

Category	Functions & Tactics	Priority	Timetable to Commence	Cost	Difficulty	Responsible Party	Supporting Entities	Success Measures	Notes
Refugio County									
Business Recruitment	Regional partners should use their resources to target appropriately-sized businesses for their communities. (i.e. rural communities should target businesses with workforce and skill requirements commensurate with those provided by the local community).	●●● High	6 - 12 months	\$	★ Easy	Refugio County	VEDC, City, County	Prospect Business Size, Prospects, Projects, Capital Investment, Job Creation	Local EDOs should consider the needs of each prospective business and focus efforts on attracting businesses whose needs match the assets that their county provides. This includes matching infrastructure, workforce, and real estate needs of prospects to local communities. Local EDOs should focus their efforts on business where their region or location meets the Critical Location Factors (CLF) of the industry / business.
Business Retention & Expansion	Coordinate with VEDC on business retention efforts.	●●● High	6 - 12 months	\$	★ Easy	VEDC, Refugio County	Cities	Number of Retention Visits, Number of Expansion Inquiries, Capital Investments, Job Creation	Use the resources and staffing that VEDC offers to assist in retaining businesses in the county and help existing businesses to expand. Be available to attend these visits with VEDC when they need your assistance. Be ready to provide assistance and answers to the companies when they come up in those BRE visits.
Infrastructure	Work to bring broadband and fiber connectivity and reliability throughout the County.	●●● High	1 - 2 years	\$\$\$	★★ Moderate	Utility	VEDC, City, County, State, Federal	Budget, Visits, Meetings, Contacts, Prospects, Investment, Jobs	To move toward more white collar jobs, fiber infrastructure must be accessible and reliable throughout the region. This includes residential access for inclusion of the remote worker population. This will also grow in importance as manufacturers become more automated and open up the region for data centers and other office and tech projects. This has increased in importance with Work From Home (WFH) and at home schooling due to COVID.
Marketing	Hold a competition for photography so you can have high resolution beautiful imagery.	●●● High	6 - 12 months	\$	★★ Moderate	Refugio County	City, VEDC, Tourism, Businesses, Residents, Chambers, Students	Photos, Ambassadors, Contacts, Prospects, Events, Meetings, Visits	Hold a photography contest for a local calendar and/or social media. You need good quality, high resolution imagery that you can use in your marketing materials, social media campaigns and website. The contest will allow you to access a large number of photos without having to pay significantly for licensing for usage.
Marketing	Use tournaments, tourist events and athletic events to educate participants and attendees about living in the community and use it as a resident/talent recruitment tool.	●●● High	6 - 12 months	\$\$	★★ Moderate	Refugio County	City, VEDC, Tourism, Businesses, Residents, Chambers, Workforce Board, K-12, Students	Events, Visits, Meetings, Contacts, Prospects, Population Growth	Use tournaments, tourist events, athletic/sporting events, concerts and special events to educate participants and attendees about why the Victoria region and especially Refugio County is a great place to live, work and play. Place a special focus on the youth and students to possibly reduce brain drain.
Organizational	Hire a dedicated Economic Development staff person to help with recruitment and retention efforts or contract with VEDC to provide these services.	●●● High	6 - 12 months	\$\$	★★ Moderate	Refugio County	VEDC	New Employee Starts, Proactive Economic Development Initiatives, Prospects, Projects, Job Creation, Capital Investment	If Refugio plans to actively participate in Economic Development activities, the City and County need to consider hiring a dedicated Economic Development professional that can change the efforts from reactive to proactive. The third party contracted to provide these services is far away and not available to be in market, which could cause some missed opportunities. Another option would be for the City and County to contract with VEDC to provide their proactive economic development services.
Placemaking	Identify grants and federal funds to help rebuild the housing and businesses that were destroyed or damaged during Hurricane Harvey.	●●● High	6 - 12 months	\$\$	★★★ Challenging	County	City, VEDC, Regional Partners, Workforce Board, K-12, Businesses, Residents	Grant Applications, Funds Awarded, Homes and Businesses Rebuilt	Research grant funding opportunities to rebuild and rehab the housing and businesses that we damaged or destroyed during Hurricane Harvey.
Regional Collaboration	Monthly Regional Partners meetings for networking, team building and information sharing. Once a quarter regional hosting event to learn about regional assets.	●●● High	6 - 12 months	\$	★★ Moderate	VEDC, Regional Partners	City, County	Meetings, Events, New Messaging, Prospects	Have a monthly Regional Partners meeting to grow and create the needed cooperation between regional partners and VEDC. Must have a defined agenda with clear outcomes. Quarterly turn one of these meetings to a hosted event in one of the Regional Partners locations where you focus on learning about a regional partner asset like a Port or Business tour. Encouraging Regional Partners to expand their messaging and using the regions assets in their selling and prospecting.
Workforce	Begin tracking high school and post-secondary students' post graduation plans.	●●● High	6 - 12 months	\$	★★ Moderate	K-12, Universities/ Colleges	Workforce Board, Residents, Businesses	Graduates, Programs, Contacts, Local Employment, Relocations Back to Community, Population Growth, Educational Attainment	Track graduates to determine if they plan on attending higher education locally or out of the region or pursuing certificate programs or technical training that could be brought back and paired with local companies open positions. Ensure local graduates know about open positions in the community they can return to after graduation.

Infrastructure	Identify additional sites with adequate infrastructure in Refugio County, both publicly and privately owned.	●● Medium	1 - 2 years	\$\$	★★ Moderate	City	Local Brokers / Owners, Utilities, VEDC	New Sites Added to Database, Meetings, Prospects, Projects, Capital Investment, Job Creation	Work to identify additional sites in Refugio County that can be used to market the County. Gather the information required to add these sites to VEDC's site database. Be sure to work with the site owners / brokers to make sure they have available infrastructure and costs to bring utilities to those sites so everyone is clear on the opportunity and the costs related.
Infrastructure	Identify challenges with bringing sites to development(shovel)-ready status.	●● Medium	1 - 2 years	\$\$	★★ Moderate	Refugio County	Local Brokers / Owners, Utilities, VEDC	New Sites Added to Database, Meetings, Prospects, Projects, Capital Investment, Job Creation	Some of the sites identified do not have adequate infrastructure and are still considered Greenfield opportunities. The communities in the county need to identify the challenges keeping these sites from being development (shovel)-ready and prioritize sites for funding and assistance to bring the best and easiest sites to development ready status. Identify solutions to current and future infrastructure challenges and appropriate funding sources to execute the solutions. Ensure these improvements are top of mind for local leaders and other ED partners.
Infrastructure	Identify potential parcels in the County or in the City of Refugio to consider annexing near the bypass for development to have frontage access.	●● Medium	1 - 2 years	\$\$\$	★★★ Challenging	Refugio County, City of Refugio	Local Brokers / Owners, Utilities, VEDC	New Sites Added to Database, Meetings, Prospects, Projects, Capital Investment, Job Creation	With the looming construction of the bypass, the City of Refugio runs the risk of losing traffic that currently stops and shops in the community. The County and the City should identify potential sites for annexation that would bring the City to the frontage of the new bypass. This will be a complicated and expensive undertaking and these sites will still need to be brought to development readiness status.
Marketing	Create a regional map highlighting the county's position. Post it on your website and have print copies available for site selectors and company prospects.	●● Medium	0 - 6 Months	\$	★ Easy	Refugio County	VEDC	Map in place and easily accessible, Page Visits, Prospects, Projects, Capital Investment, Job Creation	Create a map of the county and put it on your website. First, the map should help orient site selectors and companies to your location within the State of Texas and the region. You should also include major assets available in your counties such as regional airports, ports, hospitals and maybe even major employers.
Placemaking	Create gathering places throughout the region.	●● Medium	2 - 3 years	\$\$\$	★★★ Challenging	County, City, Regional Partners	Developers, Property Owners, Residents, Entrepreneurs, Local Businesses, Main Street Program	Redevelopment Projects, Increased Sales Tax, Population Growth, Average Age, Residential Occupancy/ Vacancy, Commercial Office Occupancy/ Vacancy, New Amenities, New Restaurants, Entertainment, Events, Capital Investment, Job Creation	The region must add gathering places throughout the region to establish a strong sense of community. Find areas that the region can build upon recent successes and align with amenities and tourism areas. These areas should create a Quality of Place that helps with population growth and retention of recent graduates and attract boomerang residents (ones that have lived in the region before and left but want to return due to stage of life/family). The sidewalks cannot roll up at 6pm. There must be things for everyone to enjoy no matter their age or background.
Workforce	Work with university, colleges and vocational schools to establish or grow training options that align with the identified target industries and current existing industries.	●● Medium	1 - 2 years	\$\$	★★ Moderate	Universities/Colleges	Workforce Board, K - 12, Businesses	Programs, Meetings, Contacts, Participants, Graduates, Certificates	It will be important to develop a pipeline of training programs, certificates and degree plans that serve the target industries that have been identified. It will be imperative that these programs be sustainable and scalable.
Marketing	Update your websites and link to the VEDC website. Encourage VEDC do the same, especially for sites and buildings queries.	● Low	1 - 2 years	\$	★★ Moderate	Refugio County	VEDC, City, County	Number of EDOs/Cities/County/VEDC listed, Reciprocal links, Website Visits, Meetings, Prospects, Projects, Capital Investment, Job Creation	Provide links to Local EDO website. This cross linking will help with Search Engine Optimization (SEO) for both websites. Provide a page of content that the VEDC can put on their website so those that visit VEDC's website can learn about your County. from VEDC webpages to show the organization's strong relationship with regional economic development teams. Referencing to VEDC's website clarifies the partnership and shows that the community collaborates toward a common goal to attract companies in the region. Reciprocal linking and links to government sites are actually a booster in Search Engine Optimization (SEO) and will provide a bump to both websites through this approach.
Workforce	Develop mobile workforce training centers to train workforce in rural areas.	● Low	2 - 3 years	\$\$\$	★★★ Challenging	Universities/Colleges	Workforce Board, K - 12, Local Businesses, VEDC, Regional Partners	Number of Mobile Training Centers, Trainees Enrolled, Programs Offered, Graduates, Certificates	Given the region's lack of transportation options, VEDC and the regional counties should consider working with local college and universities to create mobile training centers that can provide training to rural residents in their locations. These types of training centers can create a skilled workforce in an underperforming rural community increasing the pipeline for prospective new business and existing employers. This would fill an existing gap and create economic prosperity for these areas and residents.