

STATUS	Date Started	GOAL	YEAR 1	LEAD	PARTNERS	START	END	Rate	Complete	ACC T
		PFC-1	<b>Further economic development recruitment practices as outlined in Council adopted Retail Recruitment Policy.</b>							
		A	Establish collaborative connections with key partners, such as the City, Chamber, and developers, to encourage retail recruitment in Pflugerville	PCDC	City, Chamber, Developers					
		B	Market new retail opportunities and recruit dining, shopping, and entertainment businesses to Pflugerville. As applicable, connect new retail businesses with the City for possible incentives, such as Chapter 380 agreements.	PCDC	City					
		C	Identify retail targets and expansion targets, and encourage recruitment and retention of those businesses.	PCDC						
		D	Invest in sites and infrastructure to create more, shovel-ready space for retail opportunities.	PCDC	City					
		E	Monitor housing affordability and availability data to understand how Pflugerville's housing availability could positively or negatively impact the community's ability to recruit and retain retail businesses.	PCDC	City					
		F	Consider incentivizing pay for retail employees.	PCDC, City						
		G	Review incentives policies from nearby communities and update Pflugerville's incentives policies to remain competitive.	PCDC	City					
		H	Continue to engage with community stakeholders to amplify community support for economic development programs.	PCDC	City, Chamber, residents, local businesses					
		PFC-2	<b>Invest in mixed-use developments (including infrastructure and land purchase opportunities) to improve shopping, dining, and entertainment options that improve Pflugerville's quality of life.</b>							
		A	Support the development of unique, dense, mixed-use development types through infrastructure investments and business attraction and development efforts, especially for retail and entertainment.	PCDC, City						
		B	Support entrepreneurs and small business owners that could occupy spaces in these mixed-use developments, providing the resources and guidance they need to run successful, local small businesses.	PCDC, Chamber	City					
		C	Continue partnering with the City to develop Downtown East by focusing on PCDC's areas of focus like infrastructure investment	City	PCDC					
		D	Support the beautification of new mixed-use developments, ensuring they have adequate signage and landscaping to present a positive image of Pflugerville	City	PCDC					
		E	Help connect local small businesses and entrepreneurs to empty commercial spaces in mixed-use developments, promoting unique, local businesses in the dense retail areas of Pflugerville.	PCDC	Chamber, City, local businesses					
		F	Continue efforts to support the attraction of retail to Pflugerville as acceptable by Type B laws.	PCDC	Consultants, City					
		PFC-3	<b>Fund parks improvements and projects that bolster economic activity in the community.</b>							
		A	Work with the City of Pflugerville to identify specific parks for improvements.	PCDC, City						
		B	Prior to engaging in projects, define the desired outcome or return on investment to ensure that PCDC's efforts promote further economic activity.	PCDC, City						
		C	Continue to work with the City and other partners to identify new projects that contribute to increasing economic activity and align with the community's future vision.	PCDC, City						
		PFC-4	<b>Create a unique brand and marketing campaign for PCDC.</b>							

	A	Work with the creative firm to update PCDC's core marketing toolkit with a new website, tagline, and logo that reflects stakeholder input regarding Pflugerville's identity.	PCDC	Creative firm				
	B	Work with the creative firm to ensure that new marketing materials reflect leadership's vision for the community, possibly including language and imagery that showcases Pflugerville as a dense, innovative community with a vibrant quality of life.	PCDC	Creative firm				
	C	Reconsider the mix of data and written, narrative content on PCDC's website to offer more focused, clear messages supported by data that demonstrate why Pflugerville is a great place to live, start a business, invest, or work.	PCDC	Creative firm				
	D	Create additional marketing materials, like new webpages, brochures, or videos, that focus on Pflugerville's updated target industries. In these materials consider including data and testimonials that demonstrate why Pflugerville is an ideal location for these industries.	PCDC	Creative firm				
	E	Align PCDC's new brand and marketing materials to the City's updated branding, ensuring that while PCDC's branding is separate and appeals to economic development audiences, it also matches the City's branding in tone, color palette, messaging, and other ways as appropriate.	PCDC	Creative firm, City				
	F	Consider supporting materials such as written or video testimonials from international businesses or headquarters that highlight Pflugerville as a prime destination for international firms.	PCDC	Creative firm, international businesses and workers				
	G	Continue hosting Business Pfirst events to engage the broader community, share the CEDS and updated branding with key partners, and encourage collaboration across community organizations.	PCDC	City, Chamber, businesses				
	PFC-5	Incorporate Pflugerville's unique story of diversity and inclusivity into marketing and community activities.						
	A	Consider hosting a focus group of Pflugerville-based international businesses or professionals to better understand their reasons for locating in Pflugerville and how that could translate to sales messages for international firms, including gathering testimonials from international business leaders.	PCDC	International businesses and workers				
	B	In future marketing materials, use a combination of data points and anecdotal evidence to promote Pflugerville as diverse and welcoming to diverse and/or international residents, workers, and businesses.	PCDC	Creative firm, international businesses and workers				
	C	Highlight Pflugerville's diversity and prosperity in marketing materials targeted at residents and workers, demonstrating that Pflugerville is a welcoming and inclusive community with resources for international audiences.	PCDC	Creative firm				
	D	Pursue marketing strategies that target international audiences by translating materials into multiple languages with information on resources for international businesses and investment, including connecting them to personal and professional resources that could support them.	PCDC	Creative firm				
	E	Join regional or national efforts to attract international businesses through their marketing materials, mission trips, and other initiatives.	PCDC	TEDC, Team Texas, Opportunity Austin, SelectUSA				
	F	Support local efforts to promote Pflugerville's diversity through cultural events, quality of life amenities, and support for diverse businesses.	PCDC	Local businesses, City, Chamber, regional diverse organizations				



		C	Support land purchases by identifying and funding (as necessary) additional infrastructure needs that allow Pflugerville to utilize each piece of land for its intended purpose.	PCDC					
		PFE-3	Incentivize companies that create high-wage jobs and align with Pflugerville's community vision.						
		A	Examine PCDC's incentives policy to ensure that incentives can be targeted at firm's offering higher wages.	PCDC					
		B	Continually work with partners to determine what high-wage opporutnities are available and align with the community's vision.	PCDC	City, Chamber				
		C	Examine Pflugerville's current median household income, average annual wages, and other data points to identify thresholds for jobs that can be considered "high wage"	PCDC					
		D	Update PCDC and the City's maketing materials to any new incentives policies or updates to existing incentives policy	PCDC	City, Chamber				
		PFE-4	Support an innovation and entrepreneurship center that reflects the community's desired development type of mixed-use anchored by Class A office and serves as a flagship asset visible from SH 130 or SH 45.						
		A	Convene a small committee (5-7) of local stakeholders from the PCDC Board, CEDS Steering Committee, City staff, and/or others to oversee this initiative. We suggest excluding commercial real estate professionals, developers, property owners, and other potentially interested parties in any future procurement related to this project; however, PCDC should consult with its attorney on that matter.	PCDC	Committee members				
		B	Schedule an informational tour of Capital Factory in downtown Austin so the committeee can become familiar with the types of programs, space requirements, and operational considerations common to innovation and entrepreneurship centers.	PCDC					
		C	Research 5-10 examples of innovation and entrepreneurship centers, starting with the examples highlighted in CEDS 3.0. Interview project principals to obtain information on programming, financials, operations, and lessons learned to inform Pflugerville's approach. Consult with local officials in Mansfield, Texas, as their recent decision to pursue the Mansfield Innovation Community may be the most relevant, recent example in Texas for Pflugerville, given Mansfield's similar size and geographic positioning in the Dallas-Fort Worth area. Obtain copies of procurement documents used in communities that have pursued similar initiatives, as well as any lessons learned.	PCDC					
		D	Identify preferred examples, desired characteristics and components, and other insights gained through research and committee discussions and use that information to create a procurement document for the services of a planning and design, consulting, or development firm(s) with innovation district or center experience. At a minimum, PCDC needs guidance on the feasibility of such a development given the preferences of the committee and CEDS stakeholders, rough estimates of cost, where it could be located, and how it could be developed, owned, and operated, including options for potential public-private partnerships.	PCDC					
		E	Conduct procurement and select contractor.	PCDC					
		F	Work with selected contractor on scope of work for Year 2 and Year 3, which should include pursuing federal funding support from sources such as the Economic Development Administration.	PCDC	Contractor, EDA				
		G	Assign a dedicated staff resource to managing this project, which could range up to 0.5 FTE during peak periods.	PCDC					
		PFE-5	Develop wet lab space to attract life sciences companies through a public-private partnership(s).						
		A	Consult with Opportunity Austin (OA) staff on their plans for implementing the wet lab space recommendation in the OA 5.0 strategy. With OA's assistance, compile a list of all known wet lab projects planned or underway in the region.	PCDC	OA				
		B	Schedule informational meetings with principals of known wet lab projects in the region to learn about the projects, express PCDC's interest in wet lab facilities as a key focus area of CEDS 3.0, and gauge perceptions of Pflugerville as a potential location for wet lab space. Obtain guidance from project principals on specific criteria that must be met for consideration as a viable opportunity.	PCDC					



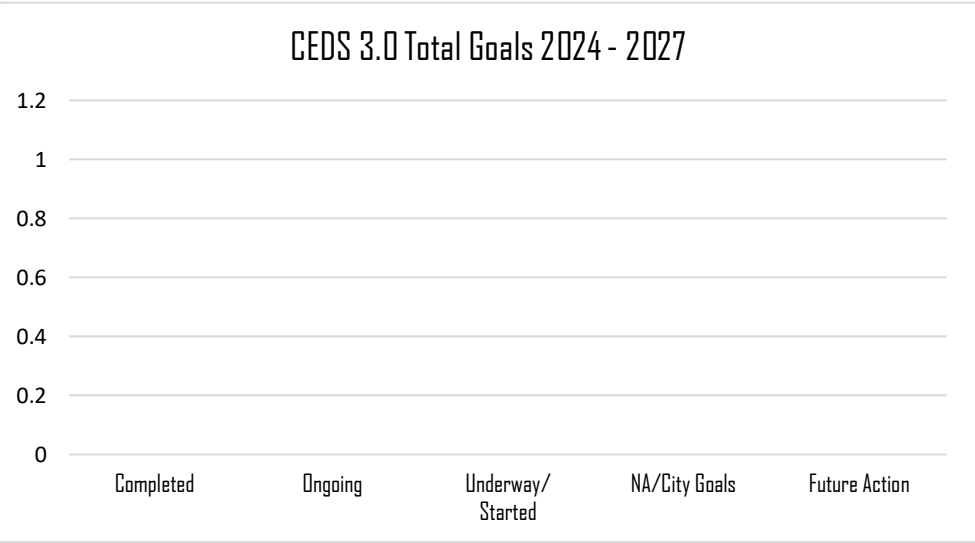




		C	Expand the conversation to include leaders from the Texas Higher Education Coordinating Board and your state representative. Be sure to include Austin Community College leadership if the goal is to build a training center or ACC satellite campus. Identify and plan for challenges in previous efforts to adopt ACC taxing district, and assign responsibility to the Executive committee for a future plan that mitigates said challenges.	PCDC	THECB, state representative, select business leaders				
		D	If a university satellite campus is desired, work with the executive committee to craft a dynamic and strong presentation, articulating the economic development and educational opportunities in Pflugerville. Tout strong population growth, industry growth, business recruitment plans, local investment and policy, and economic activity in the SH 130 corridor as potential win themes. Include differentiators to regional four year institutions, focusing on advanced technologies, the future of work, and entrepreneurship and innovation	PCDC	THECB, State representative, select business leaders				
		E	By end of year 1, aim to have significant momentum and support from state representative, sound guidance from the THECB, and initial plans for the development of a capital stack to support the recruitment of a higher education partner. In addition, have a decision made on the type of higher education partner, as well as prospects for university partners based on feedback from THECB, state representative, and executive committee. Consider a fundraising campaign and/or allocating FTE support to coordinate entire campaign	PCDC	THECB, State representative, select business leaders				
		PFW-6	Establish adult education and reskilling programming						
		A	Convene discussions with PfISD to better understand their strategic plans, CTE inventory, equipment needs/cost, and level of interest and engagement with current and future industry partners. Learn details about the CTE Center, including size, program offerings, interest from students, industry sponsorship, etc.	PCDC	PfISD				
		B	Offer to partner with PfISD to address their current challenge related to lack of engagement from industry. Provide opportunities for PfISD CTE leaders to connect with current and future target industry partners	PCDC	PfISD, business leaders				
		C	Using data collected during PFW-2, prepare a presentation for PfISD leadership, demonstrating the value to local talent development and retention when CTE instructional inventory aligns with future target industry. Share plans and priorities for the PCDC, including business recruitment, entrepreneurship, and higher education recruitment.	PCDC	PfISD, business leaders				
		D	Work with district leaders to plan for placement opportunities and/or matriculation of PfISD CTE graduates into local industry, in concert with efforts in PFW-2.	PCDC	PfISD, business leaders				
		E	Pursue clarity on PfISD's ability to utilize the CTE center for training, adult education, and/or reskilling programs that fit the needs of current and future Pflugerville business. Consider efforts in PFW-1 to identify training and/or adult education programs that could be hosted at the CTE center and provide the most expedient pathway to vulnerable populations in Pflugerville	PCDC	PfISD, business leaders, non-profits				

92 Total Goals

Completed	
Ongoing	
Underway/ Started	
NA/City Goals	
Future Action	



STATUS	Date Started	GOAL	YEAR 2	LEAD	PARTNERS	START	END	Rate	Complete	ACC T
		PFC-1	<b>Further economic development recruitment practices as outlined in Council adopted Retail Recruitment Policy.</b>							
		A	Continue to collaborate with key partners on retail opportunities.	PCDC	City, Chamber, Developers					
		B	Continue to market retail and recruit retail opportunities to connect with the City on Chapter 380 agreements as applicable.	PCDC	City					
		C	Continue investing in sites and infrastructure to create more, shovel-ready space for retail opportunities.	PCDC	City					
		D	Continue to monitor housing affordability and availability data to understand how Pflugerville's housing availability could positively or negatively impact the community's ability to recruit and retain retail businesses.	PCDC	City					
		E	Review incentives policies annually from nearby communities and/or competitor communities and update Pflugerville's incentives policies to remain competitive.	PCDC	City					
		F	Continue to engage with community stakeholders to amplify community support for economic development programs.	PCDC	City, Chamber, residents, local businesses					
		PFC-2	<b>Invest in mixed-use developments (including infrastructure and land purchase opportunities) to improve shopping, dining, and entertainment options that improve Pflugerville's quality of life.</b>							
		A	Continue to support the creation of mixed-use development in Pflugerville, especially Downtown East.	PCDC, City						
		B	Continue to identify potential tenants for mixed-use developments through business attraction, entrepreneurship, and business retention and expansion efforts.	PCDC	City					
		C	Continue to support infrastructure investments and beautification efforts to ensure that new developments align with leadership's vision of Pflugerville.	PCDC	City					
		PFC-3	<b>Fund parks improvements and projects that bolster economic activity in the community.</b>							
		A	Continue to work with the City of Pflugerville to identify specific parks for improvements.	PCDC, City						
		B	Continue to work with the City and other partners to identify new projects that contribute to increasing economic activity and align with the community's future vision.	PCDC, City						
		PFC-4	<b>Create a unique brand and marketing campaign for PCDC.</b>							
		A	Support the installation of signage throughout the community, especially along major roadways like SH-130, I-45 and local roads like Heatherwilde Boulevard, Pecan Street, and Pflugerville Parkway, to promote local and regional awareness of Pflugerville.	PCDC, City						
		B	Support beautification efforts, particularly through PCDC's infrastructure investments, along similar roadways to enhance Pflugerville's visual identity.	PCDC, City						
		C	Continue hosting Business Pfirst events that focuses on different topics, engages regional partners as attendees or speakers, and aligns the Pflugerville business community towards the vision. Topics to consider could include highlighting the activities of target industries, why Pflugerville is an ideal location for foreign investment, updates on the CTE center and workforce development in Pflugerville, and more.	PCDC						
		D	Review marketing metrics (website visits, webpage visits, number of downloads, number of inbound/outbound events, social media reach, social media impressions, etc) to understand how effective new marketing materials are and what changes, if any, should be made to PCDC's marketing approach.	PCDC	Creative firm					
		PFC-5	<b>Incorporate Pflugerville's unique story of diversity and inclusivity into marketing and community activities.</b>							



		A	Continue attending mission trips (with other regional organizations as applicable) to international destinations or national destinations with a large international business/population presence to identify prospective companies, understand what makes a location idea for foreign investment, and to expand PCDC's network.	PCDC	TEDC, Team Texas, IEDC, Opportunity Austin, SelectUSA				
		B	Host a focus group of international business leaders, workers, and residents to review PCDC's marketing approach to international firms to determine how effective this approach is and what changes, if any, should be made.	PCDC	International business leaders, workers, residents				
		C	Continue to enhance support for international businesses, workers, and residents thorough partnerships with regional organizations, the Chamber, City, nonprofits, and other key partners.	PCDC, City, Chamber	Nonprofits, regional organizations				
		PFC-6	<b>Continue to evaluate the competitiveness of Pflugerville's development fees and timelines relative to other regional cities</b>						
		A	Update the rate study as necessary to reflect changes in Pflugerville's and other communities development fees.	PCDC, City					
		B	Continue conducting the developer survey. Consider moving to biannually or annually depending on results.	PCDC, City					
		C	Review results from Year 1's quarterly developer survey to better understand what issues developers face, if they're improving, or if more work is needed to remove barriers to development.	PCDC, City					
		D	Update marketing materials as necessary to reflect changes in Pflugerville's development fees and processes.	PCDC					
		PFE-1	<b>Continue to pursue relocation and expansion projects through marketing, recruitment trips, relationships with existing Pflugerville companies, and partnerships with Opportunity Austin.</b>						
		A	Continue to pursue relocation and expansion projects through Opportunity Austin.	PCDC	OA				
		B	Continue convening the advisory committee or industry roundtables as necessary to explore industry changes, new opportunities, and how PCDC can make Pflugerville even more competitive for key industries.	PCDC					
		C	Update industry marketing materials as necessary.	PCDC					
		PFE-2	<b>Purchase land along key corridors to target development patterns and land uses that fill market gaps and provide long-term return on investment.</b>						
		A	Continue to identify and purchase land along key corridors to promote development patterns and land use that align with the community's vision.	PCDC	City				
		B	Continue to support land purchases by identifying and funding (as necessary) additional infrastructure needs that allow Pflugerville to utilize each piece of land for its intended purpose.	PCDC					
		PFE-3	<b>Incentivize companies that create high-wage jobs and align with Pflugerville's community vision.</b>						
		A	Annually review PCDC's incentives policy to ensure that incentives can be targeted at firm's offering higher wages.	PCDC					
		B	Continually work with partners to determine what high-wage opportunities are available and align with the community's vision.	PCDC	City, Chamber				
		C	As necessary, use data to update thresholds for jobs that can be considered "high wage"	PCDC					
		D	Update PCDC and the City's marketing materials to any new incentives policies or updates to existing incentives policy	PCDC	City, Chamber				
		PFE-4	<b>Support an innovation and entrepreneurship center that reflects the community's desired development type of mixed-use anchored by Class A office and serves as a flagship asset visible from SH 130 or SH</b>						
		A	Continue to engage the committee as necessary to continue developing an entrepreneurship and innovation center.	PCDC	Committee				

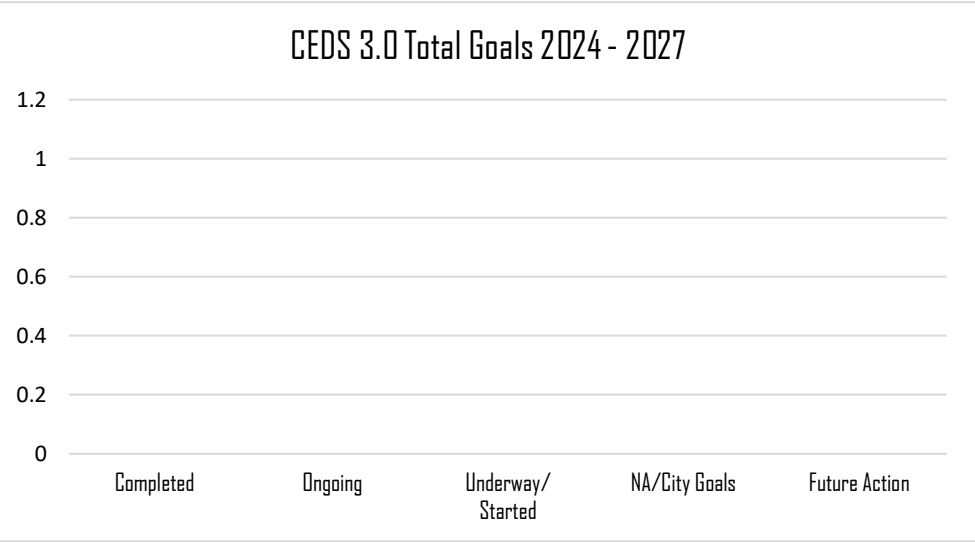
		B	Conduct follow up research on entrepreneurship and innovation centers to understand how their structure, programming, and resources change year over year to better understand how an entrepreneurship and innovation center could play out in Pflugerville.	PCDC					
		C	Continue to work with PCDC's selected contractor to build the entrepreneurship and innovation center.	PCDC	Contractor, City				
		D	Engage local companies for their input on the entrepreneurship and innovation center as well as the opportunity to be tenants.	PCDC	Local businesses				
		<b>PFE-5</b>	<b>Develop wet lab space to attract life sciences companies through a public-private partnership(s).</b>						
		A	Depending on the interest generated from the action items from Year 1, consider publishing a Request for Information (RFI) to solicit ideas formally from wet lab project principals on how PCDC could initiate the development of wet lab space through public-private funding strategies.	PCDC					
		B	Evaluate RFI responses as applicable to determine if PCDC should move forward with any projects.	PCDC					
		C	Continue participating in life science recruitment, retention, expansion, and marketing opportunities led by OA.	PCDC	OA				
		<b>PFW-1</b>	<b>Launch a barriers to work initiative, increasing workforce participation and talent supply for target industries</b>						
		A	Convene a taskforce of business, education, non-profit, and faith-based leaders to create a call to action, identifying the most prominent barriers to work for Pflugerville residents, focusing on social, physical, and skills-based barriers for growing or vulnerable populations	PCDC	Business, PfISD, non-profits, faith-based				
		B	Enumerate and categorize identified barriers to begin assessing Pflugerville's current capacity to create local solutions with existing partners	PCDC	Business, PfISD, non-profits, faith-based, WFSCA				
		C	Work with business leaders to share current barriers to work challenges, and collect information from business on challenges that employees report and/or business consider the most prominent	PCDC	Local Businesses				
		D	Host a Business Pfirst event, articulating the benefits and challenge related to barriers to work for residents, and previewing a city wide focus on addressing barriers through partnerships that can address workforce participation and worker retention	PCDC	Business, PfISD, non-profits, faith-based, WFSCA				
		E	Sponsor a community or business led steering committee to design an initiative that provides comprehensive career transition and support services for workers in Pflugerville. Consider capacities of key partners, including PfISD, business, WFSCA, community organizations, etc.	PCDC	Business, PfISD, non-profits, faith-based, WFSCA				
		<b>PFW-2</b>	<b>Develop comprehensive career readiness and engagement for target industries</b>						
		A	Identify misalignment and career awareness gaps between K-12 CTE inventory, local training programs, target industries, and projected occupational growth	PCDC	PfISD, local businesses				
		B	Communicate career awareness gaps and findings to PfISD, business, PCDC board, and other workforce and economic leaders	PCDC					
		C	Host a luncheon to share the importance of instructional alignment and career awareness/readiness in support of local talent development and retention for target industries	PCDC	Local businesses, PfISD, non-profits, faith-based, WFSCA				
		D	Socialize the importance and impact of aligning CTE, training, and careers in promoting local career opportunities to various groups, including non-profits and support service providers	PCDC	Local businesses, PfISD, non-profits, faith-based, WFSCA				



		E	By end of year 1, aim to have significant momentum and support from state representative, sound guidance from the THECB, and initial plans for the development of a capital stack to support the recruitment of a higher education partner. In addition, have a decision made on the type of higher education partner, as well as prospects for university partners based on feedback from THECB, state representative, and executive committee. Consider a fundraising campaign and/or allocating FTE support to coordinate entire campaign	PCDC	THECB, State representative, select business leaders				
		PFW-6	Establish adult education and reskilling programming						
		A	Convene discussions with PfISD to better understand their strategic plans, CTE inventory, equipment needs/cost, and level of interest and engagement with current and future industry partners. Learn details about the CTE Center, including size, program offerings, interest from students, industry sponsorship, etc.	PCDC	PfISD				
		B	Offer to partner with PfISD to address their current challenge related to lack of engagement from industry. Provide opportunities for PfISD CTE leaders to connect with current and future target industry partners	PCDC	PfISD, business leaders				
		C	Using data collected during PFW-2, prepare a presentation for PfISD leadership, demonstrating the value to local talent development and retention when CTE instructional inventory aligns with future target industry. Share plans and priorities for the PCDC, including business recruitment, entrepreneurship, and higher education recruitment.	PCDC	PfISD, business leaders				
		D	Work with district leaders to plan for placement opportunities and/or matriculation of PfISD CTE graduates into local industry, in concert with efforts in PFW-2.	PCDC	PfISD, business leaders				
		E	Pursue clarity on PfISD's ability to utilize the CTE center for training, adult education, and/or reskilling programs that fit the needs of current and future Pflugerville business. Consider efforts in PFW-1 to identify training and/or adult education programs that could be hosted at the CTE center and provide the most expedient pathway to vulnerable populations in Pflugerville	PCDC	PfISD, business leaders, non-profits				

66 Total Goals

Completed	
Ongoing	
Underway/ Started	
NA/City Goals	
Future Action	



STATUS	Date Started	GOAL	YEAR 3	LEAD	PARTNERS	START	END	Rate	Complete	ACC T
		PFC-1	<b>Further economic development recruitment practices as outlined in Council adopted Retail Recruitment Policy.</b>							
		A	Continue to collaborate with key partners on retail opportunities.	PCDC	City, Chamber, Developers					
		B	Continue to market retail and recruit retail opportunities to connect with the City on Chapter 380 agreements as applicable.	PCDC	City					
		C	Continue investing in sites and infrastructure to create more, shovel-ready space for retail opportunities.	PCDC	City					
		D	Continue to monitor housing affordability and availability data to understand how Pflugerville's housing availability could positively or negatively impact the community's ability to recruit and retain retail businesses.	PCDC	City					
		E	Review incentives policies annually from nearby communities and/or competitor communities and update Pflugerville's incentives policies to remain competitive.	PCDC	City					
		F	Continue to engage with community stakeholders to amplify community support for economic development programs.	PCDC	City, Chamber, residents, local businesses					
		PFC-2	<b>Invest in mixed-use developments (including infrastructure and land purchase opportunities) to improve shopping, dining, and entertainment options that improve Pflugerville's quality of life.</b>							
		A	Continue to support the cretion of mixed-use development in Pflugerville, especially Downtown East.	PCDC, City						
		B	Continue to identify potential tenants for mixed-use developments through business attraction, entrepreneurship, and business retention and expansion efforts.	PCDC	City					
		C	Continue to support infrastructure investments and beautification efforts to ensure that new developments align with leadership's vision of Pflugerville.	PCDC	City					
		PFC-3	<b>Fund parks improvements and projects that bolster economic activity in the community.</b>							
		A	Continue to work with the City of Pflugerville to identify specific parks for improvements.	PCDC, City						
		B	Continue to work with the City and other partners to identify new projects that contribute to increasing economic activity and align with the community's future vision.	PCDC, City						
		PFC-4	<b>Create a unique brand and marketing campaign for PCDC.</b>							
		A	Continue hosting Business Pfirst events that market Pflugerville as a great place to do business, work, and live.	PCDC						
		B	Review marketing metrics to determine the effectiveness of Pflugerville's year 2 marketing efforts and adjust approaches as necessary.	PCDC	Creative firm					
		PFC-5	<b>Incorporate Pflugerville's unique story of diversity and inclusivity into marketing and community activities.</b>							
		A	Continue attending mission trips to international destinations to promote Pflugerville.	PCDC	TEDC, Team Texas, IEDC, Opportunity Austin, SelectUSA					
		B	Continue to enhance support for international businesses, workers, and residents thorough partnerships with regional organizations, the Chamber, City, nonprofits, and other key partners.	PCDC, City, Chamber	Nonprofits, regional organizations					
		PFC-6	<b>Continue to evaluate the competitiveness of Pflugerville's development fees and timelines relative to other regional cities</b>							



		A	Update the rate study as necessary to reflect changes in Pflugerville's and other communities development fees.	PCDC, City					
		B	Continue conducting the developer survey. Consider moving to biannually or annually depending on results.	PCDC, City					
		C	Review results from Year 1's quarterly developer survey to better understand what issues developers face, if they're improving, or if more work is needed to remove barriers to development.	PCDC, City					
		D	Update marketing materials as necessary to reflect changes in Pflugerville's development fees and processes.	PCDC, City					
		PFE-1	<b>Continue to pursue relocation and expansion projects through marketing, recruitment trips, relationships with existing Pflugerville companies, and partnerships with Opportunity Austin.</b>						
		A	Continue to pursue relocation and expansion projects through Opportunity Austin.	PCDC	OA				
		B	Continue convening the advisory committee or industry roundtable as necessary to explore industry changes, new opportunities, and how PCDC can make Pflugerville even more competitive for key industries.	PCDC					
		C	Update industry marketing materials as necessary.	PCDC					
		PFE-2	<b>Purchase land along key corridors to target development patterns and land uses that fill market gaps and provide long-term return on investment.</b>						
		A	Continue to identify and purchase land along key corridors to promote development patterns and land use that align with the community's vision.	PCDC	City				
		B	Continue to support land purchases by identifying and funding (as necessary) additional infrastructure needs that allow Pflugerville to utilize each piece of land for its intended purpose.	PCDC					
		PFE-3	<b>Incentivize companies that create high-wage jobs and align with Pflugerville's community vision.</b>						
		A	Annually review PCDC's incentives policy to ensure that incentives can be targeted at firm's offering higher wages.	PCDC					
		B	Continually work with partners to determine what high-wage opportunities are available and align with the community's vision.	PCDC	City, Chamber				
		C	As necessary, use data to update thresholds for jobs that can be considered "high wage"	PCDC					
		D	Update PCDC and the City's marketing materials to any new incentives policies or updates to existing incentives policy	PCDC	City, Chamber				
		PFE-4	<b>Support an innovation and entrepreneurship center that reflects the community's desired development type of mixed-use anchored by Class A office and serves as a flagship asset visible from SH 130 or SH</b>						
		A	Continue to work with PCDC's selected contractor to build the entrepreneurship and innovation center.	PCDC	Contractor				
		B	Prior to the official launch of the entrepreneurship and innovation center, work with local companies, educators, and training providers to find anchor tenants for the center.	PCDC	Local businesses, educators, training providers, WFSCA				
		PFE-5	<b>Develop wet lab space to attract life sciences companies through a public-private partnership(s).</b>						
		A	If possible, move forward with a project or projects to build wet lab space in Pflugerville based on responses to PCDC's RFI, released in year 2.	PCDC	Contractor, developers				
		PFW-1	<b>Launch a barriers to work initiative, increasing workforce participation and talent supply for target industries</b>						

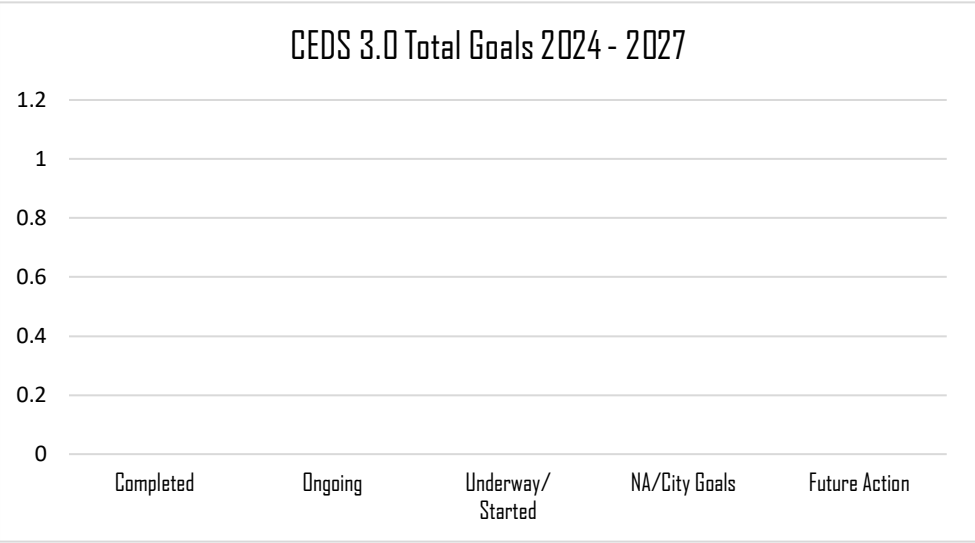
		A	Convene a taskforce of business, education, non-profit, and faith-based leaders to create a call to action, identifying the most prominent barriers to work for Pflugerville residents, focusing on social, physical, and skills-based barriers for growing or vulnerable populations	PCDC	Business, PfISD, non-profits, faith-based				
		B	Enumerate and categorize identified barriers to begin assessing Pflugerville's current capacity to create local solutions with existing partners	PCDC	Business, PfISD, non-profits, faith-based, WFSCA				
		C	Work with business leaders to share current barriers to work challenges, and collect information from business on challenges that employees report and/or business consider the most prominent	PCDC	Local Businesses				
		D	Host a Business Pfirst event, articulating the benefits and challenge related to barriers to work for residents, and previewing a city wide focus on addressing barriers through partnerships that can address workforce participation and worker retention	PCDC	Business, PfISD, non-profits, faith-based, WFSCA				
		E	Sponsor a community or business led steering committee to design an initiative that provides comprehensive career transition and support services for workers in Pflugerville. Consider capacities of key partners, including PfISD, business, WFSCA, community organizations, etc.	PCDC	Business, PfISD, non-profits, faith-based, WFSCA				
		<b>PFW-2</b>	<b>Develop comprehensive career readiness and engagement for target industries</b>						
		A	Identify misalignment and career awareness gaps between K-12 CTE inventory, local training programs, target industries, and projected occupational growth	PCDC	PfISD, local businesses				
		B	Communicate career awareness gaps and findings to PfISD, business, PCDC board, and other workforce and economic leaders	PCDC					
		C	Host a luncheon to share the importance of instructional alignment and career awareness/readiness in support of local talent development and retention for target industries	PCDC	Local businesses, PfISD, non-profits, faith-based, WFSCA				
		D	Socialize the importance and impact of aligning CTE, training, and careers in promoting local career opportunities to various groups, including non-profits and support service providers	PCDC	Local businesses, PfISD, non-profits, faith-based, WFSCA				
		<b>PFW-3</b>	<b>Grow momentum in short-term and earn and learn training opportunities, including high-tech apprenticeship consortiums</b>						
		A	Identify the occupations, current industries, and target industries who have the most talent needs and organize findings, ranked by occupations with the most openings.	PCDC	Local businesses				
		B	Reconcile occupational findings with current training programs, PfISD CTE inventory, and regional training assets to identify the highest demand occupations	PCDC	PfISD, Education				
		C	Connect with the Office of Apprenticeship, Texas Workforce Commission, to receive initial guidance and support in creating an employer led apprenticeship consortium	PCDC	TWC				
		D	Convene employers, education leaders, and representatives from TWC in a symposium to discuss benefits and process of commencing a registered apprenticeship consortium	PCDC	Business, PfISD, TWC				
		E	Assist in determining registered apprenticeship consortium lead among employers, and facilitate communication among employers and TWC	Business	TWC				
		<b>PFW-4</b>	<b>Build support for entrepreneurship and start-up ecosystems, establishing programming and opportunity for local business growth</b>						



		E	Pursue clarity on PflISD's ability to utilize the CTE center for training, adult education, and/or reskilling programs that fit the needs of current and future Pflugerville business. Consider efforts in PFW-1 to identify training and/or adult education programs that could be hosted at the CTE center and provide the most expedient pathway to vulnerable populations in Pflugerville	PCDC	PflISD, business leaders, non-profits				

59 Total Goals

Completed	
Ongoing	
Underway/ Started	
NA/City Goals	
Future Action	



# Pflugerville Implementatio

## Goal areas

Pfuture Industries  
Pfuture Workforce  
Pfuture Community

## COLOR CODE

PFI
PFW
PFC

## LEAD ORGANIZATION

Pflugerville Community Development Corporation  
The City of Pflugerville  
Pflugerville Independent School District  
Opportunity Austin  
International Economic Development Council  
Texas Economic Development Council  
Workforce Solutions Capital Area  
Texas Workforce Commission  
Texas Higher Education Coordinating Board  
Pflugerville Chamber of Commerce  
Austin Community College

## ACRONYM

PCDC  
City  
PfISD  
OA  
IEDC  
TEDC  
WFSCA  
TWC  
THECB  
Chamber  
ACC



## on Tables