

| Category | Functions & Tactics | Priority | Timetable to Commence | Cost | Difficulty | Responsible Party | Supporting Entities | Success Measures | Notes |
|----------------------|---|--------------|-----------------------|------|--------------------|-------------------|---|---|---|
| Business Recruitment | | | | | | | | | |
| Business Recruitment | Support regional partners in using 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 | VEDC | Regional Partners, 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 Recruitment | Develop, research, and vet a list of potential companies in each target industry to determine if they are growing their business in new markets or are looking to relocate. | ●●● High | 6 - 12 months | \$\$ | ★★★ Challenging | VEDC | Regional Partners | Meetings, Contacts, Prospects, Visits, Projects, Capital Investment, Job Creation | Maintain a list of "prospect" companies so economic development staff can proactively reach out regarding potential expansions or relocations. Qualify and prioritize the list based on key triggers for relocation or expansion such as leadership changes, strong positive or negative financial news, recent mergers & acquisitions. VEDC staff will need to research and vet these companies as well as understand the trends in the industry they are in to make sure your territory is a good fit for them. You should use the business case developed for each target industry as your script to sell your territory to these companies. |
| Business Recruitment | Undertake annual marketing trips to visit with CEOs and top site selectors representing target industry businesses. | ●●● High | 6 - 12 months | \$\$ | ★★ Moderate | VEDC | Regional Partners | Marketing Trips, Visits, Contacts, Marketing Materials Created / Distributed, Meetings, Prospects, Projects, Capital Investment, Job Creation | Businesses and site selectors in target industries should be regularly reminded of the benefits of locating in the Victoria region. This is a typical practice of your competitors in your own industry not to mention the competition by locations, which is why EDOs regular seek to network and visit these decisionmakers and influencers. |
| Business Recruitment | Begin to build a list of site selectors that work on projects in the identified target industries and create a digital marketing campaign to educate them on Victoria. | ●●● High | 6 - 12 months | \$ | ★★★ Challenging | VEDC | Regional Partners | Number on List, Key Contacts Established, Calls / Visits Completed, Prospects, Visits, Meetings, Projects, Capital Investment, Job Creation | Identify site selectors who are active in or focus on the identified target industry through online research and outreach to national firms and organizations like the Site Selectors Guild, Area Development, Site Selection, Consultant Connect, etc. Engage these site selectors with VEDC marketing materials and information on local assets, sites, workforce and target industry performance. |
| Business Recruitment | Identify and attend target industry trade shows focused on industry decision makers and site selection brokers. Partner with allies or local businesses to attend. | ●●● High | 6 - 12 months | \$\$ | ★★ Moderate | VEDC | Local Businesses, Regional Partners | Trade Shows Attended, Networking Events Attended, Contacts, Marketing Materials Created / Distributed, Meetings, Visits, Prospects, Projects, Capital Investment, Job Creation | Attend industry trade shows focused on decision makers in targeted industries and site selector/brokers (i.e., NBAA, HeliExpo, MRO Americas, Logistics Forum, City Freight Show USA, Breakbulk Americas, SelectUSA, ICSC RECon, NextGen, ECONOMIX, Regional events, etc.) |
| Business Recruitment | Make sure that all sites are classified appropriately in CoStar. | ●●● High | 6 - 12 months | \$ | ★★ Moderate | VEDC | City, Regional Partners, Brokers, Property Owners | Site Availability, Number of Sites on CoStar, Prospects, Capital Investment, Jobs | There are several sites that are wrongly represented or classified on CoStar, which is the gold standard among brokers for site searches. These sites need to be reviewed and reclassified to give Victoria more opportunities to respond to RFIs for projects. This search should also be expanded to the region to make sure no site opportunities are missed. |
| Business Recruitment | Regular Calling Process for Recruitment Efforts. | ●● Medium | 1 - 2 years | \$\$ | ★★ Moderate | VEDC | Local Businesses, Regional Partners, Local and Regional Executives and Ambassadors | Calls Made, Prospects, Visits, Capital Investment, Job Creation, New Marketing Materials | Focusing on site selectors and key trade shows, create a quarterly calling process. Outreach should target key leadership positions including sub-CEO such as Finance, HR, Real Estate, Facilities and Operations VPs. Test the calling process on lower-priority firms to work out kinks and identify most effective practices. Set calling goals with follow-up efforts. Integrate local business leaders and ambassadors to help convert high-potential prospects. |
| Business Recruitment | Create test job postings for key occupations. | ●● Medium | 1 - 2 years | \$\$ | ★★ Moderate | VEDC | Local Businesses, Universities, Community Colleges, Regional Partners | Postings, Applicants, Skills, Programs, Unemployment Rate, Labor Participation Rate, Salary Surveys, Meetings, Contacts, Participants, Visits, Capital Investment, Job Creation | Choose a small number of specialized positions to test job postings to gauge the number and quality of applicants in the region. Use this to show availability of a qualified labor pool and build a business case for the region. Track where the applicants are coming from (in or out of region) and the skills applicants have. Use this information to build training programs. Results and additional business feedback can validate the demand for key training programs to local colleges. |
| Business Recruitment | Arrange and conduct familiarization tours that bring CEOs and top site selectors to the Victoria region. | ●● Medium | 1 - 2 years | \$\$ | ★★ Moderate | VEDC | County, City, Regional Partners, Chamber, Tourism, Universities, Community Colleges, Local Businesses | Tours, Attendees, Contacts, Marketing Materials, Meetings, Prospects, Projects, Capital Investment, Job Creation | Create a unique experience to invite and host key site selectors or company decisionmakers to enjoy and educate them on the benefits of doing business in the Victoria region. Provide virtual tours through digital marketing campaigns. Tours could include hunting, fishing, sporting events, or other activities that highlight local quality of life. |
| Business Recruitment | Monitor competitor communities in the state and in the US. Conduct benchmark analysis of competitor communities to determine competitiveness every 2-3 years. | ●● Medium | 1 - 2 years | \$ | ★ Easy | VEDC | NA | Communities in the state and country monitored, Marketing materials produced, Companies contacted with marketing materials | Bi-annual interviews with peer cities to understand what initiatives they are working on as a city, economic development programs, etc. Developing a list of best practices in economic development and updating competitive advantages. Find ways for resource sharing between communities. Can be done locally and regionally and should be generally informal. Know who you compete with for these target industries and make sure you refresh their data along with your own to know where you stand and what best to use to win the deal. Tour these communities so you can see first hand their success stories. |

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| Business Recruitment | Develop Attraction Pipeline through Retention Activities. | ●● Medium | 1 - 2 years | \$ | ★★ Moderate | VEDC, City | Local businesses, Regional partners, Utilities, Cities, Counties | Leads, Investment, Jobs, Contacts, Prospects | Use retention outreach to develop an attraction pipeline (major employers and their vendors/suppliers) - meet with highest value companies (largest employers, highest tax payers) and then their vendors, suppliers, partners, etc. Use existing companies and their leadership to develop leads for recruitment (local CEO may be able to persuade friends or contacts to relocate) and gain industry knowledge. |
| Business Recruitment | Conduct Recruitment Readiness training for key stakeholders. | ●● Medium | 6 - 12 months | \$ | ★★★ Challenging | VEDC | All | Training sessions offered, Attendees, Visits, Capital Investment, Job Creation, Sales/ Leases | Make sure that key stakeholders, especially those that could be included in a prospect visit or be interviewed by a prospect, understand the business case of the region and know what these types of visits and meetings entail that way they are prepared when a prospect comes to visit. Develop a list of business representatives that are willing to meet with prospects to answer questions, discuss workforce and sell the region. These can be identified through your business retention efforts. Be sure that these preparations include college/university, community college, tech schools, and K-12. |
| Business Recruitment | Pursue the Accredited Economic Development Organization Program (AEDO) through the International Economic Development Council (IEDC). | ● Low | 1 - 2 years | \$\$ | ★★ Moderate | VEDC | All | Accreditation Received | This program provides a mock project and prospect visit where the community's response is evaluated and feedback is provided. The accreditation demonstrates to site selectors and companies that these communities know how to host a successful site visit and stakeholders are prepared to be a part of the visit. |
| Business Retention & Expansion | | | | | | | | | |
| Business Retention & Expansion | Coordinate with regional partners' economic development organizations on business retention efforts. | ●●● High | 6 - 12 months | \$ | ★ Easy | VEDC | City, County, Regional Partners | Number of Retention Visits, Number of Expansion Inquiries, EDO Partnerships, Capital Investments, Job Creation | Use the resources and staffing that regional partners offer to assist in retaining businesses in the Victoria region and help existing businesses to expand. Be available to attend these visits with your regional partners when they need your assistance. Be ready to provide assistance and answers to the companies when they come up in those BRE visits. |
| Business Retention & Expansion | Strong formalized connection between recruitment and existing business retention; hopefully, using existing company suppliers, vendors, connections and relationships to generate leads for recruitment. | ●●● High | 6 - 12 months | \$ | ★ Easy | VEDC, City | Local and regional businesses | Companies contacted, Referrals, Prospects, Sales/ Leases, Capital Investment, Job Creation | Work to gain knowledge on existing industry trends and access to vendors, suppliers and customers for recruitment purposes (full supply chain). Use local business leaders connections to meeting suppliers, vendors and customers for potential co-location opportunities. |
| Business Retention & Expansion | Conduct a minimum of 120 business retention visits per year (10 a month). City of Victoria will handle business retention for business located in the City limits while VEDC will focus on the 9 county region. | ●●● High | 6 - 12 months | \$ | ★★ Moderate | City, VEDC | Local Businesses, Colleges/ Universities, Cities, County | Meetings, Visits, Contacts, Investment, Job Creation | Use these visits to build relationships with existing companies and determine if there are any barriers to their growth and expansion in the City or Regional Counties that can be mitigated - include mayor, chamber, utilities, training providers, etc. Start with larger impact/higher risk companies (top 10 taxpayers, top 10 employers, recent acquisition/mergers, upcoming lease expirations, family owned businesses). Use these visits as a pipeline development tool through vendors, suppliers and customers that might need to move close to the employer. City of Victoria will handle BRE within the City limits and VEDC will handle BRE throughout the region. |
| Business Retention & Expansion | Coordinate and hold regular roundtables for existing industry sectors. | ●●● High | 6 - 12 months | \$ | ★★ Moderate | VEDC, City | City, County, Local Businesses | Events, Meetings, Contacts, Prospects | The best retention effort is to have industry roundtables so that the VEDC keeps their fingers on the pulse of their industry clusters as well as staying in contact with your major employers throughout the region. Using this roundtable to discuss workforce training needs will also help guide the technical and vocational training aligned with what employers need. |
| Business Retention & Expansion | Create a "Rapid Response Team" to quickly intervene when companies are having issues. | ●●● High | 6 - 12 months | \$ | ★ Easy | VEDC, City, County, State, Utilities, Workforce Board, Port, College/ University | Local Businesses | Meetings, Visits, Contacts, Prospects, Investment, Jobs | This team would be support the business retention efforts of VEDC and the Regional Counties and Cities. All ready to respond to issues and needs of local businesses and hopefully reduce frustrations and potential for these businesses to relocate outside of the region. |
| Business Retention & Expansion | Obtain testimonials and success stories. | ●● Medium | 6 - 12 months | \$ | ★ Easy | VEDC, City | City, County, Chamber, Businesses, Regional Partners | Number of Testimonials, Success Stories, Visits, Meetings, Contacts, Prospects, Projects, Capital Investment, Job Creation | Develop third party testimonials from companies and small businesses about why they chose to locate in Victoria and how they feel about their experience. These testimonials should be used in marketing materials, on websites, and during recruitment. |
| Infrastructure | | | | | | | | | |
| Infrastructure | Analyze, identify, and promote solutions for improving physical infrastructure in partnership with cities, counties, chambers, and other business organizations. Make infrastructure improvements a high priority for local leaders. | ●●● High | 6 - 12 months | \$\$\$ | ★★★ Challenging | County, City, Utilities | VEDC, Regional Partners, Local Businesses, Chamber | Budget, New Infrastructure Construction, Repairs / Upgrades, Development Ready Sites, Visits, Meetings, Contacts, Prospects, Projects, Capital Investment, Job Creation | Once properties have been identified for development, the City, County and utility providers should determine infrastructure needs to make sure the sites are ready for immediate development making it easy to begin construction. Once infrastructure needs are determined, the City and County should work to secure funding or place the items on future bond issuances. Create a priority list and a plan so sites are ready when companies come looking or at least shorten the time it would take for development to begin on the sites. |
| Infrastructure | Work to bring adequate utility capacity to the Port of Victoria and Victoria Airport sites so they are shovel ready. | ●●● High | 6 - 12 months | \$ | ★★ Moderate | City, County | VEDC, Utilities | Number of Shovel Ready Sites, Meetings, Prospects, Projects, Capital Investment, Job Creation | City of Victoria and Victoria County have two unique and important assets that have plenty of developable land but they are lacking in adequate infrastructure. These sites need to be shovel ready to successfully recruit new business. Development ready sites are in short supply throughout the US and making these sites shovel ready increases Victoria's competitiveness and ability to win projects. |

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| Infrastructure | Work to bring broadband and fiber connectivity and reliability throughout the region. | ●●● 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. |
| Infrastructure | Bring all utilities at the sites located at the Victoria Airport and Port of Victoria bringing those sites closer to development readiness. | ●●● High | 6 - 12 months | \$\$\$ | ★★★ Challenging | City, County | Port, Airport, VEDC | Increased Capacity, Infrastructure to Sites, Number of Development Ready Sites | Infrastructure (water, wastewater, power, gas, fiber) should all be brought to the available sites at the Victoria Airport and Port of Victoria. These locations have the best potential sites for future development and Victoria and Victoria County are running low on development ready sites. Getting infrastructure to these sites will give VEDC a product to sell to prospects and site selectors. |
| Infrastructure | Identify additional sites with adequate infrastructure in the City of Victoria, both publicly and privately owned. | ●● Medium | 1 - 2 years | \$\$ | ★★ Moderate | City | Local Brokers / Owners, Utilities | New Sites Added to Database, Meetings, Prospects, Projects, Capital Investment, Job Creation | Work to identify additional sites in the City of Victoria that can be used to market the City. 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. |
| Marketing | | | | | | | | | |
| Marketing | Develop a compelling "Why Victoria" proposition and business case. | ●●● High | 6 - 12 months | \$ | ★ Easy | VEDC | City, County, Colleges/ Universities, Regional Partners, Current Clients | New Marketing Materials, New Website, New Videos / Content, Referrals to Economic Development Staff, Page Views, Social Media Likes and Shares, Contacts, Prospects, Meetings, Visits, Brand Strength, Projects, New Clients, Happy Existing Clients, Capital Investment, Job Creation | Marketing materials should contain a unified message about the Victoria region's unique competitive advantages. Regional Partners should help tell when working with new and existing businesses. Happy existing clients lead to testimonials and success stories that strengthen your brand's reputation. Make sure that documents have a professional look and feel. This is critical when working with international clients. |
| Marketing | Ensure VEDC is included in the press coverage for the new project announcements. | ●●● High | 6 - 12 months | \$ | ★ Easy | VEDC | Regional Partners, City, County, Media | Announcements Where Included, Prospects, Visits, Projects, Job Creation, Capital Investment | When a project announces its commitment to expand or locate in the Victoria region, VEDC should be included in the press release through call-out or quote and should be present at any and all project announcements, groundbreakings, grand openings, etc. |
| Marketing | Hold a competition for photography so you can have high resolution beautiful imagery. | ●●● High | 6 - 12 months | \$ | ★★ Moderate | VEDC | City, Regional Partners, 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 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 | VEDC | City, Regional Partners, Tourism, Businesses, Residents, Chambers, Workforce Board, K-12, Students | Events, Visits, Meetings, Contacts, Prospects, Population Growth | Use tournaments, athletic/sporting events, concerts and special events to educate participants and attendees about why the Victoria region is a great place to live, work and play. Place a special focus on the youth and students to possibly reduce brain drain. |
| Marketing | Include city and regional data in all marketing materials and website. | ●●● High | 6 - 12 months | \$ | ★ Easy | VEDC | Cities, Counties, Regional Partners, State | Budget, Contacts, Prospects, Meetings, Visits | Use the regional data on your website, in your marketing message, presentations, and talking points. These larger numbers will help you get attention from site selectors. |
| Marketing | Create enhanced and updated printed and digital marketing materials. | ●●● High | 6 - 12 months | \$\$ | ★ Easy | VEDC | New Marketing Materials, Downloads, Page Visits, Prospects | Budget, Programs, Contacts, Prospects, Events, Meetings, Visits | Create new marketing materials including fact books, industry one pages, presentations, pitches, Why Victoria, etc. with the new expanded data sets and industry business cases. Put them online for easy access and integrate content into website text. Need high resolution photos of the region as well present a professional look and feel. |
| Marketing | Educate and work with foreign consulates in Washington, DC about Southeast Texas and your 9-county region. | ●● Medium | 6 - 12 months | \$\$ | ★★ Moderate | VEDC | Regional Partners | Meetings, Contacts, Prospects, Visits, Capital Investment, Job Creation | Foreign Consulates of foreign countries tend to have good relationships with companies established in the territory they cover. By educating them on the benefits of doing business in Texas and Victoria's region, you extend your network and the possible leads of companies moving from foreign countries to Texas. It's Foreign Direct Investment attraction. |
| Marketing | List regional partners on VEDC website. Encourage regional partners to do the same, especially for sites and buildings queries. | ● Low | 1 - 2 years | \$ | ★★ Moderate | VEDC | Regional Partners, City, County | Number of EDOs listed, Reciprocal links, Website Visits, Meetings, Prospects, Projects, Capital Investment, Job Creation | Provide links to Local EDO websites 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. |
| Organizational | | | | | | | | | |

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| Organizational | Ensure VEDC staff are the primary point of contact for all business recruitment inquiries. | ●●● High | 6 - 12 months | \$\$ | ★★ Moderate | VEDC | State, Regional Partners, City | Internal Procedures Established, Prospects, Contacts, RFP Responses, Projects, Visits, Capital Investment, Job Creation | Business relocation inquiries should be directed to VEDC staff. If initial relocation inquiries begin outside of the economic development team, they need to be routed to the VEDC economic development team. Regional partners and other supporting parties should be educated on the importance of the Economic Development Team and the reasons their requests for information need to be completed as quickly as possible. If Business Development is a priority for Victoria, then all departments need to help the Economic Development Team be successful and support their efforts. |
| Organizational | Clearly Defined Roles and Responsibilities for VEDC and City of Victoria Economic Development staff. | ●●● High | 6 - 12 months | \$ | ★★ Moderate | VEDC, City | All | Programs, Outreach, Prospects, Capital Investment, Jobs | With so many of the surrounding counties operating without designated Economic Development staff, VEDC will need to serve that role limiting their capacity and changing their focus. To make sure that the City of Victoria has its own voice in the region, City economic development staff will focus on specific initiatives. VEDC will serve as the proactive organization for the region and City while the City will serve in a reactive role. VEDC will market the region, respond to RFIs, host prospect tours, etc. City will provide City response to RFIs, local business retention, small business and entrepreneurship, incentives, infrastructure, placemaking, etc. |
| Organizational | Professional Development for Economic Development staff. | ●●● High | 6 - 12 months | \$\$ | ★ Easy | VEDC, City | | Trainings attended, Certifications | Send economic development staff to trainings offered through the University of Oklahoma Economic Development Institute (OUEDI) or IEDC trainings that lead to Certified Economic Developer (CEcD). Also consider National Development Council's Economic Development Finance Professional (EDFP) certification. |
| Placemaking | | | | | | | | | |
| Placemaking | Work to improve public school reputations and state test scores. | ●●● High | 6 - 12 months | \$\$\$ | ★★★★ Challenging | K-12 | Everyone | Improved Test Scores, Increased Graduates, Improved School Rankings/Ratings, Programs, Meetings, Contacts, Participants, Visits | Improving K-12 outcomes will make the region more attractive to new residents and businesses. It will provide a workforce pipeline that is sustainable. Better schools improve quality of life in the region, which contributes to bringing in new residents and opportunities. Without the improvement, growth of residents and landing new businesses whose employees need to live in the region will be difficult. Some regional ISDs are highly-ranked. You must continue to elevate your school district's standing and reputation to compete within the state for businesses and residents. Things can always be better, but be sure to tout the successes of the successful ISDs to residents and outsiders as this is a great message for the region. |
| Placemaking | Downtown Programming - College Oriented. | ●●● High | 6 - 12 months | \$\$ | ★★ Moderate | City | VEDC, City, County, University/ Colleges | Budget, Visits, Meetings, Contacts, Prospects, Investment, Jobs | Cater special events to the city's college age population. For example, special events and programs during move-in week or graduation when you have access to parents and new college students from across the state, country, and globe; Events around sporting events when you have access to students, parents and alumni. Examples: special packages in hotel rooms during that week to encourage patronage at local bars, restaurants, events, museums, etc. Work with colleges to determine what would be of interest to the students - outdoor concert for move-in (discounted tickets), move out (partner with local non-profits to donate things that would otherwise be thrown away). Engage students in community improvement initiatives like helping elderly and disabled to clean up their yards providing a needed service, beautifying neighborhoods, cutting down on code violations and building community pride. Work with community affairs offices/student unions to coordinate efforts. Make it easier for college and university students to come to downtown through public transportation and easy parking. Make sure events do not conflict with finals so that students can participate. |
| Placemaking | Improve quality of life and work to change perception of local quality of life (see also marketing recommendations). | ●● Medium | 1 - 2 years | \$\$\$ | ★★★★ Challenging | County, City | Everyone | Better Rankings on National Lists, Lower Crime, Population Growth, School Ranking / Rating Improvement, Redevelopment Projects, Amenities Added, Entrepreneurs | Regional stakeholders should work together to not only improve local quality of life but also work to combat negative or incorrect perceptions about local quality of life that may deter businesses from locating or expanding in the Victoria region. This goes hand-in-hand with marketing efforts. Perception is reality until it is changed. This can be a difficult and lengthy effort, but must be a strategic focus in order to grow population and make it more appealing for companies considering relocation of operations and staff. |
| 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. |

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| Placemaking | Improve signage to landmarks, amenities, entertainment, and hospitality, especially from the highway and throughout local community streets. | ● Low | 1 - 2 years | \$\$ | ★★ Moderate | State, County, City | VEDC, Main Street, Parks | Signs, Visitors, Hotel / Motel Taxes, Sales Taxes | Work with local transportation authorities as well as the city and county to provide or increase signage to important landmarks, amenities, entertainment and hospitality options. Signage will be important to increase tourism to amenities and entertainment. Increasing tourism has the potential to raise sales taxes and hotel/motel taxes in the communities, which can be invested back into the communities. It also exposes more outsiders to the region. |
| Regional Collaboration | | | | | | | | | |
| Regional Collaboration | Strengthen and maintain close relations with key recruitment allies - locally and statewide. Continue to strengthen the Victoria regional EDO cooperation group (9 counties). | ●●● High | 6 - 12 months | \$ | ★★ Moderate | VEDC | Other regional EDOs, Texas Economic Development | Meetings, Counties in Partnership, Recruitment Events Co-planned | This need to continue to be strengthen and should begin to mirror other regional organizations like the DFW marketing team, Opportunity Austin, Opportunity Houston and the greater SATX in their regional cooperation and efforts. |
| 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. |
| Regional Collaboration | Identify additional sites with adequate infrastructure in the 9-county region, both publicly and privately owned. | ●● Medium | 1 - 2 years | \$\$ | ★★ Moderate | VEDC, Regional Partners | Local Brokers / Owners, Utilities | New Sites Added to Database, Meetings, Prospects, Projects, Capital Investment, Job Creation | Work to identify additional sites that VEDC can market in the region. Gather the information required to add these sites to VEDC's site database. Be sure to work with the regional partners and 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. |
| Small Business & Entrepreneurship | | | | | | | | | |
| Small Business & Entrepreneurship | Work with Innovation Collective to market events and programs. Increase visibility and transparency around the strategy and fundraising. | ●●● High | 6 - 12 months | \$ | ★★★ Challenging | City, University/ Colleges | VEDC, Regional Partners, Local Businesses, Chamber | Increased Event Attendance, Funds Raised, Companies Assisted, Capital Investment, Job Creation, Venture Capital Funds, Angel Funds | Work to promote the programs and initiatives of the Innovation Collective. Require more transparency around programming, funding, and processes to build trust in the community and gain supporters and increase funds. Transparency around venture capital support staying in the region. |
| Small Business & Entrepreneurship | Centralized online aggregation of resources for entrepreneurs and small businesses - SourceLink, HUUB, or similar. "One Stop Shop" concept. Widely market to small business community. | ●●● High | 6 - 12 months | \$\$\$ | ★★★ Challenging | SBDC, Universities/Colleges, Innovation Collective | Workforce Board, K - 12, Local Businesses, VEDC, Regional Partners, City, County | Number of Resources Listed, Establishing a Dedicated Project Manager, Number of Touches from Website Itself, Successful Launch and Marketing | Tracking resources serving Small Business and Entrepreneurship can be difficult and they serve a group that depends on resources to help them create and succeed with their business. Creating a document or online resource to track these resources and be able to share them easily via a website or online tool can be critically important to the growth and health of a community's entrepreneurship ecosystem. SourceLink and HUUB are two third party resources that provide this type of service or you can use a "How to Start a Business" document with resource lists. |
| Workforce Development | | | | | | | | | |
| Workforce | Align CTE with existing industry and recruitment targets. Partner with local employers for training and education. | ●●● High | 6 - 12 months | \$ | ★★ Moderate | K-12, Universities/Colleges | Workforce Board, Residents, Businesses, VEDC | Participants, Programs, Contacts, Local Employment, Relocations Back to Community, Population Growth, Educational Attainment | Make sure that programs and classes are given locally. Training programs should align with needs of local employers and should have an advisory council of these employers helping to design these training programs. Programs should also align with new target industries to create a pipeline for these employers. |
| Workforce | Improve soft skills of workforce and students. | ●●● High | 6 - 12 months | \$ | ★★ Moderate | K-12, Universities/Colleges | Workforce Board, Local Businesses, Residents | Programs, Certificates, Placements, Graduates | Soft skills are the number one skills gap reported across the country and across all industries. Businesses are finding it harder and harder to get qualified candidates that can pass a drug screen and a background check. New employees are lacking the knowledge and social grace of showing up on time, calling in instead of no showing, dressing appropriately, etc. These skills are imperative to success in the workforce and must be taught as early as possible. |
| 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. |
| Workforce | Engage with young professionals organizations. | ●●● High | 6 - 12 months | \$ | ★★ Moderate | VEDC | Workforce Board, College/Universities, K - 12, Residents, Students, Chamber, Regional Partners | Programs, Contacts, Participants, Visits, Educational Attainment, Population of 18-40 Year Old Growth | Grow Young Professionals organizations to help young residents and students become County, City, and regional leaders. Create opportunities for young professionals to stay in the region by joining local boards and commissions. Train these Young Professionals to succeed current leaders and stakeholders as they age out or move. |

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| Workforce | Relocating Partner Assistance Program. | ●●● High | 6 - 12 months | \$ | ★ Easy | VEDC | Workforce Board, Local Businesses, Residents | Program created, Inquiries through the program, Spouses Assisted, Partners (businesses and HR departments) involved, Programs, Budget, Contacts, Placements | Create a Relocating Partner Assistance Program to support employers that are having difficulty assisting their newly relocated employees' partners with job placement in the region; Work with the heads of area businesses and their human resource departments to review and share the resumes of newly relocated individuals who are part of a job placement package. Focus not just on Quality of Life. Need to include assistance for spouse to find work. |
| Workforce | Promote local training and education programs. | ●● Medium | 6 - 12 months | \$ | ★ Easy | VEDC | Workforce Board, College/ University, K - 12, Local Businesses | Funds Donated, Marketing Materials, Trainees Enrolled, Programs Offered, Graduates, Certificates, Scholarships | Work with local post-secondary institutions to raise awareness of training opportunities, especially those in target industries. These opportunities may be short- or long-term training options to help existing workers advance their careers or help high school graduates enter the workforce. Consider sponsoring students through scholarships or internships, when appropriate. |
| Workforce | Work with VC and UH-V to establish or grow training options that align with the identified target 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. |
| Workforce | Conduct a survey of local businesses evaluating wage and benefit information. | ●● Medium | 1 - 2 years | \$ | ★★ Moderate | VEDC, City | Local and regional businesses | Survey Responses, Wage and Benefit Data, Prospects, Projects, Capital Investment, Job Creation | Create an annual survey of local employers to determine the wages, skills, and benefits available in the community. The results and findings can be used in business attraction and retention efforts. Helps to understand wage growth and if special benefits have to be provided to retain workers in the region. |
| Workforce | Develop additional post-secondary certification programs to support the growth of the target industries. | ●● Medium | 1 - 2 years | \$\$\$ | ★★★ Challenging | Universities/Colleges | State, K - 12, Business, Residents, Regional Partners | Budget, Programs, Certificates, Graduates, Events, Meetings, Visits, Contacts, Prospects, Capital Investment, Job Creation | Not all companies or jobs will require a four-year education, these employees will need certifications programs to meet employers skills needs. Work to establish these types of educational and skill development programs that align with existing business training needs as well as those skills required by the identified target industries. The need for employees to enter the workforce faster is becoming pervasive in every industry including those that traditionally required four-year degrees. The businesses will need certification and flexible training programs with work experience through internships or apprenticeships to meet their employment needs. |
| Workforce | Market Victoria to young professionals. | ●● Medium | 2 - 3 years | \$ | ★ Easy | VEDC | Local businesses, Colleges/Universities, Regional Partners, Chamber | Conferences Attended, Individuals Contacted, Tours, Visits, Population Growth, Population of 18-40 Year Old Growth, Educational Attainment | Ensure that young talent outside of the Victoria region understands the career opportunities available by marketing the region to young professional events or at neighboring colleges / universities. |
| 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 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. |