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# A BLUEPRINT FOR TOMORROW: TERRELL ECONOMIC DEVELOPMENT STRATEGY



TERRELL ECONOMIC DEVELOPMENT CORPORATION  
PREPARED BY CIVICSOL





# TERRELL—BOOMING TODAY.

## ENDLESS OPPORTUNITY FOR YOU TOMORROW.

Terrell—where momentum fuels opportunity and the future booms. A hub of growth, innovation, and possibility, it's a city where businesses thrive, entrepreneurs and talent rise, and bold ideas take shape.



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# 01 EXECUTIVE SUMMARY

## A BLUEPRINT FOR TOMORROW: TERRELL'S ECONOMIC DEVELOPMENT STRATEGY

Terrell is a city on the rise—defined by momentum, shaped by ambition, and ready to compete for what's next. Located just east of Dallas, in one of Texas's fastest-growing counties, Terrell has long been recognized for its strategic location, strong industrial base, and rich community spirit. Today, it is poised to take the next step: to grow with focus, invest with purpose, and position itself as a destination for business, talent, and innovation.

This Economic Development Strategy and Action Plan is more than a vision—it is a **Blueprint for Tomorrow**. Developed through deep community engagement and rigorous analysis, it reflects the priorities of more than 125 stakeholders and benchmarks Terrell's assets, gaps, and opportunities against 14 peer communities. It includes insights from targeted industry and workforce assessments, interviews, roundtables, and a citywide survey. This process was not about checking a box—it was about preparing Terrell to lead.

With a population nearing 22,000 and a five-year growth rate that exceeds the national average, Terrell combines small-town character with regional relevance. Located along I-20 and U.S. 80, and with access to rail, air, and major freight corridors, it offers strategic connectivity across North Texas. Its workforce is growing, supported by strong partnerships with Terrell ISD and Trinity Valley Community College. Nearly half of residents hold postsecondary education or training. Downtown is gaining momentum. Median incomes are rising. And more than 20,000 new housing units are planned or underway across the region, underscoring Terrell's emergence as both a destination and a driver of opportunity.

Still, with growth comes urgency. The national economy is changing, competition is intensifying, and the next wave of development will reward cities that are prepared. This strategy equips Terrell to compete and to win.

It focuses on five interconnected goals, each rooted in community voice and designed for action.





## GOAL 1

### TALENT THAT MOVES TERRELL FORWARD

**We will equip Terrell's people with the skills needed to power the city's future economic prosperity.**

This goal focuses on building a stronger, more responsive workforce system, connecting students, jobseekers, and working adults to high-value careers. From aligning high school CTE programs with growing industries to expanding apprenticeships and removing barriers like childcare, this goal ensures Terrell is building the talent it needs to grow.



## **GOAL 2**

### **MODERNIZING TERRELL'S ECONOMY FOR THE FUTURE**

**We will strengthen Terrell's advantages in healthcare, advanced manufacturing, and tech-powered logistics, embracing innovation to compete tomorrow.**

This goal positions Terrell as a leader in the next generation of advanced industry. It focuses on leveraging the city's airport and industrial base, enhancing site-readiness, and supporting business attraction and retention efforts that align with long-term market trends.





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### GOAL 3

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## ENTREPRENEURSHIP THAT INNOVATES FOR TOMORROW

**We will grow our small business ecosystem, transforming Terrell into a thriving hub for entrepreneurship and innovation.**

This goal supports the small businesses and entrepreneurs that drive local vitality. It includes expanding mentorship, access to flexible space, permitting support, and targeted tools for multicultural business owners, especially in and around downtown.



## GOAL 4

### PLACEMAKING THAT GIVES TERRELL AN IDENTITY

**We will enhance downtown, public spaces, housing, and amenities to make Terrell more than an address—a destination.**

This goal turns physical investment into economic strategy. It includes infrastructure improvements, housing diversity, downtown activations, and civic spaces that support talent retention, family life, and long-term investment.





## GOAL 5

### TELLING TERRELL'S STORY FOR TOMORROW

**We will elevate Terrell's brand and visibility through strategic storytelling and marketing.**

This goal raises Terrell's profile in a crowded marketplace, through digital campaigns, site selector outreach, and public messaging that highlight the city's strengths, momentum, and readiness for investment.



**This is a strategy for building**—not just reacting. It outlines clear actions, measurable outcomes, and a unified direction that can guide economic development efforts through 2030. It is grounded in Terrell's strengths and designed to respond to the challenges ahead with clarity, confidence, and coordination.

**With this blueprint, Terrell is making a statement: we are ready to lead, ready to grow, and ready to build a more competitive, resilient, and prosperous future—together.**





## 02 THE BIG PICTURE

### ECONOMIC DEVELOPMENT SHOULDN'T HAPPEN TO A COMMUNITY—IT SHOULD HAPPEN WITH ONE.

Terrell's economic future will not be defined by chance or proximity; it will be defined by the choices its leaders make now. For years, economic development was often understood in narrow terms: attracting companies, announcing new jobs, and measuring success by the number of square feet under construction. But that model no longer captures the complexity of today's economic landscape. The communities that thrive in the years ahead will be those that take a broader, more connected view—one that links business growth with workforce readiness, quality of place, and the ability to adapt to new industries and emerging technologies.

This strategy embraces that broader view. It reflects a shift in both mindset and method away from short-term wins and toward long-term competitiveness. It is grounded in a simple but powerful belief: that economic development should reflect the full reality of how places grow—not just what companies need,

but what people need. That means preparing the local workforce for high-quality jobs, supporting the growth of small businesses and entrepreneurs, making housing more accessible, and investing in the kinds of places where talent wants to live and companies want to build.

At its core, economic development is about creating the conditions for people and industries to thrive together. That is the opportunity ahead for Terrell and that is what this plan sets out to do.

This strategy is not theoretical. It's built from the ground up, through dozens of conversations with local business leaders, employers, educators, and residents. It includes deep benchmarking against peer cities, an occupational and cluster analysis, and community-wide survey input. The result is not just a vision, but a **blueprint**—clear, actionable, and rooted in what makes Terrell unique.



**Economic development in Terrell will continue to include company recruitment and job creation**—but it will be guided by five connected priorities that expand the definition of what success looks like.



### **FOCUSED ATTRACTION EFFORTS.**

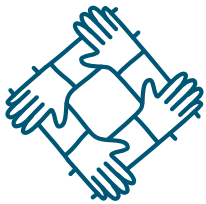
Terrell isn't just looking to grow—it's looking to grow smart. That means focusing attraction efforts on industries that align with the city's competitive advantages, available sites, and long-term workforce strengths. It also means moving from passive interest to active targeting: building relationships with site selectors, attending trade shows, and telling a compelling story about why Terrell is the right location for forward-looking firms.



### **BUILDING A VIBRANT WORKFORCE.**

Talent is the currency of today's economy. Employers increasingly choose locations based on where they can find or grow a skilled workforce. This strategy puts people at the center of Terrell's competitiveness: aligning high school and community college programs with local job opportunities, creating clear pathways from education to employment, and investing in supports like childcare and mentorship to ensure more residents can participate in the economy fully.





### CATALYZING INNOVATION.

Small businesses and entrepreneurs aren't just part of Terrell's economy—they are its engine. Supporting entrepreneurship means more than celebrating local success stories; it requires removing barriers, offering mentorship and technical assistance, and ensuring that entrepreneurs of all backgrounds have access to flexible space, capital, and clear guidance. Innovation in Terrell will be grounded in its people and fueled by a culture of possibility.



### DESTINATION DEVELOPMENT.

Economic development happens in physical space. From downtown activation to new housing, the places where people live, work, and connect are central to talent retention and community vitality. This strategy elevates placemaking as a core economic tool—recognizing that companies invest where their employees want to live, and that livability is now a key driver of growth.



**HOUSING FOR LIVABILITY.** As Terrell grows, it must ensure that growth is supported by a full range of housing options—from workforce and middle-income homes to executive housing that attracts leadership talent. Housing isn't just about affordability; it's about access, quality, and choice. When people can live near where they work, communities become stronger, more connected, and more competitive.

**These five priorities are not separate initiatives**—they are mutually reinforcing. Together, they form a new paradigm for economic development in Terrell: one that aligns business recruitment with workforce strategy, small business growth with downtown revitalization, and community identity with regional competitiveness.



## A PLACE OF STRENGTH

And while the goals are forward-looking, **Terrell is not starting from scratch.** The city is beginning from a place of strength—one that reflects years of leadership, collaboration, and steady momentum.

**Terrell EDC is a trusted leader,** with a proven track record of responsiveness, strategic thinking, and business engagement. Its leadership is deeply connected to both city government and the private sector—ensuring coordination, continuity, and credibility.

**The city itself enjoys significant location advantages,** including direct access to I-20, U.S. Highway 80, and regional rail and air assets that position it at the heart of North Texas's economic engine.

**Business and education partnerships are already strong,** with employers working alongside Terrell ISD and Trinity Valley Community College to build the city's workforce from within. Initiatives are underway to expand career pathways and better align training with local industry needs—momentum that this plan is designed to accelerate.

**Downtown Terrell is also experiencing real revitalization,** with public improvements, private investment, and growing community energy creating a foundation for long-term development. And with a steadily growing population—driven by both regional migration and local opportunity—Terrell is expanding its future workforce and building its next generation of leaders.

**This is where the strategy begins—not with gaps, but with assets. Not with constraints, but with possibility.**



**Terrell has the leadership, the location, and the community to shape its own future.** This plan offers a blueprint for how to do it—with focus, with confidence, and with a full understanding of what economic development can and should mean for a place that's ready to lead.





This strategy was built through a process grounded in data, driven by engagement, and focused on what matters most to the people and employers of Terrell. Our approach combined rigorous quantitative research with qualitative insights gathered from across the community. From the outset, this was designed to be more than a visioning exercise—it was a strategy development effort that would position Terrell for real competitive advantage.

To understand where Terrell stands today—and where it has the potential to lead—we conducted a comprehensive assessment of the city’s assets, challenges, and economic context.

#### THAT INCLUDED:

- A **benchmarking analysis** comparing Terrell to 14 peer communities across Texas and the U.S.—including cities like Anna, Granbury, Ennis, Hutto, Weatherford, and Waxahachie, as well as national comparators such as Harrisburg, NC and Woodstock, GA. These communities were selected for their similarities in size, growth dynamics, proximity to metro regions, and governance structures. The analysis used over 50 indicators across Livability, Talent, and Prosperity—including metrics such as labor force participation, educational attainment, job growth, income, housing cost burden, and growth in the creative economy—to understand where Terrell is leading, where it is catching up, and where strategic investment is needed to stay competitive.
- A **target cluster and occupational analysis** to identify the industries where Terrell can compete and grow over the next decade. This analysis examined local employment specialization, wage trends, and job growth across key sectors, while also evaluating the city’s alignment with regional and state-level economic priorities. It helped pinpoint areas where Terrell has both a current competitive advantage—such as custom manufacturing, healthcare services, and logistics—and a future opportunity to lead in emerging fields like automation, autonomy, and precision fabrication. The occupational data also informed workforce strategies, highlighting high-demand roles, skills gaps, and pathways for upskilling residents to meet employer needs.



- A **community and business survey**, completed by more than 125 residents, employers, and civic stakeholders, capturing perspectives on Terrell's strengths, pain points, and long-term opportunities.
- A series of **one-on-one interviews** with local business owners, educators, developers, nonprofit leaders, and elected officials to gather deeper qualitative insights on workforce needs, permitting, infrastructure, and business climate.
- A set of **focused stakeholder roundtables** organized around key sectors and community priorities—including healthcare, logistics, downtown development, workforce, and young professionals. These sessions brought together local leaders, employers, educators, and entrepreneurs to pressure-test early findings, explore real-time challenges, and co-develop strategic ideas. The roundtables not only helped shape the content of this strategy, but also built early alignment among the very stakeholders who will be essential to its success. They served as a forum for surfacing nuanced perspectives, elevating on-the-ground experience, and ensuring that the strategy reflects both local ambition and operational reality.

In parallel, we worked closely with the Terrell EDC Board and senior city leaders to align this strategy with local capacity, policy goals, and ongoing initiatives. Strategy concepts were tested in real time, ensuring this plan was not only data-informed, but grounded in local realities and aligned with the leadership that will carry it forward.

Every goal and strategy in this plan is connected to what we heard, what we measured, and what we learned throughout this process. It reflects a diverse set of perspectives and a consistent theme: that Terrell is ready to compete—but must move with clarity and coordination to fully capture its potential.

A full set of technical appendices—including benchmarking data, peer comparisons, best practice case studies, and cluster analysis findings—is available for review upon request. These materials represent the analytical foundation of this strategy and offer tools for continued performance tracking and refinement.

In short, this plan reflects the best of what strategic economic development should be: collaborative, data-informed, opportunity-driven, and ready to be put into action.





## 04 DISCOVERY INSIGHTS

### OUR OPPORTUNITY: TERRELL—BOOMING TODAY. ENDLESS OPPORTUNITY AHEAD FOR YOU.

Terrell is at a turning point. Long known as a logistics and retail hub, the city has the opportunity to evolve into a center for advanced manufacturing, automation, tech-powered logistics, and next-generation healthcare. With a prime location east of Dallas, strong infrastructure, and a growing workforce, Terrell is well-positioned to shape its own future.

**But this transformation isn't just about industry—it's about people and place.** Downtown has momentum, with historic store fronts filling with businesses, restaurants, and gathering spaces. Families, students, and entrepreneurs are seeing new possibilities—a future where building a career doesn't mean leaving home.

To realize this potential, Terrell must invest in its people—expanding housing, strengthening workforce opportunities, and growing its business community. This will ensure those who work here can live here, succeed here, and stay here.

With momentum on its side, Terrell has the chance to lay the foundation for long-term prosperity and a stronger, more connected community. This strategy isn't just about growing an economy; it's about creating a city where businesses, families, and innovators can thrive.

The following insights, shaped by research and stakeholder engagement, outline a roadmap to turn potential into progress.





*“Growth is happening, but are we shaping it in a way that secures Terrell’s future? The question isn’t just about bringing in jobs; it’s about making sure those jobs align with where the economy is headed.”*

## 1. TERRELL TODAY—GROWING, BUT WHAT’S NEXT?

**TERRELL’S GROWTH IS REAL, BUT SHAPING ITS FUTURE WILL TAKE MORE THAN MOMENTUM.**

Terrell is growing, but momentum alone won’t secure its future. New jobs, rising wages, and steady population growth are shaping the city’s trajectory. Retail and logistics remain strong, and major developments like Buc-ee’s and Crossroads at Terrell are fueling investment. Housing expansion is attracting new residents, reinforcing the city’s appeal.

Yet, growth isn’t keeping pace with peer communities. Over the past five years, Terrell’s job growth was just 1.4%, the slowest among its competitors. Wages, while rising rapidly, still lag behind other cities, limiting economic mobility. Population growth, though twice the national average at 6%, remains behind regional trends.

And with only 16.8% of residents holding a bachelor’s degree, too many workers are locked out of high-wage opportunities.

The challenge ahead is clear: how does Terrell turn growth into long-term prosperity? As one stakeholder put it, “Growth is happening, but are we shaping it in a way that secures Terrell’s future? The question isn’t just about bringing in jobs; it’s about making sure those jobs align with where the economy is headed.”

Terrell has an opportunity to build on its momentum, but doing so will require intentional action, ensuring that today’s growth fuels tomorrow’s success.





*“We have to think beyond just the jobs we have today. If we want to keep our talent here, we need careers that align with the future of Texas.”*

## 2. FROM NOW TO THE FUTURE?

### **TERRELL'S ECONOMY TODAY CANNOT BE ITS ECONOMY TOMORROW.**

For decades, logistics, retail, and traditional manufacturing have been the foundation of Terrell's success. But the industries that shaped the past won't be enough to sustain the future. Wages, while rising, still lag behind peer cities. Kaufman County's population surged 31% in the last decade, making it one of Texas' fastest-growing regions, yet economic opportunities haven't kept pace with this expansion. Without diversification, Terrell risks falling behind in the competition for investment, talent, and innovation.

Stakeholders agree: now is the time to act. Advanced manufacturing, automation, and technology-driven industries have the potential

to drive higher-wage jobs and long-term prosperity, but only if Terrell positions itself strategically. As one economic development partner put it, “Companies are looking for places that offer workforce readiness and long-term growth potential. Terrell has an opportunity to position itself as that place, but it won't happen by accident.”

The next generation won't stay for low-wage, labor-intensive jobs; they want careers with technology, competitive pay, and a future. To retain talent and attract new industries, Terrell must take bold steps today to ensure economic opportunity, resilience, and prosperity for tomorrow.





*“We can’t just build more business parks or buy more industrial land; we have to build talent.”*

### 3. SKILLS FOR TOMORROW

#### THE FUTURE OF TERRELL’S ECONOMY DEPENDS ON A MORE SKILLED WORKFORCE.

To compete in advanced manufacturing, healthcare, and technology, Terrell must strengthen the connection between schools, training programs, and businesses, ensuring that workers are equipped for the jobs of tomorrow.

Today, just 17% of Terrell residents hold a bachelor’s degree, and many lack the technical training needed for high-wage careers in automation, healthcare, logistics, and manufacturing. While median earnings have grown, they remain below peer cities, reinforcing the urgent need to expand apprenticeships, technical education, and industry-aligned programs.

As one local educator put it, “Strong schools and training programs are the foundation of a strong

economy. We need to make sure students and workers are prepared for careers that will actually be here in the next decade.”

Employers are already struggling to fill skilled positions, particularly in manufacturing and healthcare. Without a workforce prepared for the future, Terrell risks losing out on investment and high-paying jobs. That’s why pre-employment training, dual-credit programs, and sector partnerships are critical. TVCC and Terrell ISD have an opportunity to expand apprenticeships and job-readiness initiatives that directly connect students to career pathways in growing industries. Terrell’s long-term economic success will depend on investing in its people today.





*“We can’t just be a city where companies move key-lime pies. Higher wages come when we build a logistics sector powered by innovation.”*

## 4. NEXT GENERATION OF LOGISTICS

### LOGISTICS AND DISTRIBUTION ARE BOOMING, BUT THE FUTURE DEMANDS MORE.

Terrell is a logistics powerhouse. With an industry concentration nearly six times the national average (LQ 5.79), over 2,000 jobs, and 29% growth in the past five years, logistics and distribution are foundational to the city’s economy. Positioned along I-20 and U.S. 80, with access to major freight corridors and the Terrell Municipal Airport, the city has become a key player in regional supply chains.

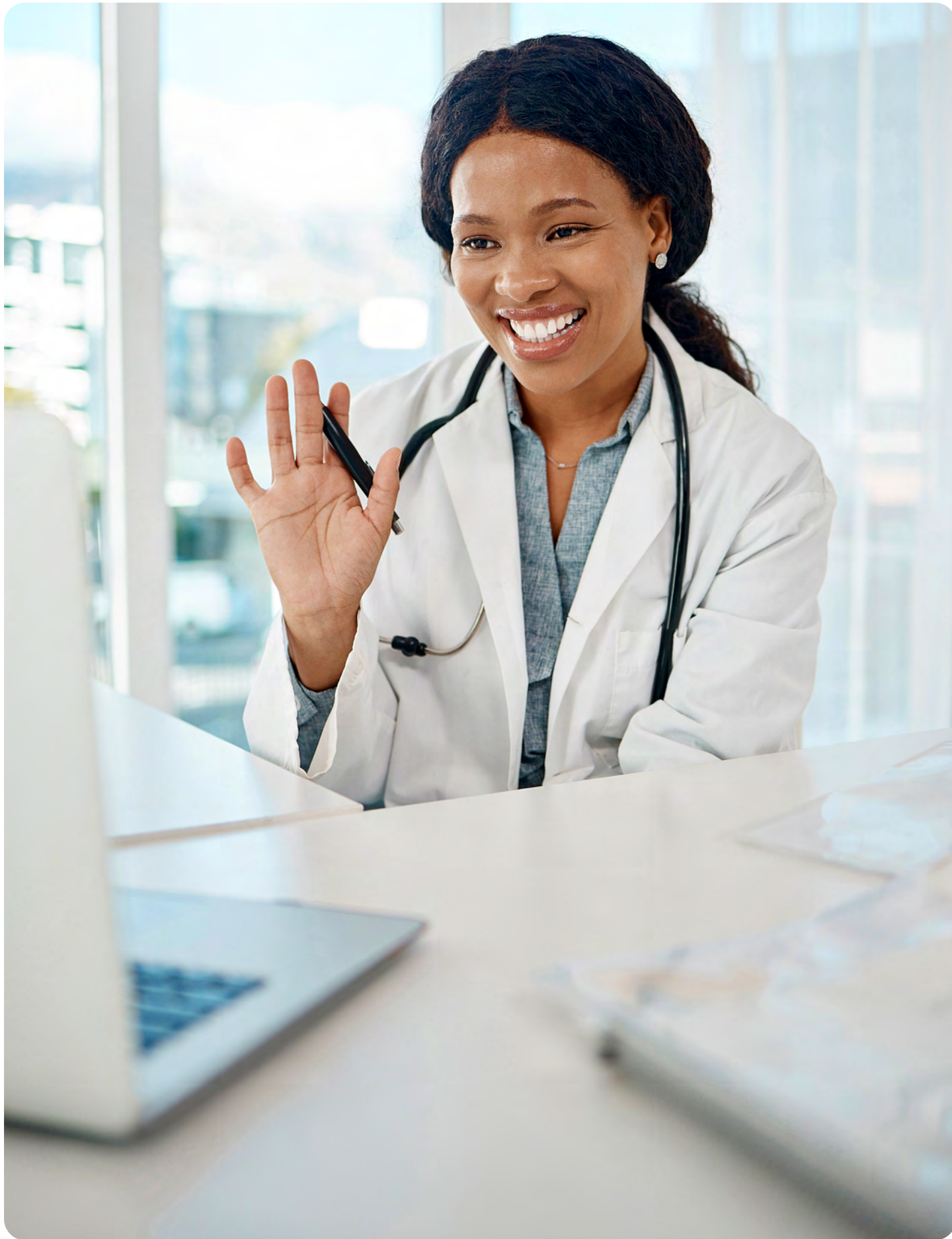
But warehousing alone won’t sustain long-term prosperity. As automation, AI-driven supply chains, and e-commerce transformation reshape the industry, logistics hubs across the country are competing for higher-value, tech-powered supply

chain jobs and Terrell must do the same.

As one stakeholder put it, “We can’t just be a city where companies move key-lime pies.”

To secure its future, Terrell should consider next-generation logistics, including automated fulfillment, supply chain analytics, last-mile innovation, and AI-driven inventory management. Competing cities are already investing in workforce training, smart logistics infrastructure, and partnerships with tech-driven logistics firms to attract the next wave of investment and job growth. The goal isn’t just to move goods; it’s to move Terrell’s economy forward.





*“Expanding healthcare isn’t just about access—it’s about jobs and keeping talent in Terrell.”*

## 5. HEALTHCARE EXPANSION—A PATH TO ECONOMIC GROWTH

**HEALTHCARE DEMAND IS RISING, AND SO IS THE OPPORTUNITY TO GROW SERVICES AND JOBS.**

As Terrell grows, demand for healthcare services is outpacing supply. The absence of a full-service hospital is a well-known gap, but it’s also one tied to specific industry metrics around population, insurance coverage, and regional competition. The EDC understands these dynamics and is committed to transparency, even as it continues to pursue long-term solutions.

In the near term, Terrell has the foundation to grow its healthcare economy. The city employs 770 healthcare workers—12% more than the national average for a city its size. Yet while healthcare jobs across Texas have grown by

12% in the past five years, Terrell’s sector has expanded by just 1%. That gap represents an opportunity to expand outpatient services, urgent care, telehealth, and specialty clinics—creating both access and employment.

Trinity Valley Community College healthcare programs provide a strong training pipeline, and the redevelopment of the Terrell State Hospital campus presents a chance to anchor new clinical services and workforce development. With the right vision and partnerships, Terrell can grow its healthcare ecosystem, improving care, expanding jobs, and building a more resilient economy.





*“The companies of tomorrow will need automation, and that’s where Terrell should be focusing.”*

## 6. MADE IN TERRELL

**TERRELL IS WHERE THINGS ARE MADE, BUT THE FUTURE OF MANUFACTURING IS CHANGING.**

Terrell has long been a manufacturing powerhouse, but the future of the industry is changing and Terrell must evolve with it.

With a specialization 16 times greater than the U.S. average and 19% job growth over the past five years, Terrell’s custom fabrication and component manufacturing sector has outpaced Texas’ 11% growth rate. Nearly 96% of the products made in Terrell are exported, reinforcing its position as a regional manufacturing hub.

Yet, manufacturing is undergoing a technological shift. Automation, robotics, and advanced production techniques are redefining the industry, creating higher-wage jobs that demand new skills.

As one industry leader put it, “The companies of tomorrow will need automation, and that’s where Terrell should be focusing.” The next generation isn’t just looking for industrial jobs; they want careers in robotics, fabrication, and high-tech manufacturing.

Terrell’s deep specialization in fabrication and component manufacturing gives it a competitive edge, but its long-term success will depend on how well it adapts to the future of production. By investing in workforce training, automation integration, and industry partnerships, Terrell can position itself as a leader in advanced manufacturing, ensuring that its industrial strength fuels prosperity for decades to come.





*“There’s a lot of opportunity here for those willing to put in the work.”*

## 7. TERRELL SMALL BUSINESSES

### SMALL BUSINESSES ARE READY TO GROW BUT NEED MORE SUPPORT.

Small businesses are a driving force in Terrell’s economy—nearly half of respondents to a recent community and business survey conducted by the Terrell EDC identified themselves as local business owners, and over one-third had launched their ventures within the past five years. This blend of legacy and new enterprise reflects both the community’s deep entrepreneurial roots and its emerging energy.

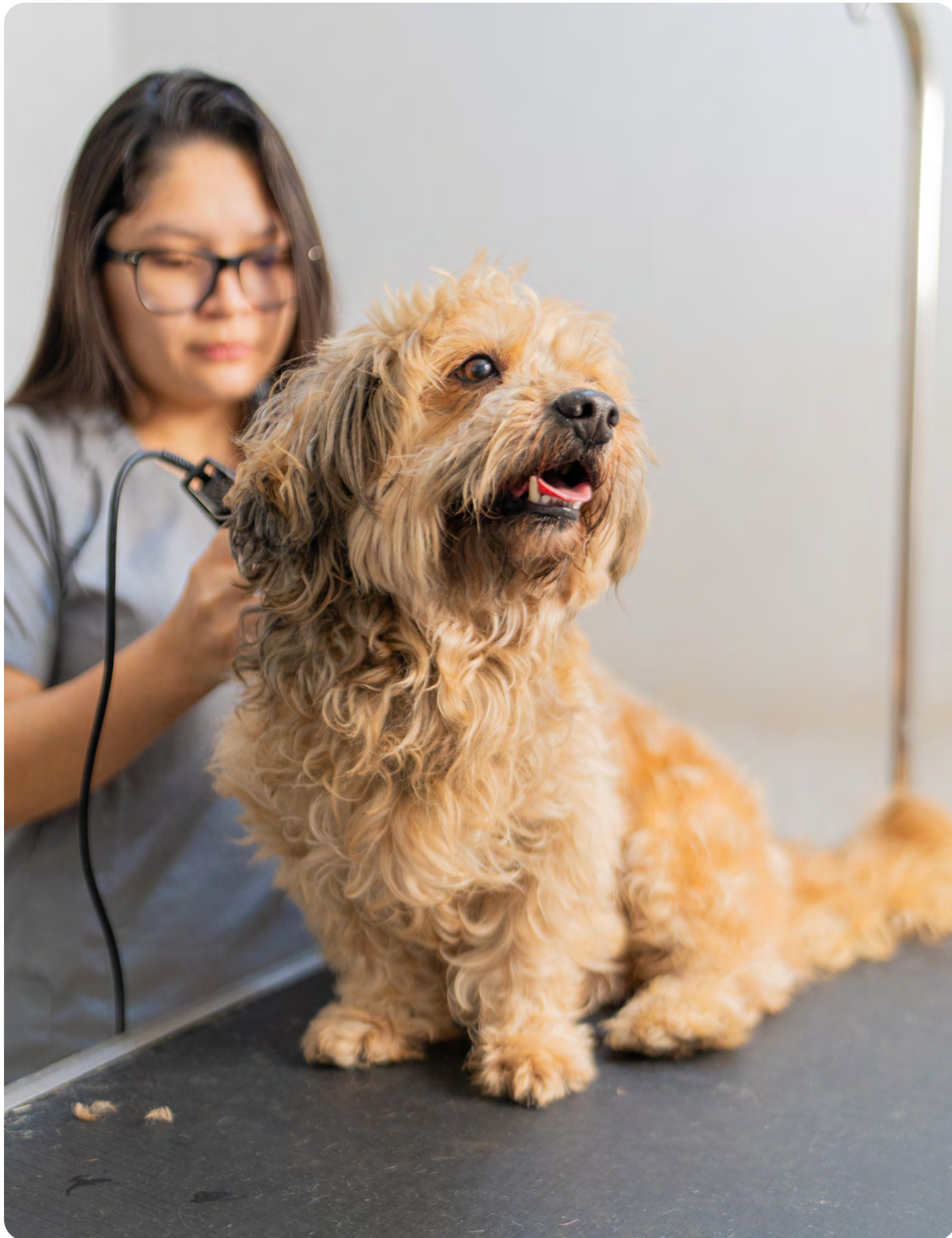
But while interest in starting and growing businesses is strong, the local environment isn’t always set up to support it. Business owners named high property taxes as their number one challenge, followed closely by complex permitting and regulatory processes. Access to capital is another critical barrier: many entrepreneurs feel that more small

business grants or low-interest loans could be the difference between starting up and shutting down.

There is, however, a strategic opportunity: supporting the growth and attraction of small and mid-sized enterprises with 25 to 75 employees, especially in Terrell’s target sectors of advanced manufacturing, healthcare, and tech-powered logistics. These businesses represent the sweet spot between early-stage startups and large employers, and can serve as a bridge between entrepreneurship and long-term industry growth.

By aligning small business development with cluster strategies, Terrell can attract the right types of firms, expand local supply chains, and grow a more resilient, future-ready economy.





*“Terrell is a place where small businesses can dream bigger.”*

## 8. MULTICULTURAL ENTREPRENEURS

### TERRELL'S MULTICULTURAL ENTREPRENEURS ARE HELPING TO BUILD WHAT'S NEXT.

Terrell's entrepreneurial energy reflects the diversity and ambition of its community. Across industries—from hospitality to real estate to specialty retail—a vibrant network of multicultural business owners is taking root, driving local opportunity and shaping the city's economic future.

Participants in the Hispanic Business Roundtable described a spirit of collaboration over competition, a deep sense of belonging, and a strong commitment to supporting new entrepreneurs. Many pointed to Terrell's affordability, openness, and opportunity for growth as key reasons why they chose to launch and expand their businesses here. As one participant put it, “Terrell is a place where small businesses can dream bigger.”

At the same time, multicultural entrepreneurs face specific challenges: access to capital, navigating permitting and regulations, and expanding their customer base beyond traditional networks. Business owners emphasized the need for bilingual resources, more targeted marketing support, and clearer pathways to mentorship and business services.

Terrell's multicultural entrepreneurs are not just adding businesses; they are building the next generation of economic strength. By investing in their success, Terrell can create a more inclusive, resilient, and opportunity-rich economy for the future.





*“Terrell has the energy and interest for new businesses, but we need the spaces and resources to help them take off.”*

## 9. DOWNTOWN TERRELL —BUILDING A DESTINATION

**DOWNTOWN MOMENTUM IS REAL, AND IT’S TIME TO TURN IT INTO A LASTING ECONOMIC ENGINE.**

Downtown Terrell is no longer just a historic district; it’s becoming a magnet for entrepreneurs, small businesses, and creative energy. Recent projects like the South Alley activation and the upcoming Town Square expansion reflect a wave of public and private investment that’s transforming the area into something more: a place where businesses launch, grow, and thrive. Now is the moment to build on that momentum. Across peer cities, revitalized downtowns have emerged as engines of innovation and economic growth. Terrell has that same opportunity, but success will depend on intentional collaboration between the EDC, the PADIC Board, and other local partners to make downtown the city’s new hub for entrepreneurship and community life.

Stakeholders see real potential for shared infrastructure—such as a commercial kitchen, food hall, or small business incubator—to lower barriers for new ventures and support homegrown enterprises. These investments could fuel a wave of locally owned restaurants, retailers, and creative businesses that reflect Terrell’s identity and draw residents and visitors alike. As one stakeholder put it, “Terrell needs to create a downtown where people want to build a business, not just visit.” With the right focus and follow-through, downtown Terrell can become that place and a powerful driver of the city’s broader economic strategy.





*“People come for jobs, but they stay for quality of life.”*

## 10. HOUSING FOR ALL

**TERRELL’S HOUSING GROWTH IS REAL, AND IT MUST CONTINUE TO MATCH THE CITY’S AMBITION.**

Terrell isn’t starting from scratch on housing; it’s already in motion. With more than 20,000 new housing units in the pipeline across city limits and ETJ, and major projects like Westwood, Lechtner Farm, and The Preserve underway, the city is actively responding to regional demand and laying the groundwork for population growth. Active development agreements and a pipeline of master-planned communities show that Terrell is serious about residential investment.

Still, the city’s next chapter will require more than rooftops. Employers continue to cite the need for diverse housing—workforce, middle-income, and executive options—to attract and retain talent. Over 56% of renters are cost-

burdened, and many professionals still struggle to find high-quality, long-term housing that fits their needs.

That’s why housing in Terrell must be about livability, not just affordability. Walkable neighborhoods, vibrant amenities, and thoughtfully designed developments will help Terrell remain competitive and build community as it grows.

The opportunity now is to ensure that this growth stays strategic and inclusive, supporting talent attraction, expanding the tax base, and reinforcing Terrell’s position as a place where people want to live, work, and stay.





*“If we don’t define who we are, someone else will.”*

## 11. STORYTELLING MATTERS

### PLACEMAKING AND MARKETING WILL HELP TO DEFINE TERRELL’S FUTURE.

Terrell has the assets to stand out, but how the city tells its story will shape its economic future. With peer cities like Granbury, Anna, and Ennis actively investing in placemaking and branding, the competition for talent and business attraction is more intense than ever. To keep pace, Terrell must be intentional about marketing itself as a destination for businesses, talent, and visitors.

Stakeholders emphasized that placemaking and branding must go hand in hand—transforming Terrell’s identity from a pass-through community into a vibrant place where people want to live, work, and invest. Recent initiatives like mural projects and pop-up festivals have created momentum, but there is room to expand these efforts by investing

in public art, wayfinding, and downtown activation to reinforce Terrell’s sense of place.

Terrell already leads its peers in arts employment growth, positioning the city to further develop its creative economy—a key asset in its identity. Expanding support for arts, culture, and experiential placemaking will strengthen Terrell’s reputation and help attract the next generation of residents, entrepreneurs, and investors.

Cities that invest in telling their story—through placemaking, marketing, and cultural initiatives—are winning the competition for talent. Economic development is about storytelling, showcasing what makes Terrell unique and ensuring that message reaches the right audiences.





*“We don’t need to reinvent the wheel;  
we just need to be at the table.”*

## 12. PARTNERSHIPS FOR IMPACT

**TERRELL’S ECONOMIC GROWTH CAN BE ACCELERATED BY STRONG PARTNERSHIPS.**

Terrell doesn’t have to grow alone. Regional and state partnerships offer powerful tools to support business attraction, workforce training, and long-term investment. The key is being proactive and present in the networks that shape opportunity.

As part of the North Central Texas Workforce Development Board, Terrell can tap into grants and training programs that help local businesses upskill their teams and attract talent. State programs like the Texas Enterprise Fund and Texas Economic Development Act provide additional levers to recruit high-value employers.

Locally, the PADIC Board will be a key partner in unlocking the next phase of downtown

Terrell’s growth. Through shared strategy and coordination with the EDC, the PADIC Board can help activate catalytic projects—like the Town Square expansion and entrepreneurship spaces—and ensure investments deliver lasting impact.

At the regional level, collaboration with organizations like the Dallas Regional Chamber, Kaufman County, and neighboring cities can amplify Terrell’s voice and bring more opportunity to the table. By strengthening these relationships, Terrell can compete at a higher level and grow with intention, not in isolation.





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## STRATEGY AND ACTION PLAN

### FROM INSIGHTS TO ACTION

Terrell is a city with momentum, but momentum alone isn't enough. Growth brings opportunity, but it also brings competition. If Terrell is to shape its future, rather than be shaped by outside forces, it must move with clarity, commitment, and a shared sense of direction. That is what this strategy delivers.

This framework represents the next chapter in Terrell's economic story, a focused and data-informed plan to turn community priorities into real outcomes. Built from months of engagement, research, and collaborative design, the strategy reflects what we heard, what we measured, and what we imagined together. It takes the insights gathered from residents, business leaders, educators, and civic stakeholders and translates them into a practical roadmap for the future.

The strategy is grounded in a belief that economic development should do more than create jobs, it

should create lasting value. That means preparing people for careers in growing industries, attracting the kinds of businesses that align with local strengths, supporting entrepreneurship, and investing in the places that make Terrell vibrant, livable, and competitive. It also means telling a clearer and bolder story about who Terrell is and why it matters, both regionally and beyond.

What follows is not a list of disconnected initiatives. It is an integrated framework, a shared vision, five clear goals, and a set of strategies designed to deliver results. Every component—every program, project, and partnership—is connected by a larger ambition: to build a stronger, more innovative, and more resilient Terrell.

At the heart of the strategy is a vision statement that reflects where Terrell is going, what kind of economy it wants to build, and the kind of place it wants to become.





**That vision is supported by five core goals**, each focused on a different dimension of economic success: talent, industry, entrepreneurship, place, and storytelling. These goals are not generic. They are rooted in Terrell's context, informed by community input, and designed to create long-term competitive advantage. Each goal includes a set of targeted strategies—focused areas of work that outline how Terrell will activate this plan. These strategies are where ambition meets execution. And beneath each strategy are specific actions, clear steps that identify who is responsible, what resources are needed, and how progress will be measured. This structure ensures the plan is not only visionary, but operational. It can guide annual work plans, shape partnerships, prioritize investments, and measure success over time. It is flexible enough to adapt, but focused enough to direct action.

**Together, these elements form Terrell's economic blueprint, rooted in local values, built on real strengths, and designed for results.**



## VISION STATEMENT

**TERRELL—BOOMING TODAY. ENDLESS OPPORTUNITY FOR YOU TOMORROW.**

Terrell—where momentum fuels opportunity and the future booms. A hub of growth, innovation, and possibility, it's a city where businesses thrive, entrepreneurs and talent rise, and bold ideas take shape.



## GOALS

These five goals define the direction of Terrell's strategy. Each one addresses a critical area of opportunity: developing talent, modernizing the economy, supporting entrepreneurs, investing in place, and elevating the city's visibility. They are designed to work together, guiding coordinated action across sectors and setting the foundation for long-term economic success.



### **GOAL 1: TALENT THAT MOVES TERRELL FORWARD.**

We will equip Terrell's people with the skills needed to power the city's future economic prosperity.



### **GOAL 2: MODERNIZING TERRELL'S ECONOMY FOR THE FUTURE.**

We will strengthen Terrell's advantages in healthcare, advanced manufacturing, and tech-powered logistics, embracing innovation to compete tomorrow.



### **GOAL 3: ENTREPRENEURSHIP THAT INNOVATES FOR TOMORROW.**

We will grow our small business ecosystem, transforming Terrell into a thriving hub for entrepreneurship and innovation.



### **GOAL 4: PLACEMAKING THAT GIVES TERRELL AN IDENTITY.**

We will enhance downtown, public spaces, housing, and amenities to make Terrell more than an address—a destination.



### **Goal 5: TELLING TERRELL'S STORY FOR TOMORROW.**

We will elevate Terrell's brand and visibility through strategic storytelling and marketing.





## HOW WE'LL KNOW IF WE'RE WINNING

Success in economic development isn't just about launching programs. It's about delivering visible, lasting change. This strategy is built to show results, not just activity. To that end, we've identified a clear set of outcomes that will help Terrell measure what matters most: Are more residents finding quality jobs and staying in the community? Are businesses choosing to expand here? Is the city's identity gaining traction, and are residents proud of what's being built?

These indicators are designed to track real progress over time and to demonstrate that the strategy is working, not just in plans, but in people's lives and in the city's economy. If we're doing this right, we'll see it in a stronger workforce, a more diverse and growing business community, a renewed sense of place and pride, and a tax base that gives the city more tools to invest in its future. This is how we'll know we're not just moving forward, we're winning.

## WE WILL KNOW OUR STRATEGY IS WORKING WHEN:

**SKILLED WORKFORCE:** More Terrell residents are working, staying, and growing. Labor force participation rises, especially among women and young professionals, and more residents find clear pathways into good local jobs and careers.

**GROWING BUSINESSES:** New businesses are choosing Terrell and growing here. The city sees an increase in expansions, relocations, and local entrepreneurs scaling up in our target sectors.

**ENGAGED RESIDENTS:** The story we tell matches the place we're building. Residents see Terrell as a vibrant, opportunity-rich community, backed by new housing, destination assets, and growing pride in our downtown and brand.

**BALANCED TAX BASE:** Terrell's tax base is balanced and built for the future. A strong mix of commercial property, residential development, industrial investment, and retail activity fuels city revenues and expands local capacity for reinvestment.



## GOAL 1

# TALENT THAT MOVES TERRELL FORWARD





## GOAL 1: TALENT THAT MOVES TERRELL FORWARD

**We will equip Terrell's people with the skills needed to power the city's future economic prosperity.**

### WHY IT MATTERS:

A strong workforce is the foundation of a thriving economy, and Terrell has the opportunity to shape a talent pipeline that fuels its future industries. This will include job seekers entering the workforce as well as individuals already in the workforce seeking upskilling opportunities. By expanding career pathways, strengthening workforce training, and investing in education and business partnerships, Terrell can ensure that its people aren't just prepared for the future—they're leading it.

### STRATEGIES

- 1.1:** Establish sector partnerships to support Terrell's growing industries: advanced manufacturing, health services, and tech-driven logistics and autonomy.
- 1.2:** Align Terrell High School CTE programs with the skills and credentials needed for Terrell's industries of the future.
- 1.3:** Launch a formal scholarship initiative that provides a direct pipeline for Terrell High School students to attend Trinity Valley Community College (TVCC) in career pathways aligned with Terrell's economy.
- 1.4:** Develop a citywide pre-employment initiative that helps local employers streamline hiring, onboarding, and workforce development efforts.
- 1.5:** Create a formal young professionals network to connect Terrell's emerging leaders, facilitate mentorship, and build long-term career engagement in the community.
- 1.6:** Expand childcare access by strengthening business recruitment efforts and forging partnerships with the regional workforce board to support working families.





## STRATEGY 1.1

**Establish sector partnerships to support Terrell's growing industries: advanced manufacturing, health services, and tech-driven logistics and autonomy.**

### WHY IT MATTERS:

To stay ahead, Terrell needs industry-led partnerships that align education, workforce, and business development around its fastest-growing clusters. Sector partnerships in advanced manufacturing, health services, and tech-driven logistics will help attract investment, upskill local talent, and ensure the city is building the right pipelines for long-term competitiveness.

### WHAT'S NEEDED?

- Host a Summer 2025 Sector Accelerator to review cluster data and align around 1–2 priority sectors for partnership launch.
  - Establishes focus and builds early buy-in.
- Launch Sector Roundtables and form the Terrell Workforce Coalition to align employers and educators around shared talent goals.
  - Builds relationships, defines curriculum needs, and sustains collaboration.
- Develop a Shared Talent Pipeline Dashboard to track completions, credentials, and workforce gaps across partners.
  - Enables coordination, accountability, and long-term impact.





## STRATEGY 1.2

**Align Terrell High School CTE programs with the skills and credentials needed for Terrell’s industries of the future.**

### WHY IT MATTERS:

Terrell’s talent pipeline starts in its own schools. By aligning Career and Technical Education (CTE) programs with in-demand skills—like precision manufacturing, healthcare support, and logistics tech—students gain a clear path to opportunity. It sends a signal to employers that Terrell is building its own workforce—and to students that opportunity exists right here at home.

### WHAT’S NEEDED?

- Support Summer Teacher Externships and strengthen employer input by connecting THS educators to local industries and improving CTE surveys with graduate and employer feedback.
  - Builds alignment between classrooms and real-world skill needs.
- Host quarterly Industry Roundtables at Terrell High School to gather input on curricula, training, and equipment directly from employers.
  - Deepens relationships and ensures programs stay relevant.
- Launch 2–3 new CTE pathways in high-demand sectors like manufacturing, logistics, and healthcare, with dual-credit options at TVCC.
  - Delivers career-aligned outcomes and visible progress.





## STRATEGY 1.3

**Launch a formal scholarship initiative that provides a direct pipeline for Terrell High School students to attend Trinity Valley Community College (TVCC) in career pathways aligned with Terrell's economy.**

### WHY IT MATTERS:

A “Terrell to TVCC” scholarship program would create a homegrown pipeline into Terrell’s own economy. By focusing on high-demand fields like healthcare, logistics, and precision manufacturing, this initiative connects local students to local opportunity—reducing barriers, retaining talent, and signaling that Terrell is investing in its future workforce.

### WHAT’S NEEDED?

- Design and fund the “Terrell Tomorrow” Scholarship focused on high-need sectors like healthcare, manufacturing, and logistics, with clear criteria and \$50K in startup funding from local employers and donors.
  - Creates a structured, sustainable pathway into Terrell’s economy.
- Promote the program with community storytelling using graduate spotlights, school events, and local business partners to build awareness and pride.
  - Drives engagement and visibility.
- Launch a Mentorship Network for recipients pairing students with local professionals to support career development and long-term retention.
  - Strengthens outcomes for students and employers.





## STRATEGY 1.4

**Develop a citywide pre-employment initiative that helps local employers streamline hiring, onboarding, and workforce development efforts.**

### WHY IT MATTERS:

Many of Terrell's businesses need help with the basics—hiring faster, onboarding better, and getting new employees job-ready. A citywide pre-employment initiative can offer shared tools, training, and support to make workforce development more efficient. It's a simple way to help local employers operate smarter, fill jobs faster, and strengthen the foundation of Terrell's economy.

### WHAT'S NEEDED?

- Launch the "Terrell Ready to Work" program as a branded certification focused on soft skills and job readiness, with support from the Chamber, Workforce Solutions, and the Career Center.
  - Establishes shared expectations and boosts employer confidence in local talent.
- Offer monthly Pre-Employment Workshops and an Employer Toolkit to support both jobseekers and businesses with consistent training and onboarding resources.
  - Builds a stronger local hiring pipeline without overburdening any one partner.
- Create a central Job and Talent Portal featuring openings, training opportunities, and certified "Ready to Work" candidates.
  - Makes the system real-time, visible, and easy to use for employers.





## STRATEGY 1.5

**Create a formal young professionals network to connect Terrell’s emerging leaders, facilitate mentorship, and build long-term career engagement in the community.**

### WHY IT MATTERS:

Young adults in Terrell are looking for connection, mentorship, and a reason to stay. A young professionals network can foster peer community, strengthen ties to local employers, and provide early-career residents with visibility and support. It signals that Terrell values its next generation—not just as workers, but as future civic and business leaders. Building this network is key to long-term retention and a more inclusive, connected economy.

### WHAT’S NEEDED?

- Form a Young Professionals Steering Committee of 10–15 emerging leaders to guide programming and events.
  - Ensures peer ownership while keeping the EDC in a supportive role.
- Launch the “Terrell Next Gen” event series with quarterly networking and leadership gatherings at local venues.
  - Builds visibility, connection, and momentum with low overhead.
- Create a Mentorship Program connecting young professionals with established business leaders.
  - Strengthens career development and cross-generational ties without requiring new staff.





## STRATEGY 1.6

**Expand childcare access by strengthening business recruitment efforts and forging partnerships with the regional workforce board to support working families.**

### WHY IT MATTERS:

Childcare isn't just a family issue; it's a workforce issue. Employers across Terrell have cited a lack of affordable, accessible childcare as a barrier to hiring and retaining workers. By recruiting new providers, supporting employer-led models, and partnering with Workforce Solutions, Terrell can expand access and bring more parents—especially women—into the labor force.

### WHAT'S NEEDED?

- Support a Regional Childcare Needs Assessment in partnership with Workforce Solutions to identify affordability, access, and site gaps for Terrell families.
  - Leverages regional expertise to ground solutions in local data.
- Convene an Employer-Provider Roundtable and promote model solutions to explore partnerships, share best practices, and spark new childcare investments.
  - Builds momentum without placing long-term responsibility on the EDC.
- Advocate for childcare in economic development projects by encouraging incentives, co-use space, and zoning that supports on-site or nearby care.
  - Makes childcare part of Terrell's growth strategy and business climate story.



## GOAL 1

### MEASURING IMPACT AND SUCCESS

These metrics will help track Terrell's progress in building a stronger, more connected workforce.

- **Labor Force Participation:** Track changes in Terrell's overall labor force participation rate, with a focus on increasing participation among working-age women and younger Terrell residents.
- **Workforce Program Participation and Placement:** Measure the number of Terrell residents enrolled in and successfully completing career and technical education (CTE), workforce training, or sector-aligned programs.
- **Employer Engagement in Talent Initiatives:** Count the number of Terrell employers actively involved in workforce development initiatives.





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## GOAL 2

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# MODERNIZING TERRELL'S ECONOMY FOR THE FUTURE



## **GOAL 2: MODERNIZING TERRELL'S ECONOMY FOR THE FUTURE**

**We will strengthen Terrell's advantages in healthcare, advanced manufacturing, and tech-powered logistics, embracing innovation to compete tomorrow.**

### **WHY IT MATTERS:**

Terrell's economy has long been driven by logistics, manufacturing, and retail, but the industries shaping the future will require technology, automation, and innovation. By strengthening Terrell's core industries and expanding into emerging sectors, the city can create higher-wage jobs, attract investment, and secure long-term prosperity. With the right strategy, Terrell won't just keep up with economic change—it will drive it.

### **STRATEGIES**

- 2.1:** Make Terrell a hub for AI-powered logistics and autonomy by leveraging Terrell Municipal Airport to attract drone technology, robotics, and automated freight firms.
- 2.2:** Attract smart supply chain and logistics companies by capitalizing on Texas' focus on automation and promoting Terrell's location and industrial sites.
- 2.3:** Leverage Terrell State Hospital redevelopment to attract specialized healthcare services and medical innovation.
- 2.4:** Grow advanced manufacturing and precision engineering through continued engagement with site selectors.
- 2.5:** Expand Terrell's business retention and visitation initiative to strengthen employer engagement and uncover new growth opportunities.
- 2.6:** Position Terrell Municipal Airport as a concierge gateway for DFW-bound executives, offering high-touch services that showcase Terrell's business potential.





## STRATEGY 2.1

**Make Terrell a hub for AI-powered logistics and autonomy by leveraging Terrell Municipal Airport to attract drone technology, robotics, and automated freight firms.**

### WHY IT MATTERS:

Terrell sits at the crossroads of logistics innovation—anchored by strong transportation infrastructure, access to I-20, and a municipally controlled airport with potential. With growth in freight, automation, and AI applications, Terrell can position itself as a testbed for next-generation logistics: drone delivery, robotics, and autonomous freight. Turning the airport into an economic development asset will require a focused effort—but it’s one that aligns with both local ambition and emerging market demand.

### WHAT’S NEEDED?

- Commission a feasibility study to evaluate use cases for drones, robotics, and autonomous vehicles at the airport, including FAA requirements and site readiness.
  - Establishes a technical roadmap to guide future investment and branding.
- Launch a marketing and demonstration campaign by developing a digital “Innovation at Terrell Airport” package and hosting a live pilot with a university or tech firm.
  - Builds visibility and creates a newsworthy early win.
- Explore an airport innovation zone designation with targeted incentives and branding to attract firms in autonomous logistics and mobility.
  - Signals long-term commitment to innovation without requiring upfront capital.



## STRATEGY 2.2

**Attract smart supply chain and logistics companies by capitalizing on Texas' focus on automation and promoting Terrell's location and industrial sites.**

### WHY IT MATTERS:

Terrell is well-positioned to lead in the next wave of logistics—where automation, AI, and advanced warehousing are redefining how goods move. With direct access to I-20, proximity to Dallas, and shovel-ready industrial sites, Terrell offers the infrastructure modern logistics firms need. Texas is doubling down on automation and tech-driven freight systems; Terrell can ride that momentum by targeting companies in smart warehousing, robotics integration, and digital trade.

### WHAT'S NEEDED?

- Create and deploy a targeted marketing campaign that promotes Terrell's access, affordability, and industrial sites—leveraging digital materials, print collateral, and event promotion.
  - Establishes a compelling identity for external audiences.
- Build a high-touch prospecting strategy by attending key trade shows (e.g., MODEX, ProMat), developing a direct outreach list of 25–30 firms, and actively engaging site selectors.
  - Moves Terrell from passive visibility to proactive recruitment.
- Host a logistics innovation tour to bring firms and site selectors on-site, showcasing available land, local employers, and workforce training partners.
  - Makes Terrell's value proposition tangible and differentiated.





## STRATEGY 2.3

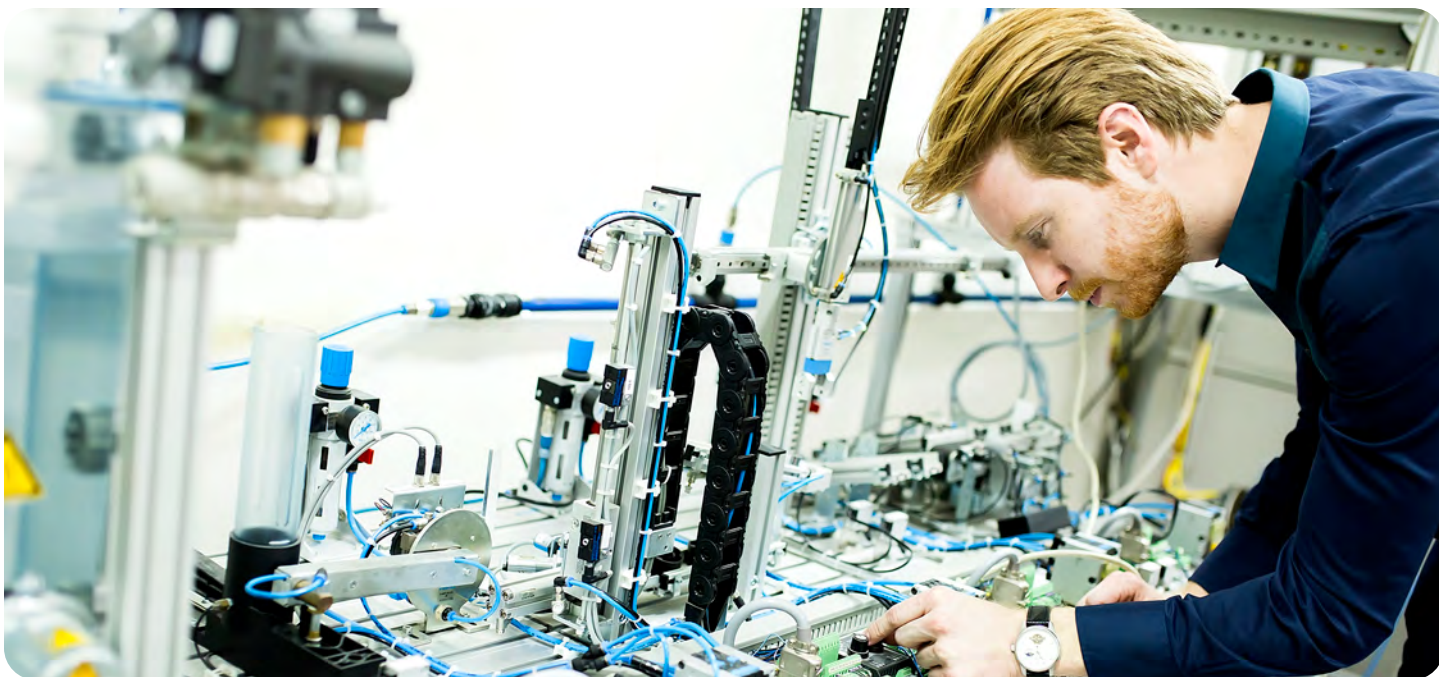
**Leverage Terrell State Hospital redevelopment to attract specialized healthcare services and medical innovation.**

### WHY IT MATTERS:

With the State investing significantly in the redevelopment of Terrell State Hospital, the city has a rare opportunity to grow its healthcare sector. By aligning local economic development efforts with this public investment, Terrell can attract specialized providers in behavioral health, rehabilitation, and medical innovation. This is more than a health facility; it's an anchor for workforce pipelines, research partnerships, and a stronger healthcare economy.

### WHAT'S NEEDED?

- Coordinate with state officials and hospital leadership to stay aligned on redevelopment plans, timelines, and facility scope.
  - Keeps Terrell positioned for influence, partnership, and co-location opportunities.
- Develop marketing materials that position Terrell as a hub for behavioral health, outpatient specialty care, and medical innovation.
  - Tells a proactive investment story to potential providers and partners.
- Identify partnership opportunities with TVCC and local employers to build healthcare workforce pipelines and shared training programs.
  - Connects medical investment to local talent and long-term economic impact.



## STRATEGY 2.4

**Grow advanced manufacturing and precision engineering through continued engagement with site selectors.**

### WHY IT MATTERS:

Terrell's precision engineering and advanced manufacturing cluster is growing five times faster than the state average, with high location quotients in key sub-sectors like custom fabrication and component manufacturing. To capitalize on that momentum, Terrell must stay visible in the site selection process—actively marketing its shovel-ready sites, skilled labor force, and access to regional supply chains.

### WHAT'S NEEDED?

- Build and maintain relationships with key site selectors by identifying 10–15 advanced manufacturing contacts, sending quarterly updates, and inviting them to annual Manufacturing Day events.
  - Keeps Terrell top-of-mind with decision-makers.
- Develop a manufacturing investment toolkit with an updated briefing kit (e.g., one-pager or microsite), flexible incentive templates, and real-time site readiness details.
  - Shows Terrell is prepared, responsive, and competitive.
- Showcase Terrell's manufacturing ecosystem through in-person experiences that highlight local employers, training partners like TVCC, and available sites.
  - Makes Terrell's value tangible and memorable.





## STRATEGY 2.5

**Expand Terrell's business retention and visitation initiative to strengthen employer engagement and uncover new growth opportunities.**

### WHY IT MATTERS:

Local employers are the foundation of Terrell's economy, and many are ready to grow, if given the right support. By expanding its business retention and visitation program, Terrell EDC can build deeper relationships with existing firms, identify expansion opportunities, and address pain points early. Regular outreach isn't just a check-in—it's a strategy for proactive growth, stronger partnerships, and a more responsive economic development approach that keeps Terrell's businesses anchored and thriving.

### WHAT'S NEEDED?

- Implement a formal visitation and survey process to engage all major employers annually (with quarterly check-ins for the largest), using a standardized set of questions to track trends and needs.
  - Builds trust and generates actionable insights.
- Establish a rapid response protocol with EDC, City, Chamber, and Workforce partners to address employer challenges—permitting, infrastructure, or talent—within 30 days.
  - Demonstrates responsiveness and coordination.
- Report quarterly BRE findings to leadership to highlight employer trends, identify emerging issues, and inform strategic priorities.
  - Ensures alignment and continuous improvement.



## STRATEGY 2.6

**Position Terrell Municipal Airport as a concierge gateway for DFW-bound executives, offering high-touch services that showcase Terrell's business potential.**

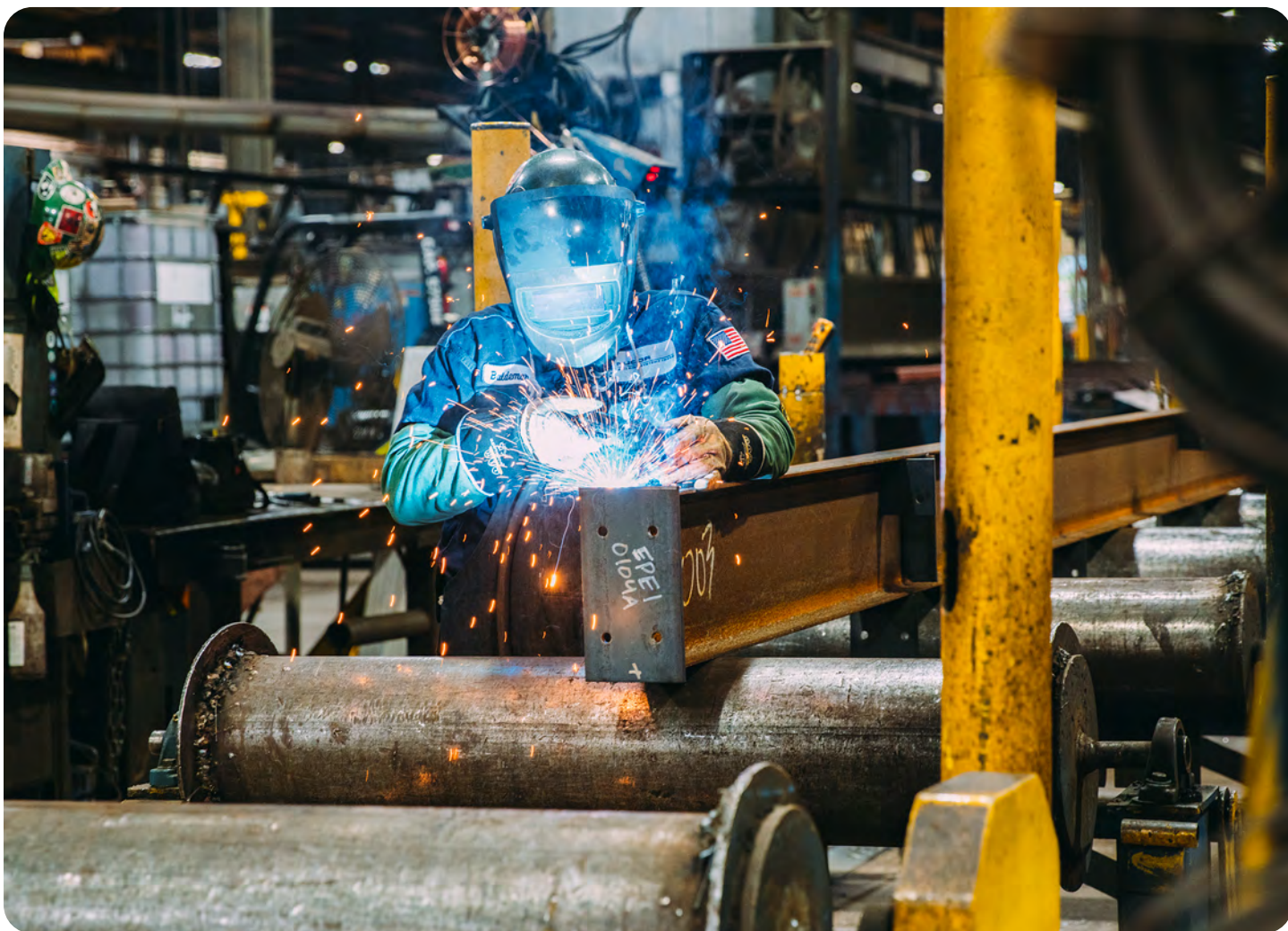
### WHY IT MATTERS:

Terrell Municipal Airport is more than a transportation asset; it's a front door. By marketing the airport as a premium gateway for executives flying into the Metroplex, Terrell can raise its profile with investors, site selectors, and decision-makers. High-touch services, upgraded amenities, and proactive marketing can turn routine landings into business opportunities. It's a strategy that signals readiness, hospitality, and ambition—positioning Terrell as a serious contender for growth in North Texas.

### WHAT'S NEEDED?

- Engage corporate flight departments to identify desired amenities and services that would attract more executive traffic to Terrell.
  - Ensures the strategy reflects real user demand.
- Design and test a concierge service model in partnership with local businesses, the Airport Authority, and FBOs—offering transport, meeting space, and hospitality options.
  - Elevates the airport's appeal without overextending resources.
- Promote the airport's value to business users through targeted marketing and tracking of executive air traffic as a business development asset.
  - Turns aviation access into a lead-generation and branding tool.





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## GOAL 2

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### MEASURING IMPACT AND SUCCESS

These metrics will track whether Terrell is growing the right industries, attracting investment, and delivering higher-wage opportunities for residents.

- **Job Growth in Target Sectors:** Track the number of net new jobs created in logistics, advanced manufacturing, healthcare, and other priority industries.
- **Company Expansions and Relocations:** Count the number of business expansions or relocations in Terrell's targeted sectors—reflecting both internal growth and external recruitment.
- **Median Household Income Growth:** Measure changes in Terrell's median household income over time to evaluate whether job growth is translating into rising prosperity for residents.
- **Growth in Commercial and Industrial Tax Base:** Monitor changes in the share of Terrell's property tax base coming from commercial and industrial development to assess diversification and fiscal health.



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### GOAL 3

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# ENTREPRENEURSHIP THAT INNOVATES FOR TOMORROW





## GOAL 3: ENTREPRENEURSHIP THAT INNOVATES FOR TOMORROW

**We will grow our small business ecosystem, transforming Terrell into a thriving hub for entrepreneurship and innovation.**

### WHY IT MATTERS:

Small businesses are more than storefronts—they're the engines of Terrell's local economy. They create jobs, serve neighborhoods, build wealth, and shape the character of the community. When small businesses thrive, so do the people behind them: the entrepreneurs, families, and workers who call Terrell home.

But strong ecosystems don't happen by accident. They require intentional support, from access to capital and space to mentorship and streamlined processes. By investing in entrepreneurship, Terrell can unlock innovation, strengthen local ownership, and create a more resilient and inclusive economy—one built for the future.

### STRATEGIES

- 3.1:** Support the growth of small and mid-sized enterprises with 25 to 75 employees in Terrell's target sectors.
- 3.2:** Unify business support through a Terrell Entrepreneurship Center and digital hub that provide space, mentorship, and inclusive resources for starting and growing a business.
- 3.3:** Explore the creation of a shared commercial kitchen to support food entrepreneurs, caterers, and small-scale food production businesses.
- 3.4:** Review the Terrell EDC incentive policy to establish a targeted incentive program for small businesses in Terrell, using best practices from other EDCs.
- 3.5:** Engage local and regional affinity groups that support diverse small businesses to expand reach, build trust, and strengthen entrepreneurship in Terrell.



## STRATEGY 3.1

**Support the growth of small and mid-sized enterprises with 25 to 75 employees in Terrell's target sectors.**

### WHY IT MATTERS:

Small and mid-sized enterprises are the backbone of Terrell's economy—and its future. These firms often grow faster, hire locally, and bring innovation to key industries like manufacturing, healthcare, and logistics. Terrell EDC will actively identify, support, and recruit companies in this sweet spot by offering targeted incentives, connecting them to workforce and infrastructure resources, and creating a supportive environment for expansion.

### WHAT'S NEEDED?

- Build a pipeline of growth-ready firms by identifying mid-sized employers in key sectors and committing to at least 15 relationship-building meetings per year.
  - Creates focus for proactive support and retention.
- Launch a "Terrell Growth Roundtable" series to convene firm leaders quarterly for peer exchange on challenges, ideas, and scaling strategies.
  - Fosters connection and insight-sharing without heavy infrastructure.
- Deliver targeted assistance and explore growth funding tools by leveraging partners like the SBDC and Chamber, while assessing the feasibility of a local expansion grant fund.
  - Supports firms with practical resources and flexible capital ideas.





## STRATEGY 3.2

Unify business support through a Terrell Entrepreneurship Center and digital hub that provide space, mentorship, and inclusive resources for starting and growing a business.

### WHY IT MATTERS:

Terrell's entrepreneurs need more than ambition—they need space, clarity, and support to grow. A physical Entrepreneurship Center will offer co-working, mentorship, tailored programming, and direct EDC support, helping businesses start, scale, and thrive—particularly in or near downtown. Paired with a multilingual online hub offering step-by-step guidance on grants, permitting, and licensing, this dual platform will reduce barriers for multicultural entrepreneurs, foster innovation, and create a more inclusive small business ecosystem. Together, these tools send a clear message: Terrell is ready to back its entrepreneurs.

### WHAT'S NEEDED?

- Identify a walkable location and secure seed funding through a mix of EDC support, grant programs (e.g., CDBG), and private sponsors.
  - Grounds the concept physically and financially with shared investment.
- Recruit a founding mentorship network of 5–7 local business leaders to host office hours, workshops, and peer coaching.
  - Activates the space with trusted, low-cost programming.
- Pilot sector-aligned entrepreneurship programs with monthly workshops and events focused on manufacturing, logistics, and healthcare.
  - Builds early relevance and aligns with Terrell's strategic priorities.



## STRATEGY 3.3

**Explore the creation of a shared commercial kitchen to support food entrepreneurs, caterers, and small-scale food production businesses.**

### WHY IT MATTERS:

Many of Terrell's food entrepreneurs start from home, but lack of access to certified kitchen space limits their ability to grow. A shared commercial kitchen would provide these home-based businesses with affordable, licensed facilities to prepare food legally, scale operations, and pursue retail or wholesale opportunities. Whether developed through a public-private partnership or nonprofit collaboration, this space would lower barriers for entry, support small business creation, and help turn side hustles into sustainable ventures.

### WHAT'S NEEDED?

- Conduct a feasibility and site assessment by scanning potential locations, evaluating local demand, and reviewing peer models from similar cities.
  - Ensures the concept is grounded in real opportunity and local context.
- Engage food entrepreneurs and explore partnerships through listening sessions, co-design efforts, and funding discussions with nonprofits, schools, and grantmakers.
  - Builds buy-in, reduces risk, and sets the stage for sustainable operations.





## STRATEGY 3.4

**Review the Terrell EDC incentive policy to establish a targeted incentive program for small businesses in Terrell, using best practices from other EDCs.**

### WHY IT MATTERS:

Incentives shouldn't just support large employers; they should also help grow local businesses. By reviewing its current policies and studying best practices from peer communities, Terrell can design a small business incentive program that reflects the city's priorities. This could include grants, fee waivers, or flexible support tied to job creation, investment, or downtown activation. The goal is simple: make sure Terrell's incentives are accessible, strategic, and aligned with the kinds of businesses the community wants to grow.

### WHAT'S NEEDED?

- Update the EDC incentive policy to include provisions for firms with under 50 employees—especially those located downtown or in target sectors like manufacturing, logistics, and healthcare.
  - Aligns local tools with the scale and needs of Terrell's business community.



## STRATEGY 3.5

**Engage and create local and regional affinity groups that support diverse small businesses to expand reach, build trust, and strengthen entrepreneurship in Terrell.**

### WHY IT MATTERS:

Diverse entrepreneurs—including Hispanic, veteran, and women-owned business owners—are a growing force in Terrell’s economy, but they often face unique barriers to access, visibility, and support. By connecting with existing affinity groups and helping create new ones, Terrell can foster networks that build trust, share resources, and amplify underrepresented voices. These groups can also serve as a bridge between the EDC and entrepreneurs.

### WHAT’S NEEDED?

- Partner with regional and cultural business organizations by building relationships with at least three chambers or associations to co-host events and share resources.
  - Leverages trusted networks to reach underrepresented business owners.
- Host quarterly inclusive business meetups in rotating neighborhoods to connect entrepreneurs with mentors, support services, and one another.
  - Builds visibility and trust through consistent, community-based engagement.





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## GOAL 3

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### MEASURING IMPACT AND SUCCESS

These indicators will measure how effectively Terrell is supporting small business growth, expanding entrepreneurial resources, and fostering a stronger local ecosystem.

- **Small Businesses Recruited or Expanded in Target Sectors:** Track the number of new or expanding small businesses in logistics, manufacturing, healthcare, and other priority sectors.
- **Small Businesses Supported Through Local Resources:** Measure the number of entrepreneurs and small firms receiving technical assistance, funding, or support services from EDC, SBDC, or partner organizations.
- **Individuals Engaged in Entrepreneurial Affinity Groups:** Count the number of local entrepreneurs participating in peer groups, mentorship networks, or roundtables to build community and share knowledge.



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#### GOAL 4

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# PLACEMAKING THAT GIVES TERRELL AN IDENTITY





## GOAL 4: PLACEMAKING THAT GIVES TERRELL AN IDENTITY

**We will enhance downtown, public spaces, housing, and amenities to make Terrell more than an address—a destination.**

### WHY IT MATTERS:

People come for jobs, but they stay for quality of life. By strengthening downtown, enhancing parks, and improving infrastructure, Terrell can ensure it remains a destination of choice—where people want to live, businesses want to invest, and the community thrives.

### STRATEGIES

- 4.1:** Partner to attract healthcare providers and expand medical facilities to meet the needs of a growing community.
- 4.2:** Encourage the city to prioritize quality-of-life infrastructure and housing that supports Terrell's growing workforce.
- 4.3:** Develop a "Why Terrell" orientation for DFW developers to showcase the city's housing opportunities, growth potential, and investment incentives.
- 4.4:** Recruit authentic, unique entertainment, retail, and dining options that reflect Terrell's character and enhance resident and visitor appeal.
- 4.5:** Activate and support downtown Terrell through events, business engagement, and accessible resources.



## STRATEGY 4.1

**Partner to attract healthcare providers and expand medical facilities to meet the needs of a growing community.**

### WHY IT MATTERS:

The Terrell EDC is already working to bring more healthcare options to the community, and this effort will remain a top priority. As Terrell grows, so does the need for urgent care, outpatient services, and specialty providers. By continuing to engage with developers, health systems, and state leaders, the EDC can help expand access, create new jobs, and support talent pipelines in one of the city's most important sectors. Healthcare expansion is both a quality-of-life and economic opportunity.

### WHAT'S NEEDED?

- Develop and use a healthcare investment prospectus that packages key data on population trends, redevelopment sites, infrastructure, and workforce to pitch to 10–15 targeted healthcare providers and developers.
  - Moves from planning to active recruitment with a clear, ready-to-use pitch tool.
- Elevate healthcare growth in Terrell's brand by weaving recent wins and future opportunities into placemaking, talent attraction, and business development efforts.
  - Reinforces healthcare as both a critical service and a defining asset.





## STRATEGY 4.2

**Encourage the city to prioritize quality-of-life infrastructure and housing that supports Terrell's growing workforce.**

### WHY IT MATTERS:

Terrell's long-term success depends not just on job growth, but on being a place where people want to live. Parks, trails, sidewalks, and community amenities like a modern library make the city more attractive to families and young talent, while fostering civic pride. At the same time, a growing workforce needs access to a mix of housing options—from workforce and middle-income to executive homes. Prioritizing these investments ensures that Terrell remains competitive and prepared for the next chapter of growth.

### WHAT'S NEEDED?

- Align capital planning with workforce priorities by integrating sidewalks, parks, housing, and civic facilities into long-term infrastructure investments.
  - Reinforces talent retention and livability as Terrell grows.
- Promote mixed-income housing through public-private partnerships by collaborating with developers and using zoning, incentives, and infrastructure to enable a range of housing options.
  - Supports inclusive growth and meets the needs of today's and tomorrow's workers.
- Champion a new civic anchor, such as a modern library or cultural space, to provide access to learning, community, and connection.
  - Enhances Terrell's quality of place and appeal to families and professionals.



## STRATEGY 4.3

**Develop a “Why Terrell” orientation for DFW developers to showcase the city’s housing opportunities, growth potential, and investment incentives.**

### WHY IT MATTERS:

DFW-area developers are looking for the next great growth market, and Terrell is ready to make its case. A “Why Terrell” orientation can give builders and investors a clear, compelling picture of the city’s housing momentum, available land, fast-growing population, and pro-growth mindset. Through curated tours, data briefings, and direct engagement, this effort will position Terrell as a smart, strategic place to invest. It’s about shaping perception and accelerating the next wave of housing development.

### WHAT’S NEEDED?

- Host quarterly developer tours and pitch sessions to showcase sites, introduce city staff, and promote Terrell’s development readiness.
  - Builds relationships and increases visibility among regional builders.
- Create a housing incentive toolkit with targeted offerings—like fee waivers, infrastructure support, or expedited review—for projects that deliver on affordability and location goals.
  - Signals that Terrell is proactive and serious about housing solutions.





## STRATEGY 4.4

**Recruit authentic, unique entertainment, retail, and dining options that reflect Terrell's character and enhance resident and visitor appeal.**

### WHY IT MATTERS:

Terrell's future as a destination depends on the experiences it offers. By recruiting businesses that reflect the city's identity—local restaurants, regional retailers, and unique entertainment concepts—Terrell can create a vibrant mix that draws both residents and visitors. These businesses bring energy to downtown, support small business growth, and enhance quality of life.

### WHAT'S NEEDED?

- Recruit 15–20 unique retail, dining, and entertainment concepts from across the DFW region that align with Terrell's character and downtown vision.
  - Sparks foot traffic and reinforces downtown as a destination.

## STRATEGY 4.5

**Activate and support downtown Terrell through events, business engagement, and accessible resources.**

### WHY IT MATTERS:

Downtown Terrell is both an economic engine and a reflection of the city's identity. But small businesses there need more than storefronts—they need support, visibility, and vibrancy. Pop-up events and markets generate foot traffic and community energy, while regular engagement and clear, accessible resources help business owners navigate growth. Strengthening downtown isn't just about retail—it's about building a connected, inclusive ecosystem that supports entrepreneurs, showcases local talent, and reinforces downtown as a destination for residents and visitors alike.

### WHAT'S NEEDED?

- Host seasonal pop-ups and market events like “Downtown After Dark” or “Terrell Market Week” to activate underused spaces and draw visitors.
  - Builds momentum and lowers barriers for new entrepreneurs.
- Create a downtown resource guide and recognition program to connect businesses with grants, permitting help, and annual awards that celebrate reinvestment and innovation.
  - Supports business growth and fosters a sense of pride.
- Offer regular business briefings and personalized assistance through quarterly sessions and one-on-one support for marketing, storefront improvements, and city processes.
  - Builds trust and makes downtown businesses feel seen and supported.







## GOAL 4

### MEASURING IMPACT AND SUCCESS

These metrics will track how well Terrell is enhancing quality of place, expanding housing options, and activating downtown as a destination.

- **Citizen and Business Satisfaction with Quality of Place:** Track responses from surveys measuring how residents and business owners view Terrell's livability, public amenities, and sense of community.
- **New Housing Units Approved or Completed:** Monitor the number of new housing units—particularly mixed-income or workforce-oriented—delivered to support population and employment growth.
- **New Destination Assets Opened:** Count the number of new restaurants, entertainment venues, or experiential retail spaces launched in Terrell and its downtown.
- **Downtown Events and Activations Hosted:** Measure the number of public events, pop-ups, and cultural activations held in the downtown district each year.





## GOAL 5

# TELLING TERRELL'S STORY FOR TOMORROW





## GOAL 5: TELLING TERRELL'S STORY FOR TOMORROW

We will elevate Terrell's brand and visibility through strategic storytelling and marketing.

### WHY IT MATTERS:

A city's story shapes its future. How Terrell presents itself—to businesses, developers, residents, and visitors—directly impacts its ability to attract investment, retain talent, and build community pride. A strong brand doesn't just reflect where a city is—it shapes where it's going. With a clear, compelling narrative, Terrell can amplify its reach, spark economic growth, and build momentum for tomorrow.

### STRATEGIES

**5.1:** Launch a "Future of Terrell" campaign to highlight entrepreneurs, industries, placemaking, and destination assets through social media, digital storytelling, and PR.

**5.2:** Expand site selection and investor outreach through targeted campaigns, trade shows, and direct marketing.



## STRATEGY 5.1

**Launch a “Future of Terrell” campaign to highlight entrepreneurs, industries, placemaking, and destination assets through social media, digital storytelling, and PR.**

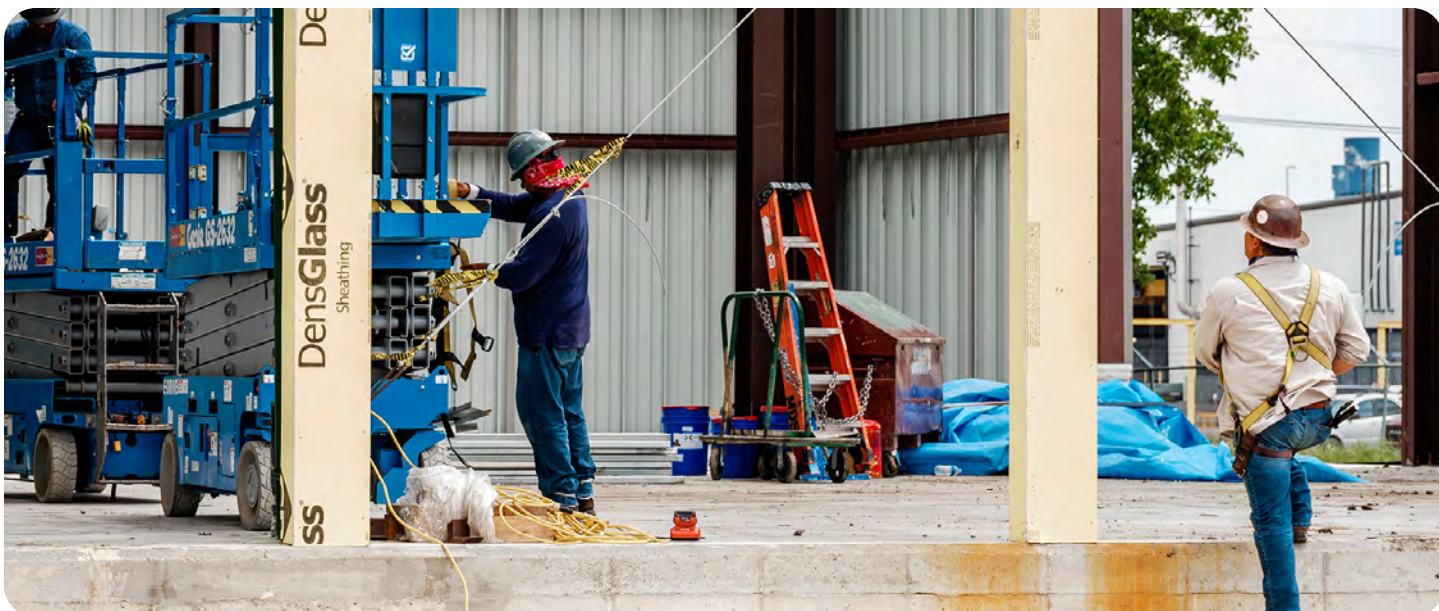
### WHY IT MATTERS:

Perception shapes possibility. Terrell’s growth story is real—but it needs to be seen, heard, and shared. A strategic marketing campaign can elevate the people and places driving the city’s momentum: local entrepreneurs, emerging industries, downtown placemaking, and unique destination assets. By owning its narrative through digital storytelling and targeted PR, Terrell can attract investment, instill local pride, and position itself as a forward-looking city ready for what’s next.

### WHAT’S NEEDED?

- Build and execute a year-round content calendar that features entrepreneurs, industry wins, public space investments, and workforce success stories across digital and local media.
  - Creates a steady drumbeat of place-based storytelling.
- Launch a “Future of Terrell” campaign through a quarterly e-newsletter and an annual celebration event that highlights key wins, new businesses, and community progress.
  - Builds pride, visibility, and connection with key audiences.
- Track engagement and refine messaging using analytics to monitor reach and response—adjusting content to match what resonates most.
  - Keeps the campaign strategic, data-driven, and evolving.





## STRATEGY 5.2

**Expand site selection and investor outreach through targeted campaigns, trade shows, and direct marketing.**

### WHY IT MATTERS:

Site selectors are often the gatekeepers of business investment, and Terrell can't afford to be overlooked. As competition for new employers intensifies, proactive outreach is essential. Targeted campaigns, trade show presence, and direct marketing can raise Terrell's visibility, promote its industrial assets, and put the city on the radar of companies in key sectors like advanced manufacturing and logistics. Expanding outreach ensures Terrell is not just reacting to interest—it's driving it.

### WHAT'S NEEDED?

- Attend 3–5 priority trade shows and conferences annually (e.g., IEDC, ProMat, MODEX) with sector-specific marketing materials and site data in hand.
  - Puts Terrell in front of key decision-makers at the right moments.
- Build and maintain a curated outreach list of 50+ site selectors and business leaders, with quarterly updates, personalized messages, and invitations to visit.
  - Keeps Terrell top of mind and builds long-term relationships.
- Develop and maintain a “Why Terrell” business toolkit with brochures, fact sheets, virtual tours, and incentive calculators—and track lead conversions to refine your approach.
  - Equips the EDC and ensures your efforts stay strategic and effective.



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## GOAL 5

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### MEASURING IMPACT AND SUCCESS

These indicators will measure how effectively Terrell is telling its story, reaching key audiences, and raising its profile for investment and growth.

- **Engagement with Marketing and Brand Campaigns:** Track digital metrics including impressions, clicks, open rates, and inbound inquiries generated by Terrell’s storytelling and outreach efforts.
- **Business and Site Selector Outreach:** Count the number of curated outreach and touches to site selectors.





## 06

# ACKNOWLEDGEMENTS

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Terrell ISD

This report and strategic planning process was led by Civic Solutions Partnership (CivicSol) on behalf of the Terrell Economic Development Corporation. CivicSol is a national economic development and strategy firm that partners with communities to unlock opportunity, strengthen competitiveness, and deliver results. With deep experience in workforce strategy, business growth, and place-based investment, CivicSol works alongside public and private leaders to turn insight into action, supporting the growth of more than 100 communities across the country. For more information visit [www.civicsol.com](http://www.civicsol.com).



