



Tomball Economic Development Corporation

2018-2019 Strategic Work Plan

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Summary

On May 24-25, 2018, the Tomball Economic Development Corporation began a 1-Year Strategic Work Planning process for 2018-2019. The following is the process used to reach the conclusions for the plan.

The process began with a preliminary meeting between the facilitator and TEDC staff to go over key economic development issues facing Tomball, understand the programs and projects underway through the Economic Development Corporation, and to prepare the agenda and format for the planning retreat.

During the retreat, before the planning elements, the facilitator conducted a half-day Economic Development Overview Session with the Tomball EDC board and staff, city representatives, and special guests. The session topics included: economic development, community development, business development, leadership, workforce development, social infrastructure, physical infrastructure, recruitment, retention, expansion, entrepreneurial development, and tourism, etc.

The participants spent the second half of the day and a portion of the following day crafting goals and strategies for the next 12 months. This included developing strategies and creating key performance indicators. Following the planning session, the facilitator and TEDC staff finalized the specifics of assigning responsibility areas and determining a realistic timetable for implementation.

At the end of the strategic planning process, the facilitator reminded the participants that the path to successful implementation of any strategic plan is the rigorous adherence to using the document as a living document and measuring progress each month throughout the year. She encouraged the participants to benchmark successes along the way and take note of what works and doesn't work as planned. The group committed to using the document regularly. She thanked the Tomball EDC for their dedication to setting and achieving goals and wished them well.

Expectations

The facilitator asked the participants to list their expectations for discussion for the day. The following is what they listed.

- Successfully managing growth via communications
- Working together toward solutions
- Stop and think BIG
- Make sure we unify Tomball EDC goals in with the City's comprehensive master plan
- How do we keep Tomball EDC small-town friendly feel?
- Wellness check yardstick
- Shared understanding of Economic Development fundamentals
- What's next?
- Growth vs. Development
- Pros and cons to growth
- Create measurable goals
- High quality education offerings
- Explore new ways Community Development can work with Economic Development
- Provide customer service excellence

Mission & Vision Statements

The board and staff of the Tomball EDC revised the organization's Mission Statement. The following is the new Mission Statement.

To promote economic development in the City of Tomball through the attraction of new business and industry and the retention of existing businesses by providing the resources that enable and advance the general well-being of the community.

The board and staff of the Tomball EDC revised the organization's Vision Statement. The following is the new Vision Statement.

Tomball is the community of choice, providing opportunities for commercial and industrial development that enables business owners and residents to benefit from Tomball's dynamic economy, strong labor force, and unmatched living and working environment.

SWOT Analysis

The facilitator asked the attendees to participate in brainstorming the Strengths, Weaknesses (Challenges,) Opportunities, and Threats facing Tomball and/or the Tomball EDC. The following are their responses:

Strengths

- Education
- Tomball EDC group diversity
- Identity – heritage
- Tomball EDC location for transportation (99/249)
- Sound financial base in Tomball EDC Type B
- Roads
- Fiber optics
- Drainage
- Tomball EDC relationships with Lone Star College, Tomball Chamber, and City of Tomball
- Shovel ready sites/Business Park
- Zoning/orderly development
- Access to City government
- Land availability
- Altitude/high ground land
- Quality of life – Police, Fire, roads, education, medical
- Forward thinking

- Festivals – downtown
- Airport – IAH & Hooks
- Port
- Pro-business state
- Tomball Regional Health Foundation
- Staff

Weaknesses (Challenges)

- Lack of volunteers
- Limited to Tomball
- Total available market (TAM)
- Extra-territorial jurisdiction
- Employer paying salaries
- Land size
- Staff: Full-time receptionist
- Infrastructure
- Pedestrian and bicycle friendly
- Roads, drainage, parking
- Pipelines
- Codes/permitting – City form focus
- Perception of Tomball EDC/City relationship

Opportunities

- Residential housing
- Finish B&T Park
- Mobility – Roads (East/West & North/South)
- Main Street
- Do we want to do another business/industrial park?
- What incentives do we need to consider?
- Business 249 (Uptown)
- Land use opportunities
- TRHF – Health & Wellness Initiative
- Main Street involvement

- Main Street influence
- Code changes for old/historical buildings
- Metrics/Key Performance Indicators:
 - Medical
 - Dollars
 - Jobs
 - Capital investment

Threats

- Legislation: State/Water
- Leadership changes
- Technology changes (workforce)
- Transportation/Traffic
- Oil dependency
- Recession/sales tax declining
- Weather contingency: jointly drive City budget on flood control
- The Woodlands/Conroe
- Recruit diversified industry
- Rainy day fund

Tomball Economic Development Corporation

2018-2019 Goals

The following are the list of goals developed by the board, staff, and other leaders throughout the process described above.

GOAL 1: RECRUITMENT/BUSINESS PARK

To have 80% of available Business & Technology Park property sold or under contract.

1. Update Tomball EDC marketing materials/flyer
2. Secure a drone video of the Business & Technology Park and other parts of the Tomball area
3. Utilize the latest technology (iPads and other technology for meetings) for marketing

How will Goal #1 be Measured?

- Did we create new marketing materials with new updated information?
- Did we update the website with that same new information and look?
- Did we create a drone video of the Business & Technology Park and other Tomball areas?
- Did we buy iPads and other needed technology items?
- Did we send our new marketing materials to Tomball EDC's Target Industry list/prospects?
- Did we discuss available property expansion options with existing businesses on BRE visits?
- # of new business development/prospect projects worked each year
- % of Business & Technology Park sold or under contract by end of 2019

GOAL 2: DETERMINE FUTURE LAND OPPORTUNITIES

To evaluate the feasibility of securing additional industrial property.

1. Identify all potential locations and sites in the area that could possibly be options for future industrial/business development by November 2018.
2. Once identified, evaluate land costs, infrastructure proximity, acquisition potential, constraints, etc. for each site by February 2019.
3. List Top three feasible locations and next steps by May 2019.

How will Goal #2 be Measured?

- Did we narrow the list of potential properties to three?
- Did we determine the next steps?
 - # of potential locations originally identified
 - # of locations vetted/evaluated

GOAL 3: BUSINESS RETENTION & EXPANSION (BRE)

To continually improve our business retention relationships and expansion opportunities.

1. Hire a full-time administrative assistant so that the Executive Director and Assistant Director can conduct more existing industry visits. This position will be responsible for administrative functions, office reception, and communications.
2. Secure additional office space - consider adding space from the TRHF suite.
3. Conduct face to face and online BRE surveys.
4. Prioritize BRE visits based upon expansion interest and issues identified in surveys.
5. Host quarterly Business Roundtable meetings to connect local business owners and further develop relationships.
6. Review Tomball EDC BRE follow-up processes, consistently keeping BRE lists current.

How will Goal #3 be Measured?

- Did we hire a new employee?
- Did we secure additional office space?
- Did we follow up after each site visit?
 - # of BRE surveys conducted
 - # of Business Roundtable meetings
 - # of businesses we met with that have indicated possible expansion plans

GOAL 4: INCUBATOR

To evaluate creating an incubator space to support emerging entrepreneurs.

1. Research case studies and identify best practices of successful community commercial kitchens by December 2018.
2. Visit successful commercial kitchens beginning October 2018 through December 2018.
3. Explore potential locations for a commercial kitchen incubator in the Tomball area by February 2019.
4. Determine the feasibility of a commercial kitchen incubator by May 2019.

How will Goal #4 be Measured?

- Did we decide for or against developing a commercial kitchen incubator?
 - # of case studies researched
 - # of commercial kitchens visited
 - # of potential locations vetted



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