



Economic Development Operations

“Goals & Objectives”

(2019 Update)



“Ennis is Awesome Y’All”

Table of Contents

• Preface	2
• Executive Summary	3
• Values	3
• Vision, Mission & Purpose	4
• Authoritative Sources	4
• Legal Sources	4
• EcDev Team Members	4
• Spectrum of Operations	5
• SWOT Analysis	5
• Economic Imperatives	7
• Policies / Programs	8
• Boards / Commissions / Committees	8
• Goals & Objectives (1-5 years)	10
○ Communications & Marketing	11
○ Tourism / Visitor and Guest Services	13
○ Industrial Development	17
○ Downtown Revitalization	17
○ Kaufman Development District	22
○ Retail Development	23
○ Residential Development	24
○ Workforce Development	24
○ Bardwell Lake Development	24

Preface:

This paper was created to describe economic development operations and establish goals and objectives for the Economic Development Team. The scope of economic development operations has expanded dramatically. In order to focus the team’s efforts and maximize our collective performance, it’s necessary to reflect upon the past, assess the present and plan for the future.

- The fundamental purpose of economic development is to make strategic investments in projects, programs and activities that create “new” value for the City. The primary focus and funding priority is the “Future State” of Ennis.
- We exist to create new and expanded business development, jobs, value for the city and a better “Quality of Life” by growing and diversifying the local economy, increasing prevailing wages and encouraging experiential shopping, dining and entertainment venues.

Executive Summary:

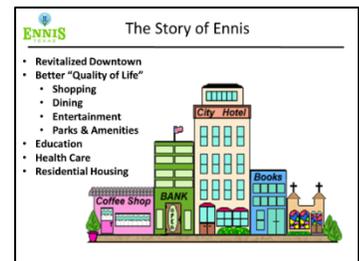
Focusing economic development operations and strategic investments on “sustainable growth” is crucial to the long term economic vitality, prosperity and quality of life our citizens expect. The foundation of Ennis’ economy is the capital value and economic vitality created by our industrial and manufacturing sector. Primary jobs, those that export goods and import capital play an essential role of creating economic vitality. Primary jobs are the foundation upon which the rest of our economy is built. Ennis is “Made in the USA”. Residential development is a key component that drives economic vitality and growth. We must set the conditions for new residential development by encouraging job and population growth. It can’t be overstated how important a robust advertising and marketing campaign is to attracting new investors, developers and residents. We must tell the “Story of Ennis” as often and as effectively as we can. The results of a recent survey concluded people who live outside Ennis feel a strong sense of affection for our City because of how they were treated while they were attending a festivals or special event. Tourism and guest services is the single most important point of entry for people who decided to move to Ennis, start a new business or invest in Ennis. When it comes to revitalizing the “Heart of our City”, the 2013 tornado created a sense of urgency and set in motion a series of events that will never be repeated. Our citizens spoke clearly through the citizen’s survey, comprehensive master plan, downtown master plan, city commissioners’ retreat, community improvement plan they expect a better quality of life than they have now. Their expectations are expressed as new retail, shopping, dining, entertainment, amenities, a revitalized downtown and residential development. The Economic Development Team has a unique role to play in meeting these expectations. Every deal closed or project completed is another “beat of the drum” and makes the next deal or project more likely to be closed or completed. The next five years are a crucial period of time! With the approval, implementation of the master plans, leadership from our elected officials, we have the ability to accelerate the pace of development for the benefit of our citizens.

Values

Important and lasting principles or standards of behavior shared by the members of the EcDev Team about what is right or wrong and desirable or undesirable. Our values have a major influence on our behavior and attitude. Our values serve as guidelines that will shape our behavior or actions in all situations.

Our Core Values:

- **Honesty:** All are treated fairly and equally.
We don't show favoritism or give special favors.
- **Integrity:** All are treated with dignity and respect.
We don't take sides and remain neutral in political matters
- **Transparency:** We conduct business above reproach with utmost respect for the public's right to know, why we do, what we do and how we do it.



Vision, Mission & Purpose:

- **Our Vision:** Each resident will have the opportunity to maximize his/her economic potential.
- **Our Mission:** Facilitate the diversified economic growth of our community as the preferred industrial, commercial, retail and residential choice.
- **Our Purpose:** Enhance the quality of life within our community by promoting continuous economic development for the City.

Authoritative Sources:

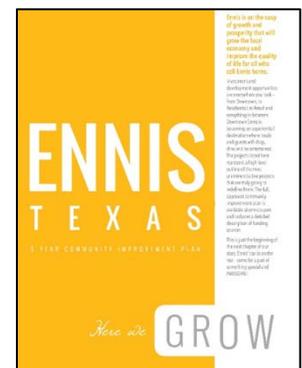
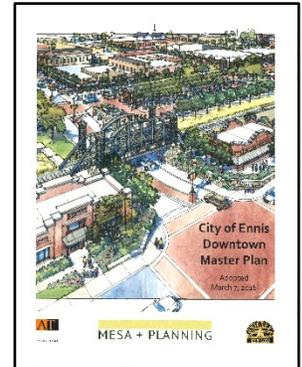
- 2014 Public Opinion Survey
- 2015 Comprehensive Plan (Ord 16-014-05)
- 2016 Downtown Master Plan (Ord 16-0307-06)
- 2016 City Commission Retreat
- 2017 Community Improvement Plan

Legal Sources:

- Development Corporation Act
- Local Government Code 501-505
- Local Ordinances and Resolutions
 - Tax Abatements (LGC Chapter 312)
 - Grants & Refunds (LGC Chapter 380)
 - Historic Landmark Tax Abatement
 - Historic Reinvestment Tax Refund Program
 - Historic Preservation Grant Program
 - Downtown Façade Grant Program
 - Kaufman Façade Grant Program
 - Tax Increment Financing (TCC Chapter 311)
 - Public Improvement Districts (LGC Chapter 372)
 - (policy in development)

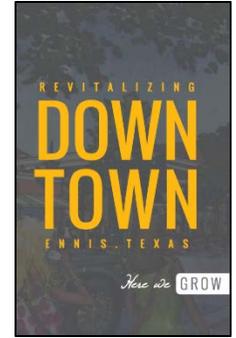
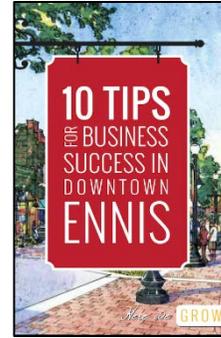
EcDev Team Members:

- City Commission
- Economic Development Corporation
- City Staff
 - Marty Nelson Director, Economic Development
 - Ashley Colunga Director, Communications and Marketing
 - Gina Rokas Director, Tourism and Guest Services
 - Becky McCarty Director, Downtown Development
 - Rhonda Winters Executive Assistant
 - Ginger Gonzales Tourism / Main Street Assistant & Grant Writer
 - Mary Davis Farmers Mkt & Downtown Event Coordinator



Spectrum of Operations:

- Communications & Marketing
- Tourism / Visitor & Guest Services
- Industrial Development
- Downtown Revitalization
- Retail Development
- Residential Development
- Workforce Development
- Special Areas:
 - Bardwell Lake Growth Area
 - Kaufman Development District



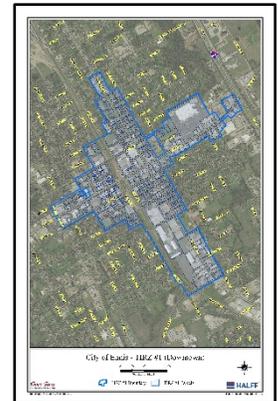
SWOT Analysis:

SWOT analysis is an acronym for Strengths, Weaknesses, Opportunities, and Threats and is a structured planning method that evaluates those four elements of a project or business venture. A SWOT analysis can be carried out for a company, product, place, industry, or person. It involves specifying the objective of the business venture or project and identifying the internal and external factors that are favorable and unfavorable to achieve that objective. Identification of SWOTs is important because they can inform later steps in planning to achieve the objective.

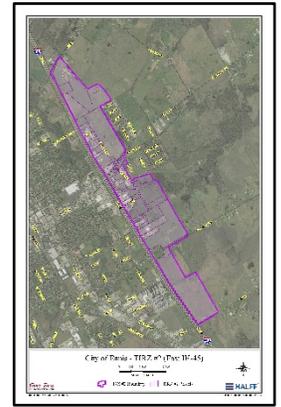
- **Strengths:** characteristics of the business or project that give it an advantage over others
- **Weaknesses:** characteristics of the business that place the business or project at a disadvantage relative to others
- **Opportunities:** elements in the environment that the business or project could exploit to its advantage
- **Threats:** elements in the environment that could cause trouble for the business or project

STRENGTHS:

- 2015 Comp Plan (fully vetted and adopted)
- 2016 DMP (fully vetted and adopted)
- 2017 Community Improvement Plan (fully vetted and adopted)
- Public support for EcDev Operations (projects, programs and activities)
- Political support for EcDev Operations (projects, programs and activities)
- Pro-growth and prosperity agenda and public commitments
- City Commission and EDC support for incentive policies and programs that promote growth and prosperity.
- EcDev Team (initiative, enthusiasm and professionalism)
 - Strong relationships and reputation with investors, developers and business owners
 - Willingness to do what it takes to close the deal.
- City's willingness to use fund balance to support growth.
- City's willingness to use bonding capacity to support growth.
- City's willingness to make significant strategic investments to revitalize the downtown core.
- EDC fund balance to support projects that drive growth.
- Population growth and migration along the Hwy 287 and IH 45 corridors.
- Private investors commitment to Downtown Revitalization



- Investor, developer friendly programs and policies
- New Zoning and Development Regulations
- Tax Increment Reinvestment Zones
- Kaufman Development District
- Superior road and rail access
- Location proximity to the DFW metroplex (economic growth zone)
- Diverse Industrial and Manufacturing base
- Available workforce
- Strong tourism slate of attractions and events
 - Bluebonnet and Polka Festivals, Texas Motorplex

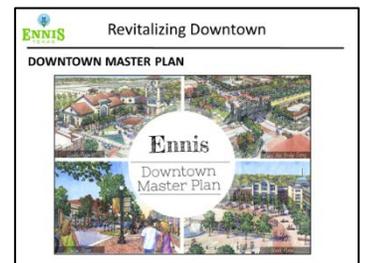


WEAKNESSES:

- Developers and investors perceive Ennis as “high risk”.
- Retail developers perceive Ennis as a “tier 3” market.
- Residential developers and real estate agents perceive Ennis as a “difficult” market.
- Insufficient public funding for all catalyst projects.
- Tourism and visitor spending is limited to a few festivals.
- Not fully integrated with the Texas Motorplex (500,000+ attendance per year)
- ~~No clear “Brand” or singular sense of identity~~

OPPORTUNITIES:

- Business Retention and Expansion
- Communications and Marketing operations
- Downtown Revitalization
- Residential growth
- Industrial growth
- Retail growth
- Small Business incubators
- Workforce development (partnership with Ennis ISD, CTE and Academy)



THREATS:

- Time (the longer it takes to implement a master plan the less likely it is the plan will be “fully” implemented)
- Loss of momentum (beating the drum)
- Squirrels (distractions that pull resources away from the Strategic Master Plans)
- Competing funding priorities
- Lack of tangible progress
- Construction disrupting current businesses
- Current businesses “resisting” change and new businesses
- Opposition to public spending that benefits private interests (P3 situations)
- Private investor fatigue
- Private investor time constraints
- Public investment - private investment synchronization problems

Economic Imperatives:

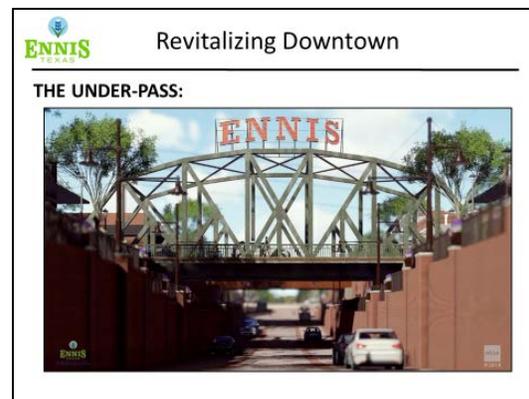
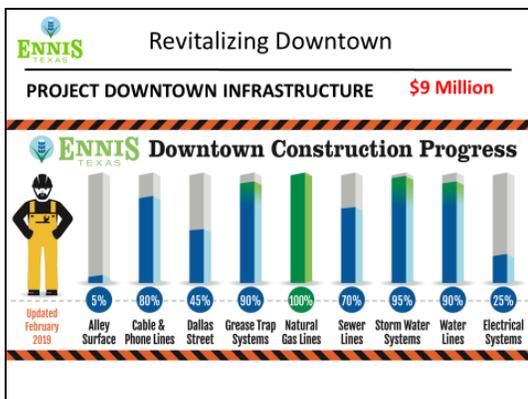
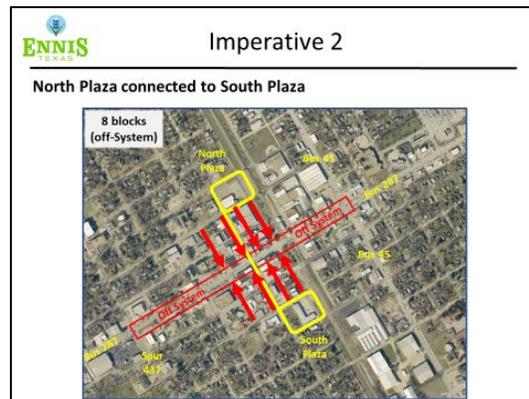
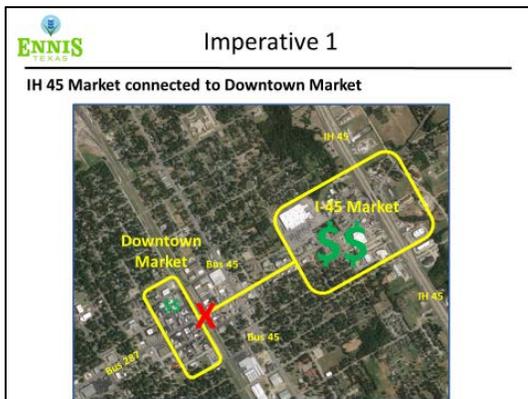
These are projects so vital to the overall success of the master plans and meeting our citizens' expectations for a better quality of life, they "must be done". These projects create the foundation for long term economic vitality.

- **Downtown Infrastructure:**

- Water and sewer lines must be replaced to create development capacity in the downtown core
- Dallas Street must become a pedestrian boulevard connecting North and South Plazas
- Alleys must be activated to create additional retail space and facilitate pedestrian movement
- Grease trap systems must be installed to reduce the cost of opening new dining venues

- **Market Connections:**

- The IH-45 Market must be connected to the Downtown Market
 - The underpass at Bus 287 and UP Rail must be built in a physical form that creates a superior quality connection.
 - This project is about economic vitality not engineering or traffic movement
- The North and South Plazas must be connected via Dallas Street and the Alley.
 - Bus 287 (Ennis Ave) must be taken off-system and reconstructed in a form that facilitates pedestrian movement across Ennis Ave to the North and South sides of Downtown.



EcDev Policies / Programs:

- The EcDev Team administers the following programs:
 - Historic Preservation Grant Program (Ord 17-1205-05)
 - Downtown Façade Grant Program (Ord 15-04-02)
 - Kaufman Façade Grant Program (Ord 16-1107-19)
 - Tax Abatements Policy (Ord 16-1219-4)
 - Chapter 311 Policy (Ord 16-0801-08)
 - Chapter 380 Policy (Ord 14-12-04)
 - Historic Reinvestment Tax Abatement Refund (Code Sec 8.5-7)
 - Historic Landmark Tax Exemption (Code Sec 8.5-7)



Board / Commissions / Committees:

- The EcDev Team provides staff support to the following: (Agendas, Minutes, Packets, Presentations and Legal Notices)
 - **City Commission:** Marty
 - Mtg Schedule: Twice Monthly First & Third Tuesday
 - Board: Juenemann, Walker, Pruitt, Hernandez, Hejny, Honza & Watson
 - **Arts Commission:** Gina
 - Mtg Schedule: Monthly 2nd Tuesday
 - Board: Puckett, Beard, Davis, Clark, Frossard & Munic
 - **Downtown Merchants:** Becky
 - Mtg Schedule: Inactive
 - Board:
 - **Economic Development Corporation:** Marty & Rhonda
 - Mtg Schedule: Once Monthly 2nd Tuesday
 - Board: Montgomery, Thomas, Haupt, Newsom, Glaspy, Juenemann & Abram
 - **Industrial Development Corporation:** Marty
 - Mtg Schedule: When Called
 - Board: Montgomery, Haupt, Wiemelt, Abram & Beard
 - **Kaufman Development District Board:** Marty & Rhonda
 - Mtg Schedule: Bi-Monthly 2nd Thursday
 - Board: Hughes, Garcia, Watson, Newsom, Culpepper, Hughes-Ross, Hunter, Lane, Ruffin & Patak
 - **Lights of Ennis Committee:** Becky & Rhonda
 - Mtg Schedule: When Called
 - Board: Valdez, Sullivan, Patak, McCarty, Puckett, Calvert & Reese
 - **Main Street Board:** Becky & Rhonda
 - Mtg Schedule: Monthly 1st Wednesday
 - Board (Officers): Sullivan, Holland, Glaspy

- **TIRZ #1 Board:** Marty & Rhonda
 - Mtg Schedule
 - Board
- **TIRZ #2 Board:** Marty & Rhonda
 - Mtg Schedule
 - Board
- **EMS501c3:** Marty & Rhonda
 - Mtg Schedule
 - Board
- **LOE 501c3:** Marty & Rhonda
 - Mtg Schedule
 - Board
- **Keep Ennis Beautiful Board:** Ginger
 - Monthly
 - Board

When Called
Juenemann, Holland, Gaspy, Montgomery, Sullivan & Grayson

When Called
Juenemann, Pruitt, Holland, Montgomery, Sullivan & Grayson

When called
Sullivan, Holland, Gaspy, McCarty & Nelson

When called
Valdez, Patak, Sullivan, McCarty & Nelson

When called
Pierce, Falkenbach, Lusk, Hughes, Copeland,
Honeycutt & Munic



ENNIS TEXAS

5 YEAR COMMUNITY IMPROVEMENT PLAN

Here We

Ennis is on the cusp of growth and prosperity that will give the local economy and improve the quality of life for all who call Ennis home.

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Goals & Objectives (1-5 years)

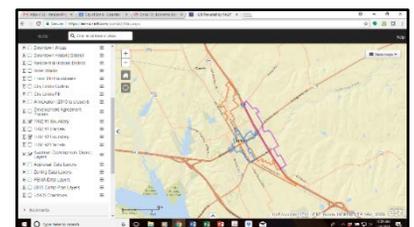
- **General**

- **Administrative Requirements:**

- **TIRZ#1 (Downtown)** Petty & Associates
 - Annual financial report to Board of Directors
- **TIRZ#2 (Sonoma Trail)** Petty & Associates
 - Annual financial report to Board of Directors
- **EMS501c3** Tonja Barnebee
 - IRS Form 990 EZ
- **LOE501C3** Tonja Barnebee
 - IRS Form 990 EZ
- **EDC** Yeldell & Wilson
 - Annual financial review
- **EDC Budget**
 - Annual budget to City Commission
- **EcDev Team Budget (City)**
 - Communications and Marketing
 - Visitors Center Operations (HOT)
- **MSB Budget**
 - Annual budget approved by the Board of Directors
- **Property Tax Abatements**
 - Annual audit of active abatements
 - Policy review every two years
- **Historic Preservation Grant Program**
 - Policy review every two years
- **HRTAR Program (Historic Reinvestment Tax Abatement Refund)**
 - Annual City property tax refund program (approved by City Commission)
 - Refunds up to 100% of paid City property tax.
- **Historic Landmark Tax Exemption**
 - Annual City property tax abatements (approved by City Commission)
 - Exemption applies to 25% of the value, up to a maximum of \$25,000

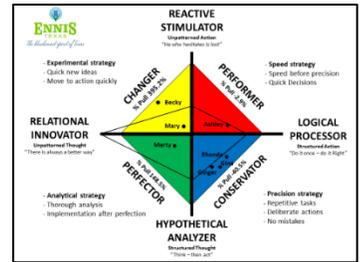
- **Web Site:**

- Update the EcDev web site with fresh and relevant information
- Maintain the Graphic Information System (GIS) platform for the City.
- Create digital “storyboards” for major development opportunities
 - Bardwell Lake, Airport, Downtown
- Add a GIS layer for Rice WSD



- **Professional Development**

- **3 CMA (City, County, Communications Marketing Assn)**
 - Who: Ashley
- **City Secretary Certification**
 - Who: Rhonda
- **Farmers Market Managers Certification**
 - Who: Mary
- **Keep Texas Beautiful:**
 - Who: Ginger
- **National Main Street**
 - Who: Becky
- **TDA Conference (Texas Downtown Association)**
 - Who: Becky, Ashley, Mary & Marty
- **TEDC Basic EcDev Course (Texas Economic Development Council)**
 - Who: Rhonda
- **Texas Travel Summit:**
 - Who: Gina



- **Communications & Marketing**

- **Billboards**

- Deploy multiple billboards
 - IH45 South of Corsicana Regular
 - IH45 Ferris Regular
 - IH45 Ferris Digital
 - IH45 Buc-ee's Regular
 - HWY 121 Plano Digital
 - HWY 287 Reagor Springs Regular
 - In Town Ennis Ave Regular
 - In Town Baylor Regular



- **Community Engagement:**

- EcDev presentations and updates
- Lions Club membership
- Rotary Club Membership
- Chamber of Commerce
- Garden Club
- Friends of the Regional Hospital
- Ennis ISD Retired Teachers



- **Creative Briefs (Projects / Programs / Events)**

- Develop a project/program or event specific product when necessary

- **Downtown Download**

- Outward facing communications product. Publish when necessary

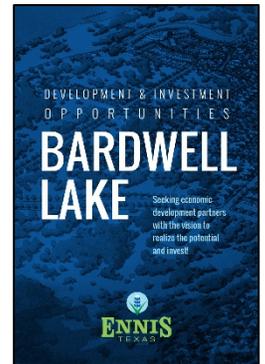
- **Ennis Y’All**

- Update app with new navigation and brand standards.
- Downtown Walking Tour
- Historic District Driving Tour
- Incorporate “Rails, Bales and Bluebonnet trails” Historic tour as a new feature.



- **Event Specific Marketing**

- Develop event specific marketing campaigns to increase attendance to all festivals/events
- Secure professional event photography and or video to support future marketing needs



- **Investor Marketing Materials**

- Identify points of contact and distribute CIP and Downtown Strategy documents
 - Identify presentation opportunities to share the CIP story (ex. Realtor groups/clubs).

- **Realtor Conference**

- Plan and conduct a semi-annual conference

- **Social Media**

- Facebook

- Ennis Economic Development
 - Created July 2018
 - Jan 2019 902 followers
 - Dec 2019 2,000 followers
- Ennis Main Street
 - Jan 2018 5,389 followers
 - Jan 2019 7,258 followers
 - Dec 2019 8,000 followers
- Ennis Farmers Market
 - Jan 2018 4,445 followers
 - Jan 2019 4,831 followers
 - Dec 2019 5,500 followers



- Instagram

- Ennis Main Street
 - Jan 2019 739 followers
 - Dec 2019 900 followers
- Ennis Farmers Market
 - Jan 2019 892 followers
 - Dec 2019 1,000 followers



- **Social Media Strategy**

- Create a pamphlet for downtown merchants and retailers

- **Trademarking**
 - Complete the trademarking of our logo and tag line.
- **Video Update**
 - Create a video compilation “Year in the Life” of Ennis.

- **Tourism / Visitor and Guest Services**

- **Ennis Visitor Center Operations:**

- Ennis Visitor Center is open Monday-Friday 8 am- 5 pm with occasional weekend hours during festivals.



- **Bluebonnet Season:**

- During April, and sometimes as early as mid-March, the Visitor Center is open 7 days a week through the end of April.
- April hours:
 - Closed Easter Sunday
 - Monday-Saturday 8 am – 5 pm
 - Sunday, 11 am- 5 pm with extended hours during the Ennis Bluebonnet Trails Festival
- Tablet registration
- For the busy bluebonnet season, (4) additional seasonal employees are hired to help assist with the thousands of bluebonnet seekers. CVB budget (Hotel Occupancy Tax) pays for these employees.



- **Hotel Occupancy:**

- Increase hotel occupancy and tax revenue by 3% over FY 16-17, which was a record breaking year of over \$380,000.
- Develop a better relationship with local hoteliers. Gather and analyze available data.
- Develop a strategy to increase number and duration of visitor stays.
- Obtain and analyze hotel occupancy and rate data for previous five years.

- **Hospitality Training:**

- Plan and conduct (1) hospitality seminar for local retailers and other hospitality partners

- **Bluebonnet Trails and Festival:**

- Continue BBT and Festival operations at 204 W. Knox St.
- Improve the quality of the experience and expand the advertising and marketing of this event.
- Secure community sponsorship with media partner, WFAA

- **Project Bluebonnet:**

- Coordinate with Parks Department/ Ennis Garden Club to cultivate additional viewing areas.



- Meadow View Park, Bluebonnet Park, Veterans, and Jaycee Park.
 - USACE Parks Lease:
 - Monitor and facilitate as necessary
- **National Polka Festival:**
 - Improve the quality of the experience and expand the advertising and marketing reach for the event by co-op marketing and social media opportunities.
- **Texas Motorplex:**
 - Continue to fund the Event Trust Fund Grant
 - Explore opportunities to better connect and leverage access to the 400,000 visitors who attend Texas Motorplex events.
- **New Marketing and Tourism Opportunities:**
 - Explore new marketing opportunities with the new Trinity Forest Golf Course that is hosting the 2019 Byron Nelson Golf Tournament and other tournaments.
 - Explore a small sponsorship with Big O Racing
 - Host 14 and under National Softball Tournament
 - Advertise with Galaxy Drive In and Ennis Y'All
 - New billboard at Extreme Raceway Park
 - Host the 2019 Ellis County Quilt show
 - Contribute to a new billboard on IH 45 south of Corsicana
 - Contribute to other IH45 billboards
- **Social Media:**
 - Improve the use and effectiveness of social media/newsletter
 - Increase Facebook followers by 20% by end of 2019- from 4,035 to over 4,842.
 - Increase twitter followers by 20% by end of 2019- from 699 to 838.
 - Expand the use of the Instagram account
 - Continue to gather visitor/resident emails for marketing for e-newsletters that are sent out twice a month
- **Branding and Logo:**
 - Incorporate new branding logo/message into all print media and other tourism collateral materials.
- **Travel Magazines & Publications:**
 - **Authentic Texas:** Quarterly magazine that is distributed all over the state in travel centers and CVB 's by the Texas Historical Commission. We advertise for bluebonnet and polka festivals and fall events, too.
 - **County Line Magazine** (Distributed in East Texas): Festival ad for Fall Festival and Bluebonnet Trails/National Polka Festival



- **Dallas Drive Guide:** Magazine distributed to all car rental places in DFW Airport; Been featured on front cover twice and featured online twice, too. Advertise for fall and spring events.
 - **Destination - Ellis county guide:** Distributed to select Travel Centers and throughout Ellis Co. Hotels, visitor centers, etc. (once a year)
 - **Ennis Daily News:** Discover Ennis -ad for festivals and events (annual publication) Also, CVB does an ad in special bluebonnet magazine and special polka magazine that is distributed to visitors
 - **Festivals of Texas:** Publication that markets to crafters, visitors from all over the state that highlights our Bluebonnet, Polka and Fall festivals and distributed to all Texas Travel Centers, etc. (twice a year)
 - **IH-45 Corridor 2018 Holiday Guide:** Co-op advertising with IH-45 Corridor cities from Ennis to Conroe. Did holiday shopping ad and calendar of events in 2017 Shopping Guide that was distributed along city IH-45 Visitor Centers from Ennis to Conroe. Also, brochures were sent to be distributed at three Texas Travel Info Centers- Waskom, Gainesville, and Denison.
 - **Now Magazines:** Advertising in non- Ennis markets such as Corsicana, Midlothian, Waxahachie (event based) Now Magazine is the official magazine of the National Polka Festival
 - **Texas Highways magazine:** Ads are placed for Bluebonnet Festival, sometimes for Autumn Days in Ennis Fall Festival- receive direct mail leads from advertising in magazine- premier Travel magazine that targets Texas travelers
 - **Texas Lakes Trail Map:** General tourism ad in Texas Lakes Trail map with other participating Members of Texas Lakes Trail- distributed in Travel Centers, visitor centers all over the state of Texas.
 - **Where Magazine:** Travel Magazine that is distributed in Dallas Area hotels, concierge desks, that lists events in the North Texas area; Ennis advertises in the spring 2019 magazine.
 - **Southern Draw:** New magazine by Waxahachie Daily Light that comes out quarterly and focuses on things to do south of DFW.
- **Newspaper, Brochure, Digital Advertising, Radio & Website:**
 - **Certified brochure:** Ennis CVB uses a distribution service to distribute Ennis CVB main tourism brochure that targets the DFW area hotels, visitor centers, etc. and on I-45 toward Houston (increased distribution to include Houston, Galveston and Oklahoma)

- **Dallas Morning News (Friday Guide Section and GUIDELIVE DIGITAL):** for Bluebonnet Trails, National Polka Festival and Autumn Days in Ennis Fall Festival; great advertising for daytrippers from Dallas area.
 - **Certified Visitors Guide:** ad in DFW brochure visitors guide and is distributed in DFW area hotels and visitor Centers.
 - **Reprint of Ennis Brochures:** the main Ennis brochure is reprinted annually and the visitors guide is updated and reprinted as needed (reprint minimum of 40,000-60,000 year)
 - **National Polka Festival brochure:** ECVB has ad in the official brochure that is distributed.
 - **Radio Advertising:** KKUS in Tyler, KLUV, KSCS, KBEC, KRLD, WBAP- 106.9 the Ranch-specific to event advertising: Polka Festival, Bluebonnet Festival and Fall Festival (not all radio stations are used each year) CVB did co-op advertising with Main Street and Marketing for Fall '18 football on 106.9 the Ranch
 - **WFAA.com Digital Advertising:** Tourism Dept pays for digital ads on WFAA.com for Ennis Bluebonnet Trails Festival. Ennis CVB also will apply for a community sponsorship with this station for Bluebonnet Trails.
- **Billboard Advertising:**
- **M & M Billboard:** (downtown billboard by the ECVB building) for special events (6 times a year) good visibility from Ennis Ave.
 - **Billboard on Grandstands at Texas Motorplex:** co-op with marketing dept. or trade for grant for Texas Motorplex- Planned for 2019
 - **Digital Billboard through Reflect Media in North Dallas/Plano on Hwy 121 near new Toyota headquarters.** Late March and April 2018 for 1 month- Focus on Ennis Bluebonnet Trails and Festival- targeting North Dallas Market bluebonnet seekers – will co-op on costs with Marketing dept.
- **Website, Social Media & PR Advertising:**
- **ENR Media service:** online service that guarantees up to date media list for us to use for press releases, media alerts, etc. Can send press release and media alerts throughout state for events with this paid subscription.
 - **Coop Travel Shows with organizations such as Texas Lakes Trail Region:** distribute Ennis brochures (Ennis distributes brochures in the State Fair of Texas in the fall)
 - **TourTexas.com:** The website features many photos of Ennis and general tourism info, etc. Will receive leads for inquiries from visitors: Ennis events also listed on website.

- **Bluebonnet Seed packets:** Seed packets for promotional purposes (trade show and welcome packets), etc.
- **Facebook advertising:** Will do sponsored and boosted posts and Ennis events to boost awareness of events and to increase likes on the page
- **Snapchat:** Have done this for two festivals by providing a filter for a certain area of downtown.
- **Twitter:** No cost to have twitter but may consider twitter advertising
- **Ennis Y'all Mobile App:** Ennis CVB co-ops with marketing dept. on cost of this app, and it promotes Ennis Y'all on website. Ennis Y'all is an app that promotes shopping, dining, lodging, events, and more for Ennis
- **Constant Contact:** Ennis CVB pays a subscription to this service in order to gather emails to send out newsletters to visitors who have opted in to receive info.
- **All Across Texas:** Website that markets Ennis as a general tourism destination.
- **Rails, Bales, and Bluebonnet Trails audio tour:** Ennis CVB has paid for the annual subscription for this audio tour since its inception.
- **Website:** maintain and review Tourism website of www.visitennis.org for changes, updates, events - ongoing
- **Wild about Wildflowers Day in Gainesville, Texas:** Ennis is invited to participate in the Wild about Wildflowers Day each April at the Texas Travel Info Center in Gainesville, Texas (event promotes wildflower events all over Texas) Ennis sets up booth and hands out bluebonnet info and seed packets to tourists.

- **Industrial Development**

- Respond to at least 15 RFPs per year (Dallas Regional Chamber, Governor's Office)
- Close at least two industrial / manufacturing deals per year (new or expansion).
- **Active Projects:**
 - Project Price Distributing \$8 million 40 jobs
 - Project Snoopy \$85 million 100 jobs
 - Project GAF II \$25 million



- **Property For Sale:**

- **EDC Parcels:**

- 75 acres industrial park
 - Parcels 183167 & 183159
 - 18 Acres (Oak Grove Rd adjacent Petsmart)
 - Parcel 185538
 - 20 Acres (Oak Grove Rd adjacent Schirm)
 - Parcel 182256
 - 25 Acres (Oak Grove Rd)
 - Parcel 185542
 - 28 Acres (Hwy 287 By-Pass adjacent Teletech)
 - Parcel 196969

- **Southgate 460:**

- 590 Acres (South of Hwy 287 By-Pass)
 - Multiple parcels

- **Old Sysco:**

- 255 Acres (Oak Grove Rd)
 - Parcel 185452

- **Downtown Revitalization** (Comp Plan Focus Area & DMP Implementation)

- **Main Street 10 Point Report**

- Prepare and submit the annual 10 point report

- **Texas Capital Fund Grant (Main Street)**

- Submit and monitor a grant application to make street improvements to Knox and Brown streets.

- **Occupancy Data**

- Maintain up to date occupancy data for ten types of use.
 - Vacant, Church, Personal Services, Professional Services, Retail, Residential, Civic/Municipal, Dining, Medical and Entertainment

- **Sidewalk Café Guidelines**

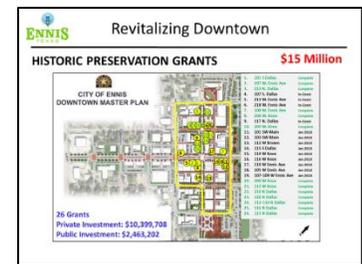
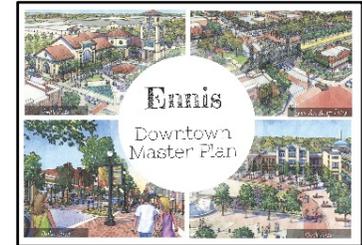
- Need to publish guidelines

- **Event Routes**

- Establish three North side routes
 - Establish three South side routes

- **Downtown Master Plan Implementation**

- The Downtown is the “Heart of our City” and creates a “Sense of Place” for all citizens.



- **Main Street Board**
 - Continue funding support
 - Sets the priorities and work plan for the year.
 - Staff assists and facilitates as necessary to ensure DMP implementation.

- **Downtown Infrastructure**
 - Monitor this project to ensure proactive communication about the construction schedule.
 - Water & Sewer, Dallas Street, Alley Upgrade & Grease Trap Systems

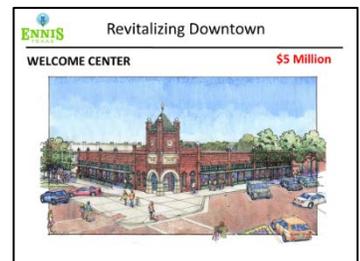
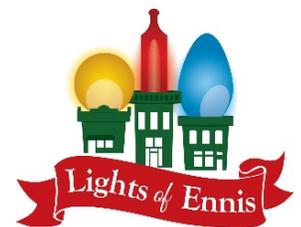
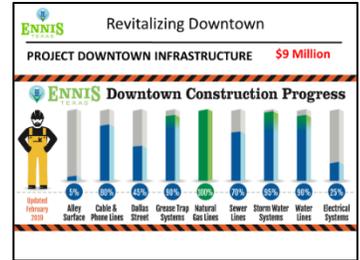
- **Farmers Market**
 - Continue funding support
 - Increase attendance and revenue by 10%
 - Begin accepting Supplemental Nutrition Assistance Program (SNAP) cards.
 - Begin accepting local vouchers for food insecure families.

- **Movie Nights**
 - Plan and conduct eight movie nights
 - North Side (quarterly)
 - South Side (quarterly)

- **Lights of Ennis**
 - Continue funding support
 - Replace roof top lights in 2018-19
 - Improve displays

- **Project Plaza P3** (DMP A1, A2, A5, A6, C1 & C2)
 - Craft a proposal tailored for a private investor.
 - Scope to include, north and south plazas, vertical infill, public park amenities and parking upgrade.

- **Welcome Center** (DMP A7)
 - Function as project manager with Architexas acting as the lead designer.
 - Begin construction activities in late 2018 with project completion target of March 2020 (prior to BBT).
 - Something Awesome:
 - Work with the MSB and consulting partners to identify the “something awesome” feature for the Welcome Center.
 - A Special Moment in “Time Capsule”:
 - Develop and implement a “time capsule” project in conjunction with the WC.
 - Art Exhibits:
 - Continue dialog about rotating art exhibits



- **National Main Street (2020)**
 - DATE: Mid May
 - SPONSOR: Main Street
 - CITY SPT: EcDev

- **National Polka Festival and Parade:**
 - DATE: May 25th & 26th
 - SPONSOR: Chamber of Commerce
 - GRANT: Entertainment Package (MSB)
 - SPECIAL: Pivo Pavilion (EMS501c3)
 - CITY SPT: EcDev, Security, Streets & Sanitation

- **Blues on Main Music Fest:**
 - DATE: Saturday, June 8th - 5am to 10pm
 - SPONSOR: Unity in the Community & Main Street
 - GRANT: Entertainment Package (MSB)
 - CITY SPT: EcDev, Security, Streets & Sanitation

- **Ennis Freedom Fest:**
 - DATE: Saturday, June 29th
 - SPONSOR: Main Street
 - FIREWORKS: \$30,000 City
 - CITY SPT: EcDev, Parks, Streets & Sanitation

- **Pre Stage Fan Fest:**
 - DATE: Thursday, October 17th at 3pm
 - SPONSOR: Texas Motorplex
 - CITY SPT: EcDev, Security, Streets & Sanitation

- **Jazz under the Starz:**
 - DATE: Saturday, Oct 5th
 - SPONSOR: Unity in the Community
 - CITY SPT: EcDev, Security, Streets & Sanitation

- **Autumn Daze:**
 - DATE: Saturday, October 26th - 5am to 6pm
 - SPONSOR: Main Street
 - GRANT: \$2,500
 - CITY SPT: EcDev, Security, Streets & Sanitation

- **Farmers Market Finale & Monster Mash 5K Dash:**
 - DATE: Saturday, October 26th
 - SPONSOR: Farmers Market
 - BUDGET: \$2,500 Farmers Market Budget
 - CITY SPT: EcDev, Security, Streets & Sanitation

- **Christmas Parade of Lights & Block Party:**
 - DATE: Thursday, Dec 5th - 5pm to 10pm
 - SPONSOR: Chamber of Commerce & LOE
 - BUDGET: LOE \$30,000 EDC, \$10,000 LOE501c3 (\$40,000)

- CITY SPT: EcDev, Security, Streets & Sanitation

- **Lucky's Christmas Car Show & Toy Drive:**

- DATE: Saturday, December 7th - 8am to 5pm
- SPONSOR: Lucky's and LOE
- GRANT: Entertainment Package (LOE501C3)
- CITY SPT: EcDev, Streets & Sanitation

- **Procession of Our Lady of Guadalupe:**

- DATE: Wednesday, Dec 12th - 5pm to 7pm
- SPONSOR: Lights of Ennis
- GRANT: Entertainment Package (LOE501C3)
- CITY SPT: EcDev, Security, Streets & Sanitation

- **Kaufman Development District** (Comp Plan Focus Area)

- **Center Median Project:**

- Identify and scope a project to reclaim, improve and beautify the intersection at Arnold, BUS45 and Spur 469.
- Draft a "Scope of Work" for TxDOT evaluation
- Reestablish the center medians (two sections are open - filled with gravel)
- Develop a "Beautification Plan" that includes new curb, ground cover and vegetation.
- Create a map of "current state" and potential "future state".

- **Entry Portal:**

- Identify potential sites for new signage and a portal monument.
- Create a map of "current state" and potential "future state".

- **NEAT Projects:**

- Identify potential sites for cleanup (tree trimming, trash removal, etc)
- Look at sites near the Arnold Street intersection
- Create maps of potential sites with photos of current conditions

- **Sidewalk Projects:**

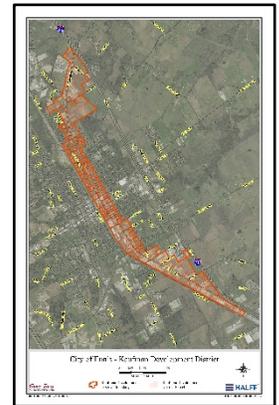
- Determine potential locations for new sidewalks along North Kaufman.
- Create a map of pick-up and drop-off sites for school buses

- **Façade Grant Program:**

- Ordinance 17-0606-150
- Provides dollar-for-dollar match up to \$7,500 (\$15,000 Project)

- **Façade Design Assistance:**

- Need to identify a firm to assist property owners design new facades



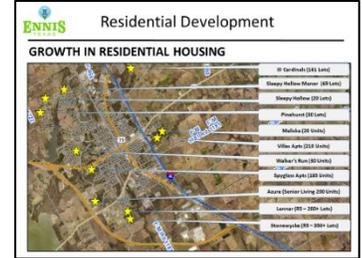
- **Retail Development**

- Actively pursue “preferred” retailers
 - Targeted property acquisition
 - Targeted Incentives (land, property tax, sales tax)
- Conduct direct communication with potential retailers when necessary and appropriate.
- Transportation Related
 - IH-45 / Hwy 34 Intersection
 - Monitor and facilitate efforts to program this upgrade through TxDOT / COG.
 - Intent is to improve traffic flow through the intersection and access to the service road and Sonoma Trail for retail development.
 - X-Ramp Conversion
 - Monitor and facilitate efforts to program these upgrades through TxDOT and COG.
 - Intent is to activate service road for retail development.
 - Sonoma Trail (South Extension)
 - Research and explore the feasibility of extending ST South to Creechville
 - Sonoma Trail (North Extension)
 - Research and explore the feasibility of extending ST North
- **Hwy 287 Retail Development**
 - Research and explore the feasibility of retail development clusters at:
 - Hwy 287 By-Pass and Hwy 34
 - Hwy 287 By-Pass and Ensign Road
 - Hwy 287 By-Pass and Oak Grove Road
 - Hwy 34 and Lake Bardwell



- **Residential Development:**

- Actively coordinate with potential residential developers and realtors to encourage development.
 - III Cardinals \$18 million 150 units Single Family
 - Spyglass \$20 million 185 units Apartments
 - Villas \$24 million 210 units Apartments
- Seek opportunities for a senior living “Continuing Care Retirement Facility”.
- Consider incentives for “preferred” development.
- Consider “Public Improvement Districts - PIDs” when and where appropriate.



- **Workforce Development:**

- Coordinate with Ennis ISD and the Career and Technology Education (CTE) Program to provide skilled workers for the local workforce.
- Partner with Ennis ISD and the “Academy”
- Pursue a relationship with Navarro to determine the likelihood and feasibility of establishing a technology center campus in Ennis.



- **Special Areas:**

- **Bardwell Lake Growth Area** (Comp Plan Focus Area)
 - Actively pursue opportunities to develop the area.
 - Coordinate with the zoning review team to consider and recommend developer, investor friendly zoning regulations for this special area.
 - USACE Parks Lease – monitor and facilitate if necessary.

