



TOMBALL, TEXAS — AT A GENERATIONAL MOMENT
ECONOMIC DEVELOPMENT STRATEGIC PLAN

June 2026

MADE IN TOMBALL.

Table of Contents

Executive Summary..... 3

The Big Picture..... 4

Our Engagement: What We Did..... 6

Discovery Insights.....8

Strategic Plan..... 13

Acknowledgments.....30

01.

Executive Summary

Tomball, Texas — At a Generational Moment

Tomball is one of the fastest-growing communities in northwest Houston, and it sits at a moment few cities ever see. Population is expanding twice as fast as Texas and four times as fast as the United States. Educated residents are choosing Tomball over peer suburbs, income is rising faster than the state, and employment is growing at twice the Texas rate. Layered on top is a convergence of public investment—the 2920/Main Street reconstruction, Legacy Square, and the City Hall location decision—opening a once-in-a-generation window to physically reshape the community for the next thirty years.

But growth alone does not define long-term economic position. Across demographics, household structure, and income, Tomball's growth largely tracks regional demand rather than a distinct community niche. Educated talent is arriving, but most residents commute outward for work, and daytime activity ties to the broader metro labor market more than to local employers. Employment is expanding, but specialization in higher-wage occupations remains thin, and median household income still ranks among the lowest in the peer set. Tomball is capturing regional demand without yet capturing regional value.

What makes this moment different is what Tomball already has. Tomball ISD has earned an A rating for six consecutive years and is the highest-scoring large district in Texas. The Farmers Market and German Fest anchor community identity. Old Town has real bones and real character. A healthcare cluster anchors SH-249. And a deep working partnership across the EDC, City, Chamber, Lone Star College–Tomball, and Tomball ISD is the institutional capacity that makes ambitious strategy executable.

This is the Tomball EDC's strategic plan to convert that momentum into definition: the target sectors that match Tomball's workforce and assets, the business retention and workforce alignment that connect residents to local jobs, the placemaking that capitalizes on the generational window, and the organizational capacity at the TEDC to deliver it. The goal is to use Tomball's momentum to strengthen what already makes the community distinctive—its economic base, its downtown character, its institutional partnerships, and its capacity to shape growth on its own terms. Growth is arriving regardless. This plan decides how much of it becomes lasting local value. Moments like this are rare. Tomball is standing in one.

02.

The Big Picture

A New Paradigm for Economic Development

Economic development today is about shaping the conditions that determine whether a place thrives: the workforce that powers it, the downtown that anchors it, the housing that supports it, the infrastructure that enables it, the small businesses that give it character, and the targeted sectors that build its long-term economic base. Chasing the next deal is no longer enough on its own.

This matters especially for Tomball. The city sits inside one of the largest and fastest-growing regional economies in the United States—a position that generates momentum and pressure in equal measure. Meeting it takes a strategy that treats target-sector development, business retention, workforce alignment, downtown placemaking, redevelopment, and organizational capacity as one connected system. Run as separate programs, they deliver far less.

The Moment

Tomball is in motion—population growing twice as fast as Texas, with income and employment rising faster than the state. But momentum alone doesn't define a community's economic position. The indicators below show both halves of the story: the strength of Tomball's growth, and the gaps that strength hasn't yet closed.

Tomball's growth tracks regional demand more than a distinctive draw.

Demographics, household structure, and income closely mirror northwest Houston averages, with average family size (3.23) and median household income (\$78,562) both landing within a few percentage points of state benchmarks, suggesting the region is pulling Tomball along rather than Tomball anchoring its own niche.

Educated talent is choosing Tomball.

Tomball leads the peer set in educated in-migration at 25.5%, but talent is commuting outward. Daytime economic activity is tied to the broader metro labor market rather than to local employers, with average commute times of 33.4 minutes running nearly six minutes longer than the Texas average of 27.5.

Wages are climbing faster than the state.

Median earnings are up 43.5% since 2019, well above Texas and U.S. rates, but median household income at \$78,562 still ranks among the lowest in the peer set of suburban Houston communities, behind The Woodlands (\$135,645), Pearland (\$135,469), and Sugar Land (\$133,466).

Employment is expanding at twice the Texas rate.

However, specialization in higher-skill, higher-wage occupations remains thin, with creative-class employment at 1.74%—essentially aligned with the Texas average of 1.79% rather than concentrated above it.

Housing costs are among the lowest in the peer set.

Median rent, at \$1,226, is the lowest of any peer community, but the share of rent-burdened households is the highest at 60%. Affordability pressure is concentrated where incomes are tightest.

External pressures could erode the very character that makes Tomball Tomball if left unaddressed.

Water costs are projected to rise four to five times within five years, state preemption of local land use authority, tax cap constraints.

The Takeaway: A Generational Opportunity to Shape What Comes Next

The big picture comes down to a single conclusion: Tomball is at a threshold most communities never reach. A rare convergence of public investment is reshaping its physical core just as population, talent, and employment surge, and windows like this don't stay open long.

What happens next isn't predetermined. Fast growth left on its own tends to erase what makes a place distinct—more rooftops, more traffic, less character. Directed with intent, that same growth can sharpen Tomball's identity, anchor more of its economy at home, and turn today's assets into lasting advantage.

Tomball is unusually equipped to take the second path. Its institutional partnership runs deeper than most peers': the EDC, City, Chamber, and educational partners already pull in the same direction, and that capacity, more than any single asset, is what lets a community act on a moment instead of being carried by it. The rest of this plan is how to put it to work.

03.

Our Engagement: What We Did

What We Accomplished

We mapped Tomball’s economy and competitive position, and conducted a focused engagement with the people closest to the work—to ensure the strategy is grounded in real data and real conditions.

- Reviewed Tomball’s planning and policy foundation, including the City’s Comprehensive Plan, the TEDC Strategic Work Plan, incentive policies, and recent market analyses, to surface opportunities and contextual factors shaping the strategy.
- Conducted a competitive benchmarking assessment, comparing Tomball to ten peer communities across the Houston region and Texas to identify Tomball’s distinctive position and competitive gaps.
- Integrated the existing Target Industry Analysis, confirming priority sectors of Biotechnology & Life Sciences, ICT, Advanced Manufacturing, and Food Production & Processing—and aligning strategy recommendations to these defined targets.
- Conducted a BR&E, incentive, and land use review—assessing the TEDC’s existing tools, programs, and incentive policies to evaluate strategic readiness across business retention, recruitment, and product development.
- Convened a Steering Committee of TEDC Board members, City leadership, and key partners across multiple working sessions to validate findings, test priorities, and ensure the strategy reflects Tomball’s operational realities and political context.
- Conducted one-on-one stakeholder interviews and roundtables, engaging city, community, and business leaders to surface opportunities, constraints, and ideas from across Tomball’s economic base.
- Conducted an in-market site visit and economic field tour covering Old Town, the Business and Technology Park, the SH-249 healthcare and key corridors to understand Tomball’s economic geography on the ground.
- Conducted a Joint Retreat with the City Council, EDC Board and Steering Committee to move from strategy to action by aligning leadership around priorities, trade-offs, and what it will take to execute.

Peer Communities and Benchmarking Pillars

We benchmarked Tomball against ten peer communities, the county, and the state to understand its competitive position across five key pillars.

People & Diversity • Talent • Economic Vitality • Innovation • Quality of Place

Allen, TX	Buda, TX	Cedar Park, TX	Conroe, TX
Friendswood, TX	Fulshear, TX	Pearland, TX	Stafford, TX
Sugar Land, TX	The Woodlands, TX	Harris County, TX	Texas

Benchmarking Metrics

PEOPLE & DIVERSITY	TALENT	ECONOMIC VITALITY	INNOVATION	QUALITY OF PLACE
Population size and growth	Median Age	Gross Domestic Product (GDP)	Share of remote workers	Mean commute time
BIPOC LQ, % and growth	Prime Talent Pool LQ	Number of jobs	Growth rate of remote workers	Commute mode
Foreign-born % and LQ	Educational attainment	Growth in number of jobs	Percentage of homes with internet connection	Number of housing units
Average family size	Associate's degree and above, LQ	Labor force participation rate	Share of employment in creative class occupations	Percent of occupied housing units
Average household size	Bachelor's degree and above, LQ	Labor force participation rate, by sex	Growth rate of employment in creative class occupations	Percent of vacant housing units
Households with children	In-Migration by Age	Unemployment rate	State corporate tax rate	Homeowner vacancy rate
Married-couple households	In-Migration by Educational Attainment	Median earnings		Median house value
Household income and growth	Employed population with health insurance	Median earnings, by sex		Median rent value
Per Capita Income		Growth in median earnings		Share of rent-burdened households
Poverty				Share of home-burdened households

04.

Discovery Insights

Our Opportunity

The headline numbers tell a simple story: Tomball is growing fast. The strategy begins with the more detailed story underneath them.

Across the data and the engagement, that fuller picture comes into view. Tomball has captured the region's growth, and the next task is converting it into local value, lasting specialization, and a distinct economic identity. Each of those gaps is also an opening, and the insights that follow name the advantages that make acting on them realistic.

The five insights synthesize what we heard and what the data confirms, and the strategic questions they raise form the evidence base for the framework in the next section.

Data Profile: Tomball by the Numbers

These indicators show both the momentum and the strategic question—a community growing fast, attracting talent, and improving its income, while still working to translate that growth into a more distinctive economic role within northwest Houston.

4x	population growth outpacing the U.S. since 2019, twice the Texas rate
25.5%	educated in-migration, the highest in the peer set
283%	growth in remote work since 2019, among the fastest in the peer set
43.5%	rise in median earnings since 2019, well above state and U.S.
33.4 min	average commute, about six minutes longer than Texas—talent working outside the city
60%	share of renters who are rent-burdened, the highest in the peer set, despite lowest rents among peers
\$78,562	median household income, growing faster than Texas but still among the lowest in the peer set
6 years	Tomball ISD's consecutive A ratings, the highest-scoring large district in Texas

Sources: American Community Survey, 2024 5-Year Estimates. Peer set: Allen, Buda, Cedar Park, Conroe, Friendswood, Fulshear, Harris County, Pearland, Stafford, Sugar Land, The Woodlands.

Insight 1: Tomball Is Growing, But the Question Is What Comes Next

Tomball's growth reflects regional demand more than a distinct community draw—and the strategic opportunity is to translate volume into definition.

Tomball is one of the fastest-growing communities in the peer set. Population has expanded twice as fast as Texas and four times as fast as the United States since 2019. Households are arriving, employment is expanding, and economic momentum is genuinely building. But the data also shows something quieter underneath the growth numbers: across measures of demographic composition, household structure, age, and economic profile, Tomball's growth largely tracks broader northwest Houston patterns rather than reflecting a distinct community niche.

This came up in nearly every conversation. Stakeholders described the growth as both exhilarating and unsettling—a sense that Tomball is changing faster than it ever has, and that the choices made in the next three years will define what the community looks like for the next twenty. The phrase “keep Tomball Tomball” surfaced again and again, and meant something slightly different to everyone who said it: safety and freedom of movement, locally owned businesses, walkable streets, room for families, the small-town feel inside a big-city metro. What was consistent was the underlying emotion—a genuine love for what Tomball is, paired with a worry that growth, if not actively shaped, could erode it.

The strategic opportunity is to give Tomball's growth definition. Growth is already arriving. Tomball's choice is how much of it becomes local value: clearer target sectors, stronger local employment, deeper institutional capacity, and a more defined role within the northwest Houston market. Doing nothing carries its own cost. A community that does not actively shape its growth still gets the growth—it simply gives up the chance to choose what that growth becomes.

“Growth is happening in Tomball like crazy. Right now is the time to make sure we do it right—that we manage the growth.”

SOURCE: STAKEHOLDER ENGAGEMENT

Insight 2: Attracting Talent, Exporting Work

Tomball is leading its peers in attracting educated residents—but most of them still find their workday outside the city. The opportunity is to convert residential success into local economic activity.

Tomball is winning the residential competition. The community leads its peer set in educated in-migration, with 25.5% of new arrivals holding a bachelor's degree or higher. Remote work has grown 283% since 2019—among the fastest rates in the peer set. Younger families are choosing Tomball—households with children make up 36% of the total, above the national rate—and the school district's reputation is pulling households into the city at twice the Texas growth rate. By every measure of residential appeal, Tomball is performing.

And there is room to more deeply connect economic development with residents' quality of life and success. Mean commute time is 33.4 minutes—six minutes longer than the Texas average—and over 70% of Tomball commuters drive alone, most of them outbound to jobs elsewhere in the metro. Total employed residents stand at roughly 6,300, the smallest in the peer set, and labor force participation is the lowest of any community benchmarked. The Business and Technology Park, which has been the EDC's primary engine of local job creation for a decade, is now essentially built out. The legacy product that anchored Tomball's first wave of recruitment

has done its job—and the next wave will require new product, new partnerships, and a clearer answer to where the next generation of employers will land.

The strategic opportunity is to convert residential momentum into economic anchoring. Tomball’s talent pipeline is real—Lone Star College–Tomball, the school district’s reputation, the healthcare corridor on SH-249, the educated residents arriving every month. Connecting that talent to local employers means deliberate work on several fronts at once: a more structured retention and expansion model that takes care of the employers already here; targeted recruitment in the priority sectors that match the city’s workforce and infrastructure; and the redevelopment and product readiness work that determines whether there is somewhere for the next generation of employers to go. Tomball has won the talent. The work ahead is giving that talent somewhere local to spend the workday.

“We looked to the EDC to provide jobs—and the Business Park has done that. The Business Park is now pretty well full.”

SOURCE: STAKEHOLDER ENGAGEMENT

Insight 3: Employed, But Not Specialized

Tomball’s workforce is fully employed, but not yet concentrated in the higher-wage sectors that lift incomes and anchor a distinctive economic identity. The opportunity is to specialize, not just to grow.

The employment picture is healthy—unemployment is low, employment is growing twice as fast as Texas, and household income is climbing faster than the state. But the data shows what’s missing: labor force participation is the lowest in the peer set, creative-class employment sits near the national average rather than above it, and median earnings hold at roughly \$49,000. Tomball’s workforce is fully employed, but not yet specialized in the higher-wage occupations that drive income upward.

Stakeholders reflected the same picture, and a real appetite for traded-sector employers that bring multiplier effects, expand the tax base, and create the jobs that retain a generation. The foundations are in place. The SH-249 healthcare corridor is anchored by HCA, Houston Methodist, and St. Luke’s, with Lone Star College–Tomball feeding it through allied health programs. Advanced manufacturing has a regional footprint, and new large industrial sites let the city compete for projects it could not host before. And the four priority sectors already named—biotechnology and life sciences, information and computer technology, food production and processing, and advanced manufacturing—align with Tomball’s workforce, infrastructure, and property base.

The opportunity is to convert a fully-employed economy into a specialized one: disciplined execution against the priority sectors, deeper connection between the healthcare cluster, advanced manufacturing, and Lone Star College’s training pipeline, and a recruitment posture built around fewer, higher-value targets. Specialization can also help close the participation gap—some of Tomball’s lowest-in-the-peer-set rate reflects household choice, but some reflects unmet opportunity for residents who would work locally if good jobs were closer to home. Tomball’s economy doesn’t need to be different so much as deeper.

“We don’t need another ice cream shop or nail salon. Our focal point needs to be on the businesses that move the needle on tax base and jobs.”

SOURCE: STAKEHOLDER ENGAGEMENT

Insight 4: Institutions Built to Execute

One of Tomball’s most distinctive assets is institutional—a working partnership across the EDC, City, Chamber, Lone Star College–Tomball, and Tomball ISD.

Tomball functions as a working partnership. The EDC and Chamber are co-located and operate alongside the City and educational partners with clear, complementary roles—the City delivering core services from public safety and utilities to infrastructure, planning, parks, and libraries; the EDC carrying business retention, recruitment, and quality placemaking; Lone Star College–Tomball and Tomball ISD carrying the talent pipeline; and the Chamber carrying the small-business community that gives Tomball its character. The five organizations share information, increasingly share a strategic agenda, and have together made Tomball’s recent run of growth possible. This is the operating model that lets the community move in the same direction at the same time.

What makes the partnership go beyond coordination is the EDC’s willingness to fund infrastructure as part of economic development. Tomball’s Type B bylaws allow it, and the EDC has used that authority deliberately, funding water, wastewater, drainage, and other capital projects that the City could not absorb on the rate-payer side without prohibitive utility-rate increases. This posture is less common among Type B EDCs, many of which focus their resources on incentives and recruitment alone. Tomball’s leaders see it differently: the recruited growth has to be served, and the EDC’s resources are most strategic when they enable the systems that growth depends on.

This institutional capacity is Tomball’s asset multiplier. Strategy is only as ambitious as the systems that can execute it, and Tomball’s systems are built to execute. The next phase of strategy can therefore be bolder than it could otherwise be, because the partnership exists to carry it, and the same partnership is what will need to hold as Tomball makes the harder choices ahead about target sectors, Legacy Square, Old Town, and how the EDC’s tools are deployed for maximum impact. Tomball doesn’t just have assets. It has the institutional ability to use them.

 *“You can’t outpace what you can serve.”*

SOURCE: STAKEHOLDER ENGAGEMENT

Insight 5: A Generational Window

The convergence of public investment now underway gives Tomball a rare chance to physically reshape itself—and the strategic question is how well these investments are coordinated, sequenced, and executed together.

Tomball sits at the intersection of three major public investments arriving in the same window. TxDOT’s reconstruction of FM 2920/Main Street—designed to Tomball’s own specifications rather than the standard agency template—will rebuild the spine of Old Town for the next generation. Tomball Legacy Square is the largest active development question the EDC has ever managed and could become the cultural anchor that ties Old Town to the rest of the city. And a decision on City Hall’s future location is in play that will shape downtown land use, parking, and investment. Each shapes what the others can become, and all are advancing now.

The same window contains real pressures. Pumping fees for water are projected to rise four to five times within five years as Tomball transitions away from its salt-dome groundwater advantage. Delivering high-quality services to a rapidly growing community—public safety, utilities, infrastructure, parks—requires careful

sequencing of every dollar against an expanding service population. The 2920 reconstruction will bring multi-year construction disruption to downtown access and foot traffic. And the steady pressure of rapid in-migration—the same pressure that creates the opportunity—tests whether Tomball's small-town character can hold.

The strategic implication is urgency. Tomball has already shown it can shape growth on its own terms—the Main Street design negotiated with TxDOT is an outcome other Texas cities rarely get, and it happened because city leadership engaged early and stayed at the table. The same intentionality will determine how Tomball Legacy Square and the City Hall relocation decision come together: whether they advance as a coordinated set of moves that reinforce each other, or as separate projects on parallel tracks. The investments are coming. The strategy is about how well they land.

"The importance of this plan to the future of our town cannot be understated. We're at such a crossroads right now."

SOURCE: STAKEHOLDER ENGAGEMENT

From Insights to Action

The five insights converge on one finding: for Tomball, the real question is what to make of the growth already arriving. The momentum is real and the assets are rare, yet neither guarantees a distinct economic future. That outcome depends on choices—to specialize the economy, to anchor more of the workday at home, and to coordinate the public investments now underway so they reinforce one another.

That is the question the strategic framework answers. What follows is that framework: a vision, three goals, and the strategies built to deliver them.

05.

Strategic Plan

A Framework for Tomball's Future

This is the Tomball Economic Development Corporation's Strategic Plan to direct the city's economic development efforts on the community's behalf. It sets the EDC's own priorities for the next three years and the work the EDC will lead, in partnership with the City of Tomball and subject to City Council's approval and support. It is not a commitment of the EDC to the City's broader capital program, and where it calls for coordination with the City, that coordination runs on economic development priorities the EDC sets here.

Tomball's strategy is grounded in what we heard, what we measured, and what the moment calls for.

With the diagnosis settled, the question turns to deployment: how the TEDC and its partners direct their capacity over the next three years.

The agenda that follows is built around what the TEDC can credibly deliver: an economy more specialized than it is today, a place and experience that draws people to Tomball rather than past it, and an organizational foundation strong enough to carry the growth ahead.

No single move carries the plan. Progress comes from advancing all three fronts at once, each reinforcing the others—and much of that work is already underway.

Elements of the Strategy: How This Plan Is Organized

Vision

A preferred future—what Tomball commits to becoming.

Goals

The three priority directions that organize the work.

Strategies

The specific approaches that deliver each goal, and how the EDC and partners can activate and measure progress.

Actions

The concrete steps, resources, and partners that turn each strategy into delivered work.

Vision Statement

MADE IN TOMBALL.

Channeling a generational moment of growth into a sharper economy, a stronger sense of place, and the capacity to carry what comes next—so that what makes Tomball Tomball grows more pronounced, not less.

Made in Tomball

Three goals to channel Tomball’s momentum into a sharper economy, a stronger sense of place, and the foundation to carry what comes next.

GOAL 1

Build the Tomball Economy of the Next Generation.

Specialize the local economy in the sectors that match Tomball’s workforce and assets, take care of the employers already here, and build the talent and small-business ecosystem that turns residential success into local economic activity.

GOAL 2

Make Place and Experience Tomball’s Competitive Advantage.

Capitalize on the generational window of public investment in Old Town, Legacy Square, and Tomball’s signature events to give the community a downtown and a calendar of experiences that no peer suburb can replicate.

GOAL 3

Build Capacity to Carry the Growth.

Strengthen and expand the TEDC’s marketing, organizational, and partnership capacity to successfully deliver the organization’s strategic goals as Tomball continues to grow.

How Will We Know If We’re Succeeding?

The economy is specializing, not just growing.

Recruitment and retention are concentrating in the four priority sectors—biotechnology and life sciences, food production and processing, ICT, and advanced manufacturing—and higher-wage jobs are growing faster than headcount alone.

Residents are finding their workday in Tomball.

Workforce partnerships among Tomball employers, Lone Star College, and Tomball ISD are connecting residents to local jobs, and existing employers are choosing to expand here rather than leave.

The generational investments are landing as one.

Main Street, Legacy Square, and the City Hall decision are advancing as a coordinated set that reinforces each other—not separate projects on parallel tracks.

Tomball is a place people come to, not through.

Old Town and Tomball’s signature events—the Farmers Market, German Fest—are drawing visitors, spending, and identity that no peer suburb can replicate.

Growth is being served, not outpaced.

Investment in roads, utilities, water, and drainage is keeping pace with the service population, so recruited growth can actually be delivered.

The TEDC is built to deliver.

The organization’s staff, tools, and partnerships match the ambition of the plan, and the EDC–City–Chamber–Lone Star College–Tomball–Tomball ISD partnership is moving in the same direction at the same time.

Goal 1: Build the Tomball Economy of the Next Generation.

Specialize the local economy in the sectors that match Tomball's workforce and assets, take care of the employers already here, and build the talent and small-business ecosystem that turns residential success into local economic activity.

WHY IT MATTERS

Tomball is winning the residential competition. Educated residents are choosing the city at higher rates than its peers, population is growing twice as fast as Texas, and remote work has surged. The local economy has yet to catch up: most residents commute outward, median earnings trail comparable peers, and the Business and Technology Park that anchored a decade of recruitment is essentially built out. Closing that gap will take deliberate work on several fronts at once.

The foundations are already in place. Four priority sectors are named—biotechnology and life sciences, ICT, food production and processing, and advanced manufacturing—each aligned with Tomball's workforce, infrastructure, and property base. Lone Star College–Tomball runs the training that feeds the SH-249 healthcare corridor and the manufacturers around it. Tomball ISD pulls families in and produces the next generation of the workforce. And the Type B EDC has the tools—incentives, Old Town redevelopment capacity—to operate at the scale the moment requires.

This goal builds upon the strong foundation the TEDC and its partners have already established. Rather than creating entirely new initiatives, it strengthens existing workforce, business retention, recruitment, infrastructure, and small business efforts by making them more coordinated, measurable, and strategically aligned with Tomball's long-term economic vision.

Strategies at a Glance

- 1.1** Concentrate recruitment around Tomball's four priority sectors to build a steady pipeline of high-fit prospects.
- 1.2** Enhance and formalize the TEDC's existing Business Retention and Expansion (BRE) program by standardizing processes, strengthening data collection, and expanding performance reporting to support employer retention, expansion, and informed economic development decisions.
- 1.3** Formalize and expand existing sector partnerships by establishing recurring industry advisory meetings with employers and our educational institutions.
- 1.4** Support both halves of Tomball's small-business economy—Old Town identity businesses and cluster-adjacent firms that scale jobs and tax base.
- 1.5** Continue and strengthen the TEDC's strategic infrastructure partnership with the City to support future economic growth.

Target Sectors

Four target sectors anchor Tomball's economic strategy.

SECTOR	WHY IT MATTERS	CURRENT STRENGTHS
Biotechnology & Life Sciences	Tomball can serve as a lower-cost, less-congested complement to the Houston medical district—drawing mid-sized clinical support, diagnostics, and applied bioscience firms rather than core research labs. Population growth and an aging demographic keep demand for specialized care climbing.	An expanding ecosystem of outpatient centers, diagnostic imaging, and laboratory services; proximity to the Houston medical ecosystem; and Lone Star College–Tomball health sciences and allied health programs feeding lab tech, medical technologist, and clinical roles.
Food Production & Processing	Strong north–south and east–west corridor access positions Tomball for specialty and value-added food production—niche processors, packaging, distribution, and cold-chain firms serving a fast-growing consumer base.	Existing food distributors, processors, bakeries, and specialty producers; industrial sites suited to small-batch and mid-scale operations; a workforce aligned to production, packaging, and logistics; and the Farmers Market as a launch platform for emerging producers.
Information & Computer Technology (ICT)	Houston's tech ecosystem generates demand for satellite operations and support centers seeking suburban talent and lower costs—and Tomball's other target sectors all need IT services, cybersecurity, and data infrastructure.	A workforce pipeline through Lone Star College and regional partners in support, network, and security roles; established infrastructure and a stable business climate; and cross-sector demand that makes Tomball a natural support hub for applied technology.
Advanced Manufacturing	Newly added large industrial sites let Tomball compete for modern manufacturing that needs scale, high-capacity utilities, and flexible zoning—especially higher-value precision work (measuring and controlling devices, lab instruments, electromedical equipment) tied to healthcare and energy.	A deep regional base—more than 37,500 manufacturing workers across nearly 1,000 establishments and roughly \$13B in annual output within the 60-minute drive region; strong supplier networks; and training through Lone Star College, San Jacinto College, and Texas A&M in welding, machining, instrumentation, and quality control.

Source: Insyteful, 2025–2026

Strategy 1.1

Concentrate recruitment around Tomball's four priority sectors to build a steady pipeline of high-fit prospects.

WHY IT MATTERS

Tomball competes for employers in one of the country's most active suburban markets, against peers along SH-249 and the Grand Parkway with larger budgets, larger sites, and more visible identities. A recruitment posture also needs product to sell, and with the Business and Technology Park essentially built out, the EDC's South Live Oak site is the marketable land that keeps Tomball competitive for the projects these sectors generate. The path to winning isn't volume—it's fit. Tomball's four priority sectors (biotechnology and life sciences, food production and processing, ICT, and advanced manufacturing) align with the city's workforce, infrastructure, and

property base in ways few peer suburbs can match. The work now is to build the recruitment posture that turns those sectors into a steady pipeline of qualified prospects, coordinating the EDC's tools, sites, and partnerships around them. A disciplined, sector-focused posture is also what gives the EDC its clearest answer when asked the essential question: where are we concentrating, and why?

WHAT'S NEEDED?

Put the incentive policy's target-sector priority to work.

Uses the priority review and enhanced terms the updated policy gives target-sector projects, so incentive dollars follow the growth Tomball has chosen.

Build a one-page recruitment profile for each priority sector and include them on the EDC website.

Gives staff and partners a sharp, prospect-facing pitch grounded in the Target Industry Analysis: what Tomball offers each sector and why a firm fits here.

Run focused outreach to high-fit prospects in the four sectors.

Converts the collateral into an active pipeline and concentrates limited staff time on prospects that match the strategy.

Bring the South Live Oak site to market as a shovel-ready product for target-sector recruitment.

Replaces the built-out Business and Technology Park with competitive, marketable land the EDC can pitch to priority-sector prospects, once the board sets its position on the site's use and disposition.

Attend relevant target-sector trade shows and participate in Texas Governor's trade missions when possible.

Puts Tomball in front of site selectors and target-sector prospects where deals take shape, generating leads that inbound inquiries rarely produce.

Align the board, regional and state partners, and community on what Tomball recruits and why.

Builds shared understanding of the target sectors so the pitch stays consistent across organizations and the EDC can confidently pass on off-strategy deals.

Strategy 1.2

Enhance and formalize the TEDC's existing Business Retention and Expansion (BRE) program by standardizing processes, strengthening data collection, and expanding performance reporting to support employer retention, expansion, and informed economic development decisions.

WHY IT MATTERS

The employers already in Tomball drive the local economy more than any future recruitment will. The healthcare anchors on SH-249, the manufacturers and energy firms, the trades and engineering companies, and the supply-chain businesses along the corridors employ residents, generate sales tax, and shape the city's reputation as a place to do business. A strong business retention and expansion program keeps that base growing through regular visits with key employers, documented intelligence on their growth plans, fast response when barriers or expansion needs surface, and close coordination with the City on permitting and infrastructure. Built to the scale Tomball's employer base now requires, BRE often generates more expansion than recruitment delivers—and the patterns it surfaces point to the policy improvements and EDC investments worth making, sharpening every other strategy in this goal.

WHAT'S NEEDED?

Formalize the existing BRE Program by documenting existing procedures, establishing annual performance measures, and strengthening organizational continuity.

Creates a consistent, recognizable program that can be measured, refined, and sustained over time, regardless of staff transitions.

Refine the existing business portfolio by categorizing employers into strategic tiers to guide visit frequency and engagement priorities.

Keeps anchors and major employers seen every year, with scaling target-sector firms and the Old Town base covered at a lighter touch, so coverage is planned rather than reactive.

Standardize the existing business visit process through a consistent visit questionnaire and centralized documentation of business intelligence.

Captures growth plans, workforce needs, and early signs of risk in one shared record, giving staff an early-warning signal on individual firms and the recurring patterns that point to policy improvements and EDC investments worth making.

Continue coordinated expansion facilitation with the City by proactively addressing permitting, infrastructure, and development challenges identified through BRE visits.

Clears the permitting and infrastructure barriers that most often stall a growing employer, coordinating with the City before an expansion breaks ground.

Strategy 1.3

Formalize and expand existing sector partnerships by establishing recurring industry advisory meetings with employers and our educational institutions.

WHY IT MATTERS

Workforce is increasingly the first question employers ask. Whether Tomball wins target-sector projects, keeps the employers it has, and converts educated residents into local workers depends on a coordinated workforce strategy that connects the programs already in place. The assets to lead are here: Lone Star College–Tomball runs allied health, technical, and trades programs aligned with the priority sectors, and Tomball ISD operates career and technical pathways inside the only A-rated large district in Texas. This strategy strengthens and formalizes coordinated sector partnerships, beginning with healthcare, advanced manufacturing, and ICT, where employers, Lone Star College, and Tomball ISD meet regularly to align training, internships, and career pathways with target-sector demand. Sector partnerships are where workforce alignment actually happens—the point at which Tomball’s workforce story becomes a competitive advantage in its own right.

WHAT’S NEEDED?

Continue sector partnership tables with employers, LSC–Tomball, and Tomball ISD, starting with healthcare, advanced manufacturing, and ICT.

Creates a standing forum where the people who hire, train, and teach meet regularly to align coursework, internships, and pathways around each priority sector.

Share target-sector intelligence with LSC and Tomball ISD to guide program decisions.

Feeds what the BR&E program and recruitment pipeline learn about local hiring into curriculum choices, keeping training aligned with where the jobs are heading.

Continue and grow the nationally recognized Summer Youth Employment Program, expanding mentorship, apprenticeship, and career-pathway opportunities.

Builds on the broad workforce program the EDC already runs, connecting Tomball youth to local employers across the economy, with target-sector employers among the placements where the fit is there.

Strategy 1.4

Support both halves of Tomball’s small-business economy—Old Town identity businesses and cluster-adjacent firms that scale jobs and tax base.

WHY IT MATTERS

Small business is part of Tomball’s identity and a real part of its economic engine. The definition matters. Old Town’s restaurants, boutiques, and Farmers Market vendors express Tomball’s small-business character and deserve sustained support. But the small-business economy is bigger than retail: the IT firms serving the medical and energy sectors, the trades and engineering companies that will build out Legacy Square and the new industrial sites, the suppliers tied to advanced manufacturing, and the entrepreneurs growing into the openings the target sectors create. This strategy supports both halves—the Old Town businesses that anchor identity and the cluster-adjacent firms that scale jobs and tax base. The EDC’s tools, from façade grants and technical assistance to capital access and Chamber partnerships, should serve that fuller definition, with clear pathways from start-up to expansion.

WHAT’S NEEDED?

Stand up the Target-Sector Business Growth Grant for existing small and mid-size firms in the priority sectors.

Extends support to priority-sector firms that add jobs but fall below traditional abatement thresholds, sizing a tool to the businesses those thresholds miss.

Continue, evaluate, and strategically enhance small business support programs, including Business Improvement Grants, Façade Improvement Grants, and the Rental Incentive.

Keeps steady support flowing to the restaurants, boutiques, and vendors that give Old Town its character and draw visitors downtown.

Strengthen coordination among existing business support partners by creating a more seamless “front door” for entrepreneurs and expanding awareness of available resources.

Gives any business one clear place to start, online and in person, and a visible path from start-up to expansion, whichever half of the economy it belongs to.

Strategy 1.5

Continue and strengthen the TEDC’s strategic infrastructure partnership with the City to support future economic growth.

WHY IT MATTERS

Tomball’s recruitment success has outpaced parts of the City’s service capacity, and the trajectory ahead will only intensify demand on roads, utilities, water, and drainage: population growing twice as fast as Texas, employment expanding at twice the state rate, new industrial sites coming online, Old Town redevelopment underway. The EDC’s Type B authority to invest in core infrastructure has been a quiet engine of Tomball’s success, letting major capital obligations move forward without prohibitive utility-rate increases on residents and existing businesses. This strategy sustains that posture as a deliberate EDC–City partnership—shared planning, shared sequencing, and shared transparency about which investments serve economic development priorities and which belong to the City’s broader capital agenda. The aim is coordination: infrastructure serving recruited growth, Old Town redevelopment, and new industrial sites planned as one picture rather than negotiated piece by piece.

WHAT'S NEEDED?

Align the EDC's infrastructure priorities with the City's master plan and CIP through standing joint planning.

Gets the EDC's economic-development infrastructure onto the City's planning documents so it's funded on schedule, while keeping the EDC's commitments limited to the projects that serve economic development rather than the City's broader capital list.

Establish shared EDC–City sequencing and transparency on which investments serve economic-development priorities.

Replaces project-by-project negotiation with a clear, shared view of which investments serve recruited growth and which belong to the City's broader capital agenda.

Assess infrastructure readiness at South Live Oak and incoming industrial sites, and evaluate financing tools such as a TIRZ.

Determines what roads, utilities, and drainage the EDC's target-sector sites need before recruitment depends on them, and tests whether a tool like a TIRZ can fund that work.

Measuring Impact and Success

Target-Sector Job Growth

Track the number and share of jobs in Tomball's four priority sectors: biotechnology and life sciences; food production and processing; information and computer technology; and advanced manufacturing.

New and Expanded Target-Sector Firms

Monitor the number of target-sector firms that locate, expand, or make secondary investments in Tomball each year.

Average Wage in Target Sectors

Track average annual wages for target-sector jobs to confirm that recruitment and incentives are delivering quality employment and fiscal return.

Business Retention and Expansion (BRE) Outcomes

Track the number of one-on-one BRE engagements conducted with anchor and target-sector employers, and the expansions they help advance.

Work-Based Learning Participation

Monitor student participation in career fairs, mentorships, apprenticeships, and the Summer Youth Employment Program with priority-sector employers.

Small-Business Support

Track the number of businesses assisted through the Target-Sector Business Growth Grant, façade grants, and technical assistance.

Goal 2: Make Place and Experience Tomball's Competitive Advantage.

Capitalize on the generational window of public investment in Old Town, Legacy Square, and Tomball's signature events to give the community a downtown and a calendar of experiences that no peer suburb can replicate.

WHY IT MATTERS

In a region full of growing suburbs with comparable demographics, cost structures, and corridors, every economic development organization eventually faces the same question: why here? Tomball's answer is unusual. Most northwest Houston peers can build new—new master-planned communities, corporate parks, mixed-use centers. Few can manufacture what Tomball already has: an Old Town with genuine history and decades of small-business presence, a Farmers Market that draws thousands every weekend, a German Fest that brings the region in twice a year, a Heart of Tomball Alliance running coordinated programming, and the kind of lived-in character that signals to talent, employers, and visitors that Tomball is somewhere, not just near somewhere.

What makes this moment different is the convergence of public investment now reshaping the physical foundation of that identity. The TxDOT reconstruction of 2920/Main Street will rebuild the spine of Old Town. Legacy Square has the potential to become a cultural and community anchor of a kind Tomball has never had, if it is executed with the discipline its scale demands. And a decision on City Hall's location is in play that will influence downtown parking, land use, and investment. These pieces are converging in roughly the same window, and none reaches its full potential alone. Each shapes what the others can become.

This goal treats place and experience as economic development. It commits to an Old Town that works as Tomball's most active marketing asset and small-business platform; to Legacy Square executed with the discipline its scale requires; and to the signature events and programming as economic infrastructure that builds the brand, supports small business, and gives people reasons to choose Tomball. Place and experience are where Tomball's competitive advantage lives: the one thing a peer suburb cannot build new.

Strategies at a Glance

- 2.1** Resolve the Legacy Square and City Hall decisions that will shape Old Town's next decade.
- 2.2** Lead Legacy Square's activation with the discipline its scale demands—clear scoping, sound financing, and programming built in from the start.
- 2.3** Strengthen Old Town's physical fabric and small-business base through the Main Street reconstruction.
- 2.4** Treat Tomball's events and cultural programming as economic infrastructure that builds the brand and supports small business.

Strategy 2.1

Resolve the Legacy Square and City Hall decisions that will shape Old Town's next decade.

WHY IT MATTERS

Old Town's next decade turns on a small set of decisions that are still open. Legacy Square, the most consequential property the EDC controls, needs a settled position on its use and future. And a decision on City Hall's location is in play that touches the same downtown blocks—parking, land use, and the EDC's own property. This strategy moves those decisions forward. It commits the EDC to setting its own position on its property, working shared

decisions with the City through a common table, and carrying forward the Legacy Square vision the EDC has pursued for years. This is the EDC's plan for its own property, developed as a partner to the City and grounded in the EDC's priorities for it.

WHAT'S NEEDED?

Adopt a board resolution stating the EDC's position on the use of its Legacy Square property, and submit it to the City's City Hall feasibility analysis.

Clarifies the EDC's long-term vision for the property so the City's City Hall feasibility analysis can account for it when weighing relocation alternatives.

Establish a Legacy Square Project Action Committee as a standing joint Council–EDC table for the decisions the two bodies share.

Gives the City and the EDC one forum to align on shared decisions before they reach separate votes, so the district advances through coordination rather than on competing tracks.

Define the EDC's path forward for its Old Town property.

Sets out the steps the EDC will take to advance the vision for its property, keeping the direction it has pursued for years moving steadily forward.

Strategy 2.2

Lead Legacy Square's activation with the discipline its scale demands—clear scoping, sound financing, and programming built in from the start.

WHY IT MATTERS

Legacy Square is the largest and most complex development the TEDC has taken on, and one of the largest public-realm investments Tomball has ever made. Once the EDC settles its position on the property, the work turns to execution—and execution at this scale is where ambitious civic projects most often falter. What gets built, who runs it, how it's financed, and how it's programmed once open will shape downtown's trajectory for a generation. This strategy leads that work with the discipline its scale demands: clear scoping around the arts vision the property was acquired for, a sound financial model sequenced against the EDC's other obligations, a dedicated cultural partner accountable to real performance targets, and direct engagement with neighbors and the community throughout. Done well, Legacy Square becomes the cultural anchor that defines the next era of downtown.

WHAT'S NEEDED?

Finalize the Phase 1 scope and site plan, preserving the main auditorium for performing and visual arts.

Locks the first phase around the arts vision the property was acquired for, giving partners, neighbors, and funders a concrete plan to respond to instead of rumor.

Secure a dedicated cultural partner through a formal solicitation, and set the operating structure and performance terms that keep the partnership accountable.

Uses an RFQ or RFP to choose who runs and programs the venue, tied to one-year and three-year targets the partner must prove up to, so Legacy Square has a sustainable operating model rather than only a building.

Resolve the use of the North Oxford property.

Settles an open question on the EDC's own land, including whether North Oxford can house a community-center use if that need has to be met, keeping it from stalling the rest of the plan.

Settle the financing model and sequence Legacy Square against the EDC's other capital obligations.

Sizes the project against everything else the EDC must fund, so Legacy Square advances on sound financial footing rather than crowding out other priorities.

Engage neighbors and the community directly with clear information.

Replaces the social-media vacuum with real detail delivered face-to-face, building the local support a project this visible needs to succeed.

Build Legacy Square's activation plan for opening day.

Programs the venue before it opens, so Legacy Square draws people from day one instead of waiting to find its audience.

Strategy 2.3

Strengthen Old Town's physical fabric and small-business base through the Main Street reconstruction.

WHY IT MATTERS

Old Town is Tomball's most concentrated economic asset—the few walkable blocks where small business, identity, talent attraction, and visitor draw converge. It is also entering its most consequential stretch in decades. Main Street's reconstruction will rebuild the district's spine, and multi-year construction will test the businesses that give the district its character. As growth pressures mount around the rest of the city, the link between Old Town's physical condition and its economic performance will only tighten. This strategy connects the physical investments now underway to the small-business, parking, walkability, and public-realm work that decides whether the district gains from this period or merely survives it. The EDC plays the connector here rather than the builder of every piece, aligning incentives, infrastructure, and partners around a shared picture of what Old Town becomes next.

WHAT'S NEEDED?

Build the alleyway pedestrian network, timed to Main Street construction.

Turns the alleys into Old Town's walkable spine while Main Street is torn up, keeping foot traffic moving to businesses through the disruption.

Activate the Business Stabilization Program to support Old Town businesses through the Main Street reconstruction.

Provides targeted assistance to help businesses navigate the temporary impacts of construction, including reduced access, parking challenges, and decreased foot traffic, through marketing, signage, and other stabilization tools.

Coordinate the Old Town public-realm plans with the City: parking, drainage, wayfinding, and mobility.

Aligns the plans that already exist but lack funding and sequencing, so the pieces advance as one effort instead of competing for attention.

Run coordinated downtown business visits and revitalization outreach through the reconstruction period.

Keeps the EDC in regular contact with Old Town businesses as construction proceeds, catching stress early and connecting owners to the stabilization tools and support the district's health depends on.

Strategy 2.4

Treat Tomball's events and cultural programming as economic infrastructure that builds the brand and supports small business.

WHY IT MATTERS

Tomball's signature events are among its most productive economic assets. The Farmers Market draws thousands every weekend and works as both a small-business platform and one of the truest expressions of the city's identity. German Fest brings the region in twice a year, putting Tomball on visitors' calendars and feeding sales across the city. The Heart of Tomball Alliance keeps the district active between major events. And Legacy Square, once open, will demand programming at a scale Tomball has not yet operated. Together, these events and the programming around them give people a reason to make Tomball a destination rather than a route. This strategy treats events and cultural programming as part of the economic development portfolio, backing the partners who run them with investment, infrastructure, and coordination. Legacy Square, once open, will draw on that same programming capacity. In a region where every suburb can build, Tomball's calendar is one of the few things that cannot be copied.

WHAT'S NEEDED?

Back the partners who run Tomball's signature events with investment, infrastructure, and coordination.

Strengthens the Farmers Market, German Fest, and Heart of Tomball Alliance, the groups already delivering Tomball's biggest draws, by resourcing their events as economic infrastructure.

Expand nighttime activation and downtown hours to grow foot traffic and sales.

Gives residents and visitors more reasons to be downtown after hours, turning evening activity into spending at Old Town businesses.

Work with the City on consistent nighttime-activation and noise policy, and build neighborhood-compatibility standards into EDC event grants.

Replaces the back-and-forth between promoting nightlife and curbing it with steady rules, and uses the EDC's own grants to keep activation compatible with the neighborhoods around Old Town.

Measuring Impact and Success

Old Town Business Vitality

Track active storefronts and ground-floor occupancy across Old Town to confirm the district stays healthy through the Main Street construction period.

Old Town Investment and Sales Activity

Monitor sales-tax receipts and visitor spending in Old Town over time as a measure of the district's economic performance.

Signature Event Attendance

Track attendance across the Farmers Market, German Fest, and Heart of Tomball programming as a gauge of Old Town's draw.

Legacy Square Progress and Activation

Track Legacy Square's phase milestones through construction, then programming and attendance once the venue opens.

Goal 3: Build Capacity to Carry the Growth.

Strengthen and expand the TEDC's marketing, organizational, and partnership capacity to successfully deliver the organization's strategic goals as Tomball continues to grow.

WHY IT MATTERS

A strategy delivers only as much as the organization behind it can execute. Tomball is asking itself to do an unusual amount over the next three years—recruit in four target sectors, enhance the structured BR&E program, formalize and expand sector partnerships with Lone Star College and Tomball ISD, expand the small-business agenda, lead Old Town placemaking, manage Legacy Square, and sustain the signature events that anchor the city's identity. Delivering that agenda depends on three capacities the EDC controls directly: a marketing posture that tells Tomball's story consistently, the organizational discipline that converts strategy into delivered results, and the partnerships that align the EDC with the City, its institutions, and the wider community.

The first two are where the EDC's reach extends furthest. Tomball's external story is told inconsistently today: the EDC, the Chamber, elected officials, and partner organizations speak in language that doesn't always align, leaving a gap between what the city has accomplished and how site selectors, talent, and visitors perceive it. As Tomball continues to grow, the TEDC's existing responsibilities are expanding in both scale and complexity. Successfully delivering this next phase will require continued investment in organizational systems, performance measurement, communications, and partnerships. Building the systems, governance, and reporting capacity to carry that work is what makes this plan deliverable rather than merely aspirational.

Partnerships are the third. Much of this plan depends on the EDC working in concert with the City, Lone Star College, Tomball ISD, the Chamber, and the broader community—and on the civic infrastructure that lets the board, Council, and public move together rather than at cross-purposes. Core physical infrastructure, the other system this growth depends on, lives in Strategy 1.5, alongside the recruitment its Type B investment enables. Goal 3 concentrates on the capacity that wraps around every other goal: telling Tomball's story well, building an EDC equal to its strategy, and deepening the partnerships that carry the work beyond what the EDC can do alone.

Strategies at a Glance

- 3.1** Lead a coordinated economic development marketing and communications effort so public perception reflects the community's accomplishments and competitive advantages.
- 3.2** Grow the TEDC's organizational capacity in step with the strategy—systems, governance, and financial discipline.
- 3.3** Deepen the partnerships and civic engagement that carry the work beyond what the EDC can do alone.

Strategy 3.1

Lead a coordinated economic development marketing and communications effort so public perception reflects the community's accomplishments and competitive advantages.

WHY IT MATTERS

What Tomball has built and how the outside world sees it have drifted apart. Site selectors, employers weighing relocation, talent considering the suburb, and visitors choosing where to spend a weekend form their impressions from a story told by many uncoordinated voices: the EDC, the Chamber, elected officials, the school district, the Heart of Tomball Alliance, and the property owners active in the market. Closing that gap is high-leverage work

that doesn't require waiting for the rest of the plan to finalize. This strategy commits to a coordinated marketing and regional positioning approach: a unified Tomball story articulated by the EDC and adopted by partners, sector-specific value propositions for the four priority sectors, an active digital and earned-media presence, and a posture toward the state's referral system that ensures Tomball is in the right rooms when projects are searching for a home. For Tomball, marketing is execution: the channel through which every other goal reaches the audiences it depends on.

WHAT'S NEEDED?

Develop and consistently communicate a unified Tomball story and value proposition across the TEDC, City, Chamber, and community partners.

Sets a single Tomball story the EDC articulates and partners adopt, so the city reaches site selectors, talent, and visitors with one coherent voice without the EDC absorbing others' marketing.

Build a marketing and communications plan with sector-specific value propositions for the four priority sectors.

Turns the brand into an operating plan, including the positioning case for each priority sector that the recruitment one-pagers then carry to prospects.

Continue expanding the TEDC's digital presence and proactive communications by building upon existing marketing efforts and increasing awareness of Tomball's economic development successes.

Fills the information vacuum that lets misinformation spread, putting accurate, timely word out through the EDC's website, channels, and earned media.

Strengthen Tomball's posture in the state site-selection and referral system.

Keeps Tomball visible to the state and regional partners who match projects to communities, so the city is considered when prospects are searching.

Strategy 3.2

Continue strengthening the TEDC's organizational capacity through enhanced systems, governance, financial planning, and performance measurement.

WHY IT MATTERS

The next phase of Tomball's growth will require greater coordination, enhanced organizational systems, and increased capacity to successfully build upon the TEDC's strong foundation of economic development initiatives. None of it is out of reach, but all of it requires organizational capacity that grows in step with the strategy. This strategy builds that capacity deliberately: data and dashboard systems that track progress and flag issues early, sharper governance norms among the Board, Council, and EDC staff, transparent annual reporting on performance and incentive outcomes, and the staffing and financial planning the next phase of growth will require. A high-functioning EDC is the precondition for delivering everything else in this plan, and one of Tomball's most strategic investments in its own future.

WHAT'S NEEDED?

Stand up data and dashboard systems to track progress and flag issues early.

Gives the board and staff a live view of progress against the plan, surfacing problems early enough to act on them.

Continue publishing and enhancing the TEDC's Annual Report by incorporating strategic plan performance measures, organizational outcomes, and incentive program results.

Turns the EDC's internal assessments into one public report on results and incentives, building the Council and community trust that protects the program at budget time.

Continue fostering strong governance practices by clearly defining the roles and responsibilities of the Board, City Council, and staff while maintaining effective communication and collaboration.

Defines who decides what across the Board, Council, and staff, keeping the three aligned as the workload grows.

Plan staffing and financial capacity against the growing pipeline.

Matches the EDC's staff and budget to a widening pipeline, so capacity scales with the work instead of lagging it.

Strategy 3.3

Deepen the partnerships and civic engagement that carry the work beyond what the EDC can do alone.

WHY IT MATTERS

The EDC cannot deliver this plan alone, and it was never meant to. Nearly every goal depends on partners doing their part: the City on infrastructure and permitting, Lone Star College and Tomball ISD on workforce, the Chamber on small business, and the County and regional players on projects that cross jurisdictional lines. Those relationships are strong, but they work best when tended deliberately rather than assembled deal by deal. Just as important is the civic infrastructure beneath them, the trust and communication that let the Board, Council, and public move in the same direction. Tomball has seen what the alternative costs, when an information vacuum fills with misinformation and public support frays just as a project needs it most. This strategy invests in the relationships and civic capacity that hold the rest of the plan together—tending the institutional partnerships, widening the circle of people engaged in Tomball's future, and creating the occasions for shared learning and convening where collaboration is built.

WHAT'S NEEDED?

Strengthen existing partnerships through intentional communication, coordinated planning, and shared implementation of strategic initiatives.

Keeps the EDC's relationships with the City, Lone Star College, Tomball ISD, the Chamber, and the County in active coordination, so the partners each goal depends on are aligned before a project needs them.

Provide ongoing professional development, peer learning opportunities, and strategic exchanges for Board members, City Council, staff, and community partners.

Builds collaboration through shared learning and regular contact, giving the EDC, the City, and the community a standing way to align before decisions harden.

Broaden civic engagement and expand community and business ambassadors for Tomball and Old Town.

Widens the circle of people invested in Tomball's future and equips residents and employers to advocate for the city and vouch for it to the prospects recruitment brings in.

Measuring Impact and Success

Marketing and Digital Reach

Track growth in the EDC's digital presence and earned media: website traffic, channel engagement, qualified leads generated, social media reach, newsletter engagement, video views, and media placements that carry Tomball's story.

Prospect Activity

Monitor qualified prospect inquiries and the referrals Tomball receives through the state and regional site-selection system.

Reporting and Transparency

Track whether the consolidated annual performance and incentive report is published on schedule and the dashboard kept current, including updates on strategic plan implementation progress, project completion, budget implementation, and grant utilization.

Partnership and Civic Engagement

Track the convenings and best-practice trips held each year, the community and business ambassadors developed, partnership initiatives completed, joint funding opportunities, employer participation, and educational partnerships expanded.

06.

Acknowledgments

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