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LEAGUE CITY

ECONOMIC DEVELOPMENT STRATEGIC PLAN

2027-2032

JUNE 10, 2026

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GENERAL OVERVIEW

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

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

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

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

MESSAGE FROM CITY MANAGER

JOHN BAUMGARTNER



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

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

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

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

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

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

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

MESSAGE FROM DIRECTOR OF ECONOMIC DEVELOPMENT

SCOTT D. LIVINGSTON



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

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

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

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

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

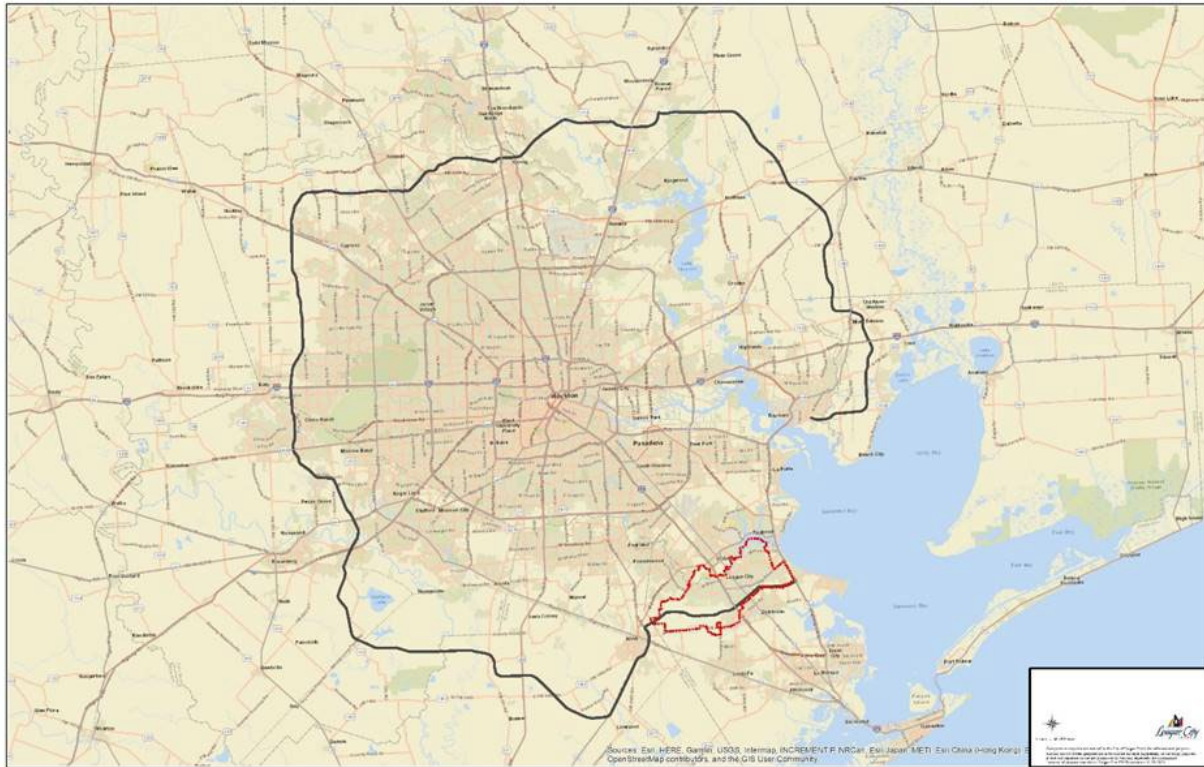
As we work to elevate and sustain League City's superior quality of life, collaboration among City Council, City administration, City departments, community partners, and both private and nonprofit organizations will remain essential. That collaboration will help align capital investment, permitting,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

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

WELCOME TO LEAGUE CITY, TEXAS!

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

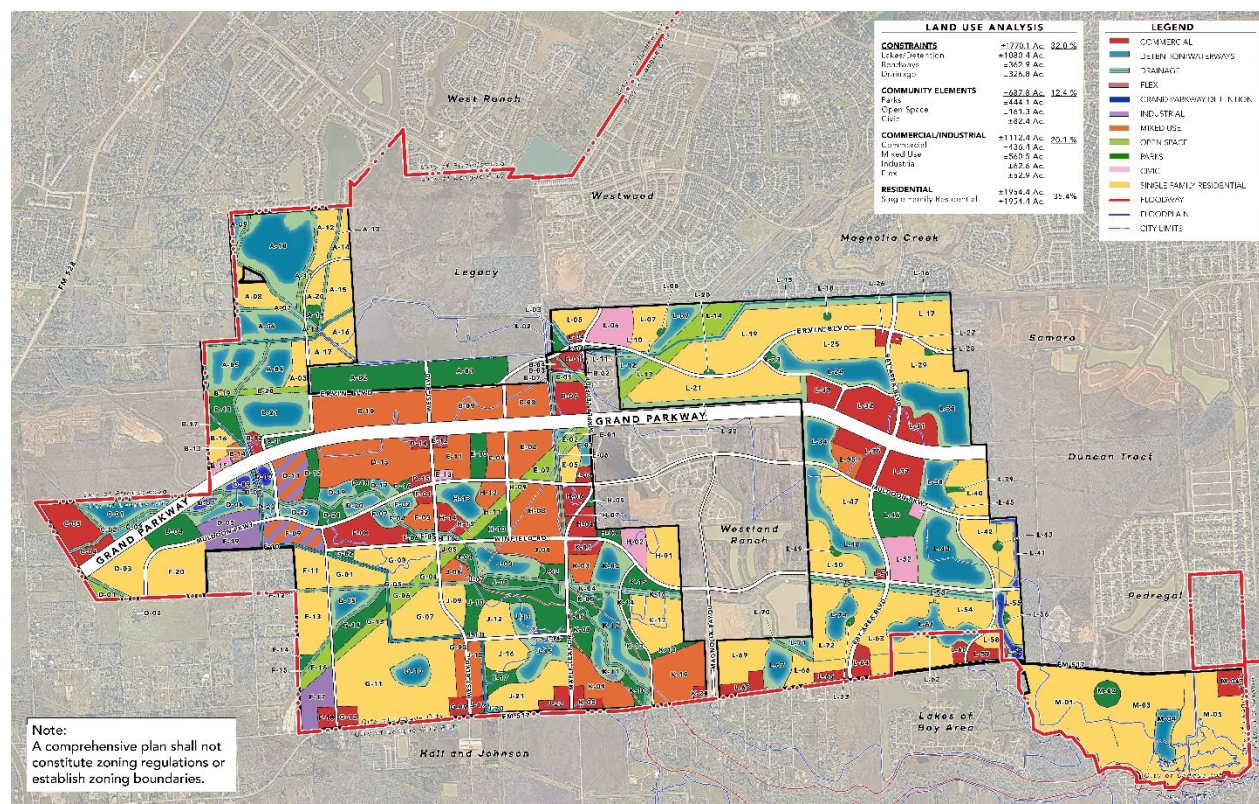
Construction of Segment B of the Grand Parkway, which is scheduled to begin in 2027, is expected to unlock more than 4,000 acres of developable land by 2031 and further accelerate this growth. That momentum will be built upon residential projects and key intersections already taking shape throughout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



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

2027 – 2032 Economic Development Strategic Plan

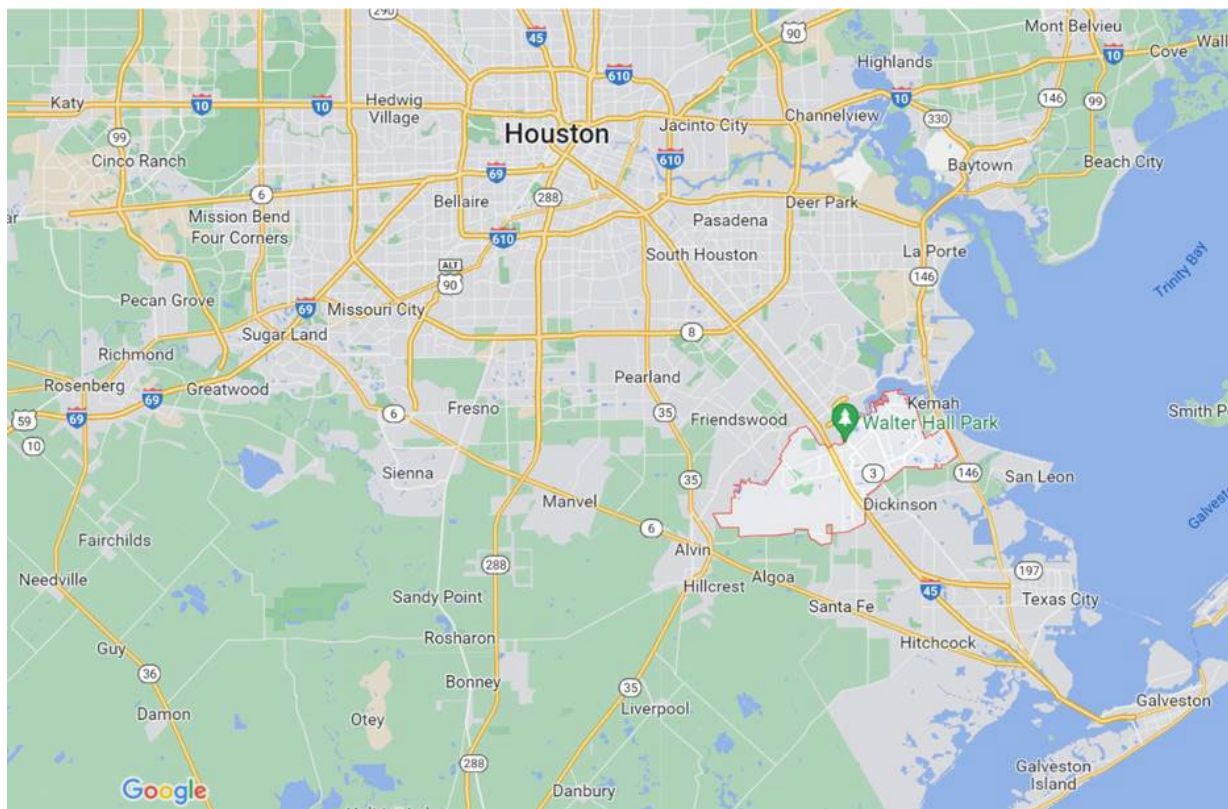
Complementing this momentum, City Council has adopted the Westside League City Regional Master Plan, establishing a clear vision for balanced expansion. Together, the Westside Plan and this Economic Development Strategic Plan provide a roadmap to strengthen League City's economic foundation, capitalize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



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

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

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



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

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

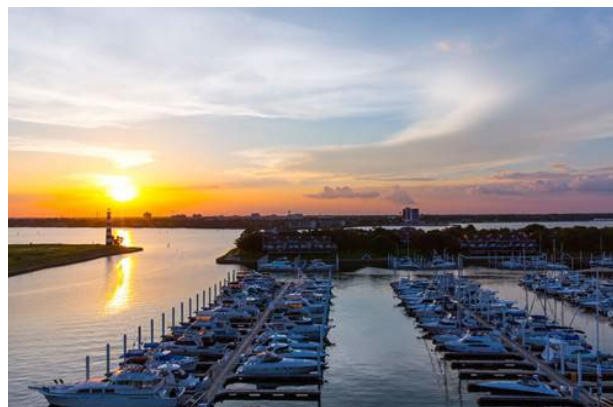
- #13, #5** Best Places to Live in the USA and Texas in 2026-2027 (US News & World Report)
- # 9** Most Affordable, Fastest-Growing City in the USA (2026 MoneyLion)
- # 6** Best Place to Live in the U.S. in 2025-2026 (US News & World Report)
- # 8** Best City to Move to in Texas in 2025 (2025 ConsumerAffairs)
- Top 10%** Overall & Amongst All Large Cities in the U.S.A. (2021-2025, ETC Institute)
- # 4** Safest and Most Affordable US City to Live in (2024, GOBankingRates)
- # 8** Best Place to Live to in Texas (2024, ConsumerAffairs)
- #10** Safest City in America (2023, HomeSnacks)
- # 1** Most Affordable Housing in Houston Region (2023, Metro Affordability Report)
- #10** Richest City in the USA (2022, HomeSnacks)
- #15** Fastest Growing City in the U.S.A. (2021, ConsumerAffairs)
- # 1** Top State for Economic Development (2012-2026, Site Selection Magazine)

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

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

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

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



ECONOMIC DEVELOPMENT STRATEGIC PLAN

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

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

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

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

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

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

REALISTIC APPRAISAL OF AVAILABLE RESOURCES, CONSTRAINTS, AND OPPORTUNITIES

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

FINDINGS BY THE IEDC IN 2021

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

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

Strengths

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

Challenges

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

FINDINGS BY CITIZENS AND STAKEHOLDERS IN 2025

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

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

Available Resources and Assets

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

Constraints or Factors that Limit Growth

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

Opportunities for Growth

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

STAFF'S OBSERVATIONS

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

1. "Financial Sustainability" refers to the City's ability to financially support League City's superior quality of life in perpetuity.
2. As development and infrastructure age, deterioration can lead to declining property and sales tax revenue if maintenance and reinvestment do not keep pace.
3. To sustain its quality of life in perpetuity, League City should continue prioritizing quality development, services, amenities, and programming.
4. Economic Development can be understood more broadly as both attracting and retaining value. See Exhibit #3.
5. Quality commercial development provides both conspicuous and inconspicuous benefits that strengthen the financial sustainability of a community's quality of life. See Exhibit #3.
6. Eighty-eight percent of League City's employed residents commute outside the community for work, while approximately one million highly skilled professionals live within a 45-minute drive from League City. League City has an opportunity to reverse that pattern over time and become a net importer of quality jobs rather than a net exporter of workers. See Exhibit #3.

METHODOLOGY

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

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

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

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

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

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

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

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

DIRECTIVES AND INITIATIVES

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

Primary Directive

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

Strategic Directives

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

Strategic Initiatives

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

Critical Outcomes

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

Performance Metrics

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

LEAGUE CITY ECONOMIC DEVELOPMENT'S VISION, MISSION, PRIMARY DIRECTIVE, AND ACTIONABLE, STRATEGIC OBJECTIVES

Vision Statement

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

Mission Statement

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



League City's Primary Directive in the center is surrounded by the community's four Strategic Directives.

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

STRATEGIC DIRECTIVE #1 – ATTRACT QUALITY DEVELOPMENT THAT REFLECTS AND ENHANCES LEAGUE CITY’S NATURAL BEAUTY

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

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

Key Initiatives

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

incentives, infrastructure, zoning and building code flexibility, and development processes available to support infill, redevelopment, and reuse projects.

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

Critical Outcomes

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

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

Performance Metrics

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

Reporting Responsibility

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

STRATEGIC DIRECTIVE #2 – FACILITATE COMMERCIAL INVESTMENT THAT BALANCES THE TAX BURDEN

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

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

Key Initiatives

- Promote League City’s proximity to the Houston Spaceport, Downtown Houston, and Galveston Island to attract and pursue small and mid-sized employers in targeted industry clusters—including medical and life sciences, professional services, clean, advanced manufacturing, technology, and logistics—that align with League City’s infrastructure, workforce, and fiscal goals, create employment opportunities for residents, and increase inbound workforce activity.
- Recruit local business leaders and residents to serve as ambassadors, who actively promote League City as a destination for investment and assist in attracting peer companies.
- Collaborate with regional partners—including BAHEP, Galveston County, the Greater Houston Partnership, the Governor’s Office, and educational institutions—to recruit regional-scale employers.
- Partner with Communications to develop a campaign that highlights the benefits of economic development and builds community support for high-quality commercial investment.
- Support local entrepreneurs and small businesses through partnerships with the Small Business Development Center, League City Regional Chamber of Commerce, SCORE, SATOP, BAHEP’s Smart Manufacturing Roundtable, businesses, schools, colleges and universities, nonprofits, and other organizations by providing access to grants, technical assistance, and social capital to help entrepreneurs and local business owners expand, upgrade, or modernize facilities—organically strengthening the local, commercial tax base.
- Publish an annual summary of Performance Metrics presented in Exhibits #1 and 2 to demonstrate accountability, identify trends, track progress, and reinforce League City’s reputation as a responsible and business-friendly community.
- Conduct an annual retail and service sector analysis to identify spending leakage, track trends, and target recruitment efforts to recapture local demand.

- Strengthen collaboration among the City, educational institutions, businesses, and nonprofit organizations while exploring new partnership- and grant-supported opportunities—such as an incubator or tech hub—to build social capital, support entrepreneurship, drive innovation, facilitate technology transfer, and catalyze small business and advanced manufacturing growth.
- Develop, review, and implement a fiscal impact model by utilizing artificial intelligence, supervised university graduate student interns, and other resources to evaluate land use decisions based on tax revenue generation and prioritize development with the highest long-term return.
- Evaluate opportunities to use the Neighborhood Empowerment Zone to support the development of office, logistics, and/or light manufacturing along State Highway 3, between League City Parkway and FM 646.
- Assess the use of economic development tools such as Chapter 380 Agreements, Public Improvement Districts, the Neighborhood Empowerment Zone, and other financing mechanisms to support infrastructure investment in un-developed and/or under-developed commercial areas with high-growth potential, without burdening the General Fund.
- Explore partnerships with landowners and brokers to assemble small and/or fragmented parcels in key commercial corridors to create sites suitable for higher-quality development and/or redevelopment.

Critical Outcomes

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

- Residents recognize, appreciate, and support the role Economic Development plays in attracting new investment to the community.

Performance Metrics

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

Reporting Responsibility

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

STRATEGIC DIRECTIVE #3 – CREATE DESIRABLE, HIGH QUALITY EXPERIENCES

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

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

Key Initiatives

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

- Collaborate with the Convention & Visitors Bureau and Communications to promote sports tourism through League City’s unique experiences, attractions, unique dining, entertainment, outdoor recreation and sports, cultural experiences, natural assets, and other amenities.
- Collaborate with Communications to encourage temporary and “pop-up” uses of vacant storefronts and public spaces for art shows, live music, food markets, and seasonal events—e.g., expansion of signature events, waterfront enjoyment artisan markets, outdoor music series, and other cultural activities.
- Provide workshops in partnership with the League City Regional Chamber of Commerce, SCORE, Small Business Development Center, and/or other partners to help local businesses improve marketing, branding, and emerging technologies like artificial intelligence.

Critical Outcome

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

Performance Metrics

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

- Number of Integrated, Mixed-Use Lifestyle Centers

Reporting Responsibility

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

STRATEGIC DIRECTIVE #4 - SUPPORT NEW AND EXISTING BUSINESSES

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

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

Key Initiatives

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

Document and report group feedback and decisions at the following meeting.

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

Critical Outcomes

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

Performance Metrics

- Growth in Commercial Property Tax Value (excluding Exemptions)
- Proportion of Commercial vs. Residential Tax Base

- Growth in Sales Tax Revenue
- Number of Jobs
- Quality of Jobs
- Number of New and/or Business Retention and Expansion Projects
- Business Retention Rate

Reporting Responsibility

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

IMPLEMENTATION AND EVALUATION

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

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

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

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

LEAGUE CITY BASELINE DATA: FY23-25

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

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

BENCHMARKING PERFORMANCE METRICS

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

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

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

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

INNOVATION, EQUITY, AND RESILIENCE

Innovation

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

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

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

Equity and Economic Opportunity

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

Resilience

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

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

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

BRANDING, MARKETING & EXTERNAL POSITIONING

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

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

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

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

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

SUMMARY

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

Developed through extensive community engagement, stakeholder input, and data-driven analysis, the Plan reflects the priorities and aspirations of League City's residents, businesses, and leadership.

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

Mission Statement

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

Primary Directive

Create a more valuable and financially sustainable League City.

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

(1) Attract Quality Development that Reflects and Enhances League City's Natural Beauty

League City will pursue high-quality, integrated, mixed-use lifestyle centers that preserve natural assets, prioritize infill and redevelopment, expand parks and trails, enhance the waterfront, reinforce the community's visual community character and hometown charm, and balance growth with environmental stewardship and quality design.

(2) Facilitate Commercial Investment that Balances the Tax Burden

League City will strategically grow and diversify its commercial tax base to reduce property tax pressure on residential taxpayers through targeted business recruitment, fiscal impact analysis, targeted industry cluster development, entrepreneurship support, and economic development tools that attract high-value investment and quality jobs.

(3) Create Desirable, High-Quality Experiences

League City will prioritize the attraction and development of high-quality dining, retail, entertainment, arts, and cultural amenities that enhance the community's quality of life, foster community interaction, emphasize walkable, mixed-use lifestyle destinations, and experience-oriented businesses that attract both residents and visitors and strengthen community identity as a premier place to live, work, and visit.

(4) Support New and Existing Businesses

League City will balance business attraction with strong retention and expansion efforts, particularly for small and locally rooted businesses. By improving predictability, responsiveness, and access to resources, League City will cultivate a business-friendly environment that supports long-term growth, job creation, and reinvestment.

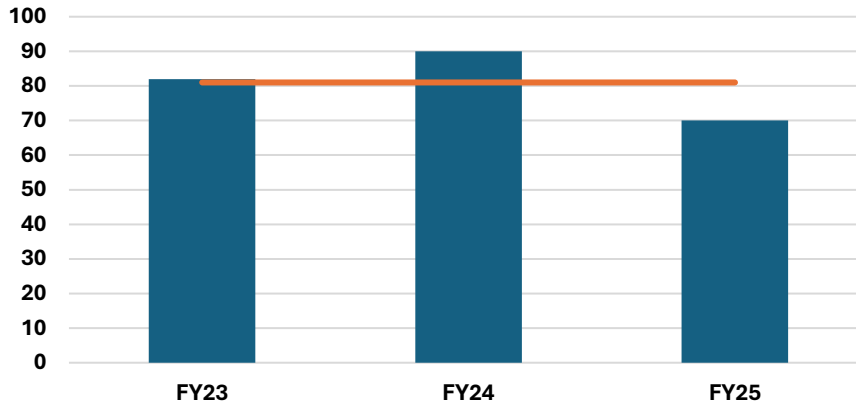
Implementation of this Plan is designed to be transparent, accountable, and adaptive. Progress will be tracked through defined Performance Metrics, documented quarterly, reported biannually, benchmarked annually, and routinely aligned with economic development priorities, annual budgeting, staffing,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

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

EXHIBIT #1

LEAGUE CITY BASELINE DATA FOR 2023 – 2025

New and Expanding Business Registrations



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

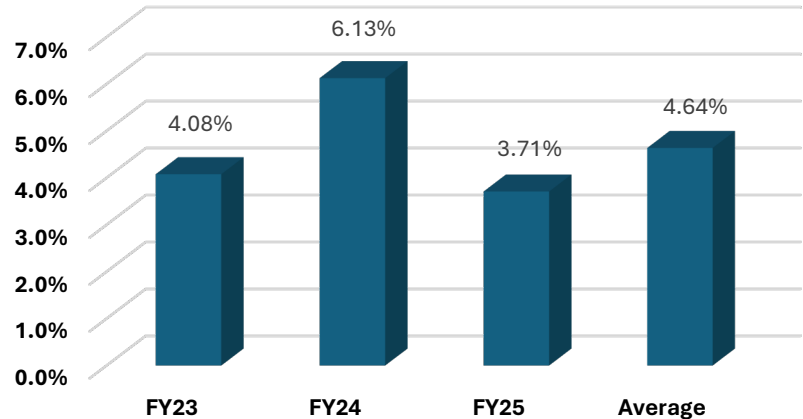
Source: Business Registrations approved and issued by League

Growth in Sales Tax Revenue

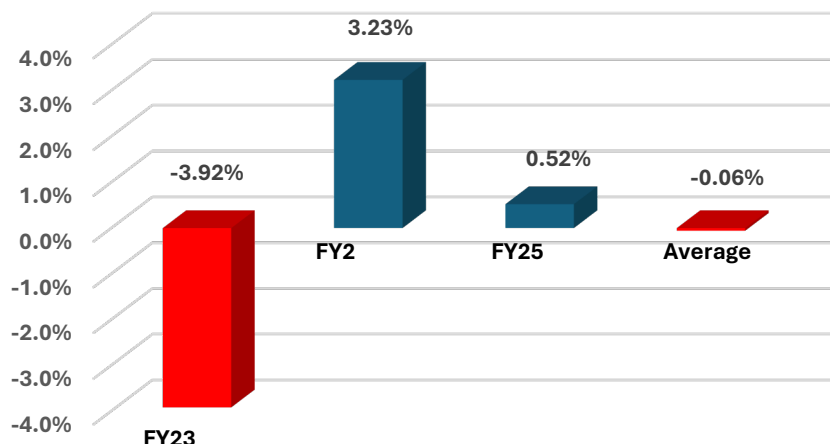
identifies the amount of new, taxable sales in League City. This metric indicates the condition of the local economy, which is driven by increased consumer spending and population growth. Strong sales tax growth can also indicate a thriving real estate market and a strong, overall fiscal outlook.

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

Growth in Sales Tax Revenue

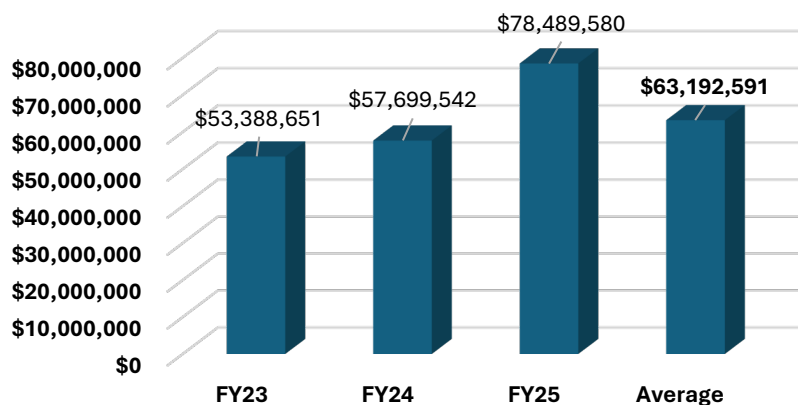


Growth in Sales Tax Revenue (Adjusted for Inflation and Population Growth)



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

Commercial Investment



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

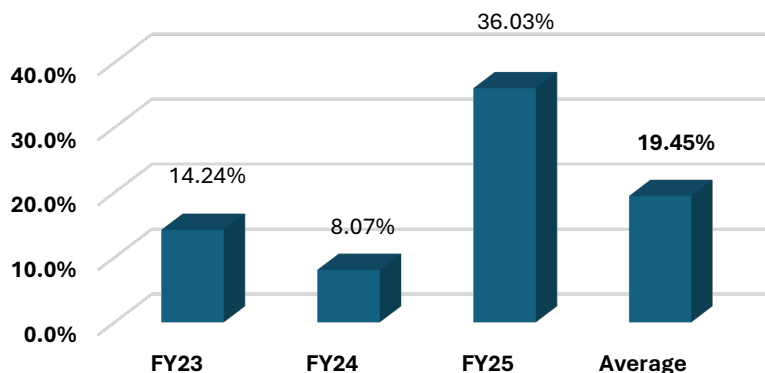
Source: League City Building Permits (Commercial New, Addition, Remodel)

Growth in Commercial Property Tax Value (Excluding Exemptions)

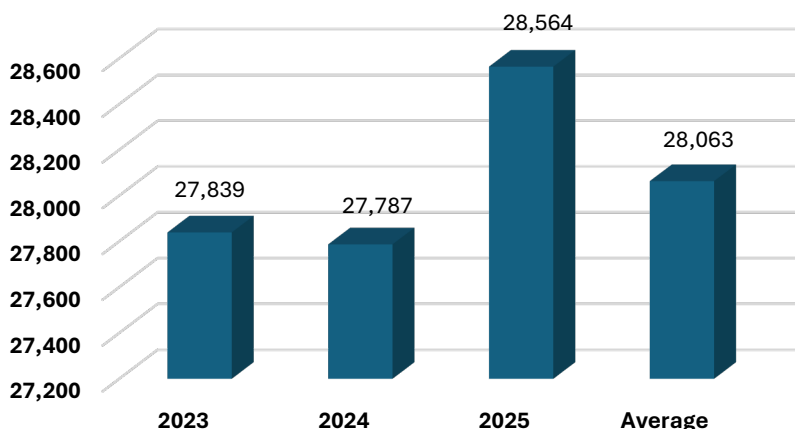
measures the amount of new, taxable commercial property developed in League City between FY 2023 and FY 2025. This metric generally indicates a strong, local economy and a vibrant commercial real estate market.

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

Growth in Commercial Property Tax Value (Excluding Exemptions)



Number of Jobs

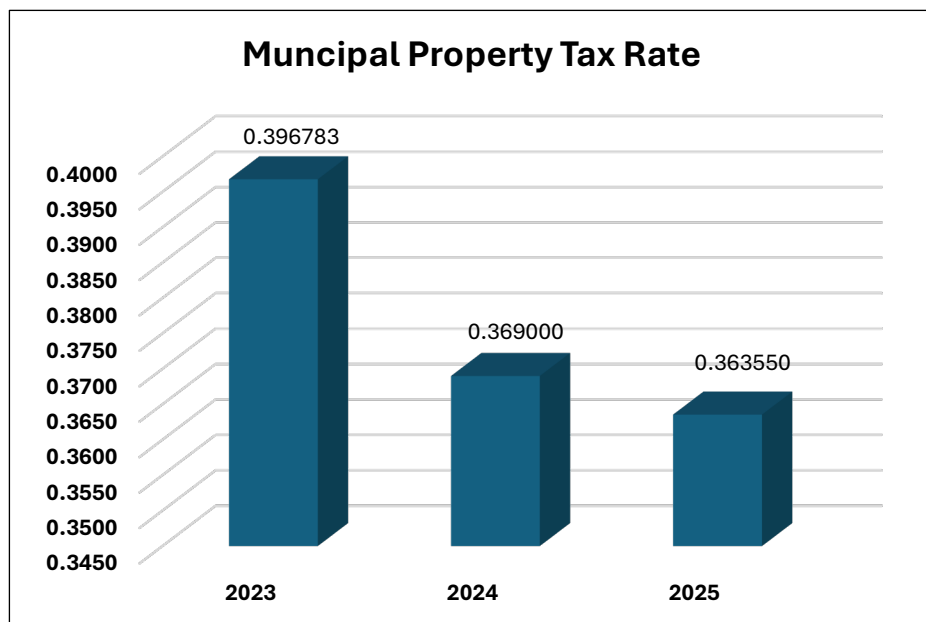
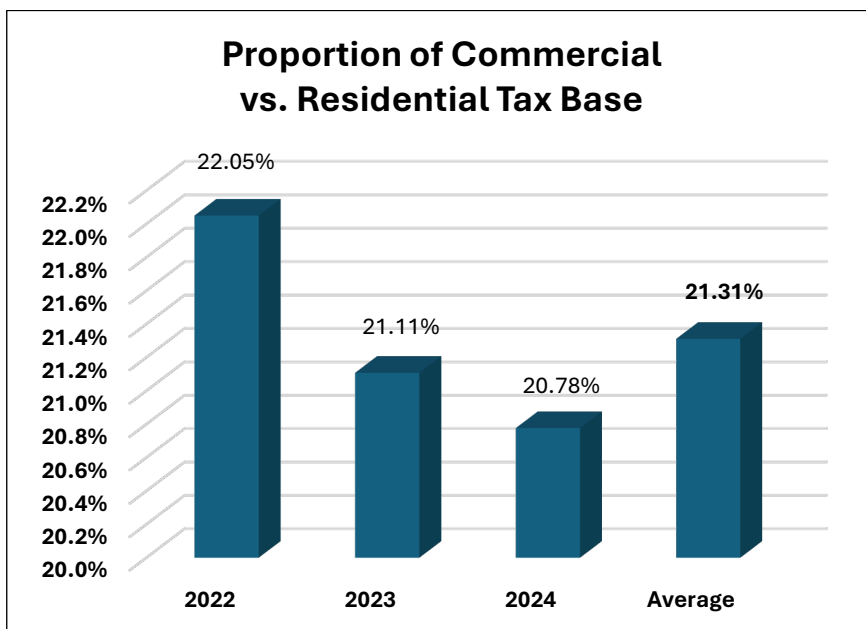


The **Number of Jobs** in League City indicates the community's overall economic health, strength of its connection to the broader economy, and its demand for labor. It also reflects the number of employment opportunities available, which identifies which industries and occupations are growing or declining.

Source: Lightcast

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

Source: League City's Annual Comprehensive Financial Reports



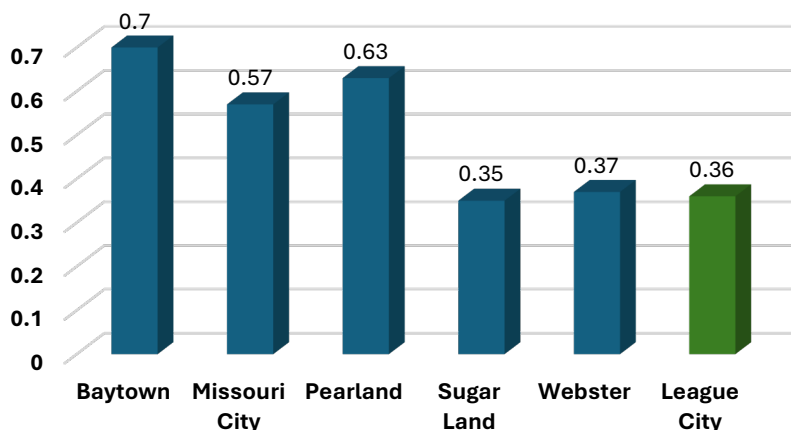
League City's **Municipal Property Tax Rate** is the percentage or amount the community charges on every \$100 of assessed property value to fund local, public services and infrastructure.

Source: League City Finance

EXHIBIT #2

BASLINE BENCHMARK DATA FOR BAYTOWN, MISSOURI CITY, PEARLAND, SUGAR LAND, AND WEBSTER

2025 Municipal Property Tax Rate



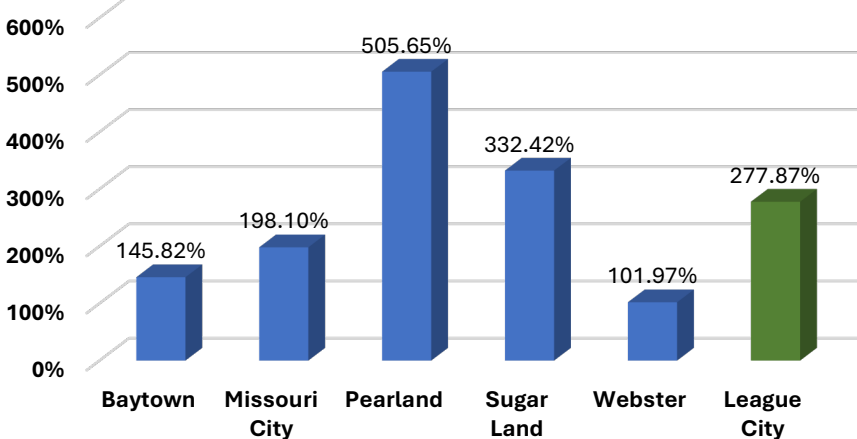
The **Municipal Property Tax Rate** of each community in **2025**, which is the percentage or amount the community charges on every \$100 of assessed property value to fund local, public services and infrastructure.

Source: Cities' Annual Comprehensive Financial Reports (ACFR)

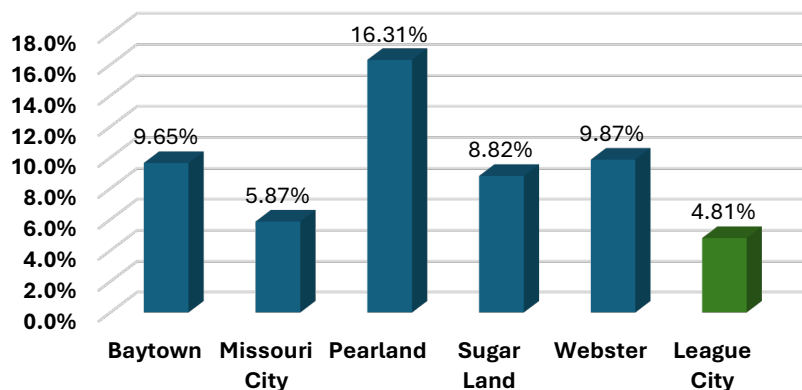
The **Municipal Debt to Revenue Ratio** reveals a municipality's financial capacity to pay its debt obligations. A higher ratio indicates a greater risk of financial strain, as more revenue is committed to debt, leaving less revenue for other services and potentially limiting future borrowing capacity.

Source: Cities' ACFRs

FY 24 Municipal Debt to Revenue Ratio



FY 24 Municipal Debt to Personal Income Ratio



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

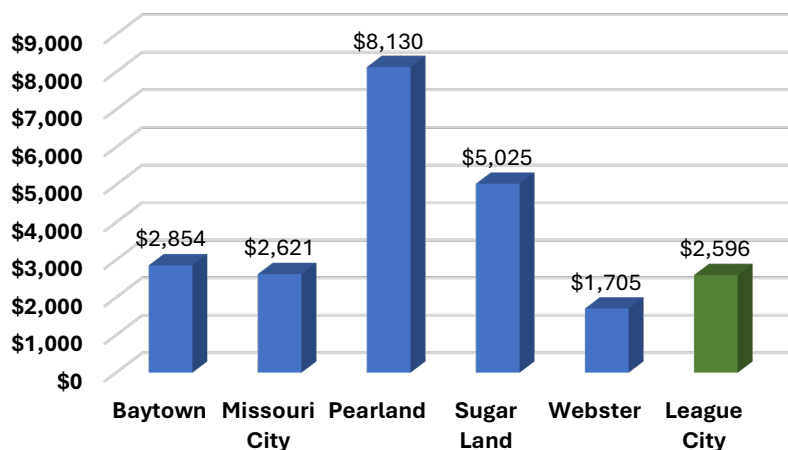
Source: Cities' ACFRs

Municipal Debt Per Capita

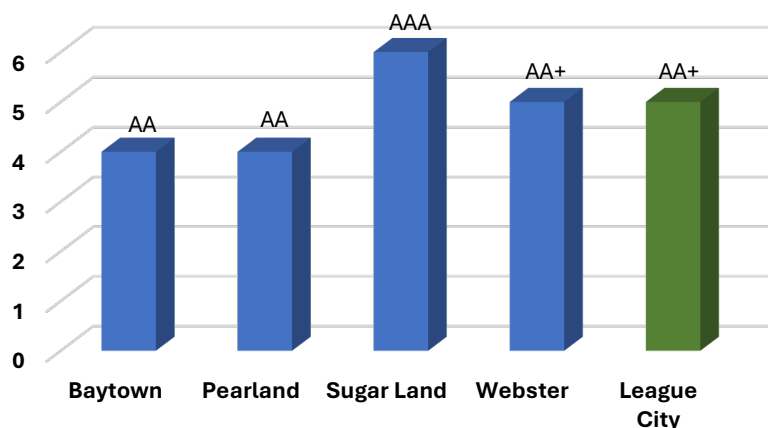
reveals a municipality's average amount of debt for which each resident is responsible. This metric helps assess the municipality's debt burden on its citizens, its overall fiscal health, and its ability to service existing debt and take on new debt. A high debt per capita can signal a heavier strain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

Source: Cities' ACFRs

FY 24 Municipal Debt Per Capita



FY 24 Municipal S&P Bond Rating



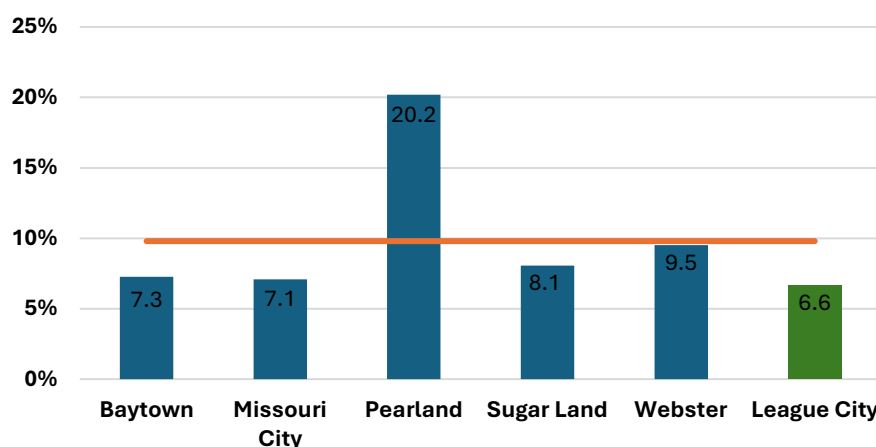
The **Municipal S&P Bond Rating** reveals its creditworthiness and the likelihood of repaying its debt, which impacts the risk for investors and the interest rate the municipality must offer. A higher rating, like AAA, indicates a lower risk of default, while a lower rating signals higher risk.

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

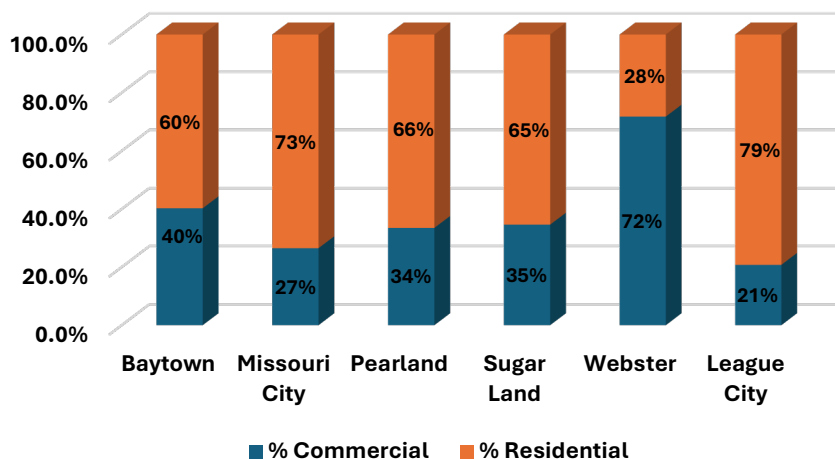
Growth in Commercial Property Tax Value (Excluding Exemptions) measures the new, taxable commercial property developed in a municipality between FY 2023 and FY 2024. This metric indicates a strong, local economy and a vibrant commercial real estate market. The average value – 9.80% – is shown by the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

Source: Cities' ACRFs

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



FY24 Proportion of Commercial vs. Residential Tax Base



FY24 Proportion of Commercial vs. Residential Tax Base

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

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

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

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

5-Year Average Growth in Sales Tax Revenue

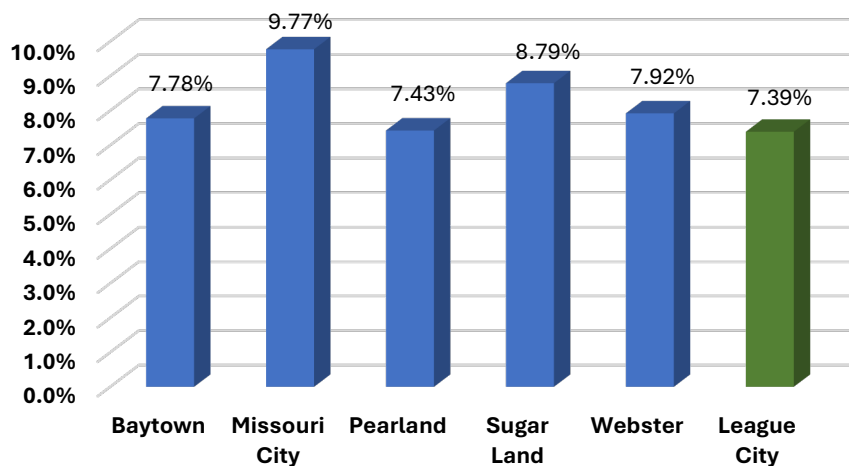


EXHIBIT #3

STAFF INSIGHTS

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

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

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

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

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

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

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

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

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

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

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

LC
TX

Economic Development is essential to:

Attract Value
("fill the bucket")



+

Retain Value
("plug holes in the bucket")



finance and sustain a community's quality of life.

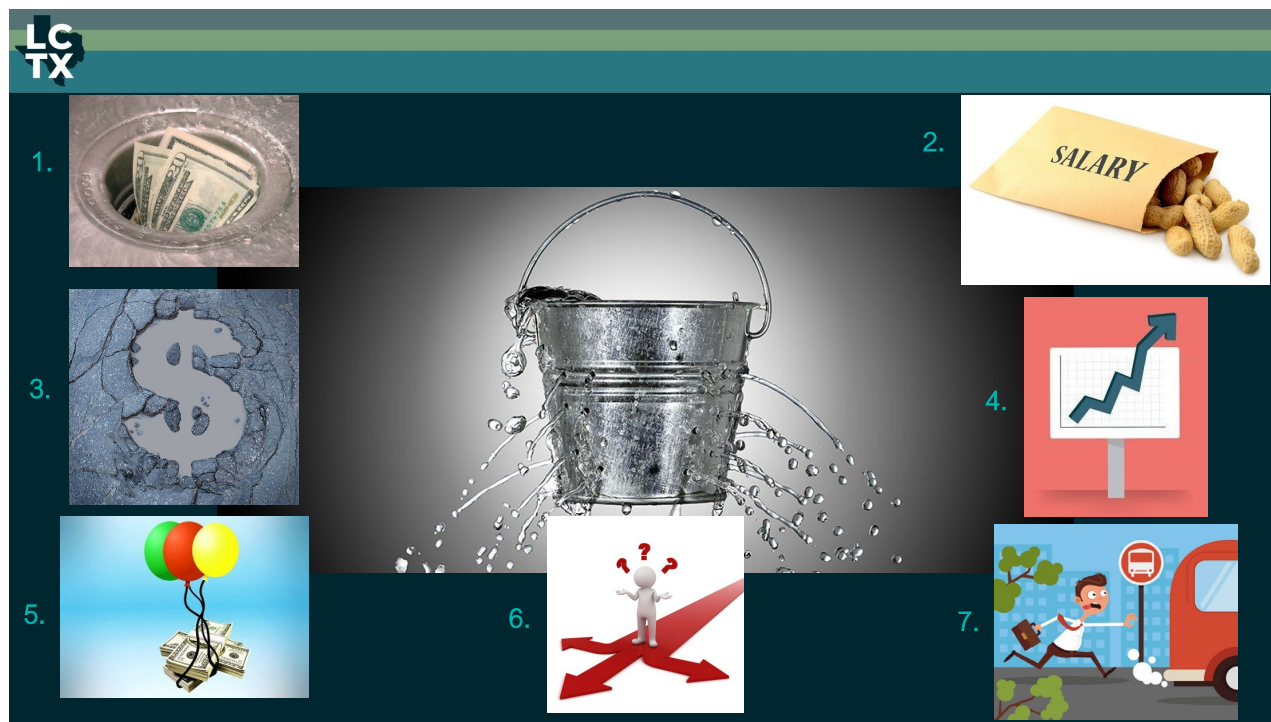
A. With respect to **attracting value**, some inputs include:



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

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

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



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

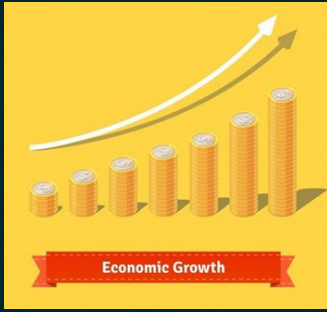
1. Local Retail Leakage
2. Low-Paying Service Jobs
3. Rising Costs to Repair and Replace Infrastructure due to Inflation
4. Rising Costs of City Services due to Inflation
5. Unexpected Liabilities/Expenditures
6. Lack of Planning and/or Poor Vision
7. Missed Opportunities Associated with Poor Development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

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



Benefits of Quality, Commercial Development

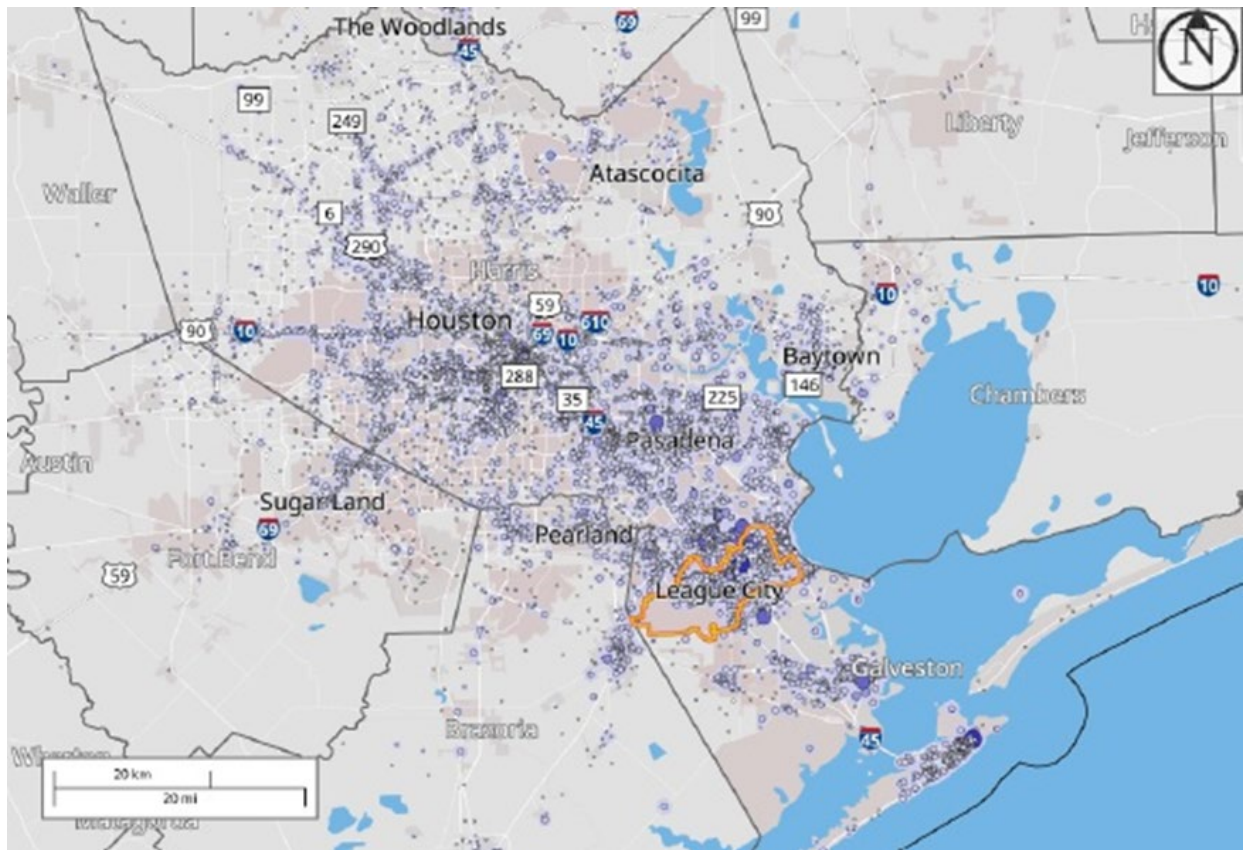
- ↑ Sales, property, and hotel tax revenues
- ↓ Costs less than residential
- ↓ Commute times
- ↓ Traffic congestion
- ↑ Citizens' quality of life
- ↓ Tax burden on homeowners
- ↑ Local places to shop/work



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

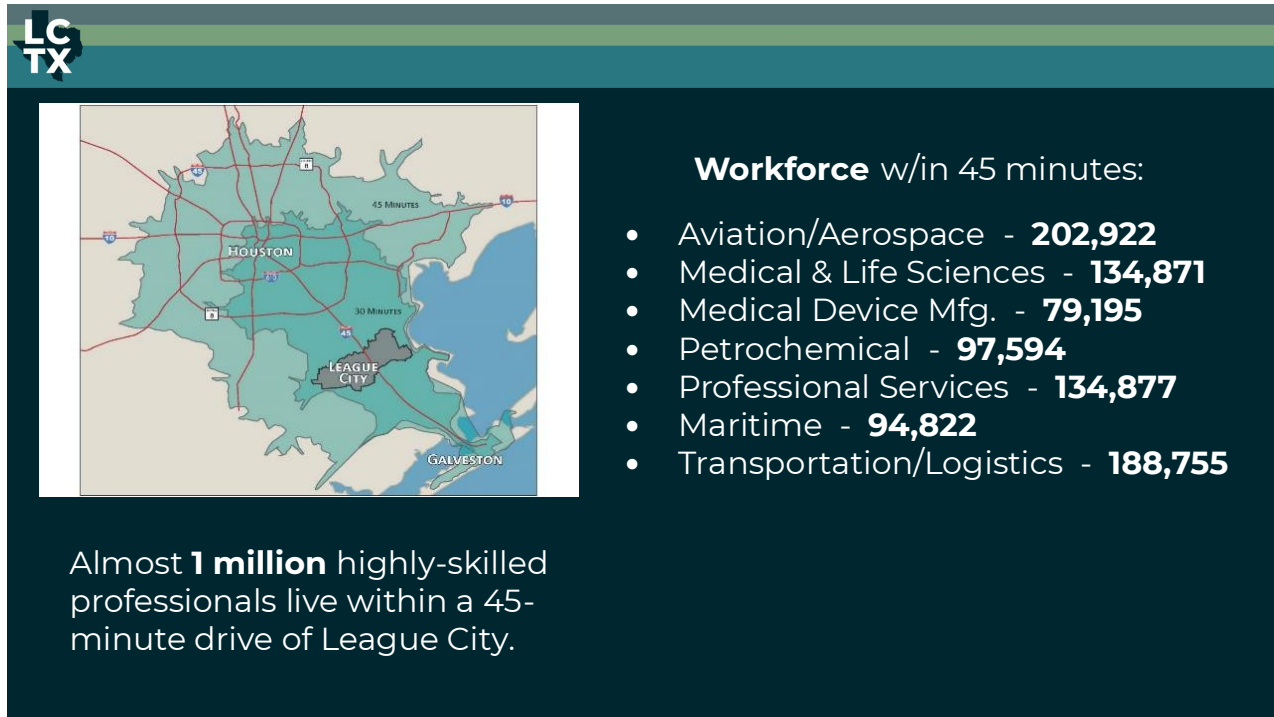
1. Increases sales, property, and hotel tax revenues
2. Costs less to serve than residential development
3. Decreases commute times for citizens who live and work in League City
4. Decreases commuter traffic congestion for citizens departing from and returning to League City
5. Decreased commute times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

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



48

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



Source: Texas Workforce Commission

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

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

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

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

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

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

The proposed study, including annual updates, may:

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

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

EXHIBIT #4

AVAILABLE RESOURCES AND ASSETS, CONSTRAINTS OR FACTORS LIMITING GROWTH, AND OPPORTUNITIES FOR GROWTH

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

AVAILABLE RESOURCES AND ASSETS

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

Community & Quality of Life Assets

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

Workforce & Education

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

Economic & Industry Assets

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

Geography & Location

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

Government & Leadership**

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

Planning & Incentives

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

Innovation & Future Assets

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

CURRENT CONSTRAINTS OR FACTORS THAT COULD LIMIT GROWTH

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

Development Costs & Fees

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

Challenging Geography

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

Infrastructure & Traffic

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

Business Climate Issues

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

Undefined Priorities

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

Overdevelopment & Housing

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

OPPORTUNITIES FOR GROWTH

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

Industry & Business Development

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

Infrastructure & Mobility

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

Education & Workforce

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

Incentives & Partnerships

- **Funding partnerships & grants:** Collaborating with state, federal, and regional entities.
- **More aggressive incentives:** Streamlined, transparent TIRZ/380 programs; explore FTZ (Foreign Trade Zone) opportunities.
- **Public-private partnerships:** For convention centers, entertainment venues, and big employers.
- Adjust City policies (e.g., signage rules) to empower small businesses and keep economic activity in League City.
- Provide incentives for local businesses.

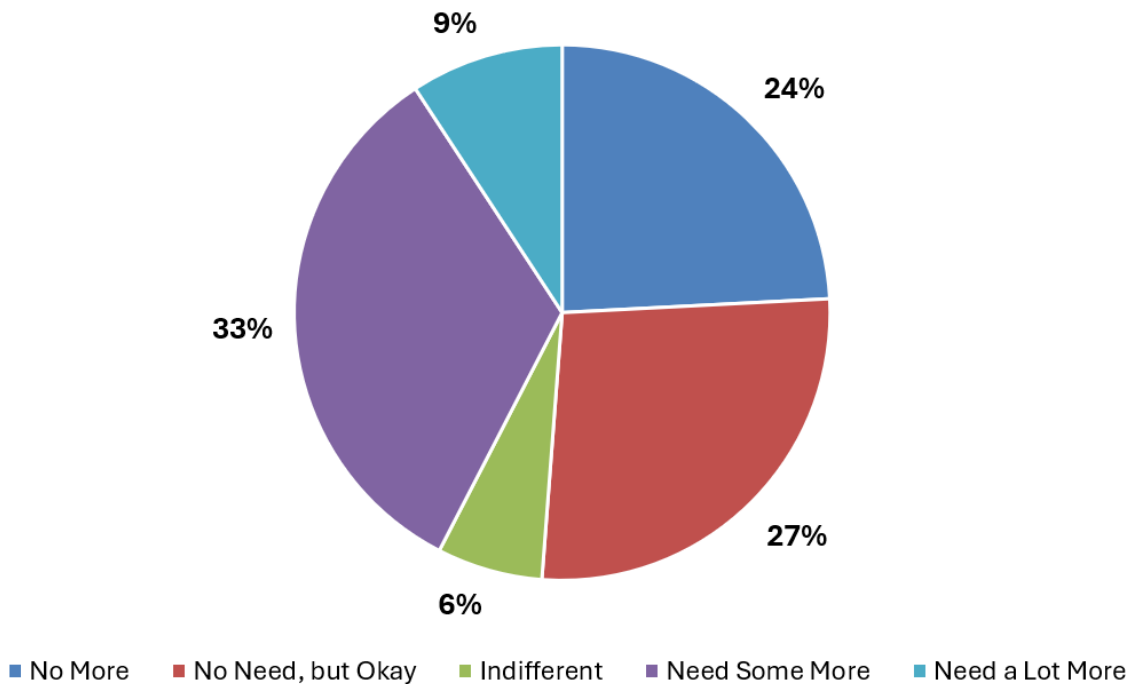
Marketing & Branding

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

Community & Quality of Life

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

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

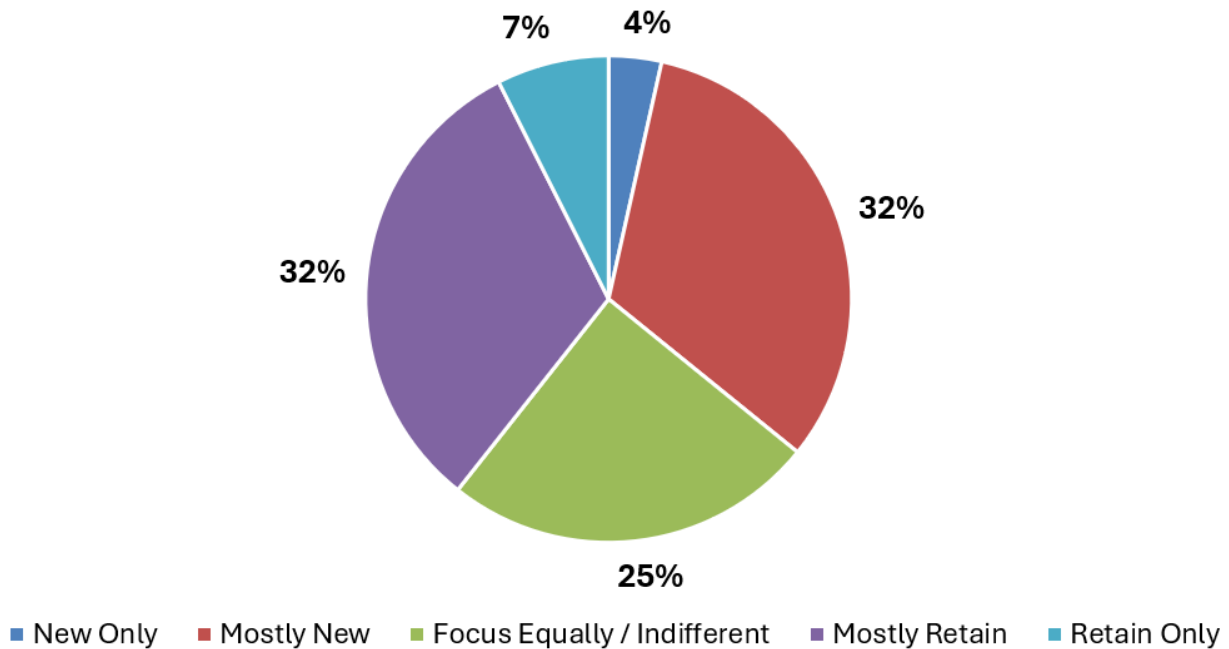
EXHIBIT #5**RESULTS FOR SELECTED CITIZEN SURVEY QUESTIONS****Availability of Shopping, Dining, and Family Entertainment in LC**

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

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

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

Attracting New Business vs. Retaining Existing Businesses

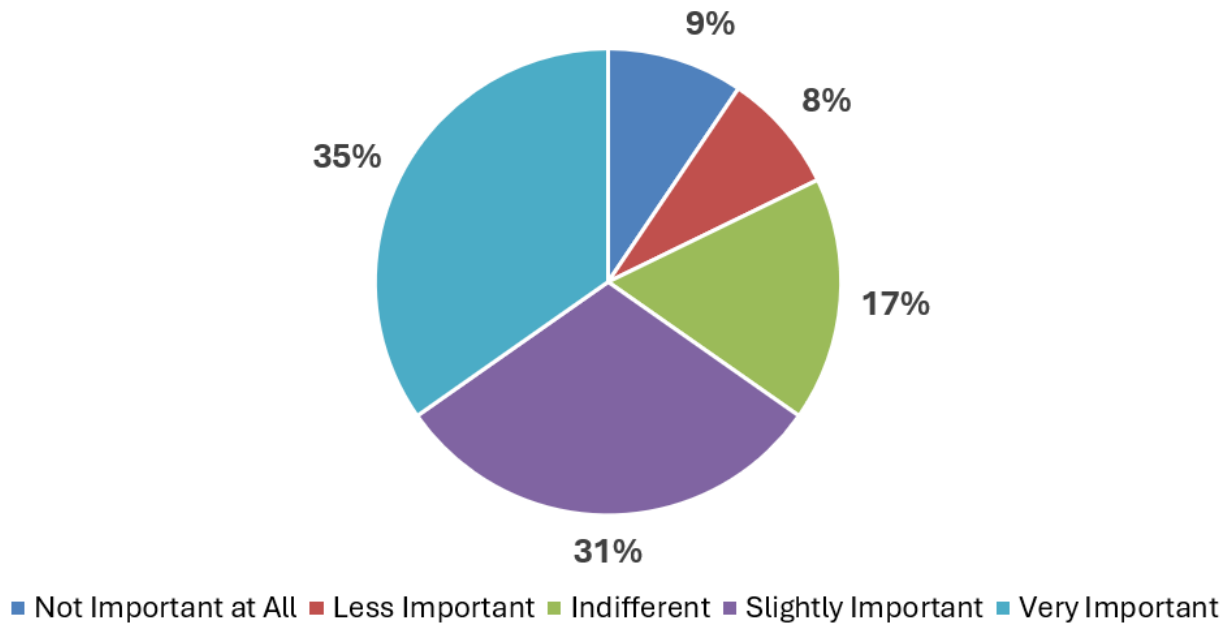


Survey Question: How much should the City focus on attracting new businesses as compared with retaining existing businesses?

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

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

Importance of Balancing Tax Ratio



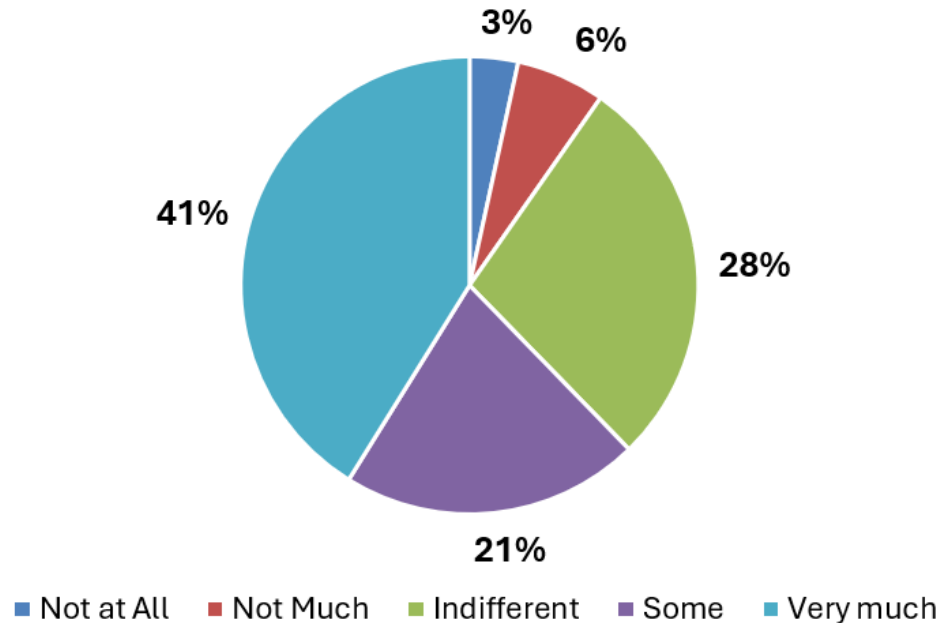
Survey Question: Although residents and businesses pay the same tax rate, residents pay eighty percent of the property taxes in League City, while businesses pay twenty percent. One reason for this difference is that there are a lot more homes, as compared to businesses, in League City. How important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

Sixty-six percent of the citizens surveyed reported that it was either “Slightly Important” or “Very Important” for League City to balance the responsibility of the tax burden between

residential and commercial, so that commercial property owners pay a larger proportion of the community’s taxes.

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

Desire to Live and Work in League City



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

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

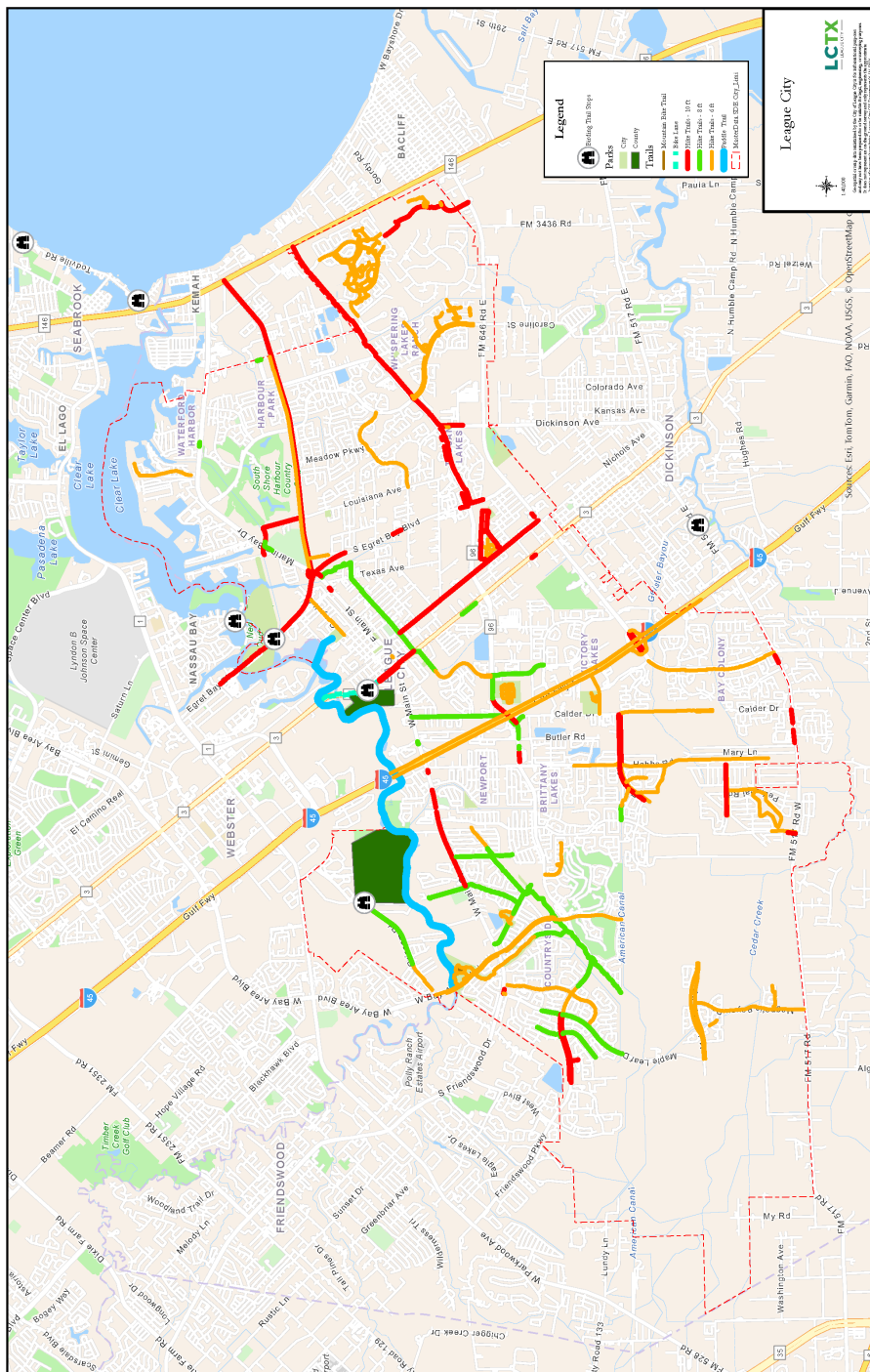
- **Nine percent** of the same citizens reported “Not at All” or “Not Much” regarding their interest in living and working in League City.
- **Twenty-eight percent** of the citizens reported that they were “Indifferent”.
- **Sixty-two percent** of the citizens surveyed reported “Some” or “Very Much”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

EXHIBIT #6

**INTERNATIONAL ECONOMIC DEVELOPMENT COUNCIL'S
2021 ECONOMIC DEVELOPMENT TECHNICAL ASSISTANT REPORT**

EXHIBIT #7

MAP OF LEAGUE CITY'S INTEGRATED TRAIL/SIDEWALK SYSTEM



GLOSSARY OF TERMS

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

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

Annual Sales Tax Revenue Generated by New Businesses -- The amount of new sales tax revenue generated in a given year by businesses that are new to League City in the same year.

Business Retention Rate -- A metric that measures the percentage of businesses that remain operating within a community over a specific period of time, indicates a community's ability to support its businesses, and highlights a community's overall stability.

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

Commercial Vacancy Rate -- The percentage of total leasable commercial space (such as office buildings, retail centers, and industrial properties) that is physically empty and unoccupied, and/or not generating any rental income.

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

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

Growth in Commercial Property Tax Value (Excluding Exemptions) -- Measures the amount of new, taxable commercial property developed in a municipality. This metric generally indicates a

strong, local economy and a vibrant commercial real estate market. New commercial growth provides municipalities with increased revenue to fund public services and infrastructure.

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

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

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

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

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

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

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

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

Neighborhood Empowerment Zone -- Defined in Chapter 378 of the Texas Local Government Code, it is a designated area within a municipality that is created by ordinance to promote the creation of affordable housing, economic development, public safety, and the quality of social services in the area. In November 2002, by Ordinance #2002-52, the City Council of League City created a Neighborhood Empowerment Zone between Walker Street on the north, Dickinson Avenue

on the east, State Highway 3 on the west, and the city's corporate limits on the south. Funding comes from reducing taxes and fees to attract private investment, rather than allocating public dollars upfront.

Number of Jobs -- The number of people employed, or laid off, in a community, as compared to the previous twelve month period. This metric indicates the community's overall economic health, strength of its connection to the broader economy, and its demand for labor. It also reflects the number of employment opportunities available, which highlights a community's economic needs, assesses the effectiveness of job creation programs, and identifies which industries and occupations are growing or declining.

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

Number of New and/or Business Retention and Expansion Projects -- The number of retained, new, expanding, and/or relocating primary employer projects in a community.

Percentage of Retail Leakage Recaptured -- An economic metric that measures the percentage of local spending previously leaving a specific market that has been successfully won back by local businesses. It represents the success of cities to keep consumer dollars within the local economy instead of losing them to competitors or neighboring municipalities.

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

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

Quality of Jobs -- The value of newly created jobs and job opportunities in League City, based upon the employer's North American Industrial Classification Code(s) and/or the job's Standard Occupational Classification(s).

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

TIRZ -- A Tax Increment Reinvestment Zone (TIRZ) is a defined geographic area where a local

government can use the future growth in property tax revenue to finance public improvements, such as infrastructure, to spur economic development. The taxes from the "base value" of the property are sent to the general fund, while the taxes from any increase in value are captured and placed in a special fund to pay for projects within the zone.

CONTACT INFORMATION

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- League City Administration – **Rick Davis**, Assistant City Manager
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- League City Professional Stakeholders

Peer Reviewers

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