



Economic Development
Strategic Business Plan
2019



City of Keller, Texas Economic Development Strategic Business Plan

Adopted August 6, 2019

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Introduction



Keller is a thriving, family oriented community conveniently located in the heart of the Dallas-Fort Worth metropolis, an ideal location to operate a successful business, raise a family, and enjoy all that life has to offer. Keller has evolved into one of the most desirable communities in the country, by successfully balancing big-city comforts with small-town charm. High-quality neighborhoods, thriving businesses and excellence in municipal service, efficiency, and innovation have earned Keller regional and national attention.

Vision Statement

Keller will be the premier community in which to live, work, play and invest by balancing big-city comforts with small-town charm.

Mission Statement

Our mission is to support a vibrant community of high-quality neighborhoods, thriving businesses and natural beauty by setting the standard for excellence in municipal efficiency, service and innovation.

Core Values

- Excellence – passion to provide exceptional service
- Integrity – do the right thing, not the easy thing
- Service – we care, and it makes a difference
- Creativity – freedom to imagine and courage to act
- Communication – open and transparent public service

Economic Development Department Mission and Objectives

The City of Keller recognizes that sustaining a robust local economy is essential to realizing its vision and fulfilling its mission. To this end, the Economic Development Department fosters sustainable economic growth opportunities for job creation and revenue enhancement through comprehensive business attraction, expansion, promotion, and retention programs and services to increase the commercial property tax base, maintain residential property value, and improve the quality of life for all Keller residents.

Mission Statement

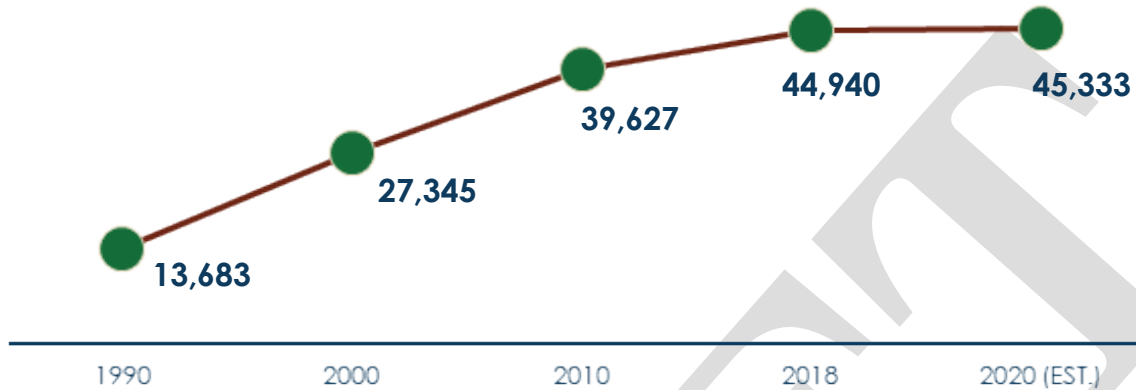
To improve the quality of life for residents and corporate community of Keller, as well as visitors, through the recruitment and retention of targeted businesses that will provide variety while also increasing property values and sales tax revenues within the City.

Objectives

- Recruitment - Attract external businesses to Keller in order to create a robust local economy and ensure high quality of life for local residents.
- Retention - Collaborate with community partners to create a positive business environment and support the existing local economy.
- Expansion - Provide existing local businesses with the tools and resources necessary to grow within Keller.
- Promotion - Advance the success of the local economy through promotion of the City of Keller and its local businesses.

Demographic Summary

population



population demographics



49% male
51% female

24% age 0 - 17
22% age 18 - 34
41% age 35-64
13% age 65+

86% white
3% black
5% asian
6% hispanic

workforce



80% white collar
11% blue collar
9% service and farm

education



37% bachelor's degree
14% master's degree
5% doctorate or professional degree

housing



\$383,821 median home value
15,684 households

income



\$176,442 avg. household income
\$1,423,257 avg. household net worth

Economic Assessment

Keller has many strengths that contribute to the economic success of the community. A central location in the Dallas - Fort Worth (DFW) Metroplex offers quick access to large cities, while also providing a small-town environment for residents. Keller's location also provides central proximity to the DFW International (DFW), Dallas Love Field (DAL), and Fort Worth Alliance (AFW) Airports. Keller businesses have access to industrial, military and corporate aviation through AFW, while DFW and DAL are major hubs of commercial and public air travel, which is important for businesses, residents and visitors.

Keller's demographics also contribute to Keller's strengths, with an extremely well-educated community and an average household income of over \$175,000. This creates a large amount of disposable income that attracts restaurants and retailers. Keller residents also enjoy the benefits of an excellent, cutting-edge school district that provides a skilled workforce.

While Keller's location is proximal to many major attractions, that has also limited the ability to expand beyond current boundaries and as Keller draws nearer to capacity, we have limited undeveloped land in which to begin new projects. However, this affords Keller the position of discretion in project recruitment. Keller's location also precludes it from consideration for many national retailers that require direct access to freeway frontage. However, this has helped foster the unique business environment that you will find, as well as the small-town environment that attracts residents and unique retailers.

Several opportunities have been identified within the city and surround area that could bring revenue to the city. The Charles Schwab campus located just north of the city limits is currently undergoing development with future plans for over 6,000 employees. This project will bring great opportunities for Keller retailers, restaurants and housing developments. The Hampton Inn & Suites, currently under construction, will broaden the economic impact of the five event centers currently hosting both corporate and private events, plus the secondary impacts of overnight visitors on restaurants and other retailers. Overnight lodging will provide the opportunity to expand the thriving event culture in Keller and to host more multi-day events.

The large number of unique restaurants and retailers provides Keller with the opportunity to cultivate an experiential shopping environment for residents and visitors. The revitalization efforts in Old Town Keller continue to attract unique businesses that contribute to that shopping experience for visitors. Keller's biggest threats to economic growth are the surrounding competitive markets, like Roanoke, Southlake and Fort Worth, so Keller must stay abreast of their ongoing projects and targeted recruitment. Shifting public opinion has also affected the direction of projects, so the Economic Development staff must stay aware of citizen desires to help prioritize projects.

Goals & Objectives

Recruitment

- 1.1 - Identify and actively recruit industries that strengthen the local economy.
- 1.2 - Identify and pursue unique restaurant and retail locations in other cities to expand to Keller.
- 1.3 - Collaborate with relevant departments to improve customer service and permitting processes.
- 1.4 - Continue site selection assistance program.
- 1.5 - Provide a competitive economic incentive policy.

Retention

- 2.1 - Establish relationships with new businesses and provide them with resources to promote their success.
- 2.2 - Maintain ongoing relationships with existing local businesses.
- 2.3 - Continue to work closely with the Chamber of Commerce.

Expansion

- 3.1 - Identify Keller businesses seeking expansion.
- 3.2 - Facilitate partnerships between local businesses and community organizations.

Promotion

- 4.1 - Promote local business and new development.
- 4.2 - Continue to implement and develop the Keep It In Keller shop local program.
- 4.3 - Participate in national campaigns to support local businesses and promote economic development programs.
- 4.4 - Pursue awards from professional organizations recognizing excellence in economic development.

Focus Areas

- Old Town Keller
- Town Center and Keller Parkway
- North & South U.S. 377
- Southwest of FM 1709 and Rufe Snow Drive
- Southeast City Limits and Davis Road
- Southeast of Bear Creek Parkway and Main Street

The image features a dark blue diagonal band running from the top-left to the bottom-right. The background is divided into four quadrants by this band and a horizontal line. The top and bottom quadrants are white with a repeating pattern of gold-colored geometric shapes, specifically six-pointed stars or snowflakes made of nested triangles. The top-left and bottom-right quadrants are a solid green color. The word "Recruitment" is written in white, sans-serif font, centered within the dark blue band.

Recruitment

Recruitment

The goal of recruitment is to attract external businesses to Keller in order to create a robust local economy and ensure high quality of life for local residents. This begins with identifying target industries and businesses.

Citizen surveys help to determine resident desires. The most demanded industries are casual and upscale dining and family entertainment. Overwhelmingly, the majority of respondents are adamant about limiting the amount of fast-food restaurants, while providing more casual and upscale dining locations. Increasing family entertainment options is another interest. Additionally, residents are proud of Keller's many parks and trails. Therefore, preserving parks and green spaces is of the utmost importance when recruiting new developments.

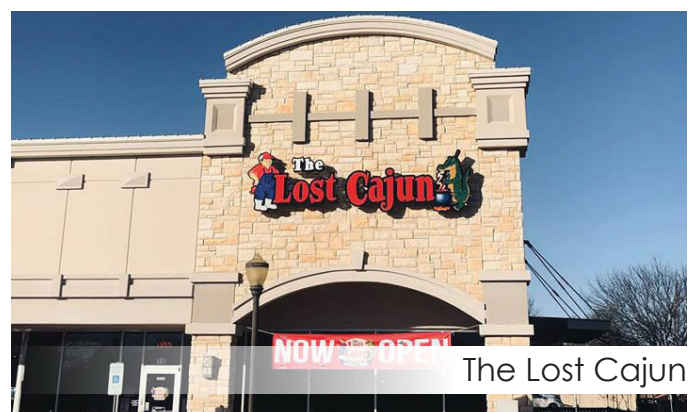
The Economic Development Department strives to recruit unique businesses that are established, but not overdone and community-minded businesses that help promote the small-town feel of Keller.



Natural Grocers



Sunny Street Cafe



The Lost Cajun

Initiative 1.1 - Identify and actively recruit target industries that strengthen the local economy.

- Participate in tradeshow and conferences related to target industries
- Utilize a third-party consultant to identify key retail and restaurant entities to target and actively pursue them.
- Actively recruit unique restaurant, retail and entertainment venues, as well as corporate headquarters and regional offices.
- Leverage current high-level executives within Keller to create a recruitment ambassador group with these executives.
- Research, evaluate, and develop a Breakthrough Business Program to support start-up companies.

Keller has enormous potential to become a significant business and retail hub. The city's unique location between Fort Worth and Dallas and proximity to multiple major highways provides accessibility that attracts residents and consumers. Currently, a significant portion of the vacant land in Keller is dedicated to nonresidential use. The goal of recruitment is to find target industries that coincide with the city's strengths and the residents' desires to fill these vacancies with unique destination venues.

The results of citizen surveys and analyses of the specific focus areas provide insight into potential target businesses. Keller residents are vocal about their desire for new food services. Citizen survey respondents noted a need for casual, sit-down dining options and upscale dining establishments. Respondents have also called for more family entertainment options.

There are a few options to identify and recruit target businesses. Trade shows and conferences allow staff to find and engage site selectors and local brokers. Unique businesses are better identified through scouting trips that provide a "secret shopper" opportunity, allowing staff to explore the business under normal operations and determine if it is the right fit for Keller.



Play Street Museum

Recruitment

Initiative 1.2 - Identify and pursue unique restaurant and retail locations in other cities to expand to Keller.

- Identify opportunities through research of comparable cities in the region and recommendations of relevant stakeholders.
- Visit potential opportunities to determine if they are reciprocally suitable for Keller and initiate relationship with business owner.

Keller is known for its unique restaurant and retail locations. This is how Keller businesses are able to compete with more accessible shopping locations and better-known businesses. The second goal of recruitment is to continue to develop Keller's distinct atmosphere by recruiting businesses that not only provide for residents, but also contribute to Keller's small-town and one-of-a-kind business atmosphere.

As stated in Initiative 1.1, recruiting methods are designed to find unique business opportunities by participating in tradeshow, conferences, networking programs, and other activities. Staff will continue to pursue this approach in the coming years.

Relevant stakeholders in the community may include elected officials, commercial brokers, developers, and residents. Unique opportunities may be brought to the Economic Development Department through any of these outlets and staff will identify whether it is viable for Keller through research of existing locations, site criteria, and market analysis. If an opportunity is viable for recruitment, staff will make contact through whatever means available to establish and foster a relationship with the business owner or designated site selector.



What's On Tap



Seven Mile Cafe

Initiative 1.3 - Collaborate with relevant departments to improve customer service and permitting processes.

- Collaborate with Community Development Department to revise existing New Business Guide to target new developers and provide information such as an overview of the city, economic incentive policies, application and permitting processes, and other information that may be relevant to new developers within Keller.

Keller strives to offer an excellent customer service experience for all those pursuing development in the city. Recognizing that many cities handle the development process differently, Keller's Economic Development Department's goal is to provide assistance and education to businesses as they go through the process in Keller.

The New Business Guide provides an easily digestible overview of the development process and relevant resources for city staff, county and state regulatory departments and other useful materials for new business owners. Economic Development staff is an active participant in the development process and will continue to collaborate with the Community Development Department to improve processes for efficiency and clarity. As these improvements are made and processes evolve, staff will update the New Business Guide and distribute to individuals in the pre-development phase.



Groundbreaking Ceremony of the Hampton Inn & Suites

Recruitment

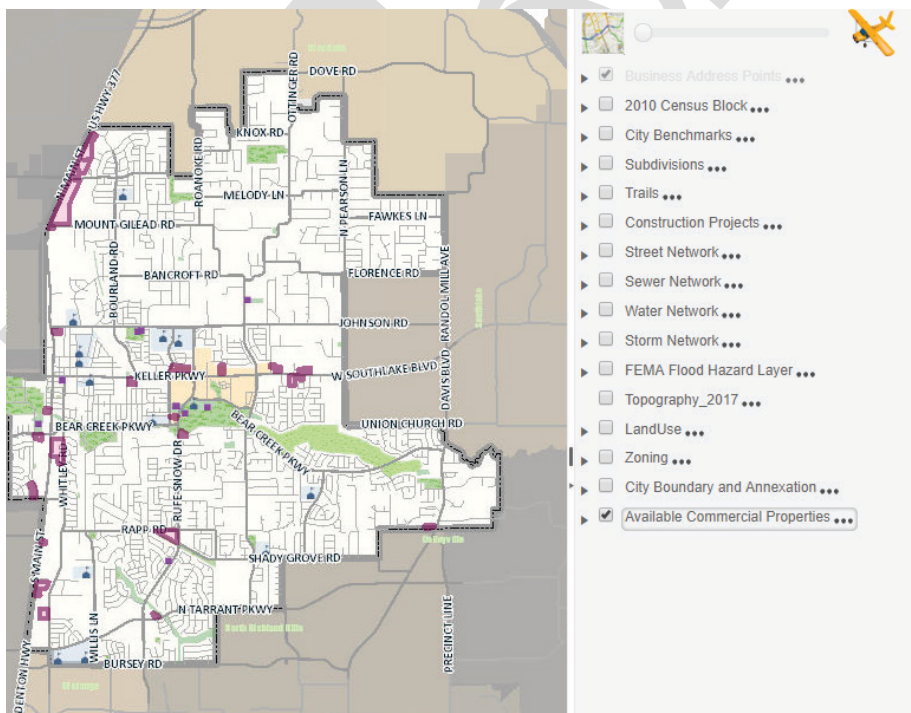
Initiative 1.4 - Continue site selection assistance program.

- Create and maintain site database with relevant contact information.
- Create marketing materials for available sites within identified focus areas and for other high priority sites as needed.
- Host broker luncheons.

Site selection is a critical component of recruitment in Economic Development. Staff will maintain a database of all available commercial properties in the city with relevant information in regards to size, price, and broker contact information. Most brokers have access to this information through third-party site selector databases, however, maintaining our own database allows us to include properties that are not actively marketed or listed through a commercial broker.

This database allows us to keep abreast of new availability, create custom marketing materials for tradeshows, and to showcase the sites on our website. The Economic Development web page hosts a GIS link that maps our property database so that site selectors and potential businesses can investigate properties at their discretion.

Relationships with commercial brokers in the area is also a critical component of recruitment. Staff strives to foster these relationships through regular contact and follow-up on projects in the city. Broker luncheons allow staff to create and maintain relationships with those brokers while also showcasing upcoming projects within the city.



Initiative 1.5 - Provide a competitive economic incentive policy.

- Regularly review and evaluate the existing incentive policy to ensure it remains competitive.
- Research best practices related to economic incentives.

Economic incentives are used to recruit attractive businesses and applications are evaluated on a case-by-case basis. Each project is evaluated by several objective criteria such as the number of jobs created, average salary for employees, total annual payroll created, the net tax base valuation, and projected annual sales tax created by the project. Subjective criteria are also considered, based on information provided by the applicant in regards to public improvements, how the project complements existing businesses, whether the project would include any negative impacts on the community, and the overall impact to the tax rolls of the city. Ultimately, the city's return on investment is the biggest deciding factor in proceeding with an economic development incentive application and presenting to City Council for consideration.

The most recent economic incentive policy was last updated in 2014 and was last reviewed in 2018. City staff continues to review the city's economic incentive policy and application process to better suit the needs of businesses and candidates for establishment in Keller. The current Comprehensive Policy of Guidelines and Criteria for Economic Development Incentives is available in the appendix.



Everest Rehabilitation Hospital



Hampton Inn & Suites



Moviehouse & Eatery



Retention

Retention

Staff works diligently to recruit new and unique businesses. However, the retention of these businesses is key to the success of an Economic Development program. The goal of retention is to maintain relationships with existing business owners to prevent successful establishments from relocating to surrounding areas or closing due to circumstances beyond their control. After all, recruitment, expansion, and promotion are only possible if the city is able to retain and support existing business.

While every business is responsible for their own success in operations and business planning, Economic Development can assist with resources and materials that will help inform business owners about running a business in Keller. Clear and open communication between the city and business owners helps the city to identify a business' plans for growth and if they have any challenges that can be overcome. City staff also aims to provide support and direction for best practices, participate in promotional activities with the Chamber of Commerce and maintain a solid network to connect business owners with local solutions.



Abe's Jewelers



Jackalope Beauty Lounge



Nikko Blu Gallery & Boutique

Retention

Initiative 2.1 - Establish relationships with new businesses and provide them with resources to promote their success.

- Attend ribbon cuttings and grand openings in order for staff to welcome new businesses and meet business owners.
- Provide Business Welcome Kits that include information relevant to new businesses in the community such as city overview, grand opening regulations, bill payment, information on Keep It In Keller, local business resources, the chamber of commerce and other relevant business groups.
- Develop partnerships with financial institutions that would assist current Keller businesses.

Staff's primary goal here is to build rapport with all Keller businesses, ideally from the start. Along with improving processes and the New Business Guide to aid businesses in the development process, staff makes it a priority to attend ribbon cuttings and grand openings for new businesses. Additionally, Business Welcome Kits are provided with information on city regulations, bill payments, and other business resources to help new businesses get started.

The Economic Development staff will continue to develop a network of contacts, including local financial institutions, developers, investors and other relevant businesses to connect businesses with solution providers for all of their business needs. This network provides valuable resources to the business owners and the city.



Rush Bowls



Brew'n Blues Coffee House

Initiative 2.2 - Maintain ongoing relationships with existing local businesses.

- Develop business visitation program.
- Continue to develop materials/programs that assist and educate business owners about available resources and city processes.

Keller's existing businesses are a valuable asset to the success of the City's economy. In the City's efforts to retain businesses, staff actively works to maintain relationships that have been developed with business owners and their management staff.

The city partners with the Greater Keller Chamber of Commerce to conduct Business Retention and Expansion Surveys, which are vital to understanding business needs and wants from the city and chamber services. It also gives staff the opportunity to educate businesses on the programs and resources provided by the city. These same results can also be achieved through a business visitation program, which would allow staff to have more engaging relationships with business owners. This program requires additional resources and is achieved through partnership with the chamber.

The Economic Development Department is continuing to develop informational resources for business owners. The most recognizable of these is the New Business Guide. Though the Guide is generally used by new business owners, the resources within the Guide are useful for businesses in all phases of operation. The Guide lists the purpose of each department, processes for building/permitting, and contact information for city officials and additional resources. It is important to update the Guide as processes change and new resources become available.



Farmer's Insurance - Kirkwood Agency



Just for Grins

Retention

Initiative 2.3 - Continue to work closely with the Chamber of Commerce.

- Maintain working relationship with the Chamber through communication and collaboration.
- Promote new and existing businesses and projects in conjunction with the Chamber.
- Continue to engage businesses through the Business Retention & Expansion Survey.

The Greater Keller Chamber of Commerce is a valued partner of the City and a tremendous supporter of local business. The city has partnered with the Chamber on many successful programs and events and will continue to foster that collaborative relationship.

While the city provides resources for all of our businesses, we are often approached for assistance by businesses that do not fall within our jurisdictional boundaries. We are proud to refer these businesses to the Chamber and benefit from their expansive network in return. The Chamber also directs potential businesses and prospects to the Economic Development Department in this mutually beneficial relationship.

In addition to Business Retention and Expansion Surveys, we also partner with the Chamber on events like KellerFest, large-scale groundbreaking ceremonies, and business education programs. When appropriate, the Economic Development Department also collaborates with the Chamber of Commerce on collateral materials, like the fold-able aerial map that is utilized for meetings with brokers, site selectors and at tradeshow.



Natural Grocers



Monthly Membership Luncheon



Expansion

Expansion

While a business' initial goal may simply be to turn a profit, for most, the long term goal is expansion. Whether they are planning to establish a new location or move into a larger space, we want to retain successful businesses by aiding their expansion in Keller. To that end, staff is able to assist them in every step of the process.

Networking events and conducting Business Retention and Expansion Surveys are two of the more effective ways to communicate with businesses that may be considering expansion. By implementing these measures, staff can gather data on the future plans of Keller businesses and work with them to reach their goals. By maintaining a database of available commercial properties and a network of bankers and commercial brokers, staff can provide business owners with the proper tools to successfully expand their business in Keller.



Lucas Funeral Home



El Wine Chateau



Artful Mayhem Studio

Initiative 3.1 - Identify Keller businesses seeking expansion.

- Utilize Business Retention and Expansion surveys to identify businesses seeking to expand and initiate contact to provide site selection assistance.

The first step in business expansion efforts is identifying which businesses are considering expansion and their timeframe for doing so. This can be accomplished through established relationships with the businesses, however, the Business Retention and Expansion surveys help to reveal business' plans that would not otherwise share them. Survey questions are direct and guide the business through their experience in Keller and business in general, leading to expansion plans.

This provides staff with a targeted list of businesses to discuss expansion and provide them with resources for site selection, City processes and banking contacts, if needed. By communicating with these businesses early on in the expansion stage, staff are better able to identify any potential obstacles and establish trust as that business progresses through the development process.



BakeologyDFW



Go Power Sports

Expansion

Initiative 3.2 - Facilitate partnerships between local businesses and community organizations.

- Collaborate with community partners to host business networking events.

There are several community organizations that the city partners with to promote and/or host business networking events. Whether the organization is a 501(c)6 non-profit like the Chamber of Commerce, a merchant association or a 501(c)3 charitable organization, staff strives to promote their events as long as they are in Keller's city limits and Keller businesses are the focus of the event.

The Keller Business Growth Series is an excellent example of such an event. The Economic Development Department established this education series over the course of a year and collaborated with the Chamber of Commerce to provide more education topics for businesses. Eventually, the series was fully transferred to the chamber with support from the city. Staff seeks to collaborate with other community organizations in this way to help provide opportunities for our businesses to network and collaborate with each other and to provide information that may aid their business operations and expansion plans.

Featuring topics like

- “Driving and Measuring Digital Results”
- “Financial Sanity including a US Economic Outlook”
- “Effective Networking and Pitching for Purpose”
- “Building a Brand in 2019”

GREATER KELLER CHAMBER

KELLER BUSINESS GROWTH SERIES

FREE MONTHLY EDUCATION WORKSHOPS

The 3rd Monday of each month
9:00 am at the Keller Public Library

The Keller Business Growth Series will meet once a month and is designed to give business owners and managers the best and most up-to-date information about growing their business. This series will provide valuable information for any size business and will cover a wide range of topics that will change monthly.

The series will take place on the third Monday of each month at 9:00 AM at the Keller Public Library, located at 640 Johnson Rd., Keller, TX 76248.

You must RSVP each month
<http://kbgs.rsvpify.com>



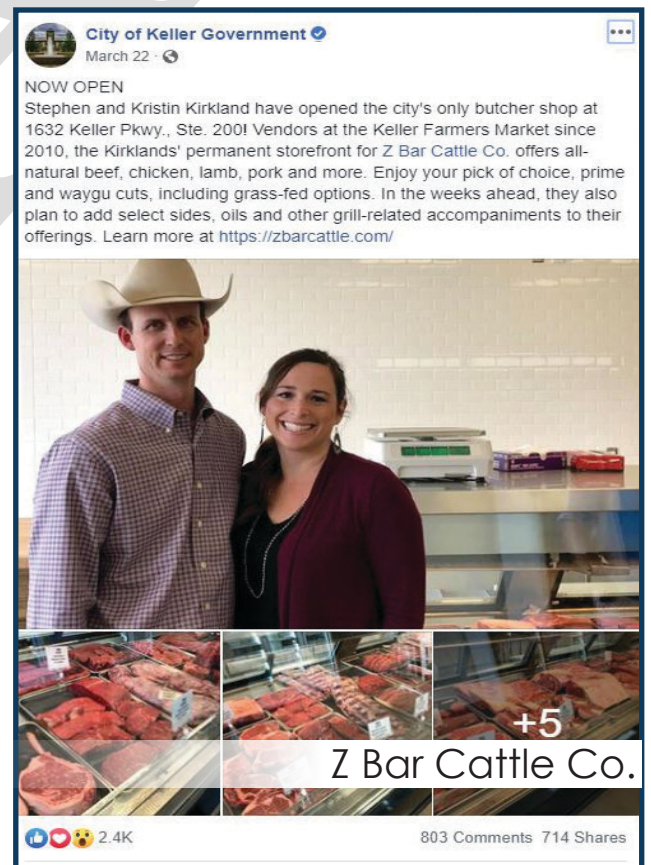


Promotion

Promotion

The strongest economy is one that recycles its currency and imports sales. From the end user to the business stock to the raw materials purchase, the longer we keep the cash in our community, the more impact a single dollar has on our community. With this ideal scenario in mind, Keller promotes our businesses under the shop local program, Keep It In Keller (KIIC). While recruiting and expanding businesses is important to Keller's economic growth, the overall success of existing Keller businesses plays a critical role in Keller's economic health and residents quality of life. The goal of promotion is to encourage consumers to visit and revisit Keller establishments, keeping their dollars in our community.

Social media and digital promotions have become huge drivers in today's market economy, which allows staff to brand the Keep It In Keller shop local program and promote all Keller businesses through it. With an interactive and comprehensive website, all Keller businesses can take advantage of the online web presence through their own listings. From a consumer's perspective, they are able to filter through and search for a Keller business that fits their needs. KIIC also has an established Facebook page with over 3,000 followers that helps to promote special business events, sales and other news directly to consumers.



Initiative 4.1 - Promote local business and new development.

- Publish bi-monthly development newsletter featuring new businesses, business relocations and expansions, commercial building permits issued, and single-family residential permits issued.
- Publish Economic Development Year-In-Review to highlight new developments within the past calendar year.
- Coordinate with Communications Department to share Economic Development news.
- Maintain City of Keller Facade Improvement Matching Grant Program webpage to show completed projects.
- Develop a business recognition program.

The basis of the city's promotion efforts is to bring awareness to local businesses and new developments. City staff has established programs designed for the express purpose of promoting establishments in Keller. This includes the digital bi-monthly "Developments Newsletter," the "Year-In-Review" newsletter, and the Keep It In Keller (KIIK) program, detailed in Initiative 4.2. The staff continues to improve these and develop new concepts for promotional activities.

The Developments Newsletter is a concise way to communicate with businesses and subscribers. It is sent out every other month and includes the following reports: new businesses, business relocations and expansions, commercial building permits issued, and single-family residential permits issued. The goal of the newsletter is to keep Keller residents informed and to promote up-and-coming establishments. The "Year In Review" is a specialized newsletter that summarizes all of the development within a calendar year and is mailed to every resident through an insert in their utility bills. This gives businesses additional promotion and is a great measure for the past year's developments. Staff also works with the Communications Department to share business openings and upcoming developments that have been of particular interest in the city.

The City of Keller Facade Improvement Matching Grant Program allows businesses that are trying to renovate their building's exterior to apply for a grant of up to \$5,000 in the form of a reimbursement from the city for renovations. The application process requires an approval by the City Council with a recommendation from Keller Economic Development Board. This is a great way to incentivize businesses to renovate aging facades and revitalize older areas of town.

Another promotion method is to develop a business recognition program. Such a program would require a business to meet specific criteria in order to achieve a status that warrants a recognition. These businesses would be promoted based on their recognition and would stand out as being among Keller's finest retail offerings. This new program could be developed in-house without additional resources.

Promotion

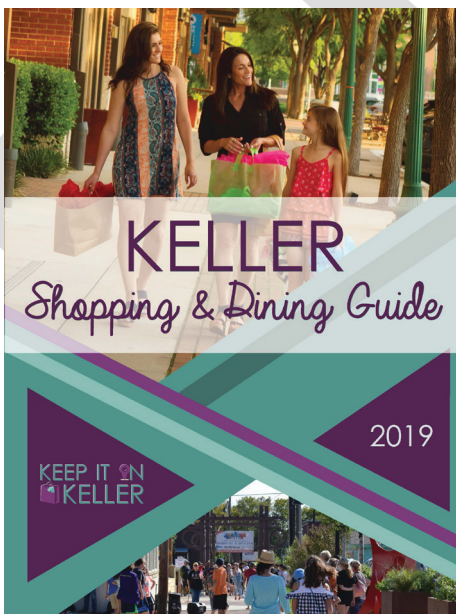
Initiative 4.2 - Continue to implement and develop the Keep It In Keller shop local program.

- Maintain the Keep It In Keller (KIIK) social media pages.
- Create and maintain content on the KIIK website to promote Keller businesses.
- Develop, print, and distribute Shopping and Dining Guides listing local businesses.
- Evaluate and improve the functionality of the Keep It In Keller website as new technology becomes available.

Since its inception, the KIIK shop local program has been a crucial tool in promoting local businesses and maintaining community pride. The KIIK program includes a website dedicated to finding local businesses, a Facebook page, and the annual Shopping and Dining Guide. KIIK has proven to be a valuable catalyst in maintaining Keller's big-city comforts, small-town charm standard.

Historically, staff is focused on regularly inputting business data into the KIIK system and website to give local businesses exposure. Recently, a business portal was created to allow owners to take control of their listings, without expending staff time and resources for updating individual content. The aggregation of this data is vital not only to promotion, but to the development of the annual Shopping and Dining guide.

KIIK also utilizes social media to promote businesses. The Facebook page has over 3,000 followers and engages consumers through interactive games, listing business specials and events and sharing information on upcoming developments. Staff will explore adding profiles to other social media platforms as they become established. Regular interaction is extremely important to the success of social media pages, so new profiles should only be created as staff has the resources for success.



KEEP IT  ON
 KELLER



Initiative 4.3 - Participate in national campaigns to support local businesses and promote economic development programs.

- Participate in Small Business Saturday by acting as a Neighborhood Champion, distributing promotional items, and implementing a social media promotional campaign.
- Participate in Small Business Week by developing and implementing a social media promotional campaign.
- Participate in Economic Development Week by collaborating with community partners to plan a local event.

Keller participates in national outreach events that have established brand recognition to help bring awareness to shopping local and supporting businesses and organizations in the community. Keller is able to leverage the national brand recognition of these events to widely promote Keller businesses and integrate shopping local into the community's consumer habits.

Small Business Saturday is perhaps the most widely recognized event, held on the Saturday following Thanksgiving every year. It was created by American Express, which hosts a large marketing effort to promote supporting small businesses during holiday shopping.

Small Business Week has become the most popular of these events in Keller thanks to the interactive Scavenger Hunt that is hosted through the KLIK Facebook page to promote foot traffic in Keller businesses. Staff continues to promote these events and develop new interactive games that will encourage consumers to visit local businesses and support small businesses as they make purchasing decisions.

Economic Development Week focuses on increasing awareness of the benefits of shopping local. These efforts will increase exposure for existing businesses while also attracting new businesses. Staff will develop another KLIK campaign with this national event as the catalyst. This will be a local event focused on Economic Development as a whole and staff will collaborate with local partners to establish the framework for the project.



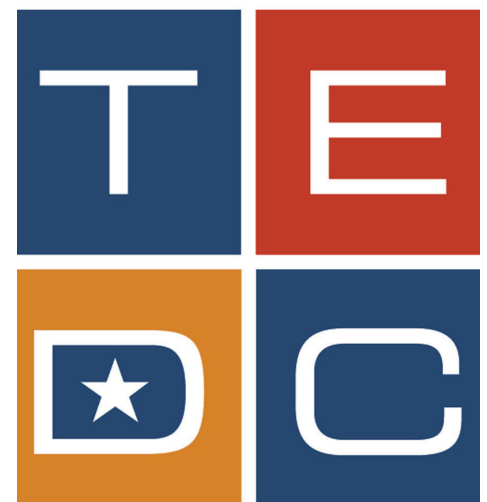
Promotion

Initiative 4.4 - Pursue awards from professional organizations recognizing excellence in economic development.

- Apply for the Texas Economic Development Council (TEDC) Community Economic Development Award.
- Apply for TEDC Economic Excellence Recognition.
- Apply for International Economic Development Council (IEDC) Economic Development Awards.
- All full-time employees within the Department will pursue the Certified Economic Developer (CEcD) accreditation.

The city works tirelessly to ensure the best for Keller's local businesses and residents. Applying for these distinguished awards promotes the department's efforts and encourages the improvements of existing programs with state and national guidelines for recognition. Award applications encourage staff to critically assess current efforts and provide an opportunity to explore alternative approaches to achieve success. Award recognition benefits the department in business recruitment and is important for potential grant opportunities.

The city provides full-time staff with the opportunity for training and accreditation. This ensures the city has a well-informed staff that can successfully guide economic development of the community.

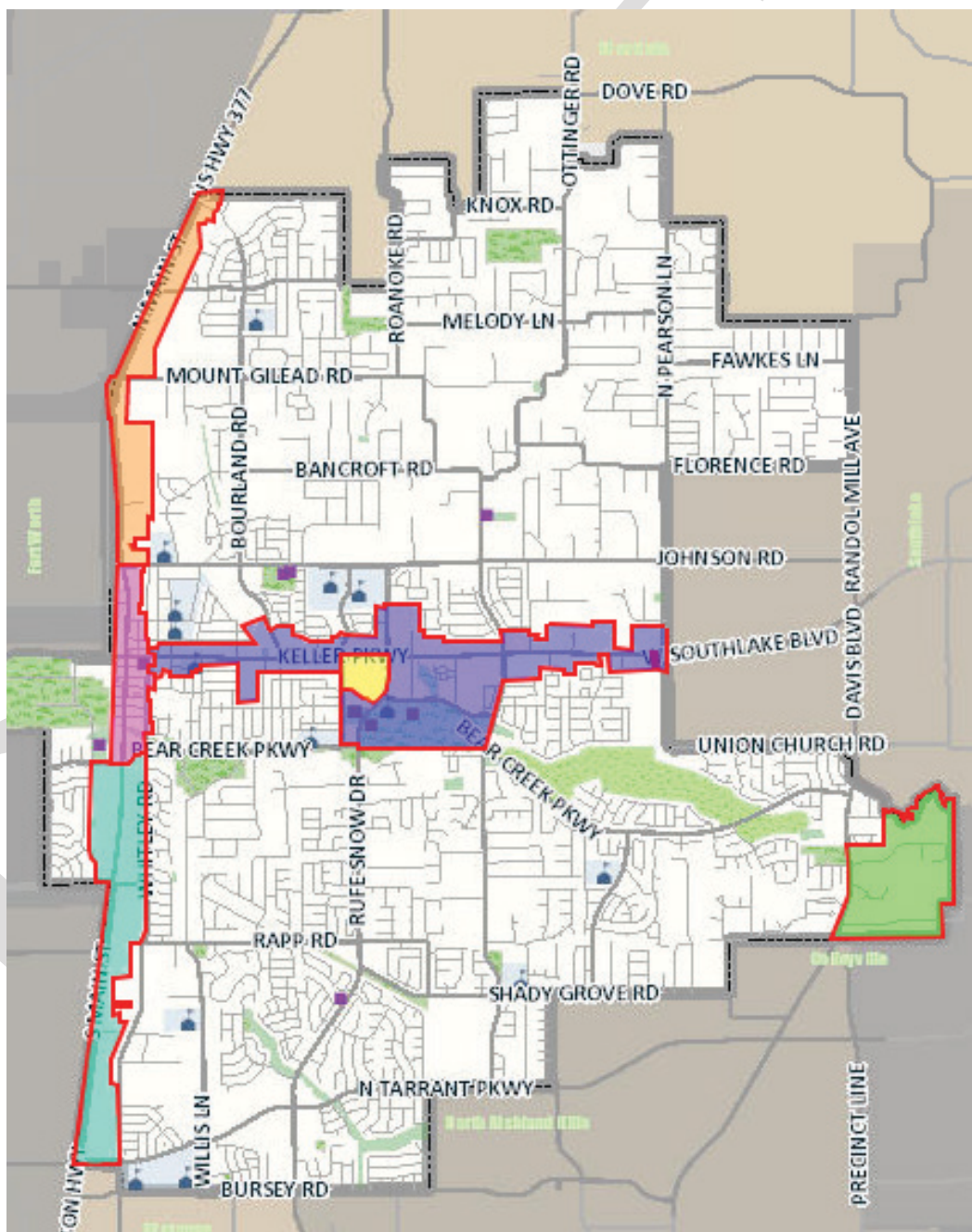


The background features a repeating pattern of stylized, multi-pointed star or snowflake shapes in a light beige color. A large, dark blue diagonal shape cuts across the center of the image, pointing towards the bottom right. To the left of this blue shape, there is a green triangular area. The text "Focus Areas" is centered within the blue diagonal shape in a white, serif font.

Focus Areas

Focus Areas

There are many opportunities for improved development in the city. There are undeveloped land, under-utilized locations, and a desire for new, unique establishments. These Focus Areas are locations that could use development/upgrading to better utilize the area. Each of these areas contains opportunities for development, such as vacant land or unused buildings. Target industries have been identified that fit best in the Focus Areas, in terms of desirability and meeting the qualifications of the land. Using Keller's current zoning map, the Future Land Use Plan map, and the recommendations from residents, the following Focus Areas were established for this strategic plan.



Old Town Keller

Opportunities for Development:

- Redevelop area North of Keller Parkway
- OTK Phase II

Target Industries:

- Family Entertainment
- Restaurant
- Office
- Retail - boutique style



Southeast of Bear Creek Parkway and Main Street

Opportunities for Development:

- Extension of Old Town Keller
- 50 acres of undeveloped land

Target Industries:

- Neighborhood services
- Flex office space
- Retail - boutique style
- Restaurants



Focus Areas

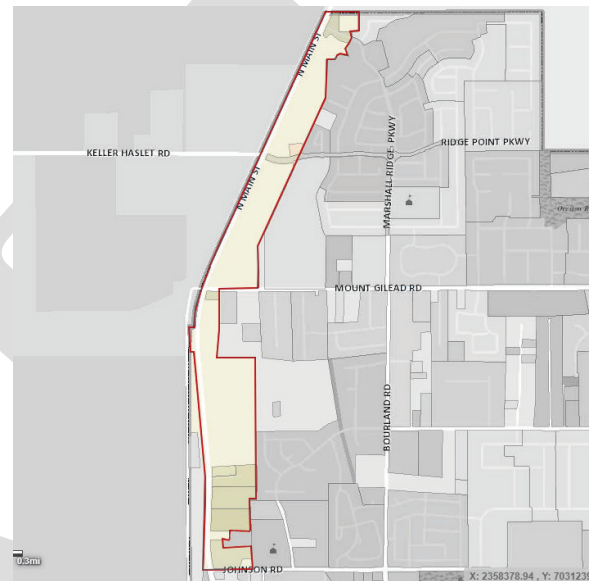
U.S. 377 North

Opportunities for Development:

- 60 acres of undeveloped land
- 20 acres near Samantha Springs
- Harvest Christian Church Building

Target Industries:

- Hospitality
- Retail
- Shopping centers
- Family entertainment
- Regional/Corporate headquarters



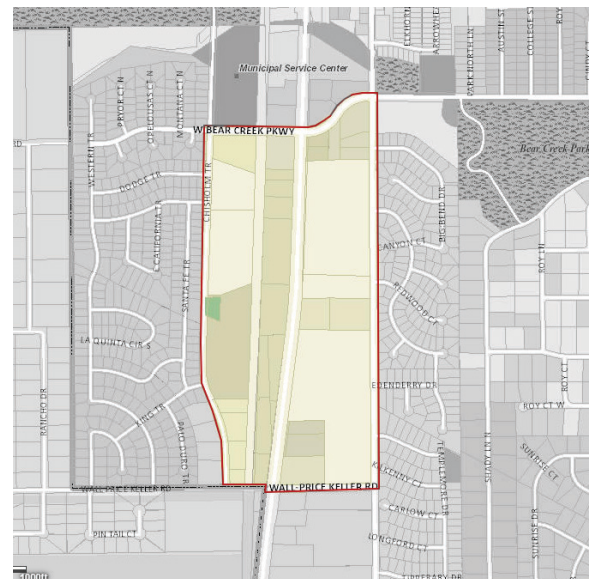
U.S. 377 South

Opportunities for Development:

- Bear Creek Plaza
- Chisholm Trail
- Undeveloped property
- Old Town Keller extension

Target Industries:

- Light Industrial
- Flex office space
- Restaurant
- Retail - boutique style



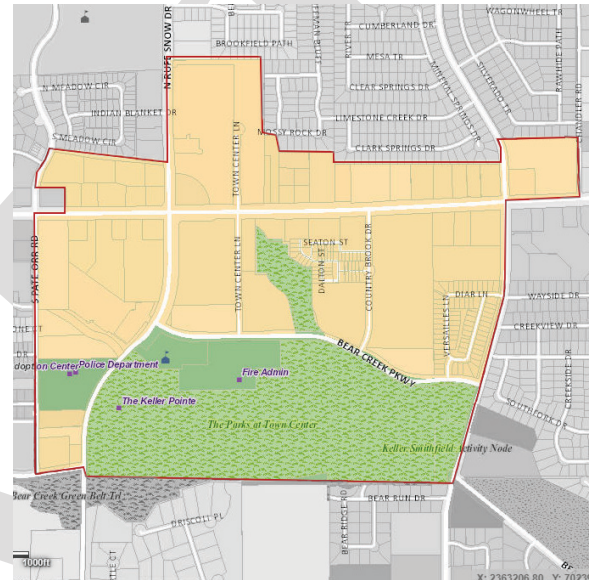
Town Center & Keller Parkway

Opportunities for Development:

- Redevelopment of Keller Parkway, west of Town Center
- Develop vacant land Keller Parkway, east of Town Center

Target Industries:

- Professional/medical offices
- Hotel/convention centers
- Retail
- Restaurants



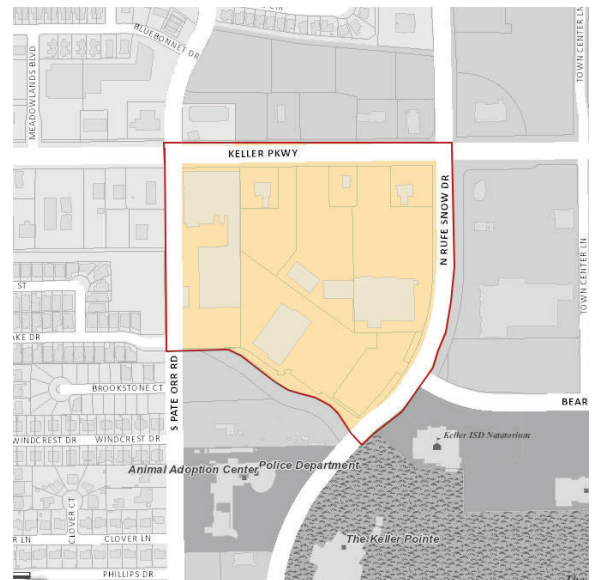
Southwest of FM 1709 and Rufe Snow Drive

Opportunities for Development:

- 5 acres of undeveloped land

Target Industries:

- Shopping center
- Retail - boutique style
- Family entertainment
- Restaurant
- Recreation

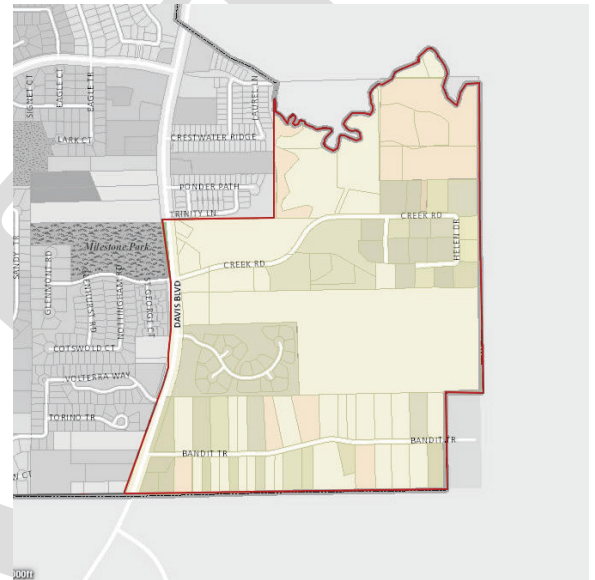


Focus Areas

Southeast City Limits & Davis Road

Opportunities for Development:
- 3 acres of undeveloped land

Target Industries:
- Retail
- Restaurants
- Recreation



The cover features a large, dark blue diagonal band across the center. The top-left and bottom-right corners are white, each containing a repeating pattern of gold-colored geometric star-like shapes. A solid green triangular shape is located on the left side, partially overlapping the blue band. Thin dark red lines separate the white patterned areas from the blue band and the green shape.

Work Plan

Work Plan

Initiative	End Date		Responsibility
	FY	Quarter	
Update "New Business Guide"	2019	4	ED Coordinator
Update Keller Façade Improvement Matching Grant webpage to feature completed projects and impact to the district	2019	4	ED Coordinator
Develop strategic focus for Old Town Keller, South of FM 1709	2019	4	ED Staff
Develop strategic focus for Old Town Keller, North of 1709, consider zoning change	2020	1	ED Staff
Develop strategic focus for Highway 377, South of Bear Creek Parkway	2020	2	ED Staff
Develop strategic focus for FM 1709, West of Town Center Lane	2020	3	ED Staff
Develop strategic focus for FM 1709, East of Town Center Lane	2020	4	ED Staff
Develop strategic focus for North Tarrant Parkway at Highway 377	2021	1	ED Staff
Develop strategic focus for North Tarrant Parkway at Rufe Snow	2021	2	ED Staff

Ongoing Initiatives	Timeframe	Responsibility
Maintain a map to be used on the city's Economic Development webpage that identifies available commercial property and provides information for site selectors	Year-round	ED Coordinator
Attend ribbon cuttings/grand openings of Keller businesses	Year-round	ED Staff & KEDB
Develop visitation program to visit new Keller businesses within two months of opening	Year-round	ED Staff & KEDB
City Council Economic Development updates	Year-round	ED Director
Maintain the Keep it in Keller Facebook page	Year-round	ED Coordinator
Create Welcome Kits for new businesses and ribbon cuttings	Year-round	ED Staff
Attend Business Networking Groups monthly luncheons	Monthly	ED Staff
Develop electronic monthly updates to be distributed to site selectors, regional developers, and commercial brokers	Monthly	ED Coordinator

Work Plan

Conduct scouting trips to recruit new businesses	Monthly	ED Staff
Publish bi-monthly Economic Development Newsletter with new businesses and development information	Bi-monthly	ED Coordinator
Publish economic development update in North Texas Magazine	Quarterly	ED Staff
Maintain database of local commercial brokers and site selectors	1st Quarter	ED Coordinator
Attend DFW Marketing Team's annual meetings (in association with Dallas Regional Chamber of Commerce)	1st Quarter	ED Director
Maintain our local promotional program through the national Small Business Week campaign	2nd Quarter	ED Coordinator
Site visits to current Keller businesses that are part of Keller's targeted business industries	2nd Quarter	ED Staff & KEDB
Create and distribute Annual Shopping and Dining Guide	3rd Quarter	ED Coordinator
Host Annual Broker's Luncheon	3rd Quarter	ED Staff
Attend TEDC's Mid-Year or Annual Conference (dependent on scheduling with IEDC Conference)	3rd/4th Quarter	ED Staff
Maintain local promotional program through the national Small Business Saturday campaign	4th Quarter	ED Staff
Attend IEDC's Annual Conference (dependent on scheduling with TEDC Conference)	4th Quarter	ED Staff
Update Strategic Business Plan's Work Plan	4th Quarter	ED Staff
Annual Report of Keller Facade Improvement Matching Grant Program for City Council	4th Quarter	ED Director
Attend TEDC's Sales Tax Workshop	Yearly, as offered	KEDB

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Appendix

