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FAIRVIEW  TEXAS  
ECONOMIC DEVELOPMENT  
CORPORATION

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**Strategic Plan**





## **Acknowledgements**

**Appreciation is due the Economic Development/Community Development Board for their foresight and efforts in updating the Town of Fairview Economic Strategic Plan. This work was initiated in 2014 and the plan was approved by the Board in 2015. The drafting and approval of the implementation plan followed in 2016. This Plan is a reflection of the work that preceded it beginning in 1998 to formulate the goals and objectives of the Town of Fairview and its economic development.**

**The following is a brief chronology recognizing prior contributors whose efforts laid the groundwork for the 2015 plan:**

**1998 - University of Texas at Arlington Study - Presented the concept of developing a commercial area in the Town of Fairview.**

**1999 - Fairview Citizen Committee - Established a vision and goals for eventual development of the commercial area.**

**2000 - Halff Associates Study - Provided the first concepts for developing a Commercial District with a unique Town Center.**

**2001 - Mesa Design Group Plan - Expanded the concepts of the Halff Study providing both refinements and specific plans for streetscape, site and architectural design reflected in proposed land use and zoning documents.**

**2004 – Economic Development Advisory Board – this body developed the first Economic Development Strategic Plan for the Town of Fairview. This plan outlined specific objectives related to economic development within the Town of Fairview.**

**2014 – CPDD zoning update – the Town engaged Jacobs engineering to update the CPDD zoning plan to reflect changes in planning, engineering and updated land use requirements.**

In updating the current plan it was recognized that some of those goals and objectives identified in 2004 have been achieved. The board of the Fairview Economic Development Corporation began the process in 2014 to update the Plan by retaining those components which are still relevant today and adding new components that would serve the community moving forward.. Also used in the completion of the update were the results of the updated CPDD zoning plan, which reflects a number of changes that were adopted by the Town in 2014.

### 2015 Update

#### **Fairview Economic Development Board of Directors**

<b>Warren Westberg</b>	<b>President</b>
<b>Sim Israeloff</b>	<b>Vice-President</b>
<b>Mary Price</b>	
<b>Don Braun</b>	
<b>Bill Nicol</b>	
<b>Pam Little</b>	
<b>Robert Herrema</b>	

#### **Fairview Town Staff**

<b>Julie Couch</b>	<b>Town Manager</b>
<b>Ray Dunlap</b>	<b>Economic Development Manager</b>
<b>Ken Schmidt</b>	<b>Planning Manager</b>



## **FAIRVIEW ECONOMIC DEVELOPMENT STRATEGIC PLAN**

### **Background**

**The Town of Fairview, throughout its history, has been a predominately residential community with typically large lot home sites in a rural setting. Historically, Town services had been limited primarily to the supply of water, street maintenance, and municipal administration. Businesses had been limited in number and generally described as being 'small businesses' with few employees. Sales tax revenues were minimal, with few retail businesses located within the Town limits. Municipal revenues were largely confined to property taxes and revenues from the supply of water to residents. Prior to 1998, the Town accepted its residential, limited municipal service existence.**

**During the latter part of the 1990's, some community leaders and citizens began to see the need for additional services. Their recognition grew from the expansion of developing subdivisions which housed above average income families often in high value, custom homes. Despite the country setting, residents began seeking added conveniences and municipal services. Parallel with the Town's growth in size and value, community leaders began to recognize not only the potential but also the likelihood of business development along two Fairview highway corridors (US 75 and SH 5) and along Stacy Road. Planning for seemingly inevitable development, the Town began efforts to guide the approaching development in a manner to be complementary of the existing residential community fabric. At the same time, Town leaders saw the growing demand for added community services and also saw the potential commercial growth as- a source for adding revenues needed to pay for such services.**

**Fairview has a distinctive character compared with most communities in the Dallas metropolitan area. Despite explosive suburban growth in surrounding communities, the Town has maintained its sense of uniqueness with its country flavor and overall limited population density. In the 2004**

**Economic Development Strategic Plan, the Town expressed goals indicating a desire to retain its uniqueness. Among those expressed goals were:**

- ▶ **Add commercial development which remains unique and distinctive compared with surrounding communities; include architectural and building standards which encourage quality development.**
- ▶ **Reserve and carefully use the natural environment.**
- ▶ **Buffer unpleasant side effects (light, noise and traffic) of commercial growth on nearby neighborhoods.**
- ▶ **Add quality higher density residential development within the vicinity of anticipated commercial growth.**

**Notwithstanding its unique character and higher value homes, Fairview entered the realm of economic development with strengths and weaknesses not unlike other small towns. No formal SWOT (strengths, weaknesses, opportunities and threats) analysis was done as part of the 2004 initial economic development strategic planning process. However, information from other municipal planning efforts, coupled with apparent observations, provided a number of obvious factors that were considered when addressing the original economic plan. Some of those factors were:**

**Strengths**

- ▶ **Strong residential property values**
- ▶ **Current water service good/high revenue source**
- ▶ **Existing highway corridors/expressway frontage**
- ▶ **Commercial area relatively undeveloped ('clean slate')**
- ▶ **Development standards and zoning established.....'open for business'**
- ▶ **Cohesive commercial area – limited number of owners**

### **Challenges**

- ▶ **Inadequate infrastructure (commercial area)**
- ▶ **Weak existing commercial sector**
- ▶ **Budget limitations - low tax rate**
- ▶ **Small municipal staff - limited services**
- ▶ **Relatively small population (limited political power compared with larger cities)**

### **Opportunities**

- ▶ **Large undeveloped tract at key highway intersection (US 75/SH 121)**
- ▶ **DART owned rail right of way through commercial district**
- ▶ **Proximity to telecom corridor technology businesses**
- ▶ **Adjacency to Allen Outlet Mall (a regional attraction)**
- ▶ **Economic {4A) and Community (4B) Development Corporations (associated tax revenues)**

### **Concerns**

- ▶ **Potential large box retail saturation in adjacent cities**
- ▶ **Low population density**
- ▶ **Lack of general public recognition of Fairview (frequent question....."Where is Fairview?")**

### **Description of the 2015 Plan**

**Beginning in 2015, the current board began the process of updating the current adopted plan. A series of meetings were held, questionnaires were sent out to board members and follow up meetings were held.**

**One of the first things done was to review what had been accomplished from the 2004 plan and what from the 2004 plan remained to be accomplished. Of the goals and objectives from the 2004 plan, the following have been achieved:**

**To create a new and unique town center.**

While the town center was envisioned to be near 121 and 75, The MG Herring Group developed The Village at Fairview which became the new and unique town center.

**To provide a variety of housing options within the community.**

This has been achieved and is continuing to be achieved through the creation of several higher density sub divisions, mainly within the Commercial Planned Development District. Furthermore, the updated land use plan for the CPDD allows for more diverse residential opportunities.

**To increase the town's non-residential tax base.**

The development of the Village at Fairview has added a significant increase to the town's tax base with more than \$146,000,000 being added since 2009. With the update to the CPDD zoning plan, significantly more value will be added to the Town's tax base in the coming years.

**To provide dining, shopping and entertainment opportunities within the Town for residents, workers and visitors.**

Included within the Village at Fairview are a number of dining, shopping and entertainment venues. Additional venues are anticipated within the remaining CPDD district.

As a starting point for the formal document, the Board drafted and then adopted a Vision Statement, a Mission Statement, Focus Areas and Goals. In adopting the Mission and Vision, the Board considered the currently adopted Town's Mission and Vision Statements and Goals. The board followed that up with developing a strategy and a timeline to achieve the goals. The board worked through this process deliberately and thoughtfully to arrive at the final document.

The Board of Directors of the Fairview Economic Development Corporation formally adopted the Strategic Plan on July 22, 2015. On February 3, 2016 the Board then adopted an implementation plan, with some target dates being subject to change based on the outcome of a third party marketing plan.



## **TOWN OF FAIRVIEW EDC/CDC**

### **VISION**

**Fairview is and will continue to be, a community which has excellent opportunities and development that is attracted to the diverse opportunities to live, work, play and grow.**

### **MISSION**

**The Fairview Economic Development Corporation develops and nurtures a diverse, vibrant economy consistent with the values and goals of the community.**

### **FOCUS AREAS**

- 1. Enhance marketing strategies and programs.**
- 2. Recruit businesses in the following areas:**
  - a. Office and corporate headquarters;**
  - b. Medical and bio-technology;**

- c. **Financial and professional services;**
  - d. **Technology, software and media;**
  - e. **Retail, dining and entertainment;**
  - f. **Hotel/hospitality.**
- 3. Retain, and support the growth of existing businesses.**

**GOALS**

- Goal 1. Create and implement effective strategies to recruit new economic activity consistent with the EDC focus areas.**
- Goal 2. Create and implement effective strategies to retain, and support the growth of existing businesses**
- Goal 3. Create and improve, within the Town’s commercial area, the infrastructure needed to attract and sustain desired development.**
- Goal 4. Increase the Town’s visibility.**

## Action Plan for EDC Strategic Plan

Following is a listing of the identified actions associated with completion of the adopted goals and strategies included in the Strategic Plan. Updates to the Action Plan will be provided quarterly:

### Goals and Strategies

#### Goal 1.

Create and implement effective strategies to recruit new economic activity consistent with the EDC focus areas. (Addresses Focus area 1 and 2)  
Strategies related to the full commercial district –

1. Identify additional resources including outside consultants to assist in the development of the town's economic development program, including recruitment, retention, marketing, promotion, and technical evaluation of prospects.
  - a. Board - Complete determination of the use of outside marketing and website consultant including finalizing the scope of the services required for the purpose of developing a marketing plan and updating the websites.

### Completion Target

January 2016

### Status of Action Item



**Staff - draft contract with services between selected vendor and the EDC for board consideration.**

**February 2016**

- b. Board - evaluate options for cost benefit processes for economic development projects and select preferred provider.**

**April 2016**

**Staff – implement selected process for evaluation of economic development projects.**

**Second Quarter 2016**

- c. Board – Evaluate need for use of outside consultant to evaluate the state of the town’s ED program and offer suggestions for improvement**

**March 2016**

**Staff – based on decision of Board implement direction of the Board.**

**Second Quarter 2016**

- 2. Develop a program to market Fairview to residents of the town as a business location.**

- a. Staff and consultant to develop marketing material to distribute to residents outlining the availability of sites, locations**

<p>and possible incentives to relocate their businesses to town.</p>	<p><b>Second Quarter 2016</b></p>
<p>b. Staff and consultant to develop ongoing general marketing information that is used periodically in other town publications.</p>	<p><b>Second Quarter 2016</b></p>
<p>c. Staff and consultant to include information on updated EDC website related to resident recruitment for business expansion and relocation.</p>	<p><b>Second Quarter 2016</b></p>
<p>d. Staff to develop a data base of residents based on feedback from outreach efforts and other sources for future outreach and contact related to economic expansion and relocation efforts.</p>	<p><b>Third Quarter 2016</b></p>
<p>3. Develop a business incentive policy and implementation plan for the purpose of recruiting, retaining and evaluating business opportunities including updating the town's tax abatement policy.</p>	



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|---|---------------------|
| <ul style="list-style-type: none"><li>a. Staff to develop the types and ranges of incentives that the EDC and town might offer tied to certain levels of investment; intrinsic value; future value (Village); jobs, if deemed important for consideration by the Board.</li></ul>   | Second Quarter 2016 |
| <ul style="list-style-type: none"><li>b. Staff to draft an update of the tax abatement policy for consideration by the EDC Board and the Town Council.</li></ul>  | Second Quarter 2016 |
| <p>4. Identify developers, site consultants, and real estate contacts to assist in the execution of the economic development program and develop a methodology for the sharing of information with identified resources.</p> <ul style="list-style-type: none"><li>a. Staff to update and maintain an ongoing updated data base of identified contacts, specifically in the identified focus areas. Staff and consultant will develop a marketing plan to provide predetermined information on a predetermined frequency.</li></ul> | Second Quarter 2016 |



6. **Work with owner/operator of the Village at Fairview in recruiting destination businesses to enhance the success of the center on an as needed basis.**

**Goal 2.**

**Create and implement effective strategies to retain, support and grow existing businesses. (Addresses Focus area 3)**

1. **Enhance communication with existing businesses.**
  - a. **Staff to update and maintain a comprehensive data base of existing businesses and contacts.**
  - b. **Staff to develop marketing information that keeps local businesses aware of happenings in town, EDC information, etc., to be updated and provided at least twice a year, more frequently as needed.**

**As Needed**

**Second Quarter 2016**

**Third Quarter 2016**

- c. **Once primary jobs have located in town, establish a regular contact with the CEO, manager, etc., from EDC staff to maintain regular contact, at least twice a year.**
- 2. **Review, and update the strategies to support and promote local businesses.**
  - a. **As part of the marketing plan, staff and consultant to review and update policies and websites used to promote local businesses.**
  - b. **Develop feedback methodology to be gathered at least annually from the businesses that are promoted in Town publications and websites to evaluate effectiveness.**

**Goal 3.**

**Create and improve, within the Town’s commercial area, the infrastructure needed to attract and sustain desired commercial development.  
(Addresses Focus areas 2 and 3)**

**TBD in future**

**Second Quarter 2016**

**Fourth Quarter 2016**

- 1. Collaborate with the town staff and the Council to identify, prioritize and finance the infrastructure projects needed for development and expansion.**
  - a. Staff will participate with other departments in the development of the Town’s CIP. Once the CIP is complete the plan will be reviewed with the Board.**
  
- 2. Work with staff, council, and outside consultants, as needed, to develop phasing and financing plans to construct the public elements that will attract the desired development to Fairview. This would include the development of a plan for the identification and implementation of financing tools such as TIF districts, transportation districts and other similar programs.**
  - a. Staff will participate with other departments as these plans are**

**Second Quarter 2016**

developed. Once completed the plan will be reviewed with the Board.

Second Quarter 2016

**Goal 4.**

**Increase the Town's visibility. (Addresses Focus area 1)**

- 1. Collaborate with the Town Council to identify and finance methods for increasing visibility of the community at strategic entrances into Fairview.**
  - a. Staff will participate with other departments in the development of the Town's CIP to include the entry features into town. Once the CIP is complete the plan will be reviewed with the Board.**
- 2. Evaluate and enhance participation in local, regional and statewide organizations to promote Fairview and encourage development.**

Second Quarter 2016

- a. **Identify and review annually with the EDC Board during the budget, the organizations with which the EDC will participate, the extent and frequency of participation.**
  
- 3. **Evaluate current marketing, promotion and communication plans to determine need for a social media program.**
  - a. **Staff and consultant will include the review of social media platforms for use by the EDC and include the recommendations in the proposed marketing plan.**

**Annually in second  
Quarter**

**Second Quarter 2016**