



CITY OF FULSHEAR  
DEVELOPMENT CORPORATION  
A Type "A" Economic Development Sales Tax Corporation

PO Box 279 / 30603 FM 1093 · Fulshear, Texas 77441  
281-346-1796  
www.fulsheartexas.gov

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**JOINT MEETING AGENDA**

THE STATE OF TEXAS · CITY OF FULSHEAR · COUNTY OF FORT BEND

Notice is hereby given of a meeting of the City of Fulshear Development Corporation (CDC) to be **held by videoconference** on Monday, September 21, 2020 at 5:30 p.m. to consider the below stated items. **Audio, and to the extent feasible, video of the meeting, will be available to the public via the following free-of-charge videoconference link:**

<https://global.gotomeeting.com/join/658934477>

*The above videoconference link allows for two-way communication with members of the public; however, to avoid disruption of the meeting by channel noise, audio feedback loops, or excessive background noise, members of the public may be muted by the presiding officer or the officer's designee except during the citizen's comments and public hearing portions of the agenda, if applicable. A recording of the meeting will be made available to the public.*

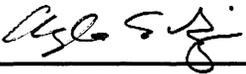
Incidental Meeting Notice: A quorum of the City of Fulshear City Council, Planning & Zoning Commission, City of Fulshear Development Corporation (Type A), Fulshear Development Corporation (Type B), Parks & Recreation Commission, Historic Preservation & Museum Commission, Zoning Board of Adjustment, or any or all of these, may be in attendance at the meeting specified in the foregoing notice, which attendance may constitute a meeting of such governmental body or bodies as defined by the Texas Open Meetings Act, Chapter 551, Texas Government Code. Therefore, in addition to the foregoing notice, notice is hereby given of a meeting of each of the above-named governmental bodies, the date, hour, place, and subject of which is the same as specified in the foregoing notice.

The Board of Directors of the City of Fulshear Development Corporation reserves the right to meet in closed/executive session for any of the below listed items should the need arise, and if authorized under the provisions of Title 5, Chapter 551, of the Texas Government Code including, but not limited to, Sections 551.071 (consultation with attorney), 551.072 (deliberations about real property), 551.073 (deliberations about gifts and donations), 551.074 (personnel matters), 551.076 (deliberations about security devices), and 551.087 (economic development negotiations).

1. Call to Order
2. Public Comments – This is an opportunity for members of the public to speak to the Corporation regarding agenda and non-agenda items. Speakers are advised that comments cannot be received on matters which are the subject of a public hearing once the hearing has been closed. Speakers are required to register in advance and must limit their comments to three (3) minutes.
3. Executive Session – Pursuant to Section 551.071 of the Texas Open Meetings Act (Chapter 551, Government Code), consult with the attorney to the governing body on a matter in which the duty of the attorney to the governing body under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with the Texas Open Meetings Act; pursuant to Section 551.072 of the Texas Open Meetings Act, deliberate concerning the purchase, exchange, lease, or value of real property.
4. Action from Executive Session

5. Hear update on Fulshear property development or business:
  - a) Fulshear Run
6. Hear updates from regional economic development organizations:
  - a) Katy Area Economic Development Council (KAEDC)
  - b) Fort Bend Economic Development Council (FBEDC)
7. Hear update on Fort Bend County Marketing program
8. Presentation and discussion on Fulshear Innovation Hub Playbook Project and take action as necessary to direct staff
9. Consideration and action on financials and payables for the Corporation for the period ending July 31, 2020
10. Consideration and action on minutes of the Corporation for the August 17, 2020 Meeting
11. Hear update from City Council liaisons
12. Economic development report: Briefings or updates may be provided regarding City and Economic Development projects and programs, certificates of occupancy, conferences and meetings attended, upcoming meetings and events, business contacts and announcements, economic indicators, and administrative items
  - a) Update on COVID-19 grant program
  - b) Update on Broadband Discovery Study project
  - c) Update on Fort Bend County Fulshear Transit Feasibility Study
13. Future agenda items
14. Announcements
15. Adjournment

Approved for posting by:



Angela Fritz, Economic Development Director



Jack Harper, City Manager

Note: In compliance with the American Disabilities Act, and to the extent applicable, this facility is wheelchair accessible and accessible parking spaces are available. Requests for accommodations or interpretive service must be made at least 48 business hours prior to this meeting. Please contact the City Secretary's office at 281-346-1796 for further information.

I do hereby certify that the above Notice of Meeting and Agenda was posted on Tues day, September 15, 2020 before 5 PM, in a place convenient and readily accessible at all times to the general public, in compliance with Chapter 551, TEXAS GOVERNMENT CODE.



Chandler Marks, Economic Development Coordinator



# FULSHEAR DEVELOPMENT CORPORATION

A Type "B" Economic Development Sales Tax Corporation

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281-346-1796  
www.fulsheartexas.gov

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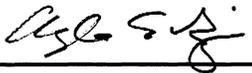
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 Angela Fritz, Economic Development Director

  
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 Jack Harper, City Manager

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 Chandler Marks, Economic Development Coordinator



**ECONOMIC DEVELOPMENT  
COMMUNICATION FORM  
September 21, 2020**

ITEM	TITLE
	<b>Fulshear Development or Business Update – Fulshear Run</b>
<b>ITEM/MOTION</b>	
Hear update on Fulshear property development or business: a) Fulshear Run	
<b>EXPENDITURE:</b>	<b>BUDGET ACCOUNT/S:</b>

**REQUESTED BY:**

**SUPPORTING DOCUMENTS:**

**EXECUTIVE SUMMARY**

Tommy Kuykendall has coordinated with Doug Konopka of Fulshear Run to provide an update to the boards on the Fulshear Run development.



**ECONOMIC DEVELOPMENT  
COMMUNICATION FORM  
September 21, 2020**

ITEM	TITLE
	<b>Regional Economic Development Organization Updates</b>

ITEM/MOTION
Hear updates from regional economic development organizations: a) Katy Area Economic Development Council (KAEDC) b) Fort Bend Economic Development Council (FBEDC)

<b>EXPENDITURE:</b>	<b>BUDGET ACCOUNT/S:</b>
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**SUBMITTED BY:**

**SUPPORTING DOCUMENTS:**

Angela E. Fritz  
Economic Development Director

<b>EXECUTIVE SUMMARY</b>
Lance LaCour, President/CEO of the Katy Area Economic Development Council, and Jeff Wiley, President/CEO of the Fort Bend Economic Development Council will each provide updates on their respective organizations regarding projects, strategic initiatives, trends, etc., in order to help the EDCs stay abreast of happenings in the broader region as well as to better understand how we might work together to advance strategic goals.



**ECONOMIC DEVELOPMENT  
COMMUNICATION FORM  
September 21, 2020**

ITEM	TITLE
	<b>Fort Bend Collaborative Marketing Update</b>

ITEM/MOTION
Hear update on Fort Bend Marketing program

<b>EXPENDITURE:</b>	<b>BUDGET ACCOUNT/S:</b>
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**SUBMITTED BY:**

**SUPPORTING DOCUMENTS:**

Angela E. Fritz  
Economic Development Director

<b>EXECUTIVE SUMMARY</b>
Rachelle Kanak with the Fort Bend Economic Development Council will provide an update on the FB County Collaborative Marketing Program, of which the City of Fulshear is a participant at the Program Oversight Board level.



**ECONOMIC DEVELOPMENT  
COMMUNICATION FORM  
September 21, 2020**

ITEM	TITLE
	<b>Fulshear Innovation Strategy Project – The Cannon</b>
<b>ITEM/MOTION</b>	
Presentation and discussion on Fulshear Innovation Hub Playbook Project and take action as necessary to direct staff	
<b>EXPENDITURE:</b> \$6,000	<b>BUDGET ACCOUNT/S:</b> 601-5-000-5600-12
<b>EXPENDITURE:</b> \$6,000	<b>BUDGET ACCOUNT/S:</b> 701-5-000-5600-12

**SUBMITTED BY:**

Angela E. Fritz  
Economic Development Director

**SUPPORTING DOCUMENTS:**

- “Developing an Innovation Strategy for the City of Fulshear” – September 4, 2020
  - [“Developing a Network of Innovation Hubs in Fort Bend County” – January 13, 2020](#)
- [Innovation Map Article – September 8, 2020:](#) “Houston entrepreneurial hub launches ‘future-proofed’ online platform”
  - [https://youtu.be/Gkw-gwgsi\\_4](https://youtu.be/Gkw-gwgsi_4)
- Statement of Work – Developing an Innovation Hub Strategy for Fulshear

**EXECUTIVE SUMMARY**

Lawson Gow will present an overview of The Cannon’s “Developing an Innovation Strategy for the City of Fulshear: A Strategic Report for the City of Fulshear and its Economic Development Organizations” highlighting paths forward for Fulshear in the current pandemic-influenced environment.

The report is attached for review, along with the original executed Agreement with Statement of Work, a link to a recent article on The Cannon’s new digital platform, along with a link to the promotional video for same. Also included is a link to The Cannon’s Fort Bend County report issued in January of this year.

Staff is looking for direction from the EDCs to accept the report as presented and close out the project as well as what the boards’ wishes are regarding staff proceeding in working with The Cannon and other necessary resources to develop and recommend next steps relative to the steps outlined in the report document to bring back to the boards for consideration at a future meeting.





# Developing an Innovation Strategy for The City of Fulshear

A Strategic Report for The City of Fulshear and  
Their Economic Development Organizations

The Cannon | 8/24/2020

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- II. Background on Innovation Districts
- III. Review of Fort Bend County Research & Recommendations
- IV. Background on The City of Fulshear
- V. Summary of Findings & Overview of Major Initiatives
- VI. Major Initiative 1
- VII. Major Initiative 2
- VIII. Operations & Marketing
- IX. Overview of Funding Requirements
- X. Conclusion

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## I. Overview of the Cannon Team

### The Cannon

The Cannon is a firm that designs, develops, and operates innovation initiatives, communities, and physical workspaces for local governments and their residents. The company is building a global network of innovation communities and hubs, starting with a multi-city ecosystem spread across the Greater Houston Area, one of the fastest growing regions in the United States. With over 170,000 square feet of incubator and coworking space under management, a technology platform, a growing investor network, a robust roster of programs for entrepreneurs and intrapreneurs, partnerships with an increasing number of Fortune 500 companies and prestigious startup accelerators, we are quickly becoming a global model for private and public sector-driven innovation infrastructure initiatives.

### Project Team

#### Lawson Gow

Lawson is the Founder and President of The Cannon. Prior to founding The Cannon, Lawson worked for KPMG Capital, the venture capital arm of the global consulting firm KPMG. He has now advised over a dozen municipalities and counties on technology and innovation strategies. He sits on numerous local government committees, including the Fort Bend County Technology Task Force, the City of Houston Innovation District Committee, City of Houston Sports Tech Committee, City of Houston Tech Anchors Committee, the Spring Branch Management Board. He has also forged global innovation bridges that connect innovation efforts with formal, government-sponsored programs in a number of countries including Australia, Canada, Israel, Poland, France, etc. He is a graduate of Rice University and an alumnus of Williams College. In 2019, he was recognized as one of Houston Business Journal's 40 Under 40 for his work in advancing the city's innovation ecosystem. He currently sits on innovation committees for the Greater Houston Partnership, Fort Bend County, and others, where he advises public sector and economic development leaders on urban innovation strategy.

#### Remington Tonar

Remington is Managing Director of The Cannon and serves as the company's expert on innovation systems and urban theory. Prior to The Cannon, Remington worked in innovation and corporate culture consulting in New York City, where he helped executives at Fortune 500 companies, global NGOs, and top 10 universities set strategic

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innovation priorities, develop new business models and offerings, and create cultures of intrapreneurship. He is a Forbes.com contributor covering urban innovation and an advisor to startups around the world. He holds Master's degrees from New York University and Loyola University Chicago, with his postgraduate research focusing on the interplay between cultural belief systems, technology, and economics. He frequently speaks at industry conferences and in classrooms on topics ranging from startup management to ethnographic research to digital media's impact on culture.

### Adam Putterman

Adam is himself a tech startup founder as well as an innovation consultant to The Cannon. He is an expert in design thinking, innovation systems, and data and analytics and has spent most of his career working with a variety of global Fortune 500 companies in Deloitte's innovation practice. He has an expertise in solving problems at the intersection of strategy and data, e.g., customer segmentation, supply chain analytics, market sizing, etc. Adam is a graduate of Washington University in St. Louis and received his MBA from Northwestern's Kellogg School of Management.

### Hilary Zanoni

Hilary is The Cannon's Director of Partnerships and the company's public policy expert. Prior to joining The Cannon, she helped a unicorn startup enter the Houston market and ran operations at a marketing and advertising agency. She holds a Master's degree in Public Policy from Loyola University Chicago and three Bachelor's degrees with summa cum laude honors from the University of Wisconsin - Green Bay. Her expertise includes fostering sustainable local economic development and working with private and public sector stakeholders to build economically sustainable communities.

### Taylor Anne Adams

Taylor Anne is The Cannon's Director of Strategy and Business Development, and an expert in brand strategy and communications. She previously worked in digital media and entertainment in Los Angeles and New York City, and has worked with numerous startups in the consumer goods space. She is also a longtime advocate for women entrepreneurs and advises female founders from coast to coast. She graduated Cum Laude from Wake Forest University with a degree in Communication and Sociology. Her expertise includes branding and marketing, image and reputation management, and talent scouting and management.

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## II. Background on Innovation Districts

Innovation districts and the members who engage within them go by a variety of names (startup communities, entrepreneurial ecosystems, innovation hubs, etc.), but they all refer to dense physical environments designated for entrepreneurial and innovation activity. Emphasis, then, is not just focused on the physical workspace, but on the clustering and co-location of the community members as well. These spaces and places have become hotbeds of innovation and have had a transformative impact on the geographies in which they are located, both in terms of the inventions and innovations they produce and in the creation of new businesses and jobs in the community. The idea behind innovation districts stems from cluster-based economic development theory—that firm agglomeration, or, groups of businesses, gain a competitive advantage through local proximity and interdependence. The popularity of clusters is due to the belief that major investments and efforts aimed at addressing the growth constraints of a cluster in a region can change the economic trajectory of a region.<sup>1</sup> In the case of NOIDs (Naturally Occurring Innovation Districts), no intentional architecting of these types of environments is needed. San Francisco and Boston developed, for a variety of reasons, relatively organically. But these instances are rare, and in the absence of organic development, city leaders and stakeholders need to think about how to facilitate the conditions for a vibrant entrepreneurial culture in their communities.

To do so requires the careful, comprehensive, and ongoing involvement of and engagement by all the organizations and activities necessary to the success of entrepreneurs and their startups: Local governments, corporations, universities, research organizations, accelerators, incubators, mentors, investors, programming, etc. Entrepreneurship is a team sport, and startups need access to these lively communities in order to thrive. In the last two decades, these kinds of efforts to create vibrant clusters of startup and innovation resources and activity, have had tremendously beneficial economics outcomes on regional communities.

The Cannon is an organization that helps regions develop and operate these kinds of innovation communities. Each region requires a custom-built approach that taps into its inherent strengths while understanding and building strategies around mitigating its weaknesses. There have been many failed attempts that stem from city leaders' application of cookie-cutter constructs upon their city, and The Cannon helps avoid these mistakes while also injecting additional resources to these communities. The Cannon is increasingly facilitating an economic independence in each region while

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<sup>1</sup> Brookings, Rethinking Cluster Initiatives, 2018

simultaneously decentralizing and democratizing access to investor groups, mentors, programs, and other essential entrepreneurial assets. In this report, our team provides an overview of our findings on The City of Fulshear and lays out custom strategies that we believe will help Fulshear emerge as a regional hub of innovation and entrepreneurialism.

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### III. Review of Fort Bend County Research & Recommendations

#### Background

For context on the work we have been doing with Fort Bend County as a whole, The Cannon has, in partnership with County leaders and stakeholders, designed a county-wide approach to innovation and entrepreneurship that equitably involves all the region's cities and community members and organizations. As a result of these efforts, we advised that Fort Bend County develop three programmatically connected clusters of innovation activity located in the Sugarland area, the Richmond/Rosenberg area, and in The City of Fulshear. This way, The County could most thoroughly unlock entrepreneurship across the region, enabling all its nearly million-person population to have easy geographic access to an innovation "hub." In this section we will review the findings and recommendations that came from our report as to contextualize them within the Fulshear innovation strategy.

#### Overview

As most suburban cities and counties begin to think about how they can foster a robust entrepreneurial ecosystem and stimulate new business creation, often there are huge gaps in resources and/or dramatic initiatives that need to take place before any real impact can be realized. This might be a shortage of skilled labor and poor educational programs, a low-income population that lacks the investment capital to fuel new ventures, an underdeveloped local business community, etc., and therefore, efforts to create a local innovation economy will realistically be fruitless, or at least will take decades before any significant commercial transformation can take place. There are fundamental components, a base level of raw ingredients and capabilities needed to build a successful startup environment and many regions simply don't meet the threshold.

This is not the case for Fort Bend County. The County's 885 square miles are home to several vibrant cities and neighborhoods and collectively was the tenth fastest growing county in the United States in 2016. Between 1980 and 2015, the population grew by a remarkable 447% and it is anticipated that Fort Bend County's population will grow from 741,237 residents in 2016 to 1,271,000 residents by 2040.<sup>2</sup>

In 2015, Fort Bend County became Texas's wealthiest county, reporting a median household income of \$95,389, compared to the Texas average of \$53,200.<sup>3</sup> It's

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<sup>2</sup> Fort Bend County Economic Resilience Profile

<sup>3</sup> US Census Bureau

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population is highly educated, as only 11% do not have a high school degree and 44% have a bachelor's degree or higher, versus the state-wide averages of 18% and 28%, respectively.<sup>4</sup> Its communities are simultaneously culturally distinct and ethnically diverse. Known as the most diverse county in America, Fort Bend has nearly equal division among the nation's four major ethnic communities: Asian, Black, Latino, and White residents.<sup>5</sup> On top of all of this, The County has affordable housing, great schooling systems, and an exceptional quality of life.<sup>6</sup>

The County also has a diverse and thriving economy. Its business environment is comprised of a multitude of strong sectors, with residential construction, engineering services, healthcare, and energy industries as major employers and economic drivers.<sup>7</sup> In addition, job growth increased over 3% in 2019, the largest increase in the state.<sup>8</sup> Its workforce is highly skilled, especially in the technology space. One focus group participant, who is an executive at a local software technology company, remarked that their organization "never has any trouble finding tech talent."<sup>9</sup>

Also encouraging was feedback from StatsAmerica, a data tool of The U.S. Economic Development Organization. The data showed that Fort Bend County had an Innovation Index (an algorithm that quantifies a region's potential and capacity for innovation), of 123.8, a score that ranked 21<sup>st</sup> out of over 3,100 counties across the country.

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<sup>4</sup> Fort Bend County Economic Resilience Profile

<sup>5</sup> Fort Bend County Economic Resilience Profile

<sup>6</sup> <https://www.fortbendcounty.com/the-new-industrial-revolution-is-smoking-hot-in-fort-bend-county/>

<sup>7</sup> Fort Bend County Economic Resilience Profile

<sup>8</sup> Bureau of Labor Statistics

<sup>9</sup> The Cannon Focus Group Discussions

*Innovation Index for U.S. Counties*

## Fort Bend County, TX

**123.8**

Headline Index

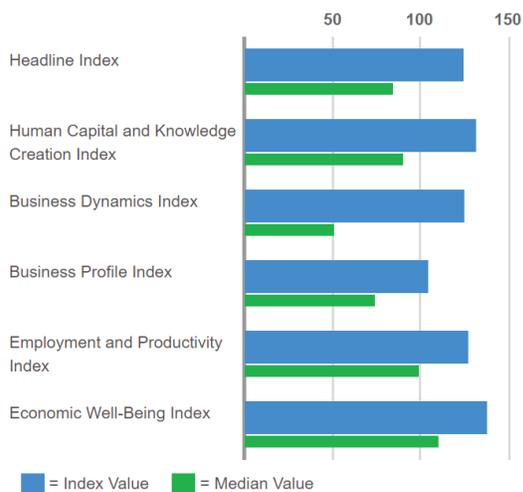
**21**

Rank of 3110 Counties

This area has very high relative capacity for innovation.

About this Area

Largest City/Town:	Sugar Land city
Population:	787,858
Per Capita Income:	\$57,540
Dominant Sector:	Educational Services



However, one major challenge economically that The County will face as it continues to develop is its dependency on Greater Houston. Currently, only 22% of Fort Bend County residents work in The County, and roughly 65% of residents commute to Harris County for work every day. As The Fort Bend County Economic Resiliency Profile notes, “Fort Bend County is largely residential and would benefit from the development of a central business district to serve as an employment node.”<sup>10</sup> The County needs to take an intentional approach to develop more local job centers and stimulate the creation of homegrown, export-oriented companies that can help make it more self-reliant and less dependent on Harris County for jobs.

With its growing population and increasing number of influential companies in its backyard, The County should look to use entrepreneurship to augment its existing industry mix and begin leveraging its competences, skills, knowledge, and capital to create environments that can incubate ideas, accelerate startups, facilitate partnerships, and catalyze continued economic growth. This kind of economic development requires the establishment of physical hubs for startup and small business support services to serve as the home bases for entrepreneurship activity in the region. As one community leader observed, “a true incubator is the primary need for The County.”<sup>11</sup>

### Recommendations

In addition to reviewing all relevant documents such as strategic plans, development plans, demographic data, and research studies made available to our team, The Cannon

<sup>10</sup> Fort Bend County Economic Resilience Profile

<sup>11</sup> The Cannon Focus Group Discussions

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organization also met with key private and public sector influencers and conducted additional one-on-one interviews with prominent political and business leaders, as well as property owners who could potentially provide physical space, in order to better understand the Fort Bend County landscape. In doing so, a couple of key themes emerged – strengths and inherent challenges of the area – and through this process our team has outlined the five areas of focus we feel will be essential in addressing as The County develops and launches an innovation strategy that fits its needs.

## 5 Critical Areas of Focus

Based on our findings, our team is optimistic that county-wide innovation initiatives, if done strategically, will have a significant impact and can awaken a sleeping giant of entrepreneurialism in the region. There are many case studies of geographic areas with significant demographic, socio-economic, and cultural similarities who have measurably transformed their business and innovation environment, and we believe The County's efforts, too, can be enormously impactful. The County has experienced tremendous growth and success, but will need to invest programmatically in its small business environment if it wants its economic successes to continue. Our team has outlined five areas of focus that, as Fort Bend County begins to build up its entrepreneurial infrastructure, will be critical to its success:

1. **Alignment, awareness, and accessibility of entrepreneurial efforts.** Fort Bend County is large and complex, with several highly populated areas, all of which have a strong appetite for the development of their innovation resources. It will be important that The County have a coordinated communications approach to align all the stakeholders behind its efforts. The Cannon team also believes that Fort Bend County's innovation strategy should include the establishment of multiple entrepreneurial centers throughout The County that are both distinct and interconnected. The County has a significant amount of pent-up innovation potential and in order to adequately unlock this capacity, it will need to establish at least three strategically placed hubs of entrepreneurship throughout the region and create a widespread awareness of the movement they are trying to create.
2. **Develop educational programs focused on new entrepreneurs and early-stage business development.** As discussed, Fort Bend County has a huge population of highly educated, skilled labor. And there is a sense that there is a significant amount of dormant demand – that The County has aspiring

“WANTrepreneurs” who, if given direction, can become entrepreneurs. The County’s innovation strategy should include programs within the hubs that help these members of the community take the entrepreneurial leap. In the establishment of other entrepreneurial hubs, our team has observed that these centers not only attract the existing entrepreneurs, they also encourage would-be entrepreneurs to commit to building their business concept. Vibrant ecosystems of support and resources make starting a company seem less impossible and empower dreamers to become doers. We anticipate this phenomenon to apply to The County’s community of skilled laborers as well.

3. **Provide programs and partners that help locally-focused companies and their intrapreneurs to innovate and scale.** The County’s innovation strategy needs to involve local corporations and their in-house innovators. As The County works to develop its own job centers that are independent from Harris County, it will need to bolster its programs focused on innovating and scaling existing businesses. A significant amount of innovation occurs within existing organizations and ecosystem strategies need to incorporate programs to collaborate with corporations and to incubate their ideas. Corporations need to be integrated into startup environments so that they are exposed to new technology and ideas to boost their own innovation efforts.
4. **Create integrations with local education programs to augment their activities and create synergy between business and academia.** There are a number of nearby academic institutions (University of Houston Sugar Land, Wharton County Junior College, Texas State Technical College, Houston Community College, etc.), and it is extremely important that they be strategically involved in The County’s entrepreneurial ecosystem for a variety of reasons (facility sharing, existing talent pool, research leaders, etc). In addition, training and educational programs geared toward aspiring and existing entrepreneurs should be developed in collaboration with these institutions.
5. **Develop curriculum and programs for potential investors and for businesses seeking capital.** Fort Bend County has a wealthy population but an underdeveloped venture capital environment. It will be important that The County develop programs to activate their investor community through education and exposure to opportunities.

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## IV. Background on The City of Fulshear

Although innovation is most often associated with firm-level or state-level activities, municipal governments have a vital role to play in creating the conditions for innovation. Just as cities are responsible for building and maintaining their physical infrastructure, so too should they be responsible for participating in the development and cultivation of innovation infrastructure. Creating a thriving urban innovation ecosystem—that is, the community that emerges from the innovation-related interaction between all the people, programs, platforms, and partnerships in a given city—requires cities to build on existing strengths and capacities, but in a way that leverages the status quo to transform it, thereby increasing industry diversity while fostering economic resiliency. It requires city leaders to look beyond their borders, adopting a regional and global approach that allows them to import new value into the local economy. It requires initiatives be unified yet decentralized, authentic yet inclusive, strategic yet organic, guided yet open. Above all, successful ecosystems include a cross-section of stakeholders, from municipal agencies to large enterprises, from entrepreneurs to intrapreneurs, from angel investors to institutions, from civic leaders to average citizens. As American urban theorist Jane Jacobs once wrote, “Cities have the capability of providing something for everybody, only because, and only when they are created by everybody.”<sup>12</sup>

The Economic Development Strategy for The City of Fulshear, developed by TIP Strategies, defined the economic development vision for The City as follows: “Fulshear is a top destination for talent and businesses in the Greater Houston region, maintaining a small-town feel and a strong connection to nature balanced with high-quality, well-planned, and diversified development.”<sup>13</sup> Our team believes that a coordinated, community-led innovation initiative that includes both a physical hub and digital strategies will be immensely impactful on The City of Fulshear and its small business environment. Innovation efforts focused on providing education, resources, and support to local entrepreneurs and their businesses have proven to be powerful agents of new business development and growth. The Fulshear Livable Center Market Assessment also recommended this kind of physical hub, concluding, “the community should investigate coworking or incubator facilities in the Livable Center to accommodate expected growth in entrepreneurs and independent businesses emerging from the growing, educated, affluent population.”<sup>14</sup> These types of ‘incubators’ of startup companies serve as community epicenters of innovative activity that proliferates throughout the area and will help fuel Fulshear’s business and job creation.

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<sup>12</sup> Jane Jacobs, *The Death and Life of Great American Cities*, 1961

<sup>13</sup> Economic Development Strategy, City of Fulshear, 2019

<sup>14</sup> Fulshear Livable Center Marketing Assessment

## Growth & Strengths

Over the past decade, The City of Fulshear has experienced explosive growth, evolving from a rural farming area of roughly 1,000 people to a full-fledged Houston suburb of 14,000 people. This coupled with the population of the surrounding Extraterritorial Jurisdiction (ETJ) makes a population of over 30,000, a number that is projected to increase to over 45,000 by 2022.<sup>15</sup> The Economic Development Strategy reports, “Fulshear is the fastest-growing city in the Houston metropolitan statistical area and in the state of Texas overall.”<sup>16</sup> The City touts highly rated schools, award-winning master-planned communities, a young, wealthy, and highly educated population, among other strengths.

Fulshear’s population is primarily young, with a small cohort of seniors and large cohorts of experienced working age and youth, which is indicative of the City’s popularity among families.<sup>17</sup> It straddles two school districts, Lamar Consolidated ISD and Katy ISD, both of which are highly rated and together graduate more than 6,000 students each year, most of whom are college bound.<sup>18</sup> The City also has an extremely high average household income of \$174,194, three times the median household income for The State of Texas.<sup>19</sup> These socio-economic factors, high levels of educational attainment and average household income, have been shown to correlate positively with new business creation and entrepreneurial potential in a geographic region.<sup>20 21</sup>

## Challenges

However, as echoed in the report, “The City of Fulshear faces important challenges that it will need to address and manage to secure its future.”<sup>22</sup> One of these challenges is that The City lacks a diversified economy and is becoming a ‘bedroom community,’ with most of its employed residents commuting outside city limits for work. Fulshear is a net exporter of labor—more people leave the City each day for work than commute in. Few residents live and work in Fulshear and there is a mismatch between the skills residents have and the jobs that are available locally.<sup>23</sup> In order for Fulshear to continue its

<sup>15</sup> [http://www.fulsheartexas.gov/community/demographic\\_reports.php](http://www.fulsheartexas.gov/community/demographic_reports.php)

<sup>16</sup> Economic Development Strategy, City of Fulshear, 2019

<sup>17</sup> Economic Development Strategy, City of Fulshear, 2019

<sup>18</sup> Economic Development Strategy, City of Fulshear, 2019

<sup>19</sup> 2013–2017 American Community Survey

<sup>20</sup> See Ashraf and Galor, 2011; Lee, 2014; Bove and Elia, 2016; Brixey et al, 2017

<sup>21</sup> WEF 2017-2018 Competitiveness Report.

<sup>22</sup> Economic Development Strategy, City of Fulshear, 2019

<sup>23</sup> Economic Development Strategy, City of Fulshear, 2019

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growth, it will need to take an active role in managing its business environment and encouraging local job and business creation.

## **COVID-19**

The global pandemic caused by the COVID-19 virus hit the US during our work with Fulshear, and therefore, we have made sure to incorporate new strategies that are mindful of this new environment and of the challenges it presents. In particular, it has slowed the process of securing, developing, and launching a physical hub within the City. Our discussion and recommendations for The City of Fulshear include ways it can, 1. Still make impactful progress on their innovation initiatives immediately, without waiting for the pandemic to end, 2. Get a better understanding of workspace sanitation and policy strategies from our experiences operating our existing spaces, and 3. Equip its community with a new innovation systems framework that integrates platform technology solutions and allows The City to have a more robust and long-term community strategy that is pandemic-resistant.

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## V. Summary of Findings & Overview of Major Initiatives

Following the research, interviews, and focus group discussions conducted by our team, and with the context of the Fort Bend County project, our team has outlined two major courses of action we believe should be the main areas of focus for The City. The Cannon organization believes these to be the right starting points, both because of what have heard, seen, and learned about The City of Fulshear and the surrounding region and because of the experiences and learnings we have had on best practices, particularly for small, emerging cities.

### Major Initiatives

Collaboration with The County and its innovation initiatives will be crucial, particularly in the building of mentor/investor networks and the development of educational programming. A county-wide operation, if executed well, will likely be a more robust approach, but we do believe that there is a big opportunity for Fulshear, especially given their high-net worth population, to help create an awareness and set of educational curriculum for would-be local angel investors. That said, as our team has considered the Fulshear opportunity, we'd like to see it emerge as a regional hotbed for entrepreneurial activity and have two major agenda items we'd like to describe and unpack that will help realize this vision.

1. ***Fulshear can avoid the pitfalls of "Innovation Imperialists" by engaging and empowering local entrepreneurs to be leaders of a grassroots, cultural movement that equips the innovation community with the right systems required for long-term success***
2. ***Fulshear can employ a "phygital" innovation strategy and develop a network of "master connectors" to form an innovation "supercluster" and emerge as the regional epicenter of entrepreneurship and leader in small city innovation initiatives***

## VI. Major Initiative 1

*Fulshear can avoid the pitfalls of “Innovation Imperialists” by engaging and empowering local entrepreneurs to be leaders of a grassroots, cultural movement that equips the innovation community with the right systems required for long-term success*

There are several of extremely crucial and research-backed principles that Fulshear can take advantage of as it develops its innovation community. Our organization believes that, despite often being overlooked in economic studies, small suburban cities can develop robust centers of entrepreneurship. And much of the following discussion, revolves around this idea and builds a new “innovation district” framework that makes them accessible to smaller cities. In order to help Fulshear be successful in their initiatives and emerge a thought leader in small city ecosystem development, we have created unique systems tailored to The City’s specific needs and advantages.

### **The District Distraction**

For context, the ways academic literature has historically described regional pockets of innovation activity and has defined what is needed to build one has, in our minds, been a distraction from the right areas of emphasis and largely unhelpful in prescribing the right path forward for communities. Brookings Institute refers to these epicenters of activity as “innovation districts,” and defines them as “geographic areas where leading-edge anchor institutions (which they define as research universities and research-oriented medical hospitals with extensive R&D capabilities) and companies cluster and connect with startups, business incubators, and accelerators.....they are also physically compact, transit-accessible, and technically-wired and offer mixed-use housing, office, and retail.” They “constitute the ultimate mash up of entrepreneurs and educational institutions, startups and schools, mixed-use development and medical innovations, bike-sharing and bankable investments – all connected by transit, powered by clean energy, wired for digital technology and fueled by caffeine.”<sup>24</sup>

This description in our view, and even the use of the term “district” to describe these dense communities of innovation, causes harm in two distinct ways. First, it frames these activity clusters as mega-metropolis monstrosities of multi-player super systems, and suggests, implicitly and explicitly, that the whole of this is what is necessary to create a successful local innovation system. They conclude their description with a picture of Boston’s 1000-acre innovation district along the South Boston Waterfront. For a city to reap the socio-economic benefit of this type of innovation ecosystem, they seem to say,

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<sup>24</sup> Bruce Katz and Julie Wagner, *The Rise of Innovation Districts: A New Geography of Innovation in America*, 2009.

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requires a presence and active participation of all these local constituents, not to mention coordinated city planning and a nine-figure, multi-decade commercial development project. The all-or-nothingness of this framework is counterproductive as it suggests to smaller cities that if you do not have all these ingredients and capabilities, you can't play. Our past work with small cities and our new strategies for Fulshear will help rethink the process, participants, and people necessary for these smaller communities to have their own "innovation district." This new framework, much of which is detailed in the next section, will define specific strategies Fulshear can apply to ensure its innovation efforts achieve the same, if not superior impact on The City and its community.

The second way in which much of the research in this area is harmful is it stresses a wrong set of emphases – it highlights the wrong features necessary for innovative, entrepreneurial communities to thrive. Innovation communities must be created and led by the entrepreneurs, by a small group of deeply passionate members of the community who are motivated by a desire to build an energizing culture of entrepreneurialism in their hometown. Innovation ecosystems are, by definition, complex human systems that must be flexible, open, adaptive, dynamic, and...led from the bottom up. They must be grassroots movements that galvanize the community and work to create a contagious culture of entrepreneurship. Brad Feld, author of *The Startup Community Way*, states, "instead of approaching a startup community from the top down, it should be seeded with the right conditions to emerge from the bottom up."<sup>25</sup> And just like attempts to create and control other complex systems, efforts to create and control an innovation system is impossible and can be extremely damaging. They cannot be overly architected and there should be no centralized body of organization, no entity 'playing God.' The best efforts are those that gently guide and support, that help encourage the right conditions for a movement to take hold. Communities of innovation are created by a handful of motivated, charismatic entrepreneurs who have a shared set of values and vision for their city.

### **Innovation Imperialism**

"Incite a cultural movement," as far as actionable frameworks for economic development initiatives go, seems pretty "fluffy" and certainly non-traditional from a government policy perspective. But there are countless cautionary case studies of innovation initiatives gone wrong due to top-down approaches that imposed their will upon a community, almost always in a genuine attempt to do the right thing, but through a

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<sup>25</sup> Brad Feld and Ian Hathaway, *Startup Community Way*, 2020

focus on the wrong set of processes and people. Our organization calls this phenomenon “Innovation Imperialism” – local governments decide they want an innovation district so they make decisions about where it will be, who will run it, which organizations will be involved, and what types of construction projects it will require...all without involving the entrepreneurial community itself and without any understanding of what their needs are. These approaches result in “shiny soulless structures,”<sup>26</sup> in alienating and out-of-touch efforts that fail to reflect the values, norms, culture, beliefs, and needs of the community. Gerald Patrick Sweeney, in his book *Innovation, Entrepreneurs and Regional Development*, remarks, “government and its agencies can create the environment in which entrepreneurs will prosper, but they cannot make the decisions to invest, to innovate, to start or to expand.”<sup>27</sup> The most successful, impactful innovation communities emerge not from asking “where should I put my innovation district,” but “how can we help provide local innovators with all the tools and resources they need to thrive.” Just like you wouldn’t build a football stadium in your city if you didn’t have a football team or passionate fanbase in the community, you can’t build an innovation district without having a passionate community of entrepreneurial leaders. Sustainable creative communities are cultural movements, they are local revolutions of members who have rallied together to form the foundations of an innovation ecosystem. This kind of fervent, decentralized energy is required for a startup economy to emerge. Victor Hwang, author of *The Rainforest: The Secret to Building the Next Silicon Valley*, summarized “attempts to foster innovation that do not focus on changing human behavior are doomed to fail.”<sup>28</sup>

### **Fulshear Topophilia**

Great startup communities are led by a small set of passionate members who want the movement to be successful because they want to stimulate entrepreneurship in their own backyard. Feld emphasizes, “startup community participants must have topophilia, or love of place for where they live, manifested as a deeply held desire to improve their community.”<sup>29</sup> This love of place is a powerful motivator, and is repeatedly mentioned in academic literature as a key element of success. Fulshear’s Economic Development Strategy Report noted “quality of place” as a city strength along with “small-town charm,” “close-knit community,” “strong attachment to history.”<sup>30</sup> All of these qualities are specifically cited in research on key community ingredients. In all the interviews we

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<sup>26</sup> Julie Wagner, *Innovation Districts and Their Dilemma with Place*, 2019

<sup>27</sup> Gerald Patrick Sweeney, *Innovation, Entrepreneurs and Regional Development*, 1987

<sup>28</sup> Victor Hwang, *The Rainforest: The Secret to Building the Next Silicon Valley*, 2012

<sup>29</sup> Brad Feld and Ian Hathaway, *Startup Community Way*, 2020

<sup>30</sup> Economic Development Strategy, City of Fulshear, 2019

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conducted with stakeholders and community members in Fulshear, one thing was abundantly clear: Citizens of Fulshear LOVE the City of Fulshear. They love that it's safe,<sup>31</sup> has standout schools,<sup>32</sup> that it is a community made up of great people,<sup>33</sup> that it's family-oriented,<sup>34</sup> clean, and away from big city life.<sup>35</sup> This city-wide love of place will be a strong force for good as Fulshear begins to grow its culture of local entrepreneurship.

### **“Put Lenin on the Train”**

Local governments need to find ways to empower charismatic, motivated members of the community to take leadership roles in the innovation movement. Our organization playfully refers to this principle as “putting Lenin on the train.” In 1917, the German government, who was at war with Russia, considered all possible options for defeating their enemy. The approach? Locate the fervent revolutionist Vladimir Lenin, who had been exiled from Russia by this time, and put him on a train to back to his country. They snuck him back into his country and gave him funding to do what he did best: start a revolution. And that's exactly what he did – the Russian Revolution led by Lenin and the Bolsheviks ensued, which served as a huge distraction and resource drain on the Russians. British Historian Edward Crankshaw writes that the Germans saw, “in this obscure fanatic, one more bacillus to let loose in tottering and exhausted Russia to spread infection.”<sup>36</sup> City leaders need to find their Lenin. They need to empower local leaders to rise up and lead the entrepreneurial movement.

### **Entrepreneurship Begets Entrepreneurship**

The City of Fulshear needs to not only encourage and empower members of the community to take leadership roles, it needs to celebrate local entrepreneurs and urge them to be on the front lines of the initiative. The involvement of entrepreneurs is crucial, and there are a countless number of studies that show how important their role is in the fostering of a long-term entrepreneurial culture. The Global Entrepreneurship Monitor stresses that “societal values about entrepreneurship dramatically shapes the ecosystem. Knowing someone who has started a business correlates very strongly with entrepreneurialism.”<sup>37</sup> Nurturing a local culture of entrepreneurship is paramount and is

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<sup>31</sup> Fulshear community interview 4

<sup>32</sup> Fulshear community interview 6

<sup>33</sup> Fulshear community interview 5

<sup>34</sup> Fulshear community interview 4

<sup>35</sup> Fulshear community interview 2

<sup>36</sup> <https://www.theatlantic.com/magazine/archive/1954/10/when-lenin-returned/303867/>

<sup>37</sup> GEM global report

the defining quality of vibrant startup communities around the world. And this culture is infectious and malleable, not fixed. “Local and regional culture is not static: the presence of successful, innovative entrepreneurs can spur others to follow in their footsteps.”<sup>38</sup> Studies have shown that regions with the greatest numbers of entrepreneurs have the most positive attitude toward entrepreneurs,<sup>39</sup> and that local innovation culture is not merely some exogenous phenomenon manipulatable by policy, it is socially constructed through the actions of entrepreneurs.<sup>40</sup> In communities, entrepreneurship begets more entrepreneurship, The creation of an innovation environment and community in Fulshear will not be successful in the long term (nor even the short term), if it is not entrepreneurially-led.

### **What This Means for The City of Fulshear**

1. Don't be innovation imperialists! Be wary of joining the ranks of failed initiatives who placed district-centric initiatives ahead of the community – efforts should be grassroots and should reflect the values and needs of the community. Don't build a stadium before you have your athletes (entrepreneurs) and your fans (supporting organizations of the ecosystem).
2. Find your Lenin. The City of Fulshear needs to foster a culture of entrepreneurship by democratizing the process and deeply involving the community in the effort, enabling a bottom-up innovation system. One that puts the entrepreneurs on the front lines of the movement.

### **Innovation Ambassadors**

To this end, we recommend that The City of Fulshear, prior to taking any further steps toward an innovation initiative, build a coalition of “Innovation Ambassadors,” a group of entrepreneurs and other passionate, connected supporters who are eager to lead the effort and can serve as the broker between the government groups and the community. This group should be publicly announced, celebrated, and depended on to be the role models and evangelists for the cause. This group should be responsible for galvanizing the entrepreneurial community as well as helping shape the wholistic strategy of the City.

### **A Centralized Media Strategy**

<sup>38</sup> Ben Spigel and EJ Malecki, *Innovation and Entrepreneurship*, 2017

<sup>39</sup> Ross Brown and Collin Mason, *Looking Inside the Spiky Bits: A Critical Review and Conceptualisation of Entrepreneurial Ecosystems*, 2017

<sup>40</sup> Daniel Isenberg, *Harvard Business Review: How to Start an Entrepreneurial Revolution*, 2010

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We also recommend that the City develop, either independently or through a partnership, an organized and ongoing external marketing and media initiative. A major way that cities can contribute constructively to emerging ecosystems is via the megaphone, and consistent, pervasive media coverage of startup activity is a critical innovation ecosystem feature. Media attention on startup successes begets more traction and investor activity, which begets more media attention, etc. Media should help maximize awareness, establish a common narrative around the innovation efforts, celebrate entrepreneurs and spotlight successes across the community, and generally be a source of startup and innovation storytelling in Fulshear. It can be a powerful way to help evolve the culture and make entrepreneurial activity widely visible. The content should also leverage Fulshear's love of place. It should be a rallying cry that energizes people about what is happening in their city. The community needs to hear that 'this is the next evolution of our great city and we need everyone's help to bring it to life!'

There should be multiple components to this, but our team recommends that The City of Fulshear help facilitate the launch of a local media outlet specifically focused on innovation content. This could be in the form of a podcast, newsletters and social media campaigns, traditional media outlets, or some combination. In Central Houston, our organization worked with a local media company, Gow Media, to launch InnovationMap to be the voice of innovation in Houston. The digital news outlet shines a spotlight on innovation in Houston within startups, tech, health, energy, social impact, and more. It also profiles leaders within the community as Featured Innovators and includes thought leadership content from guest contributors, as well as partner content in their Houston Voices section. We recommend that Fulshear helps InnovationMap or a similar organization to establish a presence locally and develop a brand extension that focuses exclusively on the innovation stories of Fulshear. To reduce costs, this outlet should either be part of a larger organization with centralized resources or be purely digital and leverage a network of part-time contributors. Because media coverage of local innovation activity is so vital to thriving ecosystems, our team also recommended that Fort Bend County have a centrally coordinated marketing and media strategy as well. However, whether The County chooses to follow our recommendation or not, we still believe strongly in the importance of Fulshear having their own coverage strategy to in some form or format.

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## VI. Major Initiative 2

*Fulshear can employ a “phygital” innovation strategy and develop a network of “master connectors” to form an innovation “supercluster” and emerge as the regional epicenter of entrepreneurship and leader in small city innovation initiatives*

At the core of the Innovation District philosophy is business cluster economics – the idea that firms benefit from proximity to other similar firms, that there are synergies, efficiencies, economies, and otherwise value-enhancing benefits from the co-location and local density of business activity. This has long proven to be true and when applied to idea economies and the innovation community, the same kinds of value-enhancing and value-creation advantages can be achieved. A Brookings Institute paper on clusters and innovation districts emphasizes, “the value placed on geographic proximity is of high importance given that innovation is a deeply human and creative endeavor that requires personal networks and trust that can be built more easily with diverse and talented people close together.”<sup>41</sup> Simply put: Entrepreneurship is a collective exercise. And the relationship networks required for young startups to thrive, the velocity of knowledge-sharing connectivity and resources, are most easily developed and leveraged in dynamic clusters of innovation support and activity.

However, because innovation clusters evolved from business cluster concepts, now over a century old, not much consideration is given to the role of technology and the benefits of digital connectivity. The vast majority of research and thinking has historically been focused on the physical geographic density required to achieve economic benefits, on “districts” as a necessity for vibrant innovation output to occur. Therefore, at The Cannon we have been working on ways to contribute to innovation cluster frameworks by overlaying community technology and incorporating digital solutions into ecosystems networks. While we are not arguing that virtual connectivity can be a perfect substitute for physical “collisions” with firms and people, our organization does believe that innovation communities should take a ‘phygital’ approach – one that is both physical and digital. The World Economic Forum, in a paper prepared for The Global Future Council for Entrepreneurship, commented “entrepreneurs cannot thrive in isolation: they need a functioning ecosystem that offers access to capital, talent, networks and other resources. Historically, access to these functioning ecosystems has depended on geographical location. It is increasingly possible for technology

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<sup>41</sup> Martin Baily and Nicholas Montalbano, Brookings Institute, Clusters and Innovation Districts: Lessons from the United States Experience, 2018

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entrepreneurs to transcend physical barriers by using digitized ecosystems to access these resources.”<sup>42</sup> Clusters of entrepreneurialism need not operate in siloed systems, the knowledge transferring of dense communities of activity can be supplemented and strengthened by digital strategies.

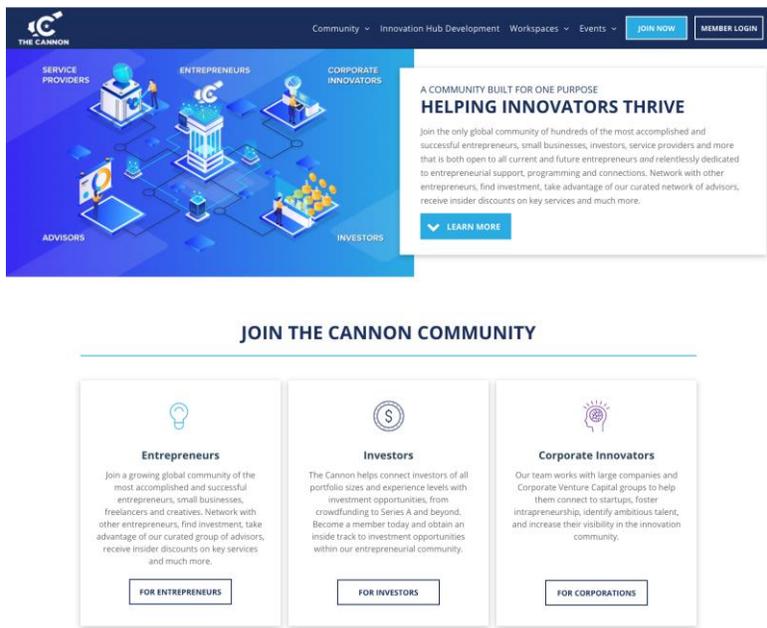
These types of ecosystem technologies should be membership platforms that allow innovation participants to connect in a virtual capacity. Platforms that enable internal communication and connectivity, incorporate educational content, facilitate smart matching of relevant members, and otherwise allow for the easy sharing of ideas and help, do exist but for the most part haven’t been utilized to interconnect local ecosystems of innovation. But they should – if the team sport of entrepreneurship requires a high interactivity among investors, mentors, educational resources, talent, etc., then ecosystem platforms that provide this network, whether the members are connected to a physical hub or not, can sufficiently serve as the innovation cluster needed for businesses to succeed. Just like a critical mass of participants and activity is needed for cluster economies to occur, a technology platform with the aforementioned capabilities and a significant volume of interactivity can achieve similar types of value-enhancing effects. Innovation activity should no longer be entirely tied to, nor dependent on, geographies.

### **The Platform**

Our organization has developed this type of innovation community platform and are using it to connect regional ecosystems. We have included screenshots of key functionalities below:

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<sup>42</sup> World Economic Forum. Beyond Borders: Digitizing Entrepreneurship for Impact, 2019



The platform, in addition to having workspace management capabilities for those officing out of Cannon locations, has a shared community calendar, various knowledge centers for different types of Cannon members (investors, corporations, academic institutions, entrepreneurs, etc.), a job board, internal communication capabilities, etc.



Members can see an ecosystem map of all the people and entities and can visit the individual profile pages of any individual or organization. Each individual or entity can

build a profile page that provides information about their company, service, or organization, their priorities and interests, and the kinds of people and groups in the community with whom they'd be interested in connecting. This enables the regular resource networking, normally occurring in physical space, to take place in the virtual environment – service providers can offer support to small businesses, mentors and industry experts can match with in-need entrepreneurs, investors can source deals, freelancers can find work, etc.

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Financials

Sugar Land, Texas

Social Chains, Inc. C-CORP

Raised: **\$ 102,100** 102 %

Target: **\$ 100,000**

Days to go: **0**

Launchers: **29**

**Funded Successfully**

**Pitch Summary** The Ask Disclosures

**ELEVATOR SPEECH**

Social Chains is the social media experience that everyone's been asking for, but haven't been able to get - until now!

Just imagine a social media site where there are no more fake users or people hiding behind fake

The platform has other tools and resources that we have tacked on to our technology, including an equity crowdfunding platform that allows startups seeking capital to run fundraising campaigns through our site. The crowdfunding technology will be an increasingly powerful tool as we expand into new communities and are able to help connect their local entrepreneurs to our vast network of investors.

## “Superclusters”

We are not suggesting that entrepreneurial activities can all just ‘go virtual.’ Physical hubs play an important role that virtual platforms can never entirely supplant. However, the adoption of a more ‘phygital’ strategy accomplishes two goals, both of which are near and dear to the heart of our organization. First, it can strengthen global innovation ecosystems. Historically, the most active and productive environments of entrepreneurship have occurred in regional pockets. The high innovation capacity of these local communities comes from its relationship networks, from the volume and velocity and quality interactions among its members. But our organization believes the siloing of these productive clusters limits their potential. Digital connectivity can

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complexify these innovation systems, they can connect ecosystems globally to increase the value achieved by engaging with them. We refer to this as a “supercluster” and believe that the next evolution in cluster economics is a cluster of clusters, a network of interlinked physical hubs that result in even more economically productive outcomes. Imagine the impact a system of such global pipelines would have on entrepreneurship. The implementation of this tech-enabled ‘connective tissue’ across hubs can work to solve the imperfect market challenges of investor/startup/talent/knowledge connectivity. It is time for the innovation economy to de-silo and start organizing into a system of superclustering.

### **Decentralizing & Democratizing Entrepreneurship**

The second benefit to the integration of digital ecosystem technology is it lessens the importance of physical density in innovation ecosystems. If much of the cluster value can be captured via interaction with a robust digital community, then the need to be physically located in a local hub of innovation decreases. There is a “distance is death” mentality among agglomeration economists, a vehement emphasis on the need for these district mashups to achieve increased innovation output. However, they are, admittedly, socio-economically problematic, and now in the era of COVID-19, *biologically* problematic. To-date, the whole of academic literature discussing innovation districts reads like a ‘how-to’ manual for the spread of communicable diseases, emphasizing density, collisions, in-person interactions, etc. And over the last six months, hubs of innovation have become ghost towns. Going forward, entrepreneurial communities are going to need to consider how “collision zones” can operate in safe, healthy ways, and technology can play an important role.

A decreased need for physical density will also have positive socio-economic implications, as it will have a decentralizing and democratizing effect on entrepreneurship everywhere. If hubs can take a more ‘phygital’ approach to innovation development and build superclusters with other hubs, then the density that matters most is a ‘digital density’ of interactivity within the virtual community on the ecosystem platforms. This will have a tremendously positive effect on global entrepreneurship as currently, roughly only 4% of the world’s population live in communities of dense innovation activity and therefore can reap the benefits that proximity provides. The rest of the world’s entrepreneurs are either shut out entirely or subject to second and third-tier support systems. By decentralizing mega-districts of concentrated innovation activity, more entrepreneurs in more communities can meaningfully participate in the innovation economy. The World Economic Forum summarizes this point nicely stating, “digitizing entrepreneurship...means the opportunity for all entrepreneurs, no matter

where they are located, to contribute to solving global challenges. Whereas the gravitational pull of national and regional innovation hubs cannot be denied, the entrepreneurial spirit can awaken anywhere that a true challenge and creative idea collide, no longer limited by physical constraints. Digital connectivity (in many places that were once isolated but no less affected by problems facing the planet) now allows entrepreneurs working outside traditional hubs to make a difference by developing technological solutions that are relevant not only locally, but globally.<sup>43</sup> Our organization believes deeply in the need to democratize access to entrepreneurship and to empower communities everywhere with ability to innovate.

### **The Small City Solution**

The implications of this supercluster connectivity on small cities are profound. No longer do they need to try and develop these mega-metropolis monstrosities as prescribed by economic research, rather, they can intentionally build deep relationship networks with other communities to import much of the resources and missing pieces needed for their innovation economy. Digital platforms should not aim to replace local ecosystems for entrepreneurs but should rather fill gaps in the tools and resources available to them locally. Such gaps commonly include the absence of peer networks, knowledge tools, capital or talent, or weak processes for product development and client acquisition. Many key ingredients need not exist locally if well-established channels of connectivity exist to these resources outside of the local hub. The presence of venture capital, for example, need not be local at the outset, since venture capital can be “imported” at first and then develop locally as angels and investors emerge from the local population of entrepreneurial successes.<sup>44</sup>

The City of Fulshear and The Cannon can collaborate on digital connectivity as well as local hub development to create an innovation supercluster. Fort Bend County has a high innovation capacity – a rich set of disparate innovation assets and resources – but no real destination for entrepreneurial support. The City of Fulshear can take a ‘phygital’ approach to offer the most robust innovation environment in the area and become West Houston’s “center of gravity” for entrepreneurship.

### **What This Means for The City of Fulshear**

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<sup>43</sup> World Economic Forum. Beyond Borders: Digitizing Entrepreneurship for Impact, 2019

<sup>44</sup> Invention & Reinvention: The Evolution of San Diego's Innovation Economy by Walshok, Mary Lindenstein and Shragge, Abraham J. Stanford, CA: Stanford University Press, 2014.

1. Fulshear can partner with The Cannon to build both a physical and virtual entrepreneurial ecosystem. COVID-19 has slowed the development and opening of a physical hub in Fulshear, but our team recommends that The City and The Cannon develop a strategy for the rollout of our digital platform into the Fulshear community. We can white label a Fulshear subgroup that allows for The City to connect and engage internally with local members but also tap into the entire Cannon membership network. The platform will also enable us to identify where the entrepreneurs are in Fulshear and what their needs are. Then when the right time comes to develop a physical hub within the City, we'll know precisely how many people have an interest in dedicated workspace, how much and what kinds of space they need, what kinds of activities and programs they'd like the hub to offer, etc. Our team believes that not only will this enable The City to develop relationship pipelines to external resources, communities, and clusters, it will be a great way to launch Fulshear's innovation initiative in a cost-effective and community amplifying way.
2. We recommend that The City of Fulshear organize a group of local "Master Connectors" to augment relationship channels and network connectivity of their supercluster.

### **"Master Connectors"**

Our organization uses the term 'Master Connector' to refer to participants in local innovation ecosystems who have deep community ties and act as facilitators of introductions and connections. These individuals are represented formally and informally across innovation environments and are crucial contributors in that they disproportionately build relationships among ecosystem members. It makes sense that these roles are valuable, given that the strength of an innovation cluster stems directly from its complexity of interactions and interconnectivity, and the importance of these "dealmakers" and "innovation facilitators" has been a featured topic of interest within the academic community. These master connectors "are individuals with valuable social capital, who have deep fiduciary ties within regional economies and act in the role of mediating relationships, making connections, and facilitating new firm formation...making them the glue in strong ecosystems."<sup>45</sup>

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<sup>45</sup> Ross Brown and Collin Mason, Looking Inside the Spiky Bits: A Critical Review and Conceptualisation of Entrepreneurial Ecosystems, 2017

We have experimented with similar concepts, though to-date, more informally than a designated network, and the service they provide has been extremely popular. Imagine you are an entrepreneur and you walk into an innovation hub and get the opportunity to meet one-on-one with someone who is dedicated to connecting you to all the people and resources you need to succeed on an ongoing basis! This group of networkers can play the crucial role of connecting local entrepreneurs to sources of support but will also help The City of Fulshear build its relationships with other innovation communities. In an analysis of literature on this topic, Maryann Feldman and Ted Zoller found that “the presence of ‘dealmakers’ is associated with greater regional start-up activity and serves as a stronger predictor for a more vibrant regional economy than either the size of the entrepreneurial economy or the stock of entrepreneurs or investors.”<sup>46</sup> These master connectors are the ones developing the connective tissue of the supercluster – this group can work to form relationships with VCs across the country, connect to hubs and engage with their leadership, and provide entrepreneurs with key introductions to mentors, investors, corporate innovators, and other strategic groups within the community and externally.

Our team believes that prioritizing the creation of this group in Fulshear will allow The City to dramatically accelerate the process of creating a regional hotbed of entrepreneurship. And we believe that a small city initiative consisting of an organized operation of dedicated master connectors coupled with a ‘phygital’ strategy that works to connect to external innovation systems would be exceptionally unique and impactful.

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<sup>46</sup> Maryann Feldman and Ted Zoller, *Dealmakers in Place: Social Capital Connections in Regional Entrepreneurial Economies*, 2011

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## Operations & Marketing

### The Intentionality of Space: Fostering Innovation Activity

In vibrant innovation spaces, the layout and design, and interaction and engagement with these elements are extremely intentional. Organizations who are developing innovation hubs should be very thoughtful about how space can be a signaler of the kind of culture and atmosphere a particular office space is going to have. At The Cannon, we want our spaces to emphasize wellness and positivity (ex: lots of plants, plenty of natural light, bright murals and colors, healthy snacks, meditation classes), and community (ex: a member wall with signatures of every person who joins the community), while also celebrating the amazing things that our member companies are doing and sharing in the successes that they are having (ex: champagne corner for big work wins, member spotlights, etc.).

Environments in which creators and innovators can thrive require the presence of communal, “collision zones.” Innovation, as we now know, is a team sport, and while a significant amount of collaboration can be achieved through the right digital strategies, there is no substitute for physical proximity. Idea-based economies need clustering because, as Harvard Economics Professor Ed Glaeser expressed, “ideas move imperfectly over space.”<sup>47</sup> Business innovation is increasingly open and collaborative, and design strategies should be deployed to foster this collaboration. The physical space needs to have interactive, communal areas that encourage free-flowing ideation and lead to a high velocity of mind-sharing. Naeem Zafar, a professor at the University of California and writer for The Atlantic, reported on how offices in Silicon Valley inspired a culture of innovation, and he concluded simply that “it is not trivial to carefully consider the location and configuration of the water cooler and the social area where people informally meet to chat during the coffee break.”<sup>48</sup> Interestingly, a Brookings Institute study on innovation spaces reported that over half of their interviewees described well-designed kitchens or cafes as the heart of the innovation space.<sup>49</sup> Our team at The Cannon has experienced this first-hand as we compare the level of social interaction in our café areas to other communal areas we’ve developed like movie theaters, libraries, wellness rooms, etc.

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<sup>47</sup> Edward Glaeser and Joshua Gottlieb, *The Wealth of Cities: Agglomeration Economies and Spatial Equilibrium in the United States*, 2009

<sup>48</sup> Naeem Zafar, “How office spaces in Silicon Valley inspire a culture of innovation,” *The Atlantic*

<sup>49</sup> Brookings, *Innovation Spaces: The New Design of Work*, 2017

None of the above spatial recommendations necessarily require overly expensive buildouts or high-priced amenities. In fact, often times the grittier spaces can be more conducive to the fostering of a culture of bootstrapped entrepreneurialism. Spaces that foster innovation also need not be overly large in their footprint. Instead, we've found that intentionally limiting the square footage of the space to force overlapping activity can be extremely impactful. And much of the related research would suggest, the more compact human activity is, the more efficient the knowledge transfer. Fine-grained analysis indicates that achieving face-to-face communication within buildings is riddled with obstacles. Thomas Allen and Gunter Henn, authors of *The Organization and Architecture of Innovation: Mapping the Flow of Technology*, found that the probability of effective communication within an organization dissipates beyond 10 meters, reaching, what they described as "an asymptotic level" at 50 meters.<sup>50</sup> To be sure, workspace purpose and function outweigh aesthetics in the context of innovation communities. And programming outweighs the physical space, but the best environments come from twinning the layout and design with the entrepreneurial programming. Reflecting how today's innovation spaces are a seamless integration of design and programming, Johannes Fruehauf, Founder of LabCentral, an applied science startup hub, commented, "it is both architectural and programmatic design that builds a community and a collaborative environment."<sup>51</sup>

Startup and innovation hubs need to continually align the right people with the right purpose in the right place. It is through this alignment that a passionate, supportive, productive community can take shape. These centers should create the conditions for amazing ideas, positive experiences, and constructive social and work activity. And while the physical space itself can be a powerful facilitator of this, ultimately an energizing community transcends the space and new members are attracted to the community, not the walls and chairs. The Cannon has launched and operates spaces ranging in size from 10,000 square feet to 120,000 square feet and that are the headquarters of hundreds of startups and small businesses, and through this process our team has learned three essential rules to follow in the creation of these communities:

1. **No judgement, no jerks.** When we open a new location and begin building the community, it is not our job to evaluate the merits of the business ideas. We want to include anyone who is going to passionately and collaboratively pursue the development of their idea into a business. Even the smartest experts in the world can't accurately predict which startup ideas are viable and which aren't, so we

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<sup>50</sup> Thomas Allen and Gunter Henn, *The Organization and Architecture of Innovation: Managing the Flow of Technology*, 2007

<sup>51</sup> Brookings, *Innovation Spaces: The New Design of Work*, 2017

shouldn't even try. In fact, a vibrant ecosystem is one in which there are thousands of ideas constantly growing, dying, and evolving with entrepreneurs who are continually learning and refining. So, while we don't focus on trying to only fill the hub with ideas and businesses whom we believe to be future successes, we do focus on filling the hub with good people. There is a reason that these types of communities are often described with ecological and biological metaphors like "ecosystem" – because people in the ecosystem aren't just tenants of workspace together, they are members of a collective body, of an organism that is deeply symbiotic. And if there are people in the space who are not positive, constructive participants in the ecosystem, they can become viruses affecting the culture in negative ways. When our team is developing a new community, if confronted by a person we feel is a jerk, and who will detrimentally affect the supportive energy in the space, we do not allow the person to be a part of our community. Similarly, if there is a current member who is negatively impacting our community, we ask them to leave the hub.

2. **If you want innovation you need innovative thinking. If you want innovative thinking you need diverse thinking. If you want diverse thinking you need diverse people.** These entrepreneurial communities should be inclusive of people from different backgrounds, beliefs, areas of expertise, etc. And when appropriate, our team facilitates programming for disenfranchised groups to ensure they are not shut out of the startup environment, but rather have an equality of access to all the infrastructure and resources needed to thrive.
3. **Curated, Cult-like, and Contagious.** We believe that the most successful communities are continually curated by an overarching operator organization like The Cannon. Communities curated to be comprised of supportive, passionate people but also to include and continually engage all the players across the entrepreneurial spectrum – the academic institutions, local government organizations, business programs, corporations, mentors, investor groups, and the entrepreneurs themselves. We also believe that the most successful communities are connected by their belief system, in their understanding of both the micro-vision and macro-vision. Every member of the community should be energized by opportunities to be collaborative with other members of the hub and also by the innovation agenda itself, and the potential it can have for transformative, county-wide impact. This shared system of beliefs, coupled with a curated environment of passionate, supportive, encouraging people, creates a

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cult-like atmosphere that's contagious, attracting others in a self-selecting way, serving as a stronger and stronger magnet for entrepreneurs and enthusiasm for the cause. This missional alignment and symbiotic culture help foster the community interdependence required for the benefits of business clusters to be fully realized.

### **Space Layout & Economics: Recapping Fort Bend County Recommendations**

In our work with Fort Bend County, our team mocked up a 3-year financial forecast with a sample floor plan of 15,000 square feet to give a snapshot of what the economics would look like. We also developed a few versions showing different business model options. As noted, we recommended that one of the locations be based in The City of Fulshear and still maintain that the right size be around 10,000-15,000 square feet, although it may be worth securing a location that allows for a smaller footprint with room to expand. The spatial economics, space types, and layout principles remain the same as outlined in the Fort Bend research, and The Cannon remains committed to helping The City of Fulshear set up their own local entrepreneurial workspace.

### **COVID Considerations**

However, given the challenges presented by COVID-19, we recommend Fulshear prioritize the rollout of the innovation platform throughout the community. That said, we wanted to make sure we also detailed ways in which our team has created pandemic-resistant solutions for our existing spaces so that they can be referenced when we do begin to congregate Fulshear's entrepreneurial activity in physical space. Hopefully, the "COVID Era" will be over once Fulshear's hub is up and running, but in the event there are still health considerations needed:

Throughout The Cannon workspaces we have made a few major communications and changes. First, throughout the pandemic, we have stayed open but have been careful not to encourage the return of our members too strongly. Occupancy across the spaces has hovered at about 10%, and although our revenue from physical memberships have dropped significantly, we've refrained from urging people to return to work. Building a community is a long-term game and managing the health and safety above monetary gain is paramount. For those who are comfortable with returning to our space, we have gone to great lengths as a team to make sure they can do so in safe, productive ways. Our front desks have remained staffed full-time with members of our team who are required to wear protective masks throughout the day and to interface with members from behind glass separators installed at their workstations. We've instructed members

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to wear masks at all times unless they are securely behind the closed doors of their own private office spaces. Our team has set up plastic dividers between every desk in each workstation and created sanitation zones with wipes and hand sanitizer in all the public areas. In addition, we have asked our commercial cleaning team to do daily deep cleans of each space.

### **The Rollout of the platform**

Given this environment, the energy and focus over the next few months should be largely on the rollout of the digital ecosystem platform. This technology will enable us to immediately start identifying local entrepreneurs, injecting resources into The City from our entire network like investors, mentors, etc., and begin engaging with the businesses directly, providing them educational curriculum and assessing their specific needs. We have outlined a few key discussion points here, and our team is eager to drill down on more of the specifics once we have socialized this study with stakeholders in Fulshear.

1. We recommend that The Cannon and The City collaborate on the right communications and marketing efforts to promote the platform throughout Fulshear. As discussed, we believe that The City should make some type of investment into a marketing and media initiative, and our organization is happy to provide our thinking on the best channels and outlets. Our organization will have a dedicated point of contact who will be directly responsible for all the platform-related efforts in The City of Fulshear.
2. The City of Fulshear should have our organization build them their own branded, internal page within the broader Cannon community network. This will accomplish a number of goals: First, it will allow for The City and its entrepreneurial community to self-identify, to have its own virtual 'hub' that is both local and connected to the rest of the Cannon community. Second, it will enable much more efficient data collection for The City – we'll be able to track and understand Fulshear community activity, the number of individuals and organizations participating, investment into Fulshear businesses, the number of businesses created and their growth, the number of jobs created, etc.
3. We believe The City and our organization should work together to establish promotional partners throughout Fulshear. This should likely include chamber organizations and the innovation ambassador group outlined in our recommendations, but our team is also eager to brainstorm other organizations that should be involved.

4. Our team is committed doing what we are referring to as a Platform Roadshow – a series of virtual and physical townhall-style demos of the technology and its capabilities to stakeholders across Fulshear.

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## Overview of Funding Requirements

Beyond the launch of the physical hub, the costs of which will roughly follow the structure outlined in the Fort Bend County report but are to-be-determined prior to securing a specific location, we believe that Phase 1 of Fulshear’s strategy requires a few straightforward areas of capital deployment:

1. An investment in a centralized marketing and media initiative. We believe the “Cadillac” of solutions to be InnovationMap<sup>52</sup>, with whom we’ve discussed the idea of a Fulshear expansion and confirmed their interest. The company has said they would be willing to custom-build and launch a *Fulshear InnovationMap* media outlet if they could get some help on the economics – an underwriting package of \$10,000/month for the first 12 months – at which point they would be self-sustaining and no longer require any infusion of capital to continue operations and coverage. Again, we view this as the “Cadillac” of solutions and, if this is not an investment that The City is interested in making, we believe there are a few other more cost-effective options including a full-time Innovation Communications hire and/or a coordinated approach to launch a website/blog/podcast solution with contracted and volunteer contributors. As The City considers these approaches, our team is happy to continue to help think through the right solutions.
2. We recommend that The City staff one full-time, salaried Innovation Ambassador who is responsible for the building and management of the ambassador group. This can be a part-time or even volunteer position, but to the extent capital is available, we believe the best and most long-term outcomes will be achieved if this can be a full-time person.
3. The digital platform is largely paid for by community members but there may be a small upfront set up fee to The City. The retail rate of membership to the platform is \$30/month, but our team would be happy to work with Fulshear to offer significant discounts to members, especially given that our organization will be in the early stages of its rollout. We’d also like to find ways to offer bundled discounts to early member groups and organizations. The only cost to the City as it relates to the platform might be a small one to The Cannon to custom-create a

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<sup>52</sup> Disclosure: The Founder of The Cannon, Lawson Gow, is the son of David Gow, the owner of InnovationMap. However, The Cannon has no ownership or any economic interest in either InnovationMap or the parent company, Gow Media. The Cannon has collaborated with InnovationMap via an arms-length relationship because it the only group equipped to immediately launch new, white-labeled digital media solutions focused on startups and innovation with a back office of writers and ad sellers.

Fulshear community page. Our team will investigate what this entails specifically from a technology perspective and present the cost options to The City.

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## Conclusion

### Everyone Has the Right to Entrepreneurship

Our organization believes that society has only scratched the surface of the true impact these entrepreneurial communities can have. Furthermore, current frameworks and playbooks are limiting, exclusionary, and myopic. We need to flip the script. Innovation shouldn't just be for certain people - it needs to be for everyone. We should not aim to have innovation districts. That implies innovation only happens in a specific set of boundaries. We should aim to have an innovative city, society, citizenry, economy, civilization - innovative thinking should permeate the fiber of our culture, not be confined to a specific building or block. Just as in a company, where siloing off your top people is unlikely to lead to a transformed organization, compartmentalizing innovation is also unlikely to lead to a transformed city or society. Sure, it may create commercial value for the few by connecting specific people and ideas that then spawn new businesses, but those opportunities are not available to everybody. Geographical and cultural, physical, and social barriers exist, and we believe considerable efforts need to be put forth to decentralize and democratize access to innovation resources for entrepreneurs everywhere.

### The City of Fulshear

We want to work with Fulshear to both define a new way to employ digital solutions to interconnect ecosystems and build a new framework for innovation communities that is accessible and practical for small cities. Fulshear has the opportunity to take a leadership role in this space and be a guiding light for other cities throughout the country. We believe that our two organizations should work together to stand up a media/communications presence in The City and establish the two leadership networks, The Ambassador Group and The Master Connector Group, to jumpstart the grassroots movement.

In parallel, we can collaborate on the right ways to rollout the digital platform and onboard community members throughout Fulshear. Despite the challenges presented by Covid-19 and the effects it has had on our ability to make progress on the launch of a physical hub, we can still begin to understand the needs of the entrepreneurial community in Fulshear, increase their connectivity to support resources and networks, and pinpoint their space-related needs to better inform the hub decisions when the time comes.

The Cannon believes in Fulshear's potential to develop a vibrant, bottom up innovation community and want to invest the time and effort needed to support their initiatives. We are enthusiastic about the trail we can blaze for other small cities who are currently without any innovation system framework. The City can form a real innovation supercluster through deeply networked pipelines of connectivity to the rest of The Cannon membership, other regional ecosystems, and other external support groups, to emerge as a regional epicenter of entrepreneurship and example for city leaders and their communities across the country and world.





# PURCHASE ORDER

**CITY OF FULSHEAR**

ATTN: PURCHASING

PO BOX 279

FULSHEAR, TEXAS 77441

(281) 346-8812 coberrender@fulsheartexas.gov

**P.O. NO.** 20078**VENDOR**

The Cannon

1334 Brittmore Road

Houston, Texas 77043

**SHIP TO** Economic Development

PO Box 279

Fulshear, Texas 77441

DATE	DEPARTMENT	GL ACCOUNT#
5/26/2020	Economic Development on behalf of Type A & Type B EDCs	601-5-000-5600-12 (A - EDSP Impl) (\$6,000)

701-5-000-5600-12 (B - EDSP Impl) (\$6,000)

QTY	UOM	DESCRIPTION	UNIT PRICE	LINE TOTAL
1	LS	Innovation Hub Playbook	\$ 12,000.00	\$ 12,000.00
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
		<i>File #2020-28</i>		\$ -
				\$ -
		<i>Exempt from purchasing statutes as Sales Tax Corporations</i>		\$ -
				\$ -
				\$ -

**SUBTOTAL** \$ 12,000.00**TOTAL** \$ **12,000.00**

5/26/20

Purchasing Coordinator

Date

City Manager (over \$25,000)

Date

1. Please send two (2) copies of your invoice.
2. Enter this order in accordance with the prices, terms, delivery method and specifications listed above.
3. Please notify us immediately if you are unable to ship as specified.
4. Send invoices to:

City of Fulshear  
 PO Box 279  
 Fulshear, Texas 77441  
 (281) 346-1796 accounting@fulsheartexas.gov

**SERVICES AGREEMENT**  
**#2020-28**  
**Consulting Services for Developing an Innovation Hub Strategy**

THIS AGREEMENT (“Agreement”), effective **the date of last signature of this agreement** (“Effective Date”), is entered into by and between the City of Fulshear Development Corporation and the Fulshear Development Corporation (collectively, “Client”) with offices located at 30603 FM 1093, Fulshear, Texas 77441, and

**The Cannon**  
1334 Brittmoore Rd  
Houston, TX 77043  
Attn: Lawson Gow, President  
[lgow@thecannonhouston.com](mailto:lgow@thecannonhouston.com)  
(713) 332-1299

hereinafter referred to as “CONTRACTOR”.

**ARTICLE I**  
**RETENTION OF THE CONTRACTOR**

1.1 The CONTRACTOR is being retained to provide services described below to the CITY based on the CONTRACTOR’s demonstrated competence and requisite qualifications to perform the scope of the services described herein. The CONTRACTOR has special knowledge and expertise that is of interest to the CITY. CITY agrees to and hereby does retain the CONTRACTOR, as an independent CONTRACTOR, and the CONTRACTOR agrees to provide the service to the CITY, in accordance with the terms and conditions provided in this Agreement.

**ARTICLE II**  
**SCOPE OF SERVICES**

2.1 The CONTRACTOR will provide **consulting services** described within the Statement of Work in Appendix A (collectively, “Services”) which is hereby incorporated by this reference and made a part of this Agreement, and shall be subject to the terms and conditions in this Agreement. In the event of a conflict between any term or provision in this Agreement and any term or provision in a Statement of Work, the term or provision in this Agreement shall control unless the conflicting term or provision in this Agreement is referenced, and expressly stated not to apply, in such Statement of Work.

2.2 Any agreed-upon changes to a Statement of Work shall be set forth in an Amended Statement of Work. CONTRACTOR will not implement any changes or any new services until an Amended Statement of Work has been duly executed by the CITY. CITY shall not be liable for any amounts not included in a duly executed Statement of Work or Amended Statement of Work.

2.3 All Services rendered under this Agreement will be performed by the CONTRACTOR: i) with due care; ii) in accordance with generally prevailing industry standards; and iii) in compliance with all applicable laws, government regulatory requirements.

CONTRACTOR shall commence the Services immediately upon receiving a notice to proceed from the City; shall diligently pursue completion of the Services; and, subject to section 8.4 hereof, shall complete the Services no later than sixty (60) days after receiving the notice to proceed.

**ARTICLE III  
TERM**

- 3.1 **Term.** This Agreement will commence on the effective date and shall remain in effect until completion of the Services, unless earlier terminated as provided herein.
- 3.2 **Termination.** Either Party may terminate this Agreement or any Statement of Work at any time, with or without cause, upon thirty (30) days' prior written notice. Upon its receipt of notice of termination of this Agreement or Statement of Work, CONTRACTOR shall follow any instructions of CITY respecting work stoppage. CONTRACTOR shall cooperate with CITY and CITY's designees to provide for an orderly conclusion of the Services. CONTRACTOR shall use its best efforts to minimize the amount of any non-cancelable obligations and shall assign any contracts related thereto to CITY, or CITY's designee, at its request. If CITY elects to continue any activities underlying a terminated Statement of Work after termination, CONTRACTOR shall cooperate with CITY to provide for an orderly transfer of CONTRACTOR's responsibilities with respect to such Statements of Work to CITY or its designee. Upon the effective date of any such termination, the CONTRACTOR shall submit a final invoice for payment in accordance with Article IV, and CITY shall pay such amounts as are due to CONTRACTOR through the effective date of termination. CITY shall only be liable for payment of services rendered before the effective date of termination. If Agreement is terminated, certain reporting requirements identified in this Agreement shall survive termination of this Agreement.

**ARTICLE IV  
COMPENSATION**

- 4.1 **Fees.** In consideration for the Services rendered by CONTRACTOR to CITY under this Agreement, and for each duly executed Statement of Work, CITY will pay CONTRACTOR the **fees as stated in Appendix A**. The total fees paid under this agreement shall not exceed **\$12,000.00**.
- 4.2 **Invoices.** CONTRACTOR shall submit an invoice every month, or as otherwise stated in a Statement of Work, for Services provided. CITY shall pay undisputed amounts in such invoice within thirty (30) days of receipt. Invoices should be submitted to:

City of Fulshear  
Attn: Accounting  
PO Box 279  
Fulshear, TX 77441  
(281) 346-1796  
Email: [accounting@fulsheartexas.gov](mailto:accounting@fulsheartexas.gov)  
CC: [ecodev@fulsheartexas.gov](mailto:ecodev@fulsheartexas.gov)

Costs incurred prior to execution of this Agreement are not eligible for reimbursement. There shall be no obligation whatsoever to pay for performance of this Agreement from the monies of the CITY, other than from the monies designated for this Agreement.

The City will only pay for services rendered and shall not pre-pay for work that has not been performed.

If CITY disputes any invoice CITY shall timely pay the undisputed portion and promptly notify CONTRACTOR in writing of the nature of the dispute as to the remainder, and the parties will use their best efforts to resolve the dispute expeditiously. In the event the dispute is not resolved within thirty (30) days after receipt by CONTRACTOR of the notice of such dispute, CONTRACTOR may suspend performance of the Services, without limitation or waiver of any other right or remedy available under this Agreement or at law.

**ARTICLE V  
RELATIONSHIP BETWEEN THE PARTIES**

5.1 **Independent Contractor.** It is understood and agreed that the relationship described in this Agreement between the Parties is contractual in nature and is not to be construed to create a partnership or joint venture or agency relationship between the parties. Neither party shall have the right to act on behalf of the other except as expressly set forth in this Agreement. CONTRACTOR will be solely responsible for and will pay all taxes related to the receipt of payments hereunder. No CONTRACTOR personnel shall obtain the status of or otherwise be considered a CITY employee by virtue of their activities under this Agreement. For the avoidance of doubt, in no event will CITY pay, reimburse, or otherwise be responsible, financially or otherwise, for any insurance, health care, or similar costs or benefits relating to CONTRACTOR, its affiliates, or any of their employees, subcontractors, or agents. The rights and obligations of CITY under this Agreement may be exercised or performed on its behalf by one or more of its affiliates.

**ARTICLE VI  
REPRESENTATION AND WARRANTIES**

6.1 **Representations and Warranties.** CONTRACTOR represents and warrants that:

6.1.1 As of the Effective Date of this Agreement, it is not a party to any oral or written contract or understanding with any third party that is inconsistent with this Agreement or would affect the CONTRACTOR's performance under this Agreement or that will in any way limit or conflict with its ability to fulfill the terms of this Agreement. The CONTRACTOR further represents that it will not enter into any such agreement during the Term of this Agreement;

6.1.2 CONTRACTOR will provide to CITY, with each deliverable to be provided under this Agreement, a written summary sheet listing any third party software or other intellectual property contained within the deliverable, if any, together with licenses permitting CITY to use such third-party software and intellectual property in connection with its use of the deliverable and the terms, conditions, and status of the license of such software and intellectual property. Except for the third-party software and intellectual property described in the written summary provided to CITY in connection with the preceding sentence, the CONTRACTOR warrants and represents that all work product created under this Agreement shall be original work of the CONTRACTOR or in the public domain and shall not infringe any copyright, trademark, trade secret, patent or other Intellectual Property right of any third party;

6.1.3 CONTRACTOR and its employees and subcontractors have all of the necessary qualifications, licenses, permits, and registrations to perform the Services in accordance with the terms and conditions of this Agreement, and at all times during the Term, all such qualifications, licenses, permits, and registrations shall be current and in good standing; and

6.1.4 CONTRACTOR shall, and shall cause its representatives to, comply with all municipal, state, and federal laws, rules, and regulations applicable to the performance of the CONTRACTOR's obligations under this Agreement.

**ARTICLE VII  
CONFIDENTIAL INFORMATION AND OWNERSHIP**

7.1 **Confidential Information.** CONTRACTOR acknowledges that any information it or its employees, agents, or subcontractors obtain regarding the operation of CITY, its products, services, data, policies, customers, personnel, and other aspect of its operation ("Confidential Information") is proprietary and confidential, and shall not be revealed, sold, exchanged, traded, or disclosed to any person, company, or other entity during the period of the

CONTRACTOR's retention hereunder or at any time thereafter without the express written permission of CITY. CONTRACTOR shall use commercially reasonable means to secure CITY's Confidential Information.

Notwithstanding anything in this Agreement to the contrary, CONTRACTOR shall have no obligation of confidentiality with respect to information that (i) is or becomes part of the public domain through no act or omission of CONTRACTOR; (ii) was in CONTRACTOR's lawful possession prior to the disclosure and had not been obtained by CONTRACTOR either directly or indirectly from the CITY; (iii) is lawfully disclosed to CONTRACTOR by a third party without restriction on disclosure; (iv) is independently developed by CONTRACTOR without use of or reference to the CITY's Confidential Information; or (v) is required to be disclosed by law or judicial, arbitral or governmental order or process, provided CONTRACTOR gives the CITY prompt written notice of such requirement to permit the CITY to seek a protective order or other appropriate relief. CONTRACTOR acknowledges that CITY must strictly comply with the Public Information Act, Chapter 552, Texas Government Code, in responding to any request for public information. This obligation supersedes any conflicting provisions of this Agreement. In the event a request for public information is made, a determination on whether information is confidential or proprietary will be made by the Office of the Attorney General of the State of Texas.

7.2 **Ownership.** All final documents, reports, information, or materials are and shall at all times be and remain, upon payment of CONTRACTOR's invoices, the property of CITY and shall not be subject to any restriction or limitation on their future use by, or on behalf of, CITY, except otherwise provided herein.

7.3 **Texas Government Code 552, Subchapter J:** Effective January 1, 2020, the requirements of Subchapter J, Chapter 552, Texas Government Code, may apply to this Agreement and the CONTRACTOR agrees that this Agreement can be terminated if the CONTRACTOR knowingly or intentionally fails to comply with a requirement of that subchapter.

## ARTICLE VIII GENERAL PROVISIONS

8.1 **Notices.** All notices from one Party to another Party regarding this Agreement shall be in writing and delivered to the addresses shown below:

If to CITY:

City of Fulshear  
Attn: Purchasing Office  
PO Box 279  
Fulshear, TX 77441  
(281) 346-8812  
[coberrender@fulsheartexas.gov](mailto:coberrender@fulsheartexas.gov)

If to CONTRACTOR:

**The Cannon**  
1334 Brittmoore Rd  
Houston, TX 77043  
Attn: Lawson Gow, President  
(713) 332-1299  
[lgow@thecannonhouston.com](mailto:lgow@thecannonhouston.com)

The above contact information may be modified without requiring an amendment to the Agreement, provided that written notification of such modification is provided to the other party no less than ten (10) days before such modification is to become effective.

8.2 **Limitation of Liability.** In no event shall either party be liable for special, consequential, incidental, indirect or punitive loss, damages or expenses arising out of or relating to this Agreement, whether arising from a breach of

contract or warranty, or arising in tort, strict liability, by statute or otherwise, even if it has been advised of their possible existence or if such loss, damages or expenses were reasonably foreseeable.

Notwithstanding any provision hereof to the contrary, neither party's liability shall be limited by this Article with respect to claims arising from breach of any confidentiality obligation, arising from such party's infringement of the other party's intellectual property rights, covered by any express indemnity obligation of such party hereunder, arising from or with respect to injuries to persons or damages to tangible property, or arising out of the gross negligence or willful misconduct of the party or its employees.

- 8.3 **Conflict of Interest.** During the term of this Agreement, and all extensions hereto and for a period of one (1) year thereafter, neither party, shall, without the prior written consent of the other, directly or indirectly, whether for its own account or with any other persons or entity whatsoever, employ, solicit to employ or endeavor to entice away any person who is employed by the other party.
- 8.4 **Force Majeure.** In the event that either party hereto is prevented from or delayed in the performance of any of its obligations hereunder by reason of force majeure, defined as acts of God, war, riots, storms, fires or any other cause whatsoever beyond the reasonable control of the party, the party so prevented or delayed shall be excused from the performance of any such obligation to the extent and during the period of such prevention or delay. The period of time applicable to such requirement shall be extended for a period of time equal to the period of time such Party was delayed. Each Party must inform the other in writing within reasonable time of the existence of such force majeure.
- 8.5 **Ability to Perform.** CONTRACTOR agrees promptly to inform CITY of any event or change in circumstances which may reasonably be expected to negatively affect the CONTRACTOR's ability to perform its obligations under this Agreement in the manner contemplated by the parties.
- 8.6 **Availability of Funding.** This Agreement and all claims, suits, or obligations arising under or related to this Agreement are subject to and limited by the receipt and availability of funds which are received from the funding agencies by CITY dedicated for the purposes of this Agreement.
- 8.7 **Governing Law.** This Agreement will be governed by and construed in accordance with the laws of the State of Texas, United States of America. The mandatory and exclusive venue for the adjudication or resolution of any dispute arising out of this Agreement shall be in Fort Bend County, Texas.
- 8.8 **Waiver.** Failure by either party to insist on strict adherence to any one or more of the terms or conditions of this Agreement, or on one or more occasions, will not be construed as a waiver, nor deprive that party of the right to require strict compliance with the same thereafter.
- 8.9 **Entire Agreement.** This Agreement contains the entire agreement of the parties and supersedes all other agreements, discussions, representations or understandings between the parties with respect to the subject matter hereof. No amendments hereto, or waivers or releases of obligations hereunder, shall be effective unless agreed to in writing by the parties hereto.
- 8.10 **Assignment.** This Agreement may not be assigned by either Party without the prior written consent of the other Party.
- 8.11 **Severability.** In the event any one or more of the provisions contained in this Agreement shall for any reason be held to be invalid, illegal, or unenforceable in any respect, such invalidity, illegality, or unenforceability shall not affect any other provision(s) hereof, and this Agreement shall be revised so as to cure such invalid, illegal, or unenforceable provision(s) to carry out as near as possible the original intents of the Parties.
- 8.12 **Amendments.** This Agreement may be amended only by a written amendment executed by both Parties, except that any alterations, additions, or deletions to the terms of this Agreement, which are required by changes in Federal and

State law or regulations or required by the funding source, are automatically incorporated into this Agreement without written amendment hereto and shall become effective on the date designated by such law or regulation.

- 8.13 **Dispute Resolution.** The parties to this Agreement agree to the extent possible and not in contravention of any applicable State or Federal law or procedure established for dispute resolution, to attempt to resolve any dispute between them regarding this Agreement informally through voluntary mediation, arbitration or any other local dispute mediation process before resorting to litigation.
- 8.14 **Funding.** The Parties understand and acknowledge that the funding of this Agreement is contained in the City's annual budget and is subject to the approval of the City in each fiscal year. The Parties further agree that should the governing body of the City fail to approve a budget that includes sufficient funds for the continuation of this Agreement, or should the governing body of the City fail to certify funds for any reason, then and upon the occurrence of such event, this Agreement shall automatically terminate as to the City and the City shall then have no further obligation to the other Party. When the funds budgeted or certified during any fiscal year by the City to discharge its obligations under this Agreement are expended, the other Party's *sole and exclusive remedy* shall be to terminate this Agreement.
- 8.15 **Public Information.** This Agreement is public information. To the extent, if any, that any provision of this Agreement is in conflict with Texas Government Code Chapter 552, as amended (the "Texas Public Information Act"), such provision shall be void and have no force or effect.
- 8.16 **No Indemnification by City.**  
The Parties expressly acknowledge that the City's authority to indemnify and hold harmless any third party is governed by Article XI, Section 7 of the Texas Constitution, and any provision that purports to require indemnification by the City is invalid. Nothing in this Agreement requires that the City incur debt, assess or collect funds, or create a sinking fund.

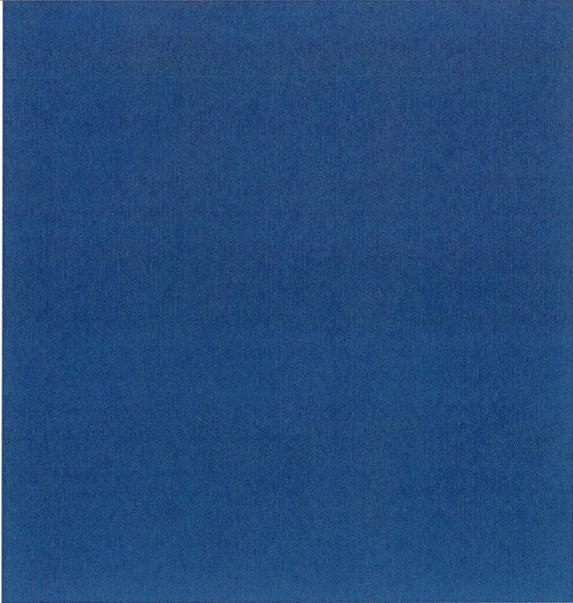
## ARTICLE IX ADDITIONAL REQUIREMENTS

- 9.1 **Equal Employment Opportunity.** CONTRACTOR shall not discriminate against any employee or applicant for employment because of race, religion, color, sex, sexual orientation, gender identity, or national origin. CONTRACTOR shall take affirmative actions to ensure that applicants are employed, and that employees are treated, during their employment, without regard to their race, religion, color, sex, sexual orientation, gender identity, or national origin. Such actions shall include, but not be limited to, the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship.
- 9.2 **House Bill 89 Certification**  
Conditioned upon its requirements, the undersigned certifies that the Company named above, under the provisions of Subtitle F, title 10, Government Code Chapter 2271:

Does not boycott Israel currently; and  
Will not boycott Israel during the term of the contract.



**APPENDIX A – Statement of Work**



# Developing an Innovation Hub Strategy for Fulshear

A proposal for the Economic Development Corporations of the City of Fulshear to build a strategy around the launch and growth of an impactful entrepreneurial hub in Fulshear

The Cannon | 1/13/2020 v. 3



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## Introduction

The Economic Development Strategy for the City of Fulshear, developed by TIP Strategies, defined the economic development vision as follows: “Fulshear is a top destination for talent and businesses in the Greater Houston region, maintaining a small-town feel and a strong connection to nature balanced with high-quality, well-planned, and diversified development.” Our team believes that developing a programmatically-rich, centralized hub for The City’s entrepreneurs will be an essential ingredient in the realization of this economic vision. Innovation hubs focused on providing education, resources, and support to local entrepreneurs and their businesses have proven to be powerful agents of new business development and growth. These types of ‘incubators’ of startup companies serve as community epicenters of innovative activity that proliferates throughout the area and fuels business and job creation for cities.

Although innovation is most often associated with firm-level or state-level activities, municipal governments have a vital role to play in creating the conditions for innovation. Just as cities are responsible for building and maintaining their physical infrastructure, so too should they be responsible for participating in the development and cultivation of innovation infrastructure. Creating a thriving urban innovation ecosystem—that is, the community that emerges from the innovation-related interaction between all the people, programs, platforms, and partnerships in a given city—requires cities to build on existing strengths and capacities, but in a way that leverages the status quo to transform it, thereby increasing industry diversity while fostering economic resiliency (see Figures 1). It requires city leaders to look beyond their borders, adopting a regional and global approach that allows them to import new value into the local economy. It requires initiatives be unified yet decentralized, authentic yet inclusive, strategic yet organic, guided yet open. Above all, successful ecosystems include a cross-section of stakeholders, from municipal agencies to large enterprises, from entrepreneurs to intrapreneurs, from angel investors to institutions, from civic leaders to average citizens. As American urban theorist Jane Jacobs once wrote, “Cities have the capability of providing something for everybody, only because, and only when they are created by everybody.”<sup>1</sup>

### Figure 1: 5 Phases of The Cannon Ecosystem Development

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<sup>1</sup> See Jane Jacobs, *The Death and Life of Great American Cities* (1961).

### 5 Phases of Ecosystem Development

Using existing capacities as a springboard for change allows cities to organically complexity their economies while sustainably growing their capacities.

**1. Define your core**

*Identify* existing strengths and capacities to be leveraged

**2. Build on your core**

*Intensify* innovation efforts related to core capacities

**3. Build from your core**

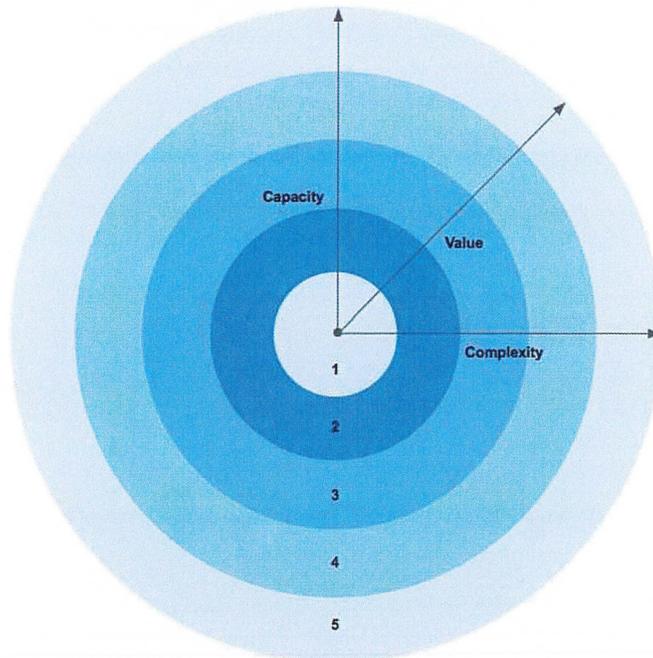
*Diversify* innovation efforts into adjacent industries to unlock latent potential

**4. Build beyond your core**

*Amplify* efforts by connecting to entirely new markets and sectors

**5. Redefine your core**

*Unify* efforts to create cross-industry outcomes that redefine capacities



When building innovation ecosystems, we caution against over-simplifying initiatives down to a focus on a single industry, a single district, or a single priority. We believe that the strength of an ecosystem is directly proportional to the complexity of interactions between various actors, where actors are individuals, groups, or organizations, an interaction is any exchange of ideas, knowledge, capital, goods, or services between actors, and complexity is the product of the breadth (diversity) and depth (intensity) of the interactions. Moreover, we believe that the value created by an innovation ecosystem is a function of the complexity of the system and the robustness of its capacities. Because the process of innovation is non-linear and equifinal, we don't believe there is one right way to increase a city's economic capacities and complexity of interactions. Nevertheless, there are a number of philosophies that we incorporate into our recommendations, including the belief that the best ecosystems are:

- Organically-grown, i.e. they are built with a bottom-up perspective, even when led from the top-down, to ensure inclusivity and authenticity;
- Capacity-driven, i.e. they leverage a city's endemic capabilities, which not only includes existing strengths in particular industries, but potential strengths yet to be realized;<sup>2</sup>
- Socially-supported, i.e. they convene like-minds and diverse ideas to offer inclusive social support systems that connect innovators to each other and the common good;

<sup>2</sup> "Growing Cities that Work for All A Capability-Based Approach to Regional Economic Competitiveness," Brookings (2019).

- Commercially-viable, i.e. they have to make economic sense for private sector players and help generate new commercial value for those involved;
- Resiliently-designed, i.e. they are robust and are capable of not only surviving disruption, but learning and improving from it.

Over the past decade in particular, The City of Fulshear has experienced explosive growth, evolving from a rural farming area of roughly 1,000 people to a full-fledged Houston suburb of 14,000 people. The Economic Development Strategy reports that “Fulshear is the fastest-growing city in the Houston metropolitan statistical area and in the state of Texas, overall.” The City also has many advantages and strengths including highly rated schools, award-winning master-planned communities, a young, wealthy and highly educated population, etc. However, as noted in the report, “The City of Fulshear faces important challenges that it will need to address and manage to secure its future.” One of these challenges is that The City is becoming a ‘bedroom community,’ with most of its employed residents commuting outside city limits for work. In order for The City to continue its growth, it will need to take an active role in managing its business environment and encouraging local job and business creation.

The City’s Economic Development Strategy recognizes that a major opportunity for Fulshear is to develop a regional employment center via a business district and/or office space. Although the Strategy does a thorough job of comprehensively establishing an economic development vision for Fulshear and laying out guiding principles, goals, and strategies, it was not intended to go as far as to outline specific strategies for the creation of such a district. This specific type of specialized economic development is precisely the kind of the work that The Cannon does with cities. Our team builds solutions for local governments that include all of the components needed to launch and operate catalytic centers of innovation. Projects of similar size and scope we are currently engaged in include The City of Pearland, Conroe Economic Development Council (CEDC), and Frisco Economic Development Council (FEDC).

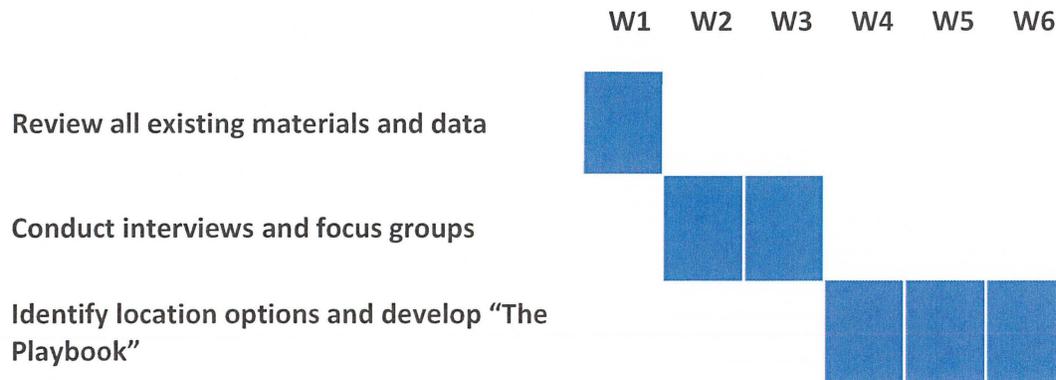
The Cannon concentrates exclusively on the development and management of innovation hubs and startup incubators for cities, and on how to leverage a city’s endemic strengths, align with its cultural preferences, and respond to its unique concerns. The proposal below outlines our approach to helping the Client, the City of Fulshear Economic Development Corporations (EDCs), conceptualize and build an incubator that can unlock value for entrepreneurs, startups, and citizens. If approached strategically, we believe this undertaking will have tremendously positive long-term benefits for the City, and our team is enthusiastic about the opportunity to work with Fulshear on this meaningful project.

## Objectives

1. Demonstrate the feasibility of establishing a startup incubator in Fulshear that can position the City as a leader in small business development and innovation.

2. Develop a strategy for building and launching an incubator that can help catalyze entrepreneurial activity in Fulshear.
3. Assist in identifying qualifying candidates to provide the space, along with criteria for selection, and define the business model, financial model, strategic partners, programs, and full-time team necessary to launch and support the incubator.

## Overview of Six Week Project



*Note: This timeline is subject to change and may be impacted by scheduling conflicts, fundraising, and/or securing a physical location.*

## Scope of Work

### 1) Review of Existing Materials and Data

Given the research and thinking that has already taken place on the economic development strategy of Fulshear and on the innovation strategy of Fort Bend County, we envision this phase being fast and efficient. Our team will study all of the existing demographic and economic research on the City, including strategic plans, development plans, demographic data, and other research studies that can be made available to us. This will take the understandings we have about Fort Bend County as a whole, and begin to identify specific strengths, weaknesses, and opportunities of Fulshear which will inform the overall strategy.

### 2) Conduct Interviews

To ensure our recommendations create maximum value for the City, we will study the aspirations, needs, challenges, culture, and expectations of its citizens. Our team will use the information gathered in the first phase as a foundational layer upon which we will add the qualitative content collected through discussions with local business and city leaders and other

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stakeholders in Fulshear. Although this work will occur prior to the formal solicitation of potential members of the space, throughout this process and by way of these conversations, we will begin to socialize the message of a coming hub to residents of Fulshear and informally start to identify interested parties. Some portion of these may be members in existing Cannon locations whom we know to be residents of Fulshear or nearby areas. We request that the Client designate a primary contact who can help organize meetings to expedite this process, which will consist of the following:

- **Up to 3 focus group sessions** with key private and public sector influencers (5-7 participants at a site in Fulshear)
- **5-6 additional one-on-one interviews** with prominent political and business leaders, as well as property owners who could potentially provide space for a physical space

### **3) Identify Potential Sites and Develop “The Playbook”**

Once we have collected all of the quantitative and qualitative information needed to define an innovation strategy, our team will work with the Client and other stakeholders to identify potential site locations for the incubator. Through this process we will apply our learnings to develop a “Playbook” for the development of a city-wide innovation strategy centralized around the incubation hub. In addition to the detailing of the business model and financial forecast for the space itself, the Playbook will outline the following:

#### **An Analysis of Findings & Recommendations of Key Strategies**

We will review and analyze our findings, extracting insights and forming conclusions that will shape our thinking, help us determine the feasibility of the initiative, and inform our recommendations on how to build and implement the incubator successfully. This will include a background on innovation hubs in general and explanations of how best practices can be applied to what we know about the City of Fulshear as it develops its own physical epicenter of entrepreneurialism.

The report will include recommended approaches specific to the needs of Fulshear – approaches to capitalize on existing strengths and to leverage inherent strategic assets of the City, and to address gaps and weaknesses from an innovation perspective. The final deliverable will be a “work made for hire” for the Client and can serve as a guidebook for how to design, implement, and operate the hub. It will not assume that The Cannon will operate the space, but rather, will be an operator agnostic strategic plan.

#### **The Space**

As noted, the project assists in the identification of potential sites as well as the business structure associated with the ongoing operations of the space. The Playbook will include our philosophies on the types of space most conducive to creative output and collaborative engagement. In addition, it will include specific financial models for each proposed potential location (for a maximum of 3 potential locations) based on site specific market and monetary

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considerations for both a building owner/Cannon partnership model and a public-private partnership (P3) model. The models will outline a pricing structure, square footage breakdowns, ongoing operational costs, and community growth projections. In the case of a P3 arrangement, the playbook will also pose a couple of specific ways this could be structured. Assuming there is an interest, our team will also conduct tours of existing Cannon spaces for Fulshear stakeholders. These models will outline the economic viability/sustainability of the space in both the private partnership and P3 scenarios, specifically taking into account the buildout expenditures, local market rent rates, and rent stabilization assumptions.

### **Programs and Partners**

The Playbook will include an overview of the kinds of programs that have been successful in other Cannon projects and concepts for types of programs specific to the needs of Fulshear. We will outline the key areas of focus for the City and the corresponding programs needed to address these areas. The program recommendations will likely be both hub-specific and city-wide and will include recommendations on how to develop these types of offerings for Fulshear's entrepreneurs and innovators. Similarly, the report will identify potential strategic partners and recommendations on how to engage with these organizations.

### **Staffing and Operational Overview**

The Playbook will include a high-level overview of the ongoing operations needed to sustain the incubator space. Based on the findings and recommended areas of focus, it will also outline a specific staffing structure. If The Cannon is to ultimately be the operator, it will be the responsibility of our team to hire, train, and manage the employees associated with running the hub. These discussions too will include both hub-related and city-wide staffing strategies.

### **Launch and Marketing Overview**

The Playbook will include best practices of launching and growing these types of spaces. Our team will outline our experiences with communications, marketing, and advertising as they relate to the development of vibrant entrepreneurial centers and how Fulshear might also achieve a city-wide alignment and engagement around their efforts.

### **Capital Requirements**

The Playbook will also detail the capital requirements associated with launching and sustaining Fulshear's innovation strategy. These capital needs will include those related to the physical hub as well as those tied to other innovation development efforts throughout the City.

### **Measures of Success**

Prior to the completion of the study, it is difficult to anticipate the number of individuals and companies that can be expected to become members of the hub in Fulshear. Clarity on this will evolve throughout the process of this study and upon the opening and growth of the hub. Anecdotally, we know there to be some significant demand from residents in Fulshear as well as nearby areas, but this remains qualitative. Upon the start of the project, our team will communicate with members of existing Cannon locations, whom we know to be residents or close residents, that a space will be opening in the Fulshear area. Cannon members who chose to move their businesses to the new Cannon location in Fulshear will have their memberships transferred over.

It is also impossible for us to quantify the impact that any specific space will have on member companies and on a region, as we are not ultimately directly in control of the companies and their activity. Rather, it is our responsibility to, as best we can, provide support, resources, connections, education, and other helpful programs that help optimize the chances of success. However, we do know in what ways other locations have made an impact and we can anticipate and track these success metrics ongoing in the Fulshear location. Specifically, these spaces lead to 1. An increase in small business retention locally, as early-stage companies tend to utilize the hub as their headquarters rather than commuting beyond the local region, 2. An increase in support for and engagement with startups and small businesses by mentors, corporations, and other organizations, 3. An increase in corporate partnership programs to foster the growth of young companies, 4. An increase in investor interest, deal flow, and in the amount of outside capital raised by local businesses, 5. An increase in the rate at which early-stage companies reach the maturity level needed to sign long term commercial office leases, 6. An increase in local small business job creation, 7. An increase in customer traction by startups and small businesses, 8. An increase in press coverage and startup/tech/small business events in the region, 9. An increase in engagement of and participation by academic institutions, 10. A general increase in education around startups and small businesses by entrepreneurs and investors. And while some of these success metrics are more difficult to specifically quantify than others, our organization will track these outcomes on an ongoing basis in the Fulshear location.

## Fees & Terms

Service	Fee
Playbook Research & Development	\$12,000

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## Terms

Upon the completion of the study, our team will host a work session to present our report and discuss our conclusions and recommendations. At this meeting we will also discuss next steps and, if appropriate, the implementation work needed to launch the space. We will make up to 2 rounds of minor revisions (e.g. pertaining to language, framing, structure, etc.) to the final report prior to concluding the project.

The client will incur a 10% late payment penalty per month for any fees outstanding for more than 30 days.

Our team is optimistic about the potential that Fulshear has to develop an impactful, transformative center of innovation and we are excited about the opportunity to collaborate on this project. Thank you for your consideration and we look forward to hearing from you soon.

## About The Cannon

The Cannon is a firm that develops and operates innovation hubs for local government and city development organizations. The company is building a global network of innovation hubs, starting with a multi-city ecosystem spread across the Greater Houston Area, one of the fastest growing regions in the United States. With over 150,000 square feet of incubator and coworking space under management, a growing investor network, a robust roster of programs for entrepreneurs and intrapreneurs, partnerships with an increasing number of Fortune 500

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companies and prestigious startup accelerators, we are quickly becoming a global model for private and public sector-driven innovation infrastructure initiatives.

Across all of our physical locations, we have re-imagined the typical incubator and coworking experience. For example, we strategically curate members to surround startups with access to prospective investors, service providers, and accomplished mentors. In our newest location, The Cannon Tower in Downtown Houston, we're co-locating disparate groups to create a 'vertical village' of innovation that includes incubator and coworking space, dedicated space for accelerators, and large event spaces spread across four floors. We also provide exceptional amenities for our members. Our flagship location in Houston's Energy Corridor, for instance, boasts a gallery-style auditorium, a luxury movie theater, cafe, showers, and a coding bootcamp. Around this facility, we're creating a live-work-play district that caters to the interests and needs of entrepreneurs.

Over the next year, we plan on expanding our footprint to include over 10 locations across the region and beyond to develop an interconnected network of hubs that can facilitate the exchange of ideas, talent, capital, and unlock value greater than the sum of its parts for each community in which we operate.

## Project Team

### Lawson Gow

Lawson is the Founder and President of The Cannon. Prior to founding The Cannon, Lawson worked for KPMG Capital, the venture capital arm of the global consulting firm KPMG. After studying various innovation initiatives around the world, he realized Houston was lacking the infrastructure and resources startups needed to thrive. To address this problem, Lawson founded The Cannon in 2017, followed by the Cannon's investor network in 2018. He is a graduate of Rice University and an alumnus of Williams College. In 2019, he was recognized as one of Houston Business Journal's 40 Under 40 for his work in advancing the city's innovation ecosystem. He currently sits on innovation committees for the Greater Houston Partnership, Fort Bend County, and others, where he advises public sector and economic development leaders on urban innovation strategy.

### Remington Tonar

Remington is Managing Director of The Cannon and serves as the company's expert on innovation systems and urban theory. Prior to The Cannon, Remington worked in innovation and corporate culture consulting in New York City, where he helped executives at Fortune 500 companies, global NGOs, and top 10 universities set strategic innovation priorities, develop new business models and offerings, and create cultures of intrapreneurship. He is a Forbes.com contributor covering urban innovation, and is an advisor to startups around the world. He holds Master's degrees from New York University and Loyola University Chicago, with his postgraduate

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research focusing on the interplay between cultural belief systems, technology, and economics. He frequently speaks at industry conferences and in classrooms on topics ranging from startup management to ethnographic research to digital media's impact on culture.

### **Hilary Zanoni**

Hilary is The Cannon's Director of Partnerships and the company's public policy expert. Prior to joining The Cannon, she helped a unicorn startup enter the Houston market and ran operations at a marketing and advertising agency. She holds a Master's degree in Public Policy from Loyola University Chicago and three Bachelor's degrees with summa cum laude honors from the University of Wisconsin - Green Bay. Her expertise includes fostering sustainable local economic development and working with private and public sector stakeholders to build economically sustainable communities.

### **Taylor Anne Adams**

Taylor Anne is The Cannon's Director of Strategy and Business Development, and an expert in brand strategy and communications. She previously worked in digital media and entertainment in Los Angeles and New York City, and has worked with numerous startups in the consumer goods space. She is also a longtime advocate for women entrepreneurs and advises female founders from coast to coast. She graduated Cum Laude from Wake Forest University with a degree in Communication and Sociology. Her expertise includes branding and marketing, image and reputation management, and talent scouting and management.

## Request for Taxpayer Identification Number and Certification

**Give Form to the  
requester. Do not  
send to the IRS.**

▶ Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

Print or type.  
See Specific Instructions on page 3.

<b>1</b> Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. <b>The Cannon Workspace, LLC</b>	
<b>2</b> Business name/disregarded entity name, if different from above	
<b>3</b> Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only <b>one</b> of the following seven boxes.  <input type="checkbox"/> Individual/sole proprietor or single-member LLC <input type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate  <input checked="" type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ <u>  <b>P</b>  </u> <b>Note:</b> Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is <b>not</b> disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.  <input type="checkbox"/> Other (see instructions) ▶	<b>4</b> Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):  Exempt payee code (if any) _____  Exemption from FATCA reporting code (if any) _____  <i>(Applies to accounts maintained outside the U.S.)</i>
<b>5</b> Address (number, street, and apt. or suite no.) See instructions. <b>1334 Brittmoore, #1327</b>	Requester's name and address (optional)
<b>6</b> City, state, and ZIP code <b>Houston, TX 77043</b>	
<b>7</b> List account number(s) here (optional)	

### Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

**Note:** If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

<b>Social security number</b>												
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8	2	-	2	2	9	7	4	2	5			

### Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

**Certification instructions.** You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

<b>Sign Here</b>	Signature of U.S. person ▶	<b>Date ▶</b>	July 2, 2019
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## General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

**Future developments.** For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9).

### Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

*If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.*



**ECONOMIC DEVELOPMENT  
COMMUNICATION FORM  
September 21, 2020**

ITEM	TITLE
	<b>CDC &amp; FDC Financials and Payables</b>
<b>ITEM/MOTION</b>	
Consideration and action on financials and payables for the Corporation for the period ending July 31, 2020	
<b>EXPENDITURE:</b> \$11,098.11	<b>BUDGET ACCOUNT/S:</b> 600-5-900-5900-10
<b>EXPENDITURE:</b> \$11,098.11	<b>BUDGET ACCOUNT/S:</b> 700-5-900-5900-10

**SUBMITTED BY:**

Angela E. Fritz  
Economic Development Director

**SUPPORTING DOCUMENTS:**

- **EDC Sales Tax Revenue Report – Sept. 10, 2020**
  - **August Sales Tax Detail**
  - **September Sales Tax Detail**
- **Financials as of July 31, 2020**
  - CDC: Vela Memo, Operating Fund, & Projects Fund
  - FDC: Vela Memo, Operating Fund, & Projects Fund
  - Quarterly Investment Report – July 21, 2020
- **Payables**
  - CDC: City Reimbursement – June 2020 - \$11,098.11
  - FDC: City Reimbursement – June 2020 - \$11,098.11

**EXECUTIVE SUMMARY**

**Sales Tax**

Sales tax revenues received in September (**July** remittances) were **up 24%** from the same period the previous year. Overall, the Corporation’s **sales tax revenues total \$831,572.18** for FY20 or **99.9% of budget with 83% of periods reported.**

**Financials**

There were \$8,750 in **CDC Operating Fund (600) expenditures** reported in July, which is the quarterly ASA Shared Services Fee. There were \$7,862.38 in **CDC Projects Fund (601) expenditures** reported for July for payments on the Broadband Discovery Study and Innovation Hub Playbook projects.

There were \$8,750 in **FDC Operating Fund (600) expenditures** reported in July, which is the quarterly ASA Shared Services Fee. There were \$7,862.38 in **CDC Projects Fund (601) expenditures** reported for July for payments on the Broadband Discovery Study and Innovation Hub Playbook projects.

**Payables**

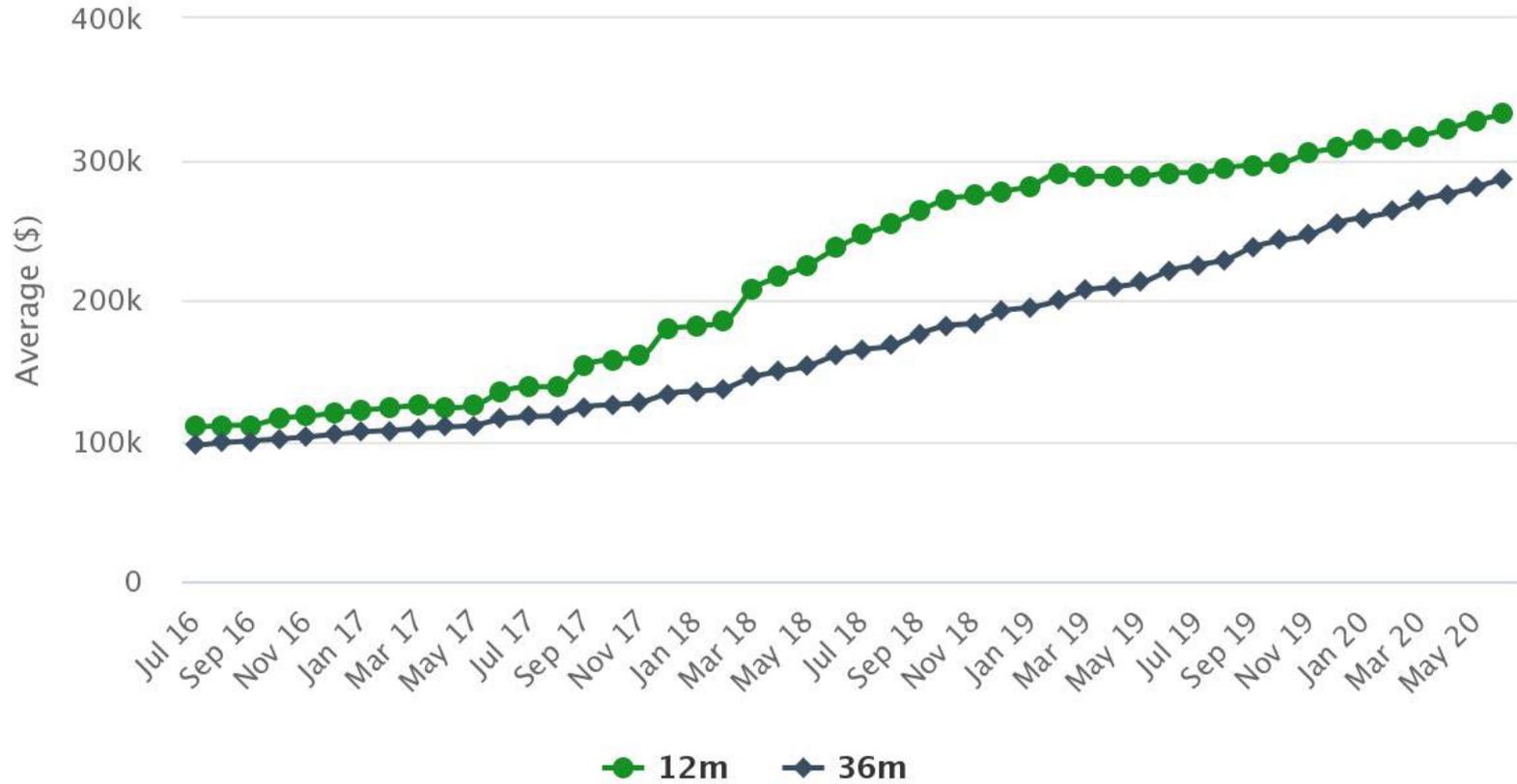
The **reimbursement** register for **July** for the Boards’ consideration includes funds to be paid to the City for expenditures (100) pursuant to the Administrative Services Agreement amounting to **\$11,098.11 per Corporation.**







**12m over 36m Moving Averages – June 2020 | ZacTax**



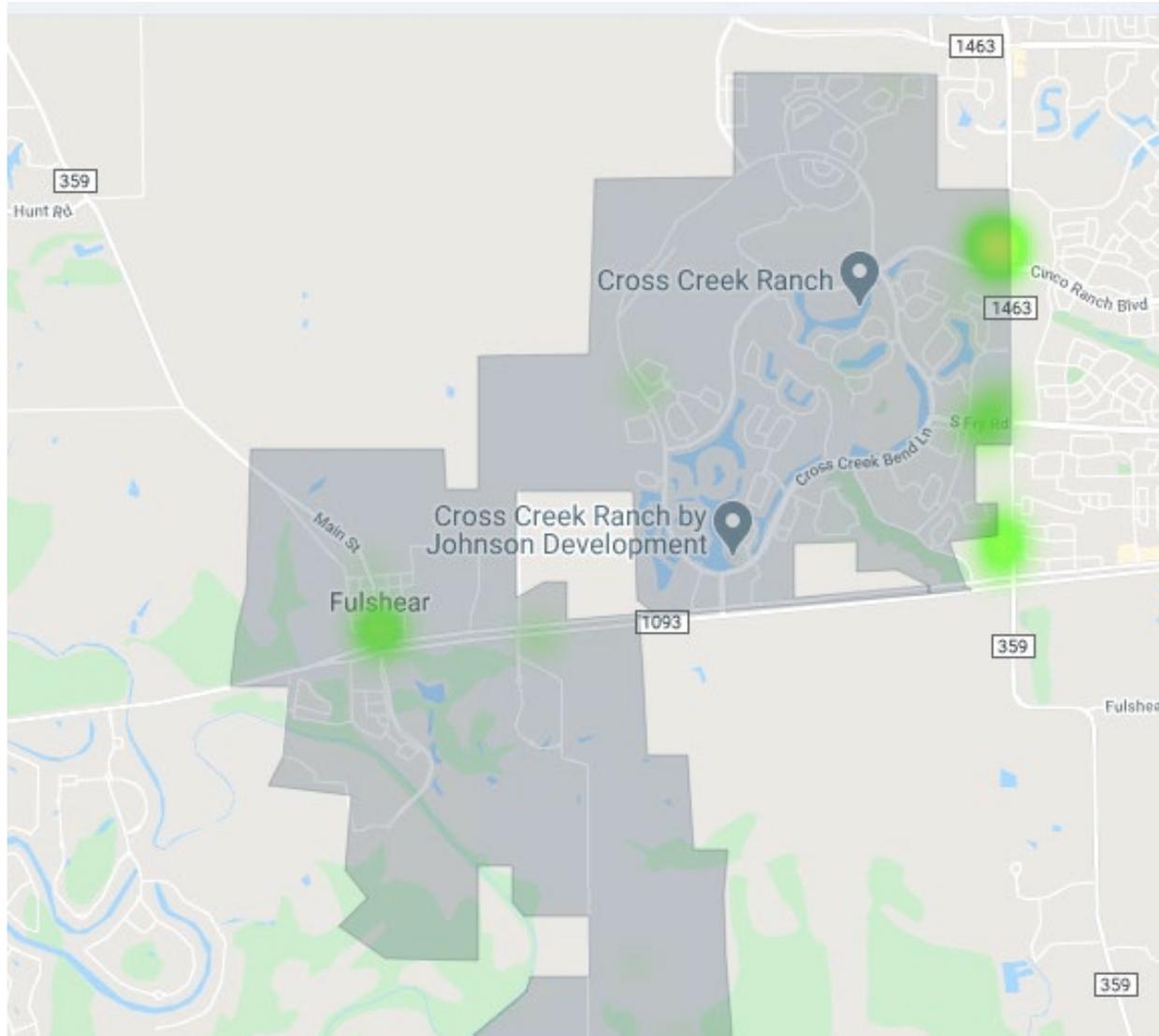
**12 month moving average: June \$332,050**

(May: \$327,763; April: \$321,877; March: \$316,531; February: \$313,235; **January 2020**: \$313,477; December: \$308,239.57; November: \$304,371.27; October: \$295,979.13; September: \$295,979.13; August: \$293,940.86; July: \$290,318.90; June: \$290,589.08; May: \$287,896.61; April: \$287,868.79; March: \$287,950.68; February: \$289,683.30; **January 2019**: \$281,257.48; December: \$277,217.46; November: \$273,964.07; October: \$271,832; September: \$263,277; August: \$253,923)

**36 month moving average: June: \$286,496**

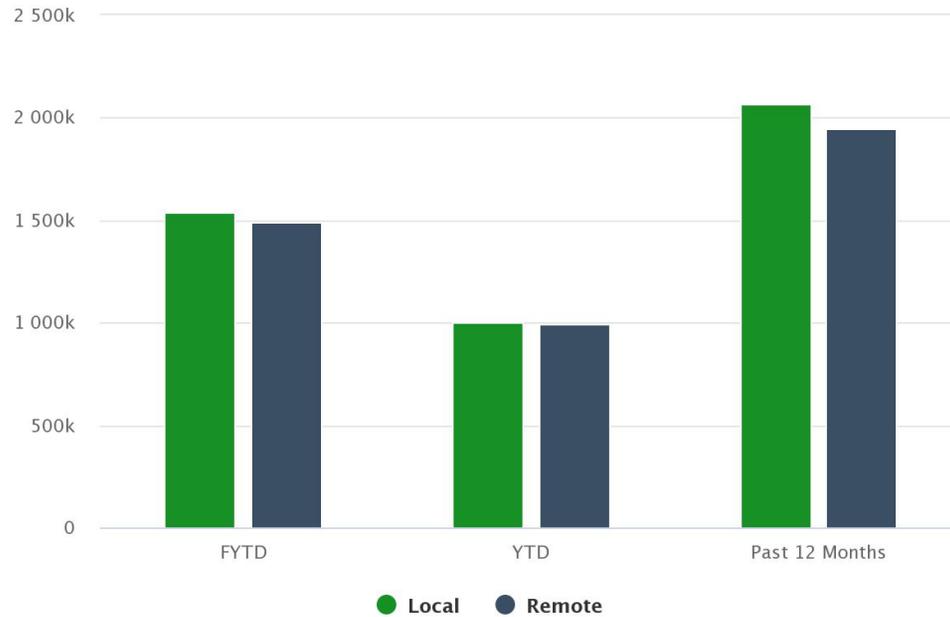
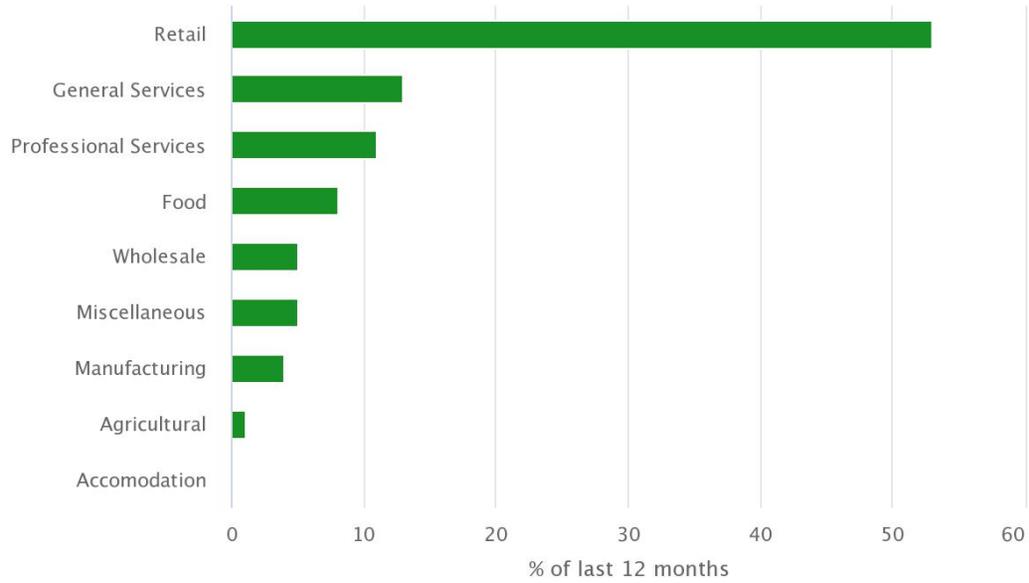
(May: \$280,214; April: \$275,432; March: \$270,698; February: \$262,690; **January 2020**: \$258,717; December: \$254,932; November: \$246,204.06; October: \$237,708.66; September: \$237,708.66; August: \$228,726.43; July: \$224,959.69; June: \$220,840.41; May: \$212,658.55; April: \$209,240.66; March: \$206,778.18; February: \$199,364.59; **January 2019**: \$194,778.14; December: \$192,064.97; November: \$183,823.28; October: \$181,716; September: \$176,100; August: \$167,625)

Heatmap – June 2020 | ZacTax



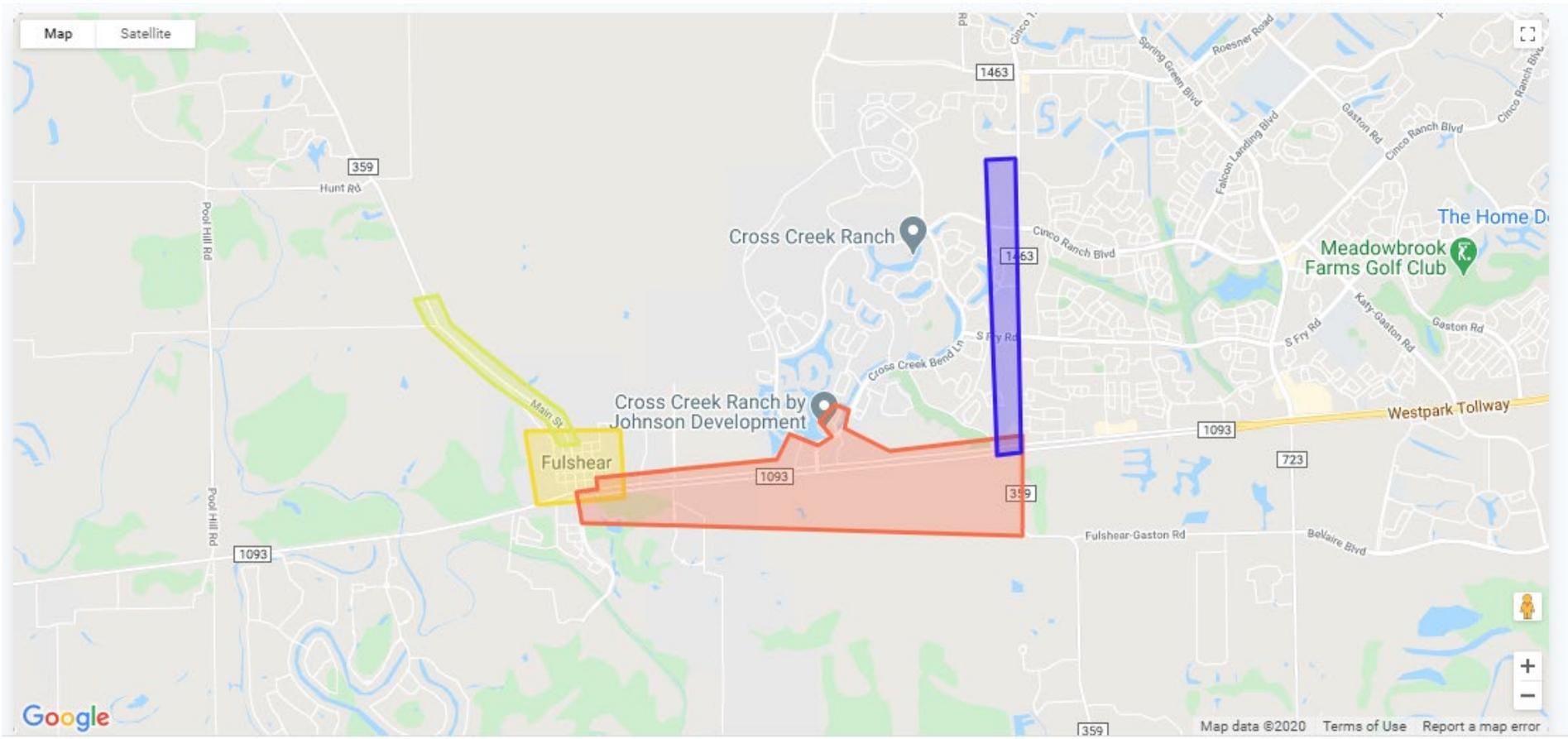
**Industry Percentages & Local vs. Remote – June 2020**

**Industry Percentages**

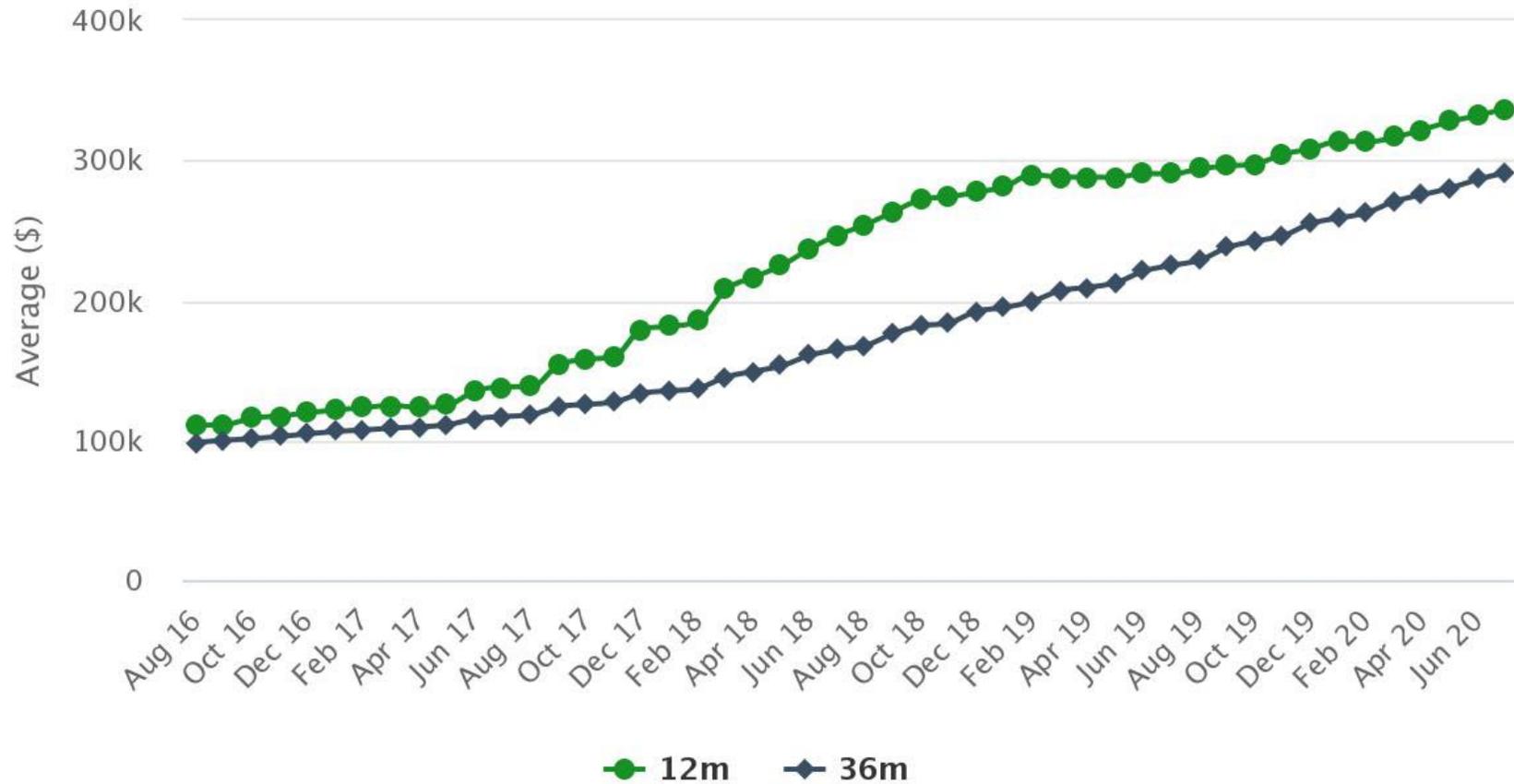


**Tracked Regions with >5 Taxpayers – June 2020**

Region	Acreage	# Outlets	Annual \$/Acre	YTD	% Change	FYTD	% Change
Downtown	220.38	28	\$1,288.82	\$132,609.59	-6.96%	\$204,387.96	-4.05%
FM 1093 & CCR 1093 Mixed Use Areas	1153.76	11	\$56.39	\$34,087.04	44.00%	\$54,014.72	-5.81%
FM 1463	272.06	52	\$3,399.20	\$463,074.82	16.85%	\$699,484.26	17.51%



**12m over 36m Moving Averages – July 2020 | ZacTax**



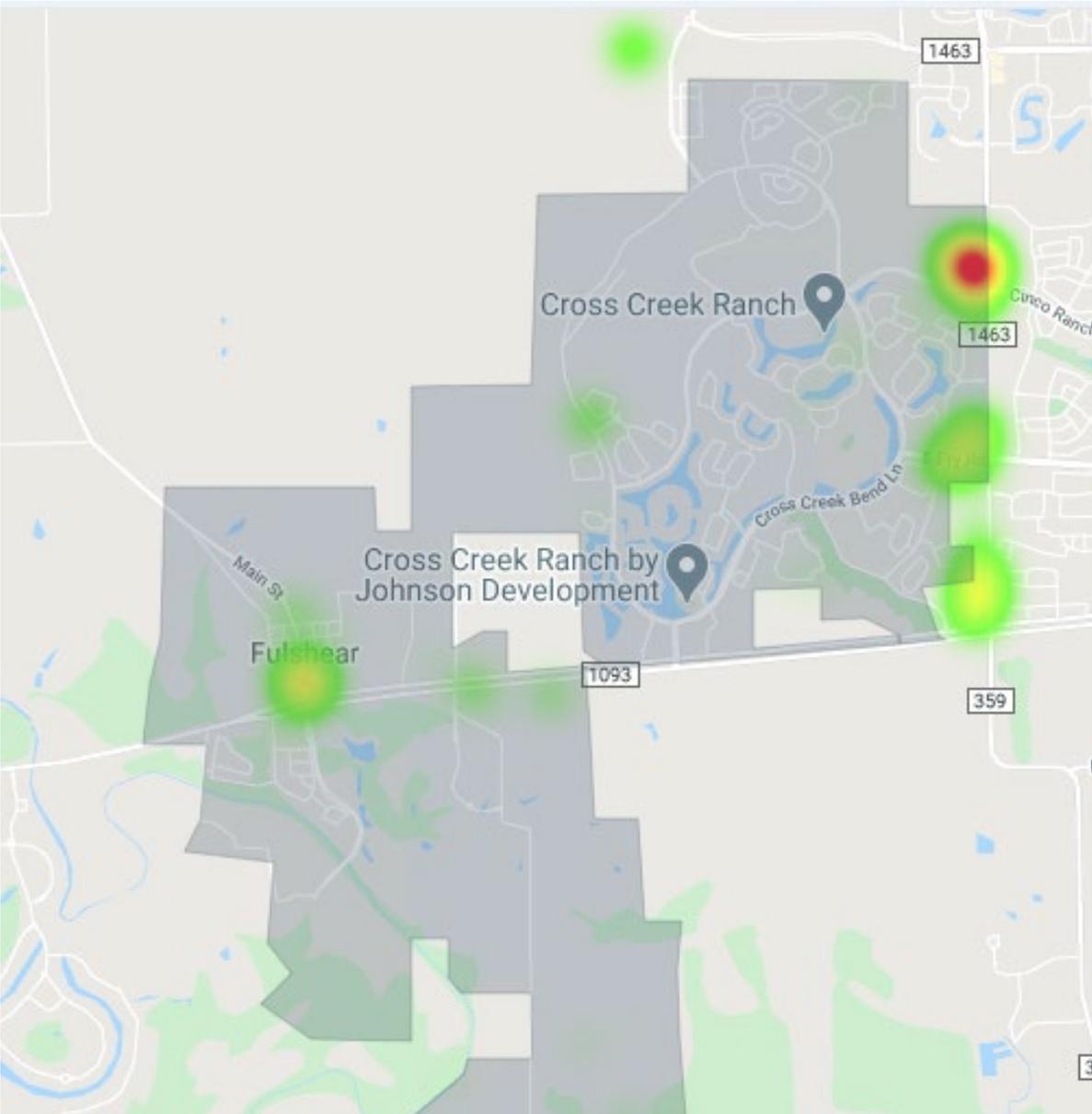
**12 month moving average: July \$337,089**

(June \$332,050; May: \$327,763; April: \$321,877; March: \$316,531; February: \$313,235; **January 2020**: \$313,477; December: \$308,239.57; November: \$304,371.27; October: \$295,979.13; September: \$295,979.13; August: \$293,940.86; July: \$290,318.90; June: \$290,589.08; May: \$287,896.61; April: \$287,868.79; March: \$287,950.68; February: \$289,683.30; **January 2019**: \$281,257.48; December: \$277,217.46; November: \$273,964.07; October: \$271,832; September: \$263,277; August: \$253,923)

**36 month moving average: June: \$291,315**

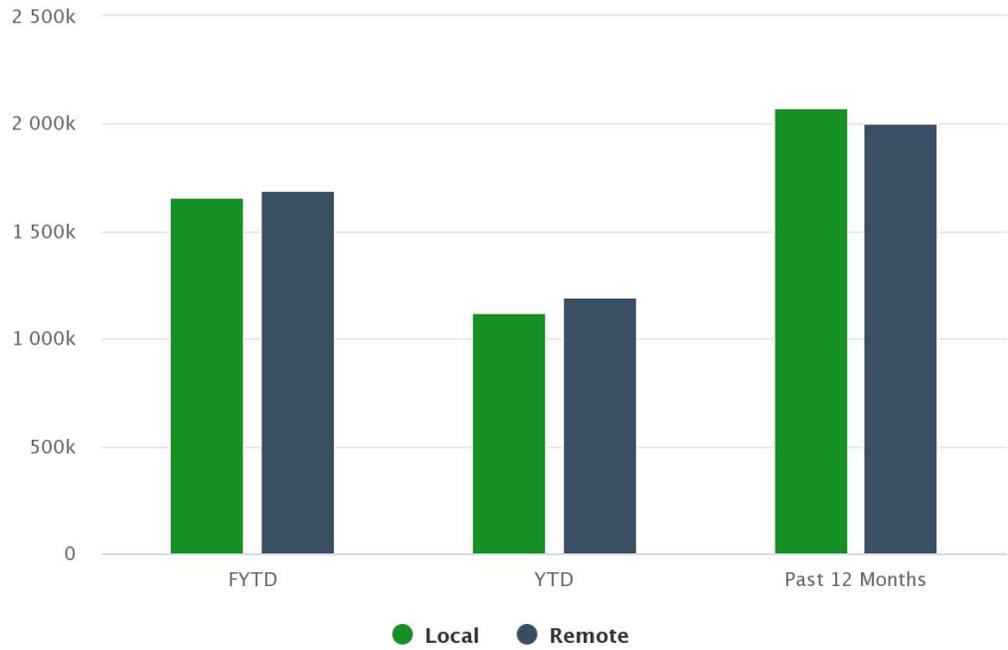
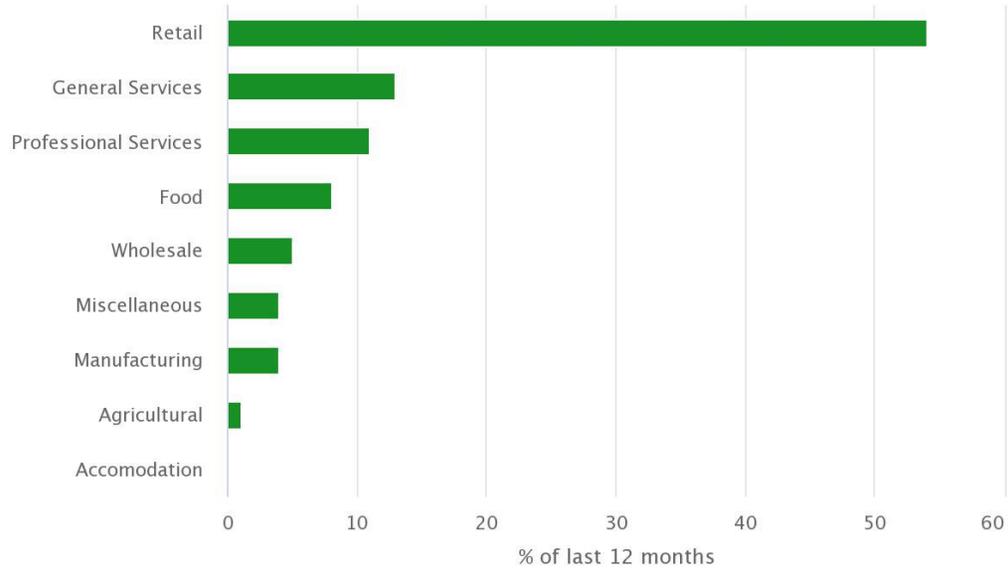
(June: \$286,496; May: \$280,214; April: \$275,432; March: \$270,698; February: \$262,690; **January 2020**: \$258,717; December: \$254,932; November: \$246,204.06; October: \$237,708.66; September: \$237,708.66; August: \$228,726.43; July: \$224,959.69; June: \$220,840.41; May: \$212,658.55; April: \$209,240.66; March: \$206,778.18; February: \$199,364.59; **January 2019**: \$194,778.14; December: \$192,064.97; November: \$183,823.28; October: \$181,716; September: \$176,100; August: \$167,625)

Heatmap – July 2020 | ZacTax



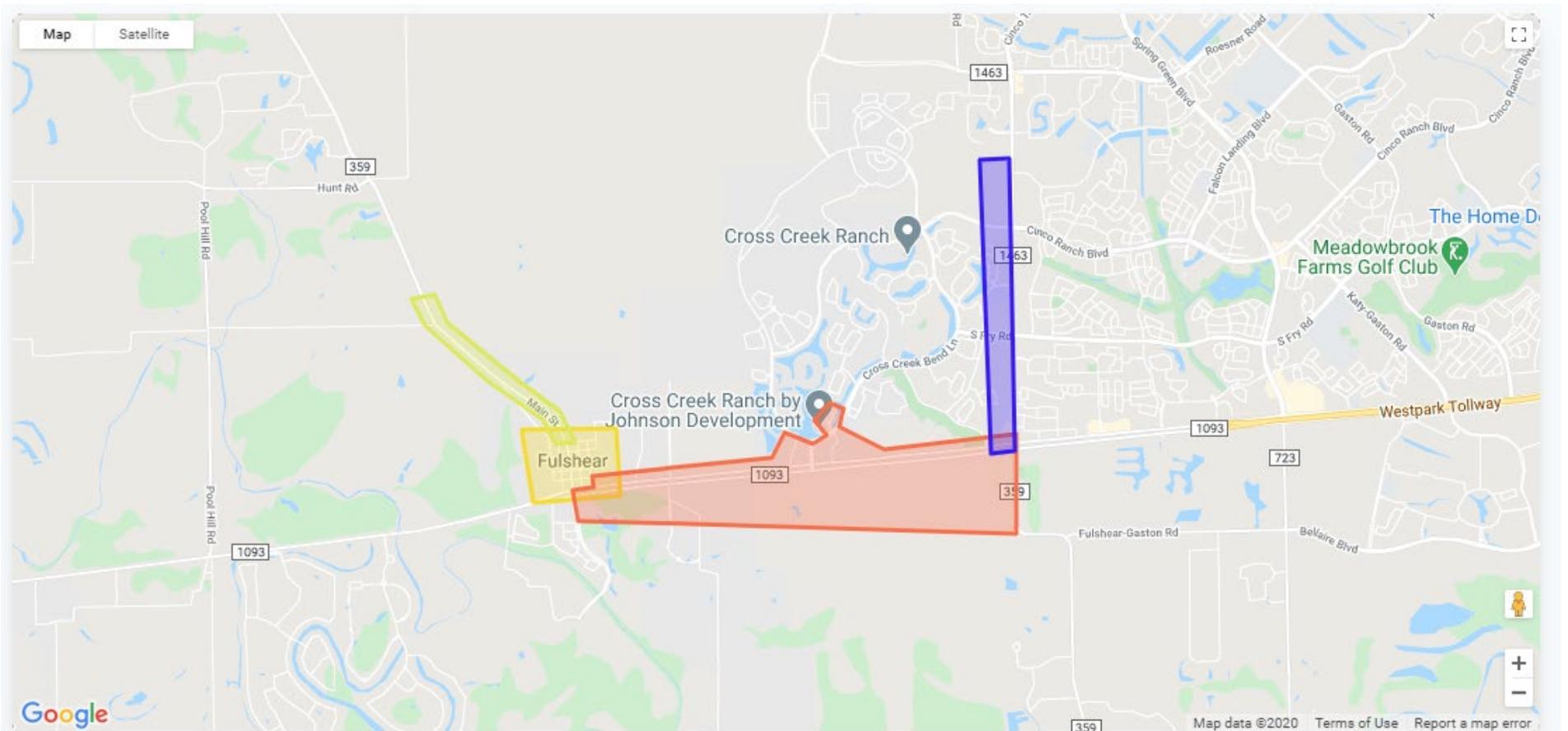
## Industry Percentages & Local vs. Remote – July 2020

### Industry Percentages



**Tracked Regions with >5 Taxpayers – July 2020**

Region ^	Acreage	# Outlets	Annual \$/Acre	YTD	% Change	FYTD	% Change
Downtown	220.38	28	\$1,251.76	\$150,724.74	-10.71%	\$222,503.11	-7.01%
FM 1093 & CCR 1093 Mixed Use Areas	1153.76	11	\$57.01	\$37,524.30	42.17%	\$57,451.98	-4.36%
FM 1463	272.06	52	\$3,433.42	\$546,216.59	16.18%	\$782,626.03	16.97%





# CITY OF FULSHEAR

## Finance Department

PO Box 279 / 29378 McKinnon, Suite A  
Fulshear, Texas 77441  
[www.fulsheartexas.gov](http://www.fulsheartexas.gov)

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### MEMORANDUM

To: Type A Corp - Development Corporation  
From: Wes Vela, Chief Financial Officer, City of Fulshear  
Date: August 26, 2020  
Subject: Monthly Financial Reports

Attached you will find the Type A Corp Development Corp. Financial Reports for the period **October 1, 2019 through July 31, 2020** for both the operating fund and capital projects fund. This period represents **83%** of the operating period.

Also included with this month's reports is the Quarterly Investment Report for period ending June 30, 2020.

If you have any questions, please don't hesitate to call me at 281.346.8805.



Fulshear, TX

# Budget Report

## Account Summary

For Fiscal: 2019-2020 Period Ending: 07/31/2020

		Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Used
<b>Fund: 600 - 4/A OPERATING FUND</b>							
<a href="#">600-41301</a>	Sales & Use Tax Revenue	832,624.00	832,624.00	74,665.54	633,182.19	-199,441.81	76.05 %
<a href="#">600-46000</a>	Interest Revenue	32,000.00	32,000.00	2,721.56	21,851.49	-10,148.51	68.29 %
<b>Department: 100 - Administrative</b>							
<a href="#">600-100-5311-00</a>	Supplies	250.00	250.00	21.68	21.68	228.32	8.67 %
<a href="#">600-100-5411-00</a>	Admin Prof. Serv. - Legal	10,000.00	5,000.00	0.00	195.00	4,805.00	3.90 %
<a href="#">600-100-5411-10</a>	Professional Svcs - Consulting	2,900.00	2,900.00	0.00	0.00	2,900.00	0.00 %
<a href="#">600-100-5413-00</a>	Meeting Security	3,000.00	3,000.00	0.00	280.33	2,719.67	9.34 %
<a href="#">600-100-5421-04</a>	Admin - Indemnity Insurance	475.00	475.00	0.00	0.00	475.00	0.00 %
<a href="#">600-100-5526-00</a>	Admin - Public Notices	500.00	500.00	0.00	0.00	500.00	0.00 %
<a href="#">600-100-5528-00</a>	Travel & Training	0.00	0.00	0.00	544.12	-544.12	0.00 %
<a href="#">600-100-5528-05</a>	Continuing Education	5,000.00	5,000.00	0.00	194.63	4,805.37	3.89 %
<b>Department: 100 - Administrative Total:</b>		<b>22,125.00</b>	<b>17,125.00</b>	<b>21.68</b>	<b>1,235.76</b>	<b>15,889.24</b>	<b>7.22 %</b>
<b>Department: 900 - Transfers</b>							
<a href="#">600-900-5900-10</a>	Xfer Out - Gen Fund 100	176,963.00	181,963.00	8,750.00	104,040.08	77,922.92	57.18 %
<a href="#">600-900-5900-11</a>	Xfer Out - Community Events	37,500.00	37,500.00	0.00	37,500.00	0.00	100.00 %
<a href="#">600-900-5900-61</a>	Xfer Out - 4/A Project Fund 601	745,275.00	745,275.00	0.00	745,275.00	0.00	100.00 %
<a href="#">600-900-5901-10</a>	Xfer Out - GF100 Shared Service	35,000.00	35,000.00	0.00	26,250.00	8,750.00	75.00 %
<b>Department: 900 - Transfers Total:</b>		<b>994,738.00</b>	<b>999,738.00</b>	<b>8,750.00</b>	<b>913,065.08</b>	<b>86,672.92</b>	<b>91.33 %</b>
<b>Fund: 600 - 4/A OPERATING FUND Surplus (Deficit):</b>		<b>-152,239.00</b>	<b>-152,239.00</b>	<b>68,615.42</b>	<b>-259,267.16</b>	<b>-107,028.16</b>	<b>170.30 %</b>
<b>Fund: 601 - 4/A - PROJECTS FUND</b>							
<a href="#">601-46000</a>	Interest Revenue	8,000.00	8,000.00	2,758.80	15,063.64	7,063.64	188.30 %
<a href="#">601-49560</a>	Xfer In - 4/A EDC Fund 600	745,275.00	745,275.00	0.00	745,275.00	0.00	100.00 %
<b>Department: 000 - Non-Departmental</b>							
<a href="#">601-000-5470-01</a>	Targeted Incentives	83,262.00	219,210.00	0.00	0.00	219,210.00	0.00 %
<a href="#">601-000-5470-02</a>	Promotional Expenses	83,262.00	185,065.00	0.00	912.76	184,152.24	0.49 %
<a href="#">601-000-5470-03</a>	Studies expense	125,000.00	173,180.00	5,862.38	18,009.83	155,170.17	10.40 %
<a href="#">601-000-5600-09</a>	Katy-Fulshear/Huggins Rd-ST20B	28,750.00	100,000.00	0.00	0.00	100,000.00	0.00 %
<a href="#">601-000-5600-10</a>	Texas Heritage Pkwy Proj-ST20C	0.00	91,125.00	0.00	0.00	91,125.00	0.00 %
<a href="#">601-000-5600-11</a>	Livable Center Implement (EDC)	125,000.00	125,000.00	0.00	0.00	125,000.00	0.00 %
<a href="#">601-000-5600-12</a>	Ec Dev Strat Plan Implem (EDC)	125,000.00	125,000.00	2,000.00	2,000.00	123,000.00	1.60 %
<a href="#">601-000-5600-13</a>	Gateway, Corridor and Placemak	50,000.00	50,000.00	0.00	0.00	50,000.00	0.00 %
<b>Department: 000 - Non-Departmental Total:</b>		<b>620,274.00</b>	<b>1,068,580.00</b>	<b>7,862.38</b>	<b>20,922.59</b>	<b>1,047,657.41</b>	<b>1.96 %</b>
<b>Department: 900 - Transfers</b>							
<a href="#">601-900-5900-30</a>	Xfer Out -#300 ST20D FM1093	0.00	87,500.00	0.00	0.00	87,500.00	0.00 %
<a href="#">601-900-5900-51</a>	Xfer Out - #501 WMP-W18K	25,000.00	50,000.00	0.00	0.00	50,000.00	0.00 %
<a href="#">601-900-5901-30</a>	Xfer Out - #300 FPT19A Parks	0.00	50,000.00	0.00	0.00	50,000.00	0.00 %
<a href="#">601-900-5901-51</a>	Xfer Out -#5010D20B-Dntown Drng	100,000.00	100,000.00	0.00	0.00	100,000.00	0.00 %
<a href="#">601-900-5902-30</a>	Xfer Out - #300 FPT19B Livab	0.00	50,000.00	0.00	0.00	50,000.00	0.00 %
<a href="#">601-900-5902-51</a>	Xfer Out - #501 WMP-WW18E	0.00	75,000.00	0.00	0.00	75,000.00	0.00 %
<b>Department: 900 - Transfers Total:</b>		<b>125,000.00</b>	<b>412,500.00</b>	<b>0.00</b>	<b>0.00</b>	<b>412,500.00</b>	<b>0.00 %</b>
<b>Fund: 601 - 4/A - PROJECTS FUND Surplus (Deficit):</b>		<b>8,001.00</b>	<b>-727,805.00</b>	<b>-5,103.58</b>	<b>739,416.05</b>	<b>1,467,221.05</b>	<b>-101.60 %</b>
<b>Report Surplus (Deficit):</b>		<b>-144,238.00</b>	<b>-880,044.00</b>	<b>63,511.84</b>	<b>480,148.89</b>	<b>1,360,192.89</b>	<b>-54.56 %</b>



# CITY OF FULSHEAR

## Finance Department

PO Box 279 / 29378 McKinnon, Suite A  
Fulshear, Texas 77441  
[www.fulsheartexas.gov](http://www.fulsheartexas.gov)

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### MEMORANDUM

To: Type B Corp - Development Corporation  
From: Wes Vela, Chief Financial Officer, City of Fulshear  
Date: August 26, 2020  
Subject: Monthly Financial Reports

Attached you will find the Type B- Development Corp. Financial Reports for the period **October 1, 2019 through July 31, 2020** for both the operating fund and capital projects fund. This period represents **83%** of the operating period.

Also included is the Quarterly Investment Report for period ending June 30, 2020.

If you have any questions, please don't hesitate to call me at 281.346.8805.



Fulshear, TX

# Budget Report Account Summary

For Fiscal: 2019-2020 Period Ending: 07/31/2020

	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Used
<b>Fund: 700 - 4/B OPERATING FUND</b>						
<a href="#">700-41301</a>	Sales & Use Tax Revenue	832,624.00	832,624.00	74,665.53	633,182.12	-199,441.88 76.05 %
<a href="#">700-46000</a>	Interest Revenue	35,500.00	35,500.00	4,393.97	28,696.68	-6,803.32 80.84 %
<a href="#">700-49571</a>	XFER IN - 4/B Project Fund 701	0.00	0.00	0.00	745,275.00	745,275.00 0.00 %
<b>Department: 100 - Administrative</b>						
<a href="#">700-100-5311-00</a>	Supplies	250.00	250.00	64.04	64.04	185.96 25.62 %
<a href="#">700-100-5411-00</a>	Admin Prof. Service - Legal	7,500.00	2,500.00	0.00	195.00	2,305.00 7.80 %
<a href="#">700-100-5413-00</a>	Meeting Security	3,000.00	3,000.00	0.00	192.19	2,807.81 6.41 %
<a href="#">700-100-5421-04</a>	Admin - Indemnity Insurance	600.00	600.00	0.00	0.00	600.00 0.00 %
<a href="#">700-100-5526-00</a>	Public Notices	500.00	500.00	0.00	0.00	500.00 0.00 %
<a href="#">700-100-5528-00</a>	Travel & Training	8,000.00	8,000.00	0.00	2,904.13	5,095.87 36.30 %
<b>Department: 100 - Administrative Total:</b>		<b>19,850.00</b>	<b>14,850.00</b>	<b>64.04</b>	<b>3,355.36</b>	<b>11,494.64 22.60 %</b>
<b>Department: 400 - Community Development</b>						
<a href="#">700-400-5471-00</a>	Community Grants	10,000.00	10,000.00	0.00	0.00	10,000.00 0.00 %
<b>Department: 400 - Community Development Total:</b>		<b>10,000.00</b>	<b>10,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>10,000.00 0.00 %</b>
<b>Department: 900 - Transfers</b>						
<a href="#">700-900-5900-10</a>	Xfer Out - Gen Fund 100	176,963.00	181,963.00	8,750.00	120,677.92	61,285.08 66.32 %
<a href="#">700-900-5900-11</a>	Xfer Out - Community Events	37,500.00	37,500.00	0.00	37,500.00	0.00 100.00 %
<a href="#">700-900-5901-10</a>	Xfer Out GF 100 shared service	35,000.00	35,000.00	0.00	26,250.00	8,750.00 75.00 %
<a href="#">700-900-5901-71</a>	Xfer Out 4/B Project Fund 701	745,275.00	745,275.00	0.00	745,275.00	0.00 100.00 %
<b>Department: 900 - Transfers Total:</b>		<b>994,738.00</b>	<b>999,738.00</b>	<b>8,750.00</b>	<b>929,702.92</b>	<b>70,035.08 92.99 %</b>
<b>Fund: 700 - 4/B OPERATING FUND Surplus (Deficit):</b>		<b>-156,464.00</b>	<b>-156,464.00</b>	<b>70,245.46</b>	<b>474,095.52</b>	<b>630,559.52 -303.01 %</b>
<b>Fund: 701 - 4/B PROJECTS FUND</b>						
<a href="#">701-46000</a>	INTEREST	6,650.00	6,650.00	1,221.75	9,398.63	2,748.63 141.33 %
<a href="#">701-49570</a>	Xfer In - 4/B EDC Fund 700	745,275.00	745,275.00	0.00	0.00	-745,275.00 0.00 %
<b>Department: 000 - Non-Departmental</b>						
<a href="#">701-000-5470-01</a>	Targeted Incentives	83,262.00	219,210.00	0.00	0.00	219,210.00 0.00 %
<a href="#">701-000-5470-02</a>	Promotional Expenses	83,262.00	121,046.00	0.00	15,605.76	105,440.24 12.89 %
<a href="#">701-000-5470-03</a>	Studies expense	125,000.00	173,179.00	5,862.37	18,009.83	155,169.17 10.40 %
<a href="#">701-000-5600-09</a>	Katy-Fulshear/Huggins Rd-ST20B	28,750.00	100,000.00	0.00	0.00	100,000.00 0.00 %
<a href="#">701-000-5600-11</a>	Livable Center Implement (EDC)	125,000.00	125,000.00	0.00	0.00	125,000.00 0.00 %
<a href="#">701-000-5600-12</a>	Ec Dev Strat Plan Implemt(EDC)	125,000.00	125,000.00	2,000.00	2,000.00	123,000.00 1.60 %
<a href="#">701-000-5600-13</a>	Gateway, Corridor, Placemaking	50,000.00	50,000.00	0.00	0.00	50,000.00 0.00 %
<b>Department: 000 - Non-Departmental Total:</b>		<b>620,274.00</b>	<b>913,435.00</b>	<b>7,862.37</b>	<b>35,615.59</b>	<b>877,819.41 3.90 %</b>
<b>Department: 900 - Transfers</b>						
<a href="#">701-900-5900-30</a>	Xfer Out #300 ST19D FM1093	0.00	87,500.00	0.00	0.00	87,500.00 0.00 %
<a href="#">701-900-5900-51</a>	Xfer Out #501 WMP-W18K	25,000.00	50,000.00	0.00	0.00	50,000.00 0.00 %
<a href="#">701-900-5901-30</a>	Xfer Out #300 FPT19A Parks	0.00	50,000.00	0.00	0.00	50,000.00 0.00 %
<a href="#">701-900-5901-51</a>	Xfer Out - #501 WMP-WW18E	0.00	75,000.00	0.00	0.00	75,000.00 0.00 %
<a href="#">701-900-5902-30</a>	Xfer Out-#300 FPT19B Livab	0.00	50,000.00	0.00	0.00	50,000.00 0.00 %
<a href="#">701-900-5902-51</a>	Xfer Out #501 D20B Dntwn Drain	100,000.00	100,000.00	0.00	0.00	100,000.00 0.00 %
<b>Department: 900 - Transfers Total:</b>		<b>125,000.00</b>	<b>412,500.00</b>	<b>0.00</b>	<b>0.00</b>	<b>412,500.00 0.00 %</b>
<b>Fund: 701 - 4/B PROJECTS FUND Surplus (Deficit):</b>		<b>6,651.00</b>	<b>-574,010.00</b>	<b>-6,640.62</b>	<b>-26,216.96</b>	<b>547,793.04 4.57 %</b>
<b>Report Surplus (Deficit):</b>		<b>-149,813.00</b>	<b>-730,474.00</b>	<b>63,604.84</b>	<b>447,878.56</b>	<b>1,178,352.56 -61.31 %</b>

City of Fulshear  
Quarterly Investment Report  
20-2

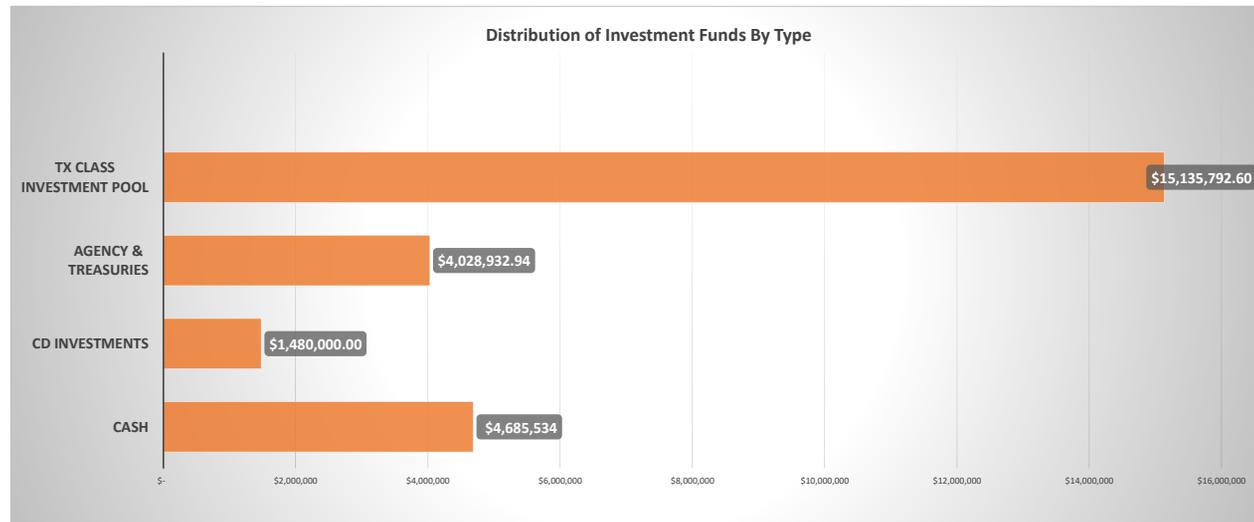
Account Type	Purchase Date	Maturity	Yield	Purchase	Beginning Book Value 06/01/20	Purchases/ Additions	Sales/ Reductions	Ending 6/30/20	Increases (Decreases)	Quarterly Interest	Market Value	Yield	Current Month Interest Earned
<b>CASH ACCOUNTS</b>													
Wells Fargo General Operating		1 day	0.00%		\$0.00	\$ 8,786,400.74	\$ (8,786,400.74)	\$0.00	\$ -	\$ -	\$0.00	0.00%	\$ -
Wells Fargo StageCoach Sweep			2.01%		\$4,787,514.38	\$ 3,066,666.29	\$ (3,206,619.04)	\$4,685,534.36	\$ (139,952.75)	\$ 4,889.33	\$0.00	0.51%	\$ 315.10
<b>CASH TOTALS</b>				\$	<b>4,787,514.38</b>	<b>11,853,067.03</b>	<b>(11,993,019.78)</b>	<b>4,685,534.36</b>	<b>(139,952.75)</b>	<b>4,889.33</b>	<b>\$0.00</b>		<b>\$ 315.10</b>
<b>INVESTMENTS - CD'S</b>													
Dime Community Bank 25432JAE3	5/18/2018	8/28/2020	2.40%	\$ 250,000	\$250,000.00	\$ -	\$ -	\$ 250,000.00	\$ -	\$ 2,991.78	\$250,941.92	3.10%	\$ 2,991.78
Morgan Stanley 6269OUBK5	11/15/2018	11/16/2020	3.1%	\$ 250,000	\$250,000.00	\$ -	\$ -	\$ 250,000.00	\$ -	\$ 3,864.38	\$252,870.76	3.10%	\$ -
Wells Fargo Bank - 949763XP6	2/21/2019	2/16/2021	2.65%	\$ 250,000	\$250,000.00	\$ -	\$ -	\$ 250,000.00	\$ -	\$ 1,669.86	\$253,953.11	2.65%	\$ 562.67
Goldman Sachs Bank USA 38149MLH4	12/13/2019	12/20/2021	1.75%	\$ 245,000	\$245,000.00	\$ -	\$ -	\$ 245,000.00	\$ -	\$ 2,149.62	\$250,662.25	1.75%	\$ 2,149.62
Morgan Stanley 61760A4H9	12/19/2019	12/20/2021	1.75%	\$ 245,000	\$245,000.00	\$ -	\$ -	\$ 245,000.00	\$ -	\$ 2,149.62	\$250,662.25	1.75%	\$ 2,149.62
Sallie Mae 7954505Y7	12/19/2019	12/20/2021	1.75%	\$ 245,000	\$245,000.00	\$ -	\$ -	\$ 245,000.00	\$ -	\$ 2,149.62	\$250,662.25	1.75%	\$ 2,149.62
Wells Fargo Bank 949495AK1	12/30/2019	12/30/2021	1.75%	\$ 245,000	\$245,000.00	\$ -	\$ -	\$ 245,000.00	\$ -	\$ 1,080.68	\$250,733.40	1.75%	\$ 716.54
<b>CD'S TOTALS</b>				\$	<b>1,480,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>1,480,000.00</b>	<b>\$ -</b>	<b>13,063.78</b>	<b>\$1,509,544.02</b>		<b>\$ 7,728.07</b>
<b>INVESTMENTS - BONDS</b>													
Fannie Mae 3135GOT60	12/13/2019	7/30/2020	1.50%	\$ 2,000,000	\$245,000.00	\$ 30.00	\$ -	\$ 30.00	\$ -	\$ -	\$2,002,214.18	1.50%	\$ -
United States Treasury Note	12/13/2019	1/31/2021	2.50%	\$ 2,000,000	\$245,000.00	\$ 215.00	\$ -	\$ 245,000.00	\$ -	\$ -	\$2,026,718.76	2.50%	\$ -
<b>BOND'S TOTALS</b>				\$	<b>4,000,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>4,000,245.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$4,028,932.94</b>		<b>\$ -</b>
<b>TX CLASS INVESTMENT POOL</b>													
TXClass General Fund		1 day	0.83%		\$15,119,033.21	\$ 51,463.63	\$ -	\$ 15,135,235.84	\$ 51,463.63	\$ 40,959.51	\$0.00	1.25%	\$ 17,432.42
TXClass - Peg Restricted		1 day	0.83%		\$556.76	\$ -	\$ -	\$ 556.76	\$ -	\$ 1.19	\$0.00	1.25%	\$ 0.30
<b>TX CLASS TOTALS</b>				\$	<b>15,119,589.97</b>	<b>\$ 51,463.63</b>	<b>\$ -</b>	<b>15,135,792.60</b>	<b>\$ 51,463.63</b>	<b>\$ 40,960.70</b>	<b>\$0.00</b>		<b>\$ 17,432.72</b>
<b>PORTFOLIO TOTALS</b>				\$	<b>24,786,434.74</b>	<b>11,904,653.16</b>	<b>(11,993,019.78)</b>	<b>25,426,571.96</b>	<b>(88,489.12)</b>	<b>\$ 60,409.70</b>	<b>\$5,663,947.92</b>	<b>1.76%</b>	<b>\$ 26,971.78</b>

**Portfolio as of March 1, 2020**

Beginning Book Value	\$5,605,000
Beginning Market Value	\$5,753,822
Unrealized Gain/(Loss)	\$148,822
Weighted Average Maturity (days)	74.69

**Portfolio as of June 30, 2020**

Ending Book Value	\$5,480,245
Ending Market Value	\$5,663,948
Unrealized Gain/(Loss)	\$183,703
Weighted Average Maturity (days)	45.04
Investment Income for the period	\$26,972
Change in Unrealized Gain/(Loss)	\$34,881
Average Yield to Maturity for period	1.76%



The investment portfolio detailed in this report includes all investment transactions made during the above referenced period. The investment portfolio and all related transactions comply with the investment policy of the investment policy of the City of Fulshear, Texas, the Investment Act of the State of Texas and with the Government code Chapter 2256.

Investment Officer: Walter K. K... ..

Date: 7-21-2020





Fulshear, TX

# Budget Report Account Summary

For Fiscal: 2019-2020 Period Ending: 07/31/2020

	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Used
<b>Fund: 100 - GENERAL FUND</b>						
<b>Department: 180 - Economic Development</b>						
<a href="#">100-180-5210-00</a>	Salaries	167,199.00	167,199.00	12,861.40	135,044.72	32,154.28 80.77 %
<a href="#">100-180-5210-03</a>	Auto Allowance	4,800.00	4,800.00	369.24	3,877.02	922.98 80.77 %
<a href="#">100-180-5230-00</a>	Payroll Tax Expense	12,791.00	12,791.00	1,012.14	11,114.63	1,676.37 86.89 %
<a href="#">100-180-5235-00</a>	Employee Health Benefits	17,714.00	17,714.00	1,551.43	16,774.53	939.47 94.70 %
<a href="#">100-180-5238-00</a>	Retirement Contribution	12,298.00	12,298.00	1,035.96	11,482.16	815.84 93.37 %
<a href="#">100-180-5239-00</a>	Workers Compensation	403.00	403.00	0.00	403.00	0.00 100.00 %
<a href="#">100-180-5311-00</a>	Supplies	2,500.00	2,500.00	37.99	333.01	2,166.99 13.32 %
<a href="#">100-180-5314-00</a>	Publications/Ref Material	730.00	730.00	20.00	305.00	425.00 41.78 %
<a href="#">100-180-5316-00</a>	Minor Tools & Equipment	2,000.00	2,000.00	0.00	0.00	2,000.00 0.00 %
<a href="#">100-180-5381-00</a>	Meeting Expenses	2,000.00	2,000.00	0.00	5.87	1,994.13 0.29 %
<a href="#">100-180-5411-10</a>	Prof. Services - Consulting	25,000.00	25,000.00	0.00	11,758.40	13,241.60 47.03 %
<a href="#">100-180-5411-14</a>	Prof. Service Legal & Engineer	10,000.00	20,000.00	3,276.00	20,212.10	-212.10 101.06 %
<a href="#">100-180-5434-00</a>	Telecommunications	2,200.00	2,200.00	140.65	1,187.19	1,012.81 53.96 %
<a href="#">100-180-5440-00</a>	Marketing	32,500.00	32,500.00	0.00	14,325.52	18,174.48 44.08 %
<a href="#">100-180-5472-00</a>	Business Devlpmnt & Retention	7,500.00	7,500.00	0.00	925.49	6,574.51 12.34 %
<a href="#">100-180-5520-00</a>	Printing	2,500.00	2,500.00	0.00	0.00	2,500.00 0.00 %
<a href="#">100-180-5527-00</a>	Dues & Memberships	2,325.00	2,325.00	200.00	1,738.41	586.59 74.77 %
<a href="#">100-180-5527-01</a>	Dues & Memberships - Org.	17,250.00	17,250.00	0.00	13,480.00	3,770.00 78.14 %
<a href="#">100-180-5528-00</a>	Travel & Training	14,500.00	14,500.00	0.00	5,287.88	9,212.12 36.47 %
<a href="#">100-180-5530-00</a>	Technology Maintenance	51,000.00	51,000.00	1,657.77	4,865.18	46,134.82 9.54 %
<a href="#">100-180-5531-00</a>	Mileage	1,500.00	1,500.00	33.64	625.21	874.79 41.68 %
<b>Department: 180 - Economic Development Total:</b>		<b>388,710.00</b>	<b>398,710.00</b>	<b>22,196.22</b>	<b>253,745.32</b>	<b>144,964.68 63.64 %</b>
<b>Fund: 100 - GENERAL FUND Total:</b>		<b>388,710.00</b>	<b>398,710.00</b>	<b>22,196.22</b>	<b>253,745.32</b>	<b>144,964.68 63.64 %</b>
<b>Report Total:</b>		<b>388,710.00</b>	<b>398,710.00</b>	<b>22,196.22</b>	<b>253,745.32</b>	<b>144,964.68 63.64 %</b>

CDC: 600-5-900-5900-10

\$11,098.11

FDC: 700-5-900-5900-10

\$11,098.11

Approved:

Date:

Approved:

Date:



**ECONOMIC DEVELOPMENT  
COMMUNICATION FORM  
September 21, 2020**

ITEM	TITLE
	<b>Minutes</b>

**ITEM/MOTION**

**CDC:** Consideration and action on minutes of the Corporation for the August 17, 2020 Meeting

**FDC:** Consideration and action on minutes of the Corporation for the August 17, 2020 Meeting and August 18, 2020 Special Joint Meeting

**ESTIMATED EXPENDITURE:**

**BUDGET ACCOUNT:**

**SUBMITTED BY:**

Chandler Marks  
Economic Development Coordinator

**SUPPORTING DOCUMENTS:**

1. CDC Draft Minutes – August 17, 2020 Meeting
2. FDC Draft Minutes – August 17, 2020 Meeting
3. FDC Draft Minutes - August 18, 2020 Special Joint Meeting

**EXECUTIVE SUMMARY**

Draft minutes are attached for the boards' consideration.





# CITY OF FULSHEAR DEVELOPMENT CORPORATION

A Type "A" Economic Development Sales Tax Corporation

PO Box 279 / 30603 FM 1093  
Fulshear, Texas 77441  
Phone: 281-346-1796 Fax: 281-346-2556  
www.fulsheartexas.gov

## Meeting Minutes August 17, 2020 5:30 PM (Virtual)

**Board Members Present:** Randy Etheridge, Rev. Jackie Gilmore, Tommy Kuykendall, Andrew Van Chau  
**Board Members Absent:**  
**Staff & City Council Liaison:** Angela Fritz, Chandler Marks, Byron Brown, John Kelly (Council Liaison)  
**Attendees:** Aaron Groff, Kaye Kahlich, Chandler Jenkins (Coastal Cloud)

### 1. Call to Order

There being a quorum of the board present, Andrew Van Chau, President, called the meeting to order at 5:31 p.m.

### 2. Citizen's Comments

None.

### 3. Public hearing on a general type of projects being proposed by the Corporation for Fiscal Year 2020-2021 being land, buildings, equipment, facilities, expenditures, targeted infrastructure, and improvements found by the Board of Directors to promote new or expanded business development, the amount of which is approximately \$444,846; and specific projects being expenditures found by the Board of Directors to promote new or expanded business development for: Community Events (\$37,500); and capital project contributions for City of Fulshear CIP Project ST20B: Huggins Widening/Extension Cost Participation (\$100,000), City of Fulshear CIP Project ST20C: Texas Heritage Parkway Construction Cost Participation (\$3,875), City of Fulshear CIP Project ST20D: FM 1093 Widening Cost Participation (\$25,250), City of Fulshear CIP Project FPT19A: Parks and Pathways Master Plan Implementation (\$50,000), City of Fulshear CIP Project FPT19B: Livable Center Study Implementation (\$50,000); and City of Fulshear CIP Project D20A: West Side Drainage (\$100,000)

Mr. Van Chau opened the public hearing at 5:35 p.m.

There were no comments. Mr. Van Chau closed the public hearing at 5:36 p.m.

### 4. Consideration and possible action on Agreement to implement an Economic Development Quick Start Solution to be used with the Salesforce customer relationship management platform

ED Staff said that reference checks with other cities throughout Texas that utilize Economic Development Quick Start Solution by Coastal Cloud, are finished. The references spoke to the necessity of tracking key performance indicators (KPIs), and to the need and value of CRM to track KPIs. Salesforce directly referred ED Staff to Coastal Cloud for the Solution.

ED Staff also said that the City's purchasing coordinator (not present for the meeting) verified that Coastal Cloud is already available to the City through a State of Texas Department of Information Resources contract, as the City already has an interlocal purchasing contract with the State; Coastal Cloud has already been competitively bid. The City is looking to obtain a copy of the contract from DIR with Carahsoft.

Rev. Gilmore asked for clarification about the \$7,500 cost for each corporation; ED Staff clarified that \$7,500 will be a one-time fee for installation and setup. License renewals for the program be paid for by the City.

Mr. Kerlick (FDC – "B") asked whether CRM would be a tool for tracking prospective businesses; and, Mr. Van Chau asked about CRM as a tool for retaining businesses. ED Staff maintained that CRM will serve as an informational hub for the department.

Mr. Etheridge asked whether Coastal Cloud will maintain the database and select a cloud provider, or if the City has already chosen a cloud provider. Mr. Jenkins (Coastal Cloud) said that Coastal Cloud will set up the system, and train ED Staff on how to run it. ED Staff, Ms. Martin (FDC – "B") and Mr. Jenkins reiterated that the Solution will be for Salesforce, and cloud-based. Mr. Etheridge maintained concerns about the cloud not being that secure, to which Mr. Jenkins outlined security settings available for users and that he is not aware of security problems for users.

Mr. Maklary (FDC – "B") asked whether additional features by Salesforce will entail additional costs, or if there will be an ongoing maintenance agreement. Mr. Jenkins said that the agreement is effective for implementation; Coastal Cloud can offer a managed services component or project option after implementation. Salesforce pushes updates quarterly, but nothing is scheduled for intense integrations or thorough automations.

**Motion to approve the agreement to implement an Economic Development Quick Start Solution to be used with the Salesforce customer relationship management platform – Kuykendall; Second – Gilmore**  
**Ayes: 3 – Roll call: Gilmore, Kuykendall, Van Chau**  
**Nays: 1 – Etheridge**  
**Abstentions: 0**

- 5. Consideration and action on Resolution CDC 2020-07, a resolution of the CDC declaring a specific project of the Corporation for Fiscal Year 2019-2020 being expenditures for acquisition of a Customer Relationship Management (CRM) system for the Economic Development department of the City of Fulshear as called for in the Economic Development Strategy, found by the Board Directors to promote new or expanded business development, the amount of which is approximately \$7,500**

**Motion to approve Resolution CDC 2020-07, as presented – Kuykendall; Second – Gilmore**  
**Ayes: 3 – Roll call: Gilmore, Kuykendall, Van Chau**  
**Nays: 1 – Etheridge**  
**Abstentions: 0**

**6. Consideration and action on budget allocation to fund acquisition of a Customer Relationship Management (CRM) system for the Economic Development department of the City of Fulshear**

**Motion to approve the budget allocation to fund acquisition of a Customer Relationship Management (CRM) system for the Economic Development department of the City of Fulshear – Gilmore; Second – Kuykendall**  
**Ayes: 3 – Roll call: Gilmore, Kuykendall, Van Chau**  
**Nays: 1 – Etheridge**  
**Abstentions: 0**

**7. Consideration and action on financials and payables for the Corporation for the period ending June 30, 2020**

ED Staff presented an overview of the financials and payables.

**Motion to approve the financials and payables for the Corporation for the period, with reimbursement for \$22,858.64 – Etheridge; Second – Kuykendall**  
**Ayes: 4 – Roll call: Etheridge, Gilmore, Kuykendall, Van Chau**  
**Nays: 0**  
**Abstentions: 0**

**8. Consideration and action on minutes of the Corporation for the July 20, 2020 Meeting**

**Motion to approve the minutes as presented – Gilmore; Second – Etheridge**  
**Ayes: 4 – Roll call: Etheridge, Gilmore, Kuykendall, Van Chau**  
**Nays: 0**  
**Abstentions: 0**

**9. Hear update from City Council liaisons**

Councilmember Martin (Director and Liaison, FDC – “B”) provided that the largest issues underway are the Consolidated Development Ordinance project and the FY21 budget and “tax rate talks.” There will be a joint meeting of the City Council and EDCs the next day (August 18) regarding the broadband discovery plan. The regular meeting immediately afterwards will also be quite economic-development-heavy. The council also approved changes to the business grant program in July, wherein a change was made to allow for local businesses operating with Fort Bend County DBA (doing business as) certificates.

Councilmember Kelly (Liaison, CDC – “A” and Director, FDC – “B”) stated that City Council approved updates to the Parks and Pathways Master Plan and the Master Transportation Plan in the July regular meeting.

**10. Economic development report: Briefings or updates may be provided regarding City and Economic Development projects and programs, certificates of occupancy, conferences and meetings attended, upcoming meetings and events, business contacts and announcements, economic indicators, and administrative items**

- a) Update on COVID-19 grant program**
- b) Update on Innovation Hub Playbook Project**
- c) Update on request to review Corporation meeting schedule**
- d) Update on request to utilize a file share tool for the Corporation**

ED Staff provided overviews of the projects, as well as stabilization of the impacts of COVID-19 on the local business community. The business grant program is closed effective August 14 at 5:00 p.m., with applications being reviewed. Staff continue to encourage businesses to take advantage of the business grant available from Fort Bend County.

Mr. Van Chau inquired about the Marcel development, where its tenants stand and how full the development is at this point. ED Staff said that they can verify whether leasable spaces are being built out.

Mr. Van Chau mentioned that completed maps by Connection Nation Texas, county by county, of broadband access throughout Texas are now completed and available. The maps reaffirm some points to be made in the broadband discovery study, to be discussed in the joint meeting of the City Council and EDCs the following day (August 18). He also mentioned that there will be a virtual job fair for Fort Bend County held on September 23.

Ms. Martin (FDC – “B”) pointed out that she saw sign for St. Peter’s near the Montessori school in the ETJ, but she doesn’t know if it’s a project that we have timing about. She said that when the project finishes, there will be a population right outside the city limits that could turn out of church and into the Fulshear city limits.

### 11. Future Agenda Items

Mr. Kerlick (FDC – “B”) would like for a representative from the Fort Bend EDC to update the board, and for a representative from The Cannon to update the board as to where the innovation hub strategy project is.

Mr. Van Chau suggested lining up something involving the Katy Area EDC and Waller County EDP.

### 12. Announcements

Mr. McCoy promoted the newest Fulshear community guide being distributed by the Fulshear Katy Area Chamber of Commerce. Many businesses that were mentioned on the ABC 13+ special on Fulshear noticed significant increases in traffic and calls. For examples, Dozier’s sold out of barbecue at one point; Brown Eyed Girl sold hundreds of masks. There will be a chamber tournament at Top Golf on September 3. Lastly, he promoted the Chamber’s new artificial intelligence-based search engine for finding, shopping and buying local, within a 20-mile radius of Fulshear and regardless of chamber membership, TriCountySearch.com.

### 13. Adjournment

**Motion to adjourn @ 6:50pm – Etheridge; Second – Gilmore**  
**Ayes: 4 – Roll call: Etheridge, Gilmore, Kuykendall, Van Chau**  
**Nays: 0**  
**Abstentions: 0**

Passed and approved this \_\_\_\_\_ day of \_\_\_\_\_, 2020.

\_\_\_\_\_  
ATTEST:  
Chandler Marks, Economic Development Coordinator

\_\_\_\_\_  
Andrew Van Chau, President  
City of Fulshear Development Corporation



# FULSHEAR DEVELOPMENT CORPORATION

A Type "B" Economic Development Sales Tax Corporation

PO Box 279 / 30603 FM 1093  
Fulshear, Texas 77441  
Phone: 281-346-1796 Fax: 281-346-2556  
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**Meeting Minutes  
August 17, 2020  
5:30 PM (Virtually)**

**Board Members Present:** John Kelly, Ray Kerlick, Tommy Kuykendall, Jason Maklary, Stacy Mangum, Lisa Kettler Martin, Don McCoy (ex-officio)  
**Board Members Absent:** Kim Stacy  
**Staff & City Council Liaison:** Angela Fritz, Chandler Marks, Byron Brown  
**Attendees:** Aaron Groff, Kaye Kahlich, Chandler Jenkins (Coastal Cloud)

**1. Call to Order**

There being a quorum of the board present, Tommy Kuykendall, President, called the meeting to order at 5:31 p.m.

**2. Citizen's Comments**

None.

**3. Public hearing on a general type of projects being proposed by the Corporation for Fiscal Year 2020-2021 being land, buildings, equipment, facilities, expenditures, targeted infrastructure, and improvements found by the Board of Directors to promote new or expanded business development, the amount of which is approximately \$444,846; and specific projects being expenditures found by the Board of Directors to promote new or expanded business development for: Community Events (\$37,500); and capital project contributions for City of Fulshear CIP Project ST20B: Huggins Widening/Extension Cost Participation (\$100,000), City of Fulshear CIP Project ST20C: Texas Heritage Parkway Construction Cost Participation (\$3,875), City of Fulshear CIP Project ST20D: FM 1093 Widening Cost Participation (\$25,250), City of Fulshear CIP Project FPT19A: Parks and Pathways Master Plan Implementation (\$50,000), City of Fulshear CIP Project FPT19B: Livable Center Study Implementation (\$50,000); and City of Fulshear CIP Project D20A: West Side Drainage (\$100,000)**

Mr. Kuykendall opened the public hearing at 5:35 p.m.

There were no comments. Mr. Kuykendall closed the public hearing at 5:36 p.m.

**4. Consideration and possible action on Agreement to implement an Economic Development Quick Start Solution to be used with the Salesforce customer relationship management platform**

ED Staff said that reference checks with other cities throughout Texas that utilize Economic Development Quick Start Solution by Coastal Cloud, are finished. The references spoke to the necessity of tracking key performance indicators (KPIs), and to the need and value of CRM to track KPIs. Salesforce directly referred ED Staff to Coastal Cloud for the Solution.

ED Staff also said that the City's purchasing coordinator (not present for the meeting) verified that Coastal Cloud is already available to the City through a State of Texas Department of Information Resources contract, as the City already has an interlocal purchasing contract with the State; Coastal Cloud has already been competitively bid. The City is looking to obtain a copy of the contract from DIR with Carahsoft.

Rev. Gilmore (CDC – "A") asked for clarification about the \$7,500 cost for each corporation; ED Staff clarified that \$7,500 will be a one-time fee for installation and setup. License renewals for the program be paid for by the City.

Mr. Kerlick asked whether CRM would be a tool for tracking prospective businesses; and, Mr. Van Chau (CDC – "A") asked about CRM as a tool for retaining businesses. ED Staff maintained that CRM will serve as an informational hub for the department.

Mr. Etheridge (CDC – "A") asked whether Coastal Cloud will maintain the database and select a cloud provider, or if the City has already chosen a cloud provider. Mr. Jenkins (Coastal Cloud) said that Coastal Cloud will set up the system, and train ED Staff on how to run it. ED Staff, Ms. Martin and Mr. Jenkins reiterated that the Solution will be for Salesforce, and cloud-based. Mr. Etheridge maintained concerns about the cloud not being that secure, to which Mr. Jenkins outlined security settings available for users and that he is not aware of security problems for users.

Mr. Maklary asked whether additional features by Salesforce will entail additional costs, or if there will be an ongoing maintenance agreement. Mr. Jenkins said that the agreement is effective for implementation; Coastal Cloud can offer a managed services component or project option after implementation. Salesforce pushes updates quarterly, but nothing is scheduled for intense integrations or thorough automations.

**Motion to approve the agreement to implement an Economic Development Quick Start Solution to be used with the Salesforce customer relationship management platform – Kerlick; Second – Mangum**

**Ayes: 6 – Roll call: Kelly, Kerlick, Kuykendall, Maklary, Mangum, Martin**

**Nays: 0**

**Abstentions: 0**

**5. Consideration and action on Resolution CDC 2020-07, a resolution of the CDC declaring a specific project of the Corporation for Fiscal Year 2019-2020 being expenditures for acquisition of a Customer Relationship Management (CRM) system for the Economic Development department of the City of Fulshear as called for in the Economic Development Strategy, found by the Board Directors to promote new or expanded business development, the amount of which is approximately \$7,500**

**Motion to approve Resolution CDC 2020-07, as presented – Mangum; Second – Maklary**

**Ayes: 6 – Roll call: Kelly, Kerlick, Kuykendall, Maklary, Mangum, Martin**

**Nays: 0**

**Abstentions: 0**

**6. Consideration and action on budget allocation to fund acquisition of a Customer Relationship Management (CRM) system for the Economic Development department of the City of Fulshear**

**Motion to approve the budget allocation to fund acquisition of a Customer Relationship Management (CRM) system for the Economic Development department of the City of Fulshear – Mangum; Second – Maklary**

**Ayes: 6 – Roll call: Kelly, Kerlick, Kuykendall, Maklary, Mangum, Martin**

**Nays: 0**

**Abstentions: 0**

**7. Consideration and action on financials and payables for the Corporation for the period ending June 30, 2020**

ED Staff presented an overview of the financials and payables.

**Motion to approve the financials and payables for the Corporation for the period, with reimbursement for \$22,858.64 – Kerlick; Second – Maklary**

**Ayes: 6 – Roll call: Kelly, Kerlick, Kuykendall, Maklary, Mangum, Martin**

**Nays: 0**

**Abstentions: 0**

**8. Consideration and action on minutes of the Corporation for the July 20, 2020 Meeting**

**Motion to approve the minutes as presented – Kerlick; Second – Kelly**

**Ayes: 6 – Roll call: Kelly, Kerlick, Kuykendall, Maklary, Mangum, Martin**

**Nays: 0**

**Abstentions: 0**

**9. Hear update from City Council liaisons**

Councilmember Martin (Director and Liaison, FDC – “B”) provided that the largest issues underway are the Consolidated Development Ordinance project and the FY21 budget and “tax rate talks.” There will be a joint meeting of the City Council and EDCs the next day (August 18) regarding the broadband discovery plan. The regular meeting immediately afterwards will also be quite economic-development-heavy. The council also approved changes to the business grant program in July, wherein a change was made to allow for local businesses operating with Fort Bend County DBA (“doing business as”) certificates.

Councilmember Kelly (Liaison, CDC – “A” and Director, FDC – “B”) stated that City Council approved updates to the Parks and Pathways Master Plan and the Master Transportation Plan in the July regular meeting.

**10. Economic development report: Briefings or updates may be provided regarding City and Economic Development projects and programs, certificates of occupancy, conferences and meetings attended, upcoming meetings and events, business contacts and announcements, economic indicators, and administrative items**

- a) Update on COVID-19 grant program**
- b) Update on Innovation Hub Playbook Project**
- c) Update on request to review Corporation meeting schedule**
- d) Update on request to utilize a file share tool for the Corporation**

ED Staff provided overviews of the projects, as well as stabilization of the impacts of COVID-19 on the local business community. The business grant program is closed effective August 14 at 5:00 p.m., with applications being reviewed. Staff continue to encourage businesses to take advantage of the business grant available from Fort Bend County.

Mr. Van Chau (CDC – “A”) inquired about the Marcel development, where its tenants stand and how full the development is at this point. ED Staff said that they can verify whether leasable spaces are being built out.

Mr. Van Chau mentioned that completed maps by Connection Nation Texas, county by county, of broadband access throughout Texas are now completed and available. The maps reaffirm some points to be made in the broadband discovery study, to be discussed in the joint meeting of the City Council and EDCs the following day (August 18). He also mentioned that there will be a virtual job fair for Fort Bend County held on September 23.

Ms. Martin pointed out that she saw sign for St. Peter’s near the Montessori school in the ETJ, but she doesn’t know if it’s a project that we have timing about. She said that when the project finishes, there will be a population right outside the city limits that could turn out of church and into the Fulshear city limits.

### 11. Future Agenda Items

Mr. Kerlick would like for a representative from the Fort Bend EDC to update the board, and for a representative from The Cannon to update the board as to where the innovation hub strategy project is.

Mr. Van Chau (CDC – “A”) suggested lining up something involving the Katy Area EDC and Waller County EDP.

### 12. Announcements

Mr. McCoy promoted the newest Fulshear community guide being distributed by the Fulshear Katy Area Chamber of Commerce. Many businesses that were mentioned on the ABC 13+ special on Fulshear noticed significant increases in traffic and calls. For examples, Dozier’s sold out of barbecue at one point; Brown Eyed Girl sold hundreds of masks. There will be a chamber tournament at Top Golf on September 3. Lastly, he promoted the Chamber’s new artificial intelligence-based search engine for finding, shopping and buying local, within a 20-mile radius of Fulshear and regardless of chamber membership, TriCountySearch.com.

### 13. Adjournment

**Motion to adjourn @ 6:49pm – Maklary; Second – Mangum**

**Ayes: 6 – Roll call: Kelly, Kerlick, Kuykendall, Maklary, Mangum, Martin**

**Nays: 0**

**Abstentions: 0**

**Passed and approved this \_\_\_\_\_ day of \_\_\_\_\_, 2020.**

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Jason Maklary, Secretary  
Fulshear Development Corporation

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Tommy Kuykendall, President  
Fulshear Development Corporation



# FULSHEAR DEVELOPMENT CORPORATION

A Type "B" Economic Development Sales Tax Corporation

PO Box 279 / 30603 FM 1093  
Fulshear, Texas 77441  
Phone: 281-346-1796 Fax: 281-346-2556  
www.fulsheartexas.gov

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## Special Joint Meeting Minutes August 18, 2020 5:30 PM (Virtually)

**Board Members Present:** Tommy Kuykendall, Stacy Mangum, Jason Maklary, John Kelly, Ray Kerlick, Lisa Kettler Martin, Don McCoy (ex-officio)

**Board Members Absent:** Kim Stacy

**Staff & Council Liaison:** Jack Harper, Angela Fritz, Chandler Marks, Zach Goodlander, Kimberly Kopecky, Mariela Rodriguez, Kenny Seymour, Sharon Valiante, Wes Vela, Byron Brown

**Attendees:** Andrew Van Chau (City of Fulshear Development Corporation – "A"), Ken Demlow (HR Green), Jason Martignoni (HR Green), Ed Barrett (HR Green), Jeff Martin

### 1. Call to Order

There being a quorum of the board present, Tommy Kuykendall, President, called the meeting to order at 5:34 p.m.

### 2. Citizen's Comments

Not applicable

### Joint Workshop with the City Council:

### 3. Presentation and discussion on Broadband Discovery Study Findings

ED Staff introduced Mr. Demlow of HR Green, who then gave the presentation. Mr. Demlow stated that the purpose of the study was to analyze whether the level of broadband service adequately meets current and future needs for the community. The final report for the study is forthcoming.

### 4. Executive Session – Pursuant to Section 551.071 of the Texas Open Meetings Act (Chapter 551, Government Code), consult with the attorney to the governing body on a matter in which the duty of the attorney to the governing body under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with the Texas Open Meetings Act; pursuant to Section 551.072 of the Texas Open Meetings Act, deliberate concerning the purchase, exchange, lease, or value of real property.

The City attorney clarified that City of Fulshear Development Corporation (“A”) directors present would not be able to attend the Executive Session except by direct invite.

**Motion to adjourn into Executive Session @ 6:27 p.m. and invite members of the City Council and City of Fulshear Development Corporation to attend – Kerlick; Second – Maklary**

**Ayes: 6 – Roll call: Kelly, Kerlick, Kuykendall, Maklary, Mangum, Martin**

**Nays: 0**

**Abstentions: 0**

Due to technical difficulties, the Executive Session was not able to occur. The meeting reconvened at 6:47 p.m.

**5. Action from Executive Session**

No action.

**6. Adjournment**

**Motion to adjourn @ 6:51 p.m. – Kerlick; Second – Martin**

**Ayes: 6 – Roll call: Kelly, Kerlick, Kuykendall, Maklary, Mangum, Martin**

**Nays: 0**

**Abstentions: 0**

Passed and approved this \_\_\_\_\_ day of \_\_\_\_\_, 2020.

\_\_\_\_\_  
ATTEST:

Jason Maklary, Secretary  
Fulshear Development Corporation

\_\_\_\_\_  
Stacy Mangum, President Pro-Tem  
Fulshear Development Corporation



**FULSHEAR ECONOMIC DEVELOPMENT  
COMMUNICATION FORM  
September 21, 2020**

ITEM	TITLE
	City Council Liaison Update
<b>ITEM/MOTION</b>	
Hear update from City Council liaisons	
<b>ESTIMATED EXPENDITURE:</b>	<b>BUDGET ACCOUNT:</b>

**SUBMITTED BY:**

Angela E. Fritz  
Economic Development Director

**SUPPORTING DOCUMENTS:**

**EXECUTIVE SUMMARY**

This will be a regular, recurring agenda item to allow for City Council liaisons (Councilmember Kelly – “A”; Councilmember Martin – “B”) to provide an update on relevant topics.



**ECONOMIC DEVELOPMENT  
COMMUNICATION FORM  
September 21, 2020**

ITEM	TITLE
	<b>Economic Development Update</b>
<b>ITEM/MOTION</b>	
<p>Economic development report: Briefings or updates may be provided regarding City and Economic Development projects and programs, certificates of occupancy, conferences and meetings attended, upcoming meetings and events, business contacts and announcements, and economic indicators</p> <ul style="list-style-type: none"><li>a) Update on COVID-19 business support</li><li>b) Update on Broadband Discovery Project</li><li>c) Update on Fort Bend County Fulshear Transit Feasibility Study</li></ul>	
<b>ESTIMATED EXPENDITURE:</b>	<b>BUDGET ACCOUNT:</b>

**SUBMITTED BY:**

Chandler Marks  
Economic Development Coordinator

**SUPPORTING DOCUMENTS:**

1. Economic Development Update – September 14, 2020

<b>EXECUTIVE SUMMARY</b>
<p>Staff will provide a general overview during the meeting.</p>





# CITY OF FULSHEAR

## Economic Development Update

### September 14, 2020

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- Fulshear Commercial Development (Permits) since last report:
  - **Certificates of Occupancy (CO)** issued: F45 Training, Dr. Miller (Dentist), Molina's Cantina, Sylvan Learning Center, Texana Center, Texas 202 BBQ, Yen Fulshear (change of ownership)
    - **Business openings:**, Molina's Cantina, Texas 202 BBQ
      - *Opening soon:* Dr. Miller (Dentist), F45 Training, Sylvan Learning Center, Texana Center
  - **Currently Under Construction or In Review:**
    - Academix Village (Fulshear Bend Drive west of FM 1463)
    - Alders (West Cross Creek Bend Lane near FM 1093)
    - Brazos Valley Schools Credit Union (FM 1093 @ Argonne Drive)
    - Dogwood Lane (FM 359) (former Sweet Tooth Shoppe location)
    - Frankie's Pizza Kitchen (formerly Big Paulie's – new ownership)
    - Ivy Kids Cross Creek (West Cross Creek Bend Lane near FM 1093)
    - Local Table (FM 1463 @ South Fry Road)
    - Marcel Town Center (FM 1093 at Cross Creek entrance), including, so far, Apex Suites, Experience Fusion, Monarch Title, The Perfect Round, Wingology
      - *To the best of our knowledge, most suites in Marcel Town Center have been leased or are in process of being built out and leased, and have certificate of occupancy processes underway with the City. Several businesses have opened or are nearly open. Approximately 30,000 of space was still listed as being available for lease as of September 4.*
    - Market at Cross Creek (FM 1463 @ Fulshear Bend Drive), including, so far, Leo's Kitchen, Orangetheory Fitness, Roosters
    - Rogers Road Business Park (FM 359 @ Rogers Road)
    - Shoppes at Cross Creek, including, so far, Smoothie Giants Organic Juice (FM 1463 north of FM 1093)
    - The Argonne 15 (Argonne Drive near FM 1093)
- City Council actions concerning development and/or Economic Development Corporations:

*More info. on any of the items considered by City Council may be found in the City Council meeting packets available here: [http://www.fulsheartexas.gov/government/city\\_council2.php](http://www.fulsheartexas.gov/government/city_council2.php). **City Council Meeting Video is also available now!***

#### City Council meetings:

- City Council liaisons from each board will provide an update as a separate agenda item.
  - August 18 (special and regular)
  - August 25 (special workshop)
  - September 8 (special)
  - September 15 (regular)
  - October 20 (upcoming)
- Regional Partner Meetings & Events Attended (all virtual):
  - FKACC, FBEDC, KAEDC, HREDA, H-GAC, TEDC Sales Tax Workshop, TIP Strategies/Golden Shovel Agency

- Economic Development-Related Projects & Initiatives:
  - **Business Visits and Outreach** - We've been in regular contact with our local businesses regarding COVID-19 resources, assistance, and business status.
    - We estimate there are 225-230 businesses that operate in Fulshear. As of the morning of Friday, September 4, to the best of our knowledge, we estimate that out of these 225-230, at least 2 remain temporarily closed, and at least another 13 remain operating on very limited bases, as an apparent result of COVID-19. One business is in process of reopening under a different name. Generally speaking, the status of our local businesses being open/closed seems to have stabilized over the last month or so.
  - **Fulshear 380 Small Business Grant Programs** – In total, 53 applications were received across both City 380 grant programs, the second of which closed 8/14. A few were reapplications (duplicates). In total, \$75,833 was awarded to 26 eligible local businesses, averaging approximately \$3,000 per grant award. These funds have been reimbursed to the City 50/50 (37,916.50) via each EDCs designated budget account.
  - **Broadband Discovery Study** – The report has been finalized and will be posted to the City's website by 9/18. Staff will work with HR Green to develop potential scope for next steps to present to the board for consideration at an upcoming meeting.
  - **Innovation Hub Playbook** – Representatives from The Cannon will present their final Innovation Strategy report to the boards prior to this agenda item. Should the boards accept the final report, staff will close the project out and work with The Cannon to develop any additional items to bring forward to the boards for consideration.
  - **Fort Bend Public Transportation Fulshear Transit Feasibility Study** – Given the constraints of COVID-19, and its yet unknown effects on the public transit realm broadly, Fort Bend County Transit has decided to wrap up the Fulshear Feasibility Study in an "interim" report fashion that captures the work done prior to COVID, the consultants recommendations, and best practices regarding gauging/evaluating the effect of COVID-19 on transit in the future. When complete, the final interim report will be presented to the boards and Council. This is anticipated for late 2020 or early 2021.
- Upcoming Meeting/Event Dates:

	<b>September 2020</b>	<b>October 2020</b>	<b>November 2020</b>
<b>HOLIDAY</b>	September 7 (Labor Day)	N/A	November 11 (Veterans Day)  November 26-27 (Thanksgiving Holiday)
<a href="#">FKACC Membership Meeting</a>	September 9	October 14	November 11
<a href="#">Joint Meeting CDC (A), FDC (B)</a>	September 21	October 19	November 16
<a href="#">City Council Regular Meeting</a>	September 15	October 20	November 17
<a href="#">City Council Special Meeting</a>	September 15	--	--
<a href="#">Joint Meeting CDC (A), FDC (B) and City Council</a>	September 21	--	--
<a href="#">KAEDC General Assembly Meeting</a>	September 15	October 20	November 17
<a href="#">FBEDC Membership Meeting</a>	September 17	October 22	November 19

- Economy Overview:
  - [Greater Houston Partnership – Houston Economy at a Glance](#)
  - [Federal Reserve Bank of Dallas – Houston Economic Indicators](#)
  - [Federal Reserve Bank of Dallas – Texas Economy Update](#)
  - [Federal Reserve Bank of Dallas – Texas Economic Indicators](#)
  - [Outlook for the Texas Economy](#) - Texas A&M Real Estate Center
  - [Key Economic Indicators](#) – Texas Comptroller’s Office
  - [Fiscal Notes](#) – Texas Comptroller’s Office

- Quick Statistics:

<a href="#">Estimated Population (PASA)</a>	<b><i>Fulshear – October 2019</i></b> <b><i>Fulshear – October 2020</i></b>	<b>13,969</b> <b>16,083</b>
<a href="#">Unemployment</a> July 2020	Fort Bend Houston-Woodlands-Sugar Land MSA Texas United States	8.4% 9.4% 8.2% 10.5%
<a href="#">Sales Tax</a> Sept. 2020 (July 2020 sales)	<b><i>Fulshear – Period / YTD</i></b> All Texas cities – Period / YTD	23.68% / 18.46% (4.80%) / 0.19%
<a href="#">Crude Oil Price – West Texas Intermediate</a>	September 11, 2020 September 1, 2020 August 6, 2020 July 13, 2020 June 5, 2020 May 14, 2020 April 21, 2020 April 7, 2020 March 9, 2020 February 7, 2020 January 3, 2020 December 2, 2019 November 11, 2019 October 4, 2019 August 30, 2019	<b>\$37.33</b> \$42.76 \$41.95 <b>\$40.10</b> \$39.55 <b>\$27.62</b> <b>\$11.26</b> \$23.63 \$32.12 \$50.32 \$63.05 \$55.96 \$56.86 <b>\$52.81</b> \$55.10

General Demographic Resources - Fulshear:

- Population and Survey Analysts Fulshear Update:  
[http://www.fulsheartexas.gov/community/demographic\\_reports.php](http://www.fulsheartexas.gov/community/demographic_reports.php)
- US Census Bureau Quick Facts:  
<https://www.census.gov/quickfacts/fact/table/fulshearcitytexas/PST120216>
- Zoom Prospector via Governor’s Office Economic Development and Tourism:  
<https://www.zoomprospector.com/communities/tx/city/fulshear/4827876>

Articles:

- [As Residential Growth Booms, Fulshear Scouts For More Development Opportunities](#)
- [New life for an old barbecue joint at Dozier's in Fulshear](#)
- [Houston Tex-Mex favorite heats up with sizzling new Katy-area location](#)
- [Molina's Tex-Mex restaurants mark 75 years in Houston](#)
- [Openings and Closings: Molina's Fulshear Opens, Sweet Paris Sugar Land Soon](#)
- [Houston metro region loses jobs in July after gains in May, June](#)
- [Covid-19 restaurant changes 'a long time coming,' Method Architecture partner says](#)
- [Small businesses that took PPP face huge, unexpected tax hits](#)
- [Ready for PPP forgiveness? Here's what to know about owner, employee pay.](#)
- [PPP is over. And the Main Street Lending Program is no cure-all for businesses.](#)
- [Report: Houston homeownership rate reaches 15-year high](#)
- [New report ranks Houston No. 3 among global 'cities of the future'](#)
- [Remote Control: Houston startup pumps rural internet access through unused TV channels](#)
- [Texas Quarterly Commercial Report: 2<sup>nd</sup> Quarter 2020](#)
- [Commissioners OK \\$256 million bond elections for mobility, parks](#)
- [Wage growth slows in Houston, across Texas in August, Paychex, IHS Markit study shows](#)
- [New program at Rice University to educate corporate leaders on innovation](#)
- [Greater Houston Partnership researcher identifies the city's top tech specialties](#)



**FULSHEAR ECONOMIC DEVELOPMENT  
COMMUNICATION FORM  
September 21, 2020**

ITEM	TITLE
	<b>Future Agenda Items</b>
<b>ITEM/MOTION</b>	
Future agenda items	
<b>ESTIMATED EXPENDITURE:</b>	<b>BUDGET ACCOUNT:</b>

**SUBMITTED BY:**

**SUPPORTING DOCUMENTS:**

Chandler Marks  
Economic Development Coordinator

<b>EXECUTIVE SUMMARY</b>
<p>This item allows the boards to request items for future discussion. Discussion regarding the particular items requested is not allowed at this time, as the items must be properly noticed for discussion at a future public meeting.</p>