



Brady Economic Development Corporation

2018-2020 Three-Year Strategic Plan

Prepared by



Brady Economic Development Corporation

Summary

On July 24-25, 2017, the Brady Economic Development Corporation began a 3-Year Strategic Planning process for 2018-2020. The following is the process used to reach the conclusions for the plan.

The process began with a preliminary meeting between the facilitator and the staff to go over key economic development issues facing Brady, understand the programs and projects underway through the Economic Development Corporation, and to prepare the agenda and format for the planning retreat.

During the retreat, before the planning elements, the facilitator conducted the half-day Board Development Session with the Brady EDC board and staff. This session included:

1. Economic Development Overview – community development, business development, leadership, workforce, social infrastructure, physical infrastructure, recruitment, retention, tourism, etc.
2. Board Development Training – roles, responsibilities, best practices, the 5 Cs, prospects, sales team development, responding to requests, economic development trends, pitfalls to avoid, etc.

Then the participants spent the second half of the day crafting goals and strategies for the next three years. The following day, the board and staff finalized the specifics of strategies, created key performance indicators, assigned responsibility areas and determined a realistic timetable for implementation.

The following is the Strategic Plan they developed.

Expectations

The facilitator asked the participants to share what their expectations for discussions were for the day. Their responses were as follows:

- Discuss Type A & Type B economic development corporations and their differences
- Brady EDC – How does it function?
- How do we bring jobs here?
- What can the EDC do for the community?
- Make an impact for the future
- Do what we say we will do
- Be a proactive EDC – actively pursue business
- Distinct targets
- Properly position/present ourselves
- How can the EDC board be better involved?
- To create a plan that we can support

Mission & Vision Statements

The board and staff of the Brady EDC developed a new Mission Statement for the organization. The following is the new statement.

*The mission of the Brady Economic Development Corporation is
to expand and improve Brady's economy.*

The board and staff of the Brady EDC developed a new Vision Statement for the organization. The following is the new statement.

*The vision of the Brady Economic Development Corporation is
to become the economic  heart of the Hill Country.*

See/Hear/Feel

The facilitator asked the participants to describe what Brady would look like, sound like, and feel like if it were everything they hoped it could be. Their answers are as follows:

See

- Clean
- Pride
- Busy downtown
- Lots of shoppers
- Successful businesses
- Happy residents
- Community events

Hear

- Positive feedback
- Quiet in certain places
- People saying "Brady-Oh, I know where that is!"
- People associating Brady with the Hill Country

Feel

- Proud
- Enthusiasm
- Secure in our future

SWOT Analysis

The facilitator asked the attendees to participate in brainstorming the Strengths, Weaknesses (Challenges,) Opportunities, and Threats facing the Brady EDC. The following are their responses:

Strengths

- Open-minded ideas
- Vision for the future
- Pride in our community
- Pro-development community
- Workforce with a strong work ethic
- Location
- Transportation logistics
- Willingness to participate
- Generosity of citizens/charity
- Lake
- New schools
- New hospital
- New meeting space
- Civic Center

Weaknesses (Challenges)

- Workforce – drugs and vocational education
- Youth athletics development
- Educator and coach retention
- Voter apathy/low voter turnout
- Outdated and underfunded infrastructure
- Maintenance and operations of facilities
- Sales tax base
- Need to better communicate our list of opportunities
- Lack of awareness/understanding of processes
- Perception of lack of pride

Opportunities

- Further development of South Shore Park
- Available land
- Cement plant
- Wind farm
- Youth development and retention
- Historic downtown
- Film Friendly Community designation
- Increase use of public facilities
- Interstate 14 Corridor – significant traffic/growth
- New jail
- Market the new wine/beer opportunities at the Goat Cook Off
- Residential development
- Retiree population
- Transportation opportunities such as rail

Threats

- Interstate 14 – route specifics
- Future traffic
- Lack of funding for infrastructure
- Lack of housing options
- Retiree population
- Lack of diversity in industry
- Drug trade
- Ingrained/outdated business practices in our modern environment

Brady Economic Development Corporation

2018-2020 Goals

The following are the list of goals developed by the board and staff throughout the process described above.

GOAL 1: BUSINESS RETENTION & EXPANSION

The design and implement a Business Retention and Expansion Program.

1.1. Create “tools” to collect information from existing businesses

- 1.1.1. Determine what questions to ask, starting with existing EDC questions
- 1.1.2. Internal and external questionnaires (training, supplies, workforce strategies)
- 1.1.3. Extrapolate information for planning using Zip Drop and questions
- 1.1.4. Analyze data and information, including leakage to determine how EDC can assist businesses
- 1.1.5. Discuss results with board
- 1.1.6. Create spreadsheet to later record responses
- 1.1.7. Research prices for software systems: Synchronist and Executive Pulse
- 1.1.8. Create a new permanent agenda item called “BRE Status Update,” discussing visits, best practices, and summarizing information into communications

1.2. Meet with at least 2 businesses per month to identify needs

- 1.2.1. Steadily build a relationship with each business owner/manager
- 1.2.2. Address operational deficiencies they may have and offer assistance
- 1.2.3. For businesses that serve tourists, discuss better ways to serve them with expanded business hours
- 1.2.4. Ask for testimonials about doing business in Brady (to showcase later)
- 1.2.5. Analyze data from visits to look for ways to help

1.3. Create a survey tool to collect information from consumers

- 1.3.1. Determine which questions to ask consumers that can benefit our business owners (i.e. where do you shop?, what times?, how much did you spend?, etc.)
- 1.3.2. Set target number of consumers to survey
- 1.3.3. Determine and implement the method by which to survey shoppers
- 1.3.4. Incentivize shoppers with small gift card for their time and effort
- 1.3.5. Record results into a spreadsheet or Google Doc.

1.4. Initiate Follow-up

- 1.4.1. If a business has indicated that they need some type of help, initiate a plan immediately to respond to that request within 48 hours
- 1.4.2. Set a time frame for each element of follow-up for each visit
- 1.4.3. Send handwritten thank you note to business thanking them for their time and assuring them the Brady EDC is there to serve their business

1.5. Determine how many and which businesses to put on the visitation schedule

- 1.5.1. Create list of top 20-30 businesses in Brady
- 1.5.2. Each monthly agenda will include a brief overview of the two businesses visited that month since the last board meeting and any aid they have requested

1.6. Create a Business Retention Incentive Policy

- 1.6.1. EDC will meet with City Council to review and possibly revise incentive policies (see 3.7.1)

How will Goal #1 be Measured?

- Did we create a BRE Survey?
- How many existing industry visits did we conduct each year?
- How many existing industry visits indicated a specific need or future expansion possibility?
- Did we get firm quotes for Synchronist and Executive Pulse?
- Did we promote SBDC services to existing industries throughout each year?
- Did we create consumer survey tool?
- How many consumers (shoppers: locals and tourists) did we survey?

- Did we record and analyze shoppers' responses?
- Did we immediately follow-up on every item from BRE visits?
- Did we create a Business Retention Incentive Policy?

GOAL 2: WORKFORCE DEVELOPMENT & EDUCATION

To develop a reliable and skilled workforce to retain and attract quality employers in Brady.

2.1. Initiate an Adult Workforce Development Program

- 2.1.1. Create a Work Ready program
- 2.1.2. Create a Career Opportunity Fair (perhaps piggyback off of sand plant)
- 2.1.3. Research Apprenticeship programs
- 2.1.4. Collaborate with Good Samaritan (give them list of opportunities)

2.2. Initiate a Youth Workforce Development Program

- 2.2.1. Create a Work Ready program for youth
- 2.2.2. Meet with Mr. Limbaugh regarding creating a Summer Career Camp
- 2.2.3. Have educators meet with business owners to assess needs
- 2.2.4. Formulate a plan to address the needs identified in 2.2.3. Contact a college for help with vocational classes (CTCC)
- 2.2.5. Begin talking to youth in schools about career options as early as possible
- 2.2.6. Meet with Bastrop EDC to learn how they implement their award-winning Career Day (Jean Riemenschneider is contact person)
- 2.2.7. Research to find Federal money to create this program
- 2.2.8. Meet with representatives at Texas A&M AgriLife to determine additional resources for Youth Program
- 2.2.9. Create Summer Career Camp

How will Goal #2 be Measured?

- Did we create an Adult Workforce Development Program?
- Did we create a Youth Workforce Development Program?
- Did we exhaust all options to finding federal monies?

GOAL 3: BUSINESS RECRUITMENT AND ATTRACTION

To attract businesses and industries that diversify Brady's industrial and manufacturing base.

- 3.1. Focus on improving the appearances/attractiveness of our community and business.**
 - 3.1.1. Meet with Code Enforcement Officer to understand and identify infractions and how to most effectively resolve them
 - 3.1.2. Create a list of top ways to avoid infractions and how to make property more attractive to increase Brady community pride
 - 3.1.3. Work with Planning & Zoning to make sure we have proper sign ordinances
 - 3.1.4. Investigate façade grant programs we can create
 - 3.1.5. Establish a “Welcome to Brady” signage at gateway entrances

- 3.2. Identify successful industries to target for recruitment to Brady.**
 - 3.2.1. Incorporate the report from The Retail Coach to determine what we have and what we're missing (i.e. H-E-B, Nursing Home, etc.)
 - 3.2.2. Attend trade shows in other areas (Retail Live, Great American Truck Show, etc.)
 - 3.2.3. Use the Zip Drop database to sort by NAICS to see how many businesses we already have in each sector (target complementary or diverse businesses)

- 3.3. Identify opportunities for additional properties to market and opportunities from leakage reports.**
 - 3.3.1. Meet with real estate agencies to determine what opportunities we've missed out on and why

- 3.4. Work with area partners to identify additional ways to promote Brady (give them EDC info, ask for links to/from their websites, etc.)**
 - 3.4.1. Texas A&M AgriLife
 - 3.4.2. Brady Chamber of Commerce
 - 4.4.3. Real estate agencies

3.5. Address South Bridge

- 3.6.1. Identify new/vacant property lots
- 3.6.2. Visit with businesses in the area
- 3.6.3. Address infrastructure needs in this area (talk to City regarding future infrastructure plans)
- 3.6.4. Obtain 2017 traffic studies

3.6. Research Venue Development Tax Options

- 3.6.1. Research options regarding what other communities have done successfully
- 3.6.2. Meet with McCulloch County hotels to discuss

3.7. Revamp the Brady EDC Incentive Policy

- 3.7.1. EDC will meet with City Council to review and possibly revise incentive policies

How will Goal #3 be Measured?

- Did we create a list of top ordinance infractions and distribute it?
- Did we establish a façade grant program?
- Did we install welcome signs at each main gateway to Brady?
- Did we create a Targeted Industry list?
- Have we established partnerships to help market Brady?
- What progress have we make on South Bridge?
- Did we research venue development tax options?
- Did we revise our incentive policy?

GOAL 4: COMMUNICATIONS

To implement a community communications plan and strategic marketing outreach that supports industry attraction.

4.1. Improve internal (community) communications.

- 4.1.1. Create and maintain a Brady EDC Facebook Page (look at Frisco EDC.)
- 4.1.2. Create and maintain a Brady EDC website, including bios and photos
- 4.1.3. Create questionnaires to determine/assess business needs regarding communications
- 4.1.4. Create an EDC Newsletter
 - 4.1.4.1. Piggyback on other Newsletters such as City newsletter, utility bill inserts, perhaps Chamber newsletter, etc.
 - 4.1.4.2. Create and curate news articles
 - 4.1.4.3. Publicize how we have helped local businesses and how we can help others
- 4.1.5. Build a talent database of community volunteers (who can help with what) for use with future subcommittee applications, civic organizations, other volunteer opportunities
- 4.1.6. Create signage and/or a directory in City Hall to direct visitors to the EDC Office

4.2. Improve external (marketing) communications.

- 4.2.1. Create customized Facebook ads targeting leaders at companies.
- 4.2.2. Showcase featured properties and property-of-the-month on our website.
- 4.2.3. Create a questionnaire for potential businesses
- 4.2.4. Identify appropriate places to spend marketing dollars that align with the types of businesses we are attempting to attract and grow

How will Goal #4 be Measured?

- Did we create and use a Brady EDC Facebook Page?
- Did we create a new Brady EDC website?
- Did we create an EDC Newsletter?
- Is there now clear signage directing visitors to Peter & Katheryn's offices?
- How many CEOs did we actually reach with our Facebook ads and other marketing?
- Did we showcase available properties on Facebook and our website?

Implementation Table

Item	Who's Responsible	Start Date	Completion Date
1.1.1 - 1.1.3.	Jason Valdez & Staff	Q4 2017	Q2 2018
1.1.4 - 1.1.5.	Board & Staff	Q4 2017	Q1 2018
1.1.6 - 1.1.8	Executive Board & Staff	Q4 2017	Q2 2018
1.2.	Peter Lamont & Board	Q2 2019	Ongoing
2.1.1.	Peter Lamont & Erin Corbell	Q4 2017	Q3 2018
2.1.2.	Board, Staff, & Erin Corbell	Q1 2019	Q4 2018
2.1.3.	Board	Q1 2019	Q4 2019
2.1.4.	Erin Betts	Q4 2017	Ongoing
2.2.1.	Peter Lamont & Erin Corbell	Q4 2017	Q3 2018

2.2.2	Don Miller & Peter Lamont	Q1 2018	Q1 2018
2.2.3.	Board & Staff	Q3 2018	Q3 2018
2.2.4. – 2.2.5.	Board	Q4 2018	Q3 2020
2.2.6.	Erin Betts	Q4 2017	Q4 2017
2.2.7.	Kim Lenoir	Q4 2017	Ongoing
2.2.8.	Lauren Bedwell	Q4 2017	Q4 2017
2.2.9.	Erin Betts	Q2 2019	Q2 2020
3.1.	Kim Davee & Staff	Q4 2017	Q4 2017
3.2.	Staff	Q4 2017	Q4 2018
3.3.	Board, Peter Lamont & Lauren Bedwell	Q4 2017	Q4 2018
3.4.	Peter Lamont, Erin Corbell, & Staff	Q4 2017	Q3 2018
3.5.	Board	Q4 2018	Q3 2020
3.6.	Erin Corbell	Q4 2017	Q1 2017

3.7.	Board & Staff	Q4 2017	Q1 2019
4.1.1.	Katheryn Meroney	Q2 2017	Q4 2017
4.1.2.	Staff & Board	Q4 2017	Q4 2017 (Board to submit bios and headshots by September 24, 2017)
4.1.3.	Jason Valdez	Q1 2018	Q1 2018
4.1.4.	Board & Staff	Q1 2018	Ongoing
4.1.5.	Michele Derrick	Q4 2017	Q4 2017
4.1.6.	Kim Lenoir	Q4 2017	Q4 2017
4.2.1.	Katheryn Meroney	Q4 2017	Q4 2017
4.2.2.	Staff	Q4 2017	Q4 2017
4.2.3.	Jason Valdez	Q1 2018	Q1 2018
4.2.4.	Staff with help from Board	Q2 2018	Q2 2018