



**NOTICE OF MEETING OF COPPERAS COVE
ECONOMIC DEVELOPMENT CORPORATION**

Notice is hereby given that a **Workshop Meeting** of the Copperas Cove Economic Development Corporation will be held on **February 18, 2025**, at **5:00 p.m.** at the Technology Center at 508 S. 2nd Street, Copperas Cove, Texas 76522 at which time the following subjects will be discussed:

- A. CALL TO ORDER**
- B. ROLL CALL**
- C. ANNOUNCEMENTS**
- D. PUBLIC RECOGNITION**
- E. WORKSHOP ITEMS**
 - 1. Discussion and direction on the Copperas Cove Economic Development Corporation Strategic Plan. **Fred Welch, Executive Director, Copperas Cove Economic Development Corporation**
- F. ADJOURN**

The Board of Directors reserves the right to adjourn into Executive Session at any time regarding any issue on this agenda for which it is legally permissible.

I, the undersigned authority, do hereby certify that the above Notice of Meeting of the Governing Body of the Copperas Cove Economic Development Corporation was posted at **5 P.M. on February 14th, 2025.**

Brittany Sanders, Workforce Development Specialist
Copperas Cove EDC

Meeting Date: February 18th, 2025

Contact: Fred Welch, Executive Director, Copperas Cove EDC

Subject:

Discussion and direction on identifying economic development strategies. **Fred Welch, Executive Director, Copperas Cove EDC.**

Description/Information:

The Missions and Goals of the Copperas Cove Economic Development Corporation have not been updated for several years. A planning session/retreat was discussed in 2015, shortly before the previous Director resigned. Due to the absence of a permanent Director at the time and the transition of the Economic Development Department, it was determined to delay any retreat or planning session to set goals of the CCEDC until a permanent Director was hired and the transition was completed.

In June 2019, The Copperas Cove EDC contracted Avalanche Consulting, a professional firm specializing in national strategic planning for economic development organizations.

This firm was selected to assist and facilitate the strategic planning for the Copperas Cove EDC.

Topics to be discussed:

- Economic Development Overview
- Best Practices
- Mission Statement Development
- Target Discussion
- Open Discussion

In June 2024, The Copperas Cove EDC contracted TIP Strategies and held a joint meeting with the City of Copperas Cove to identify economic development strategies.

Copperas Cove EDC Staff along with the City Council identified the following economic strategies listed below:

- Small Business and Entrepreneurship
- Targeted Business Attraction
- Commercial Revitalization and Reuse
- Workforce Development
- Infrastructure Development and Housing

In November 2024, Fred Welch, Executive Director of the Copperas Cove EDC, introduced Jon Roberts, Alexis Angelo, and Erica Colston from TIP Strategies who presented the draft Strategic Plan to City Council. After the presentation and some discussion, Mr. Roberts stated that he and his staff would continue to work on the draft and would present a finalized plan to the City Council at a future meeting.

Financial Impact:

To be determined based on the goals and objectives to be accomplished.

Action/Recommendation:

CCEDC staff recommends the City Council provide direction on the Copperas Cove Economic Development Corporation Strategic Plan.

FEBRUARY 18, 2025

ECONOMIC DEVELOPMENT STRATEGIC PLAN

COPPERAS COVE EDC

- ▶ JON ROBERTS
- ▶ ALEXIS ANGELO
- ▶ ERICA COLSTON



AGENDA

- ▶ Project Overview
- ▶ Findings
- ▶ Plan Framework
- ▶ Plan Details
- ▶ Implementation



PROJECT OVERVIEW

PROJECT GOAL

To craft a 3- to 5-year economic development strategic plan for the City to build on unique strengths and respond to the new economic opportunities for the Central Texas region.

OUR PROCESS



DISCOVERY

- 1.1 Project launch
- 1.2 Planning context
- 1.3 Citywide baseline analysis
- 1.4 Stakeholder engagement
- 1.5 Competitive position



OPPORTUNITY

- 2.1 Strategic direction
- 2.2 Workforce analysis
- 2.3 Revitalization & reuse opportunities
- 2.4 Opportunity workshop
- 2.5 Best practices



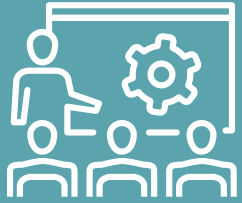
IMPLEMENTATION

- 3.1 Strategic plan
- 3.2 Implementation matrix
- 3.3 Final presentation
- 3.4 Implementation workshop

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FINDINGS

STAKEHOLDER ENGAGEMENT



STEERING COMMITTEE MEETINGS

Meetings engaging 10 members representing public and private sectors in Copperas Cove



ONE-ON-ONE INTERVIEWS

City Council Member • City Manager • Mayor • Real Estate Developers • Private Employers



ROUNDTABLE DISCUSSIONS

Small Businesses • Nonprofits • Real Estate • City Council • Restaurants • Regional Partners • CCEDC Staff • Higher Education and Workforce Development • Utilities • Fort Cavazos



COMMUNITY TOUR

Conducted an assets tour of the community, including commercial sites, industrial sites, and downtown



PUBLIC SURVEY

Received community feedback on the draft strategic plan (including the SWOT analysis, plan framework, and recommended strategies) via a widely circulated online survey.

COPPERAS COVE SWOT

STRENGTHS

- ▶ Fort Cavazos (talent, contracting, community); great working relationship
- ▶ Diverse, international community
- ▶ Central location within Texas and equal proximity to major growth metros; steady residential growth
- ▶ Leadership has growth mindset; excited to be part of Central Texas
- ▶ Access to interstate transportation networks (intersection of I-14 and I-35)
- ▶ Strong veteran support network (workforce, nonprofits)
- ▶ Quality of life is the major reason to stay for exiting soldiers (in Central Texas)
- ▶ Central Texas College and TAMU - Central Texas
- ▶ Strong ISD with interest in CTE
- ▶ Proximity to Hill Country & natural beauty

WEAKNESSES

- ▶ City has not kept up with infrastructure; water supply issue in north/west; long list of deferred maintenance
- ▶ Landlocked by the post and the topography of the Hill Country
- ▶ Industrial, office, and retail inventory limited and aging
- ▶ Fort Cavazos is overwhelmingly the largest employer; transient employment base
- ▶ Lacking investment downtown; railroad
- ▶ Lacking in a distinct identity as both a City and region (how to distinguish from greater Austin)
- ▶ Few community-based amenities (restaurants, conference space, public gathering spaces); no square
- ▶ Unclear how many Copperas Cove businesses are contracting with the post

COPPERAS COVE SWOT

OPPORTUNITIES

- ▶ Steady supply of reliable, skilled talent out of Ft. Cavazos; data collection in place
- ▶ Large veteran population (25% of 18+) and related resources
- ▶ Expansion of I-14, proximity to 281 and I-35
- ▶ Intermodal opportunity—Class I railhead land swap
- ▶ Recent award of federal infrastructure dollars
- ▶ Supplier attraction building on greater Austin advanced manufacturing growth
- ▶ Growing relationship with BNSF (\$400k grant)
- ▶ Downtown and commercial revitalization; local government square/complex to anchor; move existing TIRZ; Cove Terrace/Town Center shopping centers
- ▶ Redevelopment opportunity—commercial space for microbusinesses
- ▶ Increase the visibility of the Cove & region
- ▶ Quality of life marketing opportunity w/ proximity to Hill Country
- ▶ High-end residential
- ▶ Entrepreneurial education via Central Texas College
- ▶ TAMU – Central Texas trending toward younger students
- ▶ Improve event hosting capacity within the City
- ▶ Sports facility feasibility study—Cove as youth sports attractor

THREATS

- ▶ Insufficient local government relief from the State for the disabled veteran property tax exemption compared to growth
- ▶ Low or no self-image
- ▶ South and west areas of City are zoned to different school districts and are part of different counties
- ▶ Attraction advantages of larger, neighboring communities (Killeen, Harker Heights, Temple)
- ▶ Weak voter engagement
- ▶ US military operations (force reductions, deployments)

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PLAN FRAMEWORK

GUIDING PRINCIPLES

A set of guiding principles is essential for evaluating bold ideas & effective strategies.

1

MILITARY ENGAGEMENT

Building on the military presence of Ft. Cavazos and the strong influence of Copperas Cove's active-duty, spouse, and veteran population.

2

COMMUNITY IDENTITY

Developing a distinct identity for Copperas Cove which attracts and retains a variety of visitors and skilled residents.

3

STRATEGIC INVESTMENT

Deploying public resources strategically, including the efforts of the CCEDC, to maximize additional investment.

4

REGIONALISM

Leveraging regional advantages, as well as Copperas Cove's distinctive assets and characteristics compared to other Central Texas communities.

STRATEGIC GOALS



BUSINESS DEVELOPMENT

Create a healthy, diversified commercial and industrial tax base and encourage a thriving, local economy by retaining small businesses and promoting resources for entrepreneurs.



PLACEMAKING AND SITE DEVELOPMENT

Cultivate physical assets that bring the community together and enable new businesses and residential development.



MARKETING AND BRANDING

Promote Copperas Cove's assets and offerings to tourists, businesses, site selectors, developers, and investors.



WORKFORCE DEVELOPMENT

Coordinate with regional workforce entities to enhance Copperas Cove's competitiveness and support local talent pipelines.

PLAN OVERVIEW: GOALS & STRATEGIC INITIATIVES



GOAL 1. BUSINESS DEVELOPMENT

STRATEGIC INITIATIVES

- 1.1.** Target industry attraction aligned with regional labor pool
- 1.2.** BRE for workforce challenges and business growth
- 1.3.** Regional partnerships to grow business base
- 1.4.** Improved data capacity and business intelligence
- 1.5.** Small business and entrepreneur resources and supports



GOAL 2. PLACEMAKING AND SITE DEVELOPMENT

STRATEGIC INITIATIVES

- 2.1.** Downtown development for business growth, community pride, and tourism
- 2.2.** Commercial and retail redevelopment
- 2.3.** Increased industrial offerings for business growth
- 2.4.** Community amenities and infrastructure development



GOAL 3. MARKETING AND BRANDING

STRATEGIC INITIATIVES

- 3.1.** Consistent, compelling, and concise messaging for various audiences
- 3.2.** Competitive assets to draw tourists
- 3.3.** Partnership with chamber of commerce for marketing reach
- 3.4.** Shared staff grant writer for Copperas Cove projects



GOAL 4. WORKFORCE DEVELOPMENT

STRATEGIC INITIATIVES

- 4.1.** Local and regional partnerships to improve labor availability
- 4.2.** Community outreach to connect jobseekers to employers and resources
- 4.3.** Regional economic development collaboration to enhance regional competitiveness
- 4.4.** Capacity building for nonprofits serving veterans and opportunity youth

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PLAN DETAILS



GOAL 1. BUSINESS DEVELOPMENT WHY IT'S IMPORTANT

- ▶ Ensure a sustainable and diversified commercial and industrial tax base.
- ▶ Drive the attraction of target industries and subsequent primary job growth.
- ▶ Encourage a thriving, local economy by retaining small businesses and promoting resources for entrepreneurs.

1 BUSINESS DEVELOPMENT

- 1.1. Attract **target industries** based on community assets and labor pool.
(technology services, supplier manufacturing, technical support services, transportation & logistics, and retail)
- 1.2. Strengthen **business retention and expansion** efforts to address workforce challenges and foster business growth.
- 1.3. Enhance relationships with **regional partners** to pool resources, streamline deal flows, market the region, and develop the workforce, all in service of growing the business base in the Central Texas region.
- 1.4. Improve the **data capacity** of the CCEDC team to create business intelligence using industry and workforce data when attracting targets.
- 1.5. Support **small business owners and entrepreneurs** as significant constituencies of Copperas Cove's business community; coordinate those efforts with the Copperas Cove Chamber of Commerce.

1.1. ATTRACT TARGET INDUSTRIES



Technology Services

The top employment sectors for post-military employment for servicemembers and their spouses/partners exiting Fort Cavazos are professional services and information technology, creating a prime opportunity for Copperas Cove to retain this talent.



Supplier Manufacturing

Leveraging the many mega projects across the Texas Triangle, Copperas Cove can attract tier three suppliers to support supply chains servicing advanced manufacturers and auto manufacturers.



Technical Support Services

Fort Cavazos spends tens of millions of dollars annually on federal contracts with regional contractors offering services ranging from construction to electrical to painting. Additionally, the skilled trades represent one of the top employment sectors of interest for servicemembers and their spouses/partners exiting Fort Cavazos.



Transportation and Logistics

Copperas Cove is an ideal central location among Dallas-Fort Worth, Austin, and other major markets and has proximity to transportation corridors along I-14 and I-35. The City's transportation connectivity coupled with its affordable real estate, relative to surrounding peer communities, makes it a competitive choice for businesses in the transportation and logistics sector.



Retail Destinations

Partnerships with regional restaurant and retail chains (from within Texas and across the country) looking to expand into the Fort Cavazos market can increase sales tax revenue, address potential sales tax leakage, and support local amenities for residents and visitors.



GOAL 2. PLACEMAKING AND SITE DEVELOPMENT

WHY IT'S IMPORTANT

- ▶ Cultivate physical assets that establish a sense of community.
- ▶ Support local residential and regional growth by developing more retail amenities.
- ▶ Prepare for oncoming regional growth as part of the Texas Triangle.
- ▶ Drive industrial growth to increase job opportunities for residents and support the tax base.

2 PLACEMAKING AND SITE DEVELOPMENT

- 2.1. Reinforce Copperas Cove's image as a thriving community through **downtown development** that enables business growth, encourages community pride, and attracts tourists.
- 2.2. Support initiatives for **commercial and retail redevelopment** throughout the City, especially along US Business 190, I-14, and in existing downtown area.
- 2.3. Improve the availability and range of **industrial offerings** in Copperas Cove to enable business growth.
- 2.4. Support additional **community amenities and infrastructure development** and maintenance based on Copperas Cove's growth patterns.

2.1. DOWNTOWN DEVELOPMENT

- 2.1.1. Evaluate the quality and historical significance of buildings in the existing downtown, as well as property owners' interest in redevelopment.
- 2.1.2. Align redevelopment or new investments with a form-based code that ensures aesthetic consistency and cultivates a distinct image representing the City.
- 2.1.3. Anchor downtown with a community-based, economic asset, like a new city hall or government services building that co-locates municipal and county services. In addition to creating foot traffic for local businesses, an attractive, well-designed facility could serve as an aesthetic landmark drawing visitors downtown outside of regular business hours. Other examples of anchors include hotels, convention centers, and major retailers.
- 2.1.4. Create walkable, public spaces that can support events and allow for regular community gatherings..
- 2.1.5. Activate public spaces and provide equitable access to amenities, including public art installments.





GOAL 3. MARKETING AND BRANDING WHY IT'S IMPORTANT

- ▶ Elevate the external perceptions of Copperas Cove as a destination where visitors frequent, businesses succeed, and residents thrive.
- ▶ Improve the image of Copperas Cove and foster pride among residents.
- ▶ Drive talent attraction and retention through increased visibility.

3 MARKETING AND BRANDING

- 3.1. Create consistent, **compelling, and concise messaging about Copperas Cove** that projects a distinctive identity to various audiences.
- 3.2. Develop **competitive assets** that can draw tourists to Copperas Cove.
- 3.3. Partner with the Copperas Cove **Chamber of Commerce** to improve the marketing reach of Copperas Cove's local community events and the City as a destination for regional visitors.
- 3.4. Establish a **shared staff grant writer** position to pursue funding opportunities for Copperas Cove projects.

3.1. CONSISTENT, COMPELLING, AND CONCISE MESSAGING

- 3.1.1. Tailor the message to target audiences, including residents, visitors, businesses, site selectors, and developers by answering the question, “What does Copperas Cove have for me?”
- 3.1.2. Highlight the outdoor, cultural, and historical amenities that distinguish Copperas Cove from its regional peers. These might include the natural landscape, the golf course, independently owned local businesses, community diversity, and the Copperas Cove Historical Society.
- 3.1.3. Implement the Community Image and Urban Design recommendations in the 2020 Comprehensive Plan Update.
- 3.1.4. Elevate Copperas Cove’s visibility as a business destination by closely associating with the overall Fort Cavazos region.
- 3.1.5. Create a marketing strategy to attract industrial relocation and expansion opportunities to the Narrows Business and Technology Park.





GOAL 4. WORKFORCE DEVELOPMENT WHY IT'S IMPORTANT

- ▶ Enhance Copperas Cove's economic competitiveness for business development.
- ▶ Ensure Copperas Cove residents are prepared for and connected to quality career opportunities.
- ▶ Retain the skilled talent exiting service from Fort Cavazos.

4 WORKFORCE DEVELOPMENT

- 4.1. Enhance the partnership with local and regional **education and workforce development organizations** to improve the quantity and quality of labor available for Copperas Cove employers.
- 4.2. Help **connect Copperas Cove jobseekers to employers** and workforce development resources. Ensure wraparound service providers, especially childcare, are featured prominently in community outreach.
- 4.3. Encourage **collaboration among the regional economic development** community and education, workforce, and nonprofit leaders to enhance regional economic competitiveness.
- 4.4. Improve the **capacity of local and regional nonprofits** providing workforce, education, and wraparound related services, especially those serving veterans and opportunity youth.

4.3. COLLABORATION AMONG REGIONAL ECONOMIC DEVELOPMENT COMMUNITY AND EDUCATION, WORKFORCE, AND NONPROFIT LEADERS

- 4.3.1. Advocate for the Grand Central Texas economic development partnership to drive a broad coalition of regional education, workforce, and relevant nonprofits leaders. The coalition should represent the interests of the regional economic development community in enhancing education and workforce development.
- 4.3.2. With regional economic development partners, engage the Central Texas Regional Pathways Council (part of the Texas Regional Pathways Network) as the state designated convener of K-12, higher education, and workforce development entities enhancing regional career pathways.



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IMPLEMENTATION

SAMPLE IMPLEMENTATION MATRIX

1: INVESTMENT FRAMEWORK	LEAD ORGANIZATION	SUPPORTING PARTNERS	ONGOING	TIMELINE				STATUS	KEY ACCOMPLISHMENTS / NOTES
				0-6 months	6-12 months	1-3 years	3-5 years		
1.1. DEAL CLOSING									
<i>The deal closing vertical provides financial incentives to companies considering new projects that contribute significant capital investment and new employment opportunities to Fort Worth's economy.</i>									
1.1.1. Deploy asset-driven, high-impact external marketing campaigns to raise Fort Worth's profile in support of deal closing and redevelopment opportunities.	City	FW Chamber	■						
1.1.2. Prioritize deal closing funds for projects within the list of target sectors: mobility, aerospace & defense, energy, culture, and anchors & innovators.	City		■						
1.1.3. Align deal closing fund processes with recommendations from the City's Task Force on Race and Culture.	City			■	■				
• Incentivize projects that pay at or above median wages to raise the per capita income levels in the City.	City			■	■				
• Provide more aggressive incentives for projects in underserved areas.	City			■	■				
1.1.4. Develop scoring guidelines that address the following questions. 1. Will the project fit with the City's goals? 2. Are the incentives appropriate? 3. Can the project support existing businesses in Fort Worth? 4. Is the project able to support expansion or relocation?	City			■	■				
1.2. TARGETED AREA DEVELOPMENT									
<i>The targeted area development vertical invests in priority geographic areas and corridors to enhance equitable development efforts in Fort Worth.</i>									
1.2.1. Partner with the Fort Worth Local Development Corporation to launch a land banking project to identify prime redevelopment opportunities in underserved areas of Fort Worth.	City	FW LDC				■			
• Address available parcels of land and existing facilities through the land banking project and include information on size, zoning, and proximity to relevant infrastructure and utilities.	City	FW LDC				■			
1.2.2. Advance catalyst development projects in Southeast and East Fort Worth, anchored by major employers, mixed-use developments, and neighborhood amenities. (See 2.1. Catalyst Projects in East and Southeast Fort Worth.)	City	EFWBA, SFWI	■						
• Target \$250 million in capital investment in the area by 2026.	City	EFWBA, SFWI					■		
1.2.3. Drive public-private partnerships to expand office space in the urban core, hotel and convention facilities in downtown, and redevelopment of aging shopping malls and big-box retail developments across the City. (See 2.3. Signature Projects in the Urban Core.)	City	DFWI				■	■		
1.2.4. Conduct small area plans for targeted districts with a high concentration of aging shopping malls, big-box retail developments, and suburban strip retail corridors. (See 2.4. Citywide Urban and Mixed-Use Development.)	City					■	■		

QUESTIONS?



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