



# CITY OF LEAGUE CITY

## DEVELOPMENT SERVICES STRATEGIC PLAN

July 2024

A Customer Based Approach to Elevating the Quality  
of League City's Development Services



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# A MESSAGE FROM THE STRATEGIC PLANNING COMMITTEE CHAIR AND VICE CHAIR



On behalf of our Development Services Strategic Planning Committee, it is our pleasure to share with you something that so many have had a hand in creating, this new blueprint for the future of League City's Development Services. We recognize the support of our elected and appointed officials and especially our building and development community who, by the hundreds, participated in creating this plan.

This document represents the collective aspirations of both our building and development community as well as our Development Services professionals. It is a contract between the City and those who work and invest here; and it represents a new way of doing business, a fresh approach, and a bold statement that the City of League City Development Services will become the gold standard in the State of Texas.

Very Sincerely,

**Russ Bynum**  
Chair

**Kris Carpenter, AICP**  
Vice Chair

You will notice in this document five strategic directives. They represent broad, high level focus areas that are connected to more specific strategic initiatives. These initiatives describe what needs to be done to elevate performance in each of the focus areas (directives). Expected outcomes are also defined for each directive. These describe what success in each area will look and feel like, when we know we have been successful.

As the plan is implemented, the Committee will remain engaged in monitoring and reporting progress to City Administration and the City Council. We again express appreciation to our Committee and to the many hands that went into creating this plan. As nearly half of our community has yet to be developed, we expect our best days are yet ahead of us. This plan will certainly help ensure that they are.



# A MESSAGE FROM THE CITY MANAGER



In League City, we strive to provide something we refer to as “World Class Customer Service.” Just what this means may vary from person to person. However, in our City organization, it represents a process more than a destination. It means continually pushing the boundaries of who we are now and what level of service we are currently providing. It’s a dedication to the principles of continuous improvement and constantly asking ourselves “What if ...”

This document represents to me, and I hope to you as well, the embodiment of those principles and their placement into action. While we may claim we are better than we were, we are never better than we have the potential to become. This plan will challenge us to rise to greater heights as we implement the ideas contained in it. For those who participated in its creation, thank you. You are now co-owners of our future success. To the Strategic Planning Committee who spent countless hours listening to and genuinely understanding the needs of our customers and stakeholders, a huge thank you to you. We could not have pulled this off without you.

Last but certainly not least, to those who have chosen or who will choose to build and develop in our community, thank you for your faith and trust. Thank you for making League City what it is today and what it will become tomorrow. We do not tout our community as one of the best in Texas without correspondingly acknowledging your hard work and investments.

Our ambition is to make League City’s development and building services the gold standard throughout the Lone Star State and the Nation. This plan is a bold statement that we are ready and eager to realize this audacious ambition.

Respectfully,

**John Baumgartner, P.E., ICMA-CM**  
City Manager

# A MESSAGE FROM THE ASSISTANT CITY MANAGER



Customer or Community-based strategic planning is a concept that was introduced to me in 2008, just as I began my duties as the City Manager of Fountain Hills, Arizona. The introduction of this new approach had a powerful impact upon me, as I had long recognized the essentiality of beginning the strategic planning process with an understanding of my citizens’ expectations. However, it would not be until I learned of this approach that I recognized it as the vehicle or method by which I could realize this ambition. Since then, I have been almost zealous in my advocacy of a community-based approach and have had the privilege of guiding my communities, as well as many others, through successful strategic planning initiatives. This approach has proven transformative for both citizens and staff because of the significant and positive effect it has on elevating trust. As local government demonstrates its willingness to listen with the intent to understand and then demonstrates that it holds the best interests of its citizens at heart, and as it exercises the professional will to deliver on citizen expectations, the result is inevitably elevated trust – and

trust is what drives our local government resource engine and enables us to continue delivering the results that our customers and residents need, desire, and deserve.

**Rick Davis**  
Assistant City Manager

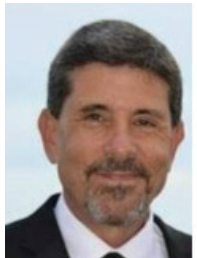
Scan the QR code for  
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# INTRODUCTION OF THE DEVELOPMENT SERVICES STRATEGIC PLANNING COMMITTEE



**FIRST ROW:**  
Russell Bynum, Chair (Hillwood Communities), Kris Carpenter, AICP, Vice Chair (Director of Planning), Tommy Cones (Councilman), Kevin Holland (Cervell Homes), Christopher Sims, Executive Director (Development Services)



**SECOND ROW:**  
Ralph Blanco (Chief Building Official), Jeff Allen (Fire Marshal), Steve Sheldon (DEC Engineering), Candace Brown (Internal Auditor), Frank Dominguez (Planning and Zoning Commissioner)

## PROCESS FACILITATORS



**Rick Davis, ICMA-CM**  
Assistant City Manager



**Ron Menguita, AICP**  
Development Process Manager

## SUPPORTING STAFF



**Dr. Carlene Neeley**  
Executive Assistant



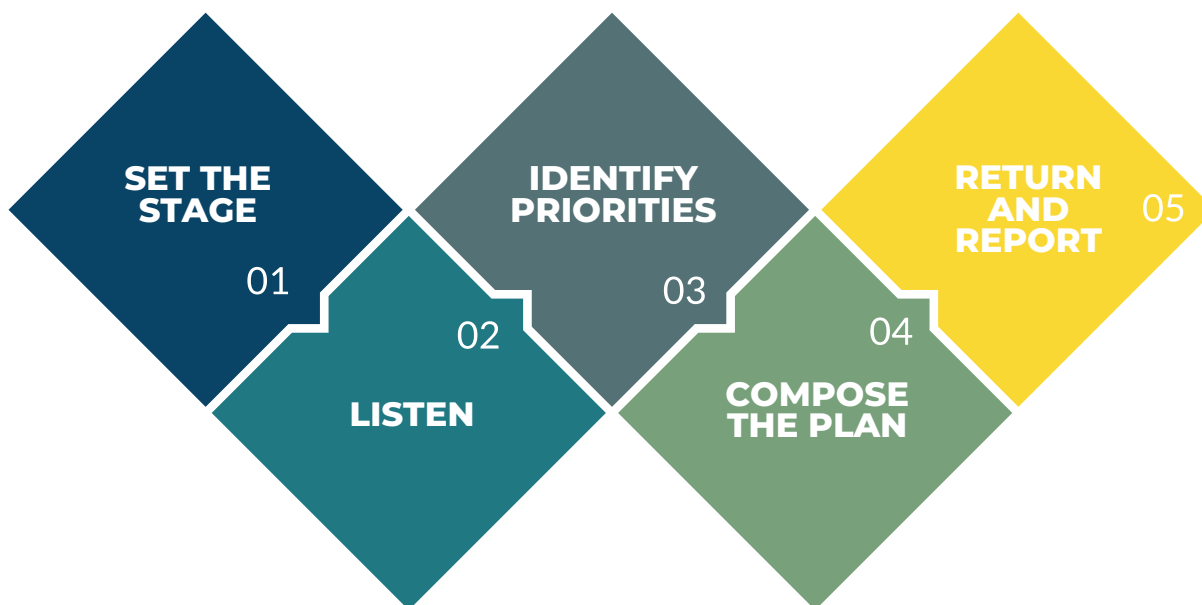
**Sarah Osborne**  
Director of Communications & Community Outreach



**Amber Pedigo**  
Community Outreach Specialist

**THE MISSION** OF THE DEVELOPMENT SERVICES STRATEGIC PLANNING ADVISORY COMMITTEE IS TO BUILD TRUST WITH AND AMONG STAFF AND CUSTOMERS THROUGH ACTIVE LISTENING AND GENUINE ENGAGEMENT AND BY EMPOWERING STAFF WITH CLEAR, CONSISTENT, ACCOUNTABLE, AND VISIBLE STRATEGIES THAT THE COMMITTEE BELIEVES WILL LEAD TO GREATER SUCCESS OF OUR DEVELOPMENT ACTIVITIES, PROJECTS, AND PROCESSES."

# PLAN PROCESS, ANATOMY, METHODOLOGIES & PARTICIPATION



## WHAT IS CUSTOMER BASED STRATEGIC PLANNING?

Unlike the traditional approach to strategic planning, a customer-based approach, as the name suggests, begins with those who depend upon our development and building services. It represents an exercise in deep listening and the subsequent identification of customer priorities, those things our patrons believe are most likely to elevate their development experience and enhance the likelihood of success.

## HOW DID THIS BEGIN?

Under the direction of the City Manager, the Assistant City Manager assembled a strategic planning advisory committee (SPAC) representing policy makers, builders and developers, and key internal staff. The SPAC's responsibilities included serving as representatives of the strategic planning process, engaging stakeholders and customers in conversations, and identifying plan strategic directives, initiatives, and critical outcomes. The Assistant City Manager and the Development Process Manager served as facilitators for the strategic planning process. The intention of this exercise began and remained to identify the most effective ways to elevate the quality of development services in League City.



## PLAN PROCESS

There are five primary stages of the strategic planning process. These include 1) setting the stage, 2) listening, 3) identifying priorities, 4) composing the plan, and 5) returning and reporting. Obviously, the final stage will be fulfilled at a later date. We offer the following explanation of each stage:

**Set the Stage** – Planning success, to a large degree, is determined by this step in the process. It is here that we develop the SPAC mission statement, a declaration that will help the committee members remain focused on the most critical purposes of the planning process. During this stage we also identify key stakeholders, those groups and individuals most connected to and dependent upon the success of our development services. Finally, the SPAC spends the necessary time to deliberate how they will reach out to those stakeholders and invite their participation in the planning process.

**Listening** – Perhaps the single most distinguishing characteristic of the customer-based approach, listening entails engaging our stakeholders in conversations about their needs, hopes, dreams, and ambitions – all with the intention of 1) demonstrating our willingness to hear and understand and 2) demonstrating our competency in delivering on those needs. Both listening to understand and demonstrating our professional will and ability to deliver on the needs of our customers are two key trust building elements. The SPAC therefore employed workshops, surveys, focus groups, and other listening methods that will be discussed later in this plan.

**Identifying Priorities** – The SPAC reached out to literally thousands and gathered input from a variety of stakeholder groups and individuals. Process participants were generally asked to provide answers to five questions: 1) what is it about our development and permitting processes that you appreciate? 2) what causes you frustration? 3) what brings you to League City to work, build, and develop? 4) what is it that if it changed or did not change would cause you to consider somewhere else? And the all-important question 5) if you could change anything about our services and processes, what would it be?

The SPAC considered all feedback to these questions – no easy task. As they engaged in this critical exercise, patterns and priorities became apparent. This facilitated the identification of stakeholder and customer priorities, something we call “strategic directives.” Directives aren’t intended to communicate solutions. Instead, they are the destinations to which we will steer our efforts. Directives represent, at a very high level, the critical areas that our customers care about. These are presented and discussed later in this plan. In all, five strategic directives were identified. Considering each directive and what they meant to our customers and stakeholders, the SPAC assigned “strategic initiatives” to each directive as well as “expected outcomes.” If directives represent our destinations, initiatives are the directions to those destinations. Outcomes, meanwhile, describe what success will look and feel like once we’ve achieved success.

**Composing the Plan** – Realizing a consensus among 10 individuals regarding the specific elements of the plan requires extreme listening skills, consideration, compromise, charity, and even a bit of long-suffering. Our SPAC members are all accomplished professionals who bring very different experiences, perspectives, paradigms, and skillsets to the process. It is inspiring to witness the convergence and collision of ideas that ultimately make-up the strategic plan.

**Returning and Reporting** – Successful completion of the strategic planning process requires that the plan elements enjoy high visibility and that citizens, stakeholders, and customers see, feel, and know that the plan is being put into action. The plan and all of its elements will be displayed on the City’s Envisio platform. This online public-facing digital scorecard will allow full access to information reporting plan implementation progress. Backstage of all of this, development staff members will assign internal stewards of each initiative and identify strategies that will enable the successful implementation of the plan. The SPAC will thereafter, on a semi-annual or annual basis, examine and report plan implementation progress to the City Council.

This strategic planning process was launched in January of 2024, completed by the end of May, and presented in July of the same year. The following timeline displays the plan schedule.





## PLAN ANATOMY

As previously described, the ambition of the plan is to identify customer priorities and then prescribe methods for addressing those priorities. Nevertheless, there are a few more elements that form the anatomy of a customer-based strategic plan. The complete structure of the plan is presented as follows:

**Primary Directive** – Seemingly out of place in the process, the Primary Directive is composed after the identification of directives, initiatives, and outcomes. The reason for this is that, in a customer-based approach, we do not know what our primary directive should be until we know what our customers' priorities are. Our primary directive then is that statement that serves as the hub of our wheel, connecting all the strategic directives. It is that part of the plan that explains "why" we do what we do. It captures the audacious declaration of what we aspire to become. It is that part of the plan that says, "If you read nothing else in our plan, you need to understand this!"

**Strategic Directives** – As described previously, strategic directives represent high level expectations or focus areas. They are not intended to present solutions, but rather serve as the platform for the ideas that will be developed during the process. Directives answer "what" we are going to do about our "why."

**Strategic Initiatives** – This is where the magic happens. Initiatives describe the ideas, solutions, and approaches the City intends to pursue relative to the strategic directives. This is where creativity and problem solving collide, all within the context of helping our customers succeed. Initiatives explain "how" we are going to address our "what."

**Expected Outcomes** – These success indicators describe what success feels like, sounds like, looks like, smells like. They describe how we will know we've had the impact we originally intended. For these reasons, outcomes represent the "when" that tells us that our "how" worked.

The following chart describes how each anatomical piece of the strategic plan functions together.





## METHODOLOGIES AND PARTICIPATION

Again, the SPAC engaged strategic planning participants through a variety of methods and approaches. These participants came from a variety of preidentified stakeholder groups. They included:

- League City citizens
- League City business owners and operators
- Policy makers (City Council and Planning/Zoning Commission)
- City staff
- Commercial real estate professionals
- Developers, Builders, Engineers, and Contractors
- Trades professionals
- Patrons of Development Services

Participants from these groups engaged in a variety of workshops, focus groups, and surveys. Both workshops and focus groups were generally held at the Johnnie Arolfo Civic Center at 400 West

Right: Customer and Stakeholder interactions via workshops, focus groups, and surveys produced tremendous feedback that had to be synthesized into directives and initiatives.

Bottom: Workshops were presented at the Johnnie Arolfo Civic Center for the development community. Each session was well attended and provided tremendous feedback.

Walker Street in League City. In all, approximately 60 developers, builders, engineers, and contractors participated in three workshops, while nearly 40 participated in smaller focus groups (six focus groups). Surveys were sent to numerous professional and trade membership organizations and were also made available on the City's website and on the League City Listens platform. It is estimated that more than 120 responded to surveys. In all, the Committee heard from 228 total plan participants who produced over a thousand responses.



# SUMMARY OF STAKEHOLDER & CUSTOMER FEEDBACK



**Customers and stakeholders appreciate the human touch that staff brings to the equation.** While technological aspects are also appreciated, such as the website and portal, it remains that the more human contributions of responsiveness, caring, problem solving, professionalism, and honesty are even more valued.

Customers and stakeholders encounter frustrations when they perceive a general lack of caring and empathy from staff. This is manifested by inconsistencies, inability or lack of desire to identify solutions, and insensitivity to the impacts that policy decisions and interpretations cause. At the same time, they sense a lack of staff decision making empowerment and disconnect among staff and departments. They want more guidance from staff, prompt communication, and sensible application of codes and standards.

Customers and stakeholders have primarily chosen to work and invest in League City for economic reasons – There is available land and homes sell at the price level that works for developers. This is not to say that they don't, at the same time, appreciate factors such as infrastructure, topography, and the topnotch school district. However, they also recognize that people will pay more to live in a community like League City,

where their buyers can enjoy an exceptionally high quality of life.

Customers and stakeholders value community stability, predictability, and partnerships. The absence of these factors would cause them to consider alternative communities. Likewise, developers are apt to go elsewhere if they believe policy/budgetary decisions no longer invite their continued investment, i.e. -- unrealistic standards, high fees, unsupportive zoning decisions, deficient infrastructure, and the overuse of the special use permit process. They certainly want to be associated with a community that enjoys a track record of sound policy and stable politics.

Customers and stakeholders want the City to become more aggressive in their pursuit of private sector investment, and concurrently believe the City would benefit from a clear economic development strategy. Success in this endeavor is not only going to require a supportive policymaker paradigm, but also a well-staffed department of empowered professionals. They, as a development community, believe they would likewise benefit from an expanded understanding of policies and a City commitment to fairness and consistency in both policy making and code application.



# THE PRIMARY DIRECTIVE

A Primary Directive is our “WHY” statement that clearly describes the department’s rationale for existing. It represents the highest-level directive, serving as the hub of the plan to which all other strategic directives are attached, much like the hub of a wheel. The Primary Directive in essence is what we

have a deep passion for, what we believe we can be the best at doing, and what drives our ability to continue offering the services that we do. In League City, our Development Services Primary Directive is:

“League City’s development services elevate the quality of life of our citizens by helping to ensure the safest and highest quality building and development possible; and they inspire the trust of customers by being the most professional, responsive, solution-driven, and efficient public development team in the State of Texas!”

## STRATEGIC DIRECTIVES, INITIATIVES & OUTCOMES

The Strategic Planning Advisory Committee combed through hundreds of pieces of customer feedback and found five primary themes or customer priorities. In strategic planning, we refer to these high-level themes as Directives. The Directives are those plan elements upon which our Initiatives and Outcomes will be built. The Directives identified by the SPAC are:

- Culture of Caring
- Communication and Inclusion
- Processes, Policies, and Practices
- Empower to Excellence
- Encourage Investment

The remainder of this plan is principally dedicated to the presentation of these Directives, together with their associated plan Initiatives and Expected Outcomes.





# CULTURE OF CARING

In League City, we proactively endeavor to maximize the likelihood of every project's success and help our customers achieve their desired outcomes.

This directive speaks to the need to show our customers in all that we do that we value and appreciate their investment in our community.

Such is demonstrated by encouraging and nurturing an internal culture committed to providing world-class customer service, showing empathy, demonstrating a sensitivity and commitment to timeliness and costs, and proactively seeking solutions.

## KEY STRATEGIC INITIATIVES

- Ensure that staff members continue to bring helpful, solutions-oriented approaches to meetings and other interactions with customers.
- Acknowledge and recognize staff on a regular basis for providing superior customer service.
- Establish informal opportunities for stakeholders and customers to visit and collaborate with staff.
- Make physical modifications to the Development Services facility with the intent of providing a more welcoming and functional environment.
- Develop and implement a quality control and assurance methodology for customer service.
- Make generally available a "concept" meeting to allow prospective applicants or simply the curious an opportunity to probe possibilities with staff.
- Demonstrably and visibly celebrate projects and investments in our community.



- Recognize and celebrate annually Community Builder of the Year.
- Administer a survey to every customer at the end of a process or upon the receipt of a permit.
- Conduct a staff debrief at the conclusion of significant projects for the purpose of flagging or identifying process and other potential service improvements.

## EXPECTED OUTCOMES

- Development Services facility is open, functional, and welcoming.
- Staff demonstrates consciousness of and sensitivity to service timeliness and project costs.
- Customers feel welcome and appreciated in League City.
- Customer satisfaction trends in a positive direction.
- Staff consistently demonstrates a high level of professionalism and caring.
- Staff regularly engages in discussions regarding elevating customer service.

# COMMUNICATION & INCLUSION

In League City, we provide fluid and frequent communication and endeavor to empower our customers with the information they need to be successful. We are considerate of how we impact their business and seek feedback when crafting policies and practices.

This directive speaks to the importance of not only being responsive to our customers' needs, but also being frequent in sharing information with them. We are committed to inclusion where such pertains to crafting rules, practices, and policies that impact customers. It means instilling in our customers a sense of ownership in the quality of services provided.

## KEY STRATEGIC INITIATIVES

- Regularly update website, inclusive of providing self-help narratives and videos.
- Work with Communications to produce educational and informational materials for patrons and prospective customers.
- Continue stakeholder brainstorming exercises on an annual basis for the purpose of understanding needs, expressing appreciation, and celebrating development success.
- Produce and provide patrons with a quarterly e-newsletter providing updates, celebrating development, and educating patrons regarding policies and processes.

- Send quarterly strategic plan progress reports to patrons and stakeholders.
- Utilize SPAC or a professional group as a sounding board for proposed policies.
- Ensure that new and modified policies and procedures are proactively communicated to all patrons and that reasonable implementation (lead) time is provided.
- Hold biannual key community partner coordination meetings to identify opportunities for synergy and collaboration.
- Consolidate and better coordinate comments to applicants.

## EXPECTED OUTCOMES

- Stakeholders and customers are more knowledgeable and empowered.
- Customer voices are heard, and their input leads to better outcomes.
- Customers are regularly invited to provide feedback regarding policies and services.
- Every customer experience is used to gauge, improve, elevate, and reinforce customer service.
- Customers are given clear guidance and expectations before and during the building and development process.
- There exists a stronger trust between the City and its customers and stakeholders.



# PROCESSES, POLICIES & PRACTICES



**In League City, we are committed to continuously improving and modernizing our processes, policies, and practices – relentlessly pursuing methods of maximizing the benefits of our services to our customers and citizens.**

This directive speaks to our commitment to continually scrutinize, streamline, and in all other ways improve how we conduct business. In a deeper sense, our pursuit of elevated services represents a more significant commitment to a perpetual process. We are never satisfied with the status quo, and we are ever pushing upon the frontiers of our abilities.

## KEY STRATEGIC INITIATIVES

- Provide proactive and timely problem resolutions.
- Employ “approved as noted” method to move applications forward.
- Perform regular process mapping exercises as the basis for developing process improvements.
- Better utilize technology to improve workflow, i.e. - EnerGov, Bluebeam, Portal, Website, etc.
- Establish and or update SOPs to reduce inconsistencies in development services.

- Take measures to ensure that comments are clear, coordinated, and well-crafted; enabling the applicant to clearly understand project requirements and anticipate fiscal impacts.
- Revisit zoning categories and SUP requirements with policy makers to ensure that these represent the direction of the elected body.
- Regularly review ordinances to flag opportunities for policy improvement.
- Streamline staff participation in predevelopment and development review committee meetings.
- Make every effort to minimize comments by avoiding multiple “bites at the apple.”

## EXPECTED OUTCOMES

- There is an increase in the number and percentage of properly completed applications.
- Continuous improvement is a part of development services culture.
- Frequency of repeat reviews is declining.
- Staff continues adherence to state timeliness requirements.
- Staff continues to evaluate, modify, and improve processes.
- Internal metrics show increased process efficiency.



# EMPOWER TO EXCELLENCE

In League City, we empower our staff with the support, tools, policies, and training that enable and inspire them to excellence.

This directive speaks to the critical role our staff plays in providing the level of service expected by our customers. Our ability to meet their needs is inextricably connected to successfully empowering our staff to provide world-class customer service. Fulfilling this commitment will require continually evaluating and calibrating how we make decisions, how we deploy technology, how and by whom decisions are made, how we staff our departments, and how and to what degree we provide critical training and celebrate staff successes.

## KEY STRATEGIC INITIATIVES

- Internally teach and reinforce process improvement methodologies, e.g. -- Elevate Academy, and empower staff to engage in those methodologies.
- Investigate the feasibility of empowering the administrative approval of plats.
- Maintain staff levels congruent with workload.

- Recruit and maintain a trained workforce.
- Search for and identify ways to empower more staff to make time-critical decisions.
- Crosstrain and address staffing deployment to ensure redundancies in service capabilities.
- Continue to invest in the technology that allows staff to be of maximum service.
- Hold quarterly combined development services staff meetings to both celebrate and elevate customer service internally and externally.

## EXPECTED OUTCOMES

- Staff members are engaged and motivated to excel.
- Staff voices high job satisfaction.
- Staff members feel empowered to develop solutions.
- The City prioritizes staff development and continuing education.
- Staff members have access to the tools, technology, and associated training needed to excel.
- Staffing numbers and expertise align with demand for services.



# ENCOURAGE INVESTMENT



In League City, we value every investment and project that elevates the quality of life in our community. We are conspicuous in our zeal for and pursuit of partnerships, collaborations, and all other opportunities that secure quality growth and development.

This directive speaks to the need to communicate in all that we say and do our enthusiasm for investment, growth, and development. Policies, plans, conversations, and attitudes should continually convey our enthusiasm for partnerships and projects that lift the quality of our community and bring great housing and beneficial products and services to our League City citizens.

## KEY STRATEGIC INITIATIVES

- Collaborate with Communications Department to bring awareness to stakeholders, patrons, and citizens regarding initiatives of the Strategic Plan.
- Ensure Economic Development is integrated and involved in Predevelopment Meetings.
- Clarify expectations and directives of the City Council regarding soliciting, encouraging, and participating in the promotion of economic investment.

- Provide rational methodology for expedited or after-hours reviews/inspections.
- Ensure that data necessary for potential investor decision making is available on Website.
- Explore the application of incentives associated with local buying and contracting.
- Develop a plan to facilitate broadband on the west side of the City.

## EXPECTED OUTCOMES

- Development interest in League City continues to be robust and growing.
- There is public awareness of our commitment to improving its development processes.
- Economic Development is present and included in all meetings discussing potential commercial development.
- Policy regarding City participation in or partnership with private projects is unambiguous.
- City use of its website and social media to communicate with customers and stakeholders is frequent, accurate, and clear.



# THE TOOLBOX

The Committee gathered and considered hundreds of comments and ideas as part of the strategic planning process. In the end, five primary directives or themes were identified. These directives, as is always the case, could not capture every subject or idea that surfaced during the process. Some suggested actions that were simply outside our staff's ability to control and maybe even influence. Others did not fit within the scope of this process. Still others surfaced in very scarce numbers.

Regardless, we preserve them for a few very good reasons. First, simply because an idea lands in the Toolbox today does not mean it will never be considered. Second, it is respectful and appropriate to preserve all constructive feedback we received. Third, regardless of our ability to control some factors, we should remain aware of emerging issues.



## ECONOMIC DEVELOPMENT

A portion of the feedback the Committee received migrated toward a scrutiny of the City's economic development strategy. Our Economic Development Department is aware of the feedback and will include consideration of this, along with data generated from the City's Westside Master Planning Initiative, to develop a new Economic Development Strategic Plan. Some feedback was likewise critical of a perceived lack of City fiscal participation where such pertains to incentivizing or inspiring economic development.



## TREES AND LANDSCAPING

Some feedback received during the process directly addressed City policy and regulations associated with tree preservation and landscaping requirements. Criticisms of current policies suggest that these are onerous and that they stymie economic growth and investment in the community.



## BUILDING AND DEVELOPMENT FEES

Stakeholders and customers participating in the process were critical of capital recovery and other development related fees. Some shared the perspective that more measured and moderate approaches are essential to continued growth and development.



## FLOOD PLAIN REQUIREMENTS

Some participants in surveys, workshops, and focus groups questioned the City's approach to flood plain management, indicating that current policies and applications are complicated and excessive. While they appear cognizant of the City's participation in the National Flood Insurance Program, patrons voiced their concern that the City does not balance the benefits of program participation with the negative impacts to growth and development.





# RETURN AND REPORT

The Return and Report phase of the strategic planning process is often the most neglected. However, we believe it is arguably the most critical. This phase begins with the plan implementation. Concurrently, we make the plan and its progress visible utilizing a community scorecard approach. Finally, we invite the SPAC to return and report progress to the Governing Body. The following describes these steps.

## IMPLEMENTATION

Detail associated with just how each initiative is going to be implemented has been intentionally omitted from the plan. The task of prescribing the tactical steps intended to bring each idea to fruition is left to our professional staff. Upon adoption of the plan, the Facilitators will work with department directors and managers to develop an Implementation Plan. This implementation exercise will be repeated every year for the three-to-five-year duration of the plan. Each initiative will be assigned a “steward.” It will be his or her responsibility to shepherd assigned initiatives to implementation. Each steward will work collaboratively with their supervisor and colleagues to prescribe steps, strategies, and tactics – always conscious and noting of the budget impacts that emerge. Each steward will also prescribe outcome measures that can be used to track progress. All directives, initiatives, tactics, performance measures and potential budget impacts will compose the annual implementation plan.

## VISIBILITY

An unshared goal seldom comes to fruition, just like an invisible plan is rarely implemented. We intend to therefore utilize

an online product known as Envisio to create a community scorecard that will enable staff to not only track plan implementation progress, but also make that progress visible to our citizens, policy makers, customers, and stakeholders. The status of each initiative, complete with tactics, will be displayed and tracked using a color scheme much like a traffic signal. Green means that the initiative has been fully implemented, yellow means that it is on track and in progress, and red means that the initiative has either not been initiated or it has been stopped. Nearly all initiatives begin red, and some remain red forever. Invariably, we find that there are budgetary, leadership, and statutory changes that emerge that can have a direct impact on the likelihood of successful implementation. The reality is that if 85% or more of the prescribed initiatives are implemented, such will truly be transformative.

## EVALUATING AND REPORTING

We will invite the SPAC to provide an opinion of plan success six months after the beginning of plan implementation, and then near the anniversary of the plan’s adoption. The Chair and Vice Chair will work collaboratively to develop a written and/or visual presentation that will be shared with the City Council. Based on this plan’s timing, we would expect the SPAC to make these reports in January and July of 2025. It is recommended that the SPAC continue to report annually thereafter near the plan adoption anniversary. The expected lifespan of this plan is three to five years. This represents the amount of time that can reasonably be expected to fully implement this plan. The City should consider engaging in a second planning process at the conclusion of this planning cycle.



# ACKNOWLEDGMENTS

As we conclude this planning exercise, it is appropriate to acknowledge the participation and the invaluable contributions of hundreds of building, engineering, trades, real estate, and development professionals. We obviously could not have accomplished this without you. We are likewise grateful for citizen patrons who also gave of their finite time to participate in the process. Additionally, acknowledging the contributions and support of our policy makers is also appropriate, along with the invaluable participation of our own staff. Finally, a special thank you goes to our Strategic Planning Advisory Committee and the staff members who supported them. Their level of collaboration, civility, thoughtfulness, creativity, and dedication should serve as a model for any organization, public or private sector, embarking upon a similar journey.

It is meanwhile not difficult to convince anyone that simply having a plan fails to guarantee success. In fact, an adage declares that “no plan survives contact with the enemy.” The degree to which this plan will have its intended effect depends on many factors, not the least of which is the courage of policy makers and staff to make the plan’s implementation a priority. While there exist many other almost “force majeure” factors that can derail this plan’s implementation, the greatest degree of control resides in the hands of those who will benefit most from it.

As the plan is implemented, citizens (even those who have never engaged in the building, permitting, or development processes), customers, and stakeholders will ultimately conclude a few very important things: First, the City had the will and courage to listen to its constituents. Second, the City demonstrated the professional will to implement those things that their customers thought were most important. Third, policy makers and staff have the best interests of their customers, stakeholders, and citizens at heart. The collision of these three conclusions inevitably serves as the genesis of elevated trust, and trust lies at the foundation of every constructive human relationship. Without trust, there is very little we can touch for good. With trust, there is precious little we cannot accomplish together.





# LEAGUE CITY AT A GLANCE

*League City is perfectly positioned off I-45, midway between downtown Houston and Galveston.*



## RECREATIONAL OPPORTUNITIES

League City offers a coastal paradise for its residents.

- No. 3 in the United States for having the largest fleet of recreational boats
- 35 miles of shoreline
- 857 park acres
- 27 miles of hike and bike trails
- Over 5 miles of paddling trails along Clear Creek



## GROWING, TRENDING, AND THRIVING

- No. 15 Fastest Growing City in the U.S. (2021, ConsumerAffairs)
- Population nearing 122,000
- 40% of city yet to be developed

## FAMILY, SAFETY, AND HERITAGE

- Nationally ranked school system
- Top 10 Safest Cities in America (2023, Homesnacks)
- Charming Historic District with shopping and dining



## PROXIMITY TO EVERYTHING

- Top healthcare institutions—Memorial Hermann, MD Anderson, UTMB Health
- Houston's top tourist attractions—Kemah Boardwalk, NASA Johnson Space Center, Galveston beaches, and cruise terminals
- Hobby Airport, Ellington Field, and Spaceport
- Events and entertainment—Holiday in the Park, July 3rd Fireworks Extravaganza, White Linen Night, and Music Nights in League Park