

Bastrop Economic Development Corporation

Strategic Plan Objectives & Strategies Including Key Performance Indicators

September 15, 2017

1.0 Education and Workforce Development

Goal: Bastrop has a complete talent pipeline of highly regarded educational institutions.

Objectives and Strategies
1.1 Continue to strengthen the workforce readiness of Bastrop's secondary education students.
a. Develop a CTE/CE Program that aligns with the HB5 Career Pathways
b. Continue and expand youth career programs
i. Youth Career Day
ii. Program designed for middle school students
c. Increase partnerships with local businesses aimed at improving school performance
i. Identify businesses to participate in mentorship programs for secondary education students
ii. Identify businesses with internship or apprenticeship opportunities for high school students
1.2 Establish a higher education presence in Bastrop
a. Get organized - Create a higher education working group to evaluate higher education needs and continue to research options for higher education in Bastrop
b. Ensure that the program(s) align with one or more of Bastrop's target industries
c. Communicate Bastrop's case to area higher education institutions
i. Meet with training providers and educational institutions
ii. Emphasize a multi-institutional approach that focuses programming on target industry needs
1.3 Create a talent attraction and recruitment campaign
a. Create a marketing campaign aimed at attracting professionals to Bastrop
b. Compile labor data on Bastrop's labor shed
i. Assemble tools internally to analyze our labor market
ii. Develop the requirements, timeline and budget to conduct a market study of the Bastrop labor shed

Goal 1 Key Performance Indicators	Timeframe	Completed
1.1 Continue to strengthen the workforce readiness of Bastrop ISD students		
Did we partner with Bastrop ISD to collect data on post-secondary and post-graduation intentions (e.g., college or non-college post-secondary interest, career interest, etc.)?	Annually	
Did we partner with local education institutions and businesses to improve school performance (e.g., mentorships, internships, and apprenticeships)?	2018/2019	
1.2 Establish a higher education presence in Bastrop		
Did we form a working group to conceptualize a higher education program and develop a strategic plan?	2018	
1.3 Create a talent attraction and recruitment campaign		
Did we develop a labor study report?	2018	
Did we conduct a formal labor market survey?	2020	
Did we conduct a brief (five or fewer questions) annual skill analysis of existing employers?	Annually	
Did we analyze the skills/workforce gaps related to projects lost?	Annually	

2.0 Business Climate

Goal: Bastrop is a competitive location for business.

Objectives and Strategies
2.1 Continue to regularly schedule meetings with the Texas Governor's Office and the Greater Austin Chamber of Commerce to establish relationships that will help expedite regional and state involvement in Bastrop's projects when needed
2.2 Adopt a formal economic development incentives policy
a. Adopt a formal incentives policy that creates a system for evaluating projects and granting incentives on a consistent and transparent basis
i. The policy should include a scorecard by which all incentives requests are measured. The scoring system should give higher scores for companies that pay above average wages, for example, or are in a target industry
2.3 Make Bastrop an attractive location for entrepreneurs to start and grow a new business
a. Connect Bastrop entrepreneurs to one another as well as regional support
i. Create a networking group for local entrepreneurs to provide a platform for sharing ideas and resources
ii. Inventory and share information about entrepreneurial resources and support organizations that can be found in the Austin MSA and online
iii. Create an entrepreneur/startup mentorship program with business owners and retired executives
b. Raise awareness that Bastrop is a creative, affordable, and supportive location for entrepreneurial ventures
i. Connect Bastrop startups to small business capital
ii. Identify existing buildings in Bastrop that are appropriate for startups
iii. Identify potential sites in Bastrop that are appropriate for startup companies to build a facility
iv. Collect and showcase stories of startups that moved to Bastrop and that are thriving, such as the Foundry, etc.
c. Partner with the Small Business Development Center (SBDC) to bring resources to potential and new entrepreneurs during their initial planning phases.
i. Identify potential entrepreneurs from lending institutions, permit office, real estate agents, building owners to share SBDC and BEDC information
ii. Create a checklist with SBDC of items new Bastrop businesses need to do and consider before opening a business
2.4 Each board member will attend at least one outside event or education opportunity per year to sharpen business climate/economic development knowledge

Goal 2 Key Performance Indicators	Timeframe	Completed
2.1 Continue to regularly schedule meetings with the Texas Governor’s Office and the Greater Austin Chamber of Commerce to establish relationships that will help expedite regional and state involvement in Bastrop’s projects when needed		
Number of contact points (meetings, visits, calls) each year with the Governor’s Office and Austin Chamber	Annually	
Did we track conferences/shows and the results from those?	Annually	
2.2 Adopt a formal economic development incentives policy		
Did we create and adopt a formal incentive policy?	2018	
2.3 Make Bastrop an attractive location for entrepreneurs to start and grow a new business		
Did we establish a Resource Guide for entrepreneurs?	2018	
2.4 Each board member will attend at least one outside event or education opportunity per year to sharpen business climate/economic development knowledge		
Did each board member attend at least one outside event or workshop?	Annually	

3.0 Infrastructure

Goal: Bastrop anticipates and invests in infrastructure to support resident and business needs.

Objectives and Strategies
3.1 Be engaged in utilities resources and opportunities
a. Work with utility providers to address utility issues (e.g., water, wastewater, storm water, electric, fiber)
b. Work toward resolving local environmental issues that affect development (e.g., review existing Habitat Conservation Plan)
3.2 Ensure that Bastrop has commercial sites that are ready-to-market in terms of appearance and infrastructure
a. Continue to develop an inventory of commercial sites across the Bastrop market area, including identifying which stage of development/shovel-readiness each is in
b. Standardize what is the optimal building description
c. Create a Virtual Building Visualization model
3.3 Continue working with AT&T, Spectrum, and other broadband providers in Bastrop County to inventory broadband access and determine where services need to be expanded

Goal 3 Key Performance Indicators	Timeframe	Completed
3.1 Be engaged in utilities resources and opportunities		
Was the EDC engaged in future utility discussions?	Annually	
Was there at least one discussion per quarter each year between the BEDC staff and the City Manager regarding utilities supplies and opportunities?	Annually	
3.2 Ensure that Bastrop has commercial sites that are ready-to-market in terms of appearance and infrastructure		
Did we maintain an inventory of "shovel-ready" sites available?	Annually	
Number of developments that provided new commercial space or "shovel-ready" sites.	Annually	
Did we establish a Virtual Building Program?	2019	
3.3 Continue working with AT&T, Spectrum, and other broadband providers in Bastrop County to inventory broadband access and determine where services need to be expanded		
Are we confident we know where broadband fiber will be expanded next?	2018	
Did staff update board each six months on progress of broadband projects?	Annually	

4.0 Quality of Life

Goal: Bastrop is recognized as an appealing, charming, and authentic place to live, work and visit.

Objectives and Strategies
4.1 Support Bastrop Main Street and its efforts
a. Participate in initiatives to continually improve the level of the customer experience in Bastrop
4.2 Promote local business
a. Partner with the Bastrop Chamber of Commerce and Bastrop Main Street to study and promote local businesses
b. Invest in infrastructure that makes downtown Bastrop even more accessible
c. Develop a plan to create bike lanes and pedestrian walkways connecting the riverfront and park to downtown via a downtown trail
d. Continue to identify funding mechanisms (such as a special taxing district) for covering the costs of construction and maintenance of assets
4.3 Focus on higher-end specialty retail and hospitality businesses to support tourism and enhance the overall quality of life for Bastrop residents
a. Recruit and expand unique specialty retailers in downtown Bastrop
b. Continue to support the creation of events that will attract visitors
4.4 Support transportation planning and development in and around the Bastrop area
4.5 Support the newly formed Destination Marketing Organization, <i>Visit Bastrop</i> .
a. Partner with <i>Visit Bastrop</i> on initiatives to draw visitors
b. Identify needs for Riverfront development

Goal 4 Key Performance Indicators	Timeframe	Completed
4.1 Support Bastrop Main Street and its efforts		
Did we partner with Main Street to bring Customer Service resources to existing businesses?	Annually	
4.2 Promote local business		
Did we promote local businesses? How?	Annually	
Did we develop a downtown trail that connects downtown to the riverfront?	2018/2019	
4.3 Focus on higher-end specialty retail and hospitality businesses to support tourism and enhance the overall quality of life for Bastrop residents		
Which new specialty businesses did Bastrop add to serve tourists and/or residents?	2018	
4.4 Support transportation planning and development in and around the Bastrop area		
Did we positively impact transportation planning? How?	2020	
4.5 Support the newly formed Destination Marketing Organization, <i>Visit Bastrop</i> .		
Did we support <i>Visit Bastrop</i> in its initial goals?	Annually	

5.0 Marketing

Goal: Bastrop strengthens its unique identity as a business, visitor and talent destination within the Austin MSA (Metropolitan Statistical Area).

Objectives and Strategies
5.1 Utilize internet-based marketing tools to tell the Bastrop story
a. Use Bastrop EDC's social media channels to promote the community
b. Use hashtags applicable to Bastrop
c. Utilize blogs to help tell Bastrop's development success stories and stories of interest
5.2 Continue to participate in regional and state economic development sales initiatives
a. Continue the EDC's membership in Opportunity Austin and Team Texas
b. Continue participating in Opportunity Austin and Team Texas events with target industry companies and site consultants
c. Identify pros and cons of becoming a member of Texas One and participating in its events
5.3 Continue to strengthen media relations
a. Continue to meet with the editorial teams of Austin media outlets (print and broadcast) to rally their interest in Bastrop
5.4 Develop a target company marketing database
a. Refer to the target industry NAICS lists provided by Avalanche Consulting and the Mike Barnes Group
b. Engage Executive Pulse (CRM) in developing the lists and keeping them current
c. Use the database during Bastrop EDC marketing campaigns and for identifying companies to call on during marketing missions with regional and state organizations
d. Use the Comptroller's Office's latest tax ID list of existing Bastrop businesses to sort by NAICS to determine how many currently exist in each category/cluster

Goal 5 Key Performance Indicators	Timeframe	Completed
5.1 Utilize internet-based marketing tools to tell the Bastrop story		
Did we produce a monthly article/column in the newspaper to tell our story to locals?	Annually	
Have we updated our print marketing materials such as maps, brochures, etc.?	Annually	
Have we streamlined our marketing messaging to distribute facts and interesting information?	Annually	
5.2 Continue to participate in regional and state economic development sales initiatives		
Did we participate in regional and state economic development sales initiatives?	Annually	
5.3 Continue to strengthen media relations		
How many media contacts did we meet with each year?	Annually	
5.4 Develop a target company marketing database		
Did we use all available databases to develop a list of companies to target for development?	2018	