



REPORT TO CITY OF BOERNE

4TH QUARTER 2016 & 1ST QUARTER 2017

This is a report of the BKCEDC performance and activity for 4th Quarter 2016 and 1st Quarter 2017, as outlined in the City of Boerne and BKCEDC's Agreement. The following are attached to be included with this report:

2016 Annual Snapshot (first-ever report to Investors on annual performance highlights)

Marketing Collateral Package (includes City of Boerne branding)

The Boerne Kendall County Economic Development Corporation is an independent, 501 (c)(6) non-profit, private/public partnership sponsored by Kendall County, City of Boerne, and a forward-thinking group of over 85 private Investors.

The role of the BKCEDC is to strengthen the community's competitive position, facilitate investments that grow quality jobs and cultivate growth for a dynamic, resilient and livable community. As our community continues to rapidly grow, we will build on the successes of our organization to meet the challenges of bringing additional quality economic development opportunities to Boerne/Kendall County.

MISSION

To promote desirable economic development that will support a thriving, diverse and sustainable quality of life in Kendall County.

2017 Goals are written with the consideration that economic development is a 3-legged stool:

- 1) Business Recruitment & Attraction (New Companies) – Goal #1
 - 2) Business Retention & Expansion (Local Companies) – Goal #2
 - 3) Entrepreneurial (conduit to resources to grow economic base) – Goal #2
- Image and Marketing (Goal #3) are required to successfully carry out all economic development efforts.

GOAL #1

RECRUITMENT / ATTRACTION

- **NEW CAPITAL GROWTH OPPORTUNITIES**

1. Completed the **Marketing Collateral Package** which is specifically tailored to commercial attraction efforts. We have launched specific initiatives to leverage use of this package for prospecting purposes, aligning with targets. – Q1 2017

2. Actively participating in **City of Boerne's Master Plan** update process in order to align our strategies for recruitment with what the City is seeking for land-use. Misty Mayo serves on the Task Force, and meetings have been scheduled, upon request, for the EDC Board and Executive Board to meet with the consultant. The EDC will continue to invite and engage our Investors, as appropriate. – Q1 2017
 - a) **We will continue to utilize data from the Master Plan results**, as well as seek out additional resources for continued **market intelligence** to drive our targeting strategy.
 - b) We are conducting a **site analysis** to answer where potential companies can locate. This is an ongoing process which will be further refined with outcomes of Master Plan.
3. Continue to ensure all relative **data points** for competitively leveraging Boerne and Kendall County are up-to-date and utilized appropriately. We began with our new website in 2016 and are continuing with the future engagement of a retail consulting firm, as well as other data specific initiatives.
4. **Confirm and verify the Target Markets**, arriving at a list that reflects a shared vision for the community involving the City, County and EDC. The EDC continues to work with the City Team to address targets, goals and impediments to address for attraction efforts.
Recruitment of Appropriate Commercial Development to include:
 - a. Small-to-medium corporate headquarters
 - b. Office Space
 - c. Medical and healthcare facilities
 - d. Light manufacturing
 - e. Retail and mixed-use developments, which may include retail, office, hotel, medical, commercial, and/or other uses which are predominantly commercial in nature.
5. **Prospecting:**
The EDC continues to apply for **all state projects** when closely aligned with projects we are seeking to attract and actively seek out opportunities to put Boerne/Kendall County up for consideration.

**A Projects is one that will make a site decision in 24 months and commits to considering Boerne/Kendall County for their site selection requirement.*

Q4 2016:

New Projects Attracted:

Eight/8 Total (3 of which are BRE projects – local companies expanding)

Q1 2017:

New Projects Attracted:

Seventeen/17 Total (1 of which is BRE project – local company expanding)

Projects Located – Six/6:

1. **Project Swift – Medical Office Building/Medical & healthcare facilities**
2. **Project Deliver, ADS Media Group Corporate Headquarters – Office**

3. Briggs & Veselka – Office
4. Project Rattler, Ultimate Classic Cars – Manufacturing (assembly/light mfg.)
5. Project Admire, James Avery – Retail
6. Project Phoenix, Hilton Hotel & Conference Center – Retail

II. Recruit Targeted Retail:

1. Retail Study:

The EDC is in the process of selecting the company that will update the 2014 Catalyst Retail Study (data relevant for 3 years) in a manner that most effectively supports our attraction goals for Retail.

III. Maps:

Consideration continues involving available land and identification of community assets related to real estate. BKCEDC continues to enhance our mapping efforts, as appropriately determined either on our website and/or utilized in marketing efforts. This is an ongoing effort which began moderately in 2016, and will be increased in 2017 and ongoing into 2018.

GOAL #2

BRE – BUSINESS RETENTION & EXPANSION (LOCAL COMPANIES)

Our community benefits when established businesses grow or expand locally.

The purpose of BRE:

1. Appreciation – to express appreciation to local companies for choosing to do business in Boerne/Kendall County
2. Education – connect with existing business owners to educate companies about resources, incentives and programs available to them
3. Mitigation of Risks – identify problems local employers are experiencing and serve as a conduit for brokering solutions
4. Expansion – identify companies seeking to expand
5. Opportunities – connect with current companies to target their suppliers for recruitment efforts

1. Identify and prioritize BRE Company visits

- Continuation of successful BRE initiative. Visit 5-8 key employers, accompanied by a representative of the City and/or County, as appropriate. Determine the list of companies to visit by coordinating with the City and County regarding their list of priorities.
 1. Baptist Health/MedFirst, 2/27/17
 2. B Well Shoppe, 2/14/2017
 3. Christus Health, 12/16/17

2. Marketing & Organization

- Compiled a comprehensive list of local companies with contact information

- We continue to tie key Marketing Plan components to this initiative to get the greatest visibility for BKCEDC
- Finalized first-ever BRE marketing materials as part of a total marketing collateral package.
- Began to devise a marketing plan to distribute new BRE marketing materials to targeted local companies which could include a campaign to thank local businesses and provide expansion support, further solidifying BKCEDC as the “go-to organization” for economic development.

3. **Identify partners, programs and processes**

- Continued to refine the current BRE visits and activities and look to determine appropriate course of action for continued BRE efforts.

4. **Database setup**

EDC began seeking out a data base company in order to track BRE Company Visits and data points in a manner in which will contribute to the strength, viability and longevity as we build upon this successful program.

Small Business & Entrepreneurial Support (conduit to resources to grow economic base):

- EDC has identified and continues to seek out resources and educational opportunities which we listed on our website for easy consumer access.

GOAL #3

IMAGE & MARKETING

Our goal is to align all organizational components to creatively present packages that are progressive and innovative from a community that is aggressively pursuing all business development opportunities.

Our Image / Marketing Plan includes facets of these priorities: 1) Recruitment; 2) BRE; and 3) Organization & Investors. Work with Branding/Marketing Committee to continue to drive brand messaging by implementing the following program of work:

1. **Marketing Plan:**

- a. The EDC is developing a robust strategy** to expand outreach methods and increase awareness of our area’s assets by marketing to: Prospective companies; corporate decision makers; site selection consultants; developers and commercial brokers; local and national media; and organization stakeholders. This will be completed by 3Q 2017.
- b. We have produced and are in the process of activating a Marketing Plan.** While the Plan will be completed by 3Q 2017, we have begun to implement many components of this Plan which includes a monthly calendar capturing proposed activities for:
 - a. Investor Relations (events & communications)
 - b. Marketing Trips (Trade Shows, conferences, etc.)
 - c. Collateral Usage plan related to target markets
 - d. Award application timetable
 - e. Advertising (if applicable)
 - f. Social Media

2. **Marketing Collateral Package:**

Completed marketing collateral package which includes an independent piece for each of the following: BRE, Attraction and Investing in the EDC. All pieces are cohesive to be utilized in a package or independently. – Q1 2017

3. **Website:**

We have launched updates included in Phase II of the new BKCEDC Website. Includes the following enhanced features which are on target to be completed by end of 2017:

- a. Updated information; new videos; additional graphics and photographs; expansion of resources for prospects and entrepreneurs; and added components as evaluated and discovered.
- b. Staff training for increased competency in updating website

4. **Videos:**

The EDC secured a donor and developed three **videos** which are now highlighted on the BKCEDC website and are being utilized for marketing to potential prospects. The videos focus on key site selection factors, including highlighting Boerne. – Q1 2017

5. **Investor Communications:**

Expand on investor communication for enhanced and increased communication with a minimum contact of once a month.

- a. This includes the development of the first-ever **Annual Snapshot** capturing the highlights of the previous year's performance and successes.
- b. Continue building on the newly created **Investor Newsletter** to contribute to the enhancement of more frequent and detailed communication with Investors.

6. **Social Media:**

The EDC established both a new Twitter and a new Facebook accounts. Continue to build on social media strategy with increased number of posts while remaining focused on #1 priority of website (websites are proven to be the number one utilized tool for site selection consultants and companies). – Q1 2017

7. **Region Public Relations:**

CEO, Staff Team and Board Members remain involved in appropriate Regional activities, including, but not limited to industry specific events in **San Antonio**. This includes participation in the **46 Corridor Council**; relationship enhancement activities with communities in the **GVTC GigaRegion** (Bulverde/Spring Branch & Gonzales); and communications with New Braunfels, Kerrville and Fredericksburg economic development professionals.

The following are key activities for marketing & PR during the reporting quarters:

1. Technology & Cybersecurity Forum, October 2016
2. CPS Energy & BKCEDC economic development discussion, October 2016
3. Digital Marketing Webinar, December 2016
4. Participated in all Kendall Gateway Technical Workgroups (Dec. 2016 – March 2017)
5. TEDC State Sales Tax & Economic Development Training, December 2016

6. 2017 Housing Forecast Breakfast, Greater S.A. Builders Association, January 2017
7. Federal Reserve Bank, 2017 Economic Outlook, January 2017
8. State of the City Luncheon, January 2017
9. Workforce Solutions Alamo Quarterly Update, January 2017
10. TEDC Legislative Conference, February 2017
11. Rural Business Partner Advisor Training & Professional Development, Institute for Economic Development at UTSA, March 2017
12. CCIM, CREW & CoreNet State of the Economy, March 2017
13. BISD State of the District, March 2017
14. San Antonio Mobility Coalition - First Annual State of Transit, March 2017
15. Hill Country Networking Luncheon, March 2017

8. Engage in **other Brand Promotion Opportunities:**

- a. CEO continues to accept all appropriate **speaking engagements** in order to promote the Boerne / Kendall County brand.
 1. Advisory Directors Meeting – Frost Bank, Misty spoke, November 2016
 2. Keller Williams Event, November 2016
 3. Sunrise Rotary, December 2016
 4. Legacy Mutual Mortgage Presentation to Real Estate Professionals, January 2017
 5. Leadership Bulverde, March 2017

- b. CEO & Team Members will continue to participate in **statewide organizations**, as well as **significant real estate organizations**.

Currently:

Misty Mayo - Texas Economic Development Council (TEDC) Board of Directors

Misty Mayo - TEDC Communications Committee, Co-Chair

Misty Mayo/BKCEDC - Team Texas Member

Misty Mayo & Alison Church - Business Retention and Expansion International & Misty - Certified BREI Coordinator

Misty Mayo - CCIM – Commercial Real Estate

Misty Mayo - NREDA - National Rural Economic Developers Association, Member & NREDA Conference Committee

9. **Marketing Huddle (Collaborative effort with partners):**

With the goal of developing a reputation as a competitive community, the EDC continues leading and organizing the Marketing Huddle which involves seeking out marketing, branding and image opportunities with our partners at the Convention and Visitors Bureau; Boerne Chamber and the City of Boerne.

GOAL #4

BKCEDC ORGANIZATION & INVESTORS

This involves our internal goals for the organization. Included below are those that apply to the City of Boerne.

I. Organization

1. Strategic Initiatives:

The Executive Board considered the need for a Strategic Plan for economic development. We reviewed current strategic initiatives and conducted discussions regarding future strategic planning from which it was determined that the City of Boerne's Master Plan should be completed prior to the EDC continuing conversations regarding economic development strategic planning. – 1Q 2017

II. Investors

PUBLIC PARTNERSHIPS:

- a. Participate with the City of Boerne and Kendall County teams regarding establishing and execution of shared goals.
- b. Ensure both contracts are up to date and commitments are met on both sides.
- c. Present a written report and an EDC Update to City Council and Commissioners Court at least twice a year.
- d. Weekly and monthly meetings with City of Boerne Staff and representatives designated on the EDC Board of Directors.

PRIVATE BUSINESS PARTNERSHIPS:

We continue to work toward several goals that align with cultivation and retention of our Private Investor Partnerships as **65% of the EDC budget comes from over 85 Private Investors**. During these two quarters this included finalizing member/Investor benefits, and completing the Investor brochure collateral as part of the total marketing package.