

Pflugerville Comprehensive Economic Development Strategy 2.0 Strategic Plan – **FINAL DRAFT**

 avalanche September 2019

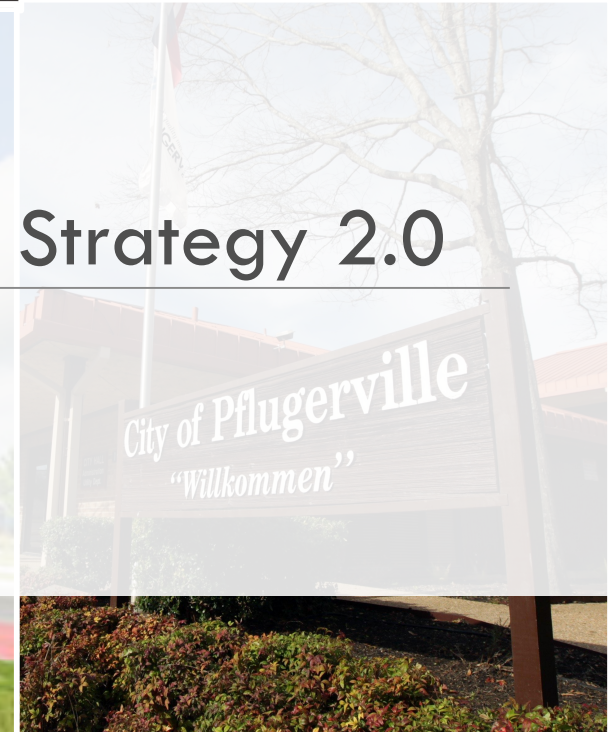


Table of Contents

02	Introduction
10	Strategic Framework
16	Economic Development Strategy
47	Implementation & Metrics
52	Best Practices



01

Introduction

About the Strategy

Three years ago, Pflugerville Community Development Corporation (PCDC) commissioned the creation of Pflugerville’s first Comprehensive Economic Development Strategy (CEDS). This first strategy, CEDS 1.0, drew on extensive community input and took a broad look at economic development priorities throughout Pflugerville. Since that time, PCDC and its partners in the community have accomplished nearly all the actions identified in CEDS 1.0, and Pflugerville has seen tremendous economic growth as a result.

With most CEDS 1.0 tasks completed, PCDC contracted Avalanche Consulting to assist in developing CEDS 2.0 – with the goal of taking Pflugerville’s economic development efforts to the next level through increased focus and targeted marketing. CEDS 2.0 will identify how Pflugerville can continue to support robust growth in unique clusters like additive manufacturing, while leveraging the community’s position within Central Texas to take advantage of new defense, technology, and other targeted opportunities. CEDS 2.0 will build on and enhance the characteristics that make Pflugerville unique while also identifying ways to better tell Pflugerville’s story to the region, state, and nation.

Phase 1: Discovery

The first phase of CEDS 2.0 began with an update and review of all activity and accomplishments since the initiation of CEDS 1.0. The consulting team then conducted interviews with Pflugerville City Council members, PCDC board members, and other key community leaders to hear their priorities for the next three years. Leadership interviews were complemented by three focus groups with members of the local business, education, and real estate communities. The consulting team also held the first two of three meetings with a Steering Committee, consisting of 30 community leaders, that convened to provide insight and guidance throughout the planning process. In total, Avalanche spoke with nearly 75 Pflugerville leaders and stakeholders during this phase.

While listening to stakeholders, the consulting team conducted a detailed analysis of economic, demographic, and real estate conditions in Pflugerville – benchmarking all data trends against other communities in Central Texas, five peer national cities, Travis County, the Austin Metro, Texas, and the United States. The overall findings of this phase – both data and stakeholder input – were used to highlight critical assets and sales messages, assess and update Pflugerville’s target industries, and identify the primary themes and opportunities to address in the strategy. The findings of this phase are included in this report as Community Narratives describing the main themes that will shape CEDS 1.0; an Infrastructure & Site Review; a Strengths, Weaknesses, Opportunities, and Threats (SWOT) summary; and a Target Industry Validation and Update. Three appendices include the Detailed Data findings, updated Target Industry Profiles, and a Workforce and Educational Institution Analysis.



About the Strategy

Phase 2: Strategy

In this phase, the consulting team worked with PCDC to develop CEDS 2.0, a three-year Comprehensive Economic Development Strategy for Pflugerville. The action plan of CEDS 2.0 covers overall business development efforts, real estate strategies, marketing plans for each of Pflugerville's updated target industries, workforce and education strategies, and entrepreneurship and emerging industry plans. CEDS 2.0 concludes with an implementation plan that summarizes the recommendations and economic development metrics for Pflugerville to accomplish over the next three years.

PHASE 1: DISCOVERY

Community Assessment
Workforce & Education Analysis
Infrastructure & Site Review
Updated SWOT
Target Industry Update

Deliverable:
Discovery Report

PHASE 2: COMPREHENSIVE STRATEGY

Business & Industrial Park Strategies
Target Industry Marketing
Workforce Development & Education
Entrepreneurship & Emerging Industries
Implementation Plan

Deliverable:
Three-Year Strategic Plan



CEDS 1.0 Successes

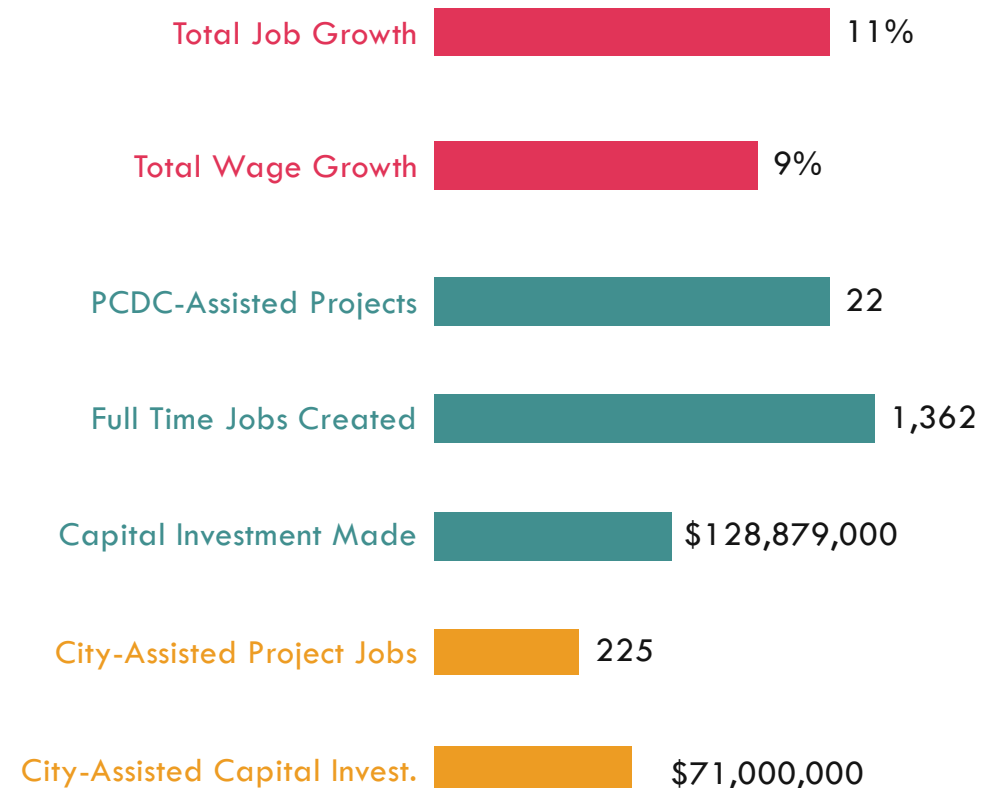
Pflugerville and PCDC have seen amazing progress since completion of the community's first CEDS in 2016. Not only did PCDC complete the entire strategy in under two years, but Pflugerville saw success in major economic and demographic measurements. Several accomplishments stand out:

- In March 2019, PCDC was awarded a certificate of achievement for Economic Excellence from the Texas Economic Development Commission for their outstanding work.
- The International Economic Development Council (IEDC) has finalized the recognition of PCDC as an accredited economic development organization (AEDO). AEDO status shows PCDC is a leader in the field and establishes credibility with local, state, and national stakeholders and partners.
- PCDC was awarded a high-impact job training grant from the Texas Workforce Commission for \$150,000 to further workforce development efforts in the community. This was the first grant of its kind awarded in Travis County.
- In November 2018 PCDC amended its contract with Typhoon Texas, a local waterpark, that released PCDC from its agreement to repay \$4.5 million in waterpark improvements. The new agreements released \$1.8 million in reserves for the PCDC to use to invest in other projects. Typhoon Texas has since made expansions and improvements.

The statistics to the right highlight key accomplishments through CEDS 1.0 – including total job and wage growth; business projects assisted by PCDC – which include EOS of North America, the Best Western Plus, and Rosendin Electric; and projects assisted by the City – which include the Baylor, Scott & White Hospital, Living Spaces, and Costco, which was a collaborative effort.



KEY PFLUGERVILLE CEDS 1.0 STATISTICS 2016 THROUGH 2019



SOURCE: AVALANCHE CONSULTING / EMSI / PCDC

Project Partners

Pflugerville Community Development Corporation

The Pflugerville Community Development Corporation is the organization charged with promoting the economic development of the city of Pflugerville. It accomplishes its mission by marketing Pflugerville as a desirable place for new businesses to operate, and by assisting existing businesses and addressing their needs. The PCDC can also provide funding as incentives for businesses to begin doing business in Pflugerville and also to construct needed infrastructure such as roads, utilities, and drainage projects. The PCDC also provides funding for parks and recreation projects in the city.

The PCDC is a Texas Type B Economic Development Corporation that collects a one-half cent sales tax from taxable goods purchased in the city of Pflugerville for the purpose of promoting economic development in Pflugerville.

Avalanche Consulting, Inc.

Avalanche Consulting is the nation's premier economic development strategist. Avalanche is deeply driven to make a positive impact and seek clients who are equally inspired to energize their economies. Headquartered in Austin, Avalanche was established in 2005 and its team has a combined 85+ years of experience working with more than 150 cities, counties, and regions across the country.

Other key partners participating in developing and implementing CEDS 2.0 include:

City of Pflugerville

Pflugerville Chamber of Commerce

Pflugerville Independent School District (PfISD)

Travis County Emergency Services District (ESD) 2 – Pflugerville



Steering Committee Members

The CEDS 2.0 project partners sincerely thank the members of the Strategy Steering Committee for helping inform and guide the development of this strategic plan. Members include:

Trey Fletcher, *City of Pflugerville*

Emily Barron, *City of Pflugerville*

Yael Trevino, *Texas Workforce Commission*

Ty Weitzel, *Typhoon Texas*

Shontel Mays, *Pflugerville Chamber of Commerce*

Dr. Doug Killian, *Pflugerville ISD / Pflugerville Lions Club*

Bob Evans, *EVS Metal*

Carlton Inniss, *Austin Regional Clinic*

Chris Davenport, *Edward Jones*

Clay Leben, *Pflugerville Council of Neighborhood Associations*

Barbara Najera, *Resident / Pflugerville Rotary Club*

Dennis Spencer, *Ricochet Promotions*

Janice Heath, *First Texas Bank*

Jeff Travillion, *Travis County Commissioner*

Jeff Ossenkop, *Courtyard by Marriott Pflugerville*

Rena Mitchell, *Magnolia Ranch Estates, PfISD School Board*

Jodie Kaluza, *Austin Executive Airport*

Josh Rosenberg, *Accent Foods*

Ron Moellenberg, *Pflugerville Fire (ESD2)*

Russell Floyd, *First United Methodist Church of Pflugerville*

Zane Cole, *JLL Real Estate*

Scott Flack, *Live Oak*

Melody Ryan, *CPA*

Joe Warner, *Community Impact Newspaper*

Victor Gonzales, *Mayor of Pflugerville*

Traci Hendrix, *Pflugerville ISD*

Vernagene Mott, *Pflugerville ISD*

Adeline Bui, *Business Owner & Private Developer*

Amy Wilkins, *Baylor Scott & White Clinic*

Gerald Hutchinson, *Medway Plastics*

Mary Foss, *West Pecan Coffee & Beer*

Tam Hawkins, *Austin Black Chamber*

Mary Ann Provence, *Comerica Bank*

Patricia Bedford, *Black Business Builders*

Sheldon Lamey, *Black Business Builders*



Community Engagement

The planning process has sought to understand how Pflugerville has developed and changed over the past three years to ensure that CEDS 2.0 guides Pflugerville to even greater prosperity without slowing down or duplicating existing efforts. The new CEDS 2.0 depended on engagement and buy-in from the larger community to ensure that PCDC and other partners can implement the strategy with full community support. To date, the planning process engaged more than 75 residents through interviews, focus groups, and Steering Committee workshops. Participants have included:

- 30-person Steering Committee
- City Council
- Mayor
- City Manager
- City Staff
- PCDC Board
- Texas State University
- Pflugerville Chamber
- Fire Department
- Focus Groups
 - Business Climate
 - Workforce
 - Real Estate

The project partners will continue to seek stakeholder perspectives through the completion of the Economic Development Strategy.



About This Report

This report is the second and final report of Pflugerville’s CEDS 2.0. It outlines the strategic framework for the next three years of economic development activities, provides five specific goals, shares performance metrics, and details priorities and tactical recommendations to move economic development forward. The report also includes implementation tables illustrating timing and responsibilities; suggestions related to implementation communications, leadership, and resources; and best practice examples.

The Strategic Plan is divided into four sections:

Strategic Framework

This section outlines the framework for CEDS 2.0, including an overview of main goals and tactics.

Economic Development Strategy

The primary section of this report, the Economic Development Strategy, describes each goal of CEDS 2.0; the priorities to move the community toward each goal; and recommended actions to support each priority.

Implementation & Metrics

The final section of this report contains an overview of how to translate this Strategic Plan into action – including Implementation Tables that assign timing and responsibilities for each recommendation over the next three years. This section also includes metrics for tracking progress, so PCDC can ensure that its economic development activities are on track to achieving their goals.

Best Practices

Examples of innovative leading practices from other regions are provided as inspiration for each CEDS 2.0 goal.



02

**Strategic
Framework**

Pflugerville Economic Development Vision

The CEDS 1.0 vision was created to guide the entire community to economic prosperity. Based on the shared goals and values of Pflugerville's stakeholders, this vision statement was broad and inclusive of a wide range of community development activities:

CEDS 1.0 Vision

Pflugerville is a thriving job center in Central Texas – built on core values of inclusion, family, exemplary education, and purposeful investment in the community.

For CEDS 2.0, the vision was refined to provide more specific focus for the economic development activities of PCDC. It still draws from the shared values and priorities of Pflugerville residents, but is more centered on economic development-related topics. Thus, the CEDS 2.0 vision provides clarity and focus to the work of PCDC going forward:

CEDS 2.0 Vision

*Pflugerville is a thriving, **inclusive** community that attracts and supports quality employers through **aligned** strategic **investments, education, and marketing.***



CEDS 2.0 Goals

Focusing on the following five goals over the next three years will help PCDC and its partners work towards the long-term economic development vision for Pflugerville. Each goal was identified through input from local stakeholder interviews and focus groups, the Steering Committee, PCDC staff, economic development partners, and elected leadership.

ACCELERATING JOB CREATION

Pflugerville works closely with primary employers to grow, relocate, and start new operations that diversify Pflugerville's economy.

CREATING SPACE FOR BUSINESS

Pflugerville drives office and industrial development through strategic infrastructure planning and targeted investments.

LEVERAGING EDUCATION

Students, businesses, and adult learners in Pflugerville are well-connected and have access to in-demand skills-based learning programs.

TELLING THE STORY

Pflugerville businesses and residents share a compelling story that highlights opportunities for target industry operations, overall new business growth, and residential opportunity.

ALIGNING EFFORTS

Pflugerville works in alignment to improve the economy and utilizes universal metrics to achieve extraordinary success.



Strategic Priorities

ACCELERATING JOB CREATION

GOAL: Pflugerville works closely with primary employers to grow, relocate, and start new operations that diversify Pflugerville's economy.

PRIORITIES

- Expanding understanding of available economic development tools and capacity to utilize them.
- Engaging in proactive activities to recruit new primary employers to Pflugerville.
- Growing retention and expansion programs to connect with and support more existing businesses.
- Supporting entrepreneurs and inventors located in Pflugerville.
- Utilizing incentives strategically to further CEDS 2.0 goals.

CREATING SPACE FOR BUSINESS

GOAL: Pflugerville drives office and industrial development through strategic infrastructure planning and targeted investments.

PRIORITIES

- Partnering with regional developers and local property owners to accelerate new office and industrial construction.
- Continuing to anticipate and prepare for growth through transportation, water, sewer, and other infrastructure planning.
- Identifying, evaluating, and positioning priority sites for office and industrial site development.
- Establishing a PCDC annual budget that maintains operations, fulfills obligations, provides assistance to prioritized community projects, and preserves a reserve to assist future catalyst projects.



Strategic Priorities

LEVERAGING EDUCATION

GOAL: Students, businesses, and adult learners in Pflugerville are well-connected and have access to in-demand skills-based learning programs.

PRIORITIES

- Facilitating local business engagement with Pflugerville ISD and its students.
- Establishing an innovative career and technology training center in Pflugerville.
- Supporting expansion of Career & Technical Education programs at Pflugerville ISD.
- Connecting working-age veterans and adult learners with new career pathways.
- Utilizing state and regional education programs to serve Pflugerville residents and businesses.

TELLING THE STORY

GOAL: Pflugerville businesses and residents share a compelling story that highlights opportunities for target industry operations, overall new business growth, and residential opportunity.

PRIORITIES

- Developing a suite of marketing materials for target audiences with compelling information about Pflugerville.
- Expanding communication channels to reach more target audiences and local stakeholders.
- Establishing Pflugerville's distinct position within Central Texas.
- Providing key partners, businesses, and residents with the tools and messaging to be goodwill ambassadors for Pflugerville.
- Creating an Additive Manufacturing & 3D Printing targeted attraction campaign.



Strategic Priorities

ALIGNING EFFORTS

GOAL: Pflugerville works in alignment to improve the economy and utilizes universal metrics to achieve extraordinary success.

PRIORITIES

- Expanding communications between the PCDC team and other community leadership to enhance collaboration and alignment.
- Continuing to share economic development successes with Pflugerville leadership, businesses, and residents to build, enhance, and maintain community understanding of and support for economic development activities.
- Developing an annual report that uses a consistent set of metrics year after year to measure Pflugerville's annual economic development progress.



03

**Economic
Development
Strategy**

Accelerating Job Creation

GOAL: Pflugerville works closely with primary employers to grow, relocate, and start new operations that diversify Pflugerville's economy.

New job creation occurs through three primary activities – recruitment of new primary business, expansion of existing businesses, and the creation of new businesses through entrepreneurship. All strategic goals in CEDS 2.0 support these three activities, but this goal explicitly focuses on them. In addition to efforts of PCDC and its partners focused on job creation, Opportunity Austin, the State of Texas, and federal agencies offer a range of grants, tools, and other incentives that support local economic development.

A first step in accelerating job creation is building a comprehensive understanding of local and external assets and how to utilize them to support recruitment, expansion, and startup activity. Armed with a thorough knowledge of tools, programs, and assets, PCDC can further enhance all economic development efforts and more strategically utilize local incentive tools to grow primary jobs in Pflugerville.

PRIORITIES

Addressing the following priorities will help Pflugerville achieve this goal and accelerate local job creation:

1. Expanding understanding of available economic development tools and capacity to utilize them.
2. Engaging proactively to recruit new primary employers to Pflugerville.
3. Growing retention and expansion programs to connect with and support more existing businesses.
4. Supporting entrepreneurs and inventors located in Pflugerville.
5. Utilizing incentives strategically to further CEDS 2.0 goals.



Accelerating Job Creation

PRIORITY 1: Expanding understanding of available economic development tools and capacity to utilize them.

Economic development tools comes in many shapes – from customized skills training programs to export assistance programs – and essentially describe grants, loans, technical assistance, and other resources that can help address business needs. Through the TX Workforce Commission, the State of Texas offers numerous programs that help businesses and communities train new and existing workers. Other state and federal agencies offer a wide variety of economic development tools – including workforce training grants, technical assistance programs, and opportunities to connect with foreign direct investors. Many of these tools are underutilized by businesses due to limited awareness and complex paperwork and administration. Economic development organizations that dig through the red tape and actively help businesses utilize these tools are able to punch above their weight by leveraging the larger pool of resources available from state and federal agencies.

In recent years, PCDC has explored more opportunities to utilize state grants and programs in Pflugerville – notably seen in the first award of TX Workforce Commission’s High Demand Job Training Grant in Travis County this year. By expanding their understanding of tools available and training staff to become experts in how to utilize them, PCDC will be able to better support all businesses in Pflugerville – whether recruiting, expanding, or starting up.

TACTICS

- Develop a comprehensive list of economic and workforce development tools available from PCDC, PflISD, the City, Travis County, Workforce Solutions Capital Area, the State of Texas, the Federal government, and other partners. (see Priority 4 under Leveraging Education).
- Identify which tools can be utilized in Pflugerville and what needs they address – for example, workforce, infrastructure, veterans, or marketing.
- Prioritize tools that have the potential greatest impact on Pflugerville’s target industries and strategic efforts.
- Invest in PCDC staff time and training to become experts in the top priority tools and how to assist local businesses with utilization.
- Prepare a refined list of top economic development tools that address priority topics and target industries.
- Highlight the availability of these tools in marketing materials and encourage businesses to contact trained PCDC staff for assistance with them.
- Attend seminars and other information sessions to remain up-to-date on existing and new programs from partners as they become available.



Accelerating Job Creation

PRIORITY 2: Engaging proactively to recruit new primary employers to Pflugerville.

PCDC has directly recruited numerous new primary employers to Pflugerville over the past decade. The tactics under this priority build on successful strategies already employed by PCDC while providing additional direction to take business recruitment to the next level.

TACTICS

- Participate in mission trips to domestic and international target markets led by Opportunity Austin, the State of Texas, the Transatlantic Business and Investment Council (TBIC), and other organizations.
- Work with SelectUSA and other Foreign Direct Investment (FDI) focused agencies and firms to bring more business prospects to Pflugerville.
- Develop marketing materials and campaigns focused on each target industry (see greater detail under Telling the Story).
- Where applicable, purchase lists of target industry companies in target geographies to conduct direct outreach.
- Conduct PCDC-led recruitment trips to target geographies.
- Continue to attend conferences with the potential to generate new leads and raise awareness of Pflugerville opportunities – especially around target industries.
- Expand relationships with site selectors and real estate developers to raise awareness of opportunities in Pflugerville. Through continued phone calls, in-person meetings at conferences and during recruitment trips, Pflugerville site visits, newsletters, podcasts, and other avenues.
- Invite site selectors, real estate developers, and key institutions, such as the Army Futures Command, to Pflugerville to showcase local assets, share the Pflugerville story, and explore partnership opportunities.
- Use conferences, visits, and engagements with site selectors to further build Pflugerville's 3D City identity (see more detail in Telling the Story).
- Work with our regional partners to develop strategies to contact businesses considering leaving Austin and other Central Texas locations due to pricing, land availability, transportation access and other concerns.
- Actively assist all relocation prospects considering Pflugerville by providing information, tours, connections to resources, and strategic incentives where applicable and benefiting the community.
- Further clarify contact pathways for primary employers, retail establishments, and other businesses considering locations in Pflugerville.



Accelerating Job Creation

PRIORITY 3: Expanding retention and expansion programs to connect with and support more existing businesses.

Existing businesses are the foundation of a local economy and the top source of job creation in the United States. Existing businesses are already invested in the community and recognize local economic development benefits, as well as challenges. Business retention and expansion programs provide a critical opportunity to hear the concerns of local businesses, develop strategic interventions to retain and grow their operations, and provide them with information and assistance in utilizing existing economic development tools and programs.

PCDC's Business Pfirst program has grown by leaps and bounds in recent years. By building staff capacity to assist with state and federal economic development tools (see Priority 1 under this goal), PCDC can expand Business Pfirst operations to deliver information and assistance to local businesses. Collaborating with partners, such as the Pflugerville Chamber of Commerce and Workforce Solutions Capital Area can help expand the Business Pfirst program.

TACTICS

- Develop lists of key tools, resources, and contacts that address different topics and potential business needs, such as workforce training.
- Allocate additional funding and staff time for company visits and direct assistance with programs.
- Partner with the Chamber to include non-primary employers in a similar, systematic outreach process.
- Create a formalized system to connect businesses with appropriate resources and partner organization contacts, such as PfISD Career & Technical Education, based on specific needs identified during company visits (see Priority 2 under Leveraging Education).
- Utilize business visits to identify partners, suppliers, customers, and other potential business operations to recruit to Pflugerville.
- Explore options to create a loan program focused on small business primary employers in Pflugerville in a manner allowed by the Texas Type B EDC sales tax laws. Small business loan program options could include revolving loans or microloans.
- Develop criteria and priorities for loan uses, such as investment in equipment, infrastructure or training; and qualifications, such as size of business, primary industry type, and location.
- Consider opportunities to partner with other banks and other financial institutions to administer and fund potential loan programs.



Accelerating Job Creation

PRIORITY 3: Expanding retention and expansion programs to connect with and support more existing businesses.

- Host seminars to train local businesses to utilize TX Workforce Commission training grants, provide technical assistance, and make connections to regional education, entrepreneurial, and other partner organizations. Market programs and invite businesses based on needs identified during company visits.
- Continue hosting quarterly Business Pfirst breakfasts to further discussion of important topics.
- Develop an annual Additive Manufacturing Summit to highlight successful economic development initiatives and local business stories.
- Support the Chamber and other local organizations providing educational and networking events to existing businesses.



Accelerating Job Creation

PRIORITY 4: Supporting entrepreneurs and inventors located in Pflugerville.

Entrepreneurs represent the future of economic development – creating new innovations, products, and services that drive economic growth. Just as many top industries today did not exist fifty years ago; the industries of the future have not yet been invented. Economic development includes creating a supportive entrepreneurial ecosystem that encourages and supports new business startups.

The Austin region is internationally recognized as an innovation center, and Pflugerville has one of the highest concentrations of inventors living in the city. In addition to recruitment and expansion, accelerating local job creation should entail helping local inventors and entrepreneurs start and grow new business in the city.

TACTICS

- Review existing entrepreneurial resources and organizations throughout Central Texas to identify gaps in the system that could be filled in Pflugerville.
- Interview local and regional entrepreneurs to discuss what types of resources and physical space would most help them grow.
- Explore opportunities to build a coworking space or entrepreneurial programming center in Pflugerville – possibly in conjunction with a career training center (see Leveraging Education goal).
- Develop creative programming in Pflugerville that expands access to Austin’s entrepreneurial resources – for example, co-hosting events with Capital Factory that allow Pflugerville entrepreneurs to connect via video conference to the downtown location, hosting local networking events for Capital Factory participants who live in Pflugerville, providing local satellite training and information events for organizations in downtown Austin.
- Celebrate local entrepreneurs and innovators as part of the Pflugerville story (see Telling the Story goal).
- Support efforts to expand broadband internet access throughout Pflugerville.



Accelerating Job Creation

PRIORITY 5: Utilizing incentives strategically to further CEDS 2.0 goals.

As a Texas Type B economic development corporation, PCDC has the capacity to utilize funds in creative ways to further primary job creation in Pflugerville. These funds are limited, however, and must be utilized in a manner that has the greatest impact on the community and is consistent, transparent, and accountable. This means that not all projects should receive incentives from PCDC or other local partners; instead, incentives should be reserved for projects that meet internal guidelines and strategically further CEDS 2.0 goals.

TACTICS

- Utilize PCDC's expertise in economic development tools available from other organizations (see Priority 1 under this goal) to connect businesses and projects with outside resources wherever possible.
- With the PCDC board, develop internal guidelines to determine when and how to use PCDC funds to incentivize projects and which types of projects should qualify.
- Provide consistent and transparent internal reporting on when and why incentives are utilized and the economic impacts of incentivized projects.



Creating Space for Business

GOAL: Pflugerville drives commercial real estate development through strategic infrastructure planning and targeted investments.

Primary employers require a physical space to occupy in a community – generally industrial or office space – and if a community lacks physical spaces in which to locate new and expanding businesses, it will be difficult to grow the local economy. Generally, the public sector should not directly construct commercial buildings; speculative building construction brings a high amount of risk and is best left to the private sector. The public sector, through the City of Pflugerville, Travis County, the State of Texas, and PCDC where appropriate, does play an important role in creating an environment that drives real estate development through regulation, planning, and strategic infrastructure investment.

Pflugerville has a relative abundance of undeveloped land for a centrally located community in the greater Austin metro. In order to continue accelerating job creation in the city, it is essential to continue encouraging the development of new industrial and office properties for businesses. Alongside the ongoing and proactive planning and infrastructure development at the City and other public partners, PCDC can play an important role facilitating new development opportunities and investing in strategic projects that will directly impact primary job creation. This will require careful budgeting and a strategic investment approach to ensure PCDC is able to maintain regular economic development activities, fulfill existing obligations, and also retain healthy reserve funds to assist future catalyst projects.

PRIORITIES

Addressing the following priorities will help Pflugerville achieve this goal and create more space for businesses:

1. Partnering with regional developers and local property owners to accelerate new office and industrial construction.
2. Identifying, evaluating, and positioning priority sites for office and industrial site development.
3. Continuing to anticipate and prepare for growth through transportation, water, sewer, and other infrastructure planning.
4. Establishing a PCDC annual budget that maintains operations, fulfills obligations, provides assistance to prioritized community projects, and preserves a reserve to assist future catalyst projects. Revaluating annually to determine appropriate reserves and available assistance funds.



Creating Space for Business

PRIORITY 1: Partnering with regional developers and local property owners to accelerate new office and industrial construction.

Most developable land in Pflugerville is privately owned. Directly purchasing and developing properties comes with great cost and risk to PCDC or other public entities – especially with current economic forecasts projecting a downturn in the next year or two. As a result, in most circumstances, PCDC must work with the City, private property owners, developers, and others to encourage and facilitate the types of high-quality office and industrial development that match the needs of target industry businesses.

TACTICS

- Meeting with developers and property owners to discuss development options on priority sites, build shared vision, and identify partnership opportunities that encourage development.
- Host local, regional, and national real estate developers in Pflugerville to showcase development potential and explore opportunities (see Priority 2 under Accelerating Job Creation).
- Assist prioritized office and industrial projects in addressing critical needs and feasibility gaps, as needed and depending on available funds.
- Encourage transportation planning, mixed-use development, and new cultural amenities that make Pflugerville more attractive for office development.



Creating Space for Business

PRIORITY 2: Identifying, evaluating, and positioning priority sites for office and industrial site development.

Recruiting new businesses and helping existing businesses expand depends on a community having shovel-ready sites where they can locate. After talent, sites are the top location criteria considered by most businesses. Site consultants often say that a shovel-ready site with no incentives will win over no sites with plentiful incentives.

Pflugerville has few available office or industrial buildings ready for businesses to occupy. The city does have a relative abundance of land available for development, but only a small share would be considered shovel-ready. An effective strategy to drive development begins with understanding available sites and their infrastructure needs and then prioritizing sites based on the opportunities they present. Even if sites are not yet shovel-ready, having cost estimates and timelines to get them online, and virtual buildings and renderings to showcase their potential, greatly helps efforts to recruit developers and businesses.

TACTICS

- Identify specific site needs of each target industry and conduct an assessment to identify properties in Pflugerville best suited for each industry.
- Prioritize sites based on highest potential primary job and overall economic development impacts – regardless of ownership status.
- Identify infrastructure and other needs for each site.
- Create approximate timelines and cost estimates for development of priority sites based on current ownership and infrastructure needs.
- Explore creation of a virtual buildings program or sophisticated renderings to showcase the development potential of high-priority sites.
- Buy land where appropriate to expand existing commercial areas and preserve long-term economic development opportunities.
- Identify publicly-owned properties and facilities that could be redeveloped or leveraged for desirable development opportunities.
- Explore redevelopment opportunities to maximize potential of underutilized sites.



Creating Space for Business

PRIORITY 3: Continuing to anticipate and prepare for growth through transportation, water, sewer, and other infrastructure planning.

With rapid growth and limited public finances, it can be difficult to keep up with new population and business needs. The City of Pflugerville continues to do a tremendous job planning and building infrastructure – from roads to water treatment facilities and sewers. Because public resources are scarce, and likely to be scarcer following the passage of TX Senate Bill 2 in 2019, they must be utilized strategically to address top priorities and community needs. Local primary employers are often not as engaged with public agencies when they are preparing plans and identifying priorities, but PCDC can serve as a voice for economic development needs and a convener of local primary employers when necessary. To ensure these perspectives continue to be at the table and incorporated into future planning, PCDC must proactively engage with the City of Pflugerville, Travis County, Capital Area Council of Governments, and other state and regional planning agencies.

TACTICS

- Actively engage with City, County, and regional planning organizations as they plan for the future of Pflugerville.
- Advocate for economic development needs and perspectives throughout planning efforts.



Creating Space for Business

PRIORITY 4: Establishing a PCDC annual budget that maintains operations, fulfills obligations, provides assistance to prioritized community projects, and preserves a reserve to assist future catalyst projects.

In 2019, the Texas legislature passed Senate Bill 2, which adds new restrictions on the ability of cities to increase property taxes. Most cities project that this law will create budget shortfalls in future years and make it even more difficult to construct and maintain new infrastructure and other community development projects. Tighter budgets will also make it nearly impossible for cities like Pflugerville to provide incentives to assist business location and expansion. At the same time, Travis County has adopted a new policy of not providing incentives to businesses. With these dynamics, there will be strong pressure on PCDC to utilize its sales tax revenues to assist the City and other local partners with eligible community projects under the Texas Type B sales tax laws.

PCDC already provides significant assistance to the City for roads, parks, and other infrastructure projects and should continue to do so, but it is important that this assistance does not diminish PCDC's ongoing, proactive economic development efforts or dip into the organization's reserve fund. The Pflugerville City Council expressed clear priorities for economic development – including the desire to recruit a large, corporate campus or similar catalyst project. Achieving this and other economic development objectives requires patience and a multifaceted approach as outlined in this strategy – including marketing, recruitment trips, hosting and partnering with developers, and more.

Any corporate campus or large employer recruitment effort will likely require a significant amount of financial assistance to get online – potentially in the form of infrastructure improvements or land purchases. Maintaining a reserve will ensure that PCDC is able to provide that assistance and help Pflugerville land catalyst projects in the future. This is especially important considering the City and County will likely be unable to contribute to an incentive package due to stated policies from the County and budget limitations at the City.

Maintaining this healthy reserve will also protect PCDC from potential revenue shortfalls that may come with a future economic downturn or recession – ensuring funds are available to pay current obligations and debts, making the organization and Pflugerville more resilient.



Creating Space for Business

Over the last five years, PCDC has significantly improved its financial position – reducing debts, keeping operating costs low, and building a strong reserve fund. This turnaround is one of Pflugerville’s recent success stories. PCDC still has a large share of its budget dedicated to existing obligations and debt – although much less than the average for Type B economic development corporations in Central Texas and larger communities across the state. At the same time, the current reserve is less than that maintained by most peer Type B organizations around the state – which held an average of 149% of their revenues in reserve at the end of 2018.

Operations, marketing, and incentives – the primary means of conducting proactive economic development activities – account for a relatively small share of PCDC’s annual budget. After operations, obligations, and reserves, this leaves a large share of PCDC’s annual budget available to continue assisting with community projects, but it is not unlimited. The PCDC Board should develop an annual budget to maintain operations, provide incentives, service debt, protect the reserve, and fund prioritized community projects identified in consultation with the City and partners.

TACTICS

- ❑ Each year in consultation with financial advisors and utilizing the proposed new budgeting tool, identify PCDC’s baseline annual budget necessary to maintain staffing and administration and also manage short-term and long-term obligations.
- ❑ Prepare an internal summary of financial obligations and operation costs to share with PCDC Board, City Council, and City staff.
- ❑ With the PCDC board, determine the characteristics of a catalyst project – examples of criteria for catalyst projects include type of project, industry of project, number of jobs created, amount of capital investment, and alignment with strategic goals. Utilize this discussion to differentiate catalyst projects from those that might receive general incentives and develop clear guidelines around each (see Priority 5 under Accelerating Job Creation).
- ❑ Based on annual budget review, a reserve to assist with future catalyst projects. Only utilize reserve funds for those catalyst projects that meet criteria identified by the board.
- ❑ Based on revenue projections, determine annual funds available for general incentives and to assist with City capital improvement projects that will promote PCDC’s fundamental economic development mission of creating primary jobs.
- ❑ Work with the PCDC board to develop a system for soliciting, receiving, and evaluating requests for financial assistance with City capital improvement projects and others special projects that directly impact primary job creation.
- ❑ Create criteria to prioritize City capital improvement projects and special projects for recreation for PCDC to fund, and each year select projects and funding up to the amount allocated for this purpose in the annual budget.



Leveraging Education

GOAL: Students, businesses, and adult learners in Pflugerville are well-connected to each other and have access to in-demand skills-based learning programs.

In the modern economy, finding a stable, well-paying career path increasingly requires technical skills and education. Ensuring residents are connected with in-demand training opportunities will help prepare them for and connect them to productive local careers. Focusing on education not only helps individuals in a community, but it also encourages the growth of local businesses, whose expansion depends on the availability of skilled workers – especially in the current labor market. Education serves as a competitive asset in business recruitment, retention, and expansion.

Pflugerville ISD is one of the best in Central Texas and continues to improve opportunities for students through increased Career & Technical Education offerings and other programs. Pflugerville residents and businesses also have access to a wealth of educational institutions and programs throughout Central Texas – including the University of Texas, St. Edwards University, Austin Community College, (ACC), Texas State Technical College (TSTC), Workforce Solutions Capital Area, and more. Leveraging education in Pflugerville will mean better connecting students, adult learners, and businesses with each other and resources – both in the city and region.

PRIORITIES

Addressing the following priorities will help Pflugerville achieve this goal and leverage education to support residents and businesses:

1. Facilitating local business engagement with Pflugerville ISD and its students.
2. Establishing an innovative career and technology training center in Pflugerville.
3. Supporting expansion of Career & Technical Education programs at Pflugerville ISD.
4. Connecting working-age veterans and adult learners with new career pathways.
5. Utilizing state and regional education programs to serve Pflugerville residents and businesses.



Leveraging Education

PRIORITY 1: Facilitating local business engagement with Pflugerville ISD and its students.

Businesses across the country struggle to find, hire, and retain skilled employees. As a result, the availability of talent has become one of the top site selection factors considered by businesses when choosing a new location. Because talent is hard to find everywhere, communities with a strong workforce pipeline – including robust relationships between employers and educators, training programs tailored to employers needs, and customizable grants and programs to prepare students for careers – are viewed as attractive destinations for new operations. Existing businesses also benefit from engagement with local educators – deepening their roots in the community and building their own future workforce.

During the CEDS 2.0 planning process, many Pflugerville businesses expressed a desire to become more involved with Pflugerville ISD, both to show their commitment to the city and to help them better connect students with local careers. As a main contact between employers and Pflugerville ISD, PCDC can play a critical role facilitating engagement of local businesses with the ISD and its students – helping existing businesses and students succeed, while also enhancing Pflugerville’s attractiveness as a business destination.

TACTICS

- Work with PfISD to develop a detailed summary of education programs and their purposes, specific ways businesses can get involved, and systems for connecting interested businesses with appropriate ISD contacts during business retention and expansion company visits.
- Explore best practice models for internship, “minternships,” and apprenticeship programs in Texas.
- Work with PfISD and local companies to expand existing and develop new internship and apprenticeship programs that connect local businesses and students.
- Develop educational resource marketing materials that include available programs at PfISD and regional institutions. (see Telling the Story).
- Utilize the Business Pfirst program to market education resources and connect employers with training grants and institutions.
- Support the Real World Pflugerville Career Fair and efforts of the Pflugerville Employment Coalition.
- In partnership with PfISD Career & Technical Education program host an annual education job fair for high school graduates not attending college and parents to highlight career and training opportunities in Pflugerville.
- Work with PfISD to develop a program that brings local employers to middle schools to raise awareness of careers and opportunities.
- Host bi-annual education meetings with Workforce Solutions, PfISD, and other education partners to share perspectives on important workforce topics and the future of education.



Leveraging Education

PRIORITY 2: Establishing an innovative career and technology training center in Pflugerville.

Because Pflugerville does not have a post-secondary higher education institution, it is more difficult to directly provide training opportunities to residents after high school. Training adults and students in Pflugerville requires partnerships and creative thinking, demonstrated in the recent award of the TX Workforce Commission's High Demand Job Training Grant, which brought together PCDC, the Travis County Emergency Services District #2, PfISD, and Workforce Solutions Capital Area to provide training for emergency medical technicians.

Most education and training programs require a rooftop under which to operate, and establishing a career training center in Pflugerville would provide a dedicated, physical location for flexible training activities. It would also facilitate the exploration of new partnerships to provide ongoing training for adults and students in Pflugerville – a critical economic development need in the modern economy.

TACTICS

- Conduct an extensive study of educational service providers and locations in Central Texas to better understand potential career and technology center options and gaps in programming that could be filled in Pflugerville.
- Meet with PfISD, Workforce Solutions Capital Area, and other service providers to identify top facility needs and design features to incorporate in a potential career center to ensure it is state-of-the-art and best serves potential user needs.
- Identify diverse partners and flexible programming opportunities for the center to maximize its utilization – including options for hosting seminars and events and incorporating entrepreneurial programs or coworking space (see Priority 4 under Accelerating Job Creation).
- Explore sponsorship opportunities with local businesses and organizations to fund construction and operation of the center.
- Identify potential locations for the center and prepare plans for development.
- Work with PfISD, Workforce Solutions Capital Area, and other education providers to develop and provide training and other programming at the center.
- Construct and operate the career and technology center.



Leveraging Education

PRIORITY 3: Supporting the expansion of Career & Technical Education programs at Pflugerville ISD.

Technical skills are in high demand and short supply. As a result, communities across the country are reimagining Career & Technical Education for the modern era – adjusting programs to match the current needs of employers, raising awareness of strong career options, and creating a culture that recognizes there are many different education pathways to personal and economic success.

Pflugerville ISD continues to grow and expand its Career & Technical Education programs with great success. These efforts help students find successful careers and ensure businesses are better able to hire local residents. Supporting and assisting PfISD Career & Technical Education programs will continue to make it easier for Pflugerville to attract new businesses and for existing businesses to grow and thrive.

TACTICS

- Conduct a more detailed labor shed and educational gap analysis study to better understand available workforce, resources in the region, and top occupational needs for technical training, apprenticeships, internships, and other education.
- Identify opportunities to assist with teacher recruitment and retention at PfISD.
- Work with Pflugerville ISD to enhance existing and develop new programs that give students in-demand skills by connecting educators with employers, collecting and sharing relevant data, and convening employer-educator events.
- Encourage consolidation of PfISD Career & Technical Education programming in a new centralized location, such as the potential career and technology center, to improve access for students and businesses and to consolidate resources.
- Work with Pflugerville ISD to develop career pathway options and marketing materials for students, highlighting local employers and target industry career pathways.



Leveraging Education

PRIORITY 4: Connecting working-age veterans and adult learners with new career pathways.

Exiting the military is not always an easy process. Despite having skills and work ethics that are highly attractive to private sector employers, veterans are not always aware of how their military training translates into a civilian career or where to find resources that help them connect with employers. There are many organizations, both public and private, dedicated to helping veterans return to civilian life, but it can sometimes be difficult to navigate the different options. Similarly, adults who are looking to change careers or re-enter the workforce often struggle to know what options are available to assist them with upskilling and connection to new employers.

Pflugerville is home to a large and growing working-age veteran population, which is a tremendous economic development and community asset. Veterans are recognized as dependable, hard-working, and committed – characteristics attractive to any employer or community. With a large existing population, proximity to Fort Hood, and potential for collaboration with the new Army Futures Command, Pflugerville is well-positioned to continue supporting transitioning veterans and connecting them with education, employers, and other resources that will help them thrive.

TACTICS

- Continue to identify and work with veterans' associations, helping transitioning veterans connect to resources and employment options in Pflugerville.
- Develop marketing materials that highlight top veteran programs and options available in Pflugerville and the region. (See Telling the Story).
- Work with Workforce Solutions Capital Area and other service providers to better understand the characteristics and needs of adults in Pflugerville who might be seeking upskilling and new employment opportunities.
- Work with Army Futures Command and other state and federal agencies to identify careers that have veteran preferences.
- Market availability of resources to targeted adult populations who could benefit based on geographic location in Pflugerville, gender, race, age, and other characteristics.
- Host information sessions to share information and connect veterans and adult learners with local and regional programs.
- Utilize the potential career and technology center to host events and directly provide training in an accessible manner, including holding non-traditional hours for adult learners who are working.



Leveraging Education

PRIORITY 5: Utilizing outside education grants and other programs to serve Pflugerville residents and businesses.

The federal Economic Development Administration (EDA), Department of Education, Texas Workforce Commission, Workforce Solutions Capital Area, and numerous other federal and state agencies provide a wide variety of grants and other training programs to help businesses train existing and new workers and to help communities develop new education programs. Despite a plethora of programs, many are underutilized – often because businesses are unaware of programs, agencies and educators lack connections to employers in need, and the applications for and administration of programs can be bureaucratic and daunting.

Helping connect businesses with grants and other programs and assisting them with utilization can have a significant impact on business growth in a community. This allows a community like Pflugerville to leverage financial resources and customized training options that would otherwise not be available.

TACTICS

- Develop a comprehensive list of workforce and education grants, programs, and providers that have the greatest potential for utilization in Pflugerville and by local employers. (See Priority 1 under Accelerating Job Creation).
- Contact and work with agencies administering programs, such as the Texas Workforce Commission, to better understand available programs and how they might be utilized in Pflugerville.
- Build PCDC staff expertise in program applications and work with providers, such as Workforce Solutions Capital Area, to develop related marketing materials, training sessions, and personnel contacts to share with businesses.
- Continue utilizing the Texas Workforce Commission’s High Demand Job Training Grant (HDJTG) to create specialized training programs that serve the needs of Pflugerville employers.
- Continue to explore opportunities to recruit a post-secondary educational institution to Pflugerville – both a permanent location and contracted service provision for specific training opportunities.
- Encourage the expansion of existing and development of new scholarship grants and other local assistance programs that help Pflugerville students pursue post-secondary education.



Telling the Story

GOAL: Pflugerville shares a compelling story that highlights the city's unique identity and opportunities for business growth.

Across the United States, more communities are actively engaged in economic development recruitment than in the past. At the same time, there are fewer large, active recruitment prospects looking for new locations. This is creating increased competition among communities and making it more important – and more difficult – than ever to stand out from the crowd when businesses are considering where to locate.

Pflugerville has an incredible story to tell – tremendous residential and business growth, an attractive quality of life, equitable opportunities, a business-friendly regulatory climate, and an advantageous location in Central Texas. Yet not everybody knows this story – both across the world and at home in Pflugerville and Central Texas.

PRIORITIES

Addressing the following priorities will help Pflugerville achieve this goal and better tell the city's story:

1. Developing a suite of marketing materials for target audiences with compelling information about Pflugerville.
2. Expanding communication channels to reach more target audiences and local stakeholders.
3. Establishing Pflugerville's distinct position within Central Texas.
4. Providing key partners, businesses, and residents with the tools and messaging to be goodwill ambassadors for Pflugerville.
5. Creating an Additive Manufacturing & 3D Printing targeted attraction campaign.



Telling the Story

PRIORITY 1: Developing a suite of marketing materials for target industries with compelling information about Pflugerville.

Target industries present the greatest opportunities for growth in Pflugerville – matching the city’s economic development assets and vision. Each target industry has different workforce, site, and other business needs, and these needs are constantly evolving in the global marketplace. To cut through the noise in a competitive economic development environment, PCDC must provide compelling and up-to-date information about local assets and opportunities. Creating a comprehensive marketing toolkit will give PCDC the right materials to share with the right audiences – whether recruiting international employers to the city or connecting existing employers with workforce training programs.

TACTICS

- Create a landing page for each target industry on PCDC's website. Include information such as an overview of the target industry, concise data points, lists of businesses in that industry, incentives, testimonials from business leaders, industry marketing videos, and contact information.
- Create digital and print target industry brochures that describe why Pflugerville is an ideal fit for each target industry.
- Create a set of digital and print internship and education toolkits targeted at employers, educational staff, and students that connect each audience to key resources necessary around career education, internships, and apprenticeship (see Priority 2 under Leveraging Education).
- Create a one-page handout that provides businesses with information about Texas Workforce Commission grants, including who is eligible, and how to apply. Distribute these handouts during company visits, seminars, Business Pfirst breakfasts, and digitally on the PCDC website.
- Create employment toolkits for businesses and veterans that focus on pathways to local employment opportunities and connecting job-seekers to employers through veteran-related organizations (see Priority 5 under Leveraging Education).
- Create a series of one-page “start charts” targeted at 8th grade students, 11th grade students, veterans, and businesses that describe the different paths each audience could take as they grow in their career or business. Use a flow-chart style to allow readers to better understand the steps they need to take to achieve their goals.
- Purchase digital and print ads on publication websites, newsletters and magazines, such as Site Selection Magazine, with the possibility of other publications, in conjunction with articles about Pflugerville.
- Plan a community tour route that showcases key locations to prospects and create a handout that outlines the route and resources on a map.
- Develop a virtual community tour that can be viewed online, as a video or interactive map, so prospects are able to view Pflugerville and its assets before visiting in person.



Telling the Story

PRIORITY 2: Expanding communication channels to reach more target audiences and local stakeholders.

Communication is foundational for proactive economic development. Economic development organizations need their message to reach the right audiences and provide the right information. This includes reaching external audiences to recruit into the community, existing businesses to help them grow, and local stakeholders, who provide support for all activities. Effectively reaching these varied audiences requires a strategic approach using variety of communication channels – from websites to in-person events.

In recent years, PCDC's marketing and communication efforts have grown significantly. The following tactics will enhance and further focus these efforts to better reach targeted audiences. It is important that no matter where people go for information about economic development in Pflugerville, they will find an accurate, compelling, and consistent story about the city.

TACTICS

- Conduct a digital and social media audit of PCDC's website and materials to identify ways to better highlight local and regional resources, such as quality of life, education, and workforce assets. Make layout and copy changes as appropriate to better sell Pflugerville's unique identity.
- Write a monthly or quarterly blog or newspaper column that shares perspectives on the importance of economic development and how citizens can support economic development in Pflugerville.
- Expand PCDC's blog into a monthly podcast with guests, relevant news, and economic development-related content.
- Develop an online job portal specifically for Pflugerville businesses that is targeted at key workforce populations like students and veterans.
- Hold workshops in partnership with PfISD for businesses interested in hiring interns or apprentices so they can learn more about how to reach students, how to provide the students with the skills they need, and more.
- Host seminars for local businesses about how to obtain funding from the Texas Workforce Commission and other programs. Invite representatives from Workforce Solutions Capital Area, PfISD, and other education partners to walk participants through the process.
- Hold "office hours" to assist businesses with grant and other program applications.



Telling the Story

PRIORITY 3: Establishing Pflugerville's distinct position within Central Texas.

Pflugerville is growing jobs and people at a rapid pace, but many in Central Texas still often perceive it as a bedroom community. Pflugerville has a unique and exciting story to tell – especially around equity and economic opportunities – and this needs to be spread across the region to accelerate the right type of economic growth. Austin is internationally recognized as a thriving business location, which brings outside businesses to consider the region. As prospects come to the region, it is important to distinguish Pflugerville from the other communities in Central Texas. Pflugerville's diverse residents, high levels of equity, growing veteran population, and assets like SH-130 and I-45 stand out from the city's neighbors. PCDC must continue to showcase these assets and raise awareness of the distinct economic development opportunities Pflugerville presents within the region.

TACTICS

- ❑ Initiate and convene a SH-130 Corridor Economic Development Alliance to discuss ways to recruit more business to the SH-130 corridor, plan for future growth, and improve the operations of current businesses. Use these meetings not only as feedback sessions but also marketing opportunities to showcase businesses along the SH-130 corridor and how PCDC assists them.
- ❑ Host a conference focused on growth and opportunities along the SH-130 Corridor, and invite the members of the SH-130 Corridor Economic Development Alliance and other key stakeholders to a one-day conference to discuss future plans for the corridor.
- ❑ Continue to show a consistent presence in Opportunity Austin, Team Texas, and other regional, state, national, and international business development and marketing programs to update peers about Pflugerville's economic development environment and recruit new businesses.
- ❑ Strengthen local business and organizational relationships with the Greater Austin Black, Asian, Hispanic, and LGBT Chambers and use these relationships to celebrate and promote Pflugerville's diverse and talented population. Offer to host events for these chambers, promote cultural celebrations, and develop partnerships that promote businesses, led by people of color to tell Pflugerville's diversity story.
- ❑ Meet and expand relationships with regional anchor institutions like The University of Texas at Austin, Dell Medical School, and Army Futures Command. Explore opportunities for related business growth in Pflugerville through suppliers, clients, technology spinoffs, and more.
- ❑ Celebrate Pflugerville's unique assets, like the opening of a potential career and technology center, with an inbound event that invites regional leadership and locals to tour the new facility and hear from PCDC, the City, and partners about its positive impacts on the community.



Telling the Story

PRIORITY 4: Providing key partners, businesses, and residents with the tools and messaging to be goodwill ambassadors for Pflugerville.

Marketing to external audiences brings outside attention to a community, but the presentation of a community by the economic development organization, local partners, and residents directly influences location decisions. When local representatives are saying different things, it can lose a potential prospect, but when internal partners are on the same page, it significantly enhances the sales pitch. Ensuring that internal partners are supportive of economic development priorities and share consistent messages leads to amplified visibility and more positive recruitment outcomes.

Communicating with internal audiences is also critical to building understanding, trust, and support among local businesses and residents for economic development projects. Clear communication among partners and residents helps ensure that the community is up-to-date with accurate information about economic development activities in Pflugerville and that they share positive messages with their networks.

TACTICS

- Create an economic development press kit that can be shared with leadership, businesses, residents, and the Steering Committee to ensure all of Pflugerville is telling a consistent economic development story.
- Host a launch event to share the new CEDS 2.0 strategy with community leadership, key partners, Steering Committee members, and residents.
- Create a webpage that has a photo, a brief biography, areas of expertise, and contact information for each ambassador.
- Invite Pflugerville ambassadors, elected leaders, and other key partners to serve as guests on the PCDC podcast and to write newspaper op-eds and articles discussing economic development priorities and activities.
- Encourage key staff and board members to post and participate through sharing or commenting on PCDC activities through established social media platforms.



Telling the Story

PRIORITY 5: Creating an Additive Manufacturing & 3D Printing targeted attraction campaign.

In recent years, Pflugerville has become a recognized center for Additive Manufacturing & 3D Printing – being named The 3D City by Site Selection magazine. This cluster includes a wide range of high-paying jobs in research, engineering, business, and advanced manufacturing. It is also one of the most unique target opportunities for Pflugerville – which has a higher concentration of Additive companies, jobs, and assets than anywhere in the Austin region or benchmarked communities. All marketing and business development efforts will include a focus on Additive companies as one of Pflugerville’s target industries, but the following tactics will help ensure that this special opportunity gets extra attention.

- Create digital and print materials that highlight Pflugerville’s 3D City identity and assets. Feature these materials on the PCDC website, share at related conferences, and distribute to target businesses and site selectors.
- Develop 3D City themed ads to showcase this unique opportunity and include these among purchased media buys.
- Seek opportunities for earned media where newspapers and other publications write articles, similar to the Site Selection magazine 3D City story, about the growing Additive cluster in Pflugerville.
- Produce original 3D City focused content, such as articles, blog posts, and videos, that PCDC can share on their website, in their newsletter, via social media, and with other media outlets.
- During Economic Development Week, host a celebration that showcases Pflugerville as the “3D City” by connecting the greater community to additive manufacturing firms. Make this a family-friendly event for all ages, and include activities like firm tours, STEM events for children and teens, an industry panel for the media, networking event for industry professionals, and demonstrations of 3D printing at work.



Aligning Efforts

GOAL: Pflugerville works in alignment to improve the economy and utilizes universal metrics to achieve extraordinary success.

Economic development is a team sport, and communities that work together to achieve their goals are more successful than those where each organization operates in a silo. To take economic development in Pflugerville to the next level, it is important that PCDC coordinate with key partners and build common support for efforts that make Pflugerville a better place to live and work. Regular and transparent communication is one way to help these efforts. Another way to keep partners on the same page is agreeing to common metrics of success around economic development. Regular reporting on shared metrics will help partners and the greater community know whether Pflugerville is moving the needle and where more action and support is needed to achieve shared goals.

PRIORITIES

Addressing the following priorities will help Pflugerville achieve this goal and align our economic development efforts:

1. Expanding communications between the PCDC team and other community leadership to enhance collaboration and alignment.
2. Continuing to share economic development successes with Pflugerville leadership, businesses, and residents to build, enhance, and maintain community understanding of and support for economic development activities.
3. Developing an annual report that uses a consistent set of metrics year after year to measure Pflugerville's annual economic development progress.



Aligning Efforts

PRIORITY 1: Expanding communications between the PCDC team and other community leadership to enhance collaboration and alignment.

Key to aligning efforts is consistent communication among PCDC leadership, staff, and partners, including the City, County, Chamber, and PfISD. Expanding communications from in-person leadership meetings to include staff connections and digital updates will help free up time for PCDC leadership to recruit and support businesses. These efforts will also increase the connections and trust between PCDC staff and other community partner teams.

TACTICS

- Continue bi-weekly meetings of City and PCDC staff. To avoid redundancy, keep these meetings brief and informational – focusing on priority topics and staff updates related to new projects and information.
- Invite City, County, PfISD, and other leadership to informal one-on-one meetings throughout the year to discuss economic development activities, priorities, and needs. Prioritize meetings with newly-elected leaders to brief them on PCDC's mission, CEDS 2.0 goals and priorities, and new opportunities.
- Establish a quarterly informal meeting with the leadership of PCDC, PfISD, and the Chamber to discuss how each organization's leadership can better collaborate to connect businesses with educational resources and vice versa.
- Connect PCDC staff with community partners working on related activities to expand communication pathways. For example, connect PCDC business retention and expansion staff with Chamber partners engaged in non-primary business visits or marketing staff working directly with Community Impact.
- Provide a regular digital newsletter or report to the PCDC Board, City Council, and other key partners to keep them informed about PCDC's current projects and successes.



Aligning Efforts

PRIORITY 2: Continuing to share economic development successes with Pflugerville leadership, businesses, and residents to build, enhance, and maintain community understanding of and support for economic development activities.

PCDC regularly shares the story of local economic development wins through a variety of channels, but these can be strengthened to reach more stakeholders. This will help build a greater understanding and positive impression of economic development and opportunities in Pflugerville. Expanding celebrations of local success will also increase external awareness of opportunities in Pflugerville, harness local pride and testimonials, and raise the city's national profile – which all help efforts to recruit new businesses to the city.

Celebrating successes together outwardly demonstrates alignment. This process recognizes that each partner's efforts, whether in collaboration or separately, make the community a better place to work and live. Demonstrating that collaboration and alignment to local stakeholders and recruitment prospects makes Pflugerville a more attractive business location. Taking time to uplift key partners and their successes will show the rest of the region, nation, and world that Pflugerville is a supportive, collaborative, and driven community.

TACTICS

- ❑ Continue to host Business Pfirst Community Breakfasts as a networking opportunity and event to share economic development news, perspectives, and successes with regional leaders.
- ❑ Expand celebrations during Economic Development Week in Pflugerville. Conclude the week with an Economic Development Summit, where PCDC leadership and key partners discuss the state of Pflugerville on a panel.
- ❑ Create a social media campaign during Economic Development Week that uses hashtags like #EDWeek2020 and #BusinessPfirst.
- ❑ Utilize a social media calendar that allows staff and partners to share stories about their ongoing activities, local businesses stories, and other events as they are happening.
- ❑ Grow PCDC's social media following to provide more regular interactions with local businesses and residents by encouraging PCDC's partners, local businesses, board members, and Steering Committee members to follow and engage with PCDC's content.



Aligning Efforts

PRIORITY 2: Continuing to share economic development successes with Pflugerville leadership, businesses, and residents to build, enhance, and maintain community understanding of and support for economic development activities.

- Support Chamber of Commerce efforts to host and celebrate local businesses and showcase Pflugerville's potential for new businesses and real estate development (see Priority 2 under Accelerating Job Creation).
- Create and publicize an online data dashboard about Pflugerville. Promote this dashboard as a marketing tool for PCDC and business resources for existing industry, prospects, and startups.
- Continue to utilize the PCDC quarterly newsletter to update partners and the community about progress on the strategies and recent successes. Ensure all Steering Committee members are included on the newsletter distribution list.
- Encourage Steering Committee members to share any positive news related to CEDS 2.0 with their networks by forwarding the newsletter, sharing information to social media, or discussing in person within their networks
- Share success stories from the City, Chamber, PfISD and other partners through PCDC's marketing channels and ask partners to do the same.
- Present a unified front in all marketing and communications by using similar imagery, messaging, and tones across all marketing materials and share marketing materials so that everyone is using similar messaging.



Aligning Efforts

PRIORITY 3: Developing an annual report that uses a consistent set of metrics year after year to measure Pflugerville's annual economic development progress.

An annual report is a great tool for keeping PCDC on track to achieving its goals and sharing progress with stakeholders and the public. An annual report is especially effective when it uses the same indicators to show progress on key topics like job growth and business investment. Annual reports can be shared with internal audiences like businesses, elected officials, or residents to show how an EDO's work is positively affecting the community. These reports are also an effective marketing tool and can be shared with external audiences like business prospects, site selectors, or regional partners to provide them with an overview of PCDC's work and its accomplishments.

TACTICS

- Prepare an annual report that can be shared with the PCDC Board, City Council, and public. This report should compile qualitative and quantitative metrics that measure successes and challenges over the past year.
- Encourage key community partners to track and report indicators and metrics related to their own goals.
- Collect economic development-related metrics from partners and share them in PCDC's annual report where appropriate.
- Develop an online dashboard that tracks PCDC's metrics in real time throughout the year. This dashboard can be viewed as an internal communication platform and a business recruitment tool that highlights the proactive, strategic work PCDC is doing to support businesses.
- Utilize the annual report as a foundation to discuss CEDS 2.0 progress with the PCDC Board and City Council and to identify economic development priorities for the upcoming year.



04

**Implementation
& Metrics**

Implementation Tables

Along with this full strategy document, Avalanche Consulting has prepared accompanying Implementation Tables to assist with completion of tasks in the strategy. The spreadsheet tables prioritize activities by year and are a convenient tool for summarizing and tracking CEDS 2.0 activities.

Pflugerville CEDS 2.0 should be considered a living document – with tactics and strategies changing over time as some are completed and new opportunities emerge. The Implementation Tables can be used to track progress, mark completion, and update tactics moving forward.

In addition to serving as an internal tracking tool, the Implementation Tables can also potentially be shared with the public and partners in annual reports and other materials to show activity and progress towards CEDS 2.0 goals.



Metrics of Success

Tracking implementation of strategic tactics will help follow progress towards Pflugerville’s economic development goals, but it is also useful to have quantitative metrics and benchmarks to assess the effectiveness of strategies and overall economic health in the community. Metrics should be divided into **Global** and **Internal**.

Global Metrics measure the overall economic health of the community. These metrics are affected by the activities of CEDS 2.0 , but they are also affected by a wide variety of factors in the local, regional, and global economies. Some global metrics, particularly demographic ones, are subject to lag – with the most recent data showing characteristics from two or more years ago. As such, global metrics do not always provide a direct measure of the effectiveness of all PCDC and CEDS 2.0 activities. Nonetheless, they are important for measuring Pflugerville’s progress towards community goals.

Internal Metrics measure the output and activity produced by CEDS 2.0. Generally, these metrics are collected internally by PCDC and partners and should relate directly to the tasks and goals within CEDS 2.0. Because internal metrics focus on PCDC activities, it is possible to set specific benchmark goals for each year’s activity – recognizing that there is no universal standard for success. Rather, internal metrics and benchmarks should reflect a balance of prioritized activity based on available staff, time, and budget. Benchmark goals should be ambitious – stretching PCDC to achieve – but also with a reasonable expectation of success based on past capacity and available resources.

Using these guidelines, the PCDC board should work with staff to identify the specific metrics and benchmarks to utilize in the coming years.

On the following pages, Avalanche provides suggested types of global and internal metrics based on the goals of CEDS 2.0 and best practices seen in other communities.



Global Metrics

Suggested CEDS 2.0 **Global** Metrics

Accelerating Job Creation	Creating Space for Business	Leveraging Education	Telling the Story	Aligning Efforts
Total jobs	Total industrial sq. ft	Educational attainment	Sales tax revenue	Number of partner projects (infrastructure, parks, education, etc) assisted by PCDC
Total population	Total office sq. ft	Number of PfISD graduates pursuing post-secondary credentials	Appraised property value	Dollar value of PCDC assistance with partner projects in the community
Job to population ratio	Office & industrial vacancy rates		Media mentions	

These suggested global metrics provide a measure of global conditions in Pflugerville related to each CEDS 2.0 goal area. Notably, Aligning Efforts is difficult to gauge on a global scale but has suggested internal metrics on the following page.

When identifying internal metrics, Avalanche suggests selecting one Key Performance Metric for each goal area. This should be the primary measure of “Are we achieving our goal?”

In the case of Accelerating Job Creation, the primary goal is creating more jobs than new residents in Pflugerville. Since the number of new residents cannot be affected by CEDS 2.0 and many jobs, such as those in retail, fall outside the purview of PCDC, the Key Performance Indicator would be the number of jobs created by projects assisted by PCDC.

Additional metrics should help track related factors and goal-supportive activity. In the case of Accelerating Job Creation, these might be the average salary of jobs created by assisted projects, the number of local company visits, and more.



Internal Metrics

Suggested CEDS 2.0 Internal Metrics

Accelerating Job Creation	Creating Space for Business	Leveraging Education	Telling the Story	Aligning Efforts
Key Performance Metric	Key Performance Metric	Key Performance Metric	Key Performance Metric	Key Performance Metric
Jobs created by projects assisted by PCDC – Attraction & Retention	New office & industrial construction square footage	Dollar value of workforce programs utilized by Pflugerville companies through PCDC assistance	Number of business leads generated	Annual PCDC budget (internal)
Number of projects assisted – Attraction & Retention	Number of infrastructure projects conducted or assisted by PCDC	Number of workforce programs utilized	Repeat Visits	Annual report (external)
Average salary of jobs created by assisted projects	Dollar value of assistance provided by PCDC	Number of students engaged with local businesses (internships, etc)	Lead conversion rate (leads to wins)	Number of regional and state events attended
Capital investment generated by assisted projects	Number of meetings with developers and landowners	Number of businesses engaged with PfISD and other workforce partners	Number of leads generated by different sources	Number of city, county, regional, and state partners engaged with PCDC
Local economic impact of assisted projects	Acreage of shovel-ready property available	Number of training sessions hosted by PCDC	Social media engagement	
Number of local company visits		Number of attendees at PCDC training sessions	Website traffic	
Target industry job growth				
Veteran employment				



05

Best Practices

Accelerating Job Creation

Best Practice: International Focus – Upstate, SC Alliance

The Upstate SC Alliance, the economic development organization for the Greenville, SC region, has developed a toolkit for international recruitment that attracts and supports foreign firms as they explore relocating or expanding to the Upstate. The Upstate SC Alliance has an entire section of its website dedicated to international recruitment with plenty of tools for businesses and easy to find contact information for interested firms.

The Alliance's resources for international businesses includes information about the US business market, resources for entering the US trade market, trade and export law, and resources for international businesses. All of these webpages have extensive information for international firms, contact information for the relevant staff member of the Alliance, and several downloadable resources like fact sheets and brochures.

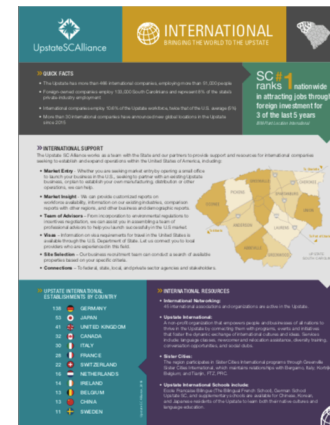
This information for international firms makes the Upstate a welcoming and supportive environment for international investment, and the amount of information found online shows that the Alliance is knowledgeable and experienced when it comes to working with international businesses.

Outside of providing resources, the Alliance has taken steps to make itself even more attractive to international firms. The Upstate was selected to be part of the Brookings Institution's Global Cities initiative, which has driven international recruitment efforts.

In 2017, the Alliance launched the Global Competitiveness Council, a public-private partnership that houses committees to address global competitiveness. The Global Competitiveness Council works to enhance global leadership, materials innovation, middle market outreach, and talent strategies to make the Upstate an even more competitive location for international firms.

TAKEAWAYS FOR PFLUGERVILLE

- The amount of information and resources the Alliance has available for international firms is a great example of proactively providing information for prospects. The information, infographics, downloadable materials, and contact information are exactly the kind of resources that international firms will need when expanding or relocating to the US.
- The Global Competitiveness Council is a prime example of how to gain community support for international recruitment. With Alliance investors, public sectors members and nonprofits all serving on committees, the Upstate is working with partners to address competitiveness issues for global firms and rally support from key stakeholders for international recruitment.



Accelerating Job Creation

Best Practice: Balanced Activities – Longmont, CO

In addition to target industry and recruitment materials, the Longmont Economic Development Partnership showcases numerous resources for new startups and expanding local businesses. These resources are part of the Partnership's commitment to retaining and expanding local businesses, which are a major source of job creation.

The Partnership supports startups through the Longmont Startup Community. This initiative provides new businesses with free consulting and networking and helps guide businesses through the important first steps of opening a new firm, like finding a location and accessing capital. The Partnership provides information on coworking and maker spaces in the community that are a great starting point for new businesses, and it even has a checklist on their website that walks new businesses through all of the steps necessary to start a business in Colorado.

The Partnership also has resources for local businesses that are beyond the startup phase and need help expanding or growing. An entire section of the Partnership's website is devoted to advancing local businesses and helps connect small businesses to additional capital, networking events, workshops and training, and even offers information for growing businesses in Spanish to make their resources more accessible to the entire business community.

For both startups and existing local businesses, the Partnership provides downloadable materials and contact information, so business owners have all the information and opportunity they need to make sure their businesses are successful in Longmont.

TAKEAWAYS FOR PFLUGERVILLE

- The Partnership's equal focus on recruitment, startups, and small business support strikes the right balance between recruitment and retention. The resources they provide show their commitment to supporting and growing local businesses, which are critical to every economy.
- The content on the Advance Startup Community and Advance Local Business webpages includes all the resources a new or local business would need. PCDC should consider including similar information on its website.



Creating Space for Business

Best Practice: Economic Diversification & Placemaking in Sugar Land, TX

Located 30 minutes from Downtown Houston, Sugar Land has grown rapidly over the past 30 years – from a city of 25,000 in 1990 to nearly 120,000 today. In recent years, population growth has slowed, but employment growth has been booming. Over the past 15 years, employment in Sugar Land grew 100% – from 36,100 in 2003 to 72,200 jobs in 2018, including headquarters for Minute Maid, UnitedHealthcare, Texas Instruments, Schlumberger, Fluor, and more. Business growth has bolstered the City's sales tax revenues, helping offset the cost of services to residents. In 2018, 73% of the City's \$52 million in sales tax revenue came from nonresidents and businesses.

Careful real estate planning and investment helped spur the growth of Sugar Land as an employment and commercial destination. Development began with the Sugar Land Business Park in 1977. With 1,000 acres of industrial land, the Sugar Land Business Park attracted a variety of manufacturing, flex office, distribution centers, and headquarters to the city. Starting in 2003, the City of Sugar Land partnered with Planned Community Developers to create a walkable downtown destination in this traditionally rural, and later suburban, community. The result was Sugar Land Town Square, which combines retail, housing, employment, and community gathering – including the Sugar Land City Hall, a Marriott hotel, and conference center. This mixed-use development allowed Sugar Land to attract Minute Maid's headquarters, along with other office users.

The City continues to plan for the future – stressing economic diversification, placemaking, and preservation of land for business as essential components. With 6% of developable land remaining, the City has designated most remaining land as either commercial or light industrial. With that remaining land, the City is proactively working to develop new space for businesses and to diversify their economy. Recent projects include partnering to build two new warehouses totaling over 315,000 square feet in the Business Park.

In December 2018, the Sugar Land Development Corporation (SLDC) transferred \$900,000 from its reserve for opportunities to help the City begin redevelopment of a former state prison into a new business park. The SLDC has encouraged this project through a series of actions, including feasibility studies, environmental assessments, property acquisition, site clean up, and more. Meanwhile, the City passed four bond propositions totaling \$91 million for the 2019 ballot – including drainage, streets and mobility, and public safety.



TAKEAWAYS FOR PFLUGERVILLE

- Placemaking and mixed-use developments are critical to development of office and corporate headquarters.
- Preservation of land for commercial and industrial uses will sustain the local economy as Pflugerville grows and will help offset residential demand for services.
- Even with strong office growth, continued investment in industrial and other diversified sectors is necessary to build economic resilience.
- Creating space relies on partnerships between the public and private sector. Economic development should be preserved for catalyst projects and can be utilized strategically to facilitate development.



Creating Space for Business

Best Practice: Customizable Virtual Building Program – Prattville, AL

Once a business makes a location decision, it wants to begin operations as quickly as possible. With vacancy rates low in most communities, businesses often look for shovel-ready sites – those that can be developed and built-to-suit in the shortest possible time. To help this process, most communities are focusing their economic development real estate activities on infrastructure and site preparedness to ensure their sites are ready to build when a business is considering locating or expanding in their community.

To encourage new business locations, many economic development organizations are investing in virtual building programs and related tools that showcase the development potential of sites and communities, especially those with greenfield properties. Prattville, Alabama's Customized Virtual Building program is a best practice in this area.

Prattville is strategically located on I-65 outside Montgomery, Alabama on the way to Birmingham. The city has numerous industrial sites, but many are undeveloped. To showcase their potential, the local economic development organization created its Customizable Virtual Building program. Hosted on its economic development website, the program offers computer-generated graphics of different buildings. The program also allows visitors to select from different building options, including ceiling heights, floor thickness, exterior finish, office square footage, and more. For each customized selection, the program then provides a cost estimate and average time of completion for the prospective project.

These types of programs provide assurance to prospective businesses and developers by including a clear timeframe for development, rough site needs, and construction cost estimates. The use of virtual images on real site backgrounds helps prospects visualize the potential for a site that might currently be covered in fields or trees. A number of virtual reality companies have developed products and services to help economic development organizations take real estate development and attraction into the 21st century, such as PlaceVR, a virtual reality program that allows prospects to visit and get to know a community and see the potential of sites without leaving their desks.

TAKEAWAYS FOR PFLUGERVILLE

- Utilizing virtual buildings could help showcase the potential of undeveloped sites in Pflugerville and encourage development that matches the city's vision for the future.
- Including cost estimates and development timeframes helps reassure prospects and makes Pflugerville more attractive.
- Utilizing virtual reality to provide tours would help tell the Pflugerville story and demonstrate that the city is on the cutting edge of new technology.



Leveraging Education

Best Practice: TRIO Pre-Apprenticeship Program – Texas

With a tight labor market and increased skills requirements in many jobs, finding qualified workers is a challenge across the country. To solve this challenge, many employers, educators, and economic developers are partnering to create new apprenticeship, pre-apprenticeship, and other work-based learning programs that connect students to local career pathways and opportunities. These programs benefit students, by helping them find rewarding careers; employers, by expanding their hiring options; and communities overall, by enhancing the educational ecosystem and making them a more attractive place for new businesses.

Founded in Houston in 2003, TRIO Electric is a rapidly growing electrical design, construction, and service firm focused on commercial and light industrial projects across Texas. Facing challenges finding and hiring new electricians, TRIO realized that rather than wait for candidates to come to them, it needed to create its own workforce.

Working with Spring Branch ISD and Houston Community College, they created the TRIO Pre-Apprenticeship Program in 2017. The program builds on their broader apprenticeship program for adults and accepts qualifying high school juniors and provides real-world skills, paid internships, and credit towards becoming journeymen electricians. Upon graduation, participants are able to continue as full-time apprentices at TRIO or other firms while working towards their journeyman status. Other program partners include the Greater Houston Partnership, United Way, Texas Gulf Coast Workforce Solutions, and the Department of Labor.

The TRIO Pre-Apprenticeship Program has become one of the most successful in Texas expanding from only Spring Branch ISD in 2017 to include Austin ISD and Grand Prairie ISD in 2018, with plans to expand to more going forward. In the first two years more than 150 high school students participated in the program. In June 2019, it was announced that the TRIO Electric Pre-Apprenticeship Program received the National Council for Workforce Education's (NCWE) Credit Exemplary Program Award and will be honored at the NCWE annual conference in San Antonio in October.

TAKEAWAYS FOR PFLUGERVILLE

- Pre-apprenticeships can connect high school students with in-demand, high-paying career pathways outside and expand the workforce pipeline for local employers.
- PCDC can play an important role convening partnerships among employers, educators, and students to address workforce challenges and provide opportunities to residents.



Leveraging Education

Best Practice: Manufacturing Career Center & Code Training – Louisville, KY

Louisville, Kentucky is a historically robust manufacturing center with a rapidly growing technology cluster. Like many communities across the country, there is an acute shortage of skilled workers in both the manufacturing and technology sectors. To help meet this demand, KentuckianaWorks, the Greater Louisville Workforce Development Board, partnered with local employers, economic developers, and educators to provide a variety of free and low-cost training options for individuals in the community. Two of the most successful initiatives have been the Kentucky Manufacturing Career Center and Code Louisville.

Kentucky Manufacturing Career Center

The Kentucky Manufacturing Career Center (KMCC) opened in 2013 as a one-stop resource for employers, jobseekers, and existing workers wanting to advance their skills. Initially established to engage employers to help develop sector-specific career services and training, KMCC's advisory committee has grown from 13 companies to 50 active members who meet monthly to help solve workforce issues. To provide services and connect with residents, KMCC partners with local public schools, community colleges, workforce agencies, manufacturing alliances, and more. Funders include the Community Foundation of Louisville, the Louisville Redevelopment Authority, and other public and private foundations. In its first four years, KMCC awarded over 3,000 certificates and credentials and successfully placed 1,000 job seekers with local companies.

Code Louisville

Code Louisville was created in 2013 to train local students for high-demand software developer positions across the region. Developed by KentuckianaWorks in partnership with local colleges, the program offers a series of 12-week software development tracks for adults. Courses combine online learning and in-person classes led by expert volunteer mentors. Graduates are connected directly to local companies hiring in this field. More than 90 local companies have hired from Code Louisville and many serve as sponsors and advisors to the program.

TAKEAWAYS FOR PFLUGERVILLE

- Partnering with Workforce Solutions and other regional partners can provide more opportunities for residents to receive in-demand training in a variety of sectors.
- A multifaceted approach is critical – creating opportunities for adult learning in a physical location, such as a career center, but also online to make programs accessible.
- Employer involvement is critical to developing programs that give in-demand skills and getting graduates hired.



Telling the Story

Best Practice: Comprehensive Marketing – Onward New River Valley, VA

Onward New River Valley, formerly the New River Valley Economic Development Alliance, underwent a rebranding process as part of a larger organizational strategy that sought to make the NRVEDA into a focused, modern economic development organization. The organization was in need of an update and wanted the new brand and processes of the organization to reflect the most up-to-date and best practices of economic development.

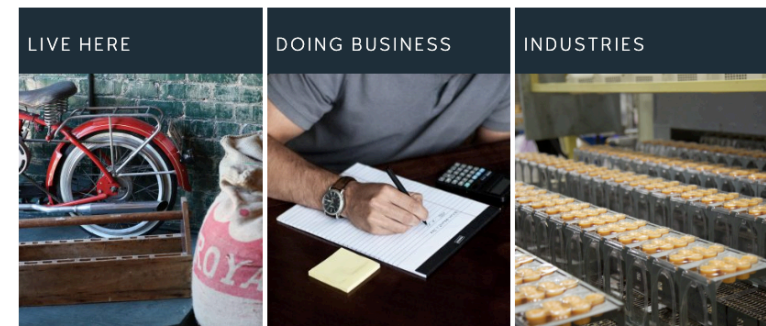
The organizational strategy process was heavily dependent on stakeholder input, and it sought to understand how NRVEDA could better market itself to the community, region, and nation. Its rebranding process included developing a new logo, website, and marketing materials for the organization. The NRVEDA changed its name and logo, revamped its website, and created new marketing materials to match the new brand, called Onward New River Valley. This new brand was meant to reflect the unique outdoor-oriented lifestyle of the community and how this relates to talent and business growth.

Onward New River Valley won several awards for its updated marketing, including three awards from SEDC in its 2018 Communications Awards Competition and a Bronze Excellence in Economic Development Award from IEDC in the category of Special Purpose Print Brochure.

The new brand saw both increased marketing and economic development success.. Onward NRV exceeded its 2023 fundraising goal early, raising 106% of its goal, and has seen its annual budget grow by \$200,000 since 2016. Onward NRV's ability to tell the region's story in a way that resonates with locals and prospects has increased community partners' investment into the organization.

TAKEAWAYS FOR PFLUGERVILLE

- Good branding results not only in increased interest from prospects, but it also creates more buy-in from local stakeholders.
- A modern, focused, and attractive website is a valuable asset to any EDO. Serving as Onward NRV's front door, the creation of the new website coincided with increased organizational success.
- Changes to marketing messaging work best when backed up by stakeholder input. Sharing marketing messages that residents and businesses feel truly reflects the community will resonate better with prospects and be more supported by the community.



Telling the Story

Best Practice: Target Industry Focus – Alpharetta, GA

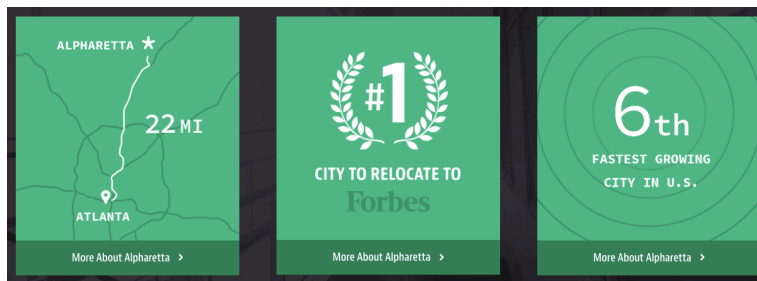
Located outside of Atlanta, GA, Alpharetta is a fast-growing suburban community that is attracting industrial, commercial, and residential development. The Alpharetta Department of Economic Development's Industry webpage is a great example of concise but compelling information about a city's target industry opportunities.

The Industry webpage - www.GrowAlpharetta.com - includes quick facts about the community that are relevant to its brand as the "Technology City of the South." This includes infographics, the top employers in the city, and target industry descriptions for each of the community's five target industries, Corporate and Regional Headquarters, Information Services, Telecommunication, Health IT, and Retail Trade.

This Industry webpage stands out because it's graphically well designed and concise, making it easy for readers to understand Alpharetta's target industries, and each target industry description has different marketing material.

Throughout the industry pages, there are videos describing Class A office space, a map of regional IT assets, a ranking of the top Health IT cities in the country (featuring Alpharetta), and a slideshow of retail opportunities.

The variety of materials breaks up the content, is visually engaging, and makes Alpharetta's target industries opportunities truly stand out.



TAKEAWAYS FOR PFLUGERVILLE

- The brief target industry descriptions are a great way to quickly communicate a community's core competencies. Pflugerville could have a similar target industry webpage, making it easier for visitors to identify that Pflugerville excels in industries like manufacturing, regional headquarters, and life sciences.
- The diversity of target industry materials on www.GrowAlpharetta.com is a great example of the variety of content that can strengthen a target industry blurb. The videos, maps, rankings, slideshow, and infographics are visually engaging and quickly communicate what make Alpharetta a great place for target industries. PCDC should strive to have a diverse mix of content that showcases Pflugerville's target assets.
- Like Pflugerville, Alpharetta is one of the fastest-growing cities in the US and located within one of the largest, fastest-growing metropolitan areas. Alpharetta uses its website and materials to showcase its unique offerings and how they fit into the broader region.



Aligning Efforts

Best Practice: Celebrating the Community – Douglas County, GA

In 2017, the Douglas County Development Authority hired Avalanche to create an economic development strategic plan with a focus on updating the community's brand and marketing. Even though Douglas County had all the attributes that make a community a great place to live and work, residents did not recognize Douglas County's assets and did not share consistent messages either inside or outside the community. This contributed to a lack of positive communication, a key strategic need for their goal of Celebrating the Community.

In order to increase recognition of Douglas County and promote aligned messaging across all organizations, several leadership groups in Douglas County adopted the same brand to promote the county.

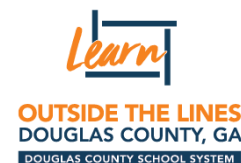
The new marketing and branding campaign – “Live Outside the Lines” – used the same messaging and graphic design across several organizations to promote a unified message around economic development. Thirteen local organizations were a part of the strategic planning process and joined in the “Live Outside the Lines” campaign.

The launch of Douglas County's economic development strategy was a huge success, with over 400 attendees, guest speakers, and other activities. Aligned leadership turned around a community that previously had difficulty inspiring confidence among its citizens to one that celebrated Douglas County throughout the community.



TAKEAWAYS FOR PFLUGERVILLE

- Aligned messaging from leadership promotes community pride. When leadership is telling the same story and invites residents and businesses to participate in the celebration, it results in a more supportive, celebratory, and communicative community.
- Getting all of a community's leadership on the same page about key efforts, like branding changes or strategic actions, is more successful when buy-in before implementation. Partners that are part of the entire rebranding or strategic planning process are more cooperative and supportive during implementation.
- Aligned efforts are most successful when they have support from the wider community. Douglas County extended its planning process and celebration not just to leadership, but to the entire community, and thus gained more support and recognition. This in turn helped residents, businesses, and organizations alike share the same messaging and identity.



Aligning Efforts

Best Practice: Countywide Partnership – Williamson, Inc. Economic Partnership, TN

The Williamson, Inc. Economic Partnership is a public-private partnership led by Williamson, Inc., the economic development organization for Williamson County – a rapidly growing economic and population center in the Nashville metropolitan area, just south of the core city.

The Economic Partnership includes all of the cities in the county, plus a wide variety of private firms, from accounting to healthcare to real estate. All of these partners came together to support strategic economic development in the county for the purpose of growing industry in the county and promoting a high quality of life.

Williamson, Inc. serves as the point of contact and coordination for the Economic Partnership's efforts, but private and public organizations from the entire community contribute to Williamson, Inc.'s efforts. The Economic Partnership engages in multi-year, strategic planning efforts.

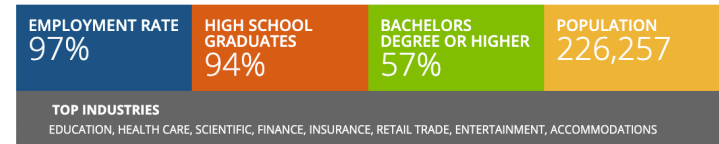
Williamson, Inc. was able to gain widespread support among diverse partners, partly through clear and consistent communication of their goals and strategies – ensuring that all partners are on the same page and working together. This effort helped unite the passion and support of local business, residents, and government partners in fulfilling its mission.

This display of unity also gives a clear signal to prospects and target audiences that Williamson, Inc. and its partners are aligned, cooperative, and supportive of new business opportunities – a helpful recruitment tool.



TAKEAWAYS FOR PFLUGERVILLE

- The Williamson, Inc. Economic Partnership is a great example of diverse organizations coming together to promote economic development for the entire community. Pflugerville could assemble a similar group of stakeholders for the SH-130 Alliance to promote economic development along the SH-130 corridor.
- An important aspect of the Williamson, Inc. Economic Partnership is the diversity of stakeholders involved. The Partnership has more than 80 members from 23 different industries. This guarantees that Williamson, Inc. has a variety of perspectives and a large group of cheerleaders when it conducts economic development activities in the community.
- An important element of the Partnership's operations is that Williamson, Inc. is the single point of contact and coordinator for Partnership activities. This prevents repetitive work or confusion in the Partnership's operations.



NASHVILLE'S NEIGHBOR



Williamson County is Nashville's Neighbor. The strong entrepreneurial spirit, coupled with the music and entertainment industries, ensures a vibrant "creative class" that helps make the Nashville region an exciting place to live, work and do business.

The Nashville region is home to more than 1.8 million people and 40,000 businesses. Nashville's advantages have attracted more diverse new business from across the country than any city its size over the past 20 years.