

**NOTICE OF MEETING**  
**Montgomery Economic Development Corporation**  
**(MEDC)**

Notice is hereby given that the Board of Directors of the Montgomery Economic Development Corporation will hold a regular meeting at 6:00 p.m. on September 18, 2017 at the Montgomery City Hall, 101 Old Plantersville Road, in Montgomery, Texas.

1. Call to Order
2. Open Public Comment
3. Approval of Minutes of August 21, 2017
4. Monthly Financial Report (August, 2017)
5. Discuss/take action regarding Internship Program Guidelines
6. Discuss/take action regarding Pizza Shack request for funding for sign – John Simmons
7. Discuss/take action regarding consideration of amending the corporation's mission, goals, and objectives statement
8. Economic Development Report – Shannan Reid and Jack Yates ---TxDOT/149, Downtown Parking Lot Project, Home Focus Report on Projects, Misc. Updates

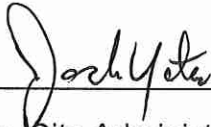
**EXECUTIVE SESSION:**

The Montgomery Economic Development Corporation reserves the right to discuss any of the items listed specifically under this heading or for any items listed above in executive closed session as permitted by law including if they meet the qualifications in Sections 551.071(consultation with attorney), 551.072 (deliberation regarding real property), 551.073 (deliberation regarding gifts), 551.074 (personnel matters), 551.076 (deliberation regarding security devices), and 551.087 (deliberation regarding economic development negotiations) of Chapter 551 of the Government Code of the State of Texas.

9. Convene into Closed Executive Session as authorized by the Texas Open Meetings Act, Chapter 551 of the Government Code, in accordance with the authority contained in the following:
  - a. 551.072) (deliberation regarding real property).
10. Convene into Open Session.

**POSSIBLE ACTION FROM EXECUTIVE SESSION:**

11. Consideration and possible action resulting from the item(s) listed under Executive Session.
12. Adjournment



Jack Yates, City Administrator for  
Kirk Jones, President of MEDC



I certify that the attached notice of meeting was posted on the bulletin board at City of Montgomery City Hall, 101 Old Plantersville Road, Montgomery, Texas, on the 15th day of September, 2017 at 2:45 o'clock p.m. I further certify that the following news media was notified of this meeting as stated above: The Courier

This facility is wheelchair accessible and accessible parking spaces are available. Please contact the City Secretary's office at 936-597-6434 for further information or for special accommodation

MONTGOMERY ECONOMIC DEVELOPMENT CORPORATION  
MINUTES  
August 21, 2017

Present were: Kirk Jones, Amy Brown, Bill Hanover, Cheryl Fox and John Champagne. Randy Moravec and Bob Kerr were absent. Also present were, Shannan Reid, Chris Roznovsky, Katherine Ferry and Jack Yates

Call to Order - President Jones called the meeting to order at 6:00 p.m.

Public Hearing on 2017-2018 MEDC Budget – President Jones open the public hearing at 6:01 p.m.

Jack Yates gave a brief report of the planned ending balance for the current fiscal year which is the starting balance for the 2017-2018 fiscal year, and pointed out several of the higher costs listed in the budget and giving the proposed ending balance for the 2017-2018 fiscal year (budget attached). Mary Kaough asked if the Antiques Festival is included and the answer was “yes”. Rebecca Huss asked all about downtown improvements and the answer was “yes, there is \$55,000 for downtown improvements in \$20,000 for downtown enhancements”.

Open Public Comment-- There was no public comment

Approval of Minutes of July 17, 2017 -- Motion by Hanover, seconded by Champagne to approve the minutes as presented. All in favor.

Monthly Financial Report (July, 2017) -- Motion by Hanover seconded by Brown to approve as presented. All in favor.

Request for funds for Cub Scout/HMBA Patriotic Flag and Banner Display in Downtown Area – Rebecca Huss -- Jack Yates reported that Ms. Huss had spent less than the one half of the amount of the original request and that the program was doing so well that she is requesting an additional \$4,500 to complete the program.

Motion by Brown, seconded by Fox to fund the next round of the project not to exceed \$4,500. All in favor.

MEDC 2017-2018 Budget -- There was brief discussion among the Board.

Motion by Brown, seconded by Champagne to approve the budget as presented but not to allow the spending for Festival funding for Christmas in Montgomery and the Wine Festival until approved after the financial reports by those entities are provided to the Board. All in favor.

Economic Development Report – Jack Yates ---TxDOT Downtown Parking Lot Project, Internship Program Guidelines, Home Focus Report on Projects, Misc. Updates -- Jack

Yates reported on the status of the TxDOT project saying that it was probably going to be delayed and mentioned that a possibility of MEDC participation may be financial support for the businesses downtown during the road closure if that were to happen. Jack then reported on the downtown parking lot, with the Board commenting that they were very urgently wanting that project to be finished.

Jack then discussed the Internship Program Guidelines that was in the Board's packet. Following discussion, Jack said that he would make the suggested changes in the Guidelines and present them to the Board for approval next month.

Barbie Jorge of Home Focus was present said that the website preparation is very close to completion. Barbara also said that the Distrix program is waiting on photos and a voiceover recording of the historic marker narratives.

Shannon Reid was present and reported on her training at the Community Economic Development Institute. Shannon also said she had been invited to participate in a Discover Houston marketing campaign that will happen this October. Shannon also said that the Chamber of Commerce is starting a CEO Roundtable with more information to come. She also said she is doing a feasibility of needs for wedding venues in the area in order to help fill their needs and enhance this burgeoning market in and around Montgomery.

Chris Roznovsky was present and displayed a Development map of the city showing approximately 15 active projects.

Adjournment-- Motion by Fox seconded by Brown to adjourn at 7:19 p.m. All in favor.

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Jack Yates, Recording Secretary

CITY OF MONTGOMERY - MEDC  
 ACCOUNT BALANCES  
 August 31, 2017

	<u>MONEY MARKET ACCOUNTS</u>	<u>INVESTMENTS</u>	<u>TOTALS</u>
<u>MEDC</u>			
CHECKING ACCOUNT #1017938	\$ 173,004.49		\$ 173,004.49
TOTAL INVESTMENTS	\$ -	\$ 485,138.06	\$ 485,138.06
TOTAL MIDC	<u>\$ 173,004.49</u>	<u>\$ 485,138.06</u>	<u>\$ 658,142.55</u>

**INVESTMENTS**

	Issue Date	Maturity Date	Interest Rate	Balance
Texpool #00006			0.77%	\$ 235,138.06
Certificates				
Allegiance Bank	5/21/2017	12/17/2017	0.55%	\$ 100,000.00
Icon Bank CD #7731	1/27/2017	1/27/2018	0.90%	\$ 150,000.00
Total Investment Balance				<u>\$ 485,138.06</u>

City of Montgomery - MEDC

Cash Flow Report

As of August 31, 2017

Date	Num	Name	Memo	Amount	Balance
<b>51100 · MEDC Checking</b>					217,161.40
08/04/2017	1819	Houston Press	Inv D10121882, 10124764	-430.75	216,730.65
08/04/2017	1820	Waste Manatement of Texas, Inc. 2	Acct 18-68284-93007 Inv 1414490-172-2 Blight removal	-94.28	216,636.37
08/11/2017	1821	Waste Manatement of Texas, Inc. 2	Acct 18-68284-93007 Inv 1414836-1792-6 Garbage Expense	-366.64	216,269.73
08/18/2017	1822	Home Focus	Website Design Work & Consulting Inv 1731	-2,000.00	214,269.73
08/18/2017	1823	Montgomery Area Chamber of Com...	Wine Fest Sponsorship 2017	-9,500.00	204,769.73
08/18/2017			Interest on Maturing CD - Allegiance Bank	109.76	204,879.49
08/24/2017	Trans...	City of Montgomery Debt Srv Fund	Admin Transfer to Debt Service 3rd Qtr	-28,875.00	176,004.49
08/24/2017	Trans...	City of Montgomery Debt Srv Fund	Admin Transfer to Debt Service 3rd Qtr - remainder due	-3,000.00	173,004.49
Total 51100 · MEDC Checking				-44,156.91	173,004.49
<b>TOTAL</b>				<b>-44,156.91</b>	<b>173,004.49</b>

City of Montgomery - MEDC  
Actual to Budget Performance

August 2017

	Aug 17	Budget	\$ Over Bu...	Oct '16 - A...	YTD Budget	\$ Over Bu...	Annual Bu...
<b>Income</b>							
55000 · Taxes & Franchise Fees							
55400 · Sales Tax	47,662.11	46,362.42	1,299.69	426,915.08	478,003.91	(51,088.83)	510,000.00
<b>Total 55000 · Taxes &amp; Franchise Fees</b>	<b>47,662.11</b>	<b>46,362.42</b>	<b>1,299.69</b>	<b>426,915.08</b>	<b>478,003.91</b>	<b>(51,088.83)</b>	<b>510,000.00</b>
55300 · Other Revenues							
55391 · Interest Income	109.76	41.67	68.09	1,510.61	458.33	1,052.28	500.00
<b>Total 55300 · Other Revenues</b>	<b>109.76</b>	<b>41.67</b>	<b>68.09</b>	<b>1,510.61</b>	<b>458.33</b>	<b>1,052.28</b>	<b>500.00</b>
<b>Total Income</b>	<b>47,771.87</b>	<b>46,404.09</b>	<b>1,367.78</b>	<b>428,425.69</b>	<b>478,462.24</b>	<b>(50,036.55)</b>	<b>510,500.00</b>
<b>Expense</b>							
56000 · Pub Infrastructure - Category I							
56000.6 · DowntownDev Improvments	0.00	11,666.67	(11,666.67)	40,820.67	85,000.00	(44,179.33)	85,000.00
56000.8 · Utility Extensions	0.00	49,166.67	(49,166.67)	159,987.50	280,833.33	(120,845.83)	330,000.00
56000.9 · Flagship Dev Improvements	0.00	833.34	(833.34)	9,800.00	9,166.66	633.34	10,000.00
56430 · Tsf to Debt Service	0.00	31,875.00	(31,875.00)	92,625.00	127,500.00	(34,875.00)	127,500.00
<b>Total 56000 · Pub Infrastructure - Category I</b>	<b>0.00</b>	<b>93,541.68</b>	<b>(93,541.68)</b>	<b>303,233.17</b>	<b>502,499.99</b>	<b>(199,266.82)</b>	<b>552,500.00</b>
56001 · Business Dev & Ret -Category II							
56423 · Economic Development Grant Prog	0.00	0.00	0.00	0.00	20,000.00	(20,000.00)	20,000.00
<b>Total 56001 · Business Dev &amp; Ret -Category II</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>20,000.00</b>	<b>(20,000.00)</b>	<b>20,000.00</b>
56002 · Quality of Life - Category III							
56404 · Seasonal Decorations	0.00	0.00	0.00	1,399.34	12,000.00	(10,600.66)	12,000.00
56420.2 · Christmas Lighting(Civic Assn)	0.00	0.00	0.00	2,543.42	1,600.00	943.42	1,600.00
56423.1 · Walking Tours	0.00	0.00	0.00	500.00	9,000.00	(8,500.00)	9,000.00
56424.1 · Heritage Village Det. Pond Imp	0.00	0.00	0.00	10,450.00	10,000.00	450.00	10,000.00
56429 · Removal of Blight	0.00	15,000.00	(15,000.00)	10,311.83	25,000.00	(14,688.17)	25,000.00
56433 · Downtown Signs	0.00	0.00	0.00	0.00	1,000.00	(1,000.00)	1,000.00
56435 · Fernland Improvements	0.00	0.00	0.00	0.00	5,000.00	(5,000.00)	5,000.00
56439 · Downtown Enhancement Projects	0.00	2,500.00	(2,500.00)	0.00	25,000.00	(25,000.00)	25,000.00
<b>Total 56002 · Quality of Life - Category III</b>	<b>0.00</b>	<b>17,500.00</b>	<b>(17,500.00)</b>	<b>25,204.59</b>	<b>88,600.00</b>	<b>(63,395.41)</b>	<b>88,600.00</b>
56003 · Marketing & Tourism-Category IV							
56408.1 · Promotional Video	0.00	500.00	(500.00)	1,900.00	1,000.00	900.00	1,000.00
56409 · Antique Show & Fest	0.00	0.00	0.00	10,000.00	10,000.00	0.00	10,000.00
56413 · Brochures/Printed Literature	0.00	0.00	0.00	5,496.65	13,000.00	(7,503.35)	13,000.00
56414 · Wine & Music Fest	9,500.00	0.00	9,500.00	9,500.00	0.00	9,500.00	10,000.00
56415 · Texian/Heritage Festival	0.00	0.00	0.00	16,000.00	0.00	16,000.00	8,000.00
56418 · Christmas in Montgomery	0.00	0.00	0.00	5,000.00	5,000.00	0.00	5,000.00
56419 · Website	2,000.00	0.00	2,000.00	5,500.00	7,500.00	(2,000.00)	7,500.00
<b>Total 56003 · Marketing &amp; Tourism-Category IV</b>	<b>11,500.00</b>	<b>500.00</b>	<b>11,000.00</b>	<b>53,396.65</b>	<b>36,500.00</b>	<b>16,896.65</b>	<b>54,500.00</b>
56004 · Administration - Category V							
56004.1 · Admin Transfers to Gen Fund	0.00	9,375.00	(9,375.00)	28,125.00	37,500.00	(9,375.00)	37,500.00
56004.2 · MACC Administration & Office	0.00	2,666.67	(2,666.67)	28,233.37	29,333.33	(1,099.96)	32,000.00
56004.3 · Miscellaneous Expenses	0.00	1,000.00	(1,000.00)	3,471.74	5,000.00	(1,528.26)	6,000.00
56004.5 · Internship Program	0.00	0.00	0.00	0.00	10,000.00	(10,000.00)	10,000.00
56327 · Consulting (Professional servi)	0.00	5,875.00	(5,875.00)	2,091.25	27,625.00	(25,533.75)	33,500.00
56354 · Travel & Training Expenses	0.00	437.50	(437.50)	3,174.04	3,500.00	(325.96)	3,500.00
<b>Total 56004 · Administration - Category V</b>	<b>0.00</b>	<b>19,354.17</b>	<b>(19,354.17)</b>	<b>65,095.40</b>	<b>112,958.33</b>	<b>(47,862.93)</b>	<b>122,500.00</b>
<b>Total Expense</b>	<b>11,500.00</b>	<b>130,895.85</b>	<b>(119,395.85)</b>	<b>446,929.81</b>	<b>760,558.32</b>	<b>(313,628.51)</b>	<b>838,100.00</b>
<b>Net Income</b>	<b>36,271.87</b>	<b>(84,491.76)</b>	<b>120,763.63</b>	<b>(18,504.12)</b>	<b>(282,096.08)</b>	<b>263,591.96</b>	<b>(327,600.00)</b>

<b>Meeting Date: September 18, 2017</b>	<b>Budgeted Amount:</b>
<b>Department:</b>	
<b>Prepared By: Jack Yates City Administrator</b>	<b>Exhibits:</b> Information sheet on the Program, Intern application, Business application
<b>Date Prepared: September 14, 2017</b>	

**Subject**

This is to act on and start the Internship Program that has \$10,000 approved in the budget.

**Description**

At the August meeting, this was discussed as a proposal. It is now as an action item.  
No changes since last month, several items were discussed but none were directed to be changed in the information or the application.

**Recommendation**

Approve as presented.



Montgomery City Council  
**AGENDA REPORT**

<b>Approved By</b>		
City Administrator	Jack Yates	Date: September 14, 2017



## Montgomery EDC Sponsored Internship Program

**Project Summary:** The MEDC Sponsored Internship Program (SIP) is intended to match local talent with willing interns [students and young adults, ages 17-24] in the Montgomery Area, with a focus on creating opportunities for long term or future employment back in the community upon graduation of high school, college, or the SIP program.

**Partners Involved:** Montgomery Economic Development Corporation (MEDC), Montgomery Area Chamber of Commerce (MACC), local business owners (potential Employers), and an educational consultant for workshop training and facilitating as needed.

**Project Rationale:** The City of Montgomery is seeking opportunities to do the following:

1. Retain promising young professionals and craftspeople within the community, to take meaningful jobs and contribute to the local economic base.
2. Provide substantive vocational and professional education to young adults including leadership and management level exposure.
3. Provide leadership training to youth, so that they may become mentors for other young people coming after them.
4. Raise the skill level, and thus the income-earning and creative potential, of the younger workforce.

**Selection Process:**

1. Potential intern candidates will submit an application\*, basic resume and 2 letters of recommendation to City Administrator.
2. Potential Employers will submit an application\* to City Administrator.
3. Compatible intern candidates will be submitted to Employer for interviews into the program.
4. Once intern has been placed, a timeline for the SIP program will be confirmed with City Administrator and work will begin.

*\*See attachments*

Montgomery Office of Economic Development  
PO Box 708  
Montgomery, TX 77356  
(936) 597-5004  
MontgomeryTX.EDC@gmail.com  
MontgomeryTexas.gov



BIRTHPLACE OF THE TEXAS FLAG



**Project Scope:**

1. **WORK TIME:** Internships will be the equivalent of 18 hours per week for a span of 21 weeks with a business located inside the city limits of Montgomery.
2. **ON THE JOB LEADERSHIP EXPERIENCE:** The Employer must provide a meaningful work experience including exposure to leadership, entrepreneurship, and management in addition to regular job responsibilities.
3. **LEADERSHIP TRAINING:** The internship will include mandatory attendance to 3 leadership workshops provided by MEDC or MACC during the 21 weeks including such topics as Civic and Professional Leadership, Success in the Workplace, and Furthering Your Education.
4. **COMPENSATION:** Employer will commit to pay intern a minimum of \$12/hour during the 21 week period.
5. **SPONSORSHIP:** MEDC will contribute up to \$2500 toward the pay of the intern during the 21 week period. Payment will be in the form of reimbursement upon receipt of proof that the program was completed sufficiently.
6. **CONTINUATION:** At the end of 21 weeks, it is the goal to see a relationship cultivated and future employment maintained. That will be up to the Employer and the Intern. The MEDC SIP will be concluded with the evaluation process and the sponsorship will be provided to the Employer upon completion.
7. **PROOF OF COMPLETION:** A simple letter from the Employer to the City Administrator stating the following:
  - a. Attendance records for 21 week period at 18 hours/week equivalent
  - b. Attendance records for 3 leadership workshops
  - c. Employer evaluation of the program and intern
  - d. Intern evaluation of the program and the employer

**Overall Project Evaluation:** Success of this program will be based on a variety of metrics both qualitative and quantitative.

1. Apprentice and employer progress reports and self-assessment.
2. Apprentices connected with part-time and full-time employment in the city of Montgomery.
3. Ability to effectively complete the program requirements.

**Montgomery Office of Economic Development**  
PO Box 708  
Montgomery, TX 77356  
(936) 597-5004  
MontgomeryTX.EDC@gmail.com  
MontgomeryTexas.gov



BIRTHPLACE OF THE TEXAS FLAG



## Intern Application

Name: \_\_\_\_\_ Age: \_\_\_\_\_  
Best Phone: \_\_\_\_\_ Current Grade: \_\_\_\_\_  
Email: \_\_\_\_\_  
Address: \_\_\_\_\_  
Valid TDL: \_\_\_\_\_

### School Experience:

Intended Field of Study/Employment: \_\_\_\_\_  
Coursework/Training Completed: \_\_\_\_\_  
Skills + Mastery Level: \_\_\_\_\_  
\_\_\_\_\_

### Work Experience:

Employer: \_\_\_\_\_ From \_\_\_\_\_ To \_\_\_\_\_  
Contact: \_\_\_\_\_ Best Phone: \_\_\_\_\_  
Email: \_\_\_\_\_  
Responsibilities: \_\_\_\_\_  
\_\_\_\_\_

What do you hope to gain from this internship program: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Do you have any other schedule commitments that would hinder your completion of 18 hrs/week for the minimum 21 week program? \_\_\_\_\_  
\_\_\_\_\_

Why should you be considered for the MEDC Sponsored Internship Program? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Montgomery Office of Economic Development**  
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Montgomery, TX 77356  
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BIRTHPLACE OF THE TEXAS FLAG



## Employer Application

Company Name: \_\_\_\_\_

Name: \_\_\_\_\_ Best Phone: \_\_\_\_\_

Email: \_\_\_\_\_

Address: \_\_\_\_\_

What will be the Intern's regular responsibilities during the program? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

What significant leadership experiences are you prepared to incorporate into the internship program?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Will you be available to attend the 3 Leadership Training events along with your intern? \_\_\_\_\_

Will you be prepared to allow those training to be included in paid time as part of the program?

\_\_\_\_\_

Are you willing to consider long term employment as a result of a successful internship? \_\_\_\_\_

Why should you be considered as a host Employee for the MEDC Sponsored Internship Program?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

*\*I acknowledge the expectations of the MEDC SIP Program as stated and will commit to the Employer requirements of this agreement upon being selected.*

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**Montgomery Office of Economic Development**  
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BIRTHPLACE OF THE TEXAS FLAG

Montgomery City Council  
**AGENDA REPORT**

<b>Meeting Date: September 18, 2017</b>	<b>Budgeted Amount:</b>
<b>Department:</b>	
	<b>Exhibits:</b> Letter of Request from Pizza Shack
<b>Prepared By: Jack Yates</b> City Administrator	
<b>Date Prepared: September 15, 2017</b>	

### Subject

This is a request from John Simmons, for the MEDC to participate in the funding of his business sign.

### Description

I just received the letter from Mr. Simmons, the morning of September 15<sup>th</sup> and have not been able to speak with Mr. Simmons regarding how much he is requesting.

At this late hour, I went ahead and included it on the agenda, but suggest that you not take any action.

Also, his sign is not in strict compliance with the sign node, probably something that can get worked out but will need to – in my role as zoning administrator.

### Recommendation

Consider, but make no decision.

Montgomery City Council  
**AGENDA REPORT**

<b>Approved By</b>		
City Administrator	Jack Yates	Date: September 15, 2017



EST. 1985

# PIZZA SHACK

YOUR HOMETOWN ITALIAN AMERICAN RESTAURANT

Rec'd  
10:30  
Sept. 15<sup>th</sup>  
94

September 13, 2017

City of Montgomery, Texas  
PO Box 708  
Montgomery, TX 77356

I am writing to request assistance in procuring the street signage for our new restaurant, located in the City Of Montgomery on Highway 105 at Stewart Creek Road.

Pizza Shack has been a part of the community for over 30 years and has grown with the City of Montgomery for over a decade. In the past few years, we've enjoyed becoming more of a support system for Montgomery schools and organizations and certainly do our part to give back to the community.

We are excited about our new location and designed our sign with respect to both the City of Montgomery and Pizza Shack, with the understanding it will be one of the first signs travelers see as they enter town. The total cost for the project is \$28,550.00. I am humbly requesting the City of Montgomery pay for a portion of the sign. For reference, I have attached the design for the sign that was also submitted for permitting reasons.

Thank you for your consideration.

Sincerely,

John H. Simmons  
Owner, Azzip Inc.





**BAKERS SIGNS**  
COMPLETE SIGN SERVICES

12042 FM 1485 -Conroe, Tx. 77306  
Phone: 936-446-1239 Fax: 936-231-1220  
www.BakersSigns.com

Sales Rep: Matt Baker Design By: PAD  
Date: Proof #:

1-3"  
3'-0"

Project: Praxha  
Location:

**COPYRIGHT**  
This design & rendering is the property of Baker's Signs and any reproduction or other use is strictly prohibited. All rights reserved.

CLIENT APPROVAL Signed: / / 10

REVISIONS

A: DATE/REVISIONS  
B:  
C:  
D:

LANDLORD APPROVAL Signed: / / 10

OVERALL SIGN SQ. FT. 256.66

PROOF SCALE: Scale valid Printed On Legal

INSTALLATION NOTES:

Montgomery City Council  
**AGENDA REPORT**

<b>Meeting Date: September 18, 2017</b>	<b>Budgeted Amount:</b>
<b>Department:</b>	
	<b>Exhibits:</b> E-mail from Randy Moravec suggesting item to be discussed, Mission and Goals, Job Description of Economic Development Director, Shannan Reid history of MEDC
<b>Prepared By: Jack Yates City Administrator</b>	
<b>Date Prepared: September 14, 2017</b>	

### **Subject**

This is to discuss the basic goals of the MEDC based on the Missions and Goals Statement adopted last year.

### **Description**

At the last City Council meeting, during the approval of the MEDC budget (unanimous 4-0 approved) there was discussion about the role of the MEDC in creation of jobs as the primary reason for the purpose of the MEDC.

This will probably be revisited by the City Council, so I think that is the reason that Mr. Moravec has suggested having this discussion.

Montgomery City Council  
**AGENDA REPORT**

**Recommendation**

Have the conversation and act/respond whatever you think.

**Approved By**

City Administrator

Jack Yates

Date: September 14,  
2017



Yates, Jack &lt;jyates@ci.montgomery.tx.us&gt;

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**Proposed Agenda Item for September MEDC Meeting**

1 message

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**Moravec, Randy** <rmoravec@ci.montgomery.tx.us>

Thu, Sep 14, 2017 at 11:06 AM

To: Jack Yates &lt;jyates@ci.montgomery.tx.us&gt;

Cc: Kirk Jones &lt;kjones@ci.montgomery.tx.us&gt;, Shannan Reid &lt;montgomerytx.edc@gmail.com&gt;

Jack,

Pursuant to the concerns expressed by council members Rebecca Huss and Dave McCorquodale at Tuesday's council meeting, I would like for the MEDC board to consider amending the corporation's mission, goals, and objectives statement to add the following objective:

2D: To quantify the progress of economic development efforts, the MEDC will report to the Montgomery city council, no less frequently than once per calendar quarter, economic development activities and the estimated number and types of jobs brought into or retained by those activities.

With the mayor's approval, please place this item on Monday's agenda. Please let me know if you have any questions regarding this request.

Thanks!  
Randy

**Montgomery Economic Development Corporation  
Mission and Goals**

**MISSION STATEMENT:** The mission of MEDC is to (a) preserve and promote the quality of life in the Montgomery Area and (b) envision improvements and plan for progress in the local economy.

**GOAL 1            Preserve and promote the small town atmosphere and quality of life that is conveniently close to the economic assets of the Houston Metropolitan Area.**

Objective 1A:    Maintain and improve aesthetic quality of city by supporting city and business efforts to create high standards of development and projects supporting the hometown lifestyle of Montgomery.

Objective 1B:    Support projects that would remove or repair blighted buildings, and preserve historic buildings.

**GOAL 2            Use incentives to encourage investments that create wealth in the Montgomery area while preserving and promoting its quality of life.**

Objective 2A:    Prepare and maintain high quality platforms such as website, social media and brochures to communicate the business and development community about the rich cultural, lifestyle, and business amenities in Montgomery.

Objective 2B:    Conduct market and demographic studies to provide information to existing and prospective businesses or residents regarding labor force, customer base, and retail needs of the area.

Objective 2C:    Develop specific criteria for recruiting and incentivizing businesses to expand or relocate to Montgomery.

Objective 2D:    Develop Existing Business Program to receive input and provide support to existing Montgomery businesses.

**GOAL 3**

**Continue to encourage the maintenance and enhancement of Montgomery area infrastructure, particularly infrastructure associated with business investment.**

Objective 3A: Continue support of existing financial obligations and new projects related to the expansion of the water and sewer system to serve commercial areas in the city.

Objective 3B: Prepare effective outreach program to communicate with prospective businesses about the water, sewer, streets, and drainage infrastructure that is available in Montgomery.

**GOAL 4**


**Engage in a persistent marketing campaign for the Montgomery area that has had public input and has been given considerable long-term thought. The marketing campaign shall encourage local community involvement, accentuate positive aspects of the Montgomery area and be disseminated to target audiences outside the Montgomery area.**

Objective 4A: Utilize relationship with Historic Montgomery Business Association, Montgomery Independent School District, and other local organizations to develop and implement tourism, business recruiting, and marketing plan.

Objective 4B: Utilize existing community events and functions to showcase Montgomery lifestyle and business opportunity.

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**Job Title:** Montgomery Economic Development Director

**Job Summary:**

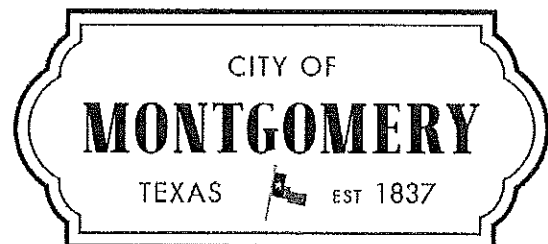
The Economic Development Director reports directly to the Montgomery City Administrator. The purpose of this position is to enhance and expand the economic activity of Montgomery. The Director serves as point of contact for current businesses in the community and will work with the City Administrator with prospective businesses for the purpose of relocation and/or expansion. The ED Director will provide leadership for the MEDC by working with ED allies, including local property owners, local civic organizations, and local, state and federal government agencies. The Director will serve as a conduit for information on economic issues to the City Administrator and MEDC Board of Directors. The Director will represent MEDC at seminars, tradeshows, meetings and events. The Director is expected to be a leader in promoting the community as a quality location to live, work and play.

**Skill and Ability Requirements:**

- Minimum of a Bachelor's Degree in a field related to business development, public administration or marketing
- Experience in economic development, marketing and or communications
- Excellent verbal and written communications skills
- Strong computer skills including desktop publication, website management and general business software(s)
- Self-motivated
- High level of interpersonal relationship skills

***Jack Yates***

**Montgomery City Administrator**  
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### Essential Job Functions:

- Plans, organizes and implements ED activities to expand the property and sales tax base and encourage creation of jobs.
  - Lake Conroe Summit -- March 31, 2017 featuring Montgomery
- Develops plans to enhance the Montgomery business atmosphere to retain existing business base and market Montgomery to the community.
  - Video and Marketing materials for "selling Montgomery" to developers and business owners
- Works in conjunction with the City Administrator and the MEDC Board of Directors to prepare, negotiate and present ED incentives, grants and agreements to attract and retain business.
  - Develop and execute Grant Application
  - Provide and execute Impact Data Analysis for large projects to determine ROI
  - Bring potential projects for review to MEDC. Work to provide all necessary details.
  - Longview Greens Miniature Golfing
  - Cozy Grape Parking Lot
  - TxDOT Project FM 149
- Establish, develop and maintain contacts and nurture working relationships with other ED organizations.
  - Texas Downtown Association
  - Texas Economic Development Council
  - Central East Texas Alliance
  - Entergy – Economic Development offices
  - Magnolia, Willis, Navasota, Conroe, The Woodlands, Oak Ridge, Tomball EDC's
- Work with consultants and contractors as applicable on retail and business recruitment strategies.
  - International Council Shopping Centers
  - The Nelson Company
  - JBeard The Real Estate Company
  - The Retail Coach
- Assist business prospects in their effort to relocate to Montgomery.
  - McCoy's Lumber
  - Longview Greens
- Develop and implement a business retention and expansion program for existing Montgomery businesses.
- Establish and maintain relationships with Montgomery business owners. Become a resource for business owners with a general knowledge of city zoning and policies, state and federal programs (i.e. Small Business Development Center), and local business networking opportunities.
  - In progress of developing locally based programs provided by Montgomery Area Chamber of Commerce to benefit all businesses as a resource of best practices. (In lieu of SBDC)

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- Maintain a database of available commercial properties in Montgomery. Develop relationships with property owners and managers. Remain knowledgeable as a resource to the City Administrator on property values and market trends.
    - Ongoing project to assist City Administrator in understanding available properties and their intended use by owner for purposes of land use planning
  - Participates with the City Administrator and other applicable staff and boards to plan for redevelopment of existing property and possible city expansion into unincorporated areas.
    - As instructed by City Administrator
  - Attend professional development classes that enhance professional skills utilized in this position and that bring value to the organization.
    - CETA workshops, CDI Institute Year 1 and Year 2, Texas EDC training, Sales Tax Training, online Webinar workshops
  - Collect and analyze data to evaluate the demographic and psychographic position of the community in relation to other communities.
    - The Retail Coach Study Demographics
    - Community Development Strategies Regional Forecast Study – Lake Conroe Summit
  - Participates with the City Administrator and the EDC Board of Directors in the preparation of the annual budget for MEDC.
    - Insight and contributions made for development of the budget in the summer, as well as documentation and regular reporting on budget items pertaining to assignments
  - Interface with the Montgomery City Council and other boards, commissions and committees to work toward the common goal of promoting the quality development of Montgomery.
    - Fulfilling the list of Job functions as detailed in this document
    - Report to City Administrator on a weekly/regular basis
    - Report to MEDC on a monthly basis
  - Assist the City Administrator in strategic planning projects often functioning as the liaison between the city and consultants. As strategic planning impacts the economic forecast for the city, the ED Director is expected to take an active role in planning activities.
    - Presentations made throughout the region to various groups and organizations regarding the development of Montgomery – 4 speaking engagements since March 2017
  - Assist the City Administrator with special projects as needed. As a department head, the ED Director is expected to take initiative in presenting potential projects to the City Administrator and completing projects independently and in a timely manner.
    - “QR Code” History Project – now the Beacon Scripts for the Mobile App. Coming online this fall
  - Provide professional and administrative support for the City Administrator as needed.
    - Checking at weekly meetings to learn of new opportunities

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# 2012

Shannan Reid began working with MEDC in **October of 2012**. Initial stages in those few months remaining of 2012 included learning from other communities about the role of Economic Development, Community Development, and quickly assessing the steps of action available to catapult MEDC on the journey of Economic Development. At this time, Bill Kotlan was City Administrator and Carol Langley was City Secretary. There were no other city staff to aid in the work for Economic Development, but as Bill Kotlan was working to position the City of Montgomery for the future, he could see a need for someone to assist in this area. We did not have a clear job description at that time, but we all agreed and understood that we were on a fast learning curve and that we would grow into the correct roles eventually. Partnering with HMBA for Shannan at that time was strategic because her position with them was part time and EDC really didn't seem to be worth more than part time in the early stages. If we were all pointing in the same direction, then shared time and vision could be beneficial to both entities.

At the close of 2012, MEDC had participated in a series of SWOT analysis discussions and determined the 4 goals with objectives for the organization which provided a general framework for Shannan to begin defining the scope of work to come before the Board for consideration.

# 2013

**JANUARY** - Immediately in this learning process, Shannan discovered that Montgomery lacked a clear set of demographics to be able to adequately tell the Montgomery story and projected growth, so she brought The Retail Coach to MEDC to make a presentation. The Retail Coach was contracted to complete a license plate scan and establish our Retail Trade Area surrounding Montgomery. This imaginary geographical boundary is significant in establishing the target markets for all future businesses interested in Montgomery. In addition to the demographic data provided, The Retail Coach took it a step further to submit our numbers within the retail trade area to establish a Gap Analysis and a Psychographic Analysis of our community. Of the scores of retail sectors for spending discretionary funds on an annual basis, we were able to understand how much sales tax is really leaving the community and being spent along I-45 or beyond, both inside the city limits and also inside the primary retail trade area.

**APRIL** - It was during this same time that Shannan learned of the Discover Houston Fair that was to be held in April in Fairfax Virginia. Lake Conroe Chamber had received the call to participate, and was fully intending to represent Conroe, Montgomery, and Willis, but had neglected to invite Montgomery and Willis to contribute or participate. Shannan pursued this opportunity on behalf of Montgomery and was able to secure a seat on the delegation to attend the event. Shannan compiled community interviews, coupled with our newly presented demographics and published a top-notch contribution to the relocation guide compiled by Lake Conroe Chamber. During the weekend trip, it was the slides provided by Shannan that guided most of the discussion from the delegation. The event was a huge success and our take away was that Montgomery should expect upper level empty nesters to the community which

will provide necessary property tax increases without huge strains on school population. Within 2 years of that time, word had spread of the excellence of Montgomery schools and the Woodforest Development made it possible for school-aged families to migrate to MISD as well.

**OCTOBER** – Because of the demographic study conducted by the Retail Coach, MEDC elected to buy in to Phase 2 of the plan to utilize their resources to launch our connections and represent Montgomery to all the retailers and restaurants on the move to add new site locations. Based on the understanding we had of the guidelines of State Law, MEDC had (and still has) the ability to attract retail to build up amenities to improve the quality of life for the community so that we may attract primary jobs. The very first element a business looks for when determining a relocation is quality of life for their employees. (What are the schools like, housing costs, things to do, etc.) We weren't necessarily planning to spend money on them, but we needed to at least let them know we existed.

Bill Kotlan and Shannan Reid made plans with The Retail Coach to attend the ICSC Conference (International Council of Shopping Centers) in Dallas and work the showroom to meet and promote Montgomery to retail owners and site selectors. At the time, Montgomery had no available retail space on the market. We assumed that if they were coming, they would build their own place. We were approximately 30% developed and the remaining 70% was still green and we had not provided utilities to all the green space yet.

At the ICSC Conference, Bill and Shannan learned several key things that we didn't know before.

1. The City of Montgomery was not high enough on the radar with The Retail Coach for us to receive any kind of Cadillac service and we were dropped off in the deep end of the pool on our own for the most part.
2. The profile of our retail trade area, while fresh and new and incredibly impressive to us, was insignificant to the businesses we thought we deserved and could attract. We would need to work all the angles of "selling" Montgomery. Many site selectors commented that when they would drive through Montgomery, they had no idea of the numbers we were able to show them. They never made the connection of the thousands who live along the lake and in other new developments.
3. The actual businesses are the very smallest piece to the puzzle, and they don't build their own buildings. In fact, when we entered the showroom, it was the developers who constructed small "cities" in the center of the exhibit hall and where running the show. These developers have built relationships with retailers that go with them to every development they establish. Bill and Shannan regrouped and refocused immediately and spent the entire conference meeting with and interviewing these developers. We established a dream list of developers who could come visit Montgomery for a windshield tour and consider site selection and meeting with commercial real estate brokers representing large tracts of land. All of those visits resulted in windshield tours provided by Shannan with further meetings to discuss the demographic data we acquired. Shannan is still in touch with those key developers who expressed early interest in Montgomery and she connects with them annually, but they continue to be on hold for coming to Montgomery.

**All of 2013** – The Sales Tax increases for the FY 2013 grew like gangbusters. While Montgomery cannot control where people spend their money, we can at least market ourselves to be a part of the retail

options and position ourselves as a destination for our target audience of the greater Montgomery County and Houston areas. With discretionary spending in the oil and gas sectors at a high, businesses were reporting growth hand over fist and our sales tax reports showed increases of 25-30% over that same month the year before. No one knew how long this growth pattern would last, but we all understood that this trajectory was not sustainable. It lasted for approximately 18 months until the oil price plummeted and the discretionary spending for this industry (and the Gulf Coast region) depleted significantly. MEDC was a benefactor of the increase in sales tax to the community during the 18 months of growth, but it was the work of Shannan's role with HMBA at the time to establish advertising campaigns that would get Montgomery found in the retail world as well as promoting Montgomery as a destination. MEDC did not contribute to those campaigns. All those pieces of regular marketing are still in place today. One of the regular ad campaigns to promote the Historic District was passed over to MEDC promotional budget in 2016, because complaints had risen that HMBA then (and now the Chamber) was a member based organization and this type of promotion should benefit any business in the Historic District regardless of any membership.

## 2014

After managing a huge learning curve through 2013, enough information was gathered to begin outlining a clear path forward to address all the needs of the future of The City of Montgomery. Shannan drafted an outline to express all the hats and all the low hanging fruit that had been taken on due to limited staff and so much work to be accomplished. 3 significant roles needed to be addressed by the city/and community to accommodate the growth coming to Montgomery.

1. **Full Time Economic Development Director** – Although we were still in the fledgling stages, it was evident that there was so much that could and should be done to continue with the growth and development of Montgomery. The key problem facing recruitment and growth was the lack of consensus within the community and its leaders about how many people is enough, how much business and development was good. There was a strong sentiment at that time within the community that the new development was all bad and we should continue to resist. Shannan requested the City consider a Comprehensive Plan approach inviting all the stake holders to the table so that a consensus could be reached to answer those tough questions and provide guidance to the task ahead. The request was denied and the City chose to stick with the present arrangement of a shared person because the growth wasn't there yet.
2. **Full Time CVB / Promotional Director / Visitor's Bureau / Marketing Specialist** -- (There are many titles used for the same goals.) The growth and success of the first year of real targeted strategic focus was incredible, but in the world of marketing, the target is ever changing. The online versions of marketing versus traditional print marketing were ever-shifting, and they still are today. While our efforts were good in 2013, it would take a dedicated person to keep up with the task of keeping Montgomery in the forefront of everyone's mind, amid the tidal wave of marketing that consumers face daily. We had tackled low-hanging fruit as long as we could keep it manageable, but it was evident that a path forward needed to be considered or spinning plates would begin to fall. The response to this request was also denied at the city level. The understanding was that this should and could be on the shoulders of the businesses and entities

serving the community rather than the city, whose limited focus should be on infrastructure, water/sewer, and security. Other cities collect significant amounts of Hotel Occupancy Taxes where funds are required by law to go back into marketing. It was suggested that Montgomery would/could circle back to this concept once we had significant HOT funds to work with.

3. **Chamber of Commerce President** – HMBA had significantly grown in membership in the past 2 years, but the bulk of those members came from outside the Historic Business District. These businesses required ROI for their investment and were searching for an organization within the Montgomery community with which to connect. As an organization supporting businesses, they were functioning entirely like a Chamber of Commerce, but getting overlooked by peer organizations and other businesses within the community mistaking them for the Historical Society. The Board spent the year of 2014 researching the migration to officially becoming a Chamber of Commerce so that they would tap into the resources needed to provide support to the small business community as Montgomery continues to grow. Using the identified Retail Trade Area map, the group defined a target audience in efforts to carve out a greater boundary and buffer to the sprawl of Conroe's reach. The support the Chamber would provide to businesses would partner with the roles of MEDC as they sought to bring new businesses to the community. The Board of Directors established a strategic plan during the calendar year of 2014 and accomplished this piece, but stayed connected to MEDC so as not to leave them high and dry as the City waited for addition growth to allow them to achieve their goals.

The presentation of these 3 separate full time people to support the needs of the development of the City of Montgomery have been presented and explained every year since the start of 2014 and except for the transition of the Chamber, these fully developed positions have yet to be realized.

Moving forward with 2014, we needed to get connected with the right state level and regional partners to expose us to the right answers for the appropriate development of Montgomery. Shannan attended the Texas Economic Development Council state conference in June, the Planning.org conference in October, and the Texas Downtown Association Conference in November. Of all the benefits and focuses in each conference, it was determined that the TDA was a wise membership to invest in and the listserv of common questions and solutions shared among like-sized communities facing similar challenges was immediately beneficial. Daily, small towns across Texas pose challenges in their downtowns via this email, and suggestions are provided for best practices and creative solutions. We are also able to share vendors and other recommendations for businesses to contract for specific jobs. As a result of the TDA membership we were introduced to the Houston-Galveston Area Council which serves many small communities surrounding the Houston area. This organization has been a dynamic asset to resources and understanding the processes of community development as well as a source to find some grant funding.

The following year we added on a membership to TEDC so that we could receive all the up to date information coming from the state channels. It was from the TEDC conference that we connected with our Drone Videographer. The final product was top quality and he has since gone on to be a top name in the business. We overlaid our demographics with our video to produce a quality economic marketing tool for Montgomery. Over the following years, we were able to swap out the demographics for updated numbers until finally all the projects were constructed and our video is in need of a complete redo. We knew this would happen and that we would invest in a larger upgrade when the time was right.

The next phase of spreading the word about the growth and development was to prepare some presentation materials and engage in public speaking opportunities to showcase the excitement for our area. We accomplished several key pieces. We got a separate page on the MontgomeryTexas.gov website to host all our demographics, psychographics, gap analysis, and eventually our Drone Video of Montgomery. Shannan also compiled a slide show presentation and speech to travel the region talking about the numbers and projections in Montgomery. She was the keynote presenter for 5 regional events that calendar year and in the spring on 2014, MEDC hosted a mini Economic Development update luncheon what was attended by 80 people including all the relationships made with Houston active developers over the past year. The interest continued to climb as we honed our presentation and materials to showcase Montgomery.

MEDC and HMBA went halves on a centerfold spread of The Woodlands Chamber Relocation Guide. We still use this piece today, highlighting our demographics as well as the quality of life for relocating to Montgomery. As the Woodlands spends dollars abroad to attract businesses and people to the region, we can piggy back off their work by attracting businesses who might be a better fit or have an extension in Montgomery. We have since turned that centerfold into a one-sheeter to use at all presentation opportunities or to send to potential business prospects and developers.

Several projects came through the doors of MEDC for grant assistance during 2014. They were already interested in the potential of being in Montgomery and the demographics aided in their decision to make Montgomery their final site selection. But MEDC wanted to focus dollars spent with an objective analysis of ROI for the contribution. Shannan researched and presented a case by case opportunity to contract with Impact Data Analysis where we submit a spreadsheet of projections provided by the developer and we are then given a sliding scale of ROI to use in determining investment levels and projects to partner with.

Shannan researched a hotel feasibility study that MEDC could acquire to establish a mid-sized hotel which would also provide the HOT taxes necessary to fund more marketing for the city moving forward. While MEDC agreed that this would be a necessary step at some point, they agreed that the timing was a few years premature of getting the strong results needed to land the types of hotels we desired. In addition, hotel feasibility studies are very costly and only reflect the exact numbers for a specified address, and at the time, MEDC was not confident the numbers would translate to a different address the same way, proving it to be a waste of investment. The project was tabled indefinitely.

TxDOT reached out to the City of Montgomery in 2014 to inform us that the widening of FM 149 now had an official project number and was being called to the front of the line in the coming years for completion. Bill Kotlan hosted an informal breakfast meeting that year to explain the anticipated results of the widening project. Inside the TxDOT right of way, there were to be 3 full lanes with a dedicated turn, and 2 5-foot sidewalks on either side. The project would stretch from Hwy 105 all the way to FM 1097 East. We also learned at this time that all curbside parking would be lost.

It was partially in consideration to this news, that Liberty Bell launched their building renovations and made access to their shop from the rear, partnering with the construction of the new West Mont building. A grant request was made and awarded by MEDC to help them with façade improvements during this project.

Mike, Michael, and Kris Ogorchock reached out to Shannan Reid, MEDC, and the City of Montgomery to learn about the potential for building a top of the line business park within the city. Shannan provided them the acquired demographics and connections to the Greater Houston partnership, to aid in further promoting their potential development. They were able to secure an adjacent tract of land and annex into the city of Montgomery during 2014, and acquire MEDC participation in some infrastructure and grants enabling them to attract top quality tenants to the park. Rarely does a community have such an opportunity for a private developer to create a community asset like a business park. MEDC and the City made it clear that we would partner with them as we began to see a rise in requests for information from the Governor's Office of Economic Development in 2015.

During 2014, Shannan connected with the County and State Historical Commissions and began a project to showcase the rich history of Montgomery. A task force of various community leaders interested in the project was launched and significant headway was made in establishing a QR Code Walking Tour around Montgomery. The project made significant progress until the time to trim down the stories. Every story from our community history should be handled with care and presented to the best of our ability. This needed more time and thought for the right people to come along and contribute to the final product. Although it took a rest for a while after the initial launch, the technology to provide an App for the City has given us a better platform to host the stories, and our task force reunited to complete phase I to be launched in fall of 2017.

Kevin Barnes, the owner of the downtown lot across from the Old Ice House Pavilion Stage showed interest in getting approval to build his building. Having been rejected once before by Planning and Zoning, Shannan worked with Kevin and P&Z Chairwoman, Sonya Clover to make appropriate modifications to accommodate the requests of P&Z and fulfill requirements for being inside the historic district. Ultimately his project was approved and his construction was scheduled to be complete in Q3 of 2015.

Kroger negotiations were conducted during the mid-late 2014 calendar year. Early on in the process, Shannan met with the delegation from Montgomery and the executives from Cincinnati, but once the demographics had been provided, the conversation went behind closed doors and a 380 agreement was drafted with limited participants in that discussion. Shannan was no longer privy to the conversations going forward. MEDC had agreed to rebate 100% of their sales tax income from the development as a part of the deal.

## 2015

RFP's (requests for proposals) were coming into Shannan's office on a consistent basis throughout 2015. We responded to all the requests that fit our profile and requirements. This was a strong season of state level recruitment with Gov Rick Perry leading the charge and traveling the globe to sell Texas as a business-friendly state. Shannan research other proposal submissions to understand what could make our site selection stand out among the rest. We have added our one-sheeter marketing with demographics as a bonus to this regular submission.

TxDOT invited small communities in the Gulf Coast region to consider their newest Call for Projects on the TAP Grant. Transportation Alternatives Program was federally funded with an 80%-20% split. This was a great opportunity for the City of Montgomery to get some help in providing sidewalks from park-to-park via the Historic District, connecting Buffalo Springs and the Elementary School as well. Five potential projects were identified during this process that could benefit the walkability and access of the Historic District while giving us the opportunity to enhance the beautification of downtown. Several public meetings were held to discuss ideas regarding the ease of access for the downtown area. In the end, the projects were disqualified from participation for federal funding, even though Shannan had met extensively with the TxDOT leaders to ensure that we were doing everything possible to follow the guidelines. City Council had unanimously approved the presentation that went in the project submission at that time. The FM 149 widening was already an existing project on the books, so our grant request was to cover costs of upgrading the basic concrete to include brick pavers and improving lighting along the corridor.

A shift of business ownership was taking place around town as various businesses closed their doors and new tenants opened. The downturn of discretionary spending became significant over the course of 2015. For the first time in many years, we were seeing available lease space. The struggles were particularly evident in the Montgomery Trace Center along Hwy 105 due to the property owner investment group not located in the state and the mismanagement of the companies hired to oversee the complex. Shannan made connections each year with each new management team including the current company JBeard to ensure that adequate attention be made to the upkeep and maintenance for the structures on behalf of the tenants. Currently, the property owners have placed the entire center up for sale, starting at \$12 million and reducing it to the current listed price of \$10 million+. Shannan has presented this property to the list of developers she has built relationships with to date. The concern by all is the years of neglect in maintenance making the project in need of a complete overhaul but too expensive at \$10 million to tear down and start over.

2 significant factors that influence economic development at the core recruiting level include:

1. Current business expansion or connecting with those current owners to understand their chain of product needs in hopes to use the feedback to establish which industries to target.
2. Look at what is organically happening and learn of gaps in the network of providers for that industry which has already found your community.

On several occasions, Shannan has reached out to connect with the wedding venue industry that has organically found their way to the outlying areas of our part of the county. The businesses that provide services to these industries are not currently based inside the city limits. Upon further interviews and investigation, the primary concern for filling gaps in this industry include entertainment, casual dining other than Mexican food, and hotel accommodations. Even with all the venues in a mile radius, there is not enough business for some of these providers to leave the Houston market and base out of Montgomery. The consensus is that those particular wedding features will continue to come from larger markets, but we can address things to do for our weekend guests. Another need coupled with the large wedding venues is a smaller venue space for the rehearsals, showers, and bridal or groom gatherings.



# 2016-2017

One of the key components to 2016 was circling back with new MEDC Board members and reviewing and understanding the goals and objectives of MEDC as well as the role of the Director. There was a growing concern among downtown businesses that the role and best use of the money spent by MEDC would be to aid in downtown events festivals and promotions. As a result of several meetings, and an ad hoc committee of representatives for determining the best steps going forward, MEDC has allocated funds to contract for marketing assistance for the city as a whole. The steps taken since include a contract with Home Focus Publications, and revamp of the Experience Montgomery website to attract and promote business, history, tourism, and special events.

Shannan has continued to attend Texas EDC and Texas Downtown Association conference each year, and during 2016, she learned of a new technology and third-party app which could greatly benefit the promotion of Montgomery in both tourism and history. Home Focus has moved forward on the implementation of this app and Shannan has reassembled her team to complete the historic walking tour (without the need for the QR codes)

In late 2016, Shannan connected with Jason Long who was looking to build a miniature Golf Course in the area. Shannan provided Jason the demographic information along with the psychographic analysis to understand that a project like this could be incredibly successful, not only within the immediate area, but also regionally, as we have nothing similar in the entire county or region. The collaboration and initial grant award to Jason aided Longview Greens to secure the necessary funding from the bankers to complete his project and open doors to the public in early May 2017. As a bonus, Shannan mobilized the Chamber to host the first Mini Golf Scramble to kick off his welcome to the community.

Back in 2014, Shannan reached out to Conroe and Willis leaders to consider a regional economic summit to highlight the Lake Conroe Area as well as the individual communities. At the time, several projects had not yet launched, so it was agreed that the project be tabled until the right timing on the development stage for all 3 communities. In the fall of 2016, Shannan brought the Summit idea back to life and invited Conroe and Willis once again to participate. They declined the invitations, but the event went forward as planned and the Lake Conroe Summit held its first conference in March 2017. The results of this summit are ongoing, but the fact that Montgomery was at the forefront of a high caliber event like this summit attended by 150 of the areas leaders in development, business, investments, etc. including property owners was significant. And independent study was commissioned to highlight the 3 community plus the Lake Conroe Area as a whole, and the Community Impact newspaper continues to reference this study's results in their articles and reports. The impact of this event cannot be adequately contained in this short paragraph summary.

In March of 2016, Shannan attended Year 1 of Community Development Institute at Lone Star College in The Woodlands. This 3-year program reviews extensively the laws of the State of Texas, best practices for economic development, and at its completion provides a certification for PCED (Professional Community and Economic Developer.) This program also connected students in the same situations as Shannan in Montgomery to create a network and support system for trouble shooting and potential solutions. In 2017, due to calendar conflicts, Shannan attended year 2 in Boise, ID. Year 3 will be back at Lone Star in March.

Conversations from TxDOT continued to pop up during early 2016, and per Jack's approval Shannan reached out to learn of the project's scope as time drew closer, so that we might get a better understanding of the timeline and extent of the impact on the community. During this time, it was brought to our attention that TxDOT had not communicated with utilities, city engineers or any other service providers impacted by the construction. Shannan coordinated a meeting of all the players to cannon off all the discussions and timelines required for the project to be ready for public hearings. Several walk abouts were conducted with various entities to learn of the complexities of the project. When considering the improvements to FM 149, the idea was brought to MEDC that we could perhaps create a grant award checklist of improvements to the other non-TxDOT downtown streets to provide the necessary sidewalks and mobility to complete the finished improvements to the Historic District. The project list was not completed at the time our city engineer Glenn Flemming left and was replaced by Chris Rosnovsky with Jones and Carter. Since then, our focus has shifted and the other street improvements have not been pursued. At the December 2016 meeting, it was requested that we see TxDOT host open public meetings for the project so that we could gain public input for the final plans. We projected that to happen by February of 2017. When that time came and passed, we continued to contact TxDOT to understand the status. In May, we met with TxDOT for a utilities meeting which was only attended by Jones and Carter, so water/sewer lines were addressed. Beyond that they did not provide us with any other information significant to report to public. It wasn't until August that a short turn around meeting was scheduled and the project was presented as complete. As a result of that meeting, the project has been postponed until May to allow for additional public engagement on the part of TxDOT.

In 2016 and 2017, RFP's continued to come through Shannan's office, but not at the significant pace they had in 2015. This was across the board, as we all receive the same requests and bid on the same projects together, small towns and big cities alike. That being said, Montgomery Summit Business Park was considered a finalist on four different proposals submitted through the Greater Houston Partnership or the Office of the Governor in Austin. We have continued to improve our ability to showcase the benefits of being in Montgomery for primary job relocation, despite what some may see in our city profile as a setback. When we showcase it as a quality of life benefit, we can turn the conversation around.

The Kroger Shopping Center opened in August of 2017 and McCoys is scheduled to open in October. Pizza Shack is making great progress to be open in late October as well. MEDC participated in projects to aid all of these businesses through the development stages. These projects have provided a significant increase in property tax values and will be the catalyst needed to see the next phase of development begin to appear.

During 2016 and 2017, Shannan has fielded an increase number of calls from commercial brokers and representatives inquiring are various projects, contact information for available space, and possible annexation into the city limits. Some calls have been from property owners living outside of the state.