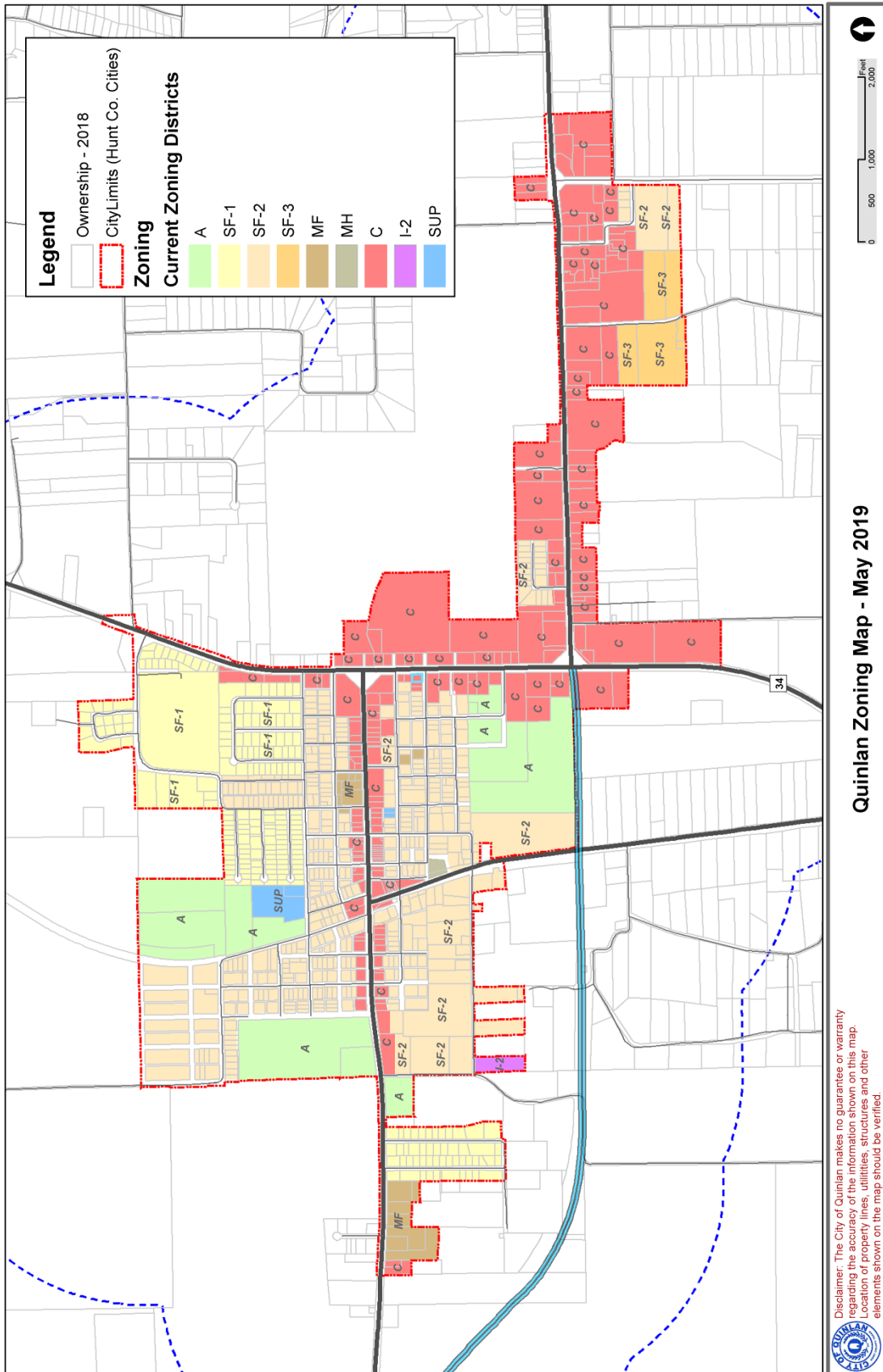
**Zoning Map:** A map of the City showing the existing zoning for all properties.





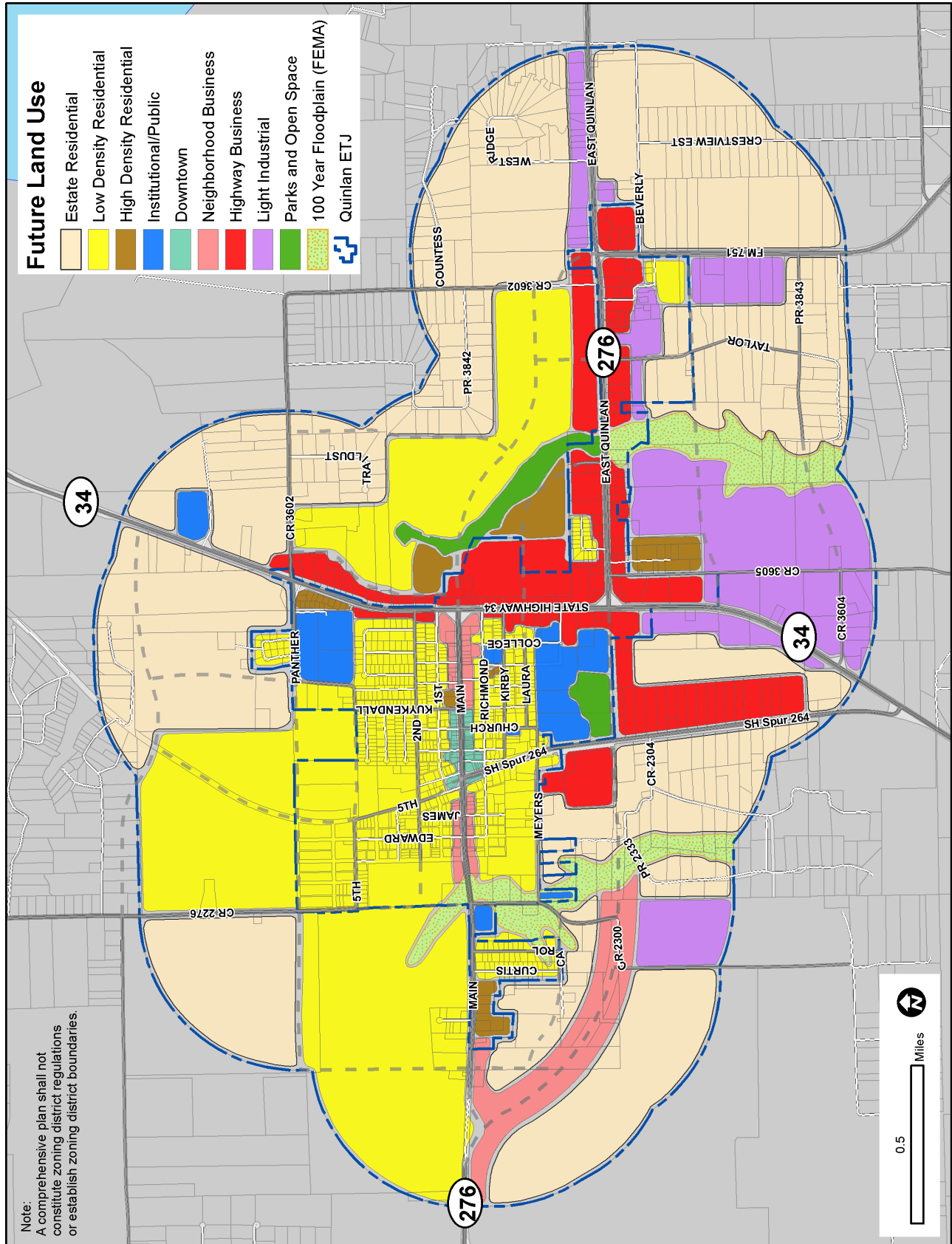
## Appendix D

### Existing Zoning Map



## Appendix E

### Future Land Use Plan



## Appendix F

### 2014 Economic Development Strategic Plan



The QEDC adopted an Economic Development Strategic Plan on February 15, 2014. Adopted Goals and 2014 Action Items included the following:

#### **Goal 1: Attract jobs and investment dollars**

- **Strategy:** Develop a business park with acreage capacity for 10 years of development
  - Fund and conduct a site feasibility study utilizing comparison of 3 potential sites
  - Develop incentive guidelines and incentive tools

#### **Goal 2: Grow Quinlan**

- **Strategy:** Plan for growth to 5,000 residents by year 2020
  - Fund and assist the City in developing a Comprehensive Plan including a Thoroughfare Plan and a Future Land Use Plan
  - Fund and assist the City in an assessment and Plan of Utility Needs for 5,000 residents
  - Fund and conduct an Economic Development Inventory of Retail and Industrial Available Property

#### **Goal 3: Increase Quinlan's Visibility & Brand**

- **Strategy:** Develop marketing tools and branding program
  - Fund and develop an EDC website with adequate and quality economic information
  - Fund and develop a Quinlan brochure of photos and quality of life information
  - Fund a project to locate & design monument entrance signs

#### **Goal 4: Develop future retail as a series of "gathering places" rather than a "string" of centers along a highway**

- **Strategy:** Encourage a City Center and quality retail development
  - Select future retail community centers as part of a comprehensive plan, avoiding zoning with the shallow depth and running extended retail zones along the highways that cause congestion and limit the ability to incorporate community facilities including pedestrian and bicycle transportation
  - Fund and develop a market study to define potential retail market and potential retail types
  - Fund and develop a Façade & Building Improvement Grant for Main Street and existing business properties

#### **Goal 5: Beautify Quinlan**

- **Strategy:** Assist the City in winning a "Keep Quinlan Texas Beautiful" award
  - Request the City form a "Keep Quinlan Texas Beautiful" Committee and join the statewide "Keep Texas Beautiful" program

#### **Goal 6: Build lake and tourism potential**

- **Strategy:** Complete a hotel feasibility study and assist in developing 2 hotels and 4 festival events
  - Study and encourage the City to adopt the Hotel Tax
  - Invite hotel realtors and hotel developers to view Quinlan and site availability

#### **Goal 7: Maximize potential for Quinlan EDC success**

- **Strategy:** Learn about and achieve the Texas Economic Development Council (TEDC) Award for Excellence
  - Board members and City Secretary to attend TEDC sales tax training class with open meetings and open records training
  - Study and determine alternative methods to contract with economic development professionals implementing Strategic Plan elements and manage projects with planning for later hiring full-time Staff and office development
  - Plan training of the Quinlan "Ambassador Selling Team"



Working List of SWOT Ideas

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**1. STRENGTHS – City of Quinlan**

- 1.1. Location in DFW Metroplex
  - A. Location – Gateway to the Lake
  - B. Geographic location
  - C. Location, location, location
  - D. Short drive into Metroplex areas
  - E. Retail trade area
  - F. Location near highways, Metroplex, Lake (2)
  - G. Natural beauty, trees
  - H. Location near highways and major cities, everything is 20 min. away
- 1.2. Dedicated Staff, Council and Board Members
  - A. City Staff, Council and QEDC Board Members who are dedicated to the City
  - B. Great City employees from the office to public works and police
- 1.3. Organic business growth
  - A. Growth – New Fix & Feed-?
- 1.4. Simple regulatory environment
  - A. Simple regulatory environment
- 1.5. High levels of community pride
  - A. Local emphasis on customer service, community pride
- 1.6. Existing businesses
  - A. Walmart
  - B. Variety of places to eat
  - C. Shopping stores
- 1.7. Quality parks
  - A. Great park for young families
- 1.8. Small-town feel
  - A. Growing Community with a small town feel
  - B. Small town atmosphere
- 1.9. Good coordination with City / School / EDC / Hunt County
  - A. Coordination between City, School, EDC
  - B. Coordination of City and School
  - C. Good relations between a great school and the City
  - D. EDC and City on the same page to help beautify the City
  - E. Great partnership / relationship with QISD, Hunt County, etc.
- 1.10. Vibrant / attractive downtown
  - A. Beautification in downtown
  - B. Beautiful Downtown Area
  - C. Great places to shop in town
  - D. Downtown improvements
  - E. Store fronts
- 1.11. School system
  - A. School system (2)
- 1.12. Strong community events
  - A. Parades, free community events, great turnout
  - B. Cabelas Catfish tournament
  - C. Trades day
- 1.13. Ongoing Community improvements
  - A. Community improvements
- 1.14. Housing affordability
  - A. Affordability



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1.15. Water system

- A. Good water system in place. Is capable of obtaining second water source and overall area distribution available. ~~Isolated Shady Oaks system needs to be taken into consideration. Local distribution needs better survey of lines — mapping (location and size). Needs updated delivery system to existing facilities — commercial and residential. (moved to City Weaknesses)~~

1.16. TBD-Not sure how to handle

- A. Increased police presence
- B. Water and trash systems

1.17. Moved

- A. ~~Development potential — business and residential (moved to City Opportunities)~~





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**2. WEAKNESSES – City of Quinlan**

- 2.1. Traffic congestion
  - A. Traffic (2)
- 2.2. Distance from major highways and large population centers
  - A. Distance from interstate highways, large population centers
- 2.3. Street infrastructure
  - A. Streets / Side streets / Roads
  - B. Roadways, long timeline / delays, maintenance, too narrow, washed out
  - C. Streets not wide enough
- 2.4. Drainage infrastructure
  - A. Drainage issues
  - B. Poor drainage-culverts and ditching
- 2.5. Water and sewer infrastructure
  - A. Upgrade water & sewer facilities to keep up with the incoming growth
  - B. Physical constraints of City – available land, infrastructure
  - C. Lack of utilities to support business growth (e.g. water line)
  - D. Water-Isolated Shady Oaks system needs to be taken into consideration.
  - E. Water-Needs updated delivery system to existing facilities – commercial and residential.
  - F. Water-Local distribution needs better survey of lines – mapping (location and size).
  - G. Sewer-Processing is adequate at time being.
  - H. Sewer-Needs updated (better mapping) collection system, renovation and expansions.
  - I. Sewer-Needs groundwater infiltration prevention (identification, ditching and drainage).
  - J. Sewer-Needs plans for expanded processing facility in eastern part of area.
  - K. Water and Sewer-Need lab facility and use it.
- 2.6. Communications / technology infrastructure
  - A. Infrastructure – utilities – high-speed Internet
  - B. Poor Internet service
  - C. Lack of Internet service, cell service
- 2.7. Availability of volunteers and low community interest
  - A. Lack of community volunteers or community interest due to mobile work force driving distances
  - B. Limited pool of leadership / volunteers / ideas (people serving on boards, commissions, organizations, etc. and lack of community organizations such as Keep Quinlan Beautiful, Downtown Merchant Association, Habitat, etc.)
- 2.8. Negative perception / image
  - A. Tied to southern Hunt County and its reputation
  - B. Negative stigma associated with Quinlan
  - C. Perception of surrounding area (3)
  - D. Old mobile homes
  - E. Trash in yards
  - F. Need beautification – clean and pleasant open spaces (signs curtailed)
- 2.9. Low percentage of high-paying jobs
  - A. Lack of high-paying jobs. No industry for primary jobs. Plenty of secondary jobs (low-paying jobs)
  - B. Very low income residents
  - C. Older citizens that are poor and have little interest



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**2.10. Breadth of existing businesses**

- A. Dine in Restaurants for families
- B. No nice sit-down restaurants
- C. Lack of hotels for visitors or venue support
- D. Lack of family “sit-down” restaurants
- E. Lack of businesses – jobs – restaurants – entertainment
- F. Need more shopping / retail

**2.11. Lack of availability of quality new homes**

- A. Lack of nice homes for families. New additions for homes

**2.12. Limited City Staff**

- A. Small Staff

**2.13. Lack of defined vision & long-term goals**

- A. Lack of defined vision & long-term goals
- B. No overriding plan / vision to carry forward and guide decisions

**2.14. TBD-Not sure how to handle**

- A. Lack of alert system, tornado siren
- B. Stray dogs
- C. Occasional power outages
- D. Need to travel through West Tawakoni to Lake
- E. Infrastructure / Improve infrastructure (*not sure what kind of infrastructure*)
- F. Public Safety
- G. Fire Protection
- H. Limited resources

**2.15. Moved**

- A. ~~Challenges from larger area / population~~ (*moved to City Threats*)
- B. ~~Lack of a full time, paid EDC Director to help promote Quinlan, and bring in tax revenue~~ (*moved to EDC Weaknesses*)



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#### 3. OPPORTUNITIES – City of Quinlan

- 3.1. Continue to enhance City image
  - A. Keep working on cleaning the City up – image
  - B. Improve image, perception, planning
  - C. Improve image (2)
  - D. Continue to improve the image of the area, with long term plans in place, with continued action in working on the plans to make the plans come to life
  - E. Improved image and new park and two monument signs with flag poles giving the City a better looking community
- 3.2. Diverse residential developments
  - A. New homes – add to property tax base
  - B. Apartments more living
  - C. New homes better living
- 3.3. Available land for development
  - A. Availability of vacant land
  - B. Develop vacant land
  - C. Vacant large tracts of land – commercial development
  - D. Development potential – business and residential
  - E. Growth
  - F. Attract more business
  - G. Not much land available, as of now, to bring in new businesses for tax dollars. (*conflict-?*)
- 3.4. Strong traffic counts
  - A. Good traffic counts for a small town
- 3.5. Availability of entry-level jobs
  - A. Lots of jobs at local chain food establishments, Walmart, Brookshires, etc.
- 3.6. Expand City limits through annexations
  - A. Expand City limits (2)
  - B. To expand the City Limits
  - C. City Limits need to be expanded to pick up businesses outside the City Limits
- 3.7. Community engagement and activities
  - A. Community engagement and activities
- 3.8. Prioritizing needs prior to growth
  - A. Ability to prioritize needs prior to significant growth pressure
- 3.9. Pursue reasonably enhanced regulations
  - A. Strategic improvement to regulatory environment without over complicating
- 3.10. Enhancing relationships with key allies
  - A. Ability to partner with other entities, County, ISD, TxDOT, etc. to achieve things City cannot do on its own
- 3.11. TBD-Not sure how to handle
  - A. Regional destination
  - B. School district, attract them back / stay
- 3.12. Moved
  - A. ~~Location near highways and major cities, everything is 20 min. away~~ (*moved to City Strengths*)
  - B. ~~More shopping~~ (*moved to City Weaknesses*)
  - C. ~~Retail trade area~~ (*moved to City Strengths*)



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#### 4. **THREATS – City of Quinlan**

- 4.1. Economic downturn
  - A. Economic downturn
- 4.2. Competition from surrounding areas
  - A. Growth going on around us
  - B. Challenges from larger area / population
- 4.3. Aging / inadequate infrastructure
  - A. Aging infrastructure
  - B. Infrastructure limitations
  - C. Inadequate infrastructure
  - D. Maintain infrastructure proactively
- 4.4. Inadequate marketing messages
  - A. All info shows Quinlan to only be about 1300 residents, when we serve about 40,000
- 4.5. Significant sub-standard housing
  - A. Lots of sub-standard housing (poor families)
- 4.6. Low education levels of residents
  - A. Lower education level of citizens
- 4.7. Balancing long-term desires with day-to-day issues
  - A. Balancing long-term strategic policies with day-to-day political issues
- 4.8. Community “Brand” established by non-residents
  - A. Community “Brand” or perception if established by others outside of Quinlan
- 4.9. TBD-Not sure how to handle
  - A. Impact of poor quality homes
  - B. Inadequate communications - (*between who?*)
  - C. Animals running the streets – cats
  - D. Drugs across the street from Learning Academy (214 Church St.)
- 4.10. Moved
  - A. ~~Perception of surrounding area~~ (*moved to City Weaknesses*)
  - B. ~~Streets not wide enough~~ (*moved to City Weaknesses*)
  - C. ~~Drainage issues~~ (*moved to City Weaknesses*)



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### 5. STRENGTHS – Quinlan EDC

- 5.1. Good coordination with City
  - A. Coordination with City
- 5.2. Dedicated / knowledgeable Board Members
  - A. Knowledgeable people on the board
  - B. All members focused on best interests of City
  - C. Desire to grow and improve community
  - D. Historical knowledge of the community
- 5.3. Strong fund balance / reserves
  - A. Healthy balance to do projects
  - B. About \$2,000,000 in the bank to help the City
  - C. Financial resources
- 5.4. Regional demand for goods / services
  - A. Area serves about 40,000 per Wal-Mart info, as they came into town

### 6. WEAKNESSES – Quinlan EDC

- 6.1. No dedicated QEDC Staff
  - A. Would like to see a paid Admin for the EDC
  - B. Lack of a full time, paid EDC Director to help promote Quinlan, and bring in tax revenue
  - C. Lack of staffing
  - D. Need for part-time ED Director
  - E. No paid staff, getting things done is unorganized and takes a lot of time
- 6.2. No ED planning / clear direction
  - A. Do they have any 5-10 year plans in place at this time? Not aware if so
  - B. Clear direction
  - C. Lack of vision and leadership
- 6.3. No marketing / promotional resources
  - A. No brochure to promote City
- 6.4. Limited experience in ED activities (e.g. incentives)
  - A. Lack of experience in ED activities and incentives
- 6.5. No policies and procedures
  - A. No policies and procedures
- 6.6. Activities more reactive than proactive
  - A. Reactive vs proactive
- 6.7. Resistance to new activities and programs (e.g. incentives)
  - A. Limited willingness to expand activities and incentive programs





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### 7. OPPORTUNITIES – Quinlan EDC

- 7.1. Enhance relationships with allies
  - A. Partner with the LTRCC Chamber of Commerce
- 7.2. Using reserves to promote business growth
  - A. Money to help City promote business
  - B. Financial ability to take on more ED initiatives and consider staff options
- 7.3. Retail growth due to traffic and activity
  - A. Retail activity, traffic and activity that can encourage economic development
- 7.4. Developing a vision and community brand
  - A. Ability to create a vision and brand for community that can transcend beyond current directors
- 7.5. TBD-Not sure how to handle
  - A. Growing Community with the 3rd largest lake in Texas. Catfish Capital of Texas! National record Bass from Cabela's & Bass Pro Tournaments
- 7.6. Moved
  - A. ~~Location, location, location~~ (moved to City Strengths)
  - B. ~~Improve image~~ (moved to City Opportunities)
  - C. ~~Expand City limits~~ (moved to City Opportunities)
  - D. Lack of community volunteers or community interest due to mobile work force driving distances (moved to City Weaknesses)

### 8. THREATS – Quinlan EDC

- 8.1. Lack of strategic focus on economic development
  - A. Until there are fewer current and past Councilmembers on the Board, it will be difficult for QEDC to develop an identity, role and vision that is uniquely and strategically focused on ED
- 8.2. TBD-Not sure how to handle
  - A.
- 8.3. Moved
  - A. ~~City Limits need to be expanded to pick up businesses outside the City Limits~~ (moved to City Opportunities)
  - B. ~~Not much land available, as of now, to bring in new businesses for tax dollars.~~ (moved to City Opportunity as conflict)
  - C. ~~Lack of utilities to support business growth (e.g. water line)~~ (moved to City Weaknesses)
  - D. ~~Perception of surrounding area~~ (moved to City Weaknesses)
  - E. ~~Improve infrastructure~~ (moved to City Weaknesses)
  - F. ~~Physical constraints of City – available land, infrastructure~~ (moved to City Weaknesses)
  - G. ~~Distance from interstate highways, large population centers~~ (moved to City Weaknesses)
  - H. ~~Community “Brand” or perception if established by others outside of Quinlan~~ (moved to City Threats)



**Working List of Goals & Objectives**

Black text came from Board, City Council, P&Z and CPAC. The red text is combined language. The majority of EDC Goals were developed in a work session with EDP and are included in the Goals and Objectives Summary.

<b>1. Goal: Enhance administration, management and reporting efforts</b>		<a href="#"><u>ADM</u></a>
A	<ul style="list-style-type: none"> <li>• Evaluate hiring a part-time / shared Staff member for EDC support</li> <li>– QEDC – administrator, staff, and office at some time in the future. QEDC funds are needed now for infrastructure improvements (later both).</li> <li>– Grow the Community so we can add Staffing</li> <li>– Hire a part-time director</li> <li>– Consider FT or PT Staff, Consulting Staff or shared position with City, etc.</li> </ul>	
B	<ul style="list-style-type: none"> <li>• Establish SOPs for administrative processes</li> <li>– Establish SOPs – creating agendas, reports, contracts, responding to prospects</li> </ul>	
C	<ul style="list-style-type: none"> <li>• Establish Board Member roles and responsibilities</li> <li>– Establish Director duties &amp; roles – training, conferences, maybe establish “sub committees”, expand to allow additional director(s) from outside city limits if desired.</li> </ul>	
D	<ul style="list-style-type: none"> <li>• Establish aspirations for makeup of the Board</li> <li>– Possibly desired make-up/vocation of the board - # councilmembers, realtors, construction, finance, etc. that would be ideal.</li> </ul>	
<b>2. Goal: Retain and support existing businesses - Business Retention &amp; Expansion</b>		<a href="#"><u>BRE</u></a>
A	<ul style="list-style-type: none"> <li>• Implement a comprehensive BRE program</li> <li>– Develop a Business Growth Plan</li> <li>– Develop business retention &amp; expansion programs</li> </ul>	
<b>3. Goal: Increase the education and training of Staff and Board members</b>		<a href="#"><u>EDU</u></a>
A	<ul style="list-style-type: none"> <li>• Identify training needed / desired by EDO Board and Staff and pursue</li> <li>– Education and training of Staff and Board members</li> </ul>	
B	<ul style="list-style-type: none"> <li>• Take training on Local Incentives</li> <li>– Obtain training, understanding and ability to expand what we’re currently doing</li> </ul>	
<b>4. Goal: Provide community enhancements that support business development</b>		<a href="#"><u>ENH</u></a>
A	<ul style="list-style-type: none"> <li>• Evaluate the need for additional community / Parks and Rec enhancements</li> <li>– Park</li> <li>– Library</li> <li>– Museum(s)</li> <li>– Adult entertainment – activities, meeting place, service center, (health and well-being services, aid and assistance – living resources, food service, etc.</li> <li>– Youth entertainment – activities, meeting places, expanded mind, body, and psyche activities</li> <li>– Community enhancements</li> <li>– Fitness Center (support of commercial plus a community facility)</li> </ul>	
B	<ul style="list-style-type: none"> <li>• Evaluate the feasibility of a Community Center</li> <li>– Community Meeting Place – groups use (again entertainment) and possible disaster shelter use – for the most part now available due to largeness of school district</li> </ul>	
C	<ul style="list-style-type: none"> <li>• Not eligible for funding</li> <li>– Animal services</li> </ul>	



**Working List of Goals & Objectives**

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<b>5. Goal: Provide public infrastructure to support business development</b>		<b>INF</b>
A	<ul style="list-style-type: none"> <li>• Assist in funding transportation improvements that improve traffic</li> <li>– Traffic – control thru and local – TxDOT and City participation at present. Local improvements and planning and maintenance.</li> </ul>	
B	<ul style="list-style-type: none"> <li>• Assist in funding CIP components that support business</li> <li>– Public infrastructure supporting business development (2)</li> <li>– Help with water and wastewater projects to help existing businesses and future ones</li> </ul>	
<b>6. Goal: Enhance marketing and promotion efforts</b>		<b>M&amp;P</b>
A	<ul style="list-style-type: none"> <li>• Develop a Marketing &amp; Promotion Plan</li> <li>– Marketing / promotion efforts</li> </ul>	
B	<ul style="list-style-type: none"> <li>• Develop a marketing pamphlet</li> <li>– Develop brochures to sell opportunities in Quinlan</li> <li>– Develop a “snapshot of Quinlan” brochure/info – information about community, traffic, retail trade, employment, employers, location in region, available incentives &amp; programs, contact info.</li> </ul>	
<b>7. Goal: Enhance relationships with partners, allies and stakeholders</b>		<b>PART</b>
A	<ul style="list-style-type: none"> <li>• Develop a program to engage local land owners</li> <li>– Establish relationships with land owners to get them on board with vision, goals, desired projects, incentives, land use planning, annexation planning &amp; CIP</li> </ul>	
B	<ul style="list-style-type: none"> <li>• Establish relationships with downtown merchants</li> <li>– Work with downtown merchants to develop a merchant organization, downtown branding, marketing &amp; improvement strategies. (SH 276 will soon bypass downtown area)</li> </ul>	
<b>8. Goal: Create and enhance economic development plans and policies and plans</b>		<b>PLAN</b>
A	<ul style="list-style-type: none"> <li>• Adopt a comprehensive Incentives Policy</li> <li>– Develop incentives to attract major businesses</li> <li>– Incentives Policies – expand available incentives and develop policies &amp; guidelines (obtain training, understanding and ability to expand what we’re currently doing)</li> </ul>	
B	<ul style="list-style-type: none"> <li>• Adopt an EDC Strategic Plan and implement objectives</li> <li>– Establish mission, goals and strategic plan</li> <li>– Develop strategic plan with identified projects, roles, task assignments, etc.</li> </ul>	
C	<ul style="list-style-type: none"> <li>• Adopt a more robust Property Enhancement Incentives Policy</li> <li>– Expand façade grant program to include all building exteriors, parking, signage, etc.</li> </ul>	
<b>9. Goal: Analyze and promote real estate development/redevelopment opportunities</b>		<b>RED</b>
A	<ul style="list-style-type: none"> <li>• Develop a Sites &amp; Buildings Summary</li> <li>– Real estate development / redevelopment opportunities</li> <li>– Identify available properties</li> </ul>	
B	<ul style="list-style-type: none"> <li>• Evaluate opportunities to acquire EDC properties</li> <li>– Possible purchase of some land for possible economic advancement</li> <li>– Consider feasibility of a business park, industrial park, incubator bldg. / space, etc.</li> </ul>	
<b>10. Goal: Identify, develop and enhance Economic Development resources</b>		<b>RES</b>
A	<ul style="list-style-type: none"> <li>• Develop a comprehensive and professional Website</li> <li>– Develop basic web presence or utilize ED pages on City’s website. Include agendas, mission, goals, incentives, projects, success stories, community info, contacts, plans, etc.</li> </ul>	

