

Larry Weber, President  
Kurt Herrington, Board Member  
Linda Dickens, Board Member  
Charles Drane, Board Member  
Michael Page, Board Member  
Ben Campbell, Board Member  
Will Brule, Board Member



Lisa Denton, ED Director  
Terry Johnson, ED Project Manager

**NOTICE OF VIRTUAL SPECIAL MEETING  
ECONOMIC DEVELOPMENT BOARD**

**July 31, 2020**

**9:00 AM**

**100 Willow Creek Pkwy., Suite A  
Palestine, TX**

Notice is hereby given in accordance with Order of the Governor issued March 16, 2020, the Palestine Economic Development Corporation will conduct its meeting by telephone/video conference in order to advance the public health goal of limiting face-to-face meetings (also called "social distancing") to slow the spread of the COVID-19. There will be no public access to the location described above.

Zoom Link:

<https://us02web.zoom.us/j/82402011083?pwd=VzIRc291NlhkTGhkTHk2YkhDNGIxQT09>

Meeting ID: 824 0201 1083

Passcode: 117476

One tap mobile

+13462487799,,82402011083#,,,,,0#,,117476# US

*Note: when you are joining a Zoom meeting by phone, you can use your phone's dial pad to enter the commands \*6 for toggling mute/unmute and \*9 to "raise your hand." [Learn more here.](#)*

Follow us live at: [facebook.com/palestinetxt/](https://www.facebook.com/palestinetxt/)

The public will be permitted to submit public comments electronically as provided by the agenda and as permitted by the presiding officer during the meeting.

**A. CALL TO ORDER**

**B. PUBLIC COMMENTS**

Members of the public may submit their comments by completing the required Request to Speak form by using the weblink below. All comments submitted by 8:30 a.m., the day of the meeting will be read during the meeting. All comments must be no more than five minutes in length.

<http://cityofpalestinetxt.com/government/city-secretary/policies-forms/request-to-speak/>

**C. DISCUSSION AND ACTION ITEMS**

1. Discussion of the Strategic Plan

**D. ADJOURNMENT**

I certify that the above Notice of Meeting was posted at the main entrance of the Palestine Economic Development Corporation located at 100 Willow Creek Parkway, Suite A, Palestine, Texas, in compliance with Chapter 551 of the Texas Government Code on **Monday, July 27, 2020, at 11:00 a.m.**

A handwritten signature in blue ink, appearing to read "Lisa Denton".

Lisa Denton, Economic Development Director

IN ACCORDANCE WITH THE PROVISIONS OF THE AMERICANS WITH DISABILITIES ACT (ADA) PERSONS IN NEED OF SPECIAL ACCOMMODATION TO PARTICIPATE IN THIS PROCEEDING SHALL, CONTACT THE CITY SECRETARY'S OFFICE VIA EMAIL AT [therrera@palestine-tx.org](mailto:therrera@palestine-tx.org) or 903-731-8414.



Agenda Date: 07/31/2020  
To: Palestine Economic Development Corporation  
From: Terry Johnson, Project Manager  
Agenda Item: ED Special Meeting - Strategic Plan Discussion 2020-2021 Fiscal Year  
Date Submitted: 07/24/2020

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**SUMMARY:**

ED Special Meeting - Strategic Plan Discussion 2020-2021 Fiscal Year

**RECOMMENDED ACTION:**

The staff recommends a priority list of strategic plan items from this meeting for fiscal year 2020/2021

**CITY MANAGER APPROVAL:**

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**Attachments**

Strategic Plan Documents  
2019 Strategic Plan Documents  
2020 Strategic Plan Document

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Palestine Economic  
Development Corp.



# P<sup>3</sup>: Palestine's Path to Prosperity

## Strategic Plan Presentation

May 2009

PRESENTED BY:



# OUTLINE

**ONE: Project Review and Vision**

**TWO: Issues Discussion**

**THREE: Industry Recommendations**

**FOUR: Strategy and Implementation**

ONE

# PROJECT REVIEW

# PROCESS RECAP

- Market and Community Analysis through interviews, focus groups, tours
- Target Market Audit and Analysis
- Strategic Plan and Business Development – success through strategy and implementation



# YOUR VISION

## Current PEDC Vision & Mission Statements:

Vision Statement: To be a growing, healthy community with a diversified economic base that enhances people's lives.

Mission Statement: To provide the leadership and resources to successfully compete for jobs and enhance community wealth.

**P<sup>3</sup>: Palestine's Path to Prosperity**  
**with the correct balance of priorities,**  
**P<sup>3</sup> is the roadmap to accomplish vision and mission statements in a volatile economy.**



TWO

## TOP COMMUNITY ISSUES

# COMMUNITY SWOT ANALYSIS

## Strengths

- Low-cost workforce
- Low tax climate
- Strong capabilities in logistics & distribution
- Significant infrastructure assets (airport, railroads, raw water, etc.)
- Excellent location near urban areas

## Weaknesses

- Low industry diversity and depth
- Low percentage of young professionals
- Low educational attainment; lack of technical workforce
- Strained K-12 school systems
- Lack of complete water and sewer infrastructure

## Opportunities

- UT-Tyler campus expansion
- Leverage UP & Texas State RR assets for business expansion
- Better tourism tie-ins to downtown create a better quality of life, jobs

## Threats

- Largest employment clusters are also the lowest paying
- Lack of advanced employment options
- Recent college graduates are migrating out of the region
- Permitting process slows development
- Reliance on large employers

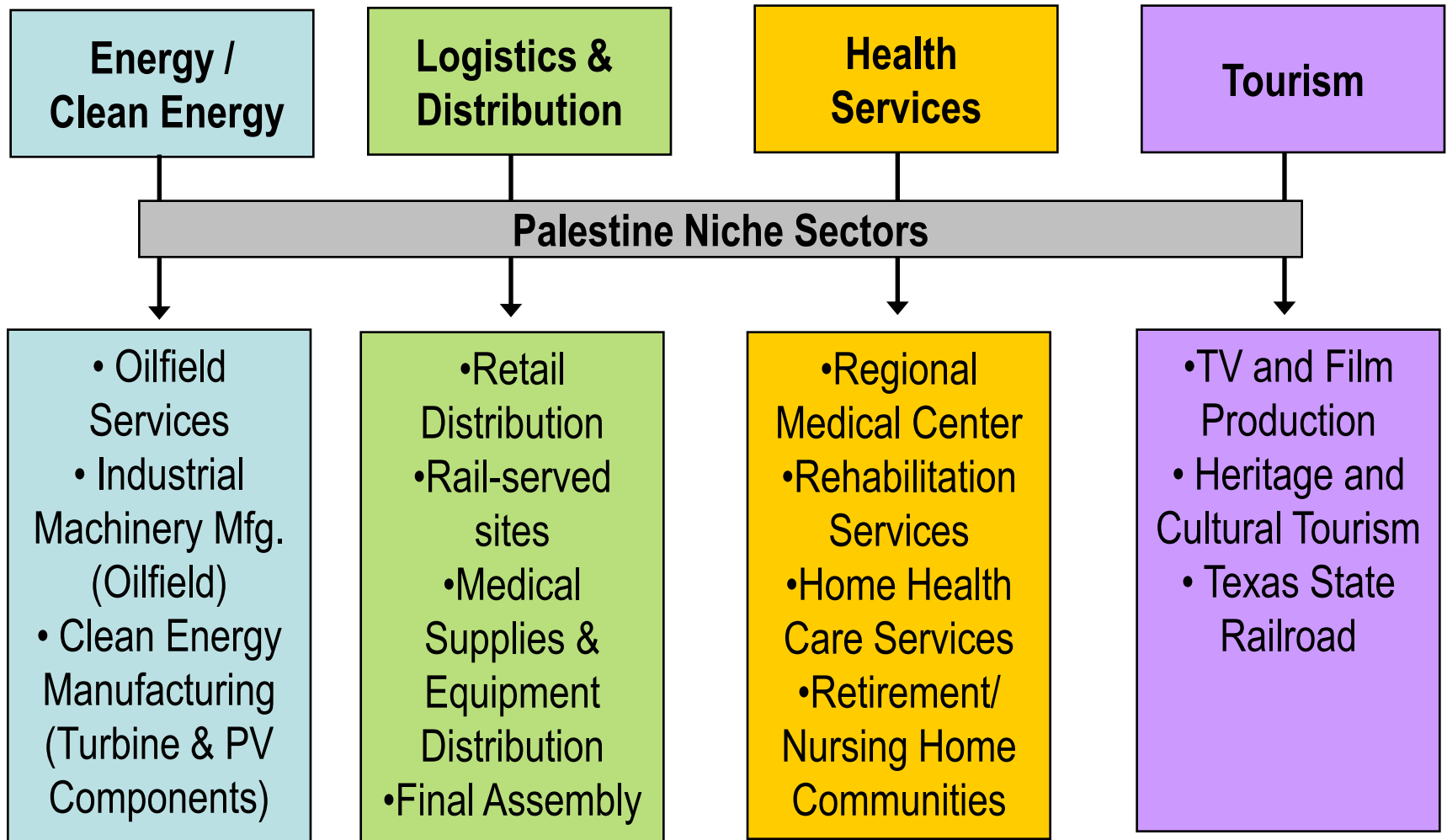
# TOP 5 ISSUES AFFECTING PALESTINE

- **EDUCATION**: Palestine must improve the educational attainment and opportunities for area residents
- **WORKFORCE DEVELOPMENT**: Palestine must provide greater support for local technical college educational opportunities
- **INFRASTRUCTURE**: Palestine must expand utility service to industrial and commercially developable land
- **QUALITY OF LIFE**: Palestine must more aggressively leverage underutilized historic and tourism assets
- **VISION**: Palestine must develop a community-wide commitment to the new economic vision for the area

THREE

**TARGET INDUSTRIES**

# PALESTINE'S TARGET INDUSTRIES



# TARGET INDUSTRY: ENERGY / CLEAN ENERGY

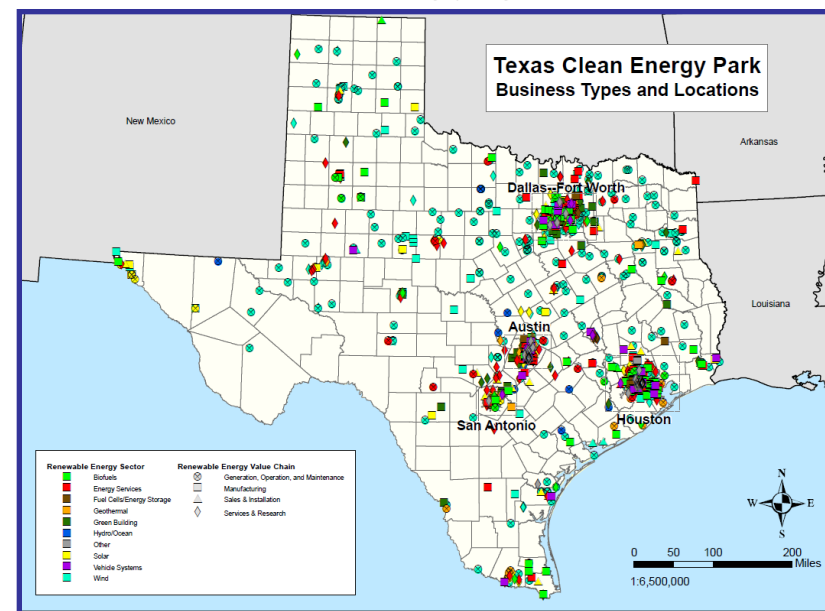
**Description** — The energy industry focuses on exploration of potential oil and natural gas-bearing areas across the globe. Clean energy is defined as technologies that reduce the environmental impact of energy generation.

## Market Opportunities:

- Oilfield Services
- Industrial Machinery Manufacturing
- Clean Energy Manufacturing

## Why Energy/Clean Energy?

- Long-term growth industry, with huge job-creation potential
- Palestine is located near traditional, renewable energy companies
- High wages, existing strength, ability to grow into adv. mfg.



# TARGET INDUSTRY: LOGISTICS & DISTRIBUTION

**Description** — Logistics and distribution involves the tracking and movement of products / materials throughout the supply chain. Distribution includes all freight carriers (air, water, trucking, and rail/intermodal) and warehousing.

## Market Opportunities:

- Retail and wholesale distribution
- Medical supplies/equip. distribution
- Rail-served sites (Union Pacific)



## Why Logistics & Distribution?

- Industry expanding nationally, can target highest impact operations
- Strong correlation with other targets
- Range of opportunity, including moderate to high wage jobs

# TARGET INDUSTRY: HEALTH SERVICES

**Description** – The health services sector engages in the treatment and prevention of disease and the enhancement of human physical and mental well-being. These establishments integrate advances in medical technology into the provision of medical services.

## Market Opportunities:

- Regional Medical Center
- Rehabilitation Services
- Home health / Retirement Centers



## Why Health Services?

- The aging American population will drive long term growth
- Planned retirement communities, existing regional med ctr.
- Range of wages, job types available



# TARGET INDUSTRY: TOURISM

**Description** – The tourism sector provides accommodations, food, entertainment, and recreation to a wide variety of tourists, visitors, and convention attendees. While this sector offers low wages, it contributes significantly to a city's tax base.

## Market Opportunities:

- TV and Film Production
- Heritage and Cultural tourism
- Texas State Railroad



## Why Tourism?

- Significant historic architectural assets
- Texas State Railroad presents unique opportunities
- Provides quality of life amenities for workforce attraction/retention

FOUR

# STRATEGY & IMPLEMENTATION

# FINAL STRATEGIC PLAN

**Our final strategic recommendations plan provide detailed guidance for growing these industries.**

- ✓ **Strategies to ensure the workforce meets the requirements of target industry companies**
- ✓ **Tactics to connect the region's higher and technical education assets with new industry growth**
- ✓ **Methods to improve entrepreneurship to grow these industries from within**
- ✓ **Program of work with short-, mid-, and long-term actions**
- ✓ **Some budgeting recommendations**

# PRIORITY 1: WORKFORCE AND EDUCATION

- ❑ Establish a Business & Education Council – long-term workforce plan and funding strategy
- ❑ Support additional funding for Trinity Valley Community College
- ❑ Establish workforce training programs for key occupations within each of the four target industries
- ❑ Form a young professionals group to help improve the retention and attraction of YPs in Palestine.

## PRIORITY 2: ECONOMIC DEVELOPMENT & MARKETING

- Aggressively target business recruitment and retention in four target sectors
- Establish industry working groups for each of the four targeted industries
- Expand PEDC's website to include more information specific to the needs of targeted industries
- Analyze the effectiveness of Palestine's brand
- Strengthen support system for entrepreneurs and small businesses
- Broaden the scope of PEDC's communications (i.e. an e-newsletter) and public engagement to help increase awareness and support of local economic development goals

## PRIORITY 3: INFRASTRUCTURE AND QUALITY OF LIFE

- Strategically address pressing infrastructure needs
- Streamline the permitting process
- Strengthen the link between the Texas State Railroad and Palestine's historic downtown
- Expand retail offerings, including restaurants and shopping venues, throughout the community

# EIGHT MOST IMPORTANT & IMMEDIATE STEPS

1. Establish a Business & Education Council to develop a long-term workforce plan and funding strategy for the region.
2. Strategically address pressing infrastructure issues
3. Establish workforce training programs for key occupations within each of the target industries.
4. Aggressively target business recruitment and retention within the target industries
5. Support additional funding for Trinity Valley Community College.
6. Strengthen the support system for entrepreneurs and small businesses.
7. Establish target industry working groups for each of the four targeted industries.
8. Streamline the permitting process.

Thank you

**AngelouEconomics**

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[www.angeloueconomics.com](http://www.angeloueconomics.com)





## Strategic Plan Brief

### ECONOMIC DEVELOPMENT

**1. Attraction:**

- a. Attract outside investment: Houston, Dallas
- b. Capitalize on Business Park opportunities
- c. Extend logistics/distribution center sector
- d. Attract national retailers

**2. Retention/Expansion:**

- a. Work with Chamber to promote business retention
- b. Establish strong relationship w/Jake Erickson to enhance possibility of expansion
- c. Create collateral materials re: expansion assistance

**3. Development/redevelopment**

- a. Accent on downtown – infrastructure, building renovation
- b. Build housing – multi-family and single family
- c. Sell Mall and work with developer
- d. Begin sale of Civic Center with aim to develop

**4. Advertising/Promotion:**

- a. Create marketing campaign for logistics/distribution
- b. Join Team Texas
- c. Attend selected trade shows
- d. Expand retail advertising/ Attempt co-op ads

**5. Workforce Development**

- a. Form advisory committee
- b. Establish goals and objectives
- c. Reach out to businesses
- d. Establish sponsors
- e. Begin program



## Strategic Plan Brief

### MAIN STREET

1. Attraction:
  - a. Attract new businesses to Main Street
  - b. Attract more locals to Main Street
  - c. Attract investors to Main Street
2. Retention/Expansion:
  - a. Host monthly/ quarterly workshops for Main Street Businesses (partner with Chamber so they can invite their businesses as well)
  - b. More communication with Main Street Merchants to build relationships and unified vision for Main Street
  - c. Work with businesses who may want to open a second location to expand into Main Street
  - d. Host pop-up businesses in vacant buildings
  - e. Change historic preservation policies to make it easier to renovate historic buildings and still keep historic integrity
3. Development/redevelopment
  - a. Accent on downtown – infrastructure, building renovation
  - b. Main Street living- lofts/ apartments
  - c. Main Street beautification
  - d. Enforce laws on building codes that building cannot be used for storage/ need to be maintained so they don't collapse
4. Advertising/Promotion:
  - a. Create Main Street logo
  - b. Create marketing campaign (partner with Tourism)
  - c. Facebook/ Instagram post planning
  - d. Combine pages so that there is less to manage/ more visibility
5. Research
  - a. Read through codes to determine where we need change the most
  - b. Visit small communities to get ideas
  - c. Read Main Street books recommended by Sarah O'Brien



## Strategic Plan Brief

### TOURISM MARKETING

1. Experience Immersion
  - a. NASA – partner with the new operator to develop a program for groups – why does this facility merit visitation
  - b. Embrace technology for walking and driving tours
2. Heritage Development
  - a. Develop a master interpretive plan – sound clips, vocal narratives
  - b. Living History Tours – Museum for East Texas Culture, Texas Jailhouse, Courthouse, Eilenberger Bakery
  - c. Texas State Railroad – support efforts to enhance the static displays at the Palestine depot, expansion of special events onsite,
3. Nature Tourism Development
  - a. Partner with area parks & wildlife management areas to survey and inventory assets and opportunities
    - i. Gus Engeling Wildlife Management Area
    - ii. Steven Bennett Park – add trails and signage
    - iii. Big Woods on the Trinity
    - iv. ID Fairchild State Park
    - v. Garzilla Alligator Gar Guide Service
    - vi. Night Vision Hog Hunting
    - vii. Palestine Community Forest – kayaks/canoeing, paddling trails, camping, hiking/biking trails, swimming
  - b. Develop Dogwood Trails driving trails throughout the area
  - c. Paid Tour services – Fall Foliage, Birding
4. Awareness
  - a. Wayfinding signage
  - b. Pedestrian signage
  - c. Co-operative advertising opportunities
  - d. Texas Friendly/ Hospitality Training
5. Main Street Partnerships

# Palestine Economic Development Team Strategic Plan 2019-2024

Category	EDC	VP	MS	Goal
Attraction				
	X			Attract outside investment: Houston, Dallas
	X			Capitalize on Business Park opportunities
	X			Extend logistics/ distribution center sector
	X			Attract national retailers
	X		X	Attract new businesses to Main Street
		X		Way Finding Signage
		X	X	Gateway Signage
		X	X	Pedestrian Signage
		X		Park Signage
Retention/ Expansion				
	X		X	Work with Chamber to to promote business retention
				Establish a strong relationship w/ Jake Erickson to enhance the possibility of expansion
				Create collateral materials re: expansion assistance
			X	Host monthly/quarterly workshops for Main Street businesses
Development/ Redevelopment			X	Increase the communication to Main Street merchants to build relationships and unified vision for Main Street
				Accent Downtown - Infrastructure, building renovation
	X			Adopt a Building - PEDC
	X		X	Ordinance updates
		X	X	Alley Projects
		X	X	Mural Projects
		X	X	Beautification
		X	X	Arts & Culture District
	X			Build housing - multi-family and single family
	X			Sell Mall and work with developer
	X			Begin sale of Civic Center with aim to develop
			X	Enforce code requirements for building use and maintenance
		X		Historic Preservation: Museum for East Texas Culture, Howard House Museum, Mt Vernon AME Church, Texas Theatre, Federal Building
Advertising/ Promotion				
	X			Create marketing campaign for logistics/distribution
	X			Join Team Texas
	X	X		Attend select trade/industry shows
	X	X	X	Expand retail advertising/ Co-op Advertising
		X	X	TSRR, Redlands, VP
		X	X	Main Street
	X			PEDC, apartment
			X	Create brand identity for Main Street
		X		Social Media campaign planning - review all social pages and consolidate where necessary
	X	X	X	Website Development
	X	X	X	Create an integrated marketing plan that markets the economic opportunities through VisitPalestine.com & PalestineTexas.net
Workforce Development				
				Enhance the drill down opportunities for specialty needs (i.e. dietary restrictions, pet friendly, kid friendly, etc.)
		X		
	X			Form advisory committee
	X			Establish goals & objectives
	X			Reach out to businesses
	X			Establish sponsors
	X			Begin program
		X		Implement online hospitality training courses
		X		Paid intern positions: Texas Film Community content upload, Driving tours - incorporate current north and southside dist tours and bring in THC markers to develop a pin map driving tour with dictation
Research/ Project Implementation				
	X			Examine ICSC participants site selection criteria/ hone in on possibilities
	X		X	Visit websites of small communities to determine possible expansions
	X			Perform workforce research
				Heritage Development Coordinator
	X	X	X	Historic Preservation: Museum for East Texas Culture (HVAC, accessibility, exhibit interpretation, lighting, preservation of artifacts)
		X		Experience Immersion: TSRR, living history
		X		Heritage Development
	X	X	X	Anniversary of the Railroad to Palestine
		X		Director of First Impressions Part time: gardens, visual presentation (i.e. poster installation/removal, weed abatement, touchups)
		X		Experience Immersion - NASA
		X		Partner with TPWD management sites to survey and inventory assets and identify areas of opportunity
	X	X		Partner with City of Palestine Community Services to enhance the parks experience
		X	X	Develop economic impact formula and cost of services for all special events

## Palestine Economic Development Team Strategic Plan 2019-2024

Category	EDC	VP	MS	Goal
Attraction				
	X			Attract outside investment: Houston, Dallas
	X			Capitalize on Business Park opportunities
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	X			Attract national retailers
	X	X		Attract new businesses to Main Street
		X		Way Finding Signage
		X	X	Gateway Signage
		X	X	Pedestrian Signage
		X		Park Signage
Retention/ Expansion				
	X		X	Work with Chamber to to promote business retention
				Establish a strong relationship w/ Jake Erickson to enhance the possibility of expansion
				Create collateral materials re expansion assistance
			X	Host monthly/quarterly workshops for Main Street businesses
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		X	X	Alley Projects
		X	X	Mural Projects
		X	X	Beautification
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	X			Build housing - multi-family and single family
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Advertising/ Promotion				
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		X	X	Main Street
	X			PEDC, apartment
			X	Create brand identity for Main Street]
		X	X	Social Media campaign planning - review all social pages and consolidate where necessary
	X	X	X	Website Development
	X	X	X	Create an integrated marketing plan that markets the economic opportunities through VisitPalestine.com & PalestineTexas.net
		X		Enhance the drill down opportunities for specialty needs (i.e. dietary restrictions, pet friendly, kid friendly, etc.)
		X		
Workforce Development				
	X			Form advisory committee
	X			Establish goals & objectives
	X			Reach out to businesses
	X			Establish sponsors
	X			Begin program
		X		Implement online hospitality training courses
		X		Paid intern positions: Texas Film Community content upload, Driving tours - Incorporate current north and southside dist tours and bring in THC markers to develop a pin map driving tour with dictation
Research/ Project Implementation				
	X			Examine ICSC participants site selection criteria/ hone in on possibilities
	X		X	Visit websites of small communities to determine possible expansions
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				Heritage Development Coordinator
	X	X	X	Historic Preservation: Museum for East Texas Culture (HVAC, accessibility, exhibit interpretation, lighting, preservation of artifacts)
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		X		Director of First Impressions Part time: gardens, visual presentation (i.e. poster installation/removal, weed abatement, touchups)
		X		Experience Immersion - NASA
		X		Partner with TPWD management sites to survey and inventory assets and identify areas of opportunity
	X	X		Partner with City of Palestine Community Services to enhance the parks experience
		X	X	Develop economic impact formula and cost of services for all special events

Suggestions for focus areas as related to strategic planning:

Goals:

**Assets-Sites & Tools:** *Enhance capacity to accommodate new investment and job growth*

Property assemblage/identification-shovel ready sites and marketable buildings for targeted industries

Plans for infrastructure needs within business park

Broadband initiative

Develop and manage current assets (short term) identify future sites and strategy for acquisition/development (long term)

Maintain updated inventory on PEDC site and other accessible sites

**Marketing & Attraction:** *Increase awareness of opportunities in Palestine*

Build awareness of opportunities in Palestine

Identify and outreach to targeted industries via direct contact, regional, state and national activities or groups

Lead generation plans-identify regional partners or other avenues that offer cost effective solutions

Continue to promote local industries via multiple outlets

Increase social media awareness

Continue downtown enhancements through façade program

Extend program to improve gateway areas (one area per year) ??

Continue focus on commercial development

Continue participation in ICSC shows

Work with and support efforts of mall developer-continued plan for research & analysis

Create marketing plan to achieve identified measures

**Business Retention & Expansion:** *Create environment that encourages growth of existing businesses*

Develop BRE program and implement activities to help support local business

HR luncheons, CEO roundtables, etc.

Maintain inventory of existing businesses and manage relationships through CRM designed for economic development organizations, including strategies, survey and interview design, and information tracking...research and determine costs ???

Build relationships with Palestine CEO's and executives

Set goal of industry visits when staff can allocate time

Promote small business and entrepreneurship opportunities through partnership with SBDC

Industry appreciation activities/event??

**Talent Development:** *Elevate technical training to meet industry needs*

Build relationship with Workforce Solutions East Texas and partner with employment initiatives

Build relationships with TVCC and UT Tyler workforce contacts

Build relationships with ISD Career Tech Education departments

Target, develop and recruit young talent and leaders