

League City's Economic Development Strategic Plan

May 21, 2026

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General Overview

This Economic Development Strategic Plan establishes League City's five-year roadmap for sustainable economic growth, a more balanced tax base, and long-term community prosperity.

The Plan is organized around four Strategic Directives, each supported by Key Initiatives, Critical Outcomes, and Performance Metrics. These directives reflect the priorities that emerged from extensive engagement with citizens, policymakers, City staff, and professional stakeholders over several months.

To ensure accountability and transparency, the Economic Development Department will document progress on Plan implementation quarterly, reported biannually, and benchmarked annually. The Department will also measure League City's economic performance annually against five benchmark communities to evaluate progress, identify opportunities for improvement, and inform future decision-making.

At the conclusion of the five-year planning period, the Economic Development Department will evaluate implementation results and prepare an updated plan for the next five-year cycle.

PROPOSED

Message from City Manager John Baumgartner



League City’s employees continually strive to provide world-class customer service to our citizens, visitors, and stakeholders.

While we work to respond to needs and requests in a timely and efficient manner, we also seek to be considerate, courteous, and respectful—treating people as a priority, responsibly carrying tasks through to completion, and constructively engaging with our community as we address both present needs and future opportunities.

This Economic Development Strategic Plan is an important expression of that commitment. It will serve as a living framework that guides action, investment, and accountability year after year.

Each year, the Plan will provide the foundation for a detailed implementation program that is integrated into the City’s proposed budget and outlines specific strategies, timelines, and responsibilities associated with major initiatives.

This approach ensures that the City’s economic development vision is translated into clear, actionable steps while preserving flexibility as conditions evolve and new opportunities emerge.

Implementation of this Plan will be monitored through the Critical Outcomes and Performance Metrics identified herein and reported biannually. These reports will track measurable progress, highlight successes, and identify areas for adjustment, creating a continuous feedback loop that strengthens implementation over time.

By connecting long-range priorities with annual strategies, performance measurement, funding, and personnel, this Plan creates a clear and accountable path for advancing League City’s economic development priorities.

Message from Director of Economic Development

Scott D. Livingston



It is a great time to be in League City! In Fiscal Year 2025, League City saw 704 housing starts, more than \$78 million in new commercial investment, and 70 newly registered businesses.

Our schools, quality of life, public safety, attractive neighborhoods, landscaped corridors, tourism activity, parks, low taxes, world-class services, and community amenities continue to attract residents, visitors, and investment.

League City's future prosperity is taking shape through implementation of the recently adopted Westside League City Regional Master Plan, which establishes a vision for the future development of approximately 4,000 acres along the future Grand Parkway corridor. In addition, the recent

adoption of League City's Development Services Strategic Plan is helping improve the City's development and permitting processes through greater efficiency, ongoing listening, and stronger engagement with stakeholders.

Rather than relying exclusively on consultants or limiting input to City staff, the Economic Development Department used two complementary surveys and a community-based strategic planning process to listen to citizens and professional stakeholders in the development of this Plan.

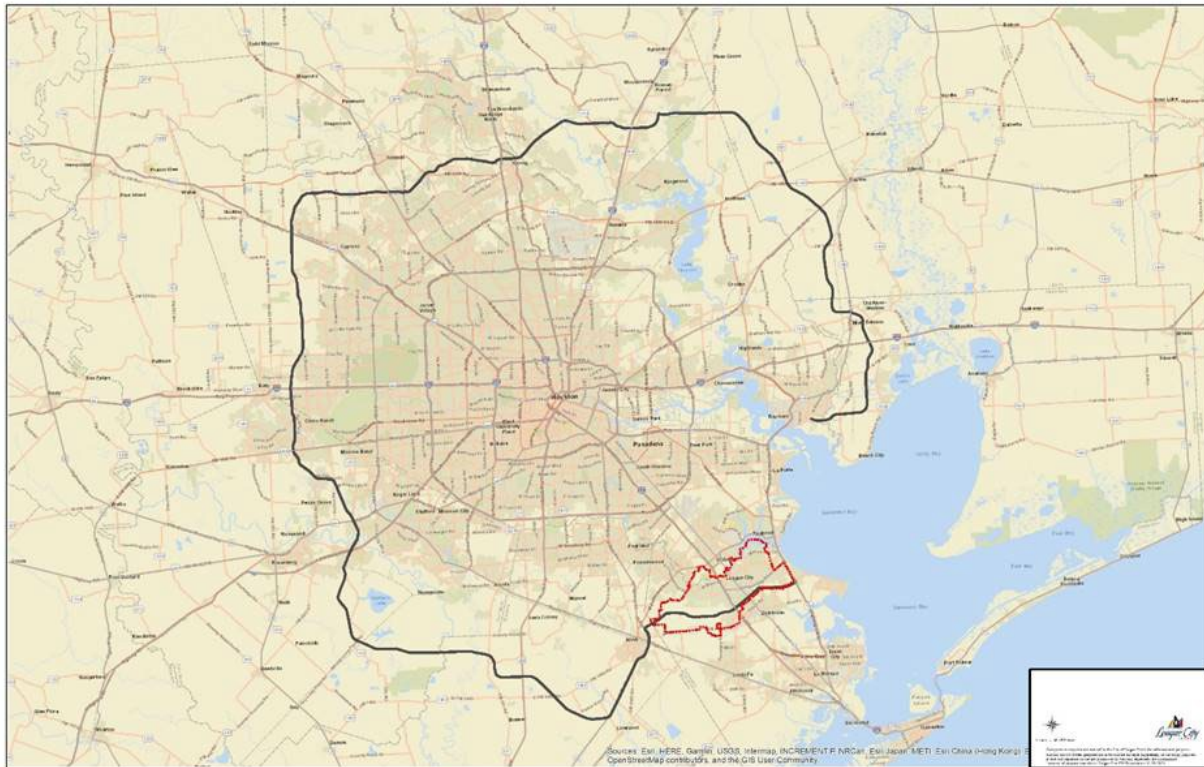
As we work to elevate and sustain League City's superior quality of life, collaboration among City Council, City administration, City departments, community partners, and both private and nonprofit organizations will remain essential. That collaboration will help align capital investment, permitting, infrastructure, and policy decisions with the priorities expressed by the community and reflected in this Plan.

Quarterly documentation, biannual reporting, and annual benchmarking against our own performance and five peer communities will help identify practical improvements, policy opportunities, and strategic adjustments that can further strengthen League City's economic future and support its long-term quality of life.

Welcome to League City, Texas!

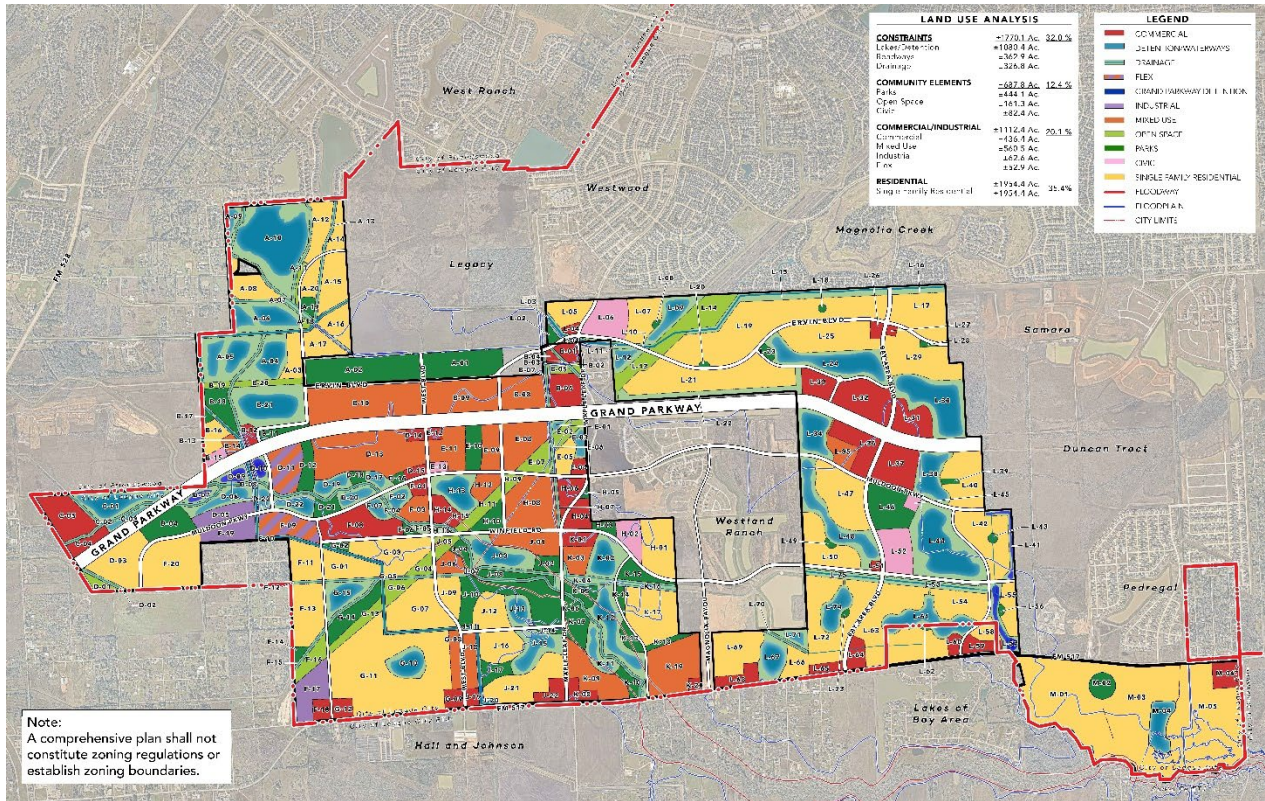
League City is entering an exciting new chapter of growth and opportunity. With strong momentum already underway, the community is well positioned to attract innovative, integrated, mixed-use lifestyle centers, family-friendly entertainment destinations, upscale commercial development, and modern, light industrial investment.

Construction of Segment B of the Grand Parkway, which is scheduled to begin in 2027, is expected to unlock more than 4,000 acres of developable land by 2031 and further accelerate this growth. That momentum will be built upon residential projects and key intersections already taking shape throughout the community.



Situated on I-45, midway between Galveston and Houston, League City is uniquely positioned to become one of the most dynamic centers for growth in Texas.

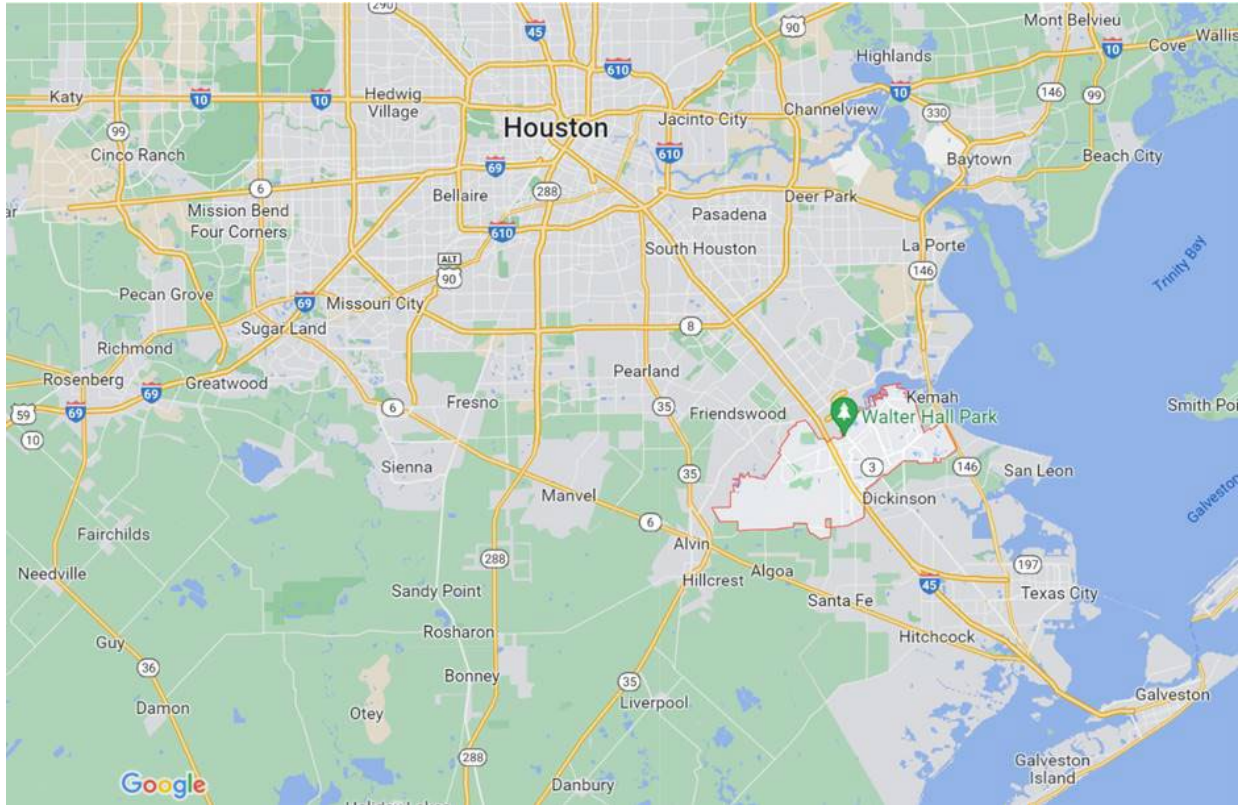
Complementing this momentum, City Council has adopted the Westside League City Regional Master Plan, establishing a clear vision for balanced expansion. Together, the Westside Plan and this Economic Development Strategic Plan provide a roadmap to strengthen League City's economic foundation, capitalize on new opportunities, and support continued prosperity for years to come.



The League City Council recently adopted the Westside Regional Master Plan, a Future Land Use Plan envisioning the development of 4,000 acres along the future Grand Parkway..

With a population of approximately 124,000, household incomes exceeding \$140,000, declining property tax rates for the past twelve years, 9,000 homes in various phases of development, and access to more than 900,000 technically skilled employees, League City is positioned to become one of the leading centers for economic growth in Texas.

Physicians, engineers, entrepreneurs, corporate executives, business owners, aerospace professionals, and other skilled workers continue to choose League City because of its safety, educational opportunities, location, affordability, and amenities that support an exceptional quality of life. [League City's Tourism](#) website touts the many reasons citizens and visitors enjoy shopping, dining, playing, and staying in League City!



League City is located on I-45, 30 minutes from both Downtown Houston and Galveston Island.

Some of League City’s recent recognitions further support why so many people choose League City:

- # 9** Most Affordable, Fastest-Growing City in the USA (2026 MoneyLion)
- # 6** Best Place to Live in the U.S. in 2025-2026 (US News & World Report)
- # 8** Best City to Move to in Texas in 2025 (2025 ConsumerAffairs)
- Top 10%** Overall & Amongst All Large Cities in the U.S.A. (2021-2025, ETC Institute)
- # 4** Safest and Most Affordable US City to Live in (2024, GOBankingRates)
- # 8** Best Place to Live to in Texas (2024, ConsumerAffairs)
- #10** Safest City in America (2023, HomeSnacks)
- # 1** Most Affordable Housing in Houston Region (2023, Metro Affordability Report)
- #10** Richest City in the USA (2022, HomeSnacks)
- #15** Fastest Growing City in the U.S.A. (2021, ConsumerAffairs)
- # 1** Top State for Economic Development (2012-2026, Site Selection Magazine)

League City’s proximity to the Houston Spaceport, NASA Johnson Space Center, major petrochemical clusters, the Texas Medical Center, the University of Texas Medical Branch, Galveston National Laboratory, I-45, the future Grand Parkway, four major ports, a highly skilled workforce, Galveston Island, Clear Lake, Galveston Bay, and the Gulf of America creates competitive advantages for companies in the following sectors:

- **Aerospace/Space**
- **Petrochemical/Energy**
- **Medical/Life Sciences**
- **Global Logistics**
- **Professional Services**
- **Tourism**

As property tax rates decline, disposable incomes rise, and new neighborhoods expand alongside transformative infrastructure investments like the Grand Parkway, League City's opportunities for growth and development are extraordinary! This Economic Development Strategic Plan builds on that momentum by providing a clear and actionable framework to attract investment, support innovation, and ensure League City continues to rise as a premier place to live, work, and prosper.

PROPOSED

League City's competitive advantage lies in its ability to combine exceptional quality of life, strategic regional access, and high-value development opportunities into a single, integrated destination.



Economic Development Strategic Plan

Continued economic development is essential to League City's short- and long-term financial resilience and prosperity. It is central to the City's ability to reduce the tax burden on residents while sustaining exceptional amenities and services. By attracting and retaining quality businesses and workforce participants, League City strengthens its tax base and prepares for future challenges and opportunities.

League City has shown foresight in prioritizing economic resilience, with City leadership recognizing the importance of shifting from a tax base that is predominantly residential to one that is more commercially balanced. With approximately sixty percent of League City's land already developed, expanding the commercial tax base is critical to strengthening the community's long-term financial resilience and sustaining its exceptional quality of life.

In developing this Plan, Economic Development staff conducted a realistic appraisal of available resources, constraints, and opportunities and then used community-based strategic planning methods, along with citizen and stakeholder surveys, to guide its direction. Input from nearly 600 citizens and professional stakeholders directly informed the Plan's four Strategic Directives, Key Initiatives, Critical Outcomes, and Performance Metrics.

Feedback gathered through the survey process revealed that residents and stakeholders place high importance on quality places to shop, dine, work, live, play, and be entertained; the redevelopment of vacant or blighted areas; a lower and more balanced tax burden; enhanced community amenities; attractive and functional infrastructure; responsible stewardship of natural assets; integrated, mixed-use, walkable lifestyle centers; and the continued elevation of League City's quality of life. For more detailed information, see pages 17-26 and Exhibit #5.

Although City staff from multiple departments—including Administration, Budget, Building, Development Services, Engineering, Finance, Parks and Recreation, Planning, and Public Works—will contribute to implementation of this five-year Plan, the Economic Development Department will serve as the primary lead for implementation and future evaluation.

Implementation will be continuously evaluated through identified Performance Metrics and reported to multiple audiences in the interest of transparency and accountability. Progress will be documented quarterly and then both reviewed and reported biannually to the Economic Development Strategic Plan Advisory Committee and City Manager. As part of the next plan update, the entire Plan will be comprehensively reviewed and updated at the conclusion of the five-year period.

Realistic Appraisal of Available Resources, Constraints, and Opportunities

City staff used findings from a 2021 International Economic Development Council (IEDC) report, results and recommendations from the surveys conducted for this Plan, and observations from Economic Development staff to develop a realistic appraisal of League City's available resources, constraints, and opportunities.

Findings by the IEDC in 2021

After Hurricane Harvey devastated the Texas Gulf Coast in 2017, the International Economic Development Council received a grant from the U.S. Economic Development Administration to assist communities in planning for long-term recovery. In February 2020, just before the COVID-19 pandemic, the IEDC used those funds to send a team of volunteers to League City.

Following several days of focus group meetings—similar in many respects to those conducted during development of this Plan—the IEDC team produced findings and recommendations through an Economic Development Technical Assistance Report. A summary of those findings appears below. The complete report is provided in Exhibit #6.

Strengths

The IEDC panel identified League City's strong quality of life as a major asset, supported by an educated workforce, highly rated schools, affluent residents, affordable housing, and strong community pride. The panel also noted that water access and recreational assets enhance livability and that League City benefits from proximity to major industry clusters, including aerospace, healthcare, and maritime, as well as strong transportation access through I-45, Houston, and nearby ports. Future growth opportunities were also seen as promising, with projects such as the Grand Parkway, Pinnacle Park, and Riverbend underway, supported by significant infrastructure investment and a robust planning framework.

Challenges

The panel identified several challenges, including limited office space due to the City's historic residential focus, a high percentage of residents commuting outside League City for work, and an underdeveloped entrepreneurial support system. The panel also observed that League City would benefit from a clearer and more cohesive value proposition and from stronger promotion and integration of its waterfront as an economic development asset.

Findings by Citizens and Stakeholders in 2025

As part of the surveys conducted to create this Economic Development Strategic Plan, both citizens and professional stakeholders were invited to comment on how the City could improve its economic development program.

Staff used artificial intelligence to analyze all feedback and create a comprehensive inventory of League City's available resources and assets, constraints and limiting factors, and opportunities for growth. A summary of each category is provided below, and the complete inventory appears in Exhibit #4.

Available Resources and Assets

Citizens and stakeholders identified League City's quality of life, healthcare and education base, strategic location near ports and NASA, engaged leadership, planning tools such as TIRZ and Chapter 380 Agreements, strong demographics, and growing innovation potential as key strengths.

Constraints or Factors that Limit Growth

Participants identified development fees and costs, the regulatory environment, restrictive zoning, infrastructure gaps, an unclear identity, and a perceived lack of competitiveness with peer communities as important barriers to growth.

Opportunities for Growth

Citizens and stakeholders identified opportunities centered on targeted industry recruitment, leveraging League City's location, investing in infrastructure and education, improving incentives and marketing, and further strengthening community and workforce assets.

Staff's Observations

In addition to the findings identified by the IEDC and through the survey process, Economic Development Staff offer the following observations for consideration:

- (1) "Financial Sustainability" refers to the City's ability to financially support League City's superior quality of life in perpetuity.
- (2) As development and infrastructure age, deterioration can lead to declining property and sales tax revenue if maintenance and reinvestment do not keep pace.
- (3) To sustain its quality of life in perpetuity, League City should continue prioritizing quality development, services, amenities, and programming.
- (4) Economic Development can be understood more broadly as both attracting and retaining value. See Exhibit #3.

- (5) Quality commercial development provides both conspicuous and inconspicuous benefits that strengthen the financial sustainability of a community's quality of life. See Exhibit #3.
- (6) Eighty-eight percent of League City's employed residents commute outside the community for work, while approximately one million highly skilled professionals live within a 45-minute drive from League City. League City has an opportunity to reverse that pattern over time and become a net importer of quality jobs rather than a net exporter of workers. See Exhibit #3.

Methodology

League City's Economic Development Department used two complementary surveys, six professional focus groups, and community-based strategic planning methods to listen to citizens and stakeholders and incorporate their feedback into the development of this Plan.

To encourage participation and generate broad awareness, the City promoted this initiative through posts on League City's LinkedIn page, League City Listens, Galveston Bay BizCast, and the July 2025 issue of City Matters.

The six pre-identified stakeholder groups represented the following sectors: (1) Infrastructure, Energy, and Transportation; (2) Economic Development Partners and Lead Generators; (3) Local Business Ecosystem; (4) Education and Workforce Development; (5) Major Employers; and (6) Developers and Builders. To facilitate discussion with these groups, Economic Development staff contacted selected participants and hosted in-person focus group meetings during the second week of July.

Economic Development staff received feedback from nearly 600 citizens and professional stakeholders and incorporated that feedback into the Plan.

Staff used artificial intelligence to analyze, summarize, categorize, and rank feedback from both surveys to help shape Plan recommendations. Staff from other City departments then supplemented and refined the Plan based upon their professional knowledge, operational experience, and community perspective.

Additional refinement—particularly with respect to solutions and implementation approaches—occurred through further analysis of professional stakeholder feedback, followed by final drafting and composition by Economic Development staff.

Based on the survey results, Economic Development staff developed Strategic Directives and supporting initiatives to guide how the City should invest time and resources to improve the community's quality of life and shape League City into the community that citizens and stakeholders want it to become.

Readers can navigate the Plan by beginning with the four Strategic Directives outlined on pages 17-26 and referencing Exhibits #1-7 for supporting data, community feedback, and resource inventories.

Directives and Initiatives

Several terms are associated with key elements of this Plan, so the following definitions are intended to clarify how those elements contribute to the Plan's overall structure and purpose:

Primary Directive

Within the context of economic development, the Primary Directive clearly defines the Economic Development Department's purpose. It reflects what we are passionate about, where our competencies lie, and what we believe provides the means to realize our vision. The Primary Directive represents the highest-level directive in the Plan and serves as the central hub to which all Strategic Directives are connected.

Strategic Directives

This Plan contains four Strategic Directives. A Strategic Directive is a high-level priority expressed in a way that clearly captures a major community priority. It is not intended to describe a specific program, service, or initiative. Rather, it describes, in broad terms, what citizens and stakeholders believe matters most in League City's economic future.

Strategic Initiatives

Each Strategic Directive is supported by a set of Strategic Initiatives that move the directive from principle to application. Strategic Initiatives are the more specific actions, programs, and ideas that help bring each directive to life. In this sense, the Strategic Directive identifies the destination, and the Strategic Initiatives provide the directions needed to reach it.

Critical Outcomes

Critical Outcomes define what success looks like. They describe the conditions that should exist when the goals of the Plan are being realized and provide a meaningful barometer of progress.

Performance Metrics

Performance Metrics provide the means to measure implementation over time. These metrics are tied directly to the Critical Outcomes, and in some cases the same metric may appear under multiple Strategic Directives to illustrate how one measure supports several aspects of the Plan.

League City Economic Development's Vision, Mission, Primary Directive, and Actionable, Strategic Objectives

Vision Statement

Elevate and sustain League City's superior quality of life forever.

Mission Statement

Foster a resilient economic base that attracts quality jobs and private investment to finance, elevate, and sustain League City's superior quality of life forever.

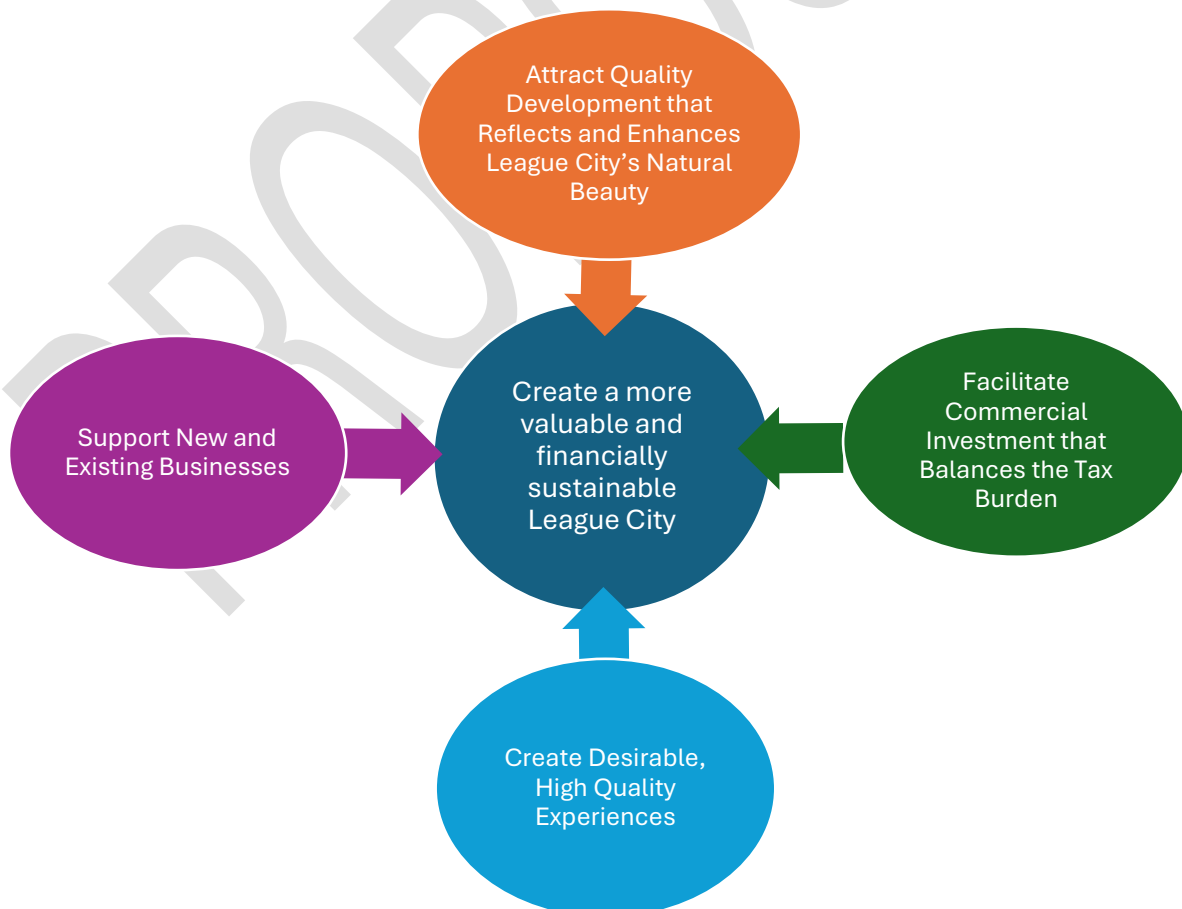
Primary Directive

Create a more valuable and financially sustainable League City.

Note: Featured in the center of the graphic below.

Strategic Directives

Four Strategic Directives are pictured below, surrounding the Primary Directive in the middle.



Each Strategic Directive translates the community’s vision into targeted actions, like creating quality jobs, attracting private investment, balancing growth, creating a resilient tax base, and creating the financial means to sustain League City’s superior quality of life forever. Each Strategic Directive is also designed to promote equitable access to opportunity and strengthen League City’s long-term resilience to economic and environmental challenges.

Strategic Directive #1 – Attract Quality Development that Reflects and Enhances League City’s Natural Beauty

Citizen Input – Attract development that enhances what makes League City special such as green spaces, waterways, and hometown character.

Explanation – League City will pursue high-quality commercial development that reflects and enhances its natural assets while preserving its hometown charm. This includes balancing new development with the preservation of green space, expanding parks and trails, maintaining the waterfront and bayous, and promoting thoughtful redevelopment of underutilized properties. The City will emphasize quality design and construction, environmental stewardship, and projects that contribute to long-term community value.

Key Initiatives

- Facilitate development of undeveloped land throughout League City, including the Westside, in alignment with the Westside Master Plan and Comprehensive Plan, while encouraging both new development and redevelopment in areas with infill and reuse opportunities—particularly those that support high-value, experience-oriented businesses, and amenities.
- Collaborate with developers and Development Services through tools such as PUD approvals, expedited permitting, Capital Recovery Fee deferrals, and the Economic Development Investment Policy to attract high-quality, integrated, mixed-use lifestyle centers that: (a) optimize land use; (b) support multimodal transportation (e.g., walking and bicycle trails); (c) incorporate a variety of residential and commercial uses and densities; (d) utilize natural infrastructure like stormwater-friendly landscaping, stormwater detention, tree preservation, and environmental stewardship; and (e) elevate League City’s Quality of Life.
- Identify and prioritize underutilized and aging commercial corridors (e.g., Main Street (FM 518), FM 270, East FM 646 and Highway 3) for targeted redevelopment through public-private partnerships, enhanced design standards, and incentive programs such as Texas PACE and TNMP’s Compass program to support adaptive reuse of vacant or obsolete commercial buildings, converting them into integrated, mixed-use, lifestyle centers that are community-serving and/or innovation-oriented spaces.
- Reduce commercial vacancies by actively marketing available sites, connecting property owners with developers and prospective tenants, and promoting “development-ready” corridors through an online platform that identifies infrastructure-ready parcels where

development is ready to plat, already platted, and/or ready for permitting, and streamlines the redevelopment process.

- Develop a redevelopment toolkit to assist business and property owners, brokers, investors, and developers in assessing a vacant or undeveloped site’s potential and the available incentives, infrastructure, zoning and building code flexibility, and development processes available to support infill, redevelopment, and reuse projects.
- Host an annual roundtable with business owners, property owners, developers, brokers, and commercial investors to gather feedback on redevelopment priorities and maintain alignment with community expectations.
- Highlight the existing water and wastewater infrastructure along the future Grand Parkway corridor and promote opportunities for expanded infrastructure through public-private partnerships that accelerate high-quality development.
- Partner with the Development Services, Parks and Recreation, Convention & Visitors Bureau, and local stakeholders to: (a) attract business investment tied to outdoor recreation and League City’s natural assets; (b) identify and promote commercial sites adjacent to existing or planned trails, greenways, and waterways as premium “trail-connected” development opportunities; and (c) integrate parks, trails, waterfront areas, creeks, and open spaces into business recruitment materials and presentations to promote natural assets as a core component of League City’s economic value proposition.
- Encourage local ownership, community pride, and business investment by inviting businesses, developers, nonprofit organizations, places of worship, and other community groups to sponsor beautification projects (e.g., landscaping, benches, native plantings, public art) along major corridors and/or near parks and trails, with recognition through signage and promotion.
- Collaborate with Communications and the Convention & Visitors Bureau to: (a) develop seasonal promotions (e.g., “Explore League City Outdoors”) that highlight the City’s natural and built assets, including trails, waterways, parks, the Ballpark at League City, and other public investments that support recreation, tourism, and community gathering; (b) encourage local businesses to participate through coordinated cross-promotions tied to these destinations and events; and (c) showcase how businesses, nonprofit organizations, places of worship, schools, neighborhoods, and new developments are contributing to and benefiting from the City’s integrated network of parks, trails, waterfront access, and civic amenities that enhance quality of life and reinforce League City’s identity as an active, connected, and outdoor-oriented community.

Critical Outcomes

- High-quality, integrated, mixed-use lifestyle centers optimize land use and reflect League City’s natural assets, such as our proximity to Clear Lake, Clear Creek, Galveston Bay, and the Gulf of Mexico, proximity to downtown Houston and Galveston Island, surrounding natural waterways, parks, dining, leisure, and recreational opportunities, geography, coastal climate,

and space for intentional, quality growth.

- Vacant or underutilized areas are revitalized with new investment, tenants, value, and functionality.
- Residents benefit from expanded and connected trails linking neighborhoods, parks, schools, places of worship, workplaces, and commercial destinations.
- Public and private investment expands the City's network of trails, green space, and waterways, supported by visible community participation.
- Development projects incorporate natural infrastructure that enhances aesthetics, mitigates flooding, and attracts additional high-quality investment.
- League City's natural assets become a defining element of its regional identity and are consistently incorporated into marketing and recruitment efforts.

Performance Metrics

- Number of Integrated, Mixed-Use Lifestyle Centers
- Commercial Vacancy Rate
- Amount of Investment in Reuse and/or Redevelopment Projects
- Linear Feet of Trails/Sidewalks Connected to Parks, Neighborhoods, Schools, Work Centers, and Integrated, Mixed-Use Lifestyle Centers

Reporting Responsibility

- The Economic Development Department will regularly track these Performance Metrics, document them quarterly, report them biannually through the City Manager's Office, and benchmark them annually against our previous performance and five peer communities.

Strategic Directive #2 – Facilitate Commercial Investment that Balances the Tax Burden

Citizen Input – We want businesses that provide jobs and tax revenue that reduce property tax pressure on homeowners.

Explanation – League City will reduce the tax burden on residents by expanding and diversifying its commercial tax base. This will be achieved through targeted business recruitment, strategic use of incentives, and policies that prioritize high-value development and long-term fiscal sustainability.

Key Initiatives

- Promote League City’s proximity to the Houston Spaceport, Downtown Houston, and Galveston Island to attract and pursue small and mid-sized employers in targeted industry clusters—including medical and life sciences, professional services, clean, advanced manufacturing, technology, and logistics—that align with League City’s infrastructure, workforce, and fiscal goals, create employment opportunities for residents, and increase inbound workforce activity.
- Recruit local business leaders and residents to serve as ambassadors, who actively promote League City as a destination for investment and assist in attracting peer companies.
- Collaborate with regional partners—including BAHEP, Galveston County, the Greater Houston Partnership, the Governor’s Office, and educational institutions—to recruit regional-scale employers.
- Partner with Communications to develop a campaign that highlights the benefits of economic development and builds community support for high-quality commercial investment.
- Support local entrepreneurs and small businesses through partnerships with the Small Business Development Center, League City Regional Chamber of Commerce, SCORE, SATOP, BAHEP’s Smart Manufacturing Roundtable, businesses, schools, colleges and universities, nonprofits, and other organizations by providing access to grants, technical assistance, and social capital to help entrepreneurs and local business owners expand, upgrade, or modernize facilities—organically strengthening the local, commercial tax base.
- Publish an annual summary of Performance Metrics presented in Exhibits #1 and 2 to demonstrate accountability, identify trends, track progress, and reinforce League City’s reputation as a responsible and business-friendly community.
- Conduct an annual retail and service sector analysis to identify spending leakage, track trends, and target recruitment efforts to recapture local demand.
- Strengthen collaboration among the City, educational institutions, businesses, and nonprofit organizations while exploring new partnership- and grant-supported opportunities—such as an incubator or tech hub—to build social capital, support entrepreneurship, drive innovation, facilitate technology transfer, and catalyze small business and advanced manufacturing growth.
- Develop, review, and implement a fiscal impact model by utilizing artificial intelligence, supervised university graduate student interns, and other resources to evaluate land use decisions based on tax revenue generation and prioritize development with the highest long-term return.
- Evaluate opportunities to use the Neighborhood Empowerment Zone to support the development of office, logistics, and/or light manufacturing along State Highway 3, between League City Parkway and FM 646.

- Assess the use of economic development tools such as Chapter 380 Agreements, Public Improvement Districts, the Neighborhood Empowerment Zone, and other financing mechanisms to support infrastructure investment in un-developed and/or under-developed commercial areas with high-growth potential, without burdening the General Fund.
- Explore partnerships with landowners and brokers to assemble small and/or fragmented parcels in key commercial corridors to create sites suitable for higher-quality development and/or redevelopment.

Critical Outcomes

- Growth in tax-generating businesses diversifies the tax base and reduces reliance on residential property taxes.
- League City has attracted more high quality commercial investment and primary employers, particularly as a result of providing public support through Capital Recovery Fee Deferrals, 380 Agreements, Public Improvement Districts, Neighborhood Empowerment Zones, and/or other economic development tools.
- League City creates new jobs and retains existing jobs by attracting high-quality employers and investment through the strategic use of incentives and partnerships.
- Entrepreneurship, innovation, and advanced manufacturing are actively supported and expanded.
- Strategic tools such as the Neighborhood Empowerment Zone are evaluated to attract office, logistics, and/or light manufacturing to State Highway 3, between League City Parkway and FM 646.
- Residents recognize, appreciate, and support the role Economic Development plays in attracting new investment to the community.

Performance Metrics

- Growth in Commercial Property Tax Value (excluding Exemptions)
- Proportion of Commercial vs. Residential Tax Base
- Growth in Sale Tax Revenue
- Number of New Jobs
- Quality of Jobs

Reporting Responsibility

- The Economic Development Department will regularly track these Performance Metrics, document them quarterly, report them biannually through the City Manager's Office, and benchmark them annually against our previous performance and five peer communities.

Strategic Directive #3 – Create Desirable, High Quality Experiences

Citizen Input – We want high quality businesses that add value and improve residents' quality of life.

Explanation – League City will prioritize the attraction and development of high-quality dining, shopping, family-friendly, experiential, retail, entertainment, arts, and cultural amenities that enhance community life, create places for interaction, and reinforce League City's hometown feel.

Key Initiatives

- Promote our “speed to market” enhanced and streamlined development services approval processes—including administrative approvals, consistent 10-day business day infrastructure and site plan reviews, and after-hour site inspections—as competitive advantages for attracting high-quality projects.
- Continue to improve development processes through collaboration with Planning, Fire Prevention, Parks, Engineering, Building, and Development Services to streamline and improve the development process and elevate the quality of life for League City's citizens, according to the Development Services Strategic Plan.
- Strengthen competitiveness by maintaining consistent review schedules, focusing on solutions rather than obstacles, and continuously improving regulatory policies and practices to increase their predictability, transparency, and clarity.
- Recruit highly desirable, experience-oriented retail and commercial businesses—such as specialty grocers like Trader Joe's, HEB Central Market, and Whole Foods Market, upscale dining, boutique fitness, entertainment venues, craft breweries, culinary schools, galleries, furniture store, family-oriented entertainment, and cultural destinations—to foster social capital, social interaction, and community engagement.
- Promote League City's convenient access to trails, parks, creeks, bayous, waterways, Clear Lake, and Galveston Bay as destinations for outdoor recreation, sports tourism, and diverse experiential opportunities, including hiking, walking, running, and biking, as well as kayak, canoe, sailboat, jet ski, paddleboard, bicycle, and skateboard rentals and outfitters, while supporting waterfront dining and integrating these assets with parks, neighborhoods, schools, places of worship, businesses, and mixed-use lifestyle centers that incorporate high-quality design, public spaces, events, and cohesive branding.
- Attract and facilitate private investment and development that prioritizes integrated, mixed-use lifestyle centers, invests in high quality experiences, amenities, and infrastructure, creates vibrant, attractive, and walkable destinations characterized by distinctive design, public art, events, and cohesive branding, retains undeveloped open space, and fulfills the vision of the Westside Master Plan and Economic Development Strategic Plan.
- Collaborate with the Convention & Visitors Bureau and Communications to promote sports tourism through League City's unique experiences, attractions, unique dining, entertainment,

outdoor recreation and sports, cultural experiences, natural assets, and other amenities.

- Collaborate with Communications to encourage temporary and “pop-up” uses of vacant storefronts and public spaces for art shows, live music, food markets, and seasonal events—e.g., expansion of signature events, waterfront enjoyment artisan markets, outdoor music series, and other cultural activities.
- Provide workshops in partnership with the League City Regional Chamber of Commerce, SCORE, Small Business Development Center, and/or other partners to help local businesses improve marketing, branding, and emerging technologies like artificial intelligence.

Critical Outcomes

- League City’s business mix reflects a noticeable increase in upscale dining, boutique retail, specialty grocers, and experiential destinations, where citizens, visitors, and tourists want to spend time.
- Commercial and integrated, mixed-use lifestyle centers become vibrant, walkable, experience-driven destinations, characterized by distinctive design, public art, events, and cohesive branding, that build social capital, foster community, and organically create invigorating opportunities associated with an elevated quality of life for citizens, visitors, and tourists.
- Residents and visitors report increased satisfaction with the diversity, quality, and character of local amenities and experiences.
- Investments in high-quality development result in measurable gains in sales tax revenue, job creation, and property values.
- League City is recognized regionally as a premier destination for high-quality living, leisure, and investment—attracting both residents and businesses seeking a superior community environment.

Performance Metrics

- Number of New Experience-Oriented Businesses, Upscale Restaurants, Boutique Retailers, Specialty Grocers, and Entertainment Venues
- Citizen Satisfaction with Local Businesses and Amenities (as Measured by the ETC Institute’s Biennial Citizen Survey)
- Percentage of Retail Leakage Recaptured
- Number of Integrated, Mixed-Use Lifestyle Centers

Reporting Responsibility

- The Economic Development Department will regularly track these Performance Metrics, document them quarterly, report them biannually through the City Manager’s Office, and benchmark them annually against our previous performance and five peer communities.

Strategic Directive #4 - Support New and Existing Businesses

Citizen Input – We should continue retaining existing businesses, while attracting new ones.

Explanation – League City will foster a business-friendly environment that supports new business, while retaining the community’s hometown character and supporting existing businesses—particularly small and locally rooted enterprises—while improving predictability, responsiveness, access to resources, and fostering attractive, high-quality development.

Key Initiatives

- Promote the City’s Concept and Pre-Development Meetings and Development Process Manager as a one-stop concierge to guide businesses and developers through City processes and provide key points of contact for TXDOT, CenterPoint/TNMP, and City staff.
- Develop and maintain a simple, easy-to-navigate webpage or microsite—e.g., user-friendly Business Resource Hub—that is updated 2-3 times each year and consolidates key information for new and existing businesses, including information about permitting, incentives, contacts, available sites, and support organizations.
- Create and promote clear, concise guidance materials that outline processes, requirements, and timelines for businesses that are expanding, renovating, or changing the use(s) of their space by creating and promoting a one-pager online, in print, and in public presentations that outline and describe the regulation(s), form(s), process(es), and timeline(s) involved.
- Provide information on available incentive programs—including League City’s Capital Recovery Fee Deferral, Economic Development Investment Policy, Texas PACE Program and TNMP’s Commercial Market Transformation Program—to obtain energy assessments, cash incentives, and customer support for high-efficiency building improvements.
- Strengthen relationships with property and business owners, brokers, developers, regional and local brokers, leasing agents, and other partners to attract high-quality, primary employers and services to League City that generate tax revenue, an elevated quality of life, new, quality, primary jobs, and enhanced opportunities to shop, dine, stay, and play.
- Collaborate with the League City Regional Chamber of Commerce to support the health and growth of existing and prospective businesses by building close relationships with existing businesses, contacting prospective businesses, promoting League City as a destination for business investment, and amplifying City initiatives through the Chamber’s membership base, events, and communication channels.
- Host an annual roundtable with local employers, business owners, brokers, developers, and investors to gather feedback on city processes, share updates, and strengthen relationships. Document and report group feedback and decisions at the following meeting.

- Establish a formal Business Retention and Expansion (BRE) program to regularly engage existing businesses, identify needs, and connect them to available resources—e.g. permits, utilities, workforce training, or incentives—while tracking trends and outcomes over time.
- Update League City’s Economic Development Investment Policy to revise the Minimum Taxable Property Values, delete reference(s) to Chapter 313, and add new, contemporary incentive tools like the Jobs, Energy, Technology, and Innovation Act (JETI) and the Space Exploration & Aeronautics Research Fund (SEARF).
- Partner with local and regional partners—e.g., the League City Regional Chamber of Commerce, Small Business Development Center, local colleges and universities—to offer workshops on topics like business planning, permitting, marketing, and access to capital.
- Highlight local businesses through City communications, which demonstrate innovation, community service, or local job creation. Partner with the League City Regional Chamber of Commerce for monthly or quarterly features.

Critical Outcomes

- Businesses report that League City is a responsive, predictable, and supportive environment in which to operate.
- Targeted recruitment results in the attraction of small and mid-sized employers offering professional, technical, and advanced manufacturing jobs.
- The commercial tax base and local employment opportunities continue to grow.
- Developers, brokers, and business leaders view League City as a predictable, efficient, and easy-to-navigate city for developing projects and doing business.
- Local businesses contribute meaningfully to tax revenue growth and economic activity.
- The City’s updated Economic Development Investment Policy and incentive tools generate measurable returns on investment, job creation, and redevelopment.

Performance Metrics

- Growth in Commercial Property Tax Value (excluding Exemptions)
- Proportion of Commercial vs. Residential Tax Base
- Growth in Sales Tax Revenue
- Number of Jobs
- Quality of Jobs
- Number of New and/or Business Retention and Expansion Projects
- Business Retention Rate

Reporting Responsibility

- The Economic Development Department will regularly track these Performance Metrics, document them quarterly, report them biannually through the City Manager’s Office, and benchmark them annually against our previous performance and five peer communities.

Implementation and Evaluation

This Economic Development Strategic Plan is designed to function as a living framework that drives action, accountability, and measurable progress over time.

Implementation of the Plan’s Strategic Directives will be tracked through defined Critical Outcomes and Performance Metrics, with progress reported biannually to the City Manager, City Council, and the public. These reports will document measurable results, highlight successes, and identify opportunities for adjustment, creating a continuous feedback loop that strengthens execution.

The Plan will also serve as the foundation for an annual implementation program that is integrated into the City’s budgeting process. Each year, this program will outline specific strategies, timelines, responsibilities, and resource allocations associated with major initiatives, ensuring alignment between strategic priorities and operational execution.

Every January, the Economic Development Department will publish a Progress Dashboard summarizing key accomplishments, performance trends, and priorities for the upcoming year. These reports will be publicly available and shared with regional partners to reinforce transparency, collaboration, and accountability.

League City Baseline Data: FY23-25

Implementation of this Plan will be evaluated annually using defined Performance Metrics and baseline data for the City of League City, as presented in Exhibit #1. These baseline metrics include the number of new and expanding business registrations; growth in sales tax revenue; commercial investment; growth in commercial property tax value; the number of jobs; the proportion of the commercial versus residential tax base; and the municipal property tax rate.

In recent years, League City has averaged approximately 80 new and expanding business registrations annually, achieved average sales tax revenue growth of 4.64 percent, attracted approximately \$63 million in annual commercial investment, and experienced commercial property tax value growth of at least 8 percent. The City supports approximately 28,063 jobs, maintains a tax base that is approximately 21.31 percent commercial and 78.69 percent residential, and has reduced its municipal property tax rate consistently for more than a decade.

Benchmarking Performance Metrics

League City's performance will be evaluated and "benchmarked" annually against five communities in the Greater Houston Region that have similar economic, demographic, geographic, or development characteristics: Baytown, Missouri City, Pearland, Sugar Land, and Webster.

Benchmarking metrics, presented in Exhibit #2, include municipal property tax rate, debt ratios, bond rating, commercial property tax growth, tax base composition, and five-year average sales tax growth.

In 2025 or FY 2024, as compared with Baytown, Missouri City, Pearland, Sugar Land, and Webster, League City performs strongly in areas such as tax rate, debt ratios, and bond rating, it lags peer communities in growth in commercial property tax growth, commercial tax base composition, and sales tax growth. These findings reinforce the importance of implementing this Plan's strategies to strengthen commercial development and improve long-term fiscal balance.

At the conclusion of each year, performance will be evaluated against both internal and benchmark metrics, and adjustments to the following year's work plan and budget will be made accordingly to address gaps and capitalize on opportunities.

Innovation, Equity, and Resilience

Innovation

League City is committed to fostering a culture of innovation and continuous improvement across its economic development efforts and broader municipal operations. The City actively seeks opportunities to enhance efficiency, effectiveness, and long-term value for residents and stakeholders.

A key example of this commitment is League City's Elevate Academy, which provides employees with a structured environment to propose ideas, share insights, and implement process improvements. Since its inception in March 2024, the Elevate Academy has generated hundreds of initiatives projected to save taxpayers approximately \$4.9 million annually through both hard and soft cost efficiencies.

This emphasis on innovation will continue to support improved service delivery, streamlined processes, and data-informed decision-making that strengthens League City's economic competitiveness.

Equity and Economic Opportunity

The City of League City is an equal opportunity employer, and the City does not discriminate against employees or job applicants based upon their race, religion, sex, sexual orientation, national origin, age, or disability. In like manner, the City of League City provides equal economic opportunity to all, regardless of race, religion, gender, sexual orientation, national origin, age, or disability.

Resilience

League City is committed to strengthening its resilience to economic, environmental, and operational challenges. This includes preparing for and adapting to a wide range of potential risks, including technological disruptions, cybersecurity threats, natural disasters, public health events, terrorism, and economic downturns.

Economic resilience is advanced through diversification of the tax base, attraction of high-quality employers, investment in infrastructure, and support for local businesses. Environmental resilience is supported through responsible land use, natural infrastructure, and flood mitigation strategies.

By integrating resilience into planning, investment, and policy decisions, League City is better positioned to sustain long-term economic stability and maintain its high standard of community performance under changing conditions.

Branding, Marketing & External Positioning

League City's economic development branding, marketing, and external positioning will align with regional and state partners, including Galveston County, the Bay Area Houston Economic Partnership, the Greater Houston Partnership, and the State of Texas.

The City will present a consistent and unified message that highlights its competitive advantages, including its strategic location between Houston and Galveston, access to major industry clusters, strong workforce, high quality of life, and opportunities for high-value commercial development.

Marketing efforts will be guided by an annual plan of work and coordinated with the City's approved budget and Purchasing Policy. These efforts will include digital marketing, targeted outreach, site promotion, and collaboration with regional partners to position League City effectively in the marketplace.

League City will continue to strengthen its identity as a destination for high-quality investment by clearly communicating its value proposition: a community that integrates exceptional livability, strategic regional access, and meaningful economic opportunity.

Through consistent messaging, coordinated partnerships, and data-informed marketing strategies, League City will enhance its visibility, competitiveness, and reputation among site selectors, developers, businesses, and investors.

Summary

This Economic Development Strategic Plan establishes a clear and actionable, five-year roadmap for strengthening League City's economic base, balancing the tax burden, and sustaining long-term community prosperity.

Developed through extensive community engagement, stakeholder input, and data-driven analysis,

the Plan reflects the priorities and aspirations of League City's residents, businesses, and leadership.

At its core, the Plan is guided by the following:

Mission Statement

Foster a resilient economic base that attracts quality jobs and private investment to finance, elevate, and sustain League City's superior quality of life forever.

Primary Directive

Create a more valuable and financially sustainable League City.

To carry out this mission and primary directive, the Plan is organized around four **Strategic Directives**:

- (1) Attract Quality Development that Reflects and Enhances League City's Natural Beauty**
League City will pursue high-quality, integrated, mixed-use lifestyle centers that preserve natural assets, prioritize infill and redevelopment, expand parks and trails, enhance the waterfront, reinforce the community's visual community character and hometown charm, and balance growth with environmental stewardship and quality design.
- (2) Facilitate Commercial Investment that Balances the Tax Burden**
League City will strategically grow and diversify its commercial tax base to reduce property tax pressure on residential taxpayers through targeted business recruitment, fiscal impact analysis, targeted industry cluster development, entrepreneurship support, and economic development tools that attract high-value investment and quality jobs.
- (3) Create Desirable, High-Quality Experiences**
League City will prioritize the attraction and development of high-quality dining, retail, entertainment, arts, and cultural amenities that enhance the community's quality of life, foster community interaction, emphasize walkable, mixed-use lifestyle destinations, and experience-oriented businesses that attract both residents and visitors and strengthen community identity as a premier place to live, work, and visit.
- (4) Support New and Existing Businesses**
League City will balance business attraction with strong retention and expansion efforts, particularly for small and locally rooted businesses. By improving predictability, responsiveness, and access to resources, League City will cultivate a business-friendly environment that supports long-term growth, job creation, and reinvestment.

Implementation of this Plan is designed to be transparent, accountable, and adaptive. Progress will be tracked through defined Performance Metrics, documented quarterly, reported biannually, benchmarked annually, and routinely aligned with economic development priorities, annual budgeting, staffing, and capital investment decisions.

Collectively, this Plan provides League City with a clear framework to guide decision-making, attract high-quality investment, strengthen financial sustainability, and ensure the community continues to thrive as a premier place to live, work, and prosper.

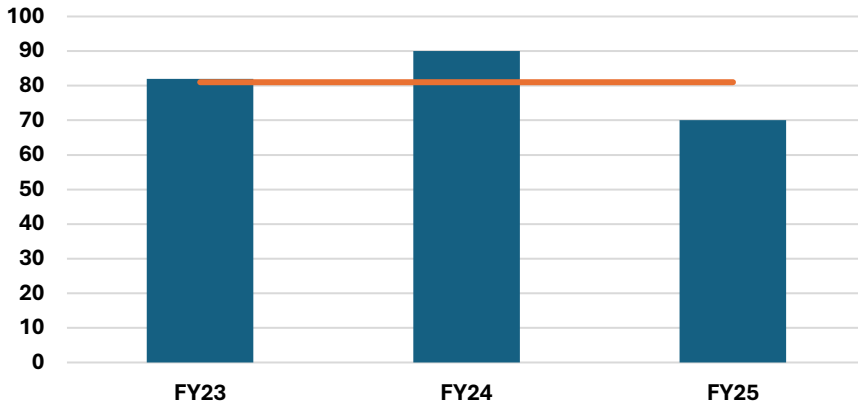
Exhibits

PROPOSED

Exhibit #1

League City Baseline Data for
2023 – 2025

New and Expanding Business Registrations



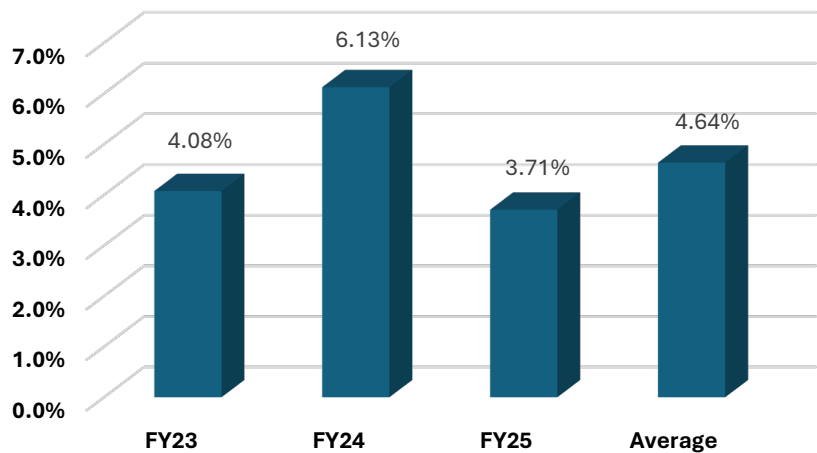
New and Expanding Business Registrations in League City indicates the degree that the community's economy is stable and healthy to support business growth. The average is depicted by the orange, horizontal line between the bars in the graph.

Source: *Business Registrations approved and issued by League City's Development Services Dept.*

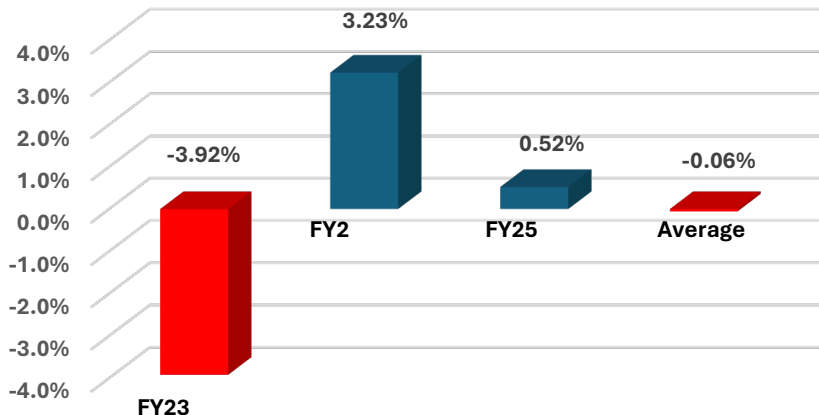
Growth in Sales Tax Revenue identifies the amount of new, taxable sales in League City. This metric indicates the condition of the local economy, which is driven by increased consumer spending and population growth. Strong sales tax growth can also indicate a thriving real estate market and a strong, overall fiscal outlook.

Source: [Texas Comptroller of Public Accounts](#)

Growth in Sales Tax Revenue

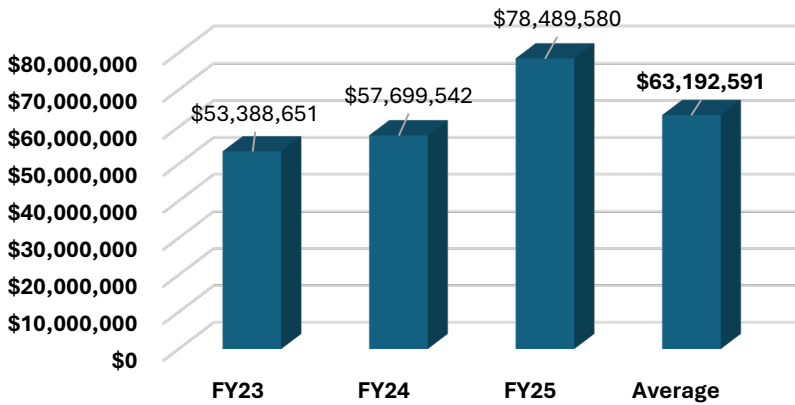


Growth in Sales Tax Revenue (Adjusted for Inflation and Population Growth)



Growth in Sales Tax Revenue (Adjusted for Inflation and Population Growth) measures the "real" change in tax collections by removing the artificial increases caused by inflation and population growth. This metric generally indicates the real purchasing power and productivity of a tax base. By stripping away artificial gains from inflation and population growth, it reveals whether a government's financial position is actually strengthening or eroding.

Commercial Investment



The amount of new, taxable **Commercial Investment** annually made in League City indicates the level of economic growth that creates local jobs, increases tax revenue, enhances the quality of life by providing new services and amenities, and improves local infrastructure.

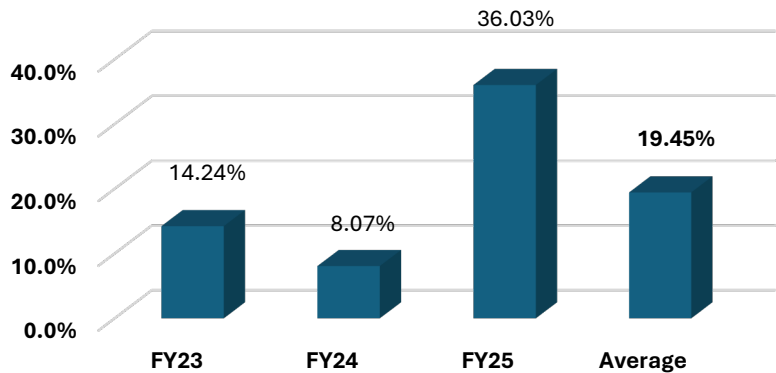
Source: League City Building Permits (Commercial New, Addition, Remodel)

Growth in Commercial Property Tax Value (Excluding Exemptions)

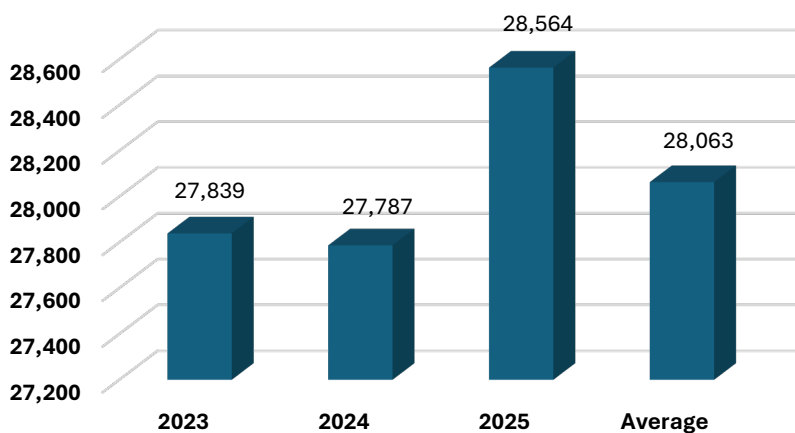
measures the amount of new, taxable commercial property developed in League City between FY 2023 and FY 2025. This metric generally indicates a strong, local economy and a vibrant commercial real estate market.

Source: League City Building Permits (Commercial New, Addition, Remodel)

Growth in Commercial Property Tax Value (Excluding Exemptions)



Number of Jobs



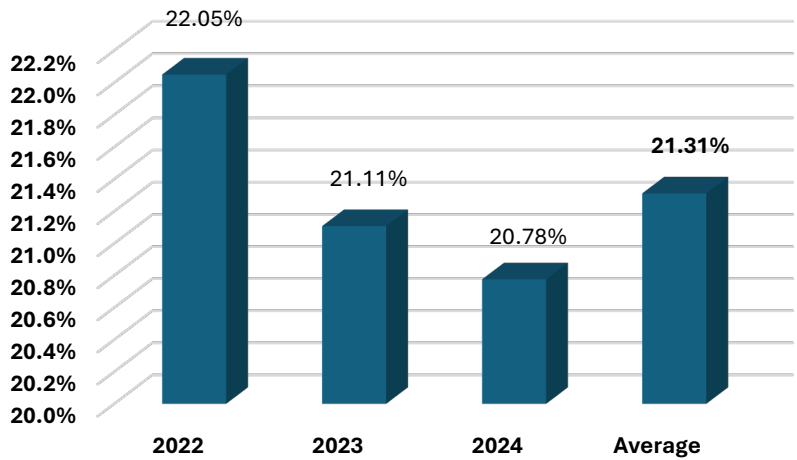
The **Number of Jobs** in League City indicates the community's overall economic health, strength of its connection to the broader economy, and its demand for labor. It also reflects the number of employment opportunities available, which identifies which industries and occupations are growing or declining.

Source: Lightcast

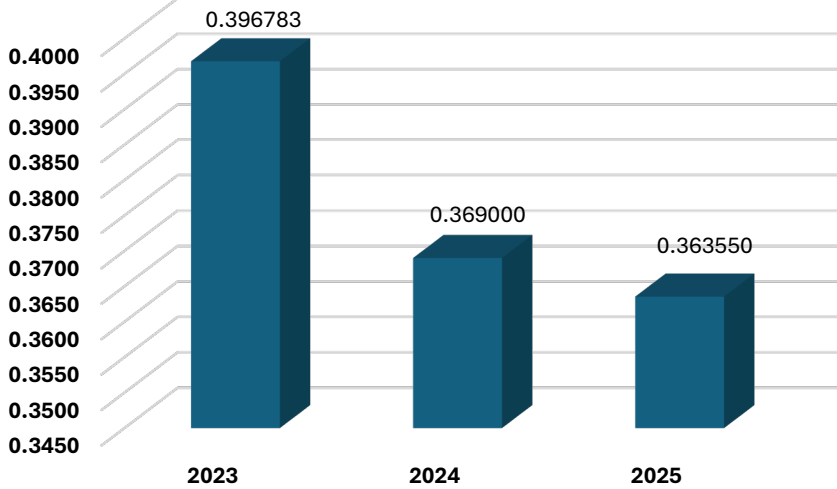
Proportion of Commercial vs. Residential Tax Base in League City indicates the percentage growth, or decline, of the community’s tax base, which is comprised of commercial rather than residential development. A balanced tax base helps ensure consistent revenue and prevents an excessive burden on any single group of property owners.

Source: League City’s Annual Comprehensive Financial Reports (ACFR)

Proportion of Commercial vs. Residential Tax Base



Municipal Property Tax Rate



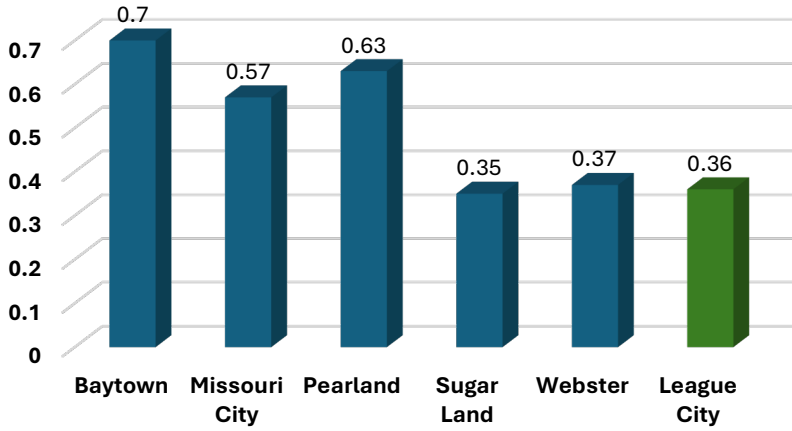
League City’s **Municipal Property Tax Rate** is the percentage or amount the community charges on every \$100 of assessed property value to fund local, public services and infrastructure.

Source: League City Finance Department

Exhibit #2

**Baseline Benchmark Data for
Baytown, Missouri City,
Pearland, Sugar Land, and
Webster**

2025 Municipal Property Tax Rate

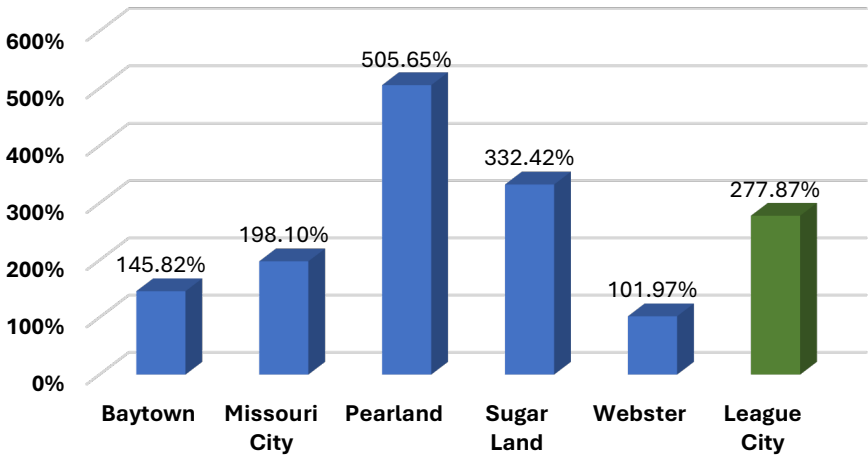


The **Municipal Property Tax Rate** of each community in **2025**, which is the percentage or amount the community charges on every \$100 of assessed property value to fund local, public services and infrastructure.

Source: *Cities' Annual Comprehensive Financial Reports (ACFR)*

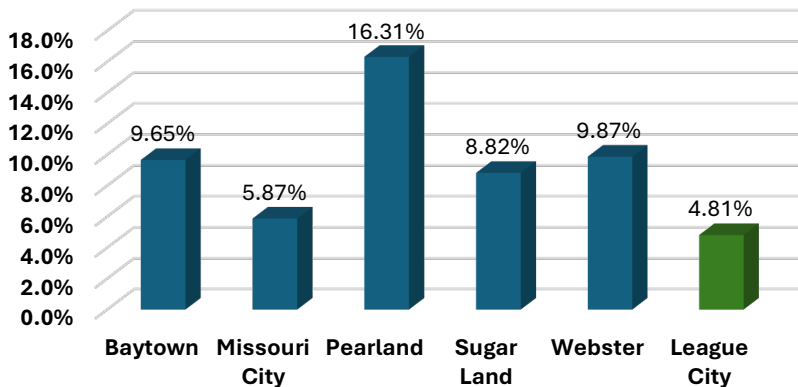
The **Municipal Debt to Revenue Ratio** reveals a municipality's financial capacity to pay its debt obligations. A higher ratio indicates a greater risk of financial strain, as more revenue is committed to debt, leaving less revenue for other services and potentially limiting future borrowing capacity.

FY 24 Municipal Debt to Revenue Ratio



Source: *Cities' ACFRs*

FY 24 Municipal Debt to Personal Income Ratio

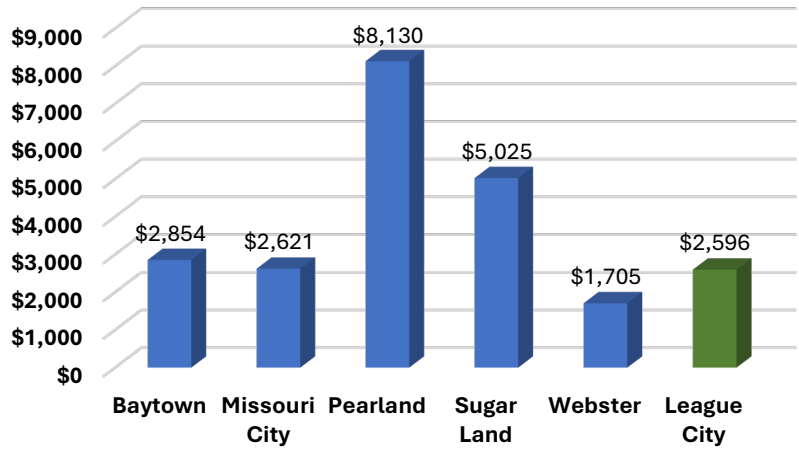


The **Municipal Debt to Personal Income Ratio** is a key financial metric used by analysts, investors, and local leaders to assess the municipality's ability to repay its debt using the economic resources of its residents.

Source: *Cities' ACFRs*

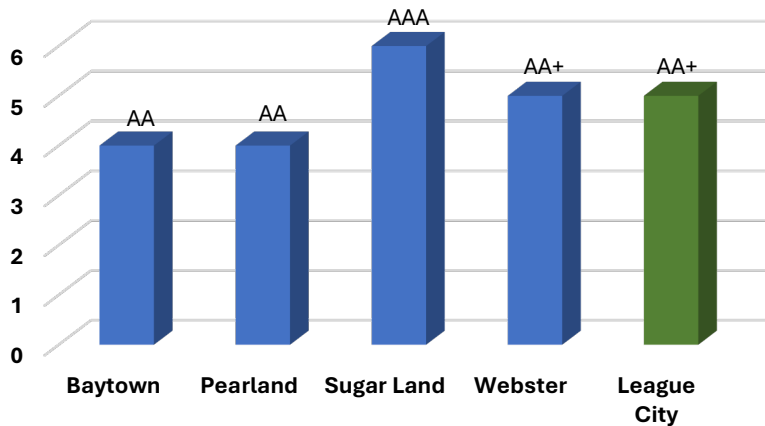
Municipal Debt Per Capita reveals a municipality's average amount of debt for which each resident is responsible. This metric helps assess the municipality's debt burden on its citizens, its overall fiscal health, and its ability to service existing debt and take on new debt. A high debt per capita can signal a heavier strain on the population's economic resources.

FY 24 Municipal Debt Per Capita



Source: Cities' ACFRs

FY 24 Municipal S&P Bond Rating



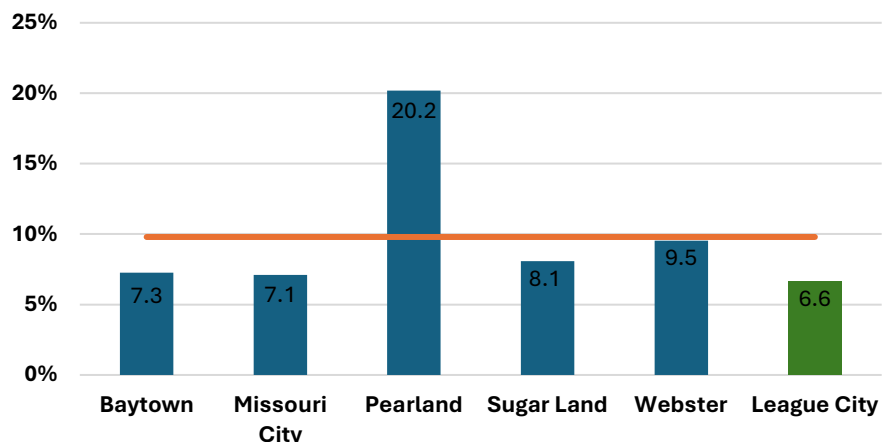
The **Municipal S&P Bond Rating** reveals its creditworthiness and the likelihood of repaying its debt, which impacts the risk for investors and the interest rate the municipality must offer. A higher rating, like AAA, indicates a lower risk of default, while a lower rating signals higher risk.

Source: Cities' ACRFs, websites, online information, and Finance Departments

Growth in Commercial Property Tax Value (Excluding Exemptions)

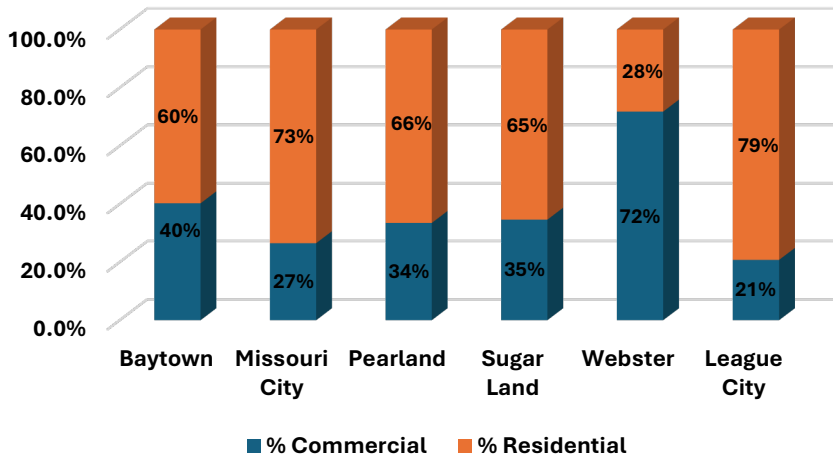
measures the new, taxable commercial property developed in a municipality between FY 2023 and FY 2024. This metric indicates a strong, local economy and a vibrant commercial real estate market. The average value – 9.80% – is shown by the orange, horizontal line.

FY 24 Growth in Commercial Property Tax Value (Excluding Exemptions)



Source: Cities' ACFRs

FY24 Proportion of Commercial vs. Residential Tax Base



FY24 Proportion of Commercial vs. Residential Tax Base

indicates the percentage growth, or decline, of a community's tax base, which is comprised of commercial rather than residential development. A balanced tax base helps ensure consistent revenue and prevents an excessive burden on any single group of property owners.

Source: Cities' ACFRs; Baytown: Harris County and Chambers County Central Appraisal Districts.

5 Year Average, Growth in Sales Tax Revenue identifies the amount of new, taxable sales between FY 2021 and FY 2025. This metric indicates the condition of the local economy, which is driven by increased consumer spending and population growth.

Source: [Texas Comptroller of Public Accounts](#)

5-Year Average Growth in Sales Tax Revenue

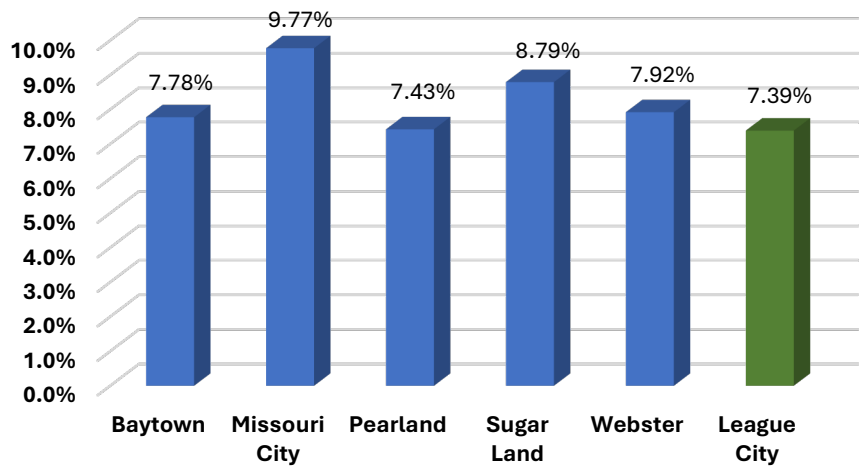


Exhibit #3

Staff Insights

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The framework illustrated below depicts how League City’s economic development activities create a feedback loop between investment, infrastructure, and the community’s quality of life. For example, every **30,000 square feet** of commercial development will create various amounts of new property, sales, and even hotel occupancy tax revenue to fund and support League City’s superior quality of life. For some specific examples, based upon **30,000 square feet** of various types of development, note the three charts below:

<u>Property Tax Type</u>	<u>Avg. Property Tax Revenue Per Square Foot</u>	<u>Est. Annual Property Tax Revenue for 30k sf</u>
Residential	\$0.52	\$ 15,607
Hotel	\$1.01	\$ 30,300
Flex	\$1.44	\$ 43,200
Industrial	\$1.49	\$ 44,700
Office	\$2.41	\$ 72,300
Specialty	\$2.57	\$ 77,100
Health Care	\$3.59	\$107,700
Retail	\$3.90	\$117,000

Note: Information from the table above is based upon a random sampling of residential home data in Galveston Central Appraisal District and 2024 taxable values for the NASA/Clear Lake and Southeast Outlier sectors in CoStar.

<u>Sales Tax</u>	<u>Avg. Sales Tax Revenue Per Square Foot</u>	<u>Est. Annual Sales Tax Revenue for 30k sf</u>
Retail	\$5.29	\$158,700

Note: Information from the table above is based upon 2025 Pinnacle Park sales tax data from the State Comptroller.

<u>Hotel Occupancy Tax (HOT)</u>	<u>Avg. HOT Revenue Per Square Foot</u>	<u>Est. Annual HOT Revenue for 30k sf</u>
HOT Revenue	\$2.43	\$72,900

Note: Information from the table above is based upon League City CVB HOT collection records and square footage in Galveston Central Appraisal District.

The type, caliber, quality, location, and quantity of new commercial development in League City will significantly impact League City’s future financial condition and the community’s ability to elevate and sustain its superior quality of life.

In a similar fashion, five thoughts for consideration are outlined below by Economic Development Staff and briefly explained in the following pages:

- I. Economic Development could be viewed more broadly in terms of both **attracting** and **retaining** value.
- II. Quality commercial development provides many benefits, some of which are conspicuous, while many others are inconspicuous, that elevates and contributes to the financial sustainability of a community's quality of life.
- III. League City could reverse the commute for most of its citizens and become a net "importer", rather than an "exporter", of quality workers.
- IV. A completed Reserve Study could provide insights into the health and strength of League City's long-term, financial health and degree of financial sustainability.
- V. Enhanced public investment may stimulate more quality commercial development and redevelopment.

- I. Economic Development could be viewed more broadly in terms of both **attracting** and **retaining value**.

LC TX

Economic Development is essential to:

Attract Value
("fill the bucket")



Retain Value
("plug holes in the bucket")



+

finance and sustain a community's quality of life.

PROPOSED

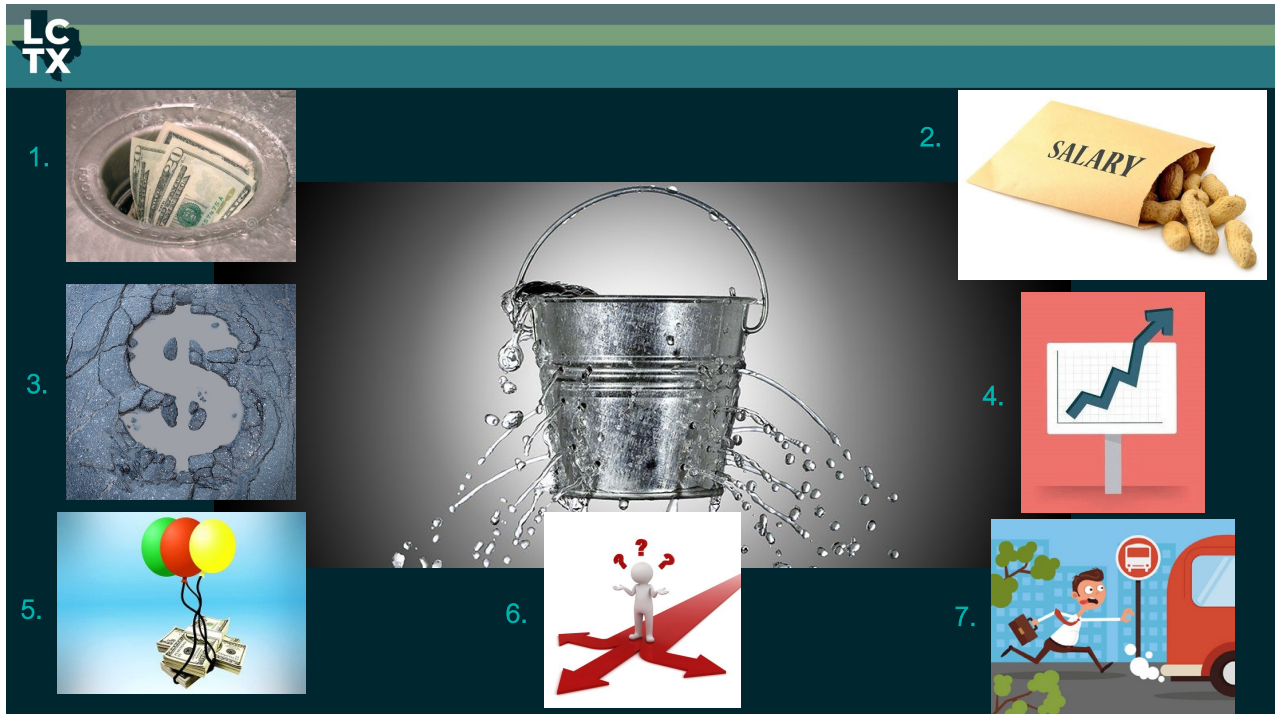
A. With respect to **attracting value**, some inputs include:



(Note: The order of the references below is from the upper left corner then go to the right corner, then back to the left, and then again to the right, etc. and then along the bottom from left to right.)

1. Attracting High Quality, Local, Primary Jobs
2. Attracting More Quality Commercial Investment
3. Attracting Shoppers and Daytime Employees
4. Attracting Tourists
5. Investing in Quality, Necessary Infrastructure, and City Services, including but not limited to, clean water, efficient sanitary sewer service, stormwater drainage and detention, safe, uncongested roadways, public safety, maintaining an ISO 1 Rating, community beautification, plus ongoing repair and maintenance of all City-owned assets and facilities.
6. Investing in Entrepreneurial & Small Business Development
7. Investing in a Pro-Growth, Robust Business Ecosystem
8. Requiring Quality Construction
9. Investing in “Placemaking”
10. Invest in Workforce Development and Primary Job Training

B. With respect to **retaining value**, some examples include stopping or curbing these factors:



(Note: The order of the references below is from the upper left corner then go to the right corner, then back to the left, and then again to the right, etc. and then along the bottom from left to right.)

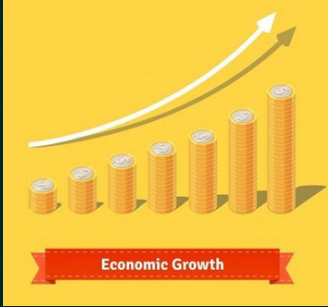
1. Local Retail Leakage
2. Low-Paying Service Jobs
3. Rising Costs to Repair and Replace Infrastructure due to Inflation
4. Rising Costs of City Services due to Inflation
5. Unexpected Liabilities/Expenditures
6. Lack of Planning and/or Poor Vision
7. Missed Opportunities Associated with Poor Development Decisions
(e.g., not considering the land's highest and best use and being willing to wait for better, long-term, quality development)

- II. Quality commercial development provides many benefits, some of which are conspicuous, while many others are inconspicuous, that elevates and contributes to the financial sustainability of a community's quality of life.

LC TX

Benefits of Quality, Commercial Development

- ↑ Sales, property, and hotel tax revenues
- ↓ Costs less than residential
- ↓ Commute times
- ↓ Traffic congestion
- ↑ Citizens' quality of life
- ↓ Tax burden on homeowners
- ↑ Local places to shop/work



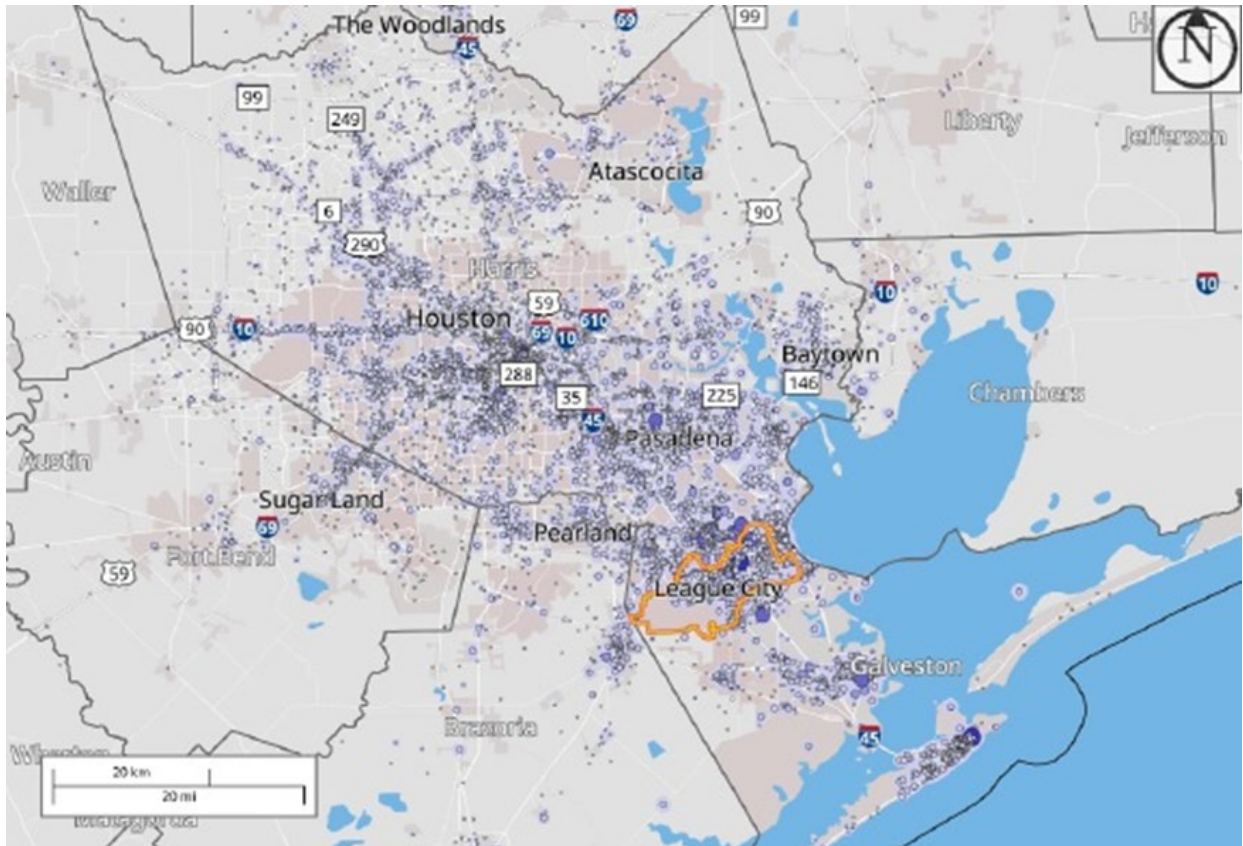
Economic Growth

(Note: The order of the references below is from the top to the bottom.)

1. Increases sales, property, and hotel tax revenues
2. Costs less to serve than residential development
3. Decreases commute times for citizens who live and work in League City
4. Decreases commuter traffic congestion for citizens departing from and returning to League City
5. Decreased commute times for League City's citizens leads to their increased quality of life
6. Local businesses create new ad valorem property, business personal property, sales, and sometimes hotel occupancy tax revenue
7. Local businesses create new places to shop, work, eat, play, and stay

- III. League City could reverse the commute for most of its citizens by creating more quality jobs and becoming a net “importer”, rather than a net “exporter” of quality workers.

Of our 53,866 employed citizens, **eighty-eight percent** or 47,195 of them commute outside League City for work. The map below shows the direction, distance, and concentration of where League City’s citizens commute to work:



Source: Texas Workforce Commission

Almost **1 million** highly-skilled professionals live within a 45-minute drive of League City:



Workforce w/in 45 minutes:

- Aviation/Aerospace - **202,922**
- Medical & Life Sciences - **134,871**
- Medical Device Mfg. - **79,195**
- Petrochemical - **97,594**
- Professional Services - **134,877**
- Maritime - **94,822**
- Transportation/Logistics - **188,755**

Almost **1 million** highly-skilled professionals live within a 45-minute drive of League City.

Source: Texas Workforce Commission

Therefore, if higher quality, primary employers developed businesses in League City, our citizens could work in League City, **shorten their commutes, spend more time at home, and experience an improved quality of life.** Additionally, an increase in the number of professionals who drive into League City each day for work would create a positive, reverberating impact that would **increase both sales tax and property tax revenue.**

We could reverse the current trend and statistics by creating more jobs in League City and encouraging the qualified workforce within a 45 minute drive time of League City to commute to League City, while providing new opportunities for League City's residents to work where they live.

IV. A completed and annually-updated Reserve Study could provide insights into the health and status of League City's progress toward financial sustainability.

Once League City approaches “build-out”, Economic Development Staff anticipates that new development will plateau, growth in building and development fees will flatten, revenues will be largely “fixed” and limited to existing development, while the required expenses to repair, maintain, and eventually replace all aging City-owned physical assets, like buildings, streets, water lines, sewer lines, amenities, parks, etc., will grow more quickly than the City's growth in annual revenue.

League City may benefit from creating and annually updating a forty year economic and financial forecast, like a [Reserve Study](#), to measure, monitor, and prepare for the cost(s) to repair, maintain, and eventually replace all City-owned assets. Ideally, the study would assess the condition and remaining useful life of each City-owned asset, estimate the costs to repair, maintain, and eventually replace each asset at specified future points in time, and include both economic and financial forecasts to estimate future City revenues during the same future points in time.

Data and findings derived from this annually-updated study could be incorporated into the City's five-year Capital Improvement Program, utilized to guide funding priorities, and provide valuable insights into a long-term funding plan with suggestions for annual contributions to increase the likelihood that sufficient funds will be available at required points of time in the future to repair, maintain, and replace each City-owned asset.

The proposed study, including annual updates, may:

- Ensure that infrastructure planning remains aligned with the City's goals and growth
- Create a long-term financial plan for financial sustainability
- Avoid large, unexpected special assessments
- Maintain the community's property values
- Sustain the community's quality of life
- Enhance public safety
- Ensure that funds are available when needed in the future to repair, maintain, and eventually replace each City-owned asset.

V. Enhanced public investment could fund: (a) a matching commercial property enhancement grant program in older commercial corridors to beautify existing buildings and increase shopping/visits, sales and sales tax revenue, (b) public infrastructure improvements in the Neighborhood Empowerment Zone along State Highway 3 and other existing, commercial gaps in the community, (c) a more aggressive business attraction and/or business retention program, and/or (d) a business incubator and/or accelerator.

Exhibit #4

**Available Resources and
Assets, Constraints or Factors
Limiting Growth, and
Opportunities for Growth**

Below is a list of **Available Resources and Assets, Constraints or Factors Limiting Growth, and Opportunities for Growth** which summarize the community and stakeholder input gathered during the surveys and focus groups to create the Plan. These findings directly informed the four Strategic Directives described earlier in the Plan.

Available Resources and Assets

League City's strongest assets are its **quality of life, healthcare, public safety services, disposable income, quality schools, strategic location near downtown Houston, Galveston Island, ports and NASA, engaged leadership, planning tools (e.g., Chapter 380), strong demographics, and growing innovation potential.**

Community & Quality of Life Assets

- Excellent quality of life: parks, library, schools, retail, safe neighborhoods.
- Strong community feel and engagement: people tend to stay/return, active events, Citizens' Appreciation Day.
- Ranked highly as a safe and desirable place to live.
- Youth sports, recreational facilities, grocery stores, restaurants, and entertainment venues (e.g., Top Golf/Great Wolf).
- An abundance of medical and banking establishments
- Many wonderful restaurants, health facilities, and food marts
- Historic Downtown District
- League Park
- Hometown Heroes Park
- The Ballpark
- Sport Tourism
- Highly Rated City Services
- World Class Customer Service
- Wonderful Library
- Exercise/Sports Facilities
- Police Protection
- Fire Stations
- Infrastructure
- Beautiful Natural and Scenic Areas

Workforce & Education

- Great demographics: skilled workforce, strong schools.
- Presence of College of the Mainland programs and potential for a full campus/Promise Scholarship partnership.
- Opportunities for workforce development and training (STEM, healthcare, aerospace).
- An abundance of teaching and healthcare jobs.
- An abundance of entry-level retail and food service jobs.

Economic & Industry Assets

- Large healthcare industry presence and growing medical center.

- Proximity to NASA, aerospace innovators, and oil & gas industry giants.
- Regional collaboration through the Bay Area Houston Economic Partnership.
- Mix of mid- to upper-level retail and small business growth.
- Industry diversification potential: medical tourism, sports tourism, entertainment, advanced manufacturing, logistics/distribution.
- Small businesses are deeply rooted in the community and play a key role in maintaining the “hometown feel”

Geography & Location

- Strategic location:
 - Between Houston, Galveston, and the Texas Medical Center.
 - Close to Ports of Houston, Texas City, Galveston, and Freeport.
 - Access to Two Major Airports and the Houston Spaceport.
 - Access to regional highways (Grand Parkway, I-45, and State Highway 146).
- Geography suitable for future infrastructure (vertical development, vertiports).

Government & Leadership**

- Visible and accessible leadership (e.g., Scott Livingston, EDC staff).
- Regional collaboration and partnerships praised as unprecedented.
- Well-run City operations despite budget restrictions.
- Predevelopment meetings providing clarity and support to businesses.

Planning & Incentives

- Westside Future Land Use & Westside Master Plan guiding growth.
- Effective use Chapter 380 Agreements.
- Development Services improvements: faster processes, better predictability.

Innovation & Future Assets

- Potential in IoT, AI, smart city tools, and digital infrastructure.
- Opportunities for incubators, makerspaces, innovation hubs.
- Suggested convention center and mixed-use development hubs.
- Access to transportation innovation (water taxi on Clear Lake, BayTran coordination).

Current Constraints or Factors that Could Limit Growth

League City’s growth could be limited by **significant capital recovery/development fees, challenging geography, infrastructure needs, business climate, unclear priorities, and over development.**

Development Costs & Fees

- Impact fees and development costs are some of the highest in the state; road impact fees, drainage/retention requirements, and permit fees add large expenses to projects.
- Windstorm insurance and higher cost of living discourage some would-be residents and developers.

Challenging Geography

- Much of remaining in undeveloped property lies within both 100 and 500 year floodplains, posing unique financial and regulatory challenges.
- Nearly 30% of available land in the West Side Master Plan Area will be required for detention.

Infrastructure & Traffic

- Water supply controlled by Houston is available but expensive.
- Aging water and drainage systems require reinvestment caused by old standards.
- Transportation/mobility challenges posed by growth: need for TxDOT coordination, congestion. I-45 was recently expanded and re-opened in League City in 2025, and State Highway 146 is currently being expanded through League City. Expansions of FM 646, FM 517, State Highway 96, and FM 270 to support current and future growth and increasing congestion are needed.
- Imbalance of residential to commercial base.
- Developing roadway system (FM 646, Bay Area Blvd).
- Traffic congestion exacerbated by growth.
- AI data centers significantly drive up energy costs, consume a lot of water, create air and noise pollution, and create demands on local infrastructure.

Business Climate Issues

- Perception that peer cities excel in economic participation..
- Perception that residents and policy makers are not as friendly toward and embracing of new development as those in neighboring cities.
- Some proliferation of low-value businesses (storage units, vape shops, CBD shops).
- State restrictions regarding how much municipalities may require certain exterior building materials.

Undefined Priorities

- Undefined future identity/vision for economic development (commercial vs. residential balance) – The purpose of this Plan.
- Lack of diversified economic base; overreliance on residential growth.
- Challenge to attract Class A office, anchor employers, and high-value mixed-use development.
- Risk of losing beauty and charm through overdevelopment.
- Perceived community resistance to development on natural/undeveloped land.

Overdevelopment & Housing

- Increasing interest in multifamily housing developments.
- Imbalance of residential growth compared to commercial/green space.
- Threats of development to natural areas.

Opportunities for Growth

League City's growth opportunities center on **targeting advanced industries, leveraging its location, investing in infrastructure and education, improving incentives and marketing, and enhancing community/talent assets.**

Industry & Business Development

- **Advanced manufacturing & logistics/distribution:** Leverage strategic location near Houston and Gulf ports to attract these industries.
- **Medical tourism & healthcare expansion:** Build on the City's strong healthcare presence.
- **Sports tourism & entertainment:** Venues, tournaments, hotels, and attractions (theme parks, movie theaters).
- **Energy, aerospace, and tech hubs:** Attract satellite offices, innovation corridors, AI/automation centers, and health tech ventures, mixed-use development & infill projects**: Walkable town centers, downtown revitalization, and redeveloping older areas.
- Growth of commercial properties on the west side.
- Creation of office parks.
- Attracting high quality/classy businesses.
- Recruit specialty grocers such as Whole Foods, Central Market, Trader Joe's, and/or Sprouts.
- "Grow in the RIGHT way" – be selective about businesses.
- Avoiding "trash" development.
- Attract major employers.
- Add white-collar and strong blue-collar jobs.
- Encourage diverse businesses beyond medical/banking.

Infrastructure & Mobility

- **Accelerated infrastructure investment:** Upgrades to water systems, drainage, and roads to support growth.
- **Transportation innovations:** Water taxi on Clear Lake, park-and-ride options, BayTran connectivity.
- **Digital infrastructure:** Fiber, 5G, smart city/IoT adoption, cybersecurity hubs .
- Widen FM 646 and extend Bay Area Blvd to improve traffic flow.

Education & Workforce

- **College of the Mainland partnerships:** Promise Scholarship and potential for a local campus as a catalyst for talent development.
- **Workforce training:** AI/automation testing facilities, healthcare and aerospace pipeline programs.
- **Scholarships & local campus:** Keeps students and skilled workers in the community.

Incentives & Partnerships

- **Funding partnerships & grants:** Collaborating with state, federal, and regional entities.
- **More aggressive incentives:** Streamlined, transparent TIRZ/380 programs; explore FTZ (Foreign Trade Zone) opportunities.

- **Public-private partnerships:** For convention centers, entertainment venues, and big employers.
- Adjust City policies (e.g., signage rules) to empower small businesses and keep economic activity in League City.
- Provide incentives for local businesses.

Marketing & Branding

- **Improved reputation management:** Publicizing permitting improvements and incentives.
 - **Robust digital presence:** GIS-based ED website, real-time site listings, geotargeted ads, relocation guides.
- Brand identity:** Defining and positioning League City regionally as a community offering an exceptional quality of life.

Community & Quality of Life

- **Downtown revitalization:** Retail, entertainment, cultural spaces.
- **Talent attraction:** Live-work-play developments, coworking spaces, nightlife, and cultural amenities .
- **Circular economy & sustainability:** Waste-to-energy, green building, urban farming initiatives.
- Develop more centers like Hometown Heroes.
- Expand public safety (police/fire) alongside growth.

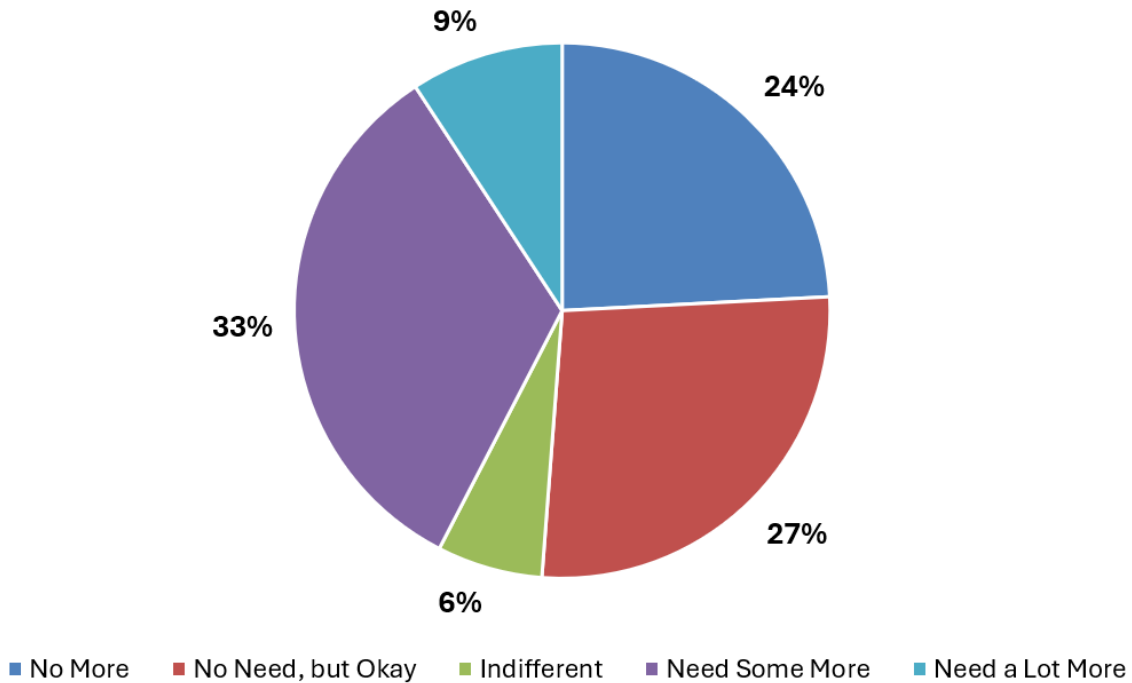
Collectively, this feedback highlights the importance of infrastructure investment, streamlined regulations, and balanced commercial growth – core priorities reflected in the directives of this Plan.

Exhibit #5

Results for Selected Citizen Survey Questions

PROPOSED

Availability of Shopping, Dining, and Family Entertainment in LC

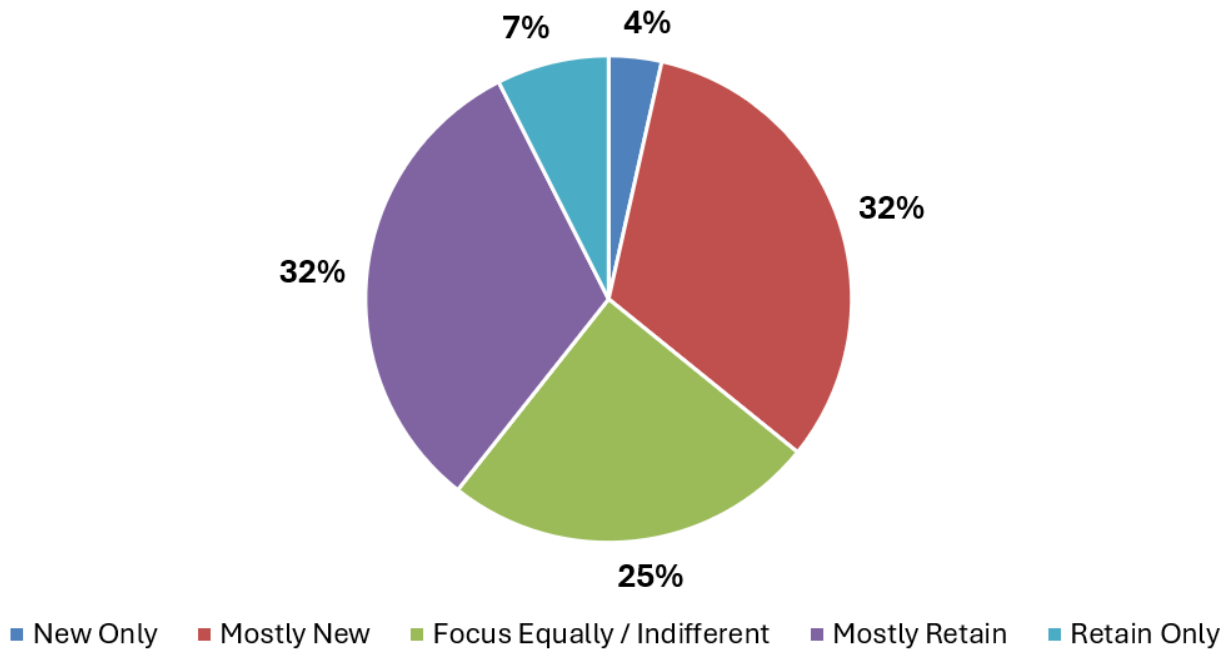


Survey Question: How do you feel about the current availability of shopping, dining, and family entertainment options in League City?

Surveyed citizens were almost evenly split between wanting more options and being content with the current availability of shopping, dining, and family entertainment options in League City.

- **Fifty-one percent** of the citizens surveyed reported either “No More” or “No Need, but Okay” regarding the current availability of shopping, dining, and family entertainment options in League City.
- **Six percent** of the citizens surveyed said they were “Indifferent”.
- From the same survey, **forty-two percent** reported either “Need Some More” or “Need a Lot More” regarding the current availability of shopping, dining, and family entertainment options in League City.
- Retain/attract quality shopping, dining, and family-oriented entertainment.

Attracting New Business vs. Retaining Existing Businesses

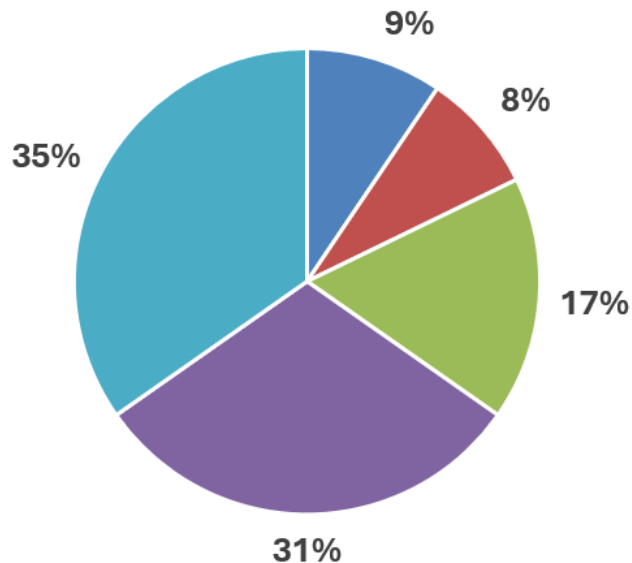


Survey Question: How much should the City focus on attracting new businesses as compared with retaining existing businesses?

Surveyed citizens were split almost in even thirds among focus mainly on attracting and retaining existing businesses, focus equally on attracting and retaining both existing and new businesses, and focus mainly on attracting and retaining new businesses.

- **Thirty-six percent** of the citizens surveyed reported that “New Only” or “Mostly New” businesses should be attracted as compared with retaining existing businesses.
- **Twenty-five percent** of the citizens surveyed reported that the City of League City should “Focus Equally”.
- **Thirty-nine percent**, however, reported that the City of League City should “Mostly Retain” or “Retain Only” existing businesses as compared to attracting new businesses.
- Focus equally on attracting quality, new businesses and retaining quality, existing businesses.

Importance of Balancing Tax Ratio



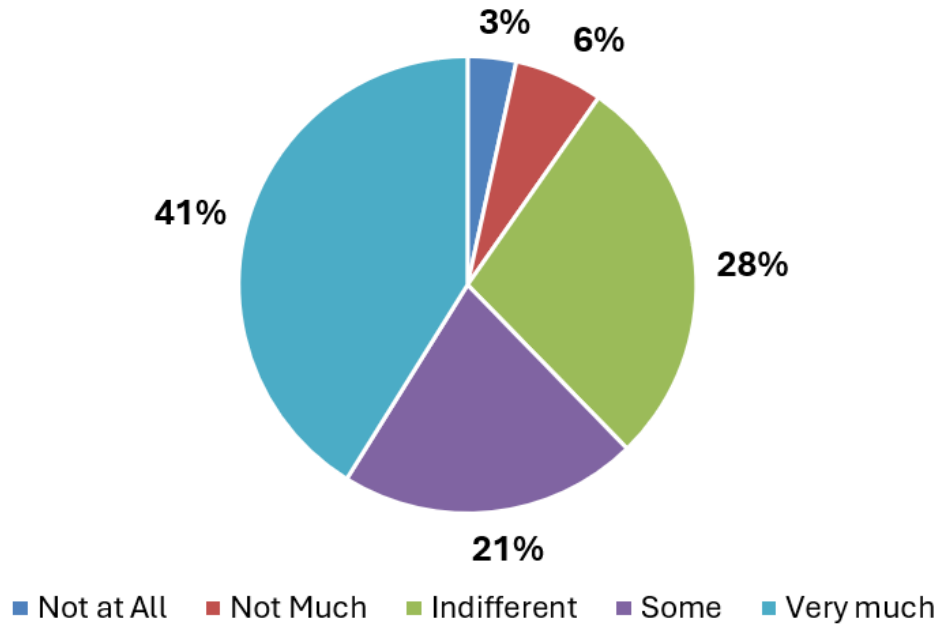
- Not Important at All ■ Less Important ■ Indifferent ■ Slightly Important ■ Very Important

Survey Question: Although residents and businesses pay the same tax rate, residents pay eighty percent of the property taxes in League City, while businesses pay twenty percent. One reason for this difference is that there are a lot more homes, as compared to businesses, in League City. How important is it to you for League City to make attempts to balance this ratio?

Sixty-six percent of the citizens surveyed reported that it was either “Slightly Important” or “Very Important” for League City to balance the responsibility of the tax burden between residential and commercial, so that commercial property owners pay a larger proportion of the community’s taxes.

- **Seventeen percent** of the same citizens reported that it was “Not Important” or “Less Important” for League City to balance who pays the property taxes in League City.
- **Seventeen percent** of the citizens were “Indifferent”.
- **Sixty-six percent** of the citizens surveyed reported that it was “Slightly Important” or “Very Important” for League City to balance who – businesses as opposed to citizens – pays the property taxes in League City.
- Citizens surveyed wish to shift the tax base to more quality commercial.

Desire to Live and Work in League City



Survey Question: How much would you like to live and work in League City?

Sixty-two percent of the surveyed citizens reported that they would like to live and work in League City either “Some” or “Very Much”.

- **Nine percent** of the same citizens reported “Not at All” or “Not Much” regarding their interest in living and working in League City.
- **Twenty-eight percent** of the citizens reported that they were “Indifferent”.
- **Sixty-two percent** of the citizens surveyed reported “Some” or “Very Much” regarding their interest in living and working in League City.
- Citizens wish to live and work in League City, but not at the expense of over-developing the community, creating unnecessary traffic congestion, supporting poor quality development at the expense of green space, and, in general, negatively impacting the community’s quality of life.

Exhibit #6

International Economic Development Council's 2021 Economic Development Technical Assistant Report

The City of League City, TX

Economic Development Technical Assistance Report

March 2021



INTERNATIONAL
ECONOMIC DEVELOPMENT
COUNCIL

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International Economic Development Council

The International Economic Development Council (IEDC) is a non-profit membership organization serving economic developers. With more than 5,000 public and private members, the IEDC is the largest organization of its kind. Economic developers promote economic well-being and quality of life for their communities by creating, retaining and expanding jobs that facilitate growth, enhance wealth and provide a stable tax base. The IEDC members are employed in a wide variety of settings including local, state, provincial and federal governments, public-private partnerships, chambers of commerce, universities and a variety of other institutions. The IEDC's members create high-quality jobs, develop vibrant communities and improve the quality of life in their regions. www.iedconline.org.

IEDC Leadership

Tom Kucharski

President and Chief Executive Officer
 Invest Buffalo Niagara
 IEDC Board Chair

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President and CEO
 International Economic Development Council

Acknowledgements

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The IEDC thanks the City of League City's Development Services and Economic Development leadership and staff for providing the opportunity to assist with this project. League City staff went above and beyond in coordinating these efforts with the IEDC over a several-month period, hosting the IEDC for initial planning sessions, and then hosting and convening stakeholders for the 3-day panel conversations. Particular thanks go to:

- John Baumgartner, City Manager
- Michael Kramm, Assistant City Manager
- Bo Bass, Assistant City Manager
- David Hoover, Executive Director of Development Services
- Scott Livingston, Director of Economic Development
- Devin DePascal, Economic Development Coordinator
- The City Council of League City

- All economic development professionals and private/public sector stakeholders who met with the panel during their visit

Technical Assistance Team

The IEDC greatly appreciates the input and assistance received from its members and stakeholders who participated on this project, and it would like to acknowledge and thank the project’s advisory team (listed below) for its time and contributions.

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The IEDC acknowledges the following staff and team members for their work on this background report and project.

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Todd Lang | Senior Associate, IEDC -- Technical Assistance Lead

Louise Anderson | Senior Associate, IEDC

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Project Overview

The City of League City (City) initially engaged the International Economic Development Council (IEDC) in the summer of 2019 for assistance with the City's new strategic planning process. League City is in the midst of a substantial change in the way that it approaches its economic development efforts, and it should be applauded for its vision and foresight to enhance what is already a vibrant community.

League City conducted several planning sessions with the IEDC leading up to the February 2020 visit of three economic development professionals and two IEDC staffers to meet with stakeholders. This included League City's Scott Livingston attending a group session with the IEDC in Texas; Scott Livingston meeting with Todd Lang at the IEDC's Annual Conference in Indianapolis, Indiana; David Hoover and Scott Livingston hosting Todd Lang in League City for additional planning and strategy; and finally to assist the City of League City, the IEDC brought a panel of three experts from around the country with experience and expertise in economic development strategic planning, economic diversification and resilience, and business development. The report is a culmination of the observations and findings from this process.

League City provided the IEDC with an impressive amount of data to prepare the panelists for the visit. This included the City's 2011 Economic Strategic Plan, a professional, detailed and comprehensive background of the City at the time. In addition, the City provided promotional literature that include a "League City at a Glance" brochure, a Community Profile, and a Development Map. The panel met with local stakeholders during the visit. On the last day of the visit, the panel presented preliminary recommendations to City Staff. The IEDC expanded and elaborated on these recommendations in this report.

The City's timing is such that recommendations from the IEDC team visit could be included in the new ten-year strategic plan, as the City embarks on essential changes to their economic development efforts. The changes include focusing on the development/attraction of new businesses that will enable more League City residents to work in the City, and balance the City's tax revenue, which at the moment is highly generated by resident taxes.

As per recommendations in the 2011 plan, the City now employs both a Director of Economic Development and an Economic Development Coordinator. The City has the understanding that the Economic Development Administration (EDA) supports IEDC technical assistance to promote economic recovery and long-term resilience in disaster-impacted communities. The City expects the IEDC team to provide "insights that may strengthen the community's economic resilience" (per Director of Economic Development, letter to City Council, 1/29/20).

The IEDC's volunteer team visited League City, Texas on February 24-27, 2020. The City requested that the team address at least the following topics:

- Need for resilience,
- Role of economic development in a community,
- Significance of attracting and retaining quality, local, primary jobs in the community,

- Role of economic development in building and maintaining a community’s resilience, and
- Reasons for the EDA and IEDC to partner with the City of League City.

The IEDC directed this project with funding from EDA to assist disaster-impacted communities on recovery and resiliency efforts, and with the volunteer time of its member experts.

Site Visit Agenda

The IEDC panel participated in 13 meetings over its three-day visit to League City. Meetings included conversations with City leadership and various stakeholders; a presentation to League City Council; a driving tour of the City, and a presentation of preliminary findings to City leadership.

IEDC Technical Assistance for League City, Texas

Tuesday, February 25

8:00 - 9:00 AM

League City Staff, Volunteers, and IEDC Introductions

Attendees: Scott Livingston, Devin DePascal, David Hoover, and other city officials

Purpose: Introduce League City staff to visitors, review the agenda, and discuss major goals and deliverables of the visit.

9:30 - 11:00 AM

Driving Tour of League City

Purpose: Obtain an understanding of League City's businesses, geography, workforce, transportation, etc.

11:30 AM - 1:00 PM

Meeting with Local and Regional Economic Development Stakeholders

Purpose: Obtain an understanding of the local and regional economic development conditions and discuss existing programs.

Potential Organizations to Include: Greater Houston Partnership, BAHEP, Galveston EDP, Galveston County, League City Regional Chamber of Commerce, and CenterPoint Energy.

1:30 - 3:00 PM

Meeting with Healthcare Leaders

Purpose: Gain insight from industry leaders regarding the City's strengths and opportunities for economic expansion and attraction.

3:30 - 5:00 PM

Meeting with Petrochemical, Aerospace, and Professional Services Leaders

Purpose: Gain insight from industry leaders regarding the City's strengths and opportunities for economic expansion and attraction.

6:00 PM

Work Session and City Council Meeting

Purpose: Present the purpose for the IEDC team's visit and the importance of community economic resilience.

Wednesday, February 26

8:00 - 9:15 AM

Meeting with Transportation and Logistics Leaders

Purpose: Gain insight from industry leaders regarding the City's strengths and opportunities for economic expansion and attraction.

9:30 - 10:45 AM

Meeting with Tourism Leaders

Purpose: Gain insight from industry leaders regarding the City's strengths and opportunities for economic expansion and attraction.

11:00 AM - 12:15 PM

Meeting with Real Estate Leaders

Purpose: Discuss current development issues, trends, success, real estate costs, current developments, available buildings, etc.

12:30 - 1:30 PM

Meeting with Small Business Service Providers/Leaders

Purpose: Discuss opportunities to grow and support a robust, homegrown, commercial ecosystem.

1:45 - 2:45 PM

Meeting with Innovation Interstate, Small Bus. Dev., and Entrepreneurs

Purpose: Discuss strategic advantages of League City to create and support new businesses and foster the development of new technologies.

3:00 - 4:00 PM

Meeting with Education and Workforce Development Leaders

Purpose: Gain insight from industry leaders regarding opportunities to support current and future workforce needs.

Thursday, February 27

9:00 AM

Present Preliminary Findings

Purpose: Panelists share impressions and insights gathered during site visit and discuss initial recommendations for report.

Findings & Recommendations

The following section includes the IEDC expert panel’s findings and recommendations from this project, which League City can use to enhance the strong economic development efforts it is already undertaking. The recommendations are designed to fit into the rollout of new economic development initiatives, the adjustment to existing initiatives, and to be used to inform any future strategic planning by the City. This part of the report is organized into the following sections:

- **Overall Observations of League City’s Economic Development Efforts**
- **Strengths of League City and Its Economic Development Efforts**
- **Challenges for League City in Regard to Economic Development**
- **The Big Picture – Overall Assessment of League City and Economic Development**
- **Recommendations for League City’s Economic Development Efforts**

OVERALL OBSERVATIONS OF LEAGUE CITY’S ECONOMIC DEVELOPMENT EFFORTS

League City Should Be Commended for Prioritizing Economic Resilience

League City has many assets and residents enjoy a good quality of life. It’s often easy for communities in this situation to become complacent in their economic development efforts. League City has the foresight to understand that now is the exact time for it to take a proactive approach to adapting its economic development efforts, particularly in regard to resiliency.

This is evident by Mayor Pat Hallisey’s comments in his 2020 State of the City Address on the topic of commercial development and its impact on the tax base. “This is a shift of paradigm on development,” the Mayor said. “...[We] are trying to shift from more residential to commercial development. It’s been a harder change than we thought, but commercial is like straight profit to the City.”

These comments are key to League City’s sustained economic resilience. With 50 percent of the land in the City already developed, smart economic development decisions that will increase the commercial tax base and lessen the burden on residential taxes must be a priority. League City leadership recognizes this and is preparing itself for continued success. The graphic below, provided by City, shows how the City is prioritizing commercial growth, as well as the advantages of commercial development in generating taxes compared to residential development.

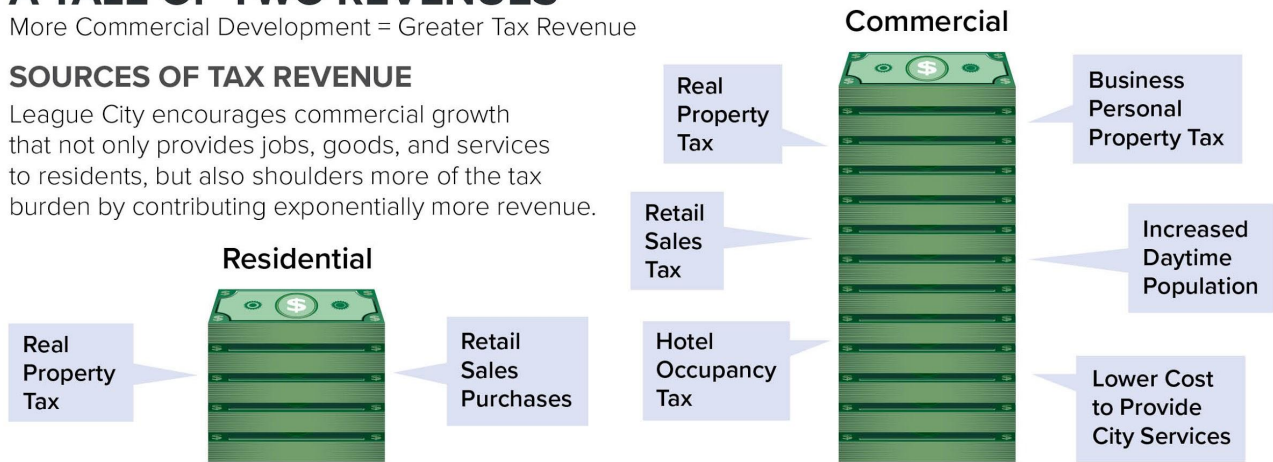
COMMERCIAL GROWTH IN 2019
 392,181 square feet of renovated or newly constructed commercial space
 \$60,762,414 of estimated taxable value of commercial space

A TALE OF TWO REVENUES

More Commercial Development = Greater Tax Revenue

SOURCES OF TAX REVENUE

League City encourages commercial growth that not only provides jobs, goods, and services to residents, but also shoulders more of the tax burden by contributing exponentially more revenue.



STRENGTHS OF LEAGUE CITY'S ECONOMIC DEVELOPMENT EFFORTS

The IEDC panel observed the following strengths during the pre-visit interviews and research and its visit to League City. Strengths are categorized as Quality of Life, Location, and Promising Future Development.

Quality of Life

Educated Workforce & Strong School System – Education is valued and supported in League City. There is a high percentage of residents with college degrees, and the schools are rated highly. This speaks to the opportunity for the development of entrepreneurship in the City, which can help keep residents both living and working locally. In League City, 95.5 percent of residents are high school graduates and 44.4 percent of residents have at least a bachelor's degree.

Affluent Community – League City benefits from affluent residents and a government that has the resources to provide effective public services and community amenities

Affordability of Housing –League City has high quality, affordable housing among the many different Homeowner Associations.

People Are Happy to Live in League City – This was observed from all participants in the stakeholder interviews. There is a strong sense of pride and satisfaction among League City residents.

Water & Recreation Opportunities – During the tour of League City, the panel remarked on the high level of water access and attractive parks for residents to take advantage of.

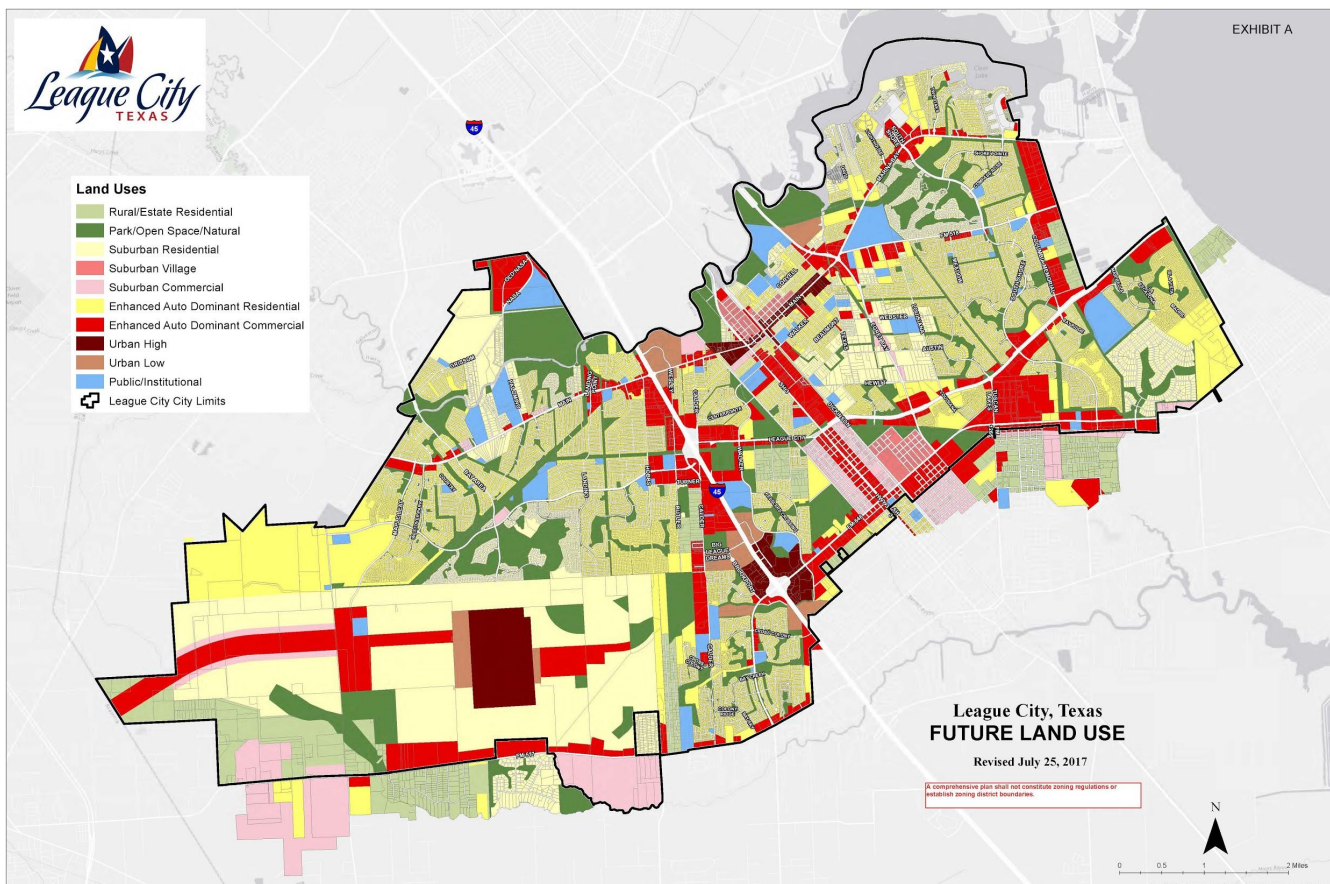
Location

Proximity to Industry Clusters – League City is well positioned to benefit from nearby clusters in the aerospace, healthcare and maritime industries. These clusters present the City with skilled workers and industry networks that could be used to attract new businesses to the area, or allow entrepreneurs to launch businesses.

Strong Transportation Infrastructure – League City’s proximity to I45 makes travel around the area easier than many other cities in the region. Access to Houston is a strong asset for businesses that may want to locate to League City. In addition, the proximity to ports presents opportunities for business and tourism that the City can leverage.

Promising Future Development

League City has several exciting growth opportunities in development, including the Grand Parkway, Pinnacle Park, Riverbend, Epicenter League City - Phase #1, and proposed Project Epic. Furthermore, the citizens of League City approved a \$155 million bond referendum in 2019 to fund \$72 million in new road projects and \$73 million in new drainage projects with local sales tax to support the City's growth. Since half of the land in the City is available for development, the City has carefully and strategically a robust set of plans that include, but are not limited to, a Comprehensive Plan, Main Street Implementation Plan, Future Land Use Plan, multiple Planned Unit Development Plans, Parks and Open Space Master Plan, and Master Transportation Plan that guide the City's future growth to buildout.



League City's 2035 Future Land Use Plan (July 2017)

Unclear Sense of Identity and Value Proposition– The economic development panel observed that when speaking with various stakeholders about the unique value proposition of League City, it received a wide variety of answers. Although some variation is expected, the City could benefit from relaying its strong strategic vision to stakeholders, with a cohesive message.

Lack of Unified Branding for League City – Depending on where you enter League City, you may see very strong, consistent use of the “sailboat” logo that was adopted for the City in 2013. As the economic development panel spent more time in the City, they noticed at least two other logos that were being used. All communities can benefit from cohesive branding.

League City Waterfront is a Hidden Asset – League City’s access to the waterfront is an incredible asset for industry and recreation. However, the economic development panel commented that the waterfront is mostly unseen. Increased promotion of waterfront access could be beneficial to uncover this hidden asset.

Perceived Business-Unfriendly Building Permitting Process – In the stakeholder meetings, the IEDC panel heard comments that the permitting process in League City could be improved and is sometimes a detriment to business and development. It was noted that the process had improved from the past. (This comment is heard in most communities and may not be indicative of a systemic issue; however, processes should be continuously assessed and improved.)

THE BIG PICTURE - OVERALL ASSESSMENT OF LEAGUE CITY AND ECONOMIC DEVELOPMENT

Economic development plays a vital role to any community across the United States, and League City is no different. Economic development organizations must be able to wear many hats, and none of them are more important than any other. Specifically, these organizations are key in building and maintaining a community’s economic resilience and long-term financial sustainability. Economic development also works to attract, retain, and educate high quality and prosperous businesses and labor force participants in the community in order to increase the quality and magnitude of the tax base that will generate robust tax revenue, reduce the tax burden upon the residential taxpayers, pay for the amenities and services that both residential and commercial taxpayers and residents expect, and lead to the community’s long-term financial resilience and sustainability. It promotes the need for economic resiliency and disaster planning, as climate events become more common and catastrophe can strike at any moment, whether that be natural or man-made, to protect the strength of its community, while brightening the future.

League City’s Economic Development Strategy of Developing a Diversified, Resilient, and Sustainable Tax Base will Position the City for Continued Prosperity

Current Draft Strategic Direction

League City is in receipt of draft strategic findings from Market Street Consultants. These findings, which focus on the Greater Houston Region, include the following.

1. Validation of the five previously identified McKinsey industry target sectors as follows:
 - Energy 2.0,**
 - Life Sciences,**
 - Headquarters,**
 - Innovation (Digital Tech) and**
 - Advanced Manufacturing,**
2. Highlighting new and emerging opportunities within each of the above sectors.
3. Two new target sectors as follows:
 - Aerospace and**
 - E-Sports**
4. The development of a Greater Houston Economic Development Academy to help develop and educate (continuously) regional practitioners, corporate and organizational leaders, as well as public sector leaders and staff; and
5. A focus of international (country specific) outreach to match key target industry sectors such as Japan, Israel and Europe (Manufacturing, Innovation and Life Sciences) as well as key trade partners in China and Mexico.

The IEDC’s economic development panel applauds League City’s efforts to focus on commercial development. The City’s economic and financial sustainability will be improved if the tax burden is shifted away from residential taxes. This can be accomplished **by focusing on the attraction and expansion of primary, local jobs within League City’s target sectors (maritime, medical, regional headquarters, professional services).**

RECOMMENDATIONS FOR LEAGUE CITY'S ECONOMIC DEVELOPMENT EFFORTS

The following recommendations are designed to enhance the economic development efforts already being conducted by League City, to assist in the further development of a diversified, resilient and sustainable tax base. The recommendations are categorized in three areas: Identity & Branding; Capacity & Connections; Economic Development Academy; Develop a Business Accelerator; Deepen Connections with Regional Partners; and Enhancing Place-Based Assets.

Pursue of Quality Local and Primary Employers

One way for League City to broaden the community's commercial tax base is to pursue more quality, local, and primary employers in the industry sectors that are directly or indirectly focused on (see page 16). This focus will decrease the reliance upon the residential tax base, diversify the community's economy, make the community more resilient to withstand future natural disasters and economic downturns, and attract more quality, local jobs that will provide opportunities for the City's residents to work in town and minimize their daily commutes to work.

Identity & Branding

For economic development efforts to succeed, stakeholders must be unified in their efforts. This starts with building consensus on the community's economic development strategy, and developing messaging and branding that allows stakeholders to consistently relay that strategy to both internal and external audiences.

Visioning Exercise

The City's economic development efforts will be best served by convening stakeholders in a visioning exercise, with the goal of gaining community buy-in on the City's economic development direction.

The visioning exercise would consist of League City's economic development team inviting stakeholders (City Council, industry cluster business leaders, technical assistance providers, regional economic development partners – similar to the group assembled for IEDC's visit) to present its strategy of developing more local jobs in the City's industry sectors.

This exercise would provide the economic development team with a platform to share its strategy, showcase recent wins, and solicit feedback from stakeholders.

Consistent Branding

Along with a consistent strategy, and stakeholders having buy-in on this strategy, it's important to relay a unified message to audiences. As mentioned previously, IEDC's economic development panel noticed that multiple entities are using different logos for the City. This can be confusing to internal and external business prospects, and it doesn't convey a unified message to economic development stakeholders. The IEDC recommends that League City consistently use one logo in all branding, marketing and signage throughout the community.

Capacity & Connections

Develop a Private-Sector Economic Development Roundtable

The IEDC panel was impressed with the engagement of the business leaders assembled for the panel discussions during its visit to League City. Developing local jobs in League City’s target industries will require the economic development team to constantly be engaged with existing business leaders.

The IEDC recommends that League City develops a Private Sector Economic Development Roundtable (Roundtable). The Roundtable would provide a platform for League City’s economic development team to meet regularly (quarterly meetings are recommended) with the business community, engage in conversations, share updates on economic development efforts, and hear from industry professionals about their current operations in League City.

League City should identify key business leaders from each of its target industries to invite to the Roundtable. Members selected to participate in the IEDC’s visit could be considered, as well as individuals that may not have been able to attend.

Roundtable members should be the highest-ranking official within each business, the person responsible for business’s expansion efforts, or the person who may be tied closely to the industry’s supply chain. They also should be a diverse group of business leaders, in order to provide viewpoints from different industry sectors.

The Roundtable will provide an important, continuing dialogue between government and business, which will be key to League City’s ability to develop and attract more target-sector employers.

The chair of the Roundtable should be one its members (not City staff), and play a large role in the Roundtable’s goals and agenda.

Economic Development Academy

League City is blessed to have experienced economic developers and planners on its economic development team, who are committed to developing a sustainable, resilient economy for the City. These efforts require the foresight of long-term planning. In the IEDC’s conversations with League City’s economic development team prior to the visit, League City continuously stressed that its economic development efforts aren’t focused exclusively on short-term benefits. The work being done today is designed to sustain League City as a vibrant and healthy community 10, 20, 30, 40 years into the future.

In all communities, a disconnect often exists between the role of economic developers and stakeholders, such as City Council, technical assistance providers, and even the business sector.

Given League City’s expert staff and long-term vision, along with its shifting of economic development strategies, the IEDC recommends developing an “Economic Development Academy” (Academy) for stakeholders.

The Academy can consist of a short training session (set up as a dialogue between the economic development team and stakeholders) to ensure that stakeholders understand the basics of economic development, as well as the specific actions

League City is taking to build/maintain a sustainable economy. This training could initially be rolled out in multiple, independent sessions to various stakeholder groups such as the City Council, leaders within an industry sector, and local real estate developers.

As new stakeholders are identified or become engaged in the City’s economic development efforts (such as a new Council member being elected), the Academy could provide training in economic development to that individual stakeholder.

The ultimate goals of the Academy are to (1) provide buy-in to League City’s development efforts, (2) educate stakeholders on the intricacies of economic development, and (3) continuously relay the message that today’s economic development efforts are designed to enhance League City’s resilience and economic as well as long-term, financial sustainability.

The following is example of topics/lessons to include in the Economic Development Academy

- What is economic development? General definition that covers the pursuit of sustainable prosperity for a community.
- The qualities, philosophies, and attributes of sustainable economic development strategies.
- The importance of a quality commercial tax base and quality, local, primary jobs to a community’s long-term economic and financial sustainability.
- The importance of all stakeholders (economic developers, City Council, Chambers, industry representatives, etc.) to be aligned in economic development efforts and messaging.
- How City Council members can be champions in economic development.
- The importance of business recruitment for a sustainable community.
- The notion that Business Retention & Expansion (BRE) programs are vital to a community, and that existing businesses account for the majority of new job creation.
- The importance of supporting entrepreneurship in a community.
- The importance of promoting tourism and places for residents to gather in a community.
- Incentives – How they can be used, and how they shouldn’t be used.
- Updates on infrastructure projects.
- Key components of economic development, including: Strategic Planning; Marketing & Attraction; BRE; Entrepreneurship and Small Business Development; Workforce Development; Real Estate Development & Reuse; Economic Development Finance; Neighborhood Development; and Economic Resiliency.

Develop a Business Accelerator

The IEDC economic development panel observed that while League City has the benefit of nearby clusters in the aerospace, maritime, and medical industries, it may be difficult to develop new businesses in these fields, due to a perceived lack of a strong, entrepreneurial landscape.

League City should investigate options (e.g., grant opportunities) to launch a business accelerator to encourage entrepreneurship. An accelerator could provide much-needed commercial office space for entrepreneurs, as well as mentorship from local industry professionals, startup capital, and a supportive environment for their businesses to become sustainable.

Local technical assistance providers (such as the SBDC) could be tapped to support accelerator clients.

The accelerator space can be used for networking events and other gatherings to help build the entrepreneurial landscape that the community is currently lacking.

Deepen Connections with Regional Partners

The IEDC's economic development panel was impressed with the level of interaction that League City has with regional economic development partners. The meeting on Regional Economic Development was well attended, and it was clear that there is a strong sense of "coopetition" amongst League City's economic development team and its neighbors.

The IEDC encourages League City's economic development team to continue and enhance these connections, perhaps with quarterly meetings to discuss regional economic development efforts, how to cooperate in building regional industry corridors, and share best practices.

Consistent outreach can be targeted to the Greater Houston Partnership, Bay Area Houston Economic Partnership, Galveston Economic Development Partnership, League City Regional Chamber of Commerce, CenterPoint Energy, and neighboring jurisdictions.

Enhancing Place-Based Assets

The IEDC's economic development panel observed many exciting development projects happening in League City. The Alamo Drafthouse Cinema, Gilley's, and Project Epic are examples of economic development projects that will attract customers and provide a sense of place to League City.

The panel encourages this type of development and future projects that provide places for people to gather. The IEDC's panel encourages the continued emphasis on projects that will define a sense of place for League City, including downtown development, stronger visibility and access to its waterfront, and trail development. While gathering places may not be a high priority now due to COVID-19, the demand should increase as time goes by and the amount of cases decreases.

League City could be well-served by developing places that promote enhanced community interaction.

The City of League City, TX

APPENDIX

Background Report

The IEDC developed the following background report from information gained from planning sessions with League City prior to the economic development panel’s visit, information provided by League City, and independent research. The background report was provided to the economic development panel prior to the visit. Some of the information from the Background Report is referenced throughout the report above.

Background on Disaster Damage

Flooding – Hurricane Harvey, FEMA DR-4332, August 25, 2017.

Hurricane Harvey made landfall in southeast Texas on August 25, 2018. The storm was a category 4 hurricane, with sustained winds of 130 mph. It was “the wettest event in U.S. history,” dropping as much as 70 inches of rainfall.¹ The Governor declared a state of disaster on August 23, 2017. Hurricane Harvey was the first hurricane to hit Texas since Hurricane Ike in 2008, and it was the strongest hurricane in over fifty years - since Carla in 1961.²

Flooding – Tropical Storm Imelda, FEMA DR-4466 October 4, 2019, Incident: September 17-23, 2019

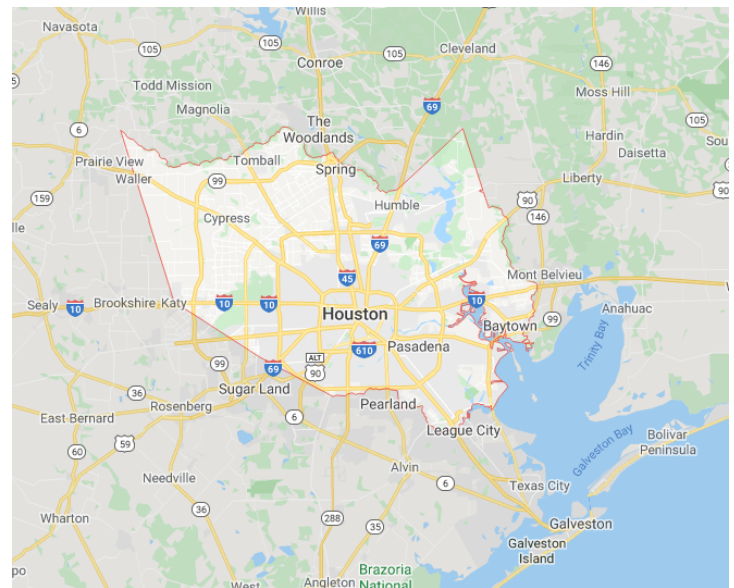
When Tropical Storm Imelda dropped 40” of rain in southeast Texas, the Governor’s disaster declaration included Galveston County. The federally declared disaster applied to six counties adjacent to, but not including, Galveston County. Tropical Storm Imelda included dropping 25 inches of rain in just 12 hours, a 1-in-1000 year rainfall event.³

Community Profile

Geographic

League City is located in Galveston County, southeast of Houston, between the cities of Houston to the north, and Galveston to the south. Houston is in Harris County. Most residents of League City commute to the northwest for employment. (See mapped commuting patterns on page 21.)

League City is in the Houston-The Woodlands-Sugar Land, TX MSA, whose principal cities are Baytown, Conroe, Houston, Sugar Land, and The Woodlands.



¹ FEMA P-2022 | Mitigation Assessment Team Report: Hurricane Harvey in Texas, <https://www.fema.gov/media-library/assets/documents/177700>

² <https://www.houstonproperties.com/hurricane-harvey-aftermath-cleanup>

³ Ibid.

Non-principal municipalities with greater than 50,000 residents are Galveston, League City, Missouri City, Pasadena, and Pearland.

Demographic

League City has a population of just over 100,000 residents, with a median household income of \$104,831. The poverty rate is 6.6%. A Tapestry Profile of League City identifies 33.4% as “Soccer moms,” followed by 16.5% “Up-and-coming families” and 13.4% as “Boomburbs.”⁴ The City is located adjacent to, and southwest of, the City of Houston, in a scenic location on the southern shore of Clear Lake.

The city has a median age of 34.9, as compared to 37.9 in the United States as a whole. It is predominantly white – 80.5%, with the other largest reporting groups being Black or African American alone 7.9% and Asian along being 5.5%. In 82% of homes, residents speak only English; in 10.9% of homes, residents speak Spanish.⁵

In League City, 95.5% of residents are high school graduates and 44.4% of residents have at least a bachelor’s degree.⁶

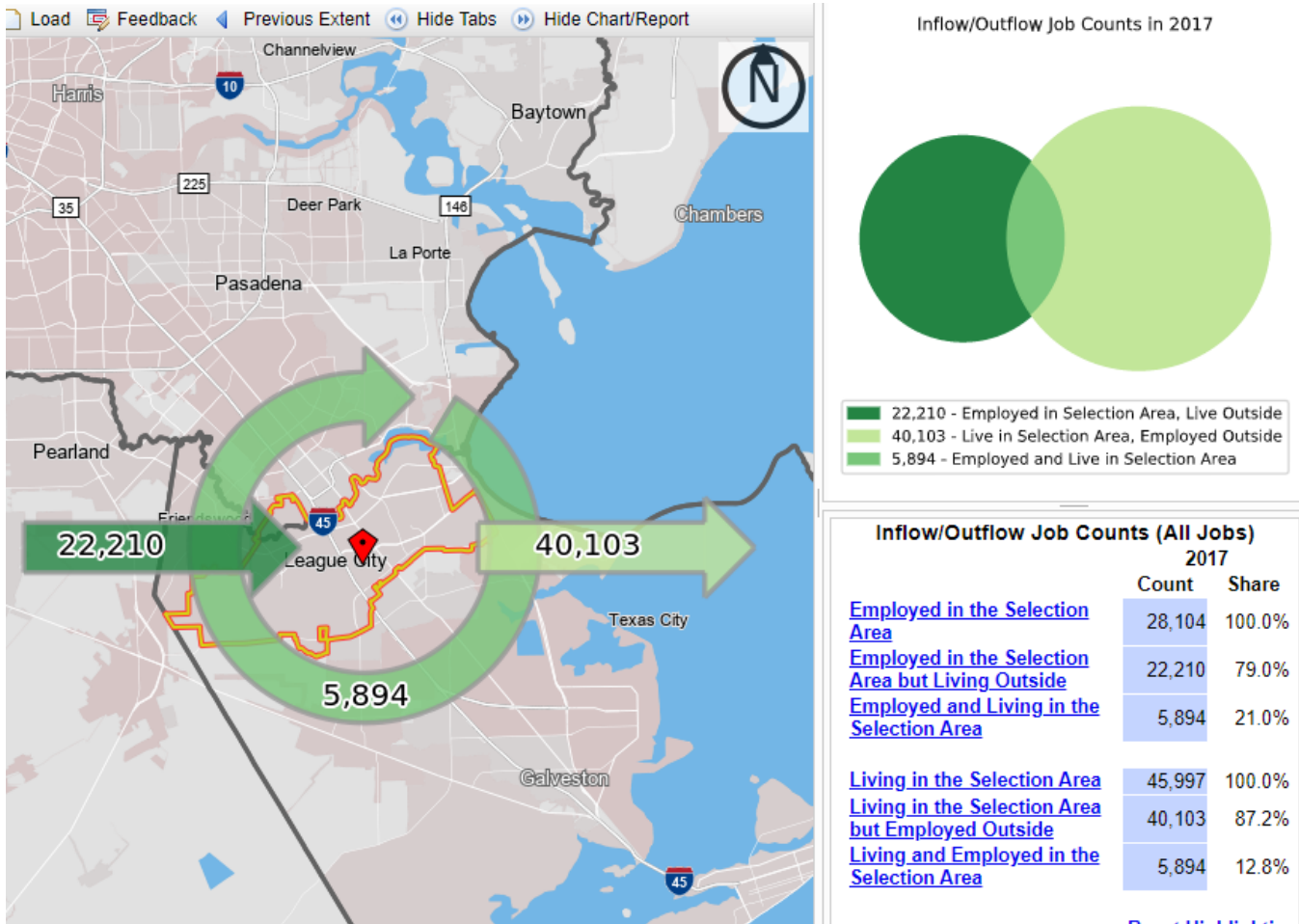
⁴ Community Profile, League City, TX,

⁵ US Census, 2018 American Community Survey 5-Year Estimates,
<https://data.census.gov/cedsci/profile?q=League%20City%20city,%20Texas&g=1600000US4841980>

⁶ Community Profile, League City, TX

Workforce Flow

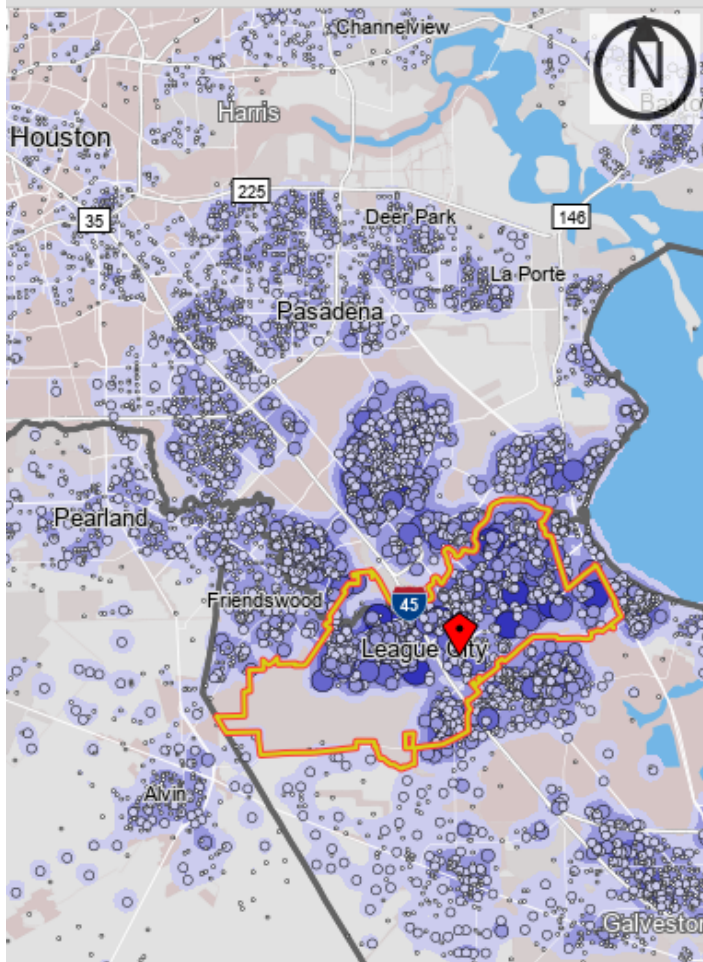
League City businesses and government employ 28,104 persons, of whom only 5,894 reside in the City. The remaining 40,103 employed residents work outside of the City. League City residents predominantly commute to the northwest, toward Houston, as shown in the second map below.⁷ Of the 40,103 residents that work outside the city, 32,015 are employed by private firms, while 8,088 are employed in the public sector.



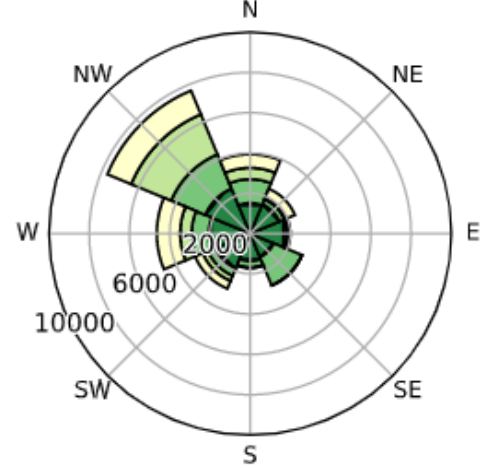
⁷ U.S. Census, On the Map, <https://onthemap.ces.census.gov/>

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Chart/Report



Job Counts by Distance/Direction in 2017
 All Workers



View as

Jobs by Distance - Work Census Block to Home Census Block

	2017	
	Count	Share
Total All Jobs	28,104	100.0%
■ Less than 10 miles	13,884	49.4%
■ 10 to 24 miles	6,435	22.9%
■ 25 to 50 miles	3,686	13.1%
■ Greater than 50 miles	4,099	14.6%

POST-DISASTER DIRECTIONS

Adjustments

The City is actively hardening its infrastructure and building capacity for resilience to withstand future natural disasters. In addition, the City has significantly eased the residential property tax burden.

Tax Rates:

Residential Property Tax: A sampling of properties for sale shows a greater than 50% drop in 2019 property taxes.⁸ Property assessments remained stable. From the State of the City, it appears the City raised the homestead exemption from 10% in 2013 to 20% in 2016. Although the City reduced the tax rate from \$0.5700 to \$0.565 in 2018, assessments remained stable, providing no explanation for the significant drop observed on the home sales listings.⁹

LOWEST PROPERTY TAX RATE IN 30 YEARS

Despite rapid growth and rising home values, the property tax rate has steadily declined since 2009.

FY	Total Tax Rate	Homestead Exemption	Effective Homestead Rate
2009	\$0.6300	10%	\$0.5670
2010	\$0.6300	10%	\$0.5670
2011	\$0.6160	10%	\$0.5540
2012	\$0.6100	10%	\$0.5490
2013	\$0.5970	10%	\$0.5373
2014	\$0.5970	12%	\$0.5254
2015	\$0.5970	14%	\$0.5134
2016	\$0.5735	20%	\$0.4588
2017	\$0.5700	20%	\$0.4560
2018	\$0.5650	20%	\$0.4520
2019	\$0.5638	20%	\$0.4510
2020	\$0.5486	20%	\$0.4389

Tax history

YEAR	PROPERTY TAXES	TAX ASSESSMENT
2019	\$2,055 (-57.9%)	\$241,020 (+2.8%)
2018	\$4,880	\$234,450 (-1%)

Sample Home for Sale: \$244,900 4 bd
 3 ba 2,596 sq. ft., 2025 Cutter
 Drive, League City, TX 77573, Zillow.com

Sales Tax: The City raised the sales tax \$.25/\$100 to generate new annual revenue estimated at \$3.3M the first year.

⁸ www.zillow.com, see 2408 Intrepid Way, League City, TX; 2112 Crows Nest Dr League City, TX;

⁹ State of the City 2020, p. 8, League City TX. <http://leaguecity.com/2873/State-of-the-City>

Reinvestment Program, 2017: Under this program, the City dedicates \$7M per year to infrastructure.

General Obligation Bond, 2019 – Drainage & Mobility: The City issued a general obligation municipal bond to support \$73M for 21 drainage projects and \$72M for traffic and mobility investments.

Community Development Block Grant – Disaster Recovery (CDBG-DR): The City’s priority for its share of regional CDBG-DR funding, awarded as a result of Hurricane Harvey, are drainage projects to prevent future flood events.¹⁰

Regional Partnership: In cooperation with the county, neighboring counties, and local governments, League City is supporting \$1.5M to study drainage and mitigation for two watersheds.

New Regulations: The City revised its development ordinances to enhance its resilience to withstand future storms and flooding:

- Base Flood elevations for new structures 6’ higher
- New streets to hold 9” of water rather than 24” to better protect adjacent homes and vehicles
- Storm sewer pipes increase in diameter; holding ponds increase in volume
- New structures must withstand 140mph winds

Water: In the 2035 Comprehensive Plan, the city noted immediate growth constraints due to a lack of access to sufficient water supply. To address this issue, in 2019 the City entered into an agreement with the City of Houston to secure 20MGD from the Trinity River. This capacity now provides source water for an expansion of the City’s Southeast Water Purification Plant (SEWPP), from which the City acquires its drinking water.

Diversification Focus:

The City seeks to diversify its tax base with quality commercial development. The City is promoting the diverse benefits commercial development offers: real property tax, real sales tax, hotel occupancy tax, business personal property tax, increased daytime population, and a lower cost to provide city services.

¹⁰ <https://leaguacity.com/CivicAlerts.aspx?AID=2358&ARC=3755>

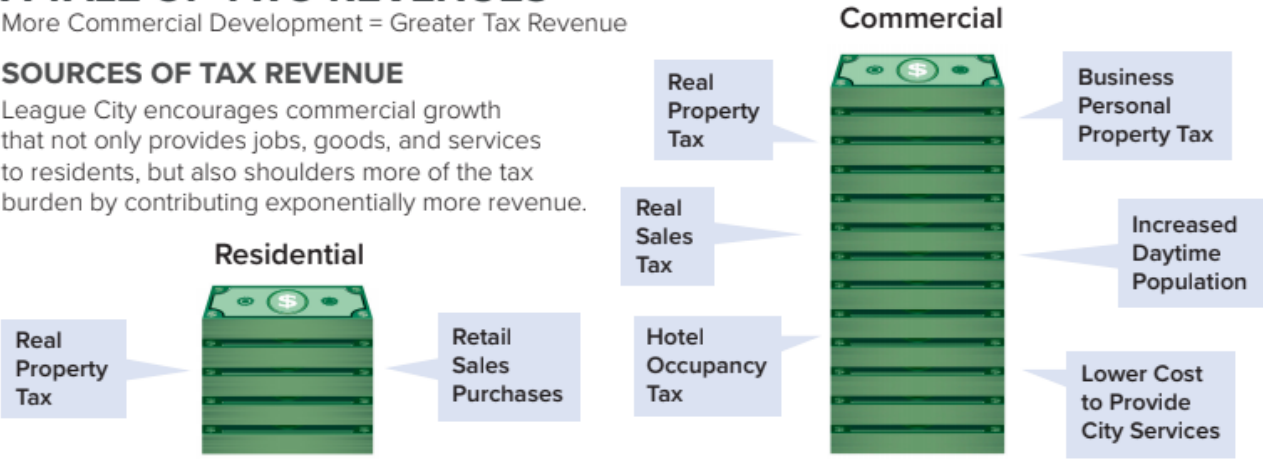
COMMERCIAL GROWTH IN 2019
 392,181 square feet of renovated or newly constructed commercial space
 \$60,762,414 of estimated taxable value of commercial space

A TALE OF TWO REVENUES

More Commercial Development = Greater Tax Revenue

SOURCES OF TAX REVENUE

League City encourages commercial growth that not only provides jobs, goods, and services to residents, but also shoulders more of the tax burden by contributing exponentially more revenue.



Source: League City, TX, 2019 Annual Report.

As a residential suburb to Houston, most of League City’s economy is in the service sector. Recent economic investments were predominantly restaurants.¹¹ However, a new hotel is opening in 2020 in Pinnacle Park, and a planned mixed-use development in the Riverbend Community will have a hotel in addition to residential and restaurant uses. A new cinema plans to open in 2021.¹²

For a full report of the city’s current initiatives, please see the [Mayor’s State of the City address](#).

Economic Profile

Overview

The 2011 Economic Development Strategic Plan for League City provides an in-depth and comprehensive assessment and platform for economic development in the City. As recommended by the plan, the City has invested in a full-time economic development manager and an assistant. For a comprehensive view of League City’s economic profile and opportunity scan, please refer to the [Strategic Plan](#).¹³

Economic Data

¹¹ State of the City 2020, p.18, League City TX. <http://leaguecity.com/2873/State-of-the-City>

¹² State of the City 2020, p.18, League City TX. <http://leaguecity.com/2873/State-of-the-City>

¹³ <https://www.leaguecityedc.com/DocumentCenter/View/15/Approved-ED-Strategic-Plan-?bidId=>

Top Employers

The top non-service sector employers in League City are

- The American National Insurance Company, 750 employees
- The University of Texas Medical Branch – League City campus, 599 employees and
- INEOS, Marina View headquarters, a chemical manufacturing company of olefins & polymers, 325 employees

Rank	Employer	Employees	Business Type
1	Clear Creek Independent School District	5,336	Education
2	American National Insurance Company	750	Insurance
3	H-E-B	637	Grocery
4	University of Texas Medical Branch – League City Campus	599	Education
5	City of League City	583	Government
6	INEOS	325	Business Services (headquarters, chemical co.)
7	Walmart	322	Retail
8	Kroger	280	Grocery
9	Devereux Texas Treatment Network	219	Mental Health Treatment Services
10	Harbourview Care Center	173	Senior Living Facility

Source: City of League City, Community Profile.¹⁴

Employment

As per the 2017 U.S. Census estimate, 28,104 persons were employed in League City. The City’s profile reflects 24,555 persons employed in 2,647 businesses.¹⁵

While county data sets redact some industries and employment, it does provide detailed information for 1125 establishments employing 10,720. Retail trade is the largest employment sector, with 3,492 employees, an annual payroll of \$103M and gross revenue of \$1.3B. The two next strongest sectors were Professional, scientific, and technical services employing 1,646 persons, and Finance and insurance, employing 1,301 persons. Each of these sectors had an annual payroll of over 75M. the value of the Professional services sector is \$189M, while the value of the Finance sector is not available.

¹⁴ Community Profile, League City TX

¹⁵ City Profile, League City, TX

Business Establishments -2012					
League City, TX					
NAICS code	Description	Number of establishments	Value of sales, shipments, receipts, revenue, or business done (\$1,000)	Annual payroll (\$1,000)	Number of employees
22	Utilities	2	Q	D	a
31-33	Manufacturing	26	D	\$ 5,832	113
42	Wholesale trade	47	D	D	e
44-45	Retail trade	181	\$ 1,319,518	\$ 103,443	3,492
48-49(104)	Transportation and warehousing(104)	33	\$ 88,090	\$ 22,853	394
51	Information	18	N	\$ 12,952	246
52	Finance and insurance	101	N	\$ 76,349	1,301
53	Real estate and rental and leasing	60	\$ 34,925	\$ 6,638	182
54	Professional, scientific, and technical services	175	\$ 189,305	\$ 79,552	1,646
56	Administrative and support and waste management	68	\$ 48,860	\$ 15,708	524
61	Educational services	13	\$ 3,402	\$ 1,126	82
62	Health care and social assistance	159	D	D	g
71	Arts, entertainment, and recreation	22	D	D	f
72	Accommodation and food services	121	\$ 101,375	\$ 28,589	2,047
81	Other services (except public administration)	99	\$ 53,193	\$ 16,353	693
	Total	1125			10,720

Source: U.S. Census Bureau, 2012 Economic Census, 2012 Economic Census of Island Areas, and 2012 Nonemployer Statistics.

Market Opportunities

Market niches identified in the 2011 Economic Development Strategic Plan

Diversification of industry is a key resilience goal, and the community currently identifies the need for new commercial development to support its financial stability. The following is an excerpt from the market niche section of the 2011 Economic Development Strategic Plan:

- **Office/Business:** Encourage growth and development of entrepreneurship and small, home or “micro” businesses via an “economic gardening” approach that seeks to provide business and technical assistance otherwise inaccessible to many start-up businesses...
- **Evolving aerospace and energy industries:** A shift toward privatization of space flight and the continuing emphasis on energy management, conservation and alternate fuels make this market niche timely and strategic... [Note that the Houston Space Center is located a distance of only five miles from League City.]
- **Retail appropriate to each district:** Depending on the district, this niche will draw from a retail spectrum that ranges from local stores and boutique retail to national “big box” brands and distribution outlets.
- **Institutional infrastructure:** This could include educational facilities serving levels anywhere from prekindergarten to college, as well as medical (hospital/sports medicine/specialty clinics) and government (local/state/federal) buildings...

- **Tourism:** By building on place-making strategies and investing hotel/motel tax dollars wisely with an emphasis on marketing, events and the arts, League City can leverage its location and the Bay Area’s rich history and assets to attract new and repeat visitors, many of whom will be drawn to the same venues already favored by locals...
- **Agribusiness:** Another potential visitor generator is agribusiness. League City has deep agricultural roots, ranging from the Italian family farms that settled in this area to the Butler longhorns...
- **Recreation:** As DDI points out in its branding analysis, League City has an active recreational lifestyle. ...Voters’ approval of a 4B sales tax devoted exclusively to development and maintenance of amateur sports projects sets the stage for this focus, which is complemented by private development like the community’s three golf courses, public-private ventures like Big League Dreams, and public investments in amenities such as the planned trails network.¹⁶

Current Draft Strategic Direction

League City is in receipt of draft strategic findings from Market Street Consultants. These findings include the following.

6. Validation of the five previously identified McKinsey industry target sectors as follows:
 - Energy 2.0,**
 - Life Sciences,**
 - Headquarters,**
 - Innovation (Digital Tech) and**
 - Advanced Manufacturing,**
7. Highlighting new and emerging opportunities within each of the above sectors.
8. Two new target sectors as follows:
 - Aerospace and**
 - E-Sports**
9. The development of a Greater Houston Economic Development Academy to help develop and educate (continuously) regional practitioners, corporate and organizational leaders, as well as public sector leaders and staff; and
10. A focus of international (country specific) outreach to match key target industry sectors such as Japan, Israel and Europe (Manufacturing, Innovation and Life Sciences) as well as key trade partners in China and Mexico.

Regional Economic Clusters

The Houston-The Woodlands-Sugar Land, TX MSA

¹⁶ [2011 Economic Development Strategic Plan](#), League City, TX, Destination Development International.

League City is located within the Houston-The Woodlands-Sugar Land, TX MSA, which is a region of nine counties in which Houston is the largest city.

The chart below of traded clusters in Houston-The Woodlands-Sugar Land TX MSA (the Houston MSA) compared the strength of the each cluster to the other 917 MSA areas in the United States. Highlighted “Rank in the U.S.” indicates high employment specialization in a region.

Business Services is the largest traded sector, employing 278,255 persons, primarily in corporate headquarters (130,475) and engineering services (50,770.)



Houston-The Woodlands-Sugar Land, TX MSA

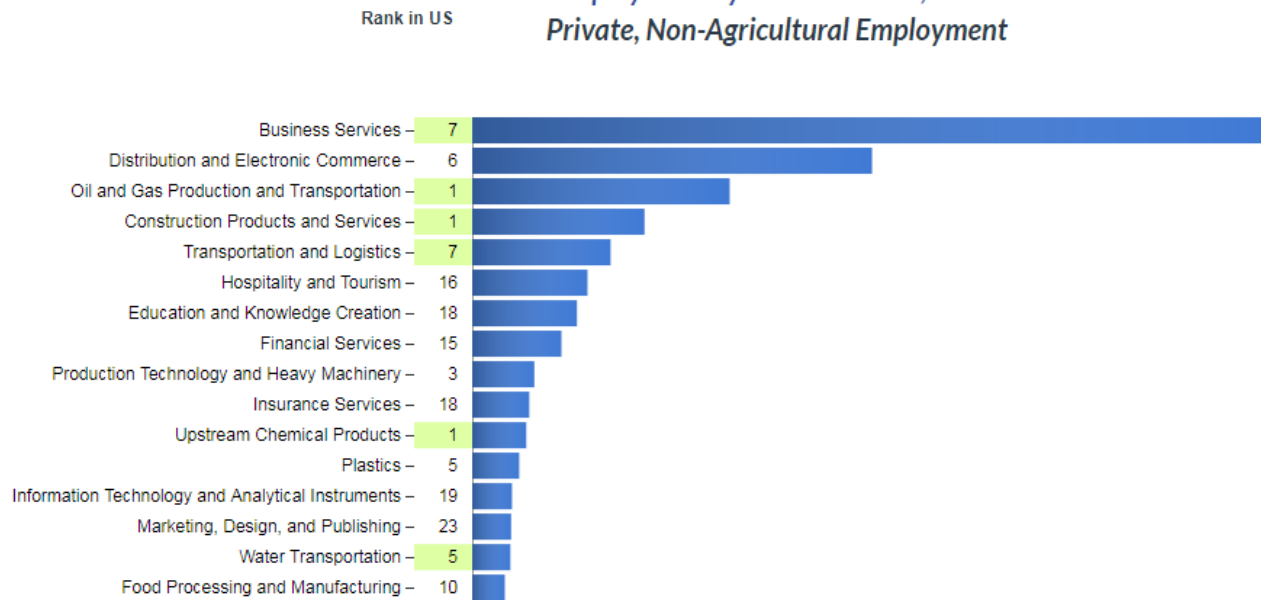
Distribution and Electronic Commerce has employment of 140,122 persons, concentrated in industrial machinery, equipment and supplies (33,186) and warehousing and storage (16,487.) The concentration in the Houston MSA of oil and gas production and also construction products and services were both the strongest traded clusters in the nation. Transportation and Logistics was another significant cluster, including air, ground transportation support, and trucking.¹⁷

¹⁷ Source: [U.S. Cluster Mapping Project](https://clustermapping.us/region/msa/houston_the_woodlands_sugar_land_tx/cluster-portfolio), Institute for Strategy and Competitiveness, Harvard Business School. https://clustermapping.us/region/msa/houston_the_woodlands_sugar_land_tx/cluster-portfolio Data Sources – for clusters, source is U.S. Census. https://clustermapping.us/region/msa/houston_the_woodlands_sugar_land_tx/cluster-portfolio#employment

Houston-The Woodlands-Sugar Land, TX

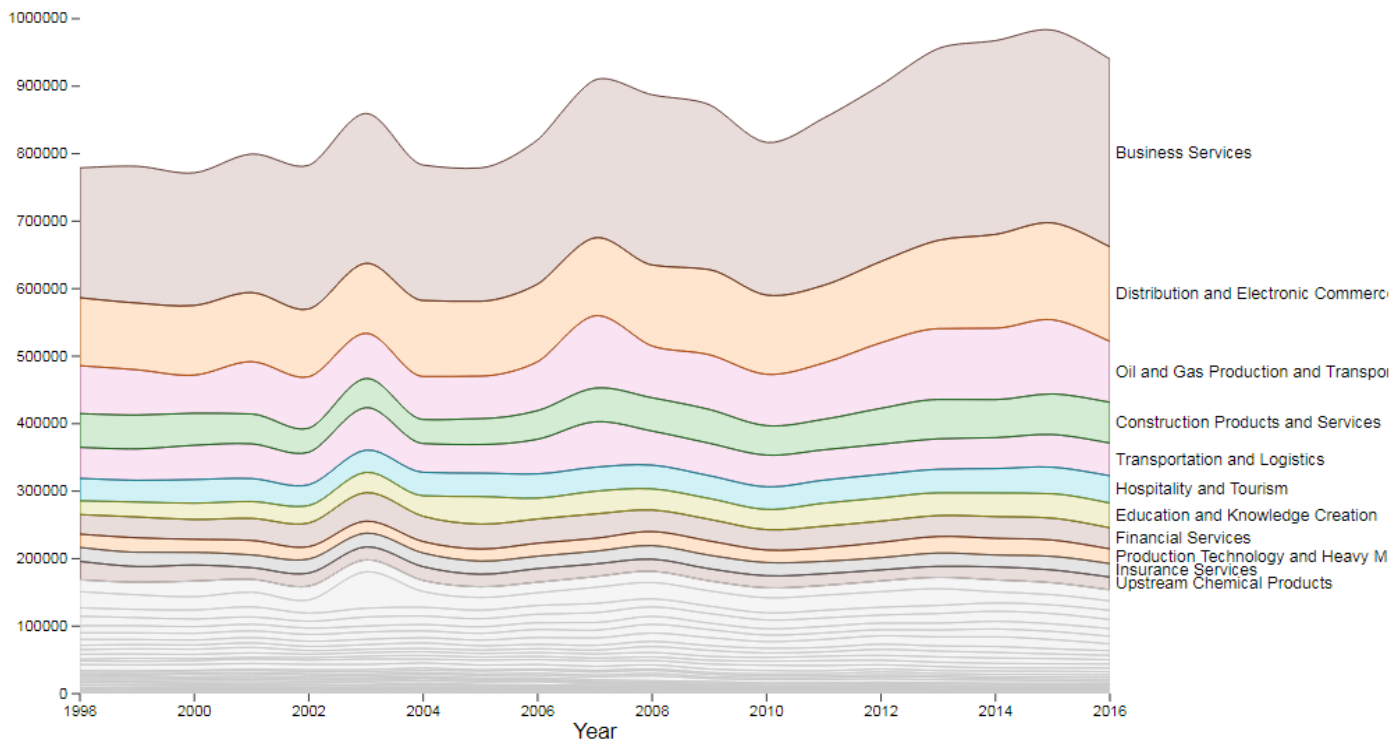
Employment by Traded Cluster, 2016

Private, Non-Agricultural Employment



Houston-The Woodlands-Sugar Land, TX

Employment Time series by Traded Cluster, 1998-2016



Harris and Galveston Counties

Industry Establishments and Concentration

The table below gives the number of establishments by sector for Harris County, which encompasses Houston, combined with Galveston County to the south, in which League City is located. The table is sorted by strength of the location quotient, by which the concentration of that industry is greater (more than 1) or less than that in the nation as a whole.

Harris and Galveston Counties	# of Establishments	Location Quotient
Total All Industries	109,394	1
Machinery Manufacturing	501	2.06
Fabricated Metal Product Manufacturing	1,281	1.98
Energy (Fossil & Renewable)	8,534	1.76
Manufacturing Supercluster	2,242	1.66
Chemicals & Chemical Based Products	1,208	1.58
Mining	228	1.54
Glass & Ceramics	152	1.47
Advanced Materials	2,242	1.44
Electrical Equipment, Appliance & Component Manufacturing	105	1.23
Business & Financial Services	21,162	1.21
Transportation & Logistics	3,117	1.18
Primary Metal Manufacturing	44	1.16
Biomedical/Biotechnical (Life Sciences)	4,514	1.12
Computer & Electronic Product Manufacturing	221	1.07
Information Technology & Telecommunications	4,347	1.01
Defense & Security	3,742	0.89
Printing & Publishing	1,854	0.81
Education & Knowledge Creation	1,274	0.81
Apparel & Textiles	597	0.8
Arts, Entertainment, Recreation & Visitor Industries	2,491	0.78
Transportation Equipment Manufacturing	90	0.7
Forest & Wood Products	439	0.59
Agribusiness, Food Processing & Technology	558	0.34

Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment & Wages (QCEW) and Purdue Center for Regional Development (cluster definitions).¹⁸

¹⁸ <http://www.statsamerica.org/innovation/anydata/custom.asp>

Plans & Partnerships

Local Plans

Strategic Action Plan, City of League City, Spring 2018¹⁹

The Strategic Action Plan enumerates “Critical Success Factors” supported by the following initiatives:

- Initiative 1: Secure water supply for buildout and implement Water Master Plan
- Initiative 2: Continue to refine and utilize the Master Mobility Plan so as to improve traffic flow
- Initiative 3: Develop a long-term financial plan to reduce tax and debt burden on residential property owners
- Initiative 4: Maintain emergency response times
- Initiative 5: Focus on acquisition of new land and development of existing land for facilities, recreation programming, and trails as outlined in the Parks Master Plan
- Initiative 6: Explore and create opportunities for development along Clear Creek, as well as utilization of detention, retention, and drainage easements
- Initiative 7: Build a new animal shelter, as approved by City Council, with a focus on community involvement through volunteerism, outreach, and education
- Initiative 8: Enhance the employee recognition program that includes incentivizing staff innovation and recognizing “S.E.R.V.I.C.E.” values
- Initiative 9: Develop a Citizen Survey
- Initiative 10: Continue to identify and target potential investors and partners to create entertainment venues by offering a fast-track process and economic development incentives
- Initiative 11: Implement comprehensive enhanced development standards that address aesthetics, flood risk, site planning, and energy (LEED)

The 2011 Economic Development Strategic Plan

Already referenced in this briefing, the 2011 Economic Development Strategic Plan is a thoughtful and thorough report. Refer to the economic profile section above for identified market niches. The report also describes key stakeholders in detail. As an overview, listed below are the stakeholders identified in the Strategic Plan.²⁰

Stakeholders:

Within League City:

- League City Municipal Improvement District (MID) has potential, but no resources, to act in support of economic development.
- Destination League City makes recommendations to Council regarding use of hotel occupancy tax
- Industrial Revenue (4B) Board has funds that are limited to amateur athletics purposes

¹⁹Strategic Action Plan, City of League City, Spring 2018 <https://www.leaguecity.com/3103/Strategic-Action-Plan>

²⁰Economic Development Strategic Plan, League City, Texas, p. 8 <https://www.leaguecityedc.com/DocumentCenter/View/15/Approved-ED-Strategic-Plan-?bidId=>

- Community Investment Committee promotes development and implementation of marketing and capital improvements that reinforce a common brand for the community
- Historic District Commission, as well as the Planning and Zoning Commission

Regionally

- Bay Area Houston Economic Partnership (BAHEP)
- Galveston County Economic Alliance
- Bay Area Houston Convention and Visitors Bureau
- Galveston County and Harris County
- Surrounding cities

Business Community

- League City Chamber of Commerce
- Other chambers of commerce, including the Clear Lake and Galveston County chambers
- League City Historic Shoppes as a new organization focused on creating increased and sustainable “critical commercial mass” in the historic core of League City.

The City of League City's Comprehensive Plan 2035

According to the Growth Analysis in the Comprehensive Plan, two of the biggest concerns are sufficient infrastructure and water to support new growth, and drainage.²¹ Although over 50% of the City’s land area is undeveloped, substantial areas of that land are part of existing Planned Unit Developments. The City envisions both development and redevelopment growth opportunities. In the draft preferred build-out scenario, the community envisions “suburban commercial” and “enhanced auto dominant commercial” plus new mixed-use centers – “urban high” and “urban low.” While the new urban areas promote increased employment opportunities and efficient use of infrastructure, it also results in insufficient water capacity to support future development.²²

Main Street Implementation Plan – City of League City²³

Branding, Development and Marketing Action Plan – City of League City²⁴

²¹ <https://www.leaguecity.com/DocumentCenter/View/3559/Comp-Plan---Chapter-4-Growth-Analysis-May-11?bidId=> p.4-1

²² Comprehensive Plan 2035, The City of League City, adopted May 10, 2011. <https://www.leaguecity.com/1038/Comprehensive-Plan>

²³ Gateway Planning Team, “Main Street Implementation Plan,” City of League City, TX, November 2011.

²⁴ Destination Development International, “Branding, Development and Marketing Action Plan,” League City, Texas, January 2011. <https://www.leaguecity.com/DocumentCenter/View/3565/Comp-Plan---Chapter-11-Econ-Dev-May-11?bidId=>

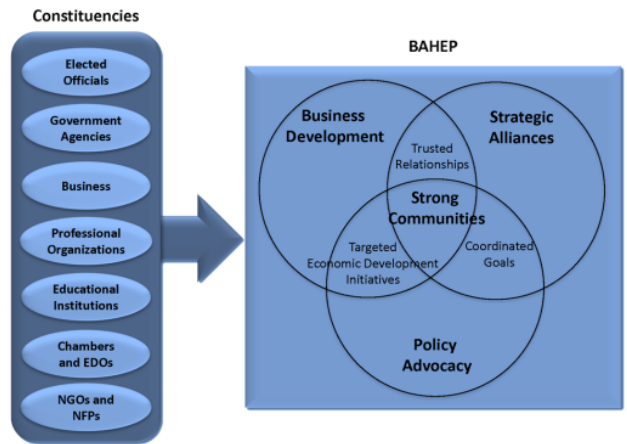
Regional Plans

2017—2021 Bay Area Houston Economic Partnership Strategic Plan.

The Bay Area Houston Partnership (Partnership) promotes the region’s business development, strategic alliances, and policy advocacy. The Partnership provides a regional profile, marketing, advocacy, and guidance for economic investment in the region that includes League City. Primary objectives include:

1. Spurring the region’s five industry clusters
 - a. Aerospace and aviation
 - b. Healthcare
 - c. Maritime and logistics
 - d. Specialty chemical
 - e. Tourism and recreation
2. Nurturing the region’s four service sectors
 - a. Education and workforce development
 - b. Governmental services
 - c. Licensed professional services
 - d. Business support services
3. Cultivating innovation

“Proven Leadership in Regional Economic Development” The BAHEP Model



The 2017—2021 Bay Area Houston Economic Partnership

Resiliency Scan

Recovery Response to Hurricane Harvey

League City had a robust and immediate response to Hurricane Harvey:

An Emergency Operations Center coordinated:

- Search and rescue efforts
- Damage assessments
- Outside resources

The City:

- Managed debris removal contracts
- Communicated emergency information
- Provided evacuation services
- Opened four sheltering locations

Police secured the shelters and city buildings and provided transport to storm-impacted citizens.

Fire personnel provided water rescues, and search and recovery missions.

Public Works closed flooded roads.

Because the City provided and completed these services within 30 days of the disaster declaration, FEMA reimbursed 100% of the City’s expenditures at a cost of over \$1 million under its Public Assistance grant program.²⁵

Disaster Impact Analytics

Hurricane Harvey After-Action Report, Harris County

The After-Action Report, issued in April 2018, focuses on three areas: command and control, operations, and mass care and sheltering. The report does not provide an economic impact assessment or business impact analysis.

Baseline Business Risk Profile

Dun & Bradstreet (D&B) provides a pre-event business baseline profile. Community planners can use this snapshot to target recovery support systems and for later post-disaster evaluations. D&B specifically hopes the profile will inform emergency economic recovery responders in the following ways:

1. Planning appropriate Business Re-entry systems
2. Tailoring recovery policies with an improved understanding of business types
3. Calculating and justifying recovery funds
4. Prioritizing recovery funds
5. Guiding the SBA to communities with the most small businesses
6. Prioritizing infrastructure repairs and construction²⁶

Pre-Harvey Baseline Profile ²⁷	League City (zip code 77573, 574)		Harris County	
Total Businesses	4,850		287,349	
Small Businesses	3,889	80%	60,160	20.94%
High risk, low viability Businesses	718	14.8%	45,724	15.91%
Jobs	17,950		1,432,561	

State of Texas Plans for Disaster Recovery

State of Texas CDBG Mitigation Action Plan: Building Stronger for a Resilient Future²⁸

The Texas General Land Office (GLO) is administering over \$4 billion in CDBG mitigation funding (CDBG-MIT) from the Department of Housing and Urban Development.

²⁵ FEMA, August 5, 2019 Press Release, “FEMA grants \$1 million to League City for emergency services,” <https://www.pressreleasepoint.com/fema-grants-1-million-league-city-emergency-services>

²⁶ D&B Government – Analytics, data as of 9/13/2017, Dun & Bradstreet, <https://public.tableau.com/profile/dunandbradstreetgovtanalytics#!/vizhome/BaselineBusinessRiskProfileofHurricaneHarvey/Introduction>

²⁷ Count of Duns-numbered businesses

²⁸ <https://recovery.texas.gov/files/resources/mitigation/cdbg-mit-summary.pdf>

Potential: The City can consider using mitigation funding to bolster small business resiliency. For example, many communities are prepared with targeted financing vehicles for business recovery. The State of Florida has an Emergency Bridge Loan Program, for example, that the Governor may activate in the event of a declared disaster. The program makes available a \$50,000 bridge loan to tide businesses over until insurance reimbursements or long-term funding becomes available. Many communities establish local Revolving Loan Funds from which businesses can access support more quickly and with which communities have flexibility to tailor the funding to the business community needs.

Hurricane Harvey State Action Plan²⁹

The state is administering \$5.676 billion HUD-directed allocations for recovery from Hurricane Harvey. The state has directed nearly ten percent of the funding to state infrastructure and economic revitalization, allocating \$413M to infrastructure and 100M to economic revitalization.

A Storm to Remember: Hurricane Harvey and the Texas Economy, Economic Impact

The Office of the Comptroller, State of Texas, found that the economic activity stimulated by recovery offset the losses due to the storm by year two. Significant federal support – from FEMA and HUD – and insurance payments support an infusion of new economic activity.³⁰

EXHIBIT 3: NET ECONOMIC IMPACT OF HURRICANE HARVEY ON TEXAS GROSS STATE PRODUCT
 (In billions of dollars)

Impact	Year 1	Year 2	Year 3	Years 1-3
Estimated Losses	(\$16.8)	(\$2.0)	(\$1.0)	(\$19.8)
Estimated Gains	\$13.0	\$4.1	\$3.5	\$20.6
Net Economic Impact	(\$3.8)	\$2.1	\$2.5	\$0.8

Source: Texas Comptroller of Public Accounts

The comptroller cites, however, the first-year estimate \$16 billion economic loss in the hardest hit Houston-Galveston Council of Governments region, while neighboring COGs saw a net gain. The hardest hit industries in year one include memberships (clubs, sports centers, museums) and telecommunications services and entertainment. Industries that fared well were health services, food and beverage, rental housing, motor vehicles and clothing.

Business Continuity Planning – The Houston Bay Area Partnership provides references and advocacy for business continuity planning.

²⁹ <https://recovery.texas.gov/files/hud-requirements-reports/hurricane-harvey/harvey-state-action-plan-overview.pdf>

³⁰ <https://comptroller.texas.gov/economy/fiscal-notes/2018/special-edition/impact.php>

Economic Development Panel Biographies

John Sternlicht, JD, CEcD, FM
Chief Executive Officer
Economic Development Alliance of Skagit County
Mont Vernon, WA

John Sternlicht, attorney, certified economic developer, and IEDC Fellow Member, has served as the CEO of the Economic Development Alliance of Skagit County since July, 2015. John brings to EDASC senior executive expertise in law, economic development, community relations, public policy, finance, strategic planning, and government relations with a domestic and international focus (he also speaks French, German and Spanish). John has over 20 years’ high-level experience negotiating and executing multi-billion dollar business locations and expansions involving public and private sector financing, higher education, infrastructure, transportation, and legislative initiatives.

Previously, John served as Economic Development Policy Advisor to King County Executive Dow Constantine, and before that as Senior Director of Strategic Projects for SRI International, a leading nonprofit research institute, where John conceived and executed greenfield bioscience facilities in Virginia and Michigan. Before SRI, after ten years in private and public law practice in North Carolina and Virginia, John served eleven years as General Counsel and Policy and Legislative Director of the Virginia Economic Development Partnership (VEDP), and also created a statewide program of certification and assistance for rural communities and regions to improve their business attraction and expansion practice. In 2002, Governor Mark Warner appointed John to serve concurrently as Virginia's Deputy Secretary of Commerce and Trade, as a key member of the team that planned and executed on strategies to establish Virginia as the top state for business. As Deputy Secretary, John orchestrated the development and execution of the statewide economic development strategic plan, oversaw all 15 agency budgets totaling more than \$800 million, and directed all agency legislative and regulatory programs.

John has served on the Board of Directors of the International Economic Development Council (IEDC), Washington Economic Developers Association, Anacortes Arts Festival, Greater Seattle Business Association, and Equality Virginia, among others. He speaks and writes nationally and abroad on various topics in economic development including incentives, strategic planning, organizational management, equity and inclusion, and board development. Originally from Barrington, Rhode Island and raised primarily in Fayetteville, North Carolina, John earned his bachelor’s degree from Georgetown University’s School of Foreign Service, and studied journalism and

communications at the Université de Fribourg in Switzerland on a Rotary International Graduate Fellowship before earning his Juris Doctorate at the University of North Carolina School of Law in Chapel Hill. He earned his Certification in Economic Development from the International Economic Development Council in 2001, and was named a Fellow Member in 2017.

Alison Oliver Benton, CEcD

President

Aliquantus Consulting LLC

Dallas, TX

Alison Benton, CEcD, is the President of Aliquantus Consulting, specializing in negotiating incentives, having more than twenty years in the economic development field. Her practice focuses on site selection and negotiating customized incentive solutions, including federal and state training grants and solving issues related to real estate expansions/relocations. A sampling of clients include HCA, Shell Oil, IBM, Citigroup, Target, American Airlines, ExpressJet, Hilton, Sprint, and American Greetings.

Prior to starting her own firm, Ms. Benton was a Principal at UHY Advisors, and a Director with RSM McGladrey. She was a Senior Manager at Deloitte Tax, Vice President of Government Partnerships for Strategic Partnerships, and Director of Economic Development for the West Central Texas Council of Governments and the Town of Flower Mound, Texas. Ms. Benton has served on the board of Keep Texas Beautiful and the Greater Keller Chamber of Commerce, and as board chair for the Keller Economic Development Board and Abilene Clean & Proud.

She is a longtime member of the Texas Economic Development Council and the International Economic Development Council. She received her undergraduate degree in Communication from Arizona State University and completed graduate level work at the Economic Development Institute program at the University of Oklahoma. Ms. Benton is a Certified Economic Developer (CEcD) and a frequent lecturer regarding creative incentive opportunities that work positively for both the business and the government.

Wes Stucky
President
Development Management Inc.
Edmond, OK

Wes has a long and successful history of helping businesses and communities grow and prosper. He currently serves as Chairman of StitchCrew, an organization, in cooperation with the Oklahoma City Thunder that is fostering new business start-ups throughout the state by connecting business founders with mentors and funding opportunities.

He is also President of Development Management, Inc., a consulting firm in Edmond, OK, assisting economic development agencies and private developers in organizational management, industrial land and economic development.

Wes previously served as President of the Ardmore Development Authority and Ardmore Chamber of Commerce for 25 years. Both organizations were recognized nationally and won numerous awards under his leadership. During his tenure, he grew a small under-funded Development Authority to a major developer operating an Airport and four industrial parks encompassing 2900 acres with 30 buildings and 3 million square feet under their management.

Wes is known for finding innovative solutions to funding and developing projects. He has been the developer and construction manager for over five million square feet of flex, industrial, warehouse and office facilities. In addition, he has developed and managed airports and industrial parks in the communities he has served.

Community leadership is also a strength. He is founder and former President of the Ardmore Chamber Foundation and also served on the board of Community Foundations Oklahoma, assisting other communities in creating and managing community foundations.

Wes has served as Chairman of all statewide development groups: Governor’s International Team, Oklahoma Economic Development Council, the Oklahoma Chamber of Commerce Executives Association and the Governors Economic Development Marketing Team. He also served 17 years on the Oklahoma Aeronautics Commission having been appointed by two Democratic and two Republican Governors.

Wes is an Honorary Life Member of both Southern Economic Development Council and the International Economic Development Council. He was selected as the first recipient of the International Economic Development Council Leadership Award for Public Service. He has also been inducted into the Oklahoma Chamber of Commerce Executives Hall of fame and the Governor's Economic Development Marketing Team Wall of Honor.

Todd Lang
Senior Associate
International Economic Development Council
Washington, DC

Todd Lang, is a Senior Economic Development Associate for the International Economic Development Council (IEDC), where he oversees disaster recovery efforts for the State of Texas and other communities, on behalf of the Economic Development Administration (EDA). Mr. Lang has over 15 years’ experience in economic, small business and workforce development, including leadership roles with the City of New York - leading disaster recovery efforts during Superstorm Sandy, a cabinet-level position with the District of Columbia, and economic development consultancy Development Counsellors International, where he advised Texas communities including Houston and Corpus Christi.

Mr. Lang received a Bachelor of Arts degree from Marist College in Poughkeepsie, New York.

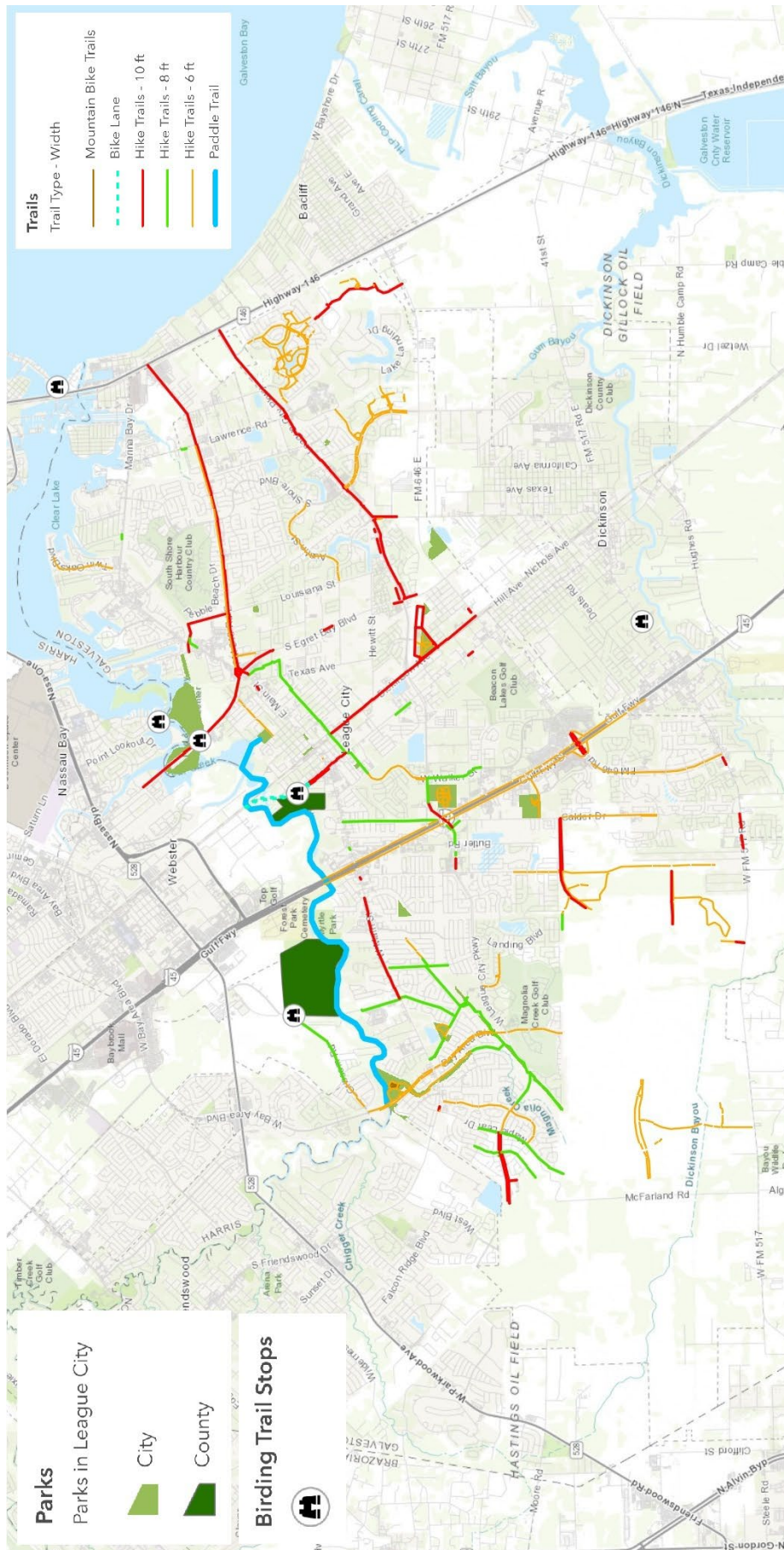
Louise Anderson
Senior Associate
International Economic Development Council
Washington, DC

Louise Anderson is a Senior Associate and Managing Editor at the International Economic Development Council (IEDC). Louise has undertaken a range of activities since she joined IEDC in 2001. For local governments and economic development organizations, she has consulted on projects related to strategic planning and assessment, downtown revitalization, entrepreneurship, brownfield redevelopment and disaster recovery. She also has authored research publications on a range of economic development and organizational issues, ranging from the economic developer’s role in site selection and fostering high-growth companies to the use of incentives, quality job creation, equity and more. In addition, she edited IEDC’s bimonthly newsletter and blog, Economic Development Now, for many years, and edited a quarterly magazine, Economic Development America, for the U.S. Economic Development Administration, which featured innovative programs and best practices in the field.

She obtained master’s degrees in regional planning (with a focus on economic development) and public administration from the University of North Carolina at Chapel Hill. She also holds bachelor of arts degrees in journalism and English literature from Indiana University at Bloomington.

Exhibit #7

Map of League City's Integrated Trail/Sidewalk System



Glossary of Terms

380 Agreement -- In Texas, a 380 Agreement is a contract between a city and a business, authorized by Chapter 380 of the Texas Local Government Code, that provides economic development incentives like grants or loans of public money to encourage business development and job creation. These agreements are used to stimulate local economic activity and can involve tailored incentives, such as property tax rebates, based on the company meeting specific requirements outlined in the contract.

5-Year Average Growth in Sales Tax Revenue -- Identifies the amount of new, taxable sales between FY 2021 and FY 2025. This metric indicates the condition of the local economy, which is driven by increased consumer spending and population growth.

Commercial Investment -- Indicates the level of economic growth that creates local jobs, increases tax revenue, enhances the quality of life by providing new services and amenities, and improves local infrastructure.

Economic Development Strategic Plan Advisory Committee -- This proposed committee could provide (a) Strategic Oversight that offers strategic advisory and accountability, reviews performance, identifies gaps, risks, and emerging opportunities, and recommends adjustments to initiatives, incentives, and priorities, (b) Market Intelligence regarding insights on developer and investor sentiments, development trends, and business climate competitiveness, (c) Cross-Sector Alignment to evaluate implementation progress and ensure that the economic development strategy is reflected in the annual budget and development policies, and (d) Accountability and Public Credibility that offers recommendations to strengthen alignment and competitiveness to support long-term financial sustainability.

Financial Sustainability -- A municipality's ability to consistently meet its financial obligations and provide public services now and in the future without compromising the ability of future generations to meet their own needs.

Growth in Commercial Property Tax Value (Excluding Exemptions) -- Measures the amount of new, taxable commercial property developed in a municipality. This metric generally indicates a strong, local economy and a vibrant commercial real estate market. New commercial growth provides municipalities with increased revenue to fund public services and infrastructure.

Growth in Sales Tax Revenue -- The amount of new, taxable sales in a community, which indicate the condition of the local economy, driven by increased consumer spending and population growth. Strong sales tax growth can also indicate a thriving real estate market and a strong, overall fiscal outlook.

Growth in Sales Tax Revenue (Adjusted for Inflation and Population Growth) -- This metric measures the "real" change in tax collections by removing the artificial increases caused by inflation (i.e. rising prices) and population growth (i.e. a larger pool of taxpayers). This metric

generally indicates the real purchasing power and productivity of a tax base. By stripping away artificial gains from inflation and population growth, it reveals whether a government's financial position is actually strengthening or eroding.

Integrated, Mixed-Use, Lifestyle Center -- A cohesive project that combines residential, commercial, civic, and other uses within a single building or neighborhood.

Municipal Debt Per Capita -- Reveals a municipality's average amount of debt for which each resident is responsible. This metric helps assess the municipality's debt burden on its citizens, its overall fiscal health, and its ability to service existing debt and take on new debt. A high debt per capita can signal financial risk and a heavier strain on the population's economic resources.

Municipal Debt to Personal Income Ratio -- A key financial metric used by analysts, investors, and local leaders to assess the municipality's ability to repay its debt using the economic resources of its residents.

Municipal Debt to Revenue Ratio -- A financial metric that reveals a municipality's financial capacity to pay its debt obligations. A higher ratio indicates a greater risk of financial strain, as more revenue is committed to debt, leaving less revenue for other services and potentially limiting future borrowing capacity.

Municipal S&P Bond Rating -- A rating that reveals a community's creditworthiness and the likelihood of repaying its debt, which impacts the risk for investors and the interest rate the municipality must offer. A higher rating, like AAA, indicates a lower risk of default, while a lower rating signals higher risk. This rating reflects the municipality's financial health, economic conditions, and management practices.

Municipal Property Tax Rate -- The percentage or amount the community charges on every \$100 of assessed property value to fund local, public services and infrastructure.

Neighborhood Empowerment Zone -- Defined in Chapter 378 of the Texas Local Government Code, it is a designated area within a municipality that is created by ordinance to promote the creation of affordable housing, economic development, public safety, and the quality of social services in the area. In November 2002, by Ordinance #2002-52, the City Council of League City created a Neighborhood Empowerment Zone between Walker Street on the north, Dickinson Avenue on the east, State Highway 3 on the west, and the city's corporate limits on the south. Funding comes from reducing taxes and fees to attract private investment, rather than allocating public dollars upfront.

New and Expanding Business Registrations -- Business Registrations are required for businesses that are new, expanding and/or experiencing a change of ownership. This metric is helpful to track because it indicates the degree that the community's economy is stable and healthy to support business growth.

Number of Jobs -- The number of people employed, or laid off, in a community, as compared to the previous twelve month period. This metric indicates the community's overall economic health, strength of its connection to the broader economy, and its demand for labor. It also reflects the

number of employment opportunities available, which highlights a community's economic needs, assesses the effectiveness of job creation programs, and identifies which industries and occupations are growing or declining.

Number of New and Expanding Business Registrations -- The number of business registrations submitted to the Planning Department by new or expanding businesses in a municipality over a given time period, indicating the degree a community's economy that is stable and healthy to support business growth.

Primary Employer -- A business or industry that produces goods and services for export to markets outside of its local economy. These exports, and the new money they bring into the community, are considered the engine for local economic growth.

Proportion of Commercial vs. Residential Tax Base -- The percentage of a community's tax base, which is comprised of commercial rather than residential development. This quantitative measure shows whether businesses or residents are paying for the bulk of property taxes and, therefore, city services. A balanced tax base helps ensure consistent revenue and prevents an excessive burden on any single group of property owners.

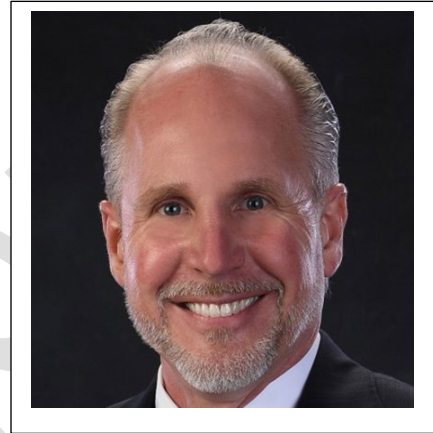
Reserve Study -- A long-range capital planning tool that analyzes the physical condition of an organization's common assets and assesses its current reserve fund to create a funding plan for future repair and replacement costs. It includes a physical analysis of assets like roofs and pools, and a financial analysis of the current funds, with the goal of ensuring there is enough money to cover inevitable expenses without special assessments.

TIRZ -- In Texas, a Tax Increment Reinvestment Zone (TIRZ) is a defined geographic area where a local government can use the future growth in property tax revenue to finance public improvements, such as infrastructure, to spur economic development. The taxes from the "base value" of the property are sent to the general fund, while the taxes from any increase in value are captured and placed in a special fund to pay for projects within the zone.

Contact Information

For questions and/or additional information, contact:

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PROPOSED

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- Galveston County
- Greater Houston Partnership
- League City Administration – **John Baumgartner**, City Manager
- League City Administration – **Angie Steelman**, Assistant City Manager
- League City Administration – **Rick Davis**, Assistant City Manager
- League City Citizens
- League City Communications – **Sarah Osborne**, Director
- League City Community Engagement – **Amber Pedigo**, Manager
- League City Economic Development – **Carianne Riley**, Economic Development Coordinator
- League City Finance – **Kimberly Correll**, Director
- League City Development Services – **Christopher Sims**, Executive Director
- League City Planning – **Kris Carpenter**, Director
- League City Professional Stakeholders
- Peer Reviewers:
 - **Andrew Busker**, Mayor’s Office of Economic Development, City of Houston
 - **Bryan Bolton**, President/CEO, League City Regional Chamber of Commerce
 - **Craig Rhodes**, VP of Regional Economic Development, Greater Houston Partnership
 - **Darryl Briscoe**, Planner - Economic Development at Houston-Galveston Area Council
 - **Devin DePascal**, Director of Economic Development, City of Santa Fe
 - **Evan Link**, Graduate Student in Public Affairs, Indiana University
 - **Hank Dugie**, County Commissioner, Galveston County
 - **James Brockway**, Owner and Developer, Brockway Realty
 - **James Waguespack**, Planning & Zoning Commissioner, City of League City
 - **Mark Mitchell**, VP of Eco. Dev. & Policy, Bay Area Houston Economic Partnership
 - **Nancy Mills**, Finance Committee Member, City of League City
 - **Paul Davis**, Consultant, Strategic Government Resources