



**FULSHEAR ECONOMIC DEVELOPMENT  
COMMUNICATION FORM  
July 30, 2019**

ITEM	TITLE
	<b>Economic Development Strategic Plan Update</b>
<b>ITEM/MOTION</b>	
<p>1. <b>Presentation</b> and discussion regarding update on Economic Development Strategic Plan</p> <p>2. <b>City of Fulshear:</b> Discussion and possible action on <b>Resolution 2019-424</b>, a Resolution of the City Council of the City of Fulshear, Texas, accepting the vision, guiding principles, and goals in the draft Economic Development Strategic Plan, and authorizing finalization of the Plan based thereon</p> <p><b>City of Fulshear Development Corporation:</b> Discussion and possible action on <b>Resolution CDC 19-02</b>, a Resolution of the City of Fulshear Development Corporation, accepting the vision, guiding principles, and goals in the draft Economic Development Strategic Plan, and authorizing finalization of the Plan based thereon</p> <p><b>Fulshear Development Corporation:</b> Discussion and possible action on <b>Resolution FDC 19-02</b>, a Resolution of the Fulshear Development Corporation, accepting the vision, guiding principles, and goals in the draft Economic Development Strategic Plan, and authorizing finalization of the Plan based thereon</p>	
<b>ESTIMATED EXPENDITURE:</b>	<b>BUDGET ACCOUNT:</b>

**SUBMITTED BY:**

Angela E. Fritz  
Economic Development Director

**SUPPORTING DOCUMENTS:**

1. **TIP Strategies Presentation** - Economic Development Strategic Plan Update
  - a. 07282019 **Working Draft** of Key Portions of Strategic Plan for Consideration (*to be provided under separate cover prior to meeting*)
2. **Resolutions**
  - a. City of Fulshear Resolution No. 2019-424
  - b. CDC Resolution No. 19-02
  - c. FDC Resolution No. 19-02

**EXECUTIVE SUMMARY**

TIP Strategies, Inc. will provide an update on the Economic Development Strategic Plan.

The full body of work that has been undertaken as part of this project includes the following:

- Analysis of strengths, weaknesses, opportunities, and threats (SWOT)
- Economic assessment
- Organizational benchmarking and review
- Stakeholder and public input
- Workforce and target industry analysis

These elements have informed the creation of the Economic Development Strategic Plan, which is the focus of the meeting on July 30. The framework of the strategic plan includes an economic development vision, guiding principles, and goals. On July 30, we will be requesting that you approve this framework so that we can move forward with fleshing out the goals, strategies, and actions.

These additional elements will be available as part of the final report.

In addition, TIP Strategies is developing supplementary tools to support implementation. These tools include an Excel-based implementation matrix, an economic health dashboard, profiles of three transformative projects, and considerations related to four opportunity areas. These tools will be used by the Economic Development Department to help manage the implementation of the plan.



# ECONOMIC DEVELOPMENT STRATEGY

CITY OF FULSHEAR, JOINT MEETING



JULY 30, 2019



# AGENDA

- Project update
- Strategic framework
- Strategic plan
- Discussion & next steps





1

# PROJECT UPDATE



2

# STRATEGIC FRAMEWORK

**ECONOMIC DEVELOPMENT:**  
the use of public resources  
to stimulate private investment



# ECONOMIC DEVELOPMENT VISION

“Fulshear is a **top destination** for talent and businesses in the Greater Houston Region, maintaining a **small-town feel** and a **strong connection to nature** with high-quality, well-planned, and balanced development.”

# GUIDING PRINCIPLES

- 1. EXCELLENT QUALITY OF PLACE.** Fulshear maintains a unique character with abundant, attractive community assets that serve as amenities to both current and future residents and businesses.
- 2. FISCALLY SUSTAINABLE.** The City of Fulshear has a diversified revenue base that supports quality city services and plentiful funding for priority capital improvement projects.
- 3. BALANCED TAX BASE.** The residential tax base of Fulshear is complemented and supplemented by a robust, diversified commercial tax base.

# GOALS



**1.  
SERVICE  
DELIVERY**

*Support business growth and tax base diversification in Fulshear with a suite of economic development services.*



**2.  
STRATEGIC  
INVESTMENTS**

*Encourage the development of opportunity areas through the investment of the City's resources and the EDC's resources.*



**3.  
TRANSFORMATIVE  
PROJECTS**

*Preserve and enhance Fulshear's character and quality of place through catalytic projects.*



**4. ORGANIZATIONAL ALIGNMENT**

3

# STRATEGIC PLAN

## GOAL 1. SERVICE DELIVERY

*Support business growth and tax base diversification in Fulshear with a suite of economic development services.*

- **TOOLS.** Develop a toolbox to support economic development efforts.
- **PROSPECT AND PROJECT MANAGEMENT.** Serve as the primary point of contact and project manager for high-impact business development deals and transformative projects to ensure these projects advance to completion after they are evaluated to meet the City's criteria.
- **PARTNERSHIPS.** Forge strong partnerships with regional economic development organizations, local governments, and key service providers to create a support network for current and future businesses in Fulshear.
- **BUSINESS FORMATION, RETENTION, & EXPANSION.** Keep a pulse on the new and existing business community and help connect businesses with resources they need.
- **BUSINESS RECRUITMENT.** Selectively recruit new businesses to Fulshear.

## GOAL 2. STRATEGIC INVESTMENT

*Encourage the development of opportunity areas through the investment of the City's and EDCs' resources.*

- **TARGET INVESTMENT.** Designate opportunity areas as targeted investment zones.
- **INFRASTRUCTURE INVESTMENT.** Identify and prioritize infrastructure projects that direct and foster growth in key areas of the City.
- **LAND ACQUISITION AND UTILIZATION.** Secure control of strategic land parcels that can catalyze commercial development or support business growth in Fulshear's primary opportunity areas.
- **DIRECT PROJECT SUPPORT.** Support select projects that promote the City of Fulshear's economic development vision, guiding principles, and desired outcomes.



## GOAL 3. TRANSFORMATIVE PROJECTS

*Preserve and enhance Fulshear's character and quality of place through catalytic projects.*

- **PROJECT REALIZATION.** Advance the top priority projects.



Vibrant downtown



Lifestyle center



Public, open spaces

- **PROJECT IDENTIFICATION & PRIORITIZATION.** Create a structure for identifying and prioritizing future transformative projects on a regular basis.

## GOAL 4. ORGANIZATIONAL ALIGNMENT

*Structure Fulshear's economic development tools, resources, and oversight for efficient service delivery and investment management.*

- **UPDATE.** Maintain current economic development staffing and organizational structure but align requirements of the Administrative Services Agreement and job duties/responsibilities with the strategic plan.
- **FORMALIZE.** Define and establish the process by which businesses and developers seek City (including EDC) participation or investment.
- **INTEGRATE.** Create a structure and build a culture that infuses economic development in decision-making across the organization.
- **STREAMLINE.** Reorganize the oversight and governance structure.

# IMPLEMENTATION

	Responsible Party	Ongoing	Next 12 Months	1 to 3 Years	3 to 5 Years
<b>GOAL 1: BUSINESS FORMATION, RETENTION, &amp; EXPANSION</b>					
<b>1.1. BUSINESS RETENTION &amp; EXPANSION. Formalize a business visitation program in partnership with community economic developers.</b>					
1.1.1. Create a business visitation guide to help standardize procedures for community partners to use in conducting and documenting business visits.			●		
1.1.2. Select a web-based customer relationship management (CRM) system to facilitate information sharing across the partnership. Examples of economic development-specific CRMs are Executive Pulse, Salesforce for ED, Cloud Nine   Economic Development, and Synchronist.				●	
1.1.3. Maintain a knowledge base about existing businesses by setting up Google alerts that will flag stories about companies located in the region.			●		
1.1.4. Conduct business visits to forge relationships with employers and to identify and respond to companies' needs.		●			
1.1.5. Collect information systematically in the CRM to track regional trends and common needs.				●	
1.1.6. Hold a roundtable with community partners quarterly to discuss findings from business visits and collaborate on solutions to assist businesses.		●			
1.1.7. Leverage business relationships to establish a business assistance and relocation referral network.					●
1.1.8. Organize and sponsor an industry appreciation event that can recognize regional businesses and business leaders for their contributions to the communities in which they are located.					●
<b>1.2. BUSINESS FORMATION. Continue to support the formation of new businesses and business owners in the region.</b>					
1.2.1. Partner with Southwest Oklahoma State University's entrepreneurship program and with i2E to identify and support promising business ventures in the region by linking these entrepreneurs to co-work or incubator spaces, peer networks, and, in some cases, capital access that will ground the ventures in the 11-County area.				●	
1.2.2. Help communities create a directory of small business resources available in their areas and encourage them to distribute this information through local bankers, chambers of commerce, libraries and other community centers. An online resource such as SourceLink could also be helpful.			●		
1.2.3. Cultivate a spirit of entrepreneurship among tribal members and raise awareness of business opportunities in the Choctaw Nation to encourage and stimulate new business formation. This can be through events like Business Opportunity Days (see case study on next page), through programs such as Junior Achievement, through events such as 1 Million Cups, and through public relations and social media outreach.				●	
1.2.4. Continue to strengthen the Chahtapreneurs network through technical assistance, training, and counseling.		●			
1.2.5. Establish a Chahtapreneurs mentoring program to facilitate peer networking and peer-to-peer support.					●
1.2.6. Strengthen connections between post-secondary programs that align with target industries and entrepreneurship programs to encourage more students with technical skills to establish their own businesses. For example, studies in aquaponics or meat processing could lead to a specialty foods business.					●
1.2.7. Help connect and support qualified, tribal-member buyers to business owners in the region who are looking to retire and interested in selling their business.					●
1.2.8. Set up and manage a revolving loan fund or a Community Development Financial Institution (CDFI) to help provide access to capital for Chahtapreneurs. Partner with regional microlenders, such as LiftFund, and local banks to bridge gaps in the capital access network.				●	
1.2.9. Continue to support tribally-owned small business with forgivable loans from the Community Development Fund.		●			
1.2.10. Evaluate the feasibility of a Choctaw Venture Fund that would invest in high-growth businesses owned by tribal members living in the Choctaw Nation boundaries. This fund could attract and pool capital from tribal members who are looking to reinvest in the Choctaw Nation.				●	
<b>1.3. VALUE CHAIN DEVELOPMENT. Improve the region's ability to meet the demand for goods and services locally, both in traded sectors and locally serving value chains.</b>					
1.3.1. Develop the region's supply chain to meet the needs of large "anchor" purchasers, such as the tribe, hospitals, school districts, and higher education institutions. To do this, convene anchor institutions to identify the goods and services currently purchased outside of the region and prioritize purchasing needs that could be provided within the region.				●	
1.3.2. Continue to use retail leakage studies to identify retail segments where a high percentage of purchases are made outside of the area.		●			
1.3.3. Work with natural resource-based sectors in the region to map vendors and customers to identify opportunities for value-added processing or local purchasing that could be provided in the region.			●		
1.3.4. Identify businesses or individuals within the region that have the expertise or ability to provide the goods or services that are currently purchased, produced, or processed outside of the region.				●	

Goal 1

Goal 2

Goal 3

Budget

Org Chart

Metrics



# PERFORMANCE MEASUREMENT

OUTPUT/OUTCOME	MEASURES	SOURCE
<b>GOAL 1: SERVICE DELIVERY</b>		
Business support	Business visits Businesses assisted or referred	Primary collection (CRM)
Growth in commercial development	Total commercial (Sq. Ft) of economic development projects	Primary collection (CRM)
Private investment	Value of investment (\$) of economic development projects Investment by project type	Primary collection (CRM)
More economic opportunities	Jobs created by economic development projects	Primary collection (CRM)
<b>GOAL 2: STRATEGIC INVESTMENT</b>		
Growth in commercial development	Total commercial (Sq. Ft) in opportunity areas	Primary collection (CRM)
Private investment in opportunity areas	Investment by opportunity area	Primary collection (CRM)
<b>GOAL 3: TRANSFORMATIVE PROJECTS</b>		
Increase in amenities	Map of amenities by type – value of investment, size (acres/sq.ft), any other relevant success measure	Primary collection (CRM)
Growth in commercial development	Total commercial (Sq. Ft) in transformative projects	Primary collection (CRM)
Private investment in transformative projects	Investment by transformative project	Primary collection (CRM)

# PERFORMANCE MEASUREMENT

OUTPUT/OUTCOME	MEASURES	SOURCE
<b>ECONOMIC HEALTH INDICATORS</b>		
Tax base diversification and balance	Tax Revenues by source Taxable sales Sales tax revenues by industry Top 10 sales tax payers Non-exempt taxable value Property taxes by land type Top 10 property tax payers	City of Fulshear  Texas Comptroller of Public Accounts  Fort Bend County CAD
Business growth	Total business establishments Establishments by industry	InfoGroup via Labor Market and Career Information, Texas Workforce Commission
Economic opportunity and diversification	Total employment Employment by industry Earnings per worker	Emsi (zip only) or Jobs EQ



# 4

DISCUSSION & NEXT STEPS



# NEXT STEPS

- **July 30:** Present framework and strategies at joint workshop; resolution to adopt vision, guiding principles, and authorize staff to work with consultants to finalize the plan thereon
- **July 31 – Sept 2:** Revise and finalize the report
- **Sept 3:** Submit report to include in agenda packet
- **Sept 17:** Public presentation on plan and final adoption



QUESTIONS

THANK YOU



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**RESOLUTION NO. 2019-424**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF FULSHEAR, TEXAS ACCEPTING THE VISION, GUIDING PRINCIPLES, AND GOALS IN THE DRAFT ECONOMIC DEVELOPMENT STRATEGIC PLAN, AND AUTHORIZING FINALIZATION OF THE PLAN BASED THEREON**

**WHEREAS**, the City of Fulshear, in recognition of the importance of economic development to the strategic vision of the City, and in cooperation with its two Economic Development Sales Tax Corporations, is undertaking the City's first comprehensive economic development strategic planning effort; and

**WHEREAS**, this planning effort builds upon the efforts previously undertaken with the goal of creating a united, targeted vision to allow for better alignment and coordination of the City's economic development resources and tools; and

**WHEREAS**, the plan will provide a framework for strategic project evaluation and decision making that is based on the community's values and priorities; and

**WHEREAS**, the plan will serve to provide a clear economic development vision and framework that can be easily communicated and act as a powerful tool to assist the City in seeking like-minded development partners who share the City's vision for its future; and

**WHEREAS**, TIP Strategies, the project consultant, has completed a substantive amount of work on the draft Economic Development Strategic Plan in consultation with the general public, staff, the City Council and EDCs, stakeholders, and the project Steering Committee, and is seeking consensus regarding the recommended vision, guiding principles, and goals contained therein;

**NOW, THEREFORE BE IT RESOLVED, THAT THE CITY COUNCIL OF THE CITY OF FULSHEAR, TEXAS** does hereby accept the vision, guiding principles, and goals presented in the draft economic development strategic plan, and authorizes the finalization of the plan based thereon.

**This resolution duly passed this \_\_\_\_\_ day of \_\_\_\_\_, 2019.**

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Aaron Groff, Mayor  
City of Fulshear, Texas

ATTEST:

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Kimberly Kopecky, City Secretary  
City of Fulshear, Texas





**CDC RESOLUTION NO. 19-02**

**A RESOLUTION OF THE CITY OF FULSHEAR DEVELOPMENT COPORORATION (CDC) ACCEPTING THE VISION, GUIDING PRINCIPLES, AND GOALS IN THE DRAFT ECONOMIC DEVELOPMENT STRATEGIC PLAN, AND AUTHORIZING FINALIZATION OF THE PLAN BASED THEREON**

**WHEREAS**, the City of Fulshear, in recognition of the importance of economic development to the strategic vision of the City, and in cooperation with its two Economic Development Sales Tax Corporations, is undertaking the City's first comprehensive economic development strategic planning effort; and

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**NOW, THEREFORE BE IT RESOLVED, THAT THE CITY OF FULSHEAR DEVELOPMENT CORPORATION** does hereby accept the vision, guiding principles, and goals presented in the draft economic development strategic plan, and authorizes the finalization of the plan based thereon.

**This resolution duly passed this \_\_\_\_\_ day of \_\_\_\_\_, 2019.**

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Andrew Van Chau, President  
City of Fulshear Development Corporation

ATTEST:

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Jason Maklary, Secretary  
City of Fulshear Development Corporation



**FDC RESOLUTION NO. 19-02**

**A RESOLUTION OF THE FULSHEAR DEVELOPMENT CORPORATION (FDC) ACCEPTING THE VISION, GUIDING PRINCIPLES, AND GOALS IN THE DRAFT ECONOMIC DEVELOPMENT STRATEGIC PLAN, AND AUTHORIZING FINALIZATION OF THE PLAN BASED THEREON**

**WHEREAS**, the City of Fulshear, in recognition of the importance of economic development to the strategic vision of the City, and in cooperation with its two Economic Development Sales Tax Corporations, is undertaking the City's first comprehensive economic development strategic planning effort; and

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**NOW, THEREFORE BE IT RESOLVED, THAT THE FULSHEAR DEVELOPMENT CORPORATION** does hereby accept the vision, guiding principles, and goals presented in the draft economic development strategic plan, and authorizes the finalization of the plan based thereon.

**This resolution duly passed this \_\_\_\_\_ day of \_\_\_\_\_, 2019.**

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J.W. Wauson, President  
Fulshear Development Corporation

ATTEST:

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Carol Riggs, Secretary  
Fulshear Development Corporation

