

4A INDUSTRIAL DEVELOPMENT BOARD

MEETING AGENDA

AUGUST 23, 2022, 1:00 PM



4A INDUSTRIAL DEVELOPMENT BOARD REGULAR MEETING

HISTORIC CHURCH BUILDING - 403 N 7TH STREET, SANGER, TEXAS

CALL THE REGULAR MEETING TO ORDER AND ESTABLISH A QUORUM

INVOCATION AND PLEDGE

CITIZENS COMMENTS

This is an opportunity for citizens to address the Board on any matter. Comments related to public hearings will be heard when the specific hearing begins. Citizens are allowed 3 minutes to speak. Each speaker must complete the Speaker's Form and include the topic(s) to be presented. Citizens who wish to address the Board with regard to matters on the agenda will be received at the time the item is considered. The Board is not allowed to converse, deliberate or take action on any matter presented during citizen input.

REPORTS

Staff Reports are for discussion only. No action may be taken on items listed under this portion of the agenda.

1. Financial Reports.

Director of Economic Development

2. Marketing Plan.
3. Conferences, Training and Tradeshow.

CONSENT AGENDA

All items on the Consent Agenda will be acted upon by one vote without being discussed separately unless requested by a Board member to remove the item(s) for additional discussion. Any items removed from the Consent Agenda will be taken up for individual consideration.

4. Consideration and possible action on the minutes from the July 5, 2022, meeting.

ACTION ITEMS

5. Consider and possible act on electing officers for the Sanger Industrial Development Corporation.

6. Consideration and possible action on amending the Economic Development Incentive Policy.
7. Consideration and possible act on revising the board meeting schedule.

EXECUTIVE SESSION

Pursuant to the Open Meetings Act, Chapter 551, the Sanger Industrial Development Corporation Will Meet in a Closed Executive Session in Accordance with the Texas Government Code:

Sec. 551.072. DELIBERATION REGARDING REAL PROPERTY

For deliberations regarding the purchase, exchange, lease, or value of real property if deliberation in an open meeting would have a detrimental effect on the position of the governmental body in negotiations with a third person.

1. Warehouse - 103 Bolivar

Sec. 551.087. DELIBERATION REGARDING ECONOMIC DEVELOPMENT NEGOTIATIONS. This chapter does not require a governmental body to conduct an open meeting:

Deliberate and discuss commercial or financial information that the governmental body has received from a business prospect that the governmental body seeks to have locate, stay, or expand in or near the territory of the governmental body and with which the governmental body is conducting economic development negotiations; or to deliberate the offer of a financial or other incentive to a business prospect.

1. Project Cats

RECONVENE INTO REGULAR SESSION

Reconvene into Regular Session and take any action deemed necessary as a result of Executive Session.

FUTURE AGENDA ITEMS

The purpose of this item is to allow the President and Board members to bring forward items they wish to discuss at a future meeting, A Board member may inquire about a subject for which notice has not been given. A statement of specific factual information or the recitation of existing policy may be given. Any deliberation shall be limited to a proposal to place the subject on an agenda for a subsequent meeting. Items may be placed on a future meeting agenda with a consensus of the Board or at the call of the President.

ADJOURN

NOTE: The Board reserves the right to adjourn into Executive Session as authorized by Texas Government Code, Section 551.001, et seq. (The Texas Open Meetings Act) on any item on its open meeting agenda in accordance with the Texas Open Meetings Act, including, without limitation Sections 551.071-551.087 of the Texas Open Meetings Act.

CERTIFICATION

I certify that a copy of this meeting notice was posted on the bulletin board at City Hall is readily accessible to the general public at all times and posted on the City of Sanger website on August 19, 2022, at 10:45 a.m..

/s/ Stefani Dodson

Stefani Dodson, Secretary

The Historical Church is wheelchair accessible. Request for additional accommodations or sign interpretation or other special assistance for disabled attendees must be requested 48 hours prior to the meeting by contacting the City Secretary's Office at 940.458.7930.

Item 1.

41 -4A CORPORATION

ACCOUNT #	ACCOUNT DESCRIPTION	BALANCE	
ASSETS			
=====			
41-00-1000	CLAIM ON CASH	1,695,606.25	
41-00-1010	CKG-4A CASH (PROSP 90020693)	332,038.85	
41-00-1012	MM-4A INV (PROSP 902551273)	480,243.27	
41-00-1013	CD - #486639	95,834.79	
41-00-1074	BUILDING & IMPROVEMENTS	1,080,797.00	
41-00-1076	MACHINERY & EQUIPMENT	40,950.36	
41-00-1079	ACCUMULATED DEPRECIATION	(474,688.15)	
41-00-1153	SALES TAX RECEIVABLE	101,507.68	
			3,352,290.05
TOTAL ASSETS			3,352,290.05
			=====
LIABILITIES			
=====			
41-00-2000	ACCOUNTS PAYABLE CONTROL	1,208.25	
41-00-2403	ACCRUED WAGES PAYABLE	1,434.20	
41-00-2900	ENCUMBRANCE	(7,751.17)	
41-00-2910	RESERVE FOR ENCUMBRANCE	7,751.17	
41-00-2950	DUE TO GENERAL FUND	67,407.55	
	TOTAL LIABILITIES		70,050.00
EQUITY			
=====			
41-00-3015	FUND BALANCE - RESTRICTED	2,757,846.71	
	TOTAL BEGINNING EQUITY	2,757,846.71	
TOTAL REVENUE		601,045.02	
TOTAL EXPENSES		76,651.68	
	TOTAL REVENUE OVER/ (UNDER) EXPENSES	524,393.34	
TOTAL EQUITY & REV. OVER/ (UNDER) EXP.			3,282,240.05
TOTAL LIABILITIES, EQUITY & REV.OVER/ (UNDER) EXP.			3,352,290.05
			=====

CITY OF SANGER
REVENUE & EXPENSE REPORT (UNAUDITED)
AS OF: JULY 31ST, 2022

Item 1.

41 -4A CORPORATION
FINANCIAL SUMMARY

% OF YEAR COMPLETED: 83.33

	CURRENT BUDGET	CURRENT PERIOD	YEAR TO DATE ACTUAL	TOTAL ENCUMBERED	BUDGET BALANCE	% YTD BUDGET
<u>REVENUE SUMMARY</u>						
TAXES	600,000	56,986.74	575,845.46	0.00	24,154.54	95.97
GRANTS	0	0.00	5,000.00	0.00 (5,000.00)	0.00
INTEREST	10,000	182.44	20,199.56	0.00 (10,199.56)	202.00
TOTAL REVENUES	610,000	57,169.18	601,045.02	0.00	8,954.98	98.53
<u>EXPENDITURE SUMMARY</u>						
46-ECONOMIC DEVELOPMENT	133,476	6,879.79	76,651.68	7,751.17	49,073.15	63.23
TOTAL EXPENDITURES	133,476	6,879.79	76,651.68	7,751.17	49,073.15	63.23
REVENUE OVER/ (UNDER) EXPENDITURES	476,524	50,289.39	524,393.34 (7,751.17) (40,118.17)	108.42

CITY OF SANGER
REVENUE & EXPENSE REPORT (UNAUDITED)
AS OF: JULY 31ST, 2022

Item 1.

41 -4A CORPORATION
FINANCIAL SUMMARY

% OF YEAR COMPLETED: 83.33

		CURRENT BUDGET	CURRENT PERIOD	YEAR TO DATE ACTUAL	TOTAL ENCUMBERED	BUDGET BALANCE	% YTD BUDGET
REVENUES							
TAXES							
00-4325	STATE SALES TAX	600,000	56,986.74	575,845.46	0.00	24,154.54	95.97
TOTAL TAXES		600,000	56,986.74	575,845.46	0.00	24,154.54	95.97
GRANTS							
00-4446	GRANT REVENUE	0	0.00	5,000.00	0.00	(5,000.00)	0.00
TOTAL GRANTS		0	0.00	5,000.00	0.00	(5,000.00)	0.00
INTEREST							
00-4800	INTEREST INCOME	10,000	182.44	20,199.56	0.00	(10,199.56)	202.00
TOTAL INTEREST		10,000	182.44	20,199.56	0.00	(10,199.56)	202.00
RENTAL INCOME							
TRANSFERS							
TOTAL REVENUE		610,000	57,169.18	601,045.02	0.00	8,954.98	98.53

Item 1.

41 -4A CORPORATION
46-ECONOMIC DEVELOPMENT

% OF YEAR COMPLETED: 83.33

DEPARTMENTAL EXPENDITURES	CURRENT BUDGET	CURRENT PERIOD	YEAR TO DATE ACTUAL	TOTAL ENCUMBERED	BUDGET BALANCE	% YTD BUDGET
<u>51-SALARIES AND BENEFITS</u>						
46-5110 REGULAR SALARIES	41,400	4,728.12	34,672.88	0.00	6,727.12	83.75
46-5125 LONGEVITY PAY	100	0.00	78.00	0.00	22.00	78.00
46-5128 AUTO ALLOWANCE	3,000	250.00	2,500.00	0.00	500.00	83.33
46-5129 CELL PHONE ALLOWANCE	300	25.00	400.00	0.00	(100.00)	133.33
46-5130 FICA	3,450	373.58	2,816.96	0.00	633.04	81.65
46-5140 RETIREMENT	3,900	433.05	3,266.98	0.00	633.02	83.77
46-5150 HEALTH INSURANCE	4,200	352.16	3,534.47	0.00	665.53	84.15
46-5160 WORKER'S COMPENSATION	250	0.00	0.00	0.00	250.00	0.00
46-5170 T W C	100	0.00	29.50	0.00	70.50	29.50
TOTAL 51-SALARIES AND BENEFITS	56,700	6,161.91	47,298.79	0.00	9,401.21	83.42
<u>52-SUPPLIES AND MATERIALS</u>						
46-5210 OFFICE SUPPLIES	500	51.98	312.64	0.00	187.36	62.53
46-5213 COMPUTER HARDWARE	250	0.00	0.00	0.00	250.00	0.00
46-5214 COMPUTER SOFTWARE	3,375	0.00	0.00	0.00	3,375.00	0.00
46-5215 FOOD	200	0.00	0.00	0.00	200.00	0.00
46-5220 POSTAGE	50	0.00	6.10	0.00	43.90	12.20
46-5226 MARKETING & PROMOTION	25,000	22.02	9,323.79	1,778.80	13,897.41	44.41
46-5235 DUES & SUBSCRIPTIONS	2,000	407.50	2,072.38	0.00	(72.38)	103.62
46-5240 CONFERENCES & TRAINING	5,000	0.00	2,754.51	0.00	2,245.49	55.09
TOTAL 52-SUPPLIES AND MATERIALS	36,375	481.50	14,469.42	1,778.80	20,126.78	44.67
<u>53-MAINTENANCE AND OPERAT</u>						
46-5310 R & M BUILDING	5,000	0.00	0.00	0.00	5,000.00	0.00
46-5332 OFFICE MACHINE LEASE	601	128.75	695.84	0.00	(94.84)	115.78
TOTAL 53-MAINTENANCE AND OPERAT	5,601	128.75	695.84	0.00	4,905.16	12.42
<u>54-CONTRACT SERVICES</u>						
46-5425 LEGAL SERVICES	1,000	0.00	0.00	0.00	1,000.00	0.00
46-5430 PROFESSIONAL SERVICES	20,000	0.00	8,000.00	0.00	12,000.00	40.00
46-5450 TECHNICAL SUPPORT	1,000	0.00	0.00	0.00	1,000.00	0.00
46-5452 WEBSITE	12,800	107.63	6,187.63	5,972.37	640.00	95.00
TOTAL 54-CONTRACT SERVICES	34,800	107.63	14,187.63	5,972.37	14,640.00	57.93
<u>55-UTILITIES</u>						
<u>56-GRANT EXPENSES</u>						
<u>60-CAPITAL OUTLAY < \$5K</u>						

CITY OF SANGER
REVENUE & EXPENSE REPORT (UNAUDITED)
AS OF: JULY 31ST, 2022

Item 1.

41 -4A CORPORATION
46-ECONOMIC DEVELOPMENT

% OF YEAR COMPLETED: 83.33

DEPARTMENTAL EXPENDITURES	CURRENT BUDGET	CURRENT PERIOD	YEAR TO DATE ACTUAL	TOTAL ENCUMBERED	BUDGET BALANCE	% YTD BUDGET
61-CAPITAL OUTLAY						
71-DEPRECIATION						
70-DEBT PAYMENTS						
TOTAL 46-ECONOMIC DEVELOPMENT	133,476	6,879.79	76,651.68	7,751.17	49,073.15	63.23

CITY OF SANGER
REVENUE & EXPENSE REPORT (UNAUDITED)
AS OF: JULY 31ST, 2022

Item 1.

41 -4A CORPORATION
74-TRANSFERS

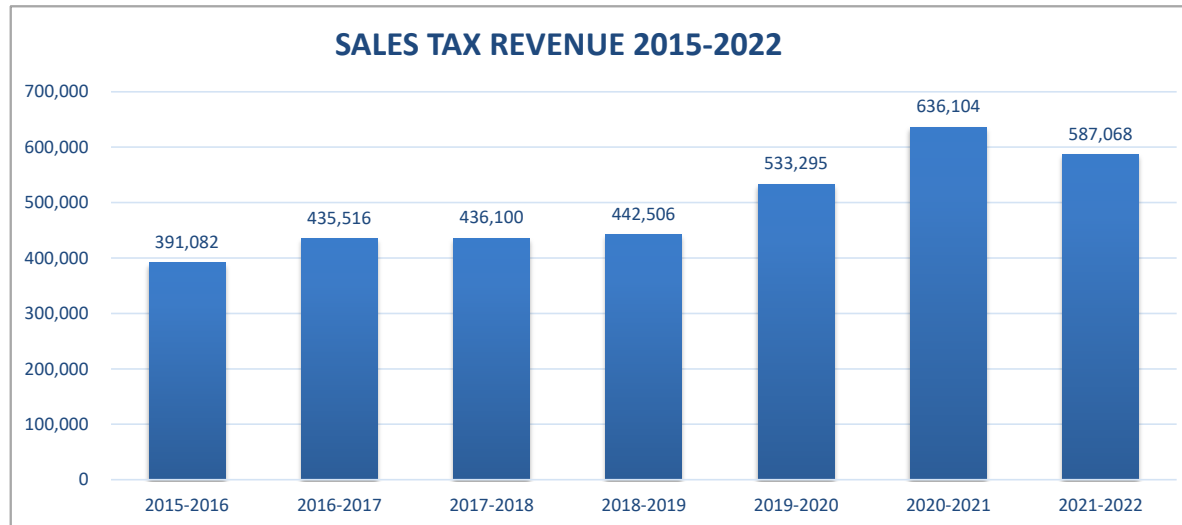
% OF YEAR COMPLETED: 83.33

DEPARTMENTAL EXPENDITURES	CURRENT BUDGET	CURRENT PERIOD	YEAR TO DATE ACTUAL	TOTAL ENCUMBERED	BUDGET BALANCE	% YTD BUDGET
74-TRANSFERS						
TOTAL EXPENDITURES	133,476	6,879.79	76,651.68	7,751.17	49,073.15	63.23
REVENUE OVER/ (UNDER) EXPENDITURES	476,524	50,289.39	524,393.34 (7,751.17) (40,118.17)	108.42

SALES TAX REVENUE REPORT

Month	Total	2015-2016	Total	2016-2017	Total	2017-2018	Total	2018-2019	Total	2019-2020	Total	2020-2021	Total	2021-2022	Total
OCT	26,843	29,528	29,528	33,532	33,532	36,117	36,117	35,425	35,425	41,961	41,961	52,602	52,602	50,303	50,303
NOV	58,740	36,744	66,272	36,725	70,257	38,951	75,068	36,853	72,278	42,075	84,036	50,054	102,656	55,222	105,525
DEC	87,526	30,055	96,327	37,133	107,390	32,669	107,737	36,420	108,698	44,092	128,128	52,405	155,061	48,145	153,670
JAN	129,336	28,916	125,243	32,386	139,776	34,264	142,001	33,403	142,102	27,585	155,713	44,941	200,002	56,155	209,825
FEB	168,245	35,203	160,446	42,385	182,161	48,966	190,967	36,966	179,068	70,059	225,772	62,144	262,146	76,753	286,579
MAR	198,086	30,091	190,537	34,273	216,434	32,712	223,679	32,428	211,496	40,966	266,738	49,700	311,846	57,471	344,049
APR	227,415	31,321	221,858	29,088	245,522	28,440	252,119	32,984	244,481	35,736	302,474	48,180	360,026	44,446	388,495
MAY	261,056	34,401	256,259	42,345	287,867	39,427	291,546	43,134	287,615	41,692	344,166	63,691	423,717	64,396	452,891
JUN	290,086	32,746	289,005	30,853	318,720	31,811	323,357	36,456	324,071	50,482	394,647	47,099	470,816	65,968	518,859
JUL	317,886	32,803	321,808	35,710	354,430	34,802	358,159	36,977	361,048	49,189	443,837	50,290	521,106	68,209	587,068
AUG	353,373	37,628	359,436	42,725	397,155	39,661	397,820	42,598	403,646	47,386	491,222	62,523	583,629		
SEP	386,739	31,646	391,082	38,361	435,516	38,280	436,100	38,860	442,506	42,073	553,295	52,474	636,104		
TOTAL	386,739	391,082	391,082	435,516	435,516	436,100	436,100	442,506	442,506	533,295	533,295	636,104	636,104	587,068	
BUDGET	66,739	362,500	28,582	362,500	73,016	385,000	51,100	385,000	57,506	385,000	148,295	462,500	173,604	600,000	(600,000)

July			Year to Date		
Actual 2020-2021	Actual 2021-2022	% Change	Actual 2020-2021	Actual 2021-2022	% Change
50,290	68,209	36%	521,106	587,068	13%





4A INDUSTRIAL DEVELOPMENT BOARD COMMUNICATION

DATE: August 23, 2022

FROM: Shani Bradshaw, Director of Economic Development

AGENDA ITEM: Marketing Plan

SUMMARY:

- Outline steps to promote the Sanger community
- Retain and attract residents, businesses, and workforce to Sanger
- Roadmap for marketing activity

FISCAL INFORMATION:

Budgeted: YES Amount: TBD GL Account: 46-5226

- Design work will be completed in-house
- Marketing and execution are built into the EDC Marketing budget

RECOMMENDED MOTION OR ACTION:

TYPE BULLET POINTS FOR THE RECOMMENDATION OR MOTION IF A SPECIFIC MOTION IS REQUIRED FOR APPROVAL OR DENIAL. (not in caps)

ATTACHMENTS:

- Draft of Marketing Plan

City of Sanger Economic Development



Marketing Plan



Executive Summary	1
The Situation	3
Strategy	4
Marketing Tactics	5
Marketing Tactics Cont.	7
Timeline	9
Metrics	10



EXECUTIVE SUMMARY

The City of Sanger is considered to be a suburb of the DFW area. The DFW Metroplex is one of the fastest-growing metropolitan regions in the country. As DFW grows, so will its surrounding cities. Preparing for unprecedented growth within the next 24 months and beyond.

Sanger is strategically located along Interstate 35 in Northern Denton County. Its location offers residents and businesses direct access to the amenities of a major metropolitan area, extensive labor market, airports and top universities while still retaining a small town quality of life. With its strategic location coupled with the I-35 expansion project, Sanger is sure to be a prime destination for businesses looking to grow or expand in the DFW area. It is critical now, to develop a marketing plan to ensure the growth in Sanger aligns to our recently adopted Master Plan.

Goal: To develop an economic development marketing plan to retain and attract residents, businesses, and workforce to Sanger.

Strategy: The marketing strategy is designed to generate growth, with a focus on growing existing Sanger businesses, attracting new business, as well as retaining and attracting residents to the area.

Key Messages: “When You’re Here, You’re Home” tagline reinforces the sense of community and way of life. This messaging will be used to retain our current residents and business owners.. “Grab Life by the Lake”. This tagline encourages tourism and exploration for a place to put down roots. And finally, “Discover What’s Possible” will be used to attract new business to Sanger.

Marketing Tactics: There is no silver bullet in any marketing. Instead, the plan outlines an integrated marketing approach, with a focus on industry specific targeted messaging. By breaking the targets into groups (current/existing business, new business, current residents, and new potential residents), using the correct key messaging, and meeting our decision makers where they are to hear the conversation, we will spend less time and resources messaging to broad groups, but rather our message will relay what is important to the targeted group.

New Discoversanger.com website: This new website will be used to tell the Sanger story, share success stories, and provide a hub for content that inspires people to live, work and start or grow a business in Sanger.

Redesign of Sangertexedc.com: This EDC website is being redesigned and refreshed to have a modern, more user-friendly interface. Businesses and potential business will be routed to this site to learn more about our development opportunities, incentives, location, workforce, and demographics.

Digital & Social Media: Sanger’s digital strategy should encompass a strong presence on Facebook, as well as establishing and growing a presence on Instagram that ties to the Discoversanger.com website. Each social media site will expand its reach to the appropriate audience by joining groups and following pages that directly influence those we are trying to attract. The plan also recommends a new Sanger EDC quarterly e-newsletter to further tell our story, highlight success stories, and provide information on development opportunities.

Videos: The plan includes the initial production of 8 short (1:00 - 1:30) promotional videos. Four of the videos would focus on attracting home buyers and visitors by highlighting things to do in Sanger. The topic would be on a “Sanger Lake Day” where the videos will showcase places eat, shop, and hang out in Sanger to bookend a day spent on the lake. The second video series of four will focus on promoting economic opportunities, specifically warehouse and industrial. These videos will be leveraged across social media channels, advertising campaigns, and highlights on our websites.

Based on the success of these videos, additional videos would highlight small business opportunities and grant programs to encourage new business and expansion of the current businesses in Sanger.

Collateral: A refresh of all “Why Sanger” materials is underway to directly align to our new branding and messaging for each of the individual groups. Additional materials such as a visitor’s guide, recreational guide, pad site fliers, and rack cards will be added to our collateral library.

Trade Shows and Events: Armed with our new collateral and our new websites, the EDC should seek to have a presence at and sponsor targeted trade show events. We should seek to expand beyond the typical Manufacturers Trade Show & Conference and NTCAR, we should consider events such as Young Professional events to attract young professionals to the Sanger Workforce.

Workforce Outreach: The EDC should explore partnership opportunities with our local colleges, trade schools, and the Texas Unemployment Center, where working together with these organizations and our local businesses, potential apprenticeship programs or summer work programs can attract new graduates and seasoned workers to opportunities in Sanger thereby strengthening our workforce. A strong workforce is attractive to potential businesses.

Execution Priorities and Timeline: The plan details the priority marketing tactics for an 18 month period beginning August, 2022 through February 2024.

Metrics: Realistic success metrics are suggested throughout the plan to include measuring leads and inquiries, projects, jobs created/retained, and capital investment). Marketing metrics measured will include: impressions, clicks, engagements, website visitors, etc.

THE SITUATION

The DFW metroplex is the fifth-largest metropolitan area in the U.S. and consistently ranks among the top metros for job growth in the country. Texas' business-friendly incentives, tax structure, and diverse and expanding workforce are key leaders enticing companies to pick north Texas for their grow opportunities.

Located off I-35, just north of Denton with close proximity to Dallas, Ft. Worth, two major airports, and the Oklahoma border, Sanger is positioned geographically, demographically, and economically to quickly become a major player in the North Texas metropolitan community. With a current population of approximately 9,640 and growth projections estimating adding more than 2000+ residents within the next five years, Sanger is in a unique position to plan and manage its undeveloped real estate. Planning now will allow the City to attract the type of residential communities and business industries that it needs to fall inline with the Comprehensive Plan.

S.W.O.T. Analysis:



STRATEGY

Our marketing strategy focuses on generating growth, with a focus on growing:

- Existing Sanger businesses
- New Sanger business
- Current Resident Retention
- New Residents
- Tourism

To this end, our marketing plan outlines tactics to reach:

- Current Business Owners
- Developers across industries
- Current Residents
- Potential Residents
- Tourists

Our messaging is authentic and positions Sanger as a place to live, work, and invest. It promises that Sanger is a place that leaves you feeling that, “When you’re here, you’re home”.



MARKETING TACTICS

Public Relations:

According to DCI's 2014 Winning Strategies in Economic Development Marketing, the leading source of information influencing executive perceptions on an area's business climate is dialogue with industry peers, followed by articles in newspapers and magazines.

Because securing interest from top-tier media can be challenging at best, our target will be to promote locally to our paper and regional press, success stories and partnerships to maintain a steady stream of positive coverage in trade, industry, and other media.

Earned Media:

In addition to telling our story and promoting it out, we will leverage other local and regional press to promote our interests. This can range from stories directly impacting Sanger to news of our surrounding cities and Denton county, as well as top news for the DFW area.

Targeted Advertising:

As a part of our direct messaging campaigns, we need to provide Sanger news to and explore ad placement with trade outlets. A few to consider are:

- Entrepreneur
- Inc.
- Area Development
- Business Facilities
- SITE Selection
- IndustryWeek
- Manufacturing Today
- Craft Beer & Brewing

Additionally, we will position Sanger as a news resource by pushing out big company and industry announcements relevant to our target trades through our EDC newsletter and LinkedIn.

Capitalize on Texas:

Texas offers a free travel guide to anyone interested. Cities within Texas are able to update their information and highlight events that occur. We are not charged a fee to update our information. Advertising in the Travel Guide is also an consideration. This can attract visitor to city-wide events such as Freedom Fest or Sellabration.

MARKETING TACTICS CONT.

Alumni Magazines:

As a way to inspire other graduates to think about returning to Texas and ultimately Sanger, to start or expand their business, SEDC should work with the communications departments at local Texas colleges and universities to provide targeted messaging to alumni. Success stories of small business can entice those individuals to consider coming home to live and start their own business.

A New Discover Sanger Website:

In order to build a solid foundation for a long-term marketing plan, the City must have a robust online presence that serves both as a resource and an effective marketing tool. The newly refreshed EDC website is perfect for businesses to discover opportunities and incentives in Sanger. Prior to Discoversanger.com, the City didn't have a site where it could actively tell its own unique and positive stories. Additionally, if the City is to attract a young professional or business, we need an outlet to highlight life and the quality of life in Sanger.

The new Discoversanger.com website is the perfect vehicle through which to tell Sanger's success stories. It will highlight the lifestyle of the City, places to go, shop, and things to do. It can highlight events, recreational activities, awards, etc. A blog site can be included to create and house collateral materials that can be repurposed across different media platforms.

This new site would not duplicate or replace any portion of the City government or SEDC websites. Detailed content on specific incentive programs, funding opportunities, etc., would remain on the current government EDC site. The Discoversanger.com website would instead be a new gateway to that content, providing an opportunity to first sell the City from a big-picture perspective with effective marketing specifically as the goal.

Social Media:

The Sanger Economic Development Facebook site already has a small following of just over 1200. The majority of our followers are in Sanger (51%), followed by Denton (9.3%), and Dallas and Ft. Worth round out the bottom (.8%) However, our paid media has a reach of 39,848 with current impressions of more than 100k.

With targeted marketing to industries, along with joining and following target groups, we will exponentially expand our reach and influence. Additionally, the SEDC needs to develop an EDC LinkedIn site separate from the City. Through the sharing of success and industry news, our following will quickly grow as we will be seen as leaders in the DFW market.

Ramp up #DiscoverSanger:

Currently a search for #DiscoverSanger on Twitter brings up zero results. This hashtag presents a great opportunity for the Sanger EDC. We are responsible for giving this hashtag true meaning and purpose by posting it consistently and encouraging others to use it through social campaigns and events. Since the hashtag is not currently in use, by using it, for now we own it. Any time someone would search for the hashtag, our content is the only content that would come up.

Instagram:

Frequented by young professionals, Instagram is a great platform from which to reach that target audience. Many economic developments are taking cue from consumer companies and establishing an Instagram presence.

The Sanger EDC needs to establish an Instagram site under the Discover Sanger umbrella. The platform should be populated with the #DiscoverSanger content. The use of high quality pictures and videos to capture the life and culture of Sanger should be used to build audience following.

E-Newsletters:

A new DiscoverSanger E-Newsletter will be a great resource for both in-state business and out of state audience of prospects. The newsletter will focus on the #DiscoverSanger topics pushing out our best success stories and relevant news.

It also a recommendation to include influencers in the distribution as a means of educating then about good news happening in Sanger.

Videos:

A dual series of four videos each is underway for a pilot program. The videos will focus on the lifestyle of Sanger, and the industrial opportunities. Additional video series are in talks pending the results of the pilot.

Infographics and Videos:

Infographics and short infographic videos will be produced to highlight Sanger's strengths as a place to work, live, and do business. The videos will be used across all digital platforms to highlight opportunity in Sanger.

Event Videos:

Capturing videos during events present great opportunities to crowdsource "Why Sanger" content for websites and social channels. Encourage those who share the videos on their social networks to use the hashtag #DiscoverSanger to help extend the reach.

Digital Advertising:

Digital advertising is where we will get the biggest “bang for our buck” in the paid media arena. It is recommended that the SEDC leverage Google AdWords Pay-per-Click Campaign, Youtube and Facebook campaigns, as well as local news outlet and streaming devices. These ads should incorporate our key messages targeting our identified audiences.

Collateral:

While print collateral use is declining, it is necessary to have some material on hand for use at meeting and trade shows. Each piece of material should be produced in both digital and print versions.

Create fresh, rebranded collateral materials consistent in design and messaging with DiscoverSanger.com. These materials should also be housed on the EDC website for ease of download for the end user. Types of collateral include:

- Sanger Informational Brochure
- Sanger Programs and Incentives
- Sanger Recreation
- Plat Sheets

Trade Shows:

Create new and relevant pop-ups and displays for use at trade shows.

Partnerships:

Universities, Colleges, and the Texas Workforce Commission all crave a better connection with local businesses as a means of offering apprenticeships and internships. There is a clear need to strengthen these relationships.

The SEDC can help foster these relationships by promoting the colleges that have successful apprentice programs with local businesses. Additionally, the EDC can help facilitate getting the conversation started between local business and these institutions to further develop these programs.

EXECUTION

The below chart details an execution plan for executing the priority marketing tactics recommended for the 12 months from August 2022 through the end of August 2023. As we execute the plan, pivots will be made to ensure the best results. Months 12 - 18 will be spent executing the pivots and continuation of the model.

Marketing Execution Timeline



In Progress

- Discover Sanger Site
- Video series pilot
- Updated collateral



1 - 3 Months

- E-Newsletter
- Trade show booth
- Reach out to colleges & universities
- Push #discoversanger
- Capture/create success stories
- Connect with target groups on social channels.
- Update info on travel sites



3-6 Months

- Discover Sanger Instagram
- SEDC LinkedIn
- Infographics & videos
- Christmas event video
- Print advertising
- Launch of updated EDC website



6-12 Months

- Blog site on discoversanger.com
- Connect businesses to college/universities to explore apprentice programs

METRICS

Business Development Metrics:

- Leads and inquiries received by SEDC
- Conversion of leads to projects
- Capital investment through business retention, expansion, or attraction

Business Development Metrics:

- Website traffic, including increase in unique monthly visitors, sources of traffic, etc.
- Media coverage in terms of impressions, advertising equivalency, editorial impact, key messages.
- Social and digital media engagement, including shares and likes. Increase in followers.
- Video views

Budget:

The marketing and execution are built into the EDC marketing budget. All design work will be completed in-house at no additional charge.



4A INDUSTRIAL DEVELOPMENT BOARD COMMUNICATION

DATE: August 23, 2022

FROM: Shani Bradshaw, Director of Economic Development

AGENDA ITEM: Conferences, Training and Tradeshow

SUMMARY:

- Southern Economic Development Council (SEDC)
 - 2022 SEDC Annual Conference - 08/15/2022 – 8/16/2022
 - Meet the Consultants - TBD
- Retail Live
 - Retail event with an opportunity to communicate directly with retailers
 - September 1, 2022
- Sales Tax Workshop
 - Economic Development Sales Tax Workshop in Garland
 - September 16, 2022
- 2022 Annual Texas Economic Development Council Conference
 - Annual Conference
 - September 19 – September 21, 2022
- North Texas Commercial Association of REALTORS
 - Commercial real estate trade show
 - November 3, 2022
- Annual Fall Consultants Forum
 - Network with leading site consultants and industry experts
 - Roundtable discussions with an opportunity to engage face to face with speakers
 - December 4 – December 6, 2022

FISCAL INFORMATION:

Budgeted: YES

Amount: TBD

GL Account: TBD

RECOMMENDED MOTION OR ACTION:

NA

ATTACHMENTS:

NA

4A INDUSTRIAL DEVELOPMENT BOARD

MEETING MINUTES

JULY 05, 2022, 1:00 PM



**4A INDUSTRIAL DEVELOPMENT BOARD REGULAR MEETING
HISTORIC CHURCH BUILDING - 403 N 7TH STREET, SANGER, TEXAS**

CALL THE REGULAR MEETING TO ORDER, ESTABLISH A QUORUM, AND PLEDGE

Sue Allison called the meeting to order at 1:00 p.m.

CITIZENS COMMENTS

This is an opportunity for citizens to address the Board on any matter. Comments related to public hearings will be heard when the specific hearing begins. Citizens are allowed 3 minutes to speak. Each speaker must complete the Speaker's Form and include the topic(s) to be presented. Citizens who wish to address the Board with regard to matters on the agenda will be received at the time the item is considered. The Board is not allowed to converse, deliberate or take action on any matter presented during citizen input.

No citizens came forward to speak.

REPORTS

Staff Reports are for discussion only. No action may be taken on items listed under this portion of the agenda.

Director of Economic Development

1. Sanger Industrial Development Corporation 2020 Action Plan

Director of Economic Development Shani Bradshaw gives a brief update and goes over the action plan.

2. Financial Reports

Director of Economic Development Shani Bradshaw gives a brief update over the financial report.

CONSENT AGENDA

All items on the Consent Agenda will be acted upon by one vote without being discussed separately unless requested by a Board member to remove the item(s) for additional discussion. Any items removed from the Consent Agenda will be taken up for individual consideration.

Nancy McAlister makes a motion to approve the consent agenda. Chris Kundrock seconded the motion. Motion passes unanimously.

3. Approval of the minutes from the February 1, 2022 meeting.

ACTION ITEMS

4. Consider and possible action on the 4A Fiscal Year 2022-2023 budget.

Director of Economic Development Shani Bradshaw goes over the 2022-2023 budget. Nancy McAlister makes a motion to approve the budget. Shannon Gann seconded the motion. Motion passes unanimously.

EXECUTIVE SESSION

Pursuant to the Open Meetings Act, Chapter 551, the City Council Will Meet in a Closed Executive Session in Accordance with the Texas Government Code:

Sec. 551.072. DELIBERATION REGARDING REAL PROPERTY

For deliberations regarding deliberate the purchase, exchange, lease, or value of real property if deliberation in an open meeting would have a detrimental effect on the position of the governmental body in negotiations with a third person.

Pursuant to the Open Meetings Act, Chapter 551, the 4A board went in to a Closed Executive Session at 1:46 p.m.

RECONVENE INTO REGULAR SESSION

Reconvene into Regular Session and take any action deemed necessary as a result of Executive Session.

The 4A board came back from Closed Executive Session at 2:35 p.m.

No action was taken.

FUTURE AGENDA ITEMS

The purpose of this item is to allow the President and Board members to bring forward items they wish to discuss at a future meeting, A Board member may inquire about a subject for which notice has not been given. A statement of specific factual information or the recitation of existing policy may be given. Any deliberation shall be limited to a proposal to place the subject on an agenda for a subsequent meeting. Items may be placed on a future meeting agenda with a consensus of the Board or at the call of the President.

The board asked if they could talk about Enhancement Marketing Plan.

ADJOURN

Sue Allison adjourned the meeting at 2:37 p.m.



4A INDUSTRIAL DEVELOPMENT BOARD COMMUNICATION

DATE: August 23, 2022

FROM: Shani Bradshaw, Director of Economic Development

AGENDA ITEM: Consider and possible act on electing officers for the Sanger Industrial Development Corporation

SUMMARY:

- President and Vice President of the Corporation are elected by the board
- Terms are one (1) year
- No limitations on the number of consecutive years a person may serve in the same office

FISCAL INFORMATION:

Budgeted: NO

Amount: \$0.00

GL Account: XXX.XX.XXXX

RECOMMENDED MOTION OR ACTION:

Appoint a President and Vice President

ATTACHMENTS:

NA



4A INDUSTRIAL DEVELOPMENT BOARD COMMUNICATION

DATE: August 23, 2022

FROM: Shani Bradshaw, Director of Economic Development

AGENDA ITEM: Consideration and possible action on amending the Economic Development Incentive Policy

SUMMARY:

- The board amended the Property Enhancement Incentives Policy on June 28, 2022.
- Grant amount was increased from \$5,000 to \$10,000 and the eligibility period was removed from Policy.
- Section 3.2.3. of the Economic Development Incentive Policy must be amended since this section of the policy is affected by the removal of the eligibility period in the Grant Policy.

FISCAL INFORMATION:

Budgeted: NO

Amount: \$0.00

GL Account: XXX.XX.XXXX

RECOMMENDED MOTION OR ACTION:

Staff recommends approval

ATTACHMENTS:

Economic Development Incentive Policy

Sanger, Texas
Incentives Policy

WHEREAS, the Board of the City's Type A Industrial Development Corporation (A-Board), on February 1, 2022 and the Board of the City's Type B Development Corporation (B-Board) on October 26, 2021 considered and recommended approval of this Incentives Policy (Policy) to the Sanger City Council (Council); and

WHEREAS, upon full review and consideration of this Policy, the Council is of the opinion that this Policy will assist in implementing programs whereby economic development will be promoted and business and commercial activity will be stimulated in the City.

BE IT KNOWN, that the Council on March 21, 2022 approved Resolution 2022-02 adopting the following guidelines and criteria as the City of Sanger's Incentives Policy.

Section 1.
Introduction & Goals

It is the intent of this Policy to provide guidelines and criteria, requirements, and procedures to evaluate and approve any Incentives deemed necessary by the City for the furtherance of its economic development and community goals. This Policy shall include provisions for Tax Abatement as well as use of Type A and / or Type B economic development sales tax funds, general funds of the City, and any other resources as approved by the Council. Incentives may be considered for both new facilities and for the Expansion or Modernization of existing Facilities and structures. Nothing herein shall imply or suggest that the City is under any obligation to provide any Incentive to any Applicant. The City retains the right to evaluate applications and grant Incentives, if any, as deemed appropriate on a case-by-case basis without the necessity of amending any contrary provisions of this Policy. Following are the goals of this Policy:

- 1.1. When in the best interests of the City, provide Incentives to existing businesses that will enhance the commercial viability and sustainability of existing commercial properties in the City;
- 1.2. When in the best interests of the City, provide Incentives to attract desired businesses or developers to invest in the City;
- 1.3. Encourage redevelopment of targeted areas in the City;
- 1.4. Create or enhance employment opportunities for residents of the City;
- 1.5. Increase the non-residential ad-valorem tax and / or sales and use tax revenue base for the City; and
- 1.6. Ensure that all policies, procedures and any resulting Incentive Agreements related to the provision of Incentives to stimulate economic development shall comply with all applicable state statutes.

Section 2.
Definitions

The following definitions shall apply to the terms used in this Policy.

Act: Shall mean the Development Corporation Act, now codified in Title 12, Subtitle C1, Chapters 501-505 of the Texas Local Government Code.

Agreement: Shall mean an Incentive Agreement as defined herein.

Agreement in Principle (AIP): Shall mean a non-binding draft of performance requirements of a Project and any Incentives to be offered by the City.

Applicant: Shall mean the Property owner or business occupant signing the Incentives Application.

Application: Shall mean the Incentives Application as maintained by Staff.

Appraisal District: Shall mean the Denton Appraisal District.

Base Year Value: Shall mean the assessed value of the Facility on the 1st of January preceding the execution of an Incentive Agreement.

Board-A: Shall mean the Board of the Type A Industrial Development Corporation of the City.

Board-B: Shall mean the Board of the Type B Development Corporation of the City.

City: The City of Sanger, Texas. Where "City" is used in this Policy as an action to be taken or an incentive to be offered, City shall include the A-Board or B-Board as authorized or permitted by State Law.

Code Violations: Shall be as defined in the City's adopted building or zoning codes.

Construction Costs: The cost of permits, fees, construction materials, and installation labor. All other associated costs are deemed excluded, including, but not exclusively, the following costs: design, engineering, construction document preparation, bidding, and construction financing.

Council: The City Council of the City.

County: Shall mean Denton County, Texas.

Development Corporation: Shall mean the Type A and / or Type B Development Corporation authorized by the Texas Development Corporation Act of 1979 (the Act), now codified in Title 12, Subtitle C1, Chapters 501-505 of the Texas Local Government Code, to collect Type A and / or Type B economic development sales and use taxes.

Director: Shall mean the Director of Economic Development for the City.

Effective Date: The date this Policy was approved by the Council.

Employee, Full-Time: Shall mean any employee of the company that regularly works a minimum of thirty (30) hours per week.

Employee, Part-Time: Shall mean any employee that regularly works less than thirty (30) hours a week.

Employees, Full-Time Equivalent (FTE): Shall mean the number of employees equivalent to full-time employees, e.g. two part-time employees working 20 hours each is equal to one full-time employee.

Expansion: Shall mean the addition of buildings, structures, fixed equipment or machinery for the purpose of increasing production capacity.

Facility: Shall mean the Property, building and Improvements.

Freeport Exemption: If adopted by the City, the Freeport Exemption from ad valorem taxation applies only if qualifying goods, wares, merchandise, ores, and certain aircraft and aircraft parts have been detained in the state for 175 days or less for the purpose of assembly, storage, manufacturing, processing, or fabricating.

Grants: Funds provided by the City for a particular Project in accordance with this Policy.

Incentive Agreement: Shall mean a written agreement summarizing the performance requirements of a business or developer and the Incentives to be provided by the City upon fulfillment of those performance requirements (e.g Tax Abatement Agreement, Chapter 380 Agreement, Performance Agreement).

Impact Fees: Fees adopted by the City in accordance with Chapter 395 of the Texas Local Government Code.

Improvements: Shall mean the New Construction or Modernization of buildings, interiors, site work, Public Works Improvements, parking and drives, landscaping, irrigation, lighting and specifically excluding land and / or Business Personal Property.

Incentives: Shall be as defined in Section 5 herein.

Minimum Performance Requirements: Shall be as defined in Section 6 herein.

Modernization: Shall mean the replacement and upgrading of existing facilities which increases the productive input or output, updates the technology, or substantially lowers the unit cost of the operation, and extends the economic life of the Facility. This shall not include reconditioning, refurbishing, repairing or completion of deferred maintenance on the Facility or its equipment.

New Construction: Shall mean the first-time construction of Improvements utilizing newly purchased materials, and specifically excluding any remodeling or renovations undertaken after issuance of the first Certificate of Occupancy.

Payroll: The company's total expenditures for all employees for the month immediately preceding the Application, multiplied by twelve (12).

Performance Agreement: An agreement meeting the provisions of Section 501.158 of the Texas Local Government Code and entered into by a Type A or Type B Development Corporation prior to providing a direct incentive or making an expenditure on behalf of a business enterprise.

Policy: Shall mean this Incentives Policy.

Primary Job: A job that is 1) available at a company for which a majority of the products or services of that company are ultimately exported to regional, statewide, national, or international markets, infusing new dollars into the local economy; and 2) included in an acceptable sector of the North American Industry Classification System (NAICS) as identified in Section 501.002 (12) of the Act.

Project: The initiative or investment to be provided in accordance with the performance standards of any Incentive Agreement providing Incentives. To the extent that any Type A or Type B funds are to be used as Incentives, the Project shall meet the definitions provided in the Act.

Project Applicability: Shall be as defined in Section 7 herein.

Property: Shall mean the physical parcel of land for which Incentives are being granted.

Property – Business Personal: Shall mean the tangible and movable items used in the course of business not permanently affixed to, or part of, the real estate. Examples of Business Personal Property (BPP) include: furniture, machinery and equipment, computers, vehicles, inventory and supplies.

Property - Real: Shall mean the Property and the Improvements constructed on the Property.

Public Works Improvements: Shall mean improvements that upon completion and acceptance shall be owned and maintained by the City. (e.g. water, sewer, streets, drainage)

Recapture (aka Claw-back): A provision in an Incentive Agreement that states how and to what extent any Incentives provided must be paid back to the City if the required performance criteria are not met.

Staff: The City Manager or their designee.

Tax Abatement: Shall mean the full or partial exemption from paying ad valorem taxes on real property or tangible personal property in accordance with provisions of Chapter 312 of the Texas Tax Code.

Tax Abatement Agreement: Shall mean an agreement to provide Tax Abatement as authorized by Chapter 312 of the Texas Tax Code. It may also be referenced herein as an Incentive Agreement.

Section 3. **General Eligibility**

The following shall establish the minimum eligibility for receiving Incentives identified in this Policy.

- 3.1. Properties: Only properties meeting the following requirements at the time an Application is submitted shall be eligible to receive Incentives outlined by this Policy.
 - 3.1.1. Within the City: Property must be located within the City's municipal boundaries unless provisions for annexation into the City are part of the Incentive Agreement.
 - 3.1.2. Zoning: Property must be zoned for the proposed uses.
 - 3.1.3. Taxes: Property shall be in good standing as it relates to taxes due to the City.
 - 3.1.4. Liens: Property shall be in good standing as it relates to any liens held by the City.
 - 3.1.5. Ownership: Property owners must provide sufficient proof of ownership.
 - 3.1.6. Code Violations: Property must not have any outstanding code violations with the City.
 - 3.1.7. Construction Commencement: Construction for the Facility must not have commenced prior to the approval of an Incentive Agreement.
- 3.2. Businesses: Only businesses meeting the following requirements shall be eligible to receive Incentives outlined by this Policy.
 - 3.2.1. Taxes: The business shall be in good standing as it relates to taxes due to the City.
 - 3.2.2. Property Owner Approval: Businesses, if not the owner of the property to be occupied, must provide a copy of their lease agreement and support of the Incentives Application from the Property owner prior to City approval of the Application.
 - ~~3.2.3. Length of Operations: Existing businesses must have maintained operations in the City for six (6) months consecutively in order to receive Incentives.~~
- 3.3. Statutory Limitations: It is the intent of the City to comply with all statutory limitations on the use of any Type A or Type B sales and use tax funds for Projects as authorized by the Act.

Section 4. **Priorities**

The City has determined that the following are priorities for the Incentives potentially granted pursuant to this Policy. The evaluation of the merits of any Application shall take into consideration whether or not the Application also meets these priorities.

- 4.1. Geographic Areas: The following are the City's preferences for providing Incentives in geographic areas of the City.
 - 4.1.1. High Priority:
 - A. I-35 and F.M. 455 corridors; and
 - B. Areas zoned Industrial or designated industrial on the future land use plan.
- 4.2. Businesses: The following are the City's preferences for providing Incentives to certain types of businesses in the City.
 - 4.2.1. High Priority:
 - A. Industrial, manufacturing or logistics;
 - B. Distribution centers;
 - C. Professional / corporate offices;

- D. Retail and restaurants;
- E. Providers of entertainment;
- F. Medical services; and
- G. High sales tax generators.

4.2.2. Low Priority:

- A. Businesses that could have reflect a negative image for the City;
- B. Businesses that create pollution, hazardous waste or emissions; and
- C. Businesses requiring excessive water usage.

Section 5. Incentives

Following are Incentives that the City, on a case-by-case basis, could consider granting for specific Projects depending on the merits of the Project. Incentives, including Tax Abatement, are available to new Facilities and structures and the Expansion and Modernization of existing Facilities and structures. This shall include the redevelopment of existing properties. Applicability for each type of Incentive shall be as shown in Section 7 herein. Any Incentives provided pursuant to this Policy shall not reduce the Base Year Value of the Facility.

- 5.1. Financial – Ad Valorem Taxes: The City may consider granting the following Incentives relative to Ad Valorem Taxes.
- 5.1.1. Real Property Tax: The City may consider abating the taxes on Real Property by approval of a Tax Abatement Agreement or by approval of an Incentive Agreement granting back Real Property taxes paid to the City.
 - 5.1.2. Business Personal Property Tax: The City may consider abating the taxes on Business Personal Property by approval of a Tax Abatement Agreement or by approval of an Incentive Agreement granting back Business Personal Property taxes paid to the City.
 - 5.1.3. Inventory Tax: The City grants relief of inventory taxes through their Freeport Exemption if adopted. Inventory that is not eligible for Freeport Exemption is also not eligible for Incentives pursuant to this Policy.
 - 5.1.4. Tax Stabilization / Incremental Increase: In a situation where an existing Facility may be Expanded or Modernized, the City may consider stabilizing the ad valorem taxes collected as of the date of completion and / or an incremental yearly increase to market rates. This shall be accomplished by granting back the increase in taxes paid to the City.
 - 5.1.5. Agricultural Exemption: The City may consider granting back all or a portion of the Ag Exemption City taxes due at the time of development.
- 5.2. Financial – Sales Tax Grants / Reimbursements: Through approval of an Incentive Agreement, the City may provide Grants of all or a portion of the following sales and use taxes. Where the Project is a retail development, for the purposes of evaluating and granting incentives in accordance with this Policy, sales and use taxes shall be measured net of any business relocations occurring within the City. i.e. if a retail business is currently operating in the City, and relocates to the new development, it's sales taxes shall be excluded from the calculation of new sales taxes generated.
- 5.2.1. General Fund Sales Tax: The sales and use taxes going to the City's general fund.
 - 5.2.2. Development Corporation Sales Tax: The sales tax going to the City's Type A and / or Type B Development Corporation Sales Tax funds.

- 5.3. Financial - Fee Reductions / Credits: The City may consider the reduction or credit of all or a portion of the following fees. This shall not include any charges by third-parties assisting the City with implementation of services provided by the fees unless so provided in an approved Incentive Agreement.
- 5.3.1. Impact Fee - Water: Any water Impact Fee charged by the City. This shall not include the “pass-through” Impact Fees owed to any other Agency.
 - 5.3.2. Impact Fee - Wastewater: Any wastewater (aka sanitary sewer) Impact Fee charged by the City. This shall not include the “pass-through” Impact Fees owed to any other Agency.
 - 5.3.3. Impact Fee - Roadway: Any roadway Impact Fee charged by the City.
 - 5.3.4. Road Participation Fee: Any roadway participation fee charged by the City.
 - 5.3.5. Drainage Improvement Fee: Any fee charged for the improvement of drainage facilities in the City.
 - 5.3.6. Building Permit Fee: Any fee related to the review of non-Public Works construction plans and building plans required for the issuance of a building permit.
- 5.4. Financial - Misc.: The City may consider the following miscellaneous financial Incentives.
- 5.4.1. Equipment Purchase: Funds provided to assist with or provide for the purchase of equipment that increases production for the business.
 - 5.4.2. Forgivable Loan: An agreement by the City to provide a loan whose repayment may be forgiven under particular circumstances.
- 5.5. Sales, Lease or Exchange of Land or Buildings: The City recognizes that the sale and conveyance, lease, or exchange of certain property owned by the City may meet the objectives identified in this Policy. In accordance with State Law, the City may consider the sale, lease or exchange of land without the necessity of accepting written bids pursuant to a published notice and at or below market value to further the objectives identified herein.
- 5.5.1. Build-to-Suit / Leaseback: An agreement where the City builds a building or facility to suit the needs of the Applicant in exchange for a commitment from the applicant to lease the facility from the City.
 - 5.5.2. Free / Reduced-Cost Land: Any provision where the City provides free or reduced-cost lands to the Applicant.
 - 5.5.3. Free / Reduced-Cost Building: Any provision where the City provides a free or reduced-cost building to the Applicant.
 - 5.5.4. Land Lease: Any provision where the City leases rights to City-owned land to the Applicant to allow construction of their Facility.
- 5.6. Employment-Related: The City may consider the following employment-related Incentives.
- 5.6.1. Relocation Assistance: Any provision where the City provides assistance to new employees relocating to residency within the City.
 - 5.6.2. Cash for Employment: Any provision where the City provides for one-time payments to the Business for each new employee of a certain classification established at a new or existing Facility in the City.
 - 5.6.3. Employee Training Assistance: Any provision where the City provides assistance in the training of new employees employed at a new or existing facility in the City.
- 5.7. Infrastructure Assistance: The City may consider the following infrastructure assistance Incentives.
- 5.7.1. Water Line Extensions: Participation in all or a portion of the costs of extending water distribution lines to the Facility.

- 5.7.2. Sewer Line Extensions: Participation in all or a portion of the costs of extending sanitary sewer lines to the Facility.
- 5.7.3. Roadway Improvements: Participation in all or a portion of the costs of roadway improvements serving the Facility.
- 5.7.4. Storm Drainage Improvements: Participation in all or a portion of the costs of storm drainage improvements at or downstream of the Facility.
- 5.8. Development Cost Participation: The City may consider participation in the following development cost Incentives.
- 5.8.1. Demolition: Participation in all or a portion of the costs of demolishing existing structures on a property.
- 5.8.2. Environmental Mitigation: Participation in all or a portion of the costs of mitigating environmental issues on a property.
- 5.9. Economic Development District Establishment: In instances where the Project is of a significant scope and scale, the City may consider the establishment of unique economic development districts (e.g. Tax Increment Reinvestment Zone, Public Improvement District).
- 5.10. Hotel Occupancy Tax: The City may consider the use of Hotel Occupancy Tax pursuant to Chapter 351 of the Texas Tax Code.
- 5.11. Support for State Incentives: The City may consider providing support for the Project in the application and processing of State of Texas incentives.
- 5.12. Support for Federal Incentives: The City may consider providing support for the Project in the application and processing of Federal incentives (Opportunity Zones, New Market Tax Credits, etc.).

Section 6.

Minimum Performance Requirements

The following shall identify the Minimum Performance Requirements for each project classification. These requirements are new construction, revenues or employees attributable to the Project.

Project Classification	Min. New Construction Cost	Min. New FTE Employees	Min. New Taxable Sales¹	Notes / Examples
Corporate	\$5,000,000	50	-	• Significant office uses, e.g. Corporate HQ or regional HQ
Industrial	\$5,000,000	20	-	• Owner occupied, industrial / logistics business
Retail	-	-	\$1,000,000	•
Hotel / Conf. Center	\$5,000,000	-	-	• Hospitality or entertainment venues including hotels and conference centers
Development	\$5,000,000	-	\$5,000,000	• New development

¹Generated annually

Section 7. *Applicability Matrix*

The following Applicability Matrix shall provide a framework for identifying the potential Incentives that are applicable to various classifications of Projects as identified above. Term and amount of Incentives shall be determined on a case-by-case basis.

Potential Incentive	Project Classification					
	Corporate	Industrial	Retail	Hotel / Conf. Center	Develop- ment	Expansion
Tax Abatement	X	X	-	X	-	-
Ad Valorem Tax Grants	X	X	-	X	-	X
Sales Tax Grants	-	-	X	-	X	-
Constr. Sales Tax Grants	X	X	X	X	X	X
Fee Reductions / Credits	X	X	X	X	X	X
Misc. Financial	X	X	-	X	-	X
Land / Building Related	-	X	X	X	-	-
Employment Related	X	X	-	X	-	-
Infrastructure Assistance	X	X	X	X	X	-
Dev. Costs	X	X	X	X	X	-
Process Related	X	X	-	X	X	X
E.D. Districts	-	-	X	X	X	-
HOT	-	-	-	X	X	X
State / Fed. Assistance	X	X	X		X	-

Section 8. *Administrative Procedures*

The Applicant shall follow the Administrative Procedures noted below to apply for Incentives as identified herein.

- 8.1. Pre-Submittal: All Applicants are encouraged to meet with Staff prior to preparation of an Application. Applicants should contact the Director of Economic Development to set up a meeting.
- 8.2. Application Requirements: The submittal of an Application is required prior to any evaluation of the request for Incentives. The Application shall include the following information.
 - 8.2.1. General Information:
 - A. The name of the Project.
 - B. The intended use (e.g. Call center, corporate / regional office, professional office, retail, distribution).
 - C. If the Project is a relocation, consolidation or expansion of existing facilities, identify the location of the existing facilities.
 - D. An overview of the Company.

- E. The NAICS Code of the Company's business.
- F. A description of the experience and qualifications of the Project Team.
- G. The type of Project (i.e. retention, expansion, own / lease, new development).

8.2.2. Property Information:

- A. Property address.
- B. Lot / Block / Subdivision name if platted. If not platted, a legal description will be required prior to executing any Agreements.
- C. Appraisal District Property ID numbers.
- D. Current Appraisal District valuations for all parcels.
- E. Acreage.
- F. Current owner and proof of ownership (e.g. deed, appraisal info)

8.2.3. Eligibility of Property: Address the eligibility requirements in Section 3.1.

8.2.4. Eligibility of Business: Address the eligibility requirements in Section 3.2.

8.2.5. Priorities: Address the priorities in Section 4.0.

8.2.6. Project Data:

- A. Business name.
- B. Describe the type of building proposed (e.g. number of stories, style, materials)
- C. Describe the development concept (e.g. single building or campus setting, open space, surface or structured parking)
- D. Describe the extent that any infrastructure component is enhanced or expanded.
- E. Provide timing estimates for major milestones of the Project.
- F. Provide estimates of Project data by phase and date, including but not limited to:
 - i. List the kind, number, use, square footage and location of all the proposed improvements on the property.
 - ii. Total capital investment including acquisitions, Improvements, building costs and equipment.
 - iii. Estimated Appraised Value of all Improvements.
 - iv. Acquisition cost of all Business Personal Property
 - v. Estimated Appraised Value of all Business Personal Property.
 - vi. Number, type, quality and wage levels of new Full-Time Equivalent (FTE) employees.
 - vii. New Payroll added.
 - viii. Average employees' annual salary.
 - ix. Employees with salary \$50,000 or greater.
 - x. Taxable sales from the Facility.
 - xi. Hotel Occupancy Tax generated (if applicable).

8.2.7. Requested Incentives: The Applicant shall itemize the Incentives (Section 5) they are requesting from the City. These are to be prioritized by order of preference by the Applicant.

8.2.8. Required attachments and / or exhibits:

- A. Legal description of the Property.
- B. Proof of ownership, or contract option or offer.
- C. Photos of existing conditions
- D. Drawings, renderings, plans of the proposed Improvements.
- E. Current ad valorem tax appraised value estimates by the applicable appraisal district showing appraised values for three similar type and size projects within the County.
- F. If Applicant is not the Property owner:
 - i. Written approval of the Application from the owner
 - ii. Copy of the signed lease agreement

8.2.9. Amendments: Staff may amend the form of the Application as needed to more efficiently evaluate the merits of the requested Incentives.

8.3. Review & Evaluation: Following are criteria to review and evaluate the Application.

8.3.1. Review Criteria:

- A. Completeness of Application: Completeness of the Application; including all required documentation.
- B. Application Information: Any information provided in the Application.
- C. Priorities: Does the Application include a high-priority business classification or is it located in a high-priority geographic area?
- D. General Eligibility: Does the Project meet the General Eligibility requirements?
- E. Revenues: What are the net tax revenue benefits to the City, both Ad Valorem and Sales Taxes?
- F. Employment: How many people will be employed by the Project? What are the education level requirements for employment? Are the wages to be paid higher than the average in the area?
- G. Impacts: An estimation of the positive and negative impacts that the Project might have.
 - i. Cannibalization of Existing Businesses: To what extent does the Project cannibalize the profitability of an existing business?
 - ii. Private Investment Catalyst: To what extent does the Project act as a catalyst for future private investment?
 - iii. City Services: To what extent does the Project have a positive or negative impact on the Services or infrastructure of the City?

8.3.2. Staff Evaluation and Recommendation: The coordinating Staff member shall convene a team of the appropriate Staff members to evaluate the Application. Upon review, Staff shall prepare a recommendation to forward to the City or appropriate Board.

- A. Site Visit: Prior to formal evaluation of the Application, the Applicant shall allow Staff the opportunity to visit the Property to verify its status prior to any Incentives.
- B. Financial Analysis: If deemed necessary, Staff shall analyze the financial aspects of the incentive proposal using an appropriate method (return on the investment of Incentives in the Project and / or the timing required for new revenues to “break-even” with the cost of the proposed Incentives).

- C. Consulting Services: Should a consulting service be deemed necessary by the City to aid in their evaluation (e.g. financial impacts / cost-benefit analysis, infrastructure impacts or capabilities), the Applicant may be required to submit additional information not required in the Application. Additionally, the City may require that the Applicant participate up front in the cost of obtaining these services.
- 8.4. Preliminary Discussions: Upon receipt of a satisfactory Application, and preparation of a Staff Recommendation, Staff shall hold preliminary discussions with approving bodies as follows.
 - 8.4.1. A / B Boards: Where funds to be used for any Incentive herein are subject to authorization of the A and / or B Board, the Board shall consider the request for Incentives and make a recommendation to the Council.
 - 8.4.2. Council: The Council shall be briefed on the merits of the preliminary Incentives request and the recommendation of the Board, if any, and advise Staff whether or not to proceed with negotiations of an Agreement in Principle.
- 8.5. Agreement in Principle: The Director shall lead the negotiation and drafting of a non-binding Agreement in Principle (AIP) memorializing in writing the Project's performance requirements and the Incentives to be provided by the City. This shall include engagement of Project representatives, the A and B Boards, City Council and their legal representatives if appropriate. Evolution of changes in the AIP shall be documented via redline/strikeout drafts as progress is made.
 - 8.5.1. Preliminary Approval: Staff shall seek preliminary approval of the AIP from Project representatives, the appropriate Board, and City Council prior to preparation of an Incentive Agreement.
- 8.6. Incentive Agreement: An Incentive Agreement shall be required for all Projects receiving Incentives from the City in accordance with the following.
 - 8.6.1. Preparation: The Director shall work with legal representatives for the City and / or Board to prepare an Incentive Agreement substantially conforming to the provisions of the Agreement in Principle.
 - A. Allied Agency Engagement: Though not a party to any City Incentive Agreement, Staff shall engage and keep informed any allied agencies (County, School District) contemplating their own incentives for the Project.
 - 8.6.2. Tax Abatement Minimum Requirements: Any Incentive Agreement including Tax Abatement shall include the following at a minimum:
 - A. Improvements: List the kind, number and location of all the proposed improvements on the Property.
 - B. Base Year Value: Provide that the Agreement does not include any reduction in Base Year Values.
 - C. Access: Provide access to and authorize inspection of the property by City employees to ensure that the improvements or repairs are made according to the specifications and conditions in the Agreement.
 - D. Uses: Limit the uses of the property consistent with the general purpose of encouraging development or redevelopment of the zone during the period that property tax exemptions are in effect.
 - E. Recapture Provisions: Provide for the recapture of property tax revenue lost or any Incentives provided as a result of the Agreement if the owner of the Property fails to make the improvements or repairs as provided by the Agreement.
 - F. Term: Describe the term of the Agreement.

- G. Certification: Require the owner of the Property to certify annually to the governing body of each taxing unit that the owner is in compliance with each applicable term of the Agreement.
 - H. Cancellation / Modification: Provide that the City may cancel or modify the Agreement if the property owner fails to comply with the Agreement.
- 8.6.3. Responsiveness: The offer of Incentives by any Incentive Agreement shall expire ninety (90) days from the date it is provided to the Applicant unless extended in writing by the City. The expiration of any offered Incentive Agreement shall not preclude continued negotiations toward the development of an alternative Agreement.
- 8.6.4. Approvals: Evaluation and any subsequent approval shall be on a case-by-case basis pursuant to the introductory paragraph of Section 1 herein. All Incentive Agreements, including any Tax Abatement Agreement, shall follow and comply with all statutory requirements for notice, hearings and readings where applicable. The following shall be required for approval of Incentives.
- A. Board Recommendation / Approval: Where funds to be used for any Incentive herein are subject to authorization of either the A or B Board, the Board shall consider the request for Incentives and make a recommendation to the Council. In instances where the Council has previously approved the expenditures, either through approving the Board's budget or other means as allowed by the Act, the Board shall be the final approval of the Incentive request.
 - B. Council: Unless final approval is authorized by the Board as noted above, the Council shall make the final decision regarding the merits of the Application and the appropriate Incentives to be provided, if any.
- 8.6.5. Compliance Reporting: All Incentive Agreements shall include requirements for reporting compliance with the provisions of the Agreement prior to disbursement of incentive funds.

Section 9.

Applicant / Owner Certifications

The following Applicant / Owner Certifications shall be included in the submitted Application.

- 9.1. Application Accuracy: The information provided in this Application, and all that may have been affixed hereto, is true and correct, and that the City may rely on all of the information contained herein, and all that may have been affixed hereto, as being true and correct.
- 9.2. Incentive Agreement: I (we) acknowledge that an Incentive Agreement will have to be executed prior to receiving any Incentives.
- 9.3. Discretionary Rights: I (we) acknowledge that the City has the absolute right of discretion in deciding whether or not to approve any Incentive relative to this Application, whether or not such discretion is deemed arbitrary or without basis in fact.

Section 10.

General Provisions

- 10.1. Flexibility: The terms and conditions of this Policy are to be considered guidelines during deliberation and evaluation. The City reserves the right to modify the terms and conditions herein at any time, including for any pending application, and may approve a Tax Abatement Agreement or Incentive Agreement and the Incentives related thereto, on terms and conditions contrary to the guidelines of this Policy.

- 10.2. Section or Other Headings: Section or other headings contained in this Policy are for reference purposes only and shall not affect in any way the meaning or interpretation of this Policy.
- 10.3. Severability: In the event that any provision of this Policy is illegal, invalid, or unenforceable under present or future laws, the remainder of this Policy shall not be affected thereby.

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Sanger, Texas

Incentives Application

Shani Bradshaw
Executive Director
(940) 458-2059
sbradshaw@sangertexas.org

1	GENERAL INFORMATION			
a	Project Name:			
b	Intended Use (e.g. Call center, corporate / regional office, professional office, retail, distribution):			
c	If project is a relocation or consolidation of existing facilities, identify the location of the existing facilities:			
d	Company Overview:			
e	NAICS Code: (See this link for help) https://www.census.gov/naics			
f	Project Team Experience & Qualifications:			
g	General comments from Applicant (if desired):			
	Yes	No	Type of Project	Notes
h			Retention of existing business	• Years in business at this location?
i			Expansion or modernization of existing facility	•
j			New business / to own new facility	•
k			New business / to own existing facility	•
l			New business / leasing existing facility	•
m			New business / leasing new facility	•
n			Development	•
o			Other:	•
2	PROPERTY INFORMATION			
a	Property Address:			
b	Lot / Block / Subdivision Name:			
c	Appraisal District Property ID Numbers:			
d	Current Appraisal District Valuations of all Parcels:			
e	Acres:			
f	Currently owned by:			
3	ELIGIBILITY OF PROPERTY [Section 3.1]			
	Yes	No	Item	Notes
a			Within the City?	•
b			Zoned appropriately for use?	•
c			City taxes in good standing?	•
d			No City liens existing?	•
e			Proof of ownership provided?	•
f			Outstanding code violations?	•
g			Construction has not commenced?	•
4	ELIGIBILITY OF BUSINESS [Section 3.2]			
	Yes	No	Item	Notes
a			Business taxes in good standing?	•
b			Tax paying entity?	•
c			If not owner, authorization provided?	•
d			If existing business, in City 6 months?	•

5	PRIORITIES [Section 4]					
	Yes	No	Preferred Area?	Notes		
a			I-35 and F.M. 455 corridors	•		
b			Areas zoned Industrial or designated industrial on the future land use plan	•		
	Yes	No	Preferred Business?	Notes		
c			Industrial, manufacturing or logistics;	•		
d			Distribution centers	•		
e			Professional / corporate offices	•		
f			Retail and restaurants	•		
g			Providers of entertainment	•		
h			Medical services	•		
i			High sales tax generators	•		
6	PROJECT DATA [Section 8.2.6]					
a	Business Name:					
b	Describe the type of building proposed (e.g. # of stories, style, materials, etc.):					
c	Describe the development concept (e.g. single building or campus setting, open space, surface or structured parking, etc.):					
d	Describe the extent that any infrastructure component of the Town is enhanced or expanded:					
e	Month / Year	Timing		Notes		
f		First development application		• (zoning, site plan, etc.)		
g		Desired approval date		•		
h		Ground breaking		•		
i		Phase 1 occupancy		•		
j		Phase 2 occupancy		•		
k		Phase 3 occupancy		•		
	Estimated Data by Phase and Date			Phase 1 Month / Year	Phase 2 Month / Year	Phase 3 Month / Year
l	Building(s) construction in square feet					
m	Construction cost all Improvements					
n	Estimated appraised value of all Improvements					
o	Acquisition cost of all business personal property					
p	Estimated appraised value of BPP					
q	New full-time equivalent (FTE) employees					
r	New payroll added					
s	Average employees annual salary					
t	Employees w salary \$50,000 or greater					
u	Benefits provided					
v	Taxable sales from the Facility					
w	Hotel occupancy tax generated					
x	Add notes about any item above:					
	6.?	e.g. Note here				
7	Policy Section	INCENTIVE(S) REQUESTED <i>In priority order</i>		Estimated Full Cost	Requested	
					%	Term-Yrs Amount
a	5.?			\$		\$
b	5.			\$		\$
c	5.			\$		\$
d	5.			\$		\$
e	5.			\$		\$
f	5.			\$		\$

	Add justification and / or notes about any item above:		
	7.?	e.g. Note here	
8	ATTACHMENTS / EXHIBITS		
	Yes	No	Item
			Notes
a			Legal description of property
b			Proof of ownership
c			Photos of existing conditions
d			Drawing, renderings, plans of the proposed Improvements
e			Copy of the signed lease agreement
f			Current AV tax appraised value estimates for 3 similar projects
9	Applicant / Owner Certifications: In accordance with Resolution 2022-03 adopting the Incentives Policy, the undersigned do hereby certify the following:		
a	Application Accuracy: The information provided in this Application, and all that may have been affixed hereto, is true and correct, and that the City may rely on all of the information herein contained, and all that may have been affixed hereto, as being true and correct.		
b	Performance Agreement: I (we) acknowledge that a Performance Agreement (PA) will have to be executed prior to receiving any Incentives.		
c	Discretionary Rights: I (we) acknowledge that the City has the absolute right of discretion in deciding whether or not to approve an incentive relative to this application, whether or not such discretion is deemed arbitrary or without basis in fact.		
10	I (we) hereby affirm the Certifications noted above and approve this Incentives Application and the incentive requests identified herein.		
Property Owner		Applicant / Primary Incentives Contact	
Company:		Company:	
Signed:		Signed:	
Name:		Name:	
Title:		Title:	
W:	C:	W:	C:
EM:		EM:	
Address:		Address:	



4A INDUSTRIAL DEVELOPMENT BOARD COMMUNICATION

DATE: August 23, 2022

FROM: Shani Bradshaw, Director of Economic Development

AGENDA ITEM: Consideration and possible act on revising the board meeting schedule

SUMMARY:

- Current meetings are held quarterly on the first Tuesday of the month at 1pm.
- Due to the amount of development activity, staff is requesting the board amend their meeting schedule to every other month.
- Consider changing the meeting time from 1pm to 6pm.
- 4A Bylaws will need to be amended if the board agrees to revised their meeting schedule.

FISCAL INFORMATION:

Budgeted: NO

Amount: \$0.00

GL Account: XXX.XX.XXXX

RECOMMENDED MOTION OR ACTION:

Staff recommends approval.

ATTACHMENTS:

NA