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An Economic Development Community Resiliency Strategic Plan 2020-2025

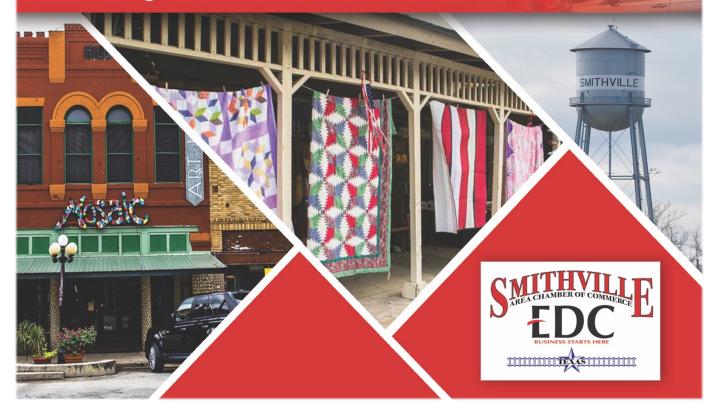


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Executive Summary

The City of Smithville and the Smithville Area Chamber of Commerce are committed to the vision of maintaining a small-town sensibility and aesthetic while encouraging positive, sustainable, meaningful growth and continuing to improve the quality of life, individual and collective capacity, and standards of living in this terrific community. City, Chamber, and community leadership values include respect, appreciation, and regard for residents and the environment; teamwork and partnerships; open communication; and innovation and entrepreneurship among our business community.

In alignment with this vision and these values, the Smithville Economic Development/Resiliency Strategic Plan offers a robust and comprehensive public participation program, an historic overview of previous plans, and a blueprint for implementation including tasks, champions, and realistic timelines.

As part of the public participation thirty-four stakeholder interviews were conducted. Results of these interviews concluded with the need for housing and the need for sustainable development which sustains Smithville a small town. When asked to list factors that inhibit economic development the answer was predominantly inconsistent growth decisions. A Saturday come and go Visioning and Design Studio was attended by more than 80 local citizens and children. Suggestions were offer in the 7 design stations. Vision elements that were suggested included similar results of the stakeholder interviews but more detail as to how to keep Smithville a sweet small town. Job training and entrepreneurship through a local incubator/maker space to train and keep the workforce within Smithville was recommended. Housing developments should be clusters at about 30 units with a mix of housing types for all ages. Participants want the development along SH71 to not include large parking lots, large buildings, big boxes, store chains and large signs of typical suburban development. The Development on SH71 should be neighborhoods that keep the downtown as the mecca for community shopping. Continuing the Downtown renaissance includes encouraging investment in lodging, housing on 2nd and upper floors, restaurants and entertainment venues plus allowing for local product stores and discouraging chain stores. There was also discussion on the need to improve the access to the Colorado River and to encourage improvements at the boating access facility and the Riverbend Park. The other outreach activities included 4 review meetings of the Smithville Chamber Economic Development Committee and public hearing prior to Smithville City Council adoption.

Previous Smithville plans and studies, adjoining or competing community studies, studies of Bastrop County and a study of the Capital Area were reviewed and highlights from these studies presented. Past studies noted the lack of housing is a limiting factor restricting Smithville's population and job growth. Previous Smithville plans projected the population to be at 6,000 to over 7,000 today. The Capital Region estimates that the Bastrop County area will grow at 10% annually. Smithville is growing at less than 3% and that is not large enough to sustain a resilient community with adequate economic resources to weather the economic ups and downs while maintaining needed public services for the residents. Many projects to increase investment and to bring guality

growth have been suggested in these previous plans. This Plan is to focus those suggestions and projects to allow for short term (5 year) achievement thus enabling new investment dollars and additional population to provide meaningful growth to Smithville's economy. These projects would include increasing marketing awareness beyond Smithville; development of in-fill housing lots at a rate of 4 sites per year, marketing two to four larger residential sites annually including development of the Villages of Smithville site on SH71, development and attraction of industries within the Smithville industrial park; continued expansion of facilities and services at the Smithville Airport, overlay design controls for lands along SH 71, lodging and hotel development, a minimum of \$2,000,000 private sector development in the downtown annually and public infrastructure improvements to assist that private sector development, incubator/maker space project in the downtown, river access improvements along the Colorado River and ½ mile trail in 5 years along the Gazley Creek.

The economic profile segment of this Plan was prepared to define the present Smithville market. These facts will be used to attract new investment and new customers, create new jobs and bring new wealth to the economy. Smithville is easily accessible by highway, rail and air. Key locational elements include the highway network with SH71 being 4 lanes and a short trucking distance to 3 major US interstate highway and the SH130 toll road around Austin. Union Pacific Rail Yard in Smithville and 3 UP rail line intersection at the Smithville rail yard is significant for industries needing rail service. The Smithville Crawford Municipal Airport should be promoted in each outreach marketing efforts. Smithville's market is more than the municipal boundaries of the City. The Smithville market is 15,000 population and that is a significant number of customers for attracting new investment. Commute time to work in Smithville is short. Median age of 42 in Smithville is relatively older than in most growing communities. Baby boomers and millennials are the largest generation groups in Smithville. The Gen "X" ers (ages 35 to 50) are only 16 percent of the market population and are leaving this market. The Gen "X" ers are leaving the market for more housing opportunities and more job opportunities. The labor force is well educated in Smithville. However, the median family income of \$68,438 is slightly below the Texas Median Family Income of \$70,423. Job attraction should be focused on STEM jobs more than retail in that they bring higher wages. The labor force and workforce are diverse and there is a reasonable mix of industries in the Smithville market. The two State Parks, in the close vicinity of Smithville, bring substantial visitors to the community. City and School district revenues are growing. The retail market of the City of Smithville is 1,670 households and each spend about \$24,700 annually on retail goods. Within the 10-mile market the number of households increase to 5,543 and expenditures are still at about \$24,700 for each household. Leakage to other markets is about 23% and its due primarily to lack of available products. Retail is 46% of all household expenditures in this market. To increase the market size to have more retailing options and to keep the stores open 7 days a week, Smithville's market will need to increase its number of households to increase the total retail sales. Retail cannot invest without an adequate consumer market. Housing is growing about 8 homes a year in Smithville. New growth, today, is from the Hurta River Estates. To meet the demand for desired retail opportunities, new jobs and new tax

dollars and to provide necessary public services and public infrastructure the number of houses built in Smithville should be substantially increased.

The Economic Development policies, codes and project, to encourage economic opportunity, will need to focus on increasing the population growth beyond 3% a year and new housing beyond 10 units a year. The present level of growth is not sufficient to sustain a vibrant and busy retailing sector downtown. The community desires a vibrant and busy thriving downtown. The community desires Smithville to remain small community. The Mission of this economic development planning effort is to encourage new meaningful growth that will sustain the small town feel of the community allowing for the community to achieved its needs and wants with sufficient new investment that enables the City to become resilient and to achieve the desired quality of life.

- 1. To implement this vigorous plan over the next 5 years, seven goals has been established.
- 2. Increase market awareness beyond Smithville
- 3. Facilitate a range of housing opportunities
- 4. Guide development adjacent to SH 71; encourage hotel and airport development
- 5. Focus the industrial attraction to the SH71/SH95 Smithville Industrial Park
- 6. Continue the downtown renaissance
- 7. Enhance the experience of the Colorado River/Gazley Creek
- 8. Review the accomplishments and celebrate the success

Action objective are defined to focus the goals and to achieve these goals within 5 years. The tasks identified under each action objective are presented to further define the action and assign responsibility for action. Its all about doing something to achieve the Mission.

The economic development organization (EDO) leadership will be shared between the Mayor, the City Manager and the Executive Director of the Smithville Area Chamber of Commerce. Key teams of volunteer economic developers from the Chamber Economic Development Committee and the City will be assigned to 8 committees who will carry out the tasks, annually evaluate the accomplishments and celebrate the success. The teams may need to adjust the tasks as needed to achieve the action objectives and goals. The Action Economic Development Teams include marketing team, incentive team, neighborhood team, SH71 development team, housing finance team, downtown development team, Colorado River Parks team, Colorado River/Gazley Trails Team. The key of success is to keep the Mission and Goals every present, do not jump to the actual project until you have studied the desired sites available and are fully aware of the development capabilities and short comings and how those deficiencies will be resolved. Success is dependent upon plan execution prior to moving dirt. Keep to the tasks.

Acknowledgements

The City of Smithville working with the Smithville Area Chamber of Commerce completed the Economic Development/Community Resiliency Strategic Plan through a grant of the Texas Department of Agriculture.

Mundo and Associates, Inc. provided the technical expertise and economic development consultation. The community leaders, stakeholders and citizens of Smithville provided the thoughtful considerations to enable the Mission Statement, Goals, Action Objectives and Tasks to be developed that reflect the desires of Smithville to move forward with Meaningful Growth.

S MITHVILLE T E X A S	Mayor, Scott A. Saunders, Jr. Mayor Pro-Tem, Joanna Morgan Council Members: Bill Gordon, Cassie Barrientos, Sharon Foerster, Jason Hewitt City Manager, Robert Tamble Grants Administrator, Jill Strube, Ph.D.
States Citability of Commence	Executive Director, April Daniels
	Sid Miller, Agricultural Commissioner Aubrey Ann Gilmore, Program Specialist, Office of Rural Affairs
MUNDO	Pamela J. Mundo, AICP/CeCD President, Mundo and Associates, Inc.



Public Participation and Outreach Strategy

Public participation and outreach for development of the Smithville Economic Development/Community Resiliency Strategic Plan included thirty four one and one stakeholder interviews, review meetings of the Smithville Chamber of Commerce Economic Development Committee, a Saturday visioning and design studio, plus the necessary public hearing of Smithville City Council.

Stakeholder Interviews

In the initial months of the Strategic Plan, Mundo and Associates, Inc. conducted hour long personal interviews with thirty four Smithville leaders, business owners and community stakeholders. Each interview was informal following a general outline of questions but allowing for input and recommendations from the individual being interviewed. The stakeholders who participated included those listed below.

Smithville Stakeholders Interviewed

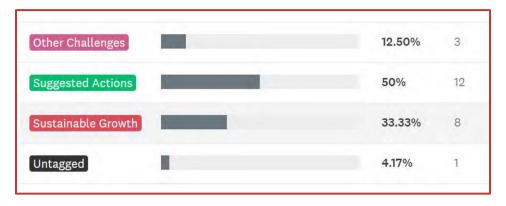
Gina Chronis-Bayer	Ted Levieux	Judy Paul
Judy Bergeron	Adena Lewis	Robbie Rabe
Janice Bruno	Linda Liebowitz	Scott Saunders
Cheryl Burns	Ron Martin	Valerie Savage
Stephanie DiStefano	Susan Martin	Jackie Short
Lisa Duty	Sandy Meyerson	Steve Simmons
Derwin Gipson	Letha Maignon	Mark Simpson
Bill Gordon	Joanna Morgan	Robert Tamble
Clinton Hille	Burnadette Noll	Gwendolyn Watkins
Sammi Hill	Caroline Noya	Jeri Nell Winslett
Denise Jensen	Sara O'Brien	Jeff Wise
		Jennifer York

The initial opening question was to define the top two economic development challenges for Smithville. Results on the adjoining page show that there is a mix of economic development challenges brought forth. The "lack of affordable housing" stood out as the major challenge. A summary of "Other" challenges illustrated that "sustainable growth" is a common concern.



ed: 0 00% 80% 60% 40% 20%	increasing the Tax Base for the City	Attracting Developers to	Occupancy	Development along SH 71	Lack of	Other	
	the City	Smithville	Downtown Buildings		affordable housing options	(specify)	
					*	RESPONSES	•
Тах Ва	ase for the Cit	У				6.25%	2
eloper	s to Smithvill	e				15.63%	5
Downto	own Buildings	5				18.75%	6
long S	6H 71					6.25%	2
ble ho	ousing options	5				50.00%	16
	loper ownt ong S	lopers to Smithvill owntown Building: .ong SH 71	ax Base for the City lopers to Smithville owntown Buildings .ong SH 71 Dle housing options	lopers to Smithville owntown Buildings .ong SH 71	lopers to Smithville owntown Buildings .ong SH 71 Die housing options	lopers to Smithville owntown Buildings .ong SH 71	Tax Base for the City 6.25% clopers to Smithville 15.63% owntown Buildings 18.75% cong SH 71 6.25% ole housing options 50.00%

QUESTION 1 SUMMARY OF OTHERS



Asking the stakeholders to identify the top priority for improving Smithville's economy brought forth a clear consensus for all who answered. Attracting housing development is the top priority.



In your opinion, what is the top priority for improving the Smithville economy?

Answered: 32 Skipped: 0

housing Attract development

Responding to a question on what Smithville does well, respondents clearly noted that the community works well together and with each other. The stakeholders also noted that the community includes opportunities for community participation in development efforts and that the downtown is a special place to the community. Often it was noted that historic assets of the City need promotion and the community needs to encourage entrepreneurship.



In your opinion, the top 3).							0							
Answered: 32 Skipped: 0														
Provide challenging														
Recognize the downtown as														
Communicate the assets o														
Promote the historic ass														
Include opportunitie														
Work well with each other														
Offer a welcoming														
Provide a planned &														
Encourage entrepreneur														
Identify the vision for t														
Other (please specify)														
	0%	10%	20%	30%	6 4	0%	50%	60%	70%	80%	909	6 100%		

Asked to think of an advertisement about Smithville, the stakeholders were uniform in their response.

Question 4



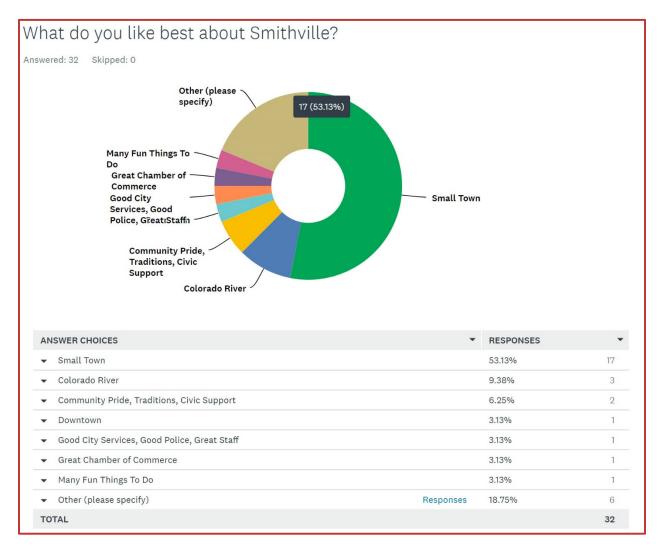
The fifth question asked of each stakeholder was how to prioritize new investment. We found the response uniform with housing being the primary effort but development along the highway also was important.





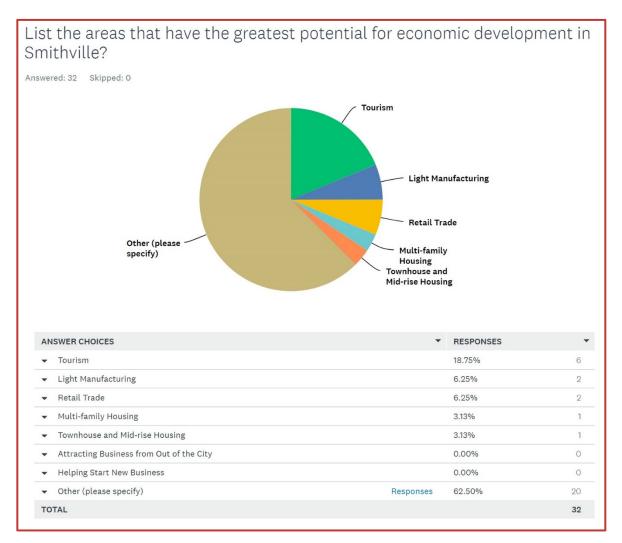
When asked their opinion about what stakeholders like about Smithville, the small-town response was 53%, of the responses. The Colorado River is an important asset to the community. Civic pride, Smithville traditions and civic support are also important characteristics of Smithville.



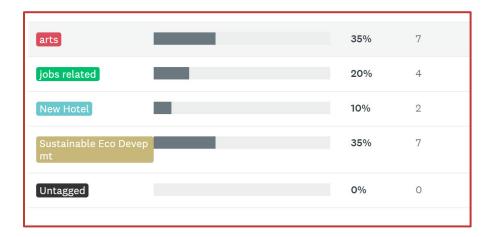


Stakeholders were asked to identify areas of greatest potential. There was no consensus. Tourism had a 19% response followed by light manufacturing and retail trade with 6.25%. "Other" having a 63% response. Within the Other category sustainable development and the arts were each 35% of the response.





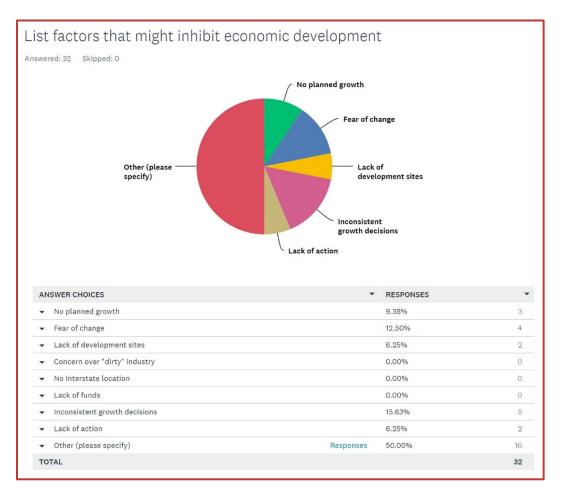
QUESTION 7 SUMMARY OF "OTHERS"





Stakeholders, in question 8, were asked to list what may inhibit economic development in Smithville. Here 80% of the responses fell into the "Other" category where awareness of Smithville and indecision or pushback were noted as inhibiting development. With 16% of the responses "inconsistent growth decisions" was noted.

Question 8



QUESTION 8 SUMMARY OF "OTHERS"

Affordable Housing	12.50%	2
Awareness of Smithvill e	31.25%	5
Indecision or pushback	31.25%	5
Suggested Action	25%	4
Untagged	0%	0



The last question for the stakeholders was to identify their concerns or points of interest in building an economic development strategic action plan. The lack of growth was a concern and the need for housing a concern.

Question 9

List other concerns or points of interest that you feel are important to building an economic development strategic action plan?

Answered: 32 Skipped: 0

growth lack Need City housing development

Summary Of The Stakeholders Interviews

Without a doubt, the citizens of Smithville are involved with their City. Citizens, leaders, and stakeholders all have an opinion on the economic development and community resiliency strategic plan. The stakeholders easily and uniformly can define what makes Smithville special...it is a great small town. Economic development does not mean growth for the stakeholders.

Housing

The stakeholders acknowledge that there is a need for housing in Smithville and all types of housing are needed including affordable housing. The community desires sustainable development that will enhance what makes Smithville special today.

Pillars of the Community

The community feel, the arts, the downtown and the Colorado River make Smithville unique. Future economic development will need to enhance these pillars of the community.

Sustaining Uniqueness

Sustaining what makes Smithville special and unique is critical to the future of the City. Stakeholders acknowledge that development will occur particularly along the major highways. Stakeholders desire actions to continue the traditional gridiron street network, with small blocks that are walkable and drawn from the turn of the twentieth century development patterns. Suburban sprawl, shopping centers, large deserts of parking lots, tall and highly illuminated signs which overhang the highway, big box stores, lighting that destroys the dark sky and uncontrolled growth are not goals of the community.

Meaningful growth that enhances the community, the arts, the downtown and the Colorado River are foundations for the Plan.



SEDC Meetings

The Smithville Area Chamber of Commerce Economic Development Committee (SEDC) has met three times to review progress on preparation of the plan. The SEDC provided comments and suggestions. The SEDC met on January 28, 2020 to review the results of the Stakeholder Surveys.



Again, on May 26, 2020 the SEDC met in the new "Zoom" format and reviewed the Historic Development and General Characteristics, the Economic Profile, Mission statement and plan goals. July 28, 2020 meeting of the SEDC was a review of the Economic Development Policies and Projects, Implementation Plan, and Final Report Presentation. A public review was held on July 30th via a Zoom meeting.

Visioning and Design Studio



Saturday, February 28, 2020 from 10 a.m. to 3 p.m. was a come and go visioning and design studio held at the Smithville Recreation Center. Over 80 citizens and children attended to provide their input and advice on formulating the Economic Development/ Resiliency Strategic Plan. Seven Design Stations were placed throughout the room to invite conversation and participation regarding proposed recommendations for the Plan.

The initial station was an invitation to "Increasing market awareness beyond Smithville". The participants were invited to create a short tag line to be used to grow interest in investing in Smithville.

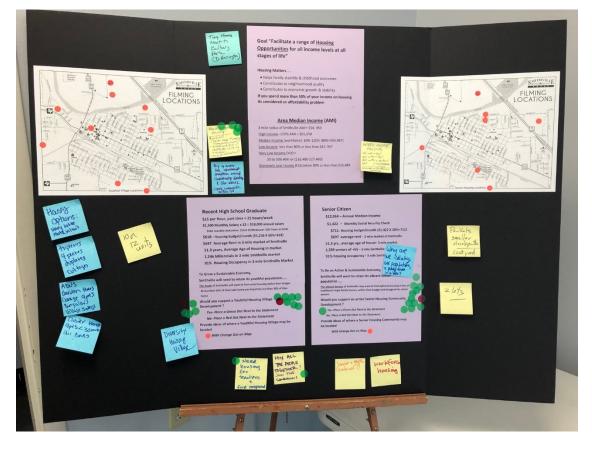


This station was reviewed and then most visitors chose not to participate in this station. Few participants wanted a tagline to describe Smithville. Comments were provided such as "green thinking", "need a hotel", "No hotel- a 10 room boutique hotel", "creative hub", "authentic, sustainable, incremental".





The next station dealt with housing and a discussion of the need for housing for all age groups including new high school graduates, senior citizens and housing for those with low to median family incomes where the AMI (area median income) in Smithville is \$43,967. Here there was participation and opinions and site suggestions.



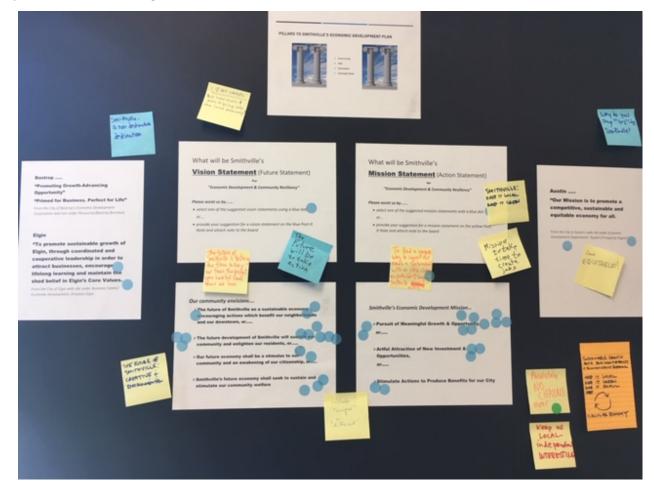
The need for housing for teachers, fireman, youth, and workforce was identified as important. The participants requested diversity in housing types including duplexes, triplexes, 4 plexes, cottages and tiny homes. Participants asked for varying the lots and housing types on the lots. Housing clusters in developments of less

than 30 units. Create a neighborhood or community with gardens instead of just a development. Mix up housing types and not separate by age such as senior housing or youth housing. But there was support for youth housing developments. Terms such as pockets of development, smaller development, and courtyards were used. Locations were suggested and will be passed on to the Economic Development Teams working on housing developments.



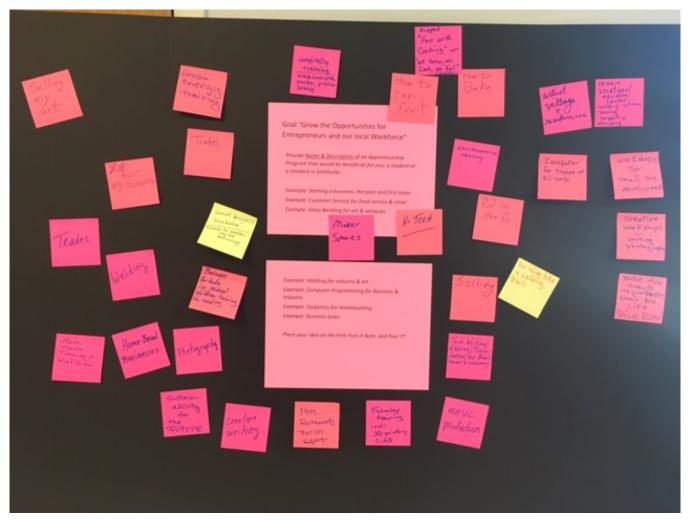


The next design station was an invitation to discuss what the Mission of the Economic Development/Resiliency Strategic Plan was to be. Most comments were concerns of growing too much or too fast and losing the small-town Smithville. There is a mix between need to grow and fear of losing the character of Smithville. Examples include "The future of Smithville is fostering the future to keep our town the perfect openhearted small town." "Smithville a non-distinctive destination." "Love the art and artists but how much does it bring into the local economy." "Smithville keep it local keep it green". "Absolutely no chains". "Keep us local, independent and interesting."





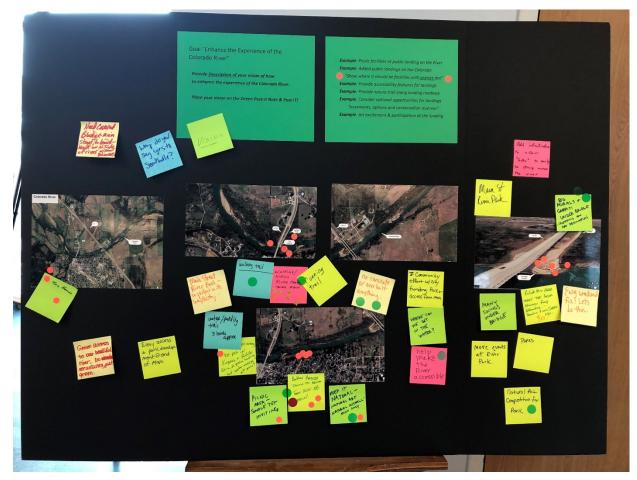
When invited to discuss the need for entrepreneurs and growing the local workforce, this visioning station was provided many suggestions by the participant at this design studio.



Highlights of the suggestions include "maker space"; high tech; hospitality training; environmental training; selling; building bike and walking trails; incubator for training of all types; workshops for small business training; vocational education center for welding, carpentry, plumbing and sewing. Support is very evident for developing an incubator/maker space type of training facility.



Next was a discussion on the opportunity to enhance the experience of the Colorado River. This River is a special natural feature of the City and should be taken advantage of to improve the quality of life for all the residents.



Many suggestions were provided for three distinct access areas of the River. These areas include the SH95/Loop 230 boat ramp, the Main Street area of the Colorado River and the Vernon Richards Riverbend Park. Recommendations include "keep it natural", "provide access to the water", "make it accessible", "running and

walking trails", "no concrete", "paddling trail"," swings under the bridge", "more events at Riverbend Park," "murals under the bridge"," bridge across for access on both sides of the River," Is was uniformly agreed that everyone attending wants to see more improvements to the river access areas along the Colorado River.





The issue of development along SH71 was introduced with a discussion station.



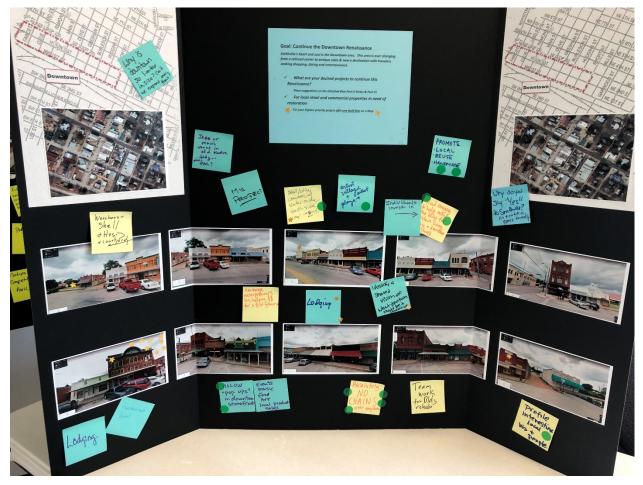
As you can see from the red dots displayed by participants, most do not want large buildings, square buildings, industrial development, or shopping centers with a lot of pavement. The properties along SH 71 are in large land holdings and will someday be sold to investors with their plans for development. A substantial portion of the properties are outside of the City of Smithville and not under controls of the City. The strategic planning challenge is to determine what development controls are necessary to achieve the desired development levels of

the citizens of Smithville. Comments from participants included a want for an "HEB and Chinese buffet" but absolutely no chain stores or big boxes. "We want to remain the sweet small town". "Check out how Round Top and Fredericksburg controlled their development". Keep the Smithville downtown the "mecca". And the lands along SH 71 keep those rural.





The last visioning station included a discussion on continuing the Downtown renaissance. The Downtown is always transforming itself from a railroad center to an antique sales destination and now to an arts, dining, and entertainment venue.



What is needed in the economic development strategic plan to sustain the Downtown? Suggestions were provided and included lodging, restaurants, entertainment venues, allowing pop up stores, encouraging local product sales and not chain stores, plus encourage entrepreneurs. Also recommended was "Promote local, reuse and homemade." Desired was to "Find money to help outfit the buildings for upstairs living and downstairs shops" Invest in locals first was a recommendation.



Summary of the Visioning and Design Studio

Turnout was excellent and participation was great. The Design Studio participants provided specific insight into what they desire for the future development of the City of Smithville. One comment made by a participant was that these visioning ideas need to be implemented. Residents do not want to be surprised by new development that does not meet this vision. To sustain the City of Smithville, as a sweet small town, will take

positive control over the future of the City's economy. The City of Smithville has survived many natural disasters in the last few years and learned the importance of resiliency. For its economy to move forward, new opportunities need to be provided for the Smithville residents and new investment attracted to enable local citizens to be employed in fruitful efforts. The Strategic Plan needs to provide a path enabling the local citizens and achieving specific goals.



Historical Development and General Characteristics

Studies and plans of Smithville, adjoining or competing communities, the County and the Capital Area were reviewed for purposes of an historical review of past actions and proposals.

The Capital Area Council of Governments (COG) is estimating that the region is now 2.1 million residents. The Capital Area COG expect Bastrop County area to grow by 10% annually. Smithville in the past has estimated that there would be grow, in 2020, to 6,715 residents or some 76%. However, Smithville is presently at 3,800 to 4,000 residents and without additional housing stock there is an inability to growth further.

The vision statements, of the 1997 Smithville Comprehensive Plan state that a small town is the desired state but there is also a desire for new amenities such as job opportunities, parks, recreation and a vibrant downtown as well as quality infrastructure and stormwater management. The 2007 Comprehensive Plan noted that economic development is the continual process of creation, retention and reinvestment of wealth. The City Adopted Comprehensive Plan of 2012 identified short- and long-term business development tasks as well as other sector improvements in housing, sustainability, transportation etc. A citizen/shopper survey in 2013-14 noted that 75% would support a \$1 fee on the utility bill to support economic development. A 2017 By the Numbers Economic Development Plan recommended updating the web site and the reason most shop out of town was due to the availability. A downtown study communicated the need to update the web site and many short, mid-term and long-term projects.

All the planning and reports of Smithville contain valuable nuggets of economic development strategies and actions. In fact, there may be too many suggestions. The narrowing of priorities, dedicated implementation and periodic review of accomplishments is needed to successfully and rapidly increase new wealth and new investment growth for Smithville. Ideas are many but action is critical. Success is vital for a sustainable economy. Focusing in on an EDO(Economic Development Organization), Marketing to the outside through the one economic development web site, housing development, downtown renaissance, industrial park development, airport development, better use of the Colorado River, entrepreneurial and vocational education are goals taken from the previous studies and reinforced from the Stakeholder's Survey and the Design studio.

The cities of Bastrop and Elgin, both competing cities for new wealth, investment and jobs, are larger than Smithville. Both have a designate EDO (economic development organizations and staff and web site). Their plans clearly identify specific projects to be implemented, many like those identified for Smithville in their plans.

The Bastrop County review identifies significant residential and commercial growth outside of the cities and in the unincorporated areas of the County. Strategies in agriculture, growth management, transportation and education will benefit Smithville.

A review of the Smithville plans and those of competing cities and the County and Capital Region follow. While these reviews are not the complete plan, they are intended to highlight the economic development actions needed for the future development of a Strategic Plan.



Local- Smithville Development Plans

City of Smithville Comprehensive Plan 1997

<u>Vision -To be an active, cooperative community maintaining a sense of pride and quality of life for all residents</u> <u>by striving for an economically viable, safe, clean, well-educated and well-planned community with a thriving</u> <u>local economy in small but technology advanced industry and business.</u>

- Vision for 2020 included Smithville to have a population of 6,000 (6,715 in 2020) with employers with 10 to 50 employees, in the fields of medical equipment, airport services, furniture, health care as a quiet small town with modern amenities and an expanded tax base. Purpose of the Plan was to provide a Land Use Guide, a Capital Improvements Program and to foster community.
- Existing land use was 30% residential use of which 27% was single family: 1.3% commercial, 7.4% industrial, 3.6% parks, 12.9% open space. Smithville was 70% developed and 30% undeveloped.
- > Population was 67% white, 19% black, 14% Hispanic.
- Goals included: Improve housing quality and quantity, increase educational opportunity, Maintain and enhance quality of life, advertise regionally, Target industry, Promote the airport and Use incentives.
- Housing strategies were to update the residential codes, add infrastructure, set criteria for multifamily residential, use CDBG funds for low to moderate income housing, use volunteers to rehabilitate housing and use FHA for subsidized rental housing for the elderly and low/mod income housing. The railroad right of way was to be used for industry and parks.
- > Amenities of Smithville were to be promoted and promote the downtown.
- > Develop minimum standards for the downtown.
- Create entrance features into the City.
- Recommendations also included expanded the recreational facilities, expand the library and provide facilities for the senior residents.
- Economically it was recommended to piggybank upon State and Regional efforts, aggressively recruit expanding companies, recruit and attract retirees, research and pursue developers and assist in developing new businesses.



City of Smithville Comprehensive Plan – 2007

This plan defines a comprehensive plan as "holistic" and is to identify all issues of community development with the goal to identify projects that can generate the highest return on investment in multiple areas of land use, economic development, housing, community development downtown and smart code. The plan defines economic development as a continual process of creation, retention and reinvestment of wealth.

Economic Development Recommendations

- > Attract Higher Education Facilities and Programs including ACC, Blinn College and Area Tech Schools
- Develop Apprenticeship programs
- Support Existing Employers-survey their needs
- Develop Shop Home programs
- > Develop an Industrial Park utilizing TIRZ to develop
- Establish Incentive programs
- Update web site for economic development
- > Develop Airport facilities for development
- Tourism-work with Hyatt

Downtown Development Recommendations

- Market Retail for the Downtown
- Use Demographics to market to developers
- Provide Incentives to targeted businesses
- Design Building Guidelines
- > Provide New Pedestrian amenities including safe sidewalks
- Improve Lighting in Downtown
- Provide Pocket Parks
- Provide Restrooms
- Redevelop Ramona Street
- Utilize TIFs and PIDs to finance improvements

Housing Development Recommendations

- Market for New Development
- Utilize Market Analysis for attracting developers
- Identify Assistance and Incentives
- Provide a Broad Mix of Housing
- Educate Community on need for Workforce and Multifamily Housing
- Maintain Safe Housing Standards

City of Smithville "Updated" Comprehensive Plan 2011-2012-Adopted 11/2012

Vision and Value Statement originally adopted 9/4/2002 and readopted as part of 2011-2012 Comprehensive Plan. "Our Vision is to maintain a small-town sense of community while encouraging positive growth and continually improved standards of living for the citizens of Smithville, Texas. Values included respect, open communication, teamwork and innovation. Leadership philosophy included Focus on customer, invest in workforce and Meet targeted financial and administrative goals.

Demographic analysis

- > projected 4,155 population in 2016. Growth rate less than County
- > population characteristics noted 66% white, 12% black and 19% Hispanic
- population characteristics noted nearly 30% are less than 19 years of age and nearly 20% are over 65 years of age
- population characteristics noted 2010 median income was \$46,522 and 20% of Smithville earns less than \$15,000 annually
- median home value is \$111,624
- > 60% of residents have graduated from HS
- School dropout rate below State average

Business Development Short-Term Recommendations

- Purchase Blue Highway Information Signs for Business Marketing
- Add ARTS to billboard and other marketing campaign
- > Develop relationship with Hyatt Lost Pines Resort
- Develop Heritage Tourism Program
- > Apply for Cultural District Designation
- > Tourism is the Key

Business Development Longer-Term Recommendations

- Purchase Trolley
- Develop small industrial parks
- > Establish a virtual Office/park & work in downtown area and Makers Place
- > Develop a business incubator
- Establish an alternate movie venue
- > Review and update incentive policy to meet changing expectations
- Host a Taste of Smithville

Other Comprehensive Plan recommendations included historic preservation, sustainability & environmental issues, volunteer development, parks & recreation, education, housing and transportation.



It was noted that half of the 2007 Comprehensive Plan recommendations were accomplished. For housing issues, the plan referred back to the 2007 Plan for recommendations.

Economic Development Survey – 2013-2014

The City and the Chamber of Commerce conducted a survey in 2013-2014 and 402 people who shop in Smithville completed the survey.

Results of the survey

- > 73.5% agreed that they would support a \$1 fee on the utility bill to be used for economic development
- Targeted businesses desired include department/clothing store, entertainment, restaurants/fast foods and grocer/farmers market
- Strengths of Smithville: beautiful neighborhoods, small town, Colorado River
- > Develop a plan to implement the ideas within 5 years
- > Create a marketing plan using data provided for selling Smithville to outside investors
- Conduct a public relations plan using data provided for local buy-in
- > Continue building a data bank to support investment and development

Smithville Development Strategic Plan – Part 1: By the Numbers- 2017

This report identified metrics, data, economic development information that is useful for economic

development planning and for use by investors and developers contemplating projects for Smithville.

- Smithville Population is approximately 4,000, the zip code is 9,000 and the SISD area is 12,000
- Populations of communities in the Smithville Market area include Bastrop, 7,669, Elgin 8,249 and within 30 miles LaGrange 4,666; Giddings 4,957; Schulenburg 2,892; Flatonia 1,565.
- Median Age of Smithville is 42 slightly older than State Average.
- Prime Working Age (25-54) is 32% of Smithville's Population, Seniors 21% and under 18 years old 26% of population
- ➢ 63% of Smithville workers work outside of Smithville
- Median Household Income in 2015 is \$39,330 in Smithville and \$53,889 in US with 42% of Smithville families earning \$24,999 or less (US poverty threshold is \$24,250 for family of 4)
- Number of business establishments has been a steady increase since 2004 growing from 114 to 147 establishments in 2015
- Top Employers in Smithville start with the SISD; however, the City has a broad mix of industry, health care, retailer and more industry than a typical community of 4,000
- MD Anderson Cancer Research, Union Pacific Railroad, Cen-Tex Marine Fabricators, Spiradrill, and Smithville Regional Hospital are major employers in the City.

- MPC (Marginal Propensity to Consume) or Impact of total output of Smithville Personal Income assuming a 20% savings equals \$302.4 million per year
- Market value of property in SISD area is continuing to increase from 2011-2016-\$14,508,000
- City tax rate at 0.565987 is comparable competing communities

This report noted the Smithville Economic Development Committee short term goals including creating a web site, mission, list of assets/strengths; mid-term goals, hire employee, develop promotional materials; long term develop a public/private partnership and separately funded organization such as a foundation.

The report noted excerpts from the 2013-2014 citizen survey including 73% of citizens indicated they would support adding \$1 to utility bill for economic development; citizens want a department store, more entertainment, fast food and grocery/farmers market/coop; reason most shop outside of Smithville is availability, strengths of Smithville are its neighborhoods, small town feel, Colorado River and School System; word of mouth and internet are best ways of marketing.

Smithville Area Chamber of Commerce – Strategic Plan 2017-2020

The Smithville Area Chamber of Commerce maintains a strategic plan and updates the plan annually. Key elements within this strategic plan include...

Vision – premier place to live and work with emphasis on small town enhancement "Smithville, a BIG small-town experience"

Mission – prepare for growth and retain existing businesses

Goals –

- Enhance member participation and value
- Promote economic & sustainable growth & marketing
- Strengthen the Organization

The Chamber's strategic plan includes several objectives to reach the established goals.

The Chamber of Commerce has developed an economic development committee that actively participates in economic development activities. The Chamber has over 72 marketing and meeting events annually. The Chamber, City, Cultural Committee and various community groups work well together. There is an active working together partnership on-going under the Chamber umbrella.



Texas Downtown Association - Downtown Smithville Assessment

- July 11, 2019, Report September 2019

A team of five experts from the Texas Downtown Association provided a one-day assessment of the downtown in Smithville. The report described the methodology of the assessment and the short, mid-range and long-term recommendations. There were many excellent recommendations. The Key recommendations are noted here.....

Short-term Recommendations

- Articulate a vision for the downtown-who does it serve?
- Go for it as an arts destination
- Communicate better
 - o Commit to one calendar that is up to date city/chamber/cultural
 - Keep web sites city/chamber/cultural up to date
 - Keep economic metrics up to date
 - o Develop allies and partners
 - Key in on attracting short term visitors from Buescher State Park-42,000 annually
- Increase downtown occupancy

Mid-Range Recommendations

- Work with vacant property owners on occupancy issues
- Allow pop up shops and displays
- Encourage co-advertising and marketing
- > Target retailers and services providers from adjoining cities
- > Build and Utilized incentives for attraction of retailers and service providers
- > Establish Eco-tourism and link to Colorado River paddle trails and State Park trails.

Long-term Recommendations

- Plan to include housing options in the downtown
- Plan for overnight lodging options in the downtown
- Prepare a long-term capital improvements program for water, sanitary sewer and storm sewer facilities in downtown
- Improve Colorado River Access
- Develop a shop local program
- Develop infill design guidelines



EDA Economic Development Strategic Planning Work Session May-June 2018

The EDA disaster grant planning project consisted of interviews with community leaders plus small and large group decision making sessions, a Strengths, Weak, Treats and Opportunities (SWOT) analysis and report prepared with 3 distinct project recommendations.

- \$8.4 million recommended project for the Downtown Redevelopment utilizing a Public Improvement District (PID) to finance the improvements by attracting developers to the downtown buildings and sites and with PID fees and financing pay for the \$8.4m in recommended improvements.
- \$20 million in Stormwater Drainage Project asking to prioritize 6 stormwater drainage projects, designing and constructing these projects
- \$144,000 Housing Analysis and Plan to identify, clear title and then sell 100 vacant properties at \$20,000 to \$30,000 each to a national housing developer.

Area Economic Development Plans

Elevating Bastrop – 2019 City Economic Development Action Plan

This plan was completed in 3 phases being Discovery (identifying the product-Bastrop); Analyzing the needs and issues and then recommending Strategy and Recommendations.

Recommendations included

- Strengthen Bastrop to compete for new investment by developing a Spec Building, attracting a Tech
 College, develop a Sports Destination, create an Entrepreneurial Center
- Tell the Story by updating the web site, enhance social media, focus on area brokers and real estate developers, target consultant calls, execute a process for lead generator and profiling targets

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> Execute Effectively by creating a one stop shop permitting office.

Assets:

- > Central location, 30 minutes from International Airport
- Cost of labor is competitive
- Attractive office sites
- Local economic development staff and organization
- Available capacity of water and sanitary sewer
- Local incentives
- Major shopping and local restaurants
- Appearance of CBD

Challenges

- Lack of skilled manufacturing labor force
- Lack of fully served office sites and flex space
- Lack of low interest loans and grants for small business
- Lack of venture capital
- Local public-school test scores
- Business permitting process and costs
- Lack of apartments
- ➢ Level of crime
- Lack of medical facilities

Envision Elgin-2004-2010 Community Development Strategy

The City of Elgin developed a strategic plan for community development. Workforce development, new business development, retention of businesses, sustainable growth and downtown are focus areas of this plan.

Workforce Development Strategies

- Elect to be part of the ACC district
- > Hold regular meetings with higher education partners
- Educated HS students on higher education opportunities and benefits

New Business Development Strategies

- Survey workforce skill needs
- ID future industrial land
- Research targeted industry food manufacturing, biotech, Toyota suppliers, furniture manufacturers, business services, telecommunication and call centers
- > Participate in regional recruitment initiatives

Retention of Existing Businesses

- Provide business educational enhancement courses
- Establish a formal business visitation program
- > Develop hospitality and customer service training course
- Establish a buy local campaign
- > Develop Welcome to Elgin Fact Sheet to ID local goods and services

Sustainable Growth

- > Prepare a commercial corridor land use plan
- Limit driveway access on commercial corridors
- Plan to build sidewalks and bike trails

- > Continue infrastructure maintenance and development including storm water management
- > Increase housing opportunities at all income levels

Downtown Development

- Continue the Main Street Program
- Use video to tell the story
- Develop a heritage walking tour
- Develop Railroad property

Opportunity Bastrop County 2017 Review

County Commissioners updated their 2007 Strategic Plan with this 2017 Review. Growth has increased by 15% since 2007 despite 1,600 residences destroyed in the 2011 complex fire. Since 2010 Census there has been approximately 3145 residential permits in unincorporated areas along SH 71, SH 21 and SH95 between Bastrop and Camp Swift. There were 127 commercial development permits also issued during this same period. Areas of Further Consideration included the following...

Environmental Quality & Growth Management

- Encourage continued agricultural land uses
- Support locally produced food, goods and wildlife
- > Develop a Parks Masterplan and Open Space Policy

Transportation Enhancement

- Plan a comprehensive roadway system
- Plan a transit system
- Plan Pedestrian & Bicycle Projects

Economic Development and Educational Opportunities

- Establish a technical or vocational college
- > Increase awareness of importance of ISD student achievement



Capital Area Council of Governments – 2018 to Comprehensive Economic Development

Strategy

Update report noted that the region is now 2.1 million residents with Bastrop County expecting to achieve double digit population growth in the future. Growth is mostly by migration into the region. Job growth annually exceeded 30,000 jobs however 50% of those jobs were in lower skilled and lower incomes of \$20,000-\$40,000. Accommodations and food service were the top industry at 10.3% followed by retail trade at 10.3%. Professional scientific and technology is 9.9% of the jobs in the Capital Area. Challenges include the cost of housing rising 28.4% in 5 years.

Strategies include

- Workforce development postsecondary and vocational to raise income
- > Entrepreneurship to accelerate new firms and new business growth
- Economic Resilience to expand exports, diversity the industry clusters, reduce water use and ozone level reductions
- Place building with new design criteria for development, reduction in commuting and investments in downtowns



Economic Profile:

A definition of the Smithville Market

Defining Smithville's market is an integral part of the Economic Development and Community Resiliency Plan. The Profile helps to define today's market for the brick and mortar retail. Elements presented in the Economic Profile may be used to attract new investment into Smithville. New investments and new customers create new jobs and bring new wealth to the economy of Smithville. Policies defined, goals and strategies recommended are to be considered to enhance the municipal tax and revenue base, to increase the retail potential and opportunity for new job creation.

COVID-19 crisis has disrupted the economy of Texas and Smithville. How much this crisis will impact the market and the economic profile is yet to be seen. The Texas Comptroller estimates the March/ April 2020 decrease in sales tax for the State of Texas at 9.3%. The Comptroller notes that it was too early to identify the impact on local sales tax. However, the principals of economic development and an economic profile remain the same with or without a health crisis or natural disaster. While Smithville has had its fair share of disruptions and disasters the basic principles of economic development remain the same. It is vital to have an active marketing effort that welcomes new investment, attracting and adding to the economy of Smithville.

Today, investment decision making is conducted with information from the Internet. The economic facts need to be front and center on all the Smithville web sites. Smithville will need to market its economic assets to those potential investors and retailers through vigorous use of the Internet. Economic Development sections of community web sites need to be the informative source of the economic assets. Active use of most all social media is critical. The web sites should highlight Economic Development so that those looking for information do not need to drill down more than 1 click of the City and Chamber Web sites. Site selectors, investors, developers, small business entrepreneurs want quick and easy access to the economic facts. These facts need to be front and center on all the Smithville web sites.

The facts presented with this Economic Profile are a condensed and updated version of information provided in several of the recent studies and plans of the City. Those studies are available electronically on the City web site. This Economic Profile is a selection of the key facts used, by investors, to choose Smithville or to move on to another location that meets the needs of the proposed project. This Economic Profile sets the stage for planning of economic development and community resiliency. Despite the COVID-19 crisis, investment decisions are being made now. Smithville needs to prepare for those opportunities.

The following sections highlight the important Economic Profile facts.



SMITHVILLE IS EASILY ACCESIBLE BY HIGHWAY, RAIL AND AIR

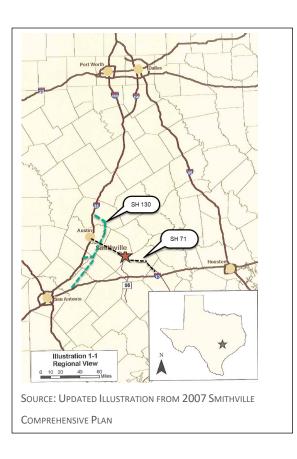
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Highway Access

-Smithville's Central Texas Location is Ideally Located Within the Texas Interstate Triangle (IH 35/45/10)



- Smithville is on SH 71(four lanes)
- Smithville within 30 miles of the SH- 130 Tollway.
- Smithville is within 45 miles of IH-35 in Austin
- Smithville is within 120 miles of Houston using IH 10

Railroad Access

- Union Pacific (UP) Railroad has three main lines intersecting at the Smithville UP rail yard.



Source: TXDOT Railroad Map 2019



Air Access

- Smithville Crawford Municipal Airport has a 4,000-foot lighted runway.
- Austin Bergstrom International Airport is within 34 miles of Smithville on SH 71.







The market of Smithville may be defined as the population being served. For Smithville, in 2019, the population may be identified as the residents within the.....

SMITHVILLE CITY LIMITS	THE 78957 ZIP CODE	RADIUS - 5, & 10 MILES
	are left to the second se	
4,663 resident	10,384 residents	5-miles 7,400 residents
	10-miles 15,000 residents	

Smithville's market extends beyond the City limits. The political limits of a community do not necessarily reflect shopping habits or employment locations. Its reasonable to assume that the Smithville market may include the 15,000 population from within 10 miles for shopping specialty items or labor market for local manufacturers and Union Pacific Railyard. For the average essential househoold needs, the 5-mile radius market of 7,400 people is appropriate. Also useful is knowing the Smithville ZIPCODE market of 10,384 postal customers. The Zip Code area is close to the 10-mile radius location.

Depending on the retail use, the Smithville market size will vary from 4,663 to 15,000. Travelers or commuters using SH 71, Bastrop residents looking for specialty shops, rural residents outside of Smithville, come to shop the Smithville stores and shops. Smithville residents enjoy the walkability of Smithville and many prefer to shop local. Knowing the customers you serve helps to define the revenue base of your market.

Growth projections for the market are about 3% and may be indicative of limited housing opportunities. A more aggressive policy on growth is needed to strengthen the retail market and well as other investment opportunities.

SMITHVILLE MARKET POPULATION							
	2019	US CENSUS 2010	US CENSUS 2000	2019 DENSITY PER SQ. MILE	Projected 2024	PROJECTED ANNUAL GROWTH 2019-2024	
SMITHVILLE	4,663	3,817	3,816	1,262	5332	2.9%	
5-MILE RADIUS	7,394	6,295	6,164	94	8,538	3.1%	
10 -MILE RADIUS	15,049	17,217	12,061	48	17,127	2.9%	
78957 ZIPCODE	10,384	9,067	8,406	55	12,007	3.1%	
NOTE THE 2020 US CENSUS W	ILL BE AVAILABLE IN DE	CEMBER OF 2020		SOURCE: SITES USA APP	LLIED GEOGRAPHIC SO	LUTIONS, TIGER GEOGRAPHY	

20 MINUTES TRAVEL TIME TO WORK						
MARKET LOCATION	Average Commute Time	LABOR FORCE IN MARKET				
SMITHVILLE	20 minutes	3,712				
10- MILE RADIUS	20-24	12,232				
SOURCE: SITES USA APPLL	ED GEOGRAPHIC SOLUTIONS, TIGER GE	OGRAPHY				

The average travel time or commute is a useful economic fact to identify the market area for attracting workforce. Smithville's short commute time of 20 minutes will have a potential labor force of 12,232. A manufacturer looking to locate in Smithville will utilize the labor force number to predict the ability to attract a workforce from this labor force pool of candidates.

SMITHVILLE MEDIAN AGE IS 42.

5-mile radius-44 yrs. median age 10-mile radius 45 yrs. median age

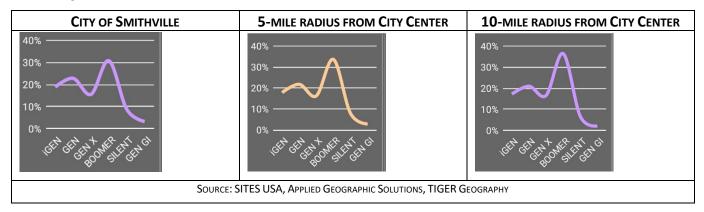
Most retail companies look for a median age in the mid-30s. This population age group is new families with young children and active shoppers. With the older median age, Smithville is more a market for personal services, dining out, travel and tourism. Retailers will look to the I-Gen population group for their retail customers. An economic development suggested policy is an effort to attract younger families via more affordable housing to increase the retail customer market.



Generation Groups

- Smithville Market - Baby Boomers & Millenials

- 31% to 36% of market population are Baby Boomers (ages 50 to 74) who are close to or entering retirement.
- 20 to 23% of Smithville market are "Gen" or Generation 9/11 Millennials, ages 15 to 34, just beginning careers and seeking more affordable housing.
- 18% of the market are I-Generations under 14 years.
- 16% of market population is Gen X (ages 35 to 50) of prime working age. Millennials and Gen Xers are leaving Smithville market for more housing and job opportunities in the Austin area. The dip in the curve illustrates the flight.



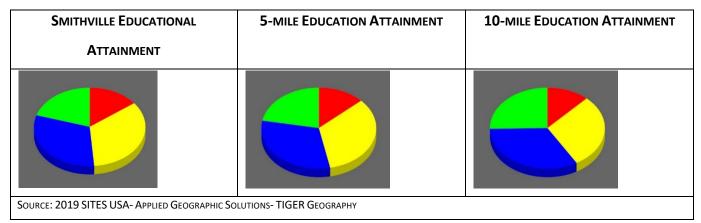
Baby Boomers and Millennials are the largest generation groups within the City and within the 10-mile market. Retailers will notice these generation groups and adapt the retail locations to these customers. While Baby Boomers may be past their peak retail shopping, they bring Social Security dollars enhancing the personal services market. Millennials are a notable workforce group when targeting technology and the arts or STEAM (adding arts and creativity to STEM fields of science, technology, engineering, and math training). Smithville's economic development policy should include efforts to retain the Millennials and Gen Xers to sustain the retail economy and to add new investment wealth with new jobs and new STEAM businesses and industry.



Education Attainment

- Labor Force Is Well Educated

- High School Graduates (yellow) make up 34% of City of Smithville residents, 30% of the residents in the 5-mile market and 30% of the Smithville 10-mile market residents.
- College(blue) plus Bachelor and Graduate Degree (green) residents in the City make up 51% of the population,
 53% of the 5-mile market and 58% of the Smithville 10-mile market residents.
 - **Red** is Elementary or some High School
 - Yellow is High School Graduates
 - Blue is College & Associates Degree
 - Green is bachelor's or Graduate Degree



The population base of Smithville and its 5- and 10-mile market include a significant percent of welleducated labor force. The policy of the Smithville economic development plan should consider marketing to the STEAM industries for prospective employers.

	Smithville	TEXAS
Median Family Household Income	\$68,438	\$70,423
PER CAPITA INCOME	\$29,073	\$30,143
POPULATION WITH SOCIAL SECURITY	17%	25%
MEAN SOCIAL SECURITY INCOME	\$17,821	\$18,553
MEDIAN EARNINGS FOR WORKER	\$32,246	\$30,887



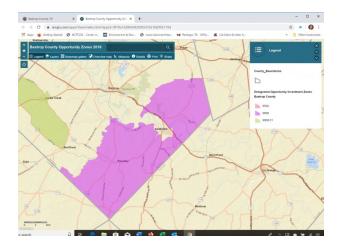
Smithville's income levels are near the State Average. Smithville will need to attract more housing and job opportunities to begin to exceed the State average. Jobs that exceed State income averages in turn will attract more retail and sales tax generating commerce. This attraction effort is important to assist in developing a balanced and sustainable tax base for the community. From a manufacturing, arts, science and technology viewpoint, Smithville has an opportunity to attract workforce that is not requiring the competitive or higher paying wages of nearby Austin and Houston markets. Note the income levels have provided Smithville and its immediate area with two Federal economic development incentives: New Market Tax Credits and Opportunity Zones.

New Market Tax Credits Smithville and Census Tract 3506



Federal New Market Tax Credits, for new investment and new development, may be obtained when developing in the City of Smithville and Census Tract 3506. This Census Tract 3506 is to the south and to the west of Smithville.

Opportunity Zone Tax Credits for Census Tract 3506



Federal Opportunity Zone Tax Credits, for new investment and new development, may also be obtained when developing within Census Tract 3506. This Census Tract 3506 is to the south and west of Smithville.



LABOR FORCE AND OCCUPATIONS- SERVICE AND PROFESSIONAL

In Smithville, those 16 and over may be classified as part of the labor force. However, we find that only 75% of the labor force has occupations. This may be reflective of the Baby Boomers who are retiring and living in Smithville. It can also mean that there are fewer jobs for those in the younger age groups. Similar percentage-of-labor-force to occupation is seen in the 5-mile and 10-mile markets.

Slightly more of the Smithville occupations are white-collar. Within the 5-mile market slightly more are in the blue-collar occupations. In the 10-mile market the breakdown is even between white- and blue-collar occupations.

Service occupations is the predominance occupation type in Smithville and in the 5- and 10-mile markets. The professional occupations are the second largest category and that may reflect the scientists and researchers at the MD Anderson Cancer Research Center. Sales and Production are the next two largest occupation groups in all 3 market areas. These sales and production occupations reflect the retail and manufacturing activities of Smithville.

Labor Force and Occupations						
2019	SMITHVILLE	5-MILE MARKET	ARKET 10 -MILE MARKE			
LABOR FORCE AGE 16 AND OVER	3,712	5,984	12,243			
OCCUPIED POPULATION	1,959	3,269	6,878			
% OF LABOR FORCE	47%	45%	44%			
BLUE COLLAR	49%	52%	50%			
WHITE COLLAR	51%	48%	50%			
MANAGEMENT	3%	11%	13%			
	OCCUPATION	Турез				
PROFESSIONAL	24%	20%	19%			
Service	30%	29%	26%			
SALES & OFFICE	19%	16%	17%			
FARMING	3%	1%	2%			
CONSTRUCTION	8%	10%	10%			
PRODUCTION	13%	13%	13%			

SMITHVILLE WORKFORCE DIVERSE & FEATURES ARTS, SCIENCE & TECHNOLOGY

Workforce in Smithville is diverse and skilled. The workforce is predominately employed in the education field, retail, arts and entertainment, transportation and professional/scientific. For Smithville, the workforce industry types that exceed Texas averages include retail, arts and entertainment and transportation fields. The professional & scientific field is also high for a city the size of Smithville. Smithville is developing as an arts community which provides a unique and invigorating community spirit. Due to the significant presence of cancer research and advanced manufacturing technology, there is an advantageous community market of very skilled workers.

	SMITHVILLE	% OF CIVILIAN	TEXAS	% OF CIVILIAN
	SWITHVILLE	EMPLOYED	TEXAS	EMPLOYED
EDUCATION	357	18.9%	2,805,186	21.6%
RETAIL TRADE	317	16.8%	1,483,375	11.4%
Art &	218	11.6%	1,192,224	9.2%
ENTERTAINMENT				
TRANSPORTATION	188	9.9%	741,256	5.7%
PROFESSIONAL,	162	8.6%	1,480,493	11.4%
SCIENTIFIC				
Public	128	6.8%	525,017	4.0%
Administration				
FINANCE &	108	5.7%	862,041	6.6%
INSURANCE				
AGRICULTURE &	103	5.5%	407,019	3.1%
FORESTRY				
MANUFACTURING	101	5.4%	1,116,997	8.6%
CONSTRUCTION	88	4.7%	1,088,705	8.4%
OTHER SERVICES	46	2.4%	673,193	5,2%
WHOLESALE TRADE	41	2.2%	380,277	2.9%
INFORMATION	30	1.6%	229,841	1.8%
TOTAL CIVILIAN	1887	100%	12,985,625	100%
EMPLOYED				

Major Employers in Smithville				
BUSINESS IN CITY OF SMITHVILLE	NO OF FULL TIME EMPLOYEES	TYPE OF BUSINESS Education		
Smithville Independent School District	261			
Ascension Seton Regional Hospital-Smithville	120	Health Care		
Towers Nursing Home	110	Health Care		
Union Pacific Railroad	75	Transportation		
City of Smithville	71	Government		
Brookshire Brothers	60	Retail Grocery		
Cen-Tex Marine Fabricators	30	Metal Fabricator		
BUSINESS IN MARKET AREA OF CITY-OUTSIDE OF CITY LIMITS	NO. OF FULL TIME EMPLOYEES	TYPE OF BUSINESS		
MD Anderson Cancer Research Park	175*	Science		
MD Anderson Cancer Research Park	1/5	Science		
Bastrop County Precinct 2	82	Government		
Buescher & Bastrop State Parks	45	Recreation		
Spiradrill	43	Water Drilling		
		Equipment		
K & H Fabricators	29	Metal Fabricators		
	*52 FROM MD ANDERSON LIVE IN SMITH			

As with the workforce, Smithville's major employers represent a broad range of business types. The retail and arts businesses are generally smaller businesses. The larger business cluster into the education, health care, rail transportation, metal fabrication, and science industries.

It is not unusual for a smaller community to have the local school district as the top employer. Smithville also has larger employers in health care with the acute care hospital and a new nursing home. Union Pacific (UP) has a major economic presence in the City employing 75. The Smithville UP office and rail yard is their employment point. There are 3 major rail lines that come out of the Smithville rail yard. LCRA (Lower Colorado River Authority) Rail Fleet Maintenance facility is in Smithville where they employee 9 and maintain the coal rail cars that feed the Fayette Power Plant. There are 3 local metal fabricators at a total of 102 employees. This cluster of manufacturers may be helpful to attract new manufacturers. The MD Anderson Cancer Research Center, in the Smithville Market, is a significant professional and scientific industry. This Research Center, may in the future, be relocated to Houston. However, the 111,000 square feet of facilities at the Buescher State Park 117-acre site and its 175 research workers are valuable economic assets. The research workers, living in Smithville, 52, may be entrepreneurial candidates creating potential startup companies. A policy of this economic plan should emphasize that the Research Center site should be a top marketing priority. Loss of the skilled workforce could be significant.

Mixologie and Bone Spirits distillery represent new up and coming manufacturer in Smithville. While not yet top employers these new companies need to be encouraged to grow and prosper in Smithville adding to the diversity of manufacturing.

Two State Parks Add Customers To The Local Economy

Two State Parks, Buescher and Bastrop State Parks, adjoin one another and adjoin Smithville. The total 45 employees and the total 65,000 to 75,000 annual visitors are considerable economic impacts. It is recommended that Smithville continue to capture these visitors to shop Smithville. Encouraging the visiting of Smithville when visiting the State Parks should be a marketing effort. Over a year, on average per day visitors at Buescher State Park is 49-day visitors each day and 68 overnight visitors each night during the year. This is a significant customer base.

Potential Recreational Visitors						
TOTAL DAY VISITOR DAYS TOTAL OVERNIGHT VISITOR						
BUESCHER STATE PARK	17,703	24,868				
BASTROP STATE PARK	56,712	40,179				
Τοται	74,415	65,047				
BUESCHER AVERAGE VISITORS /DAY/YR.	49	68				
BOTH PARKS AVERAGE VISITORS /DAY/YEAR	204	178				
SOURCE: TEXAS A & M UNIVERSITY DEPT. OF RECREATION,	, Park & Tourism Sciences, 2018	1				

City Revenue Is Growing

The overall revenue of the City has been growing. During that last 5 years there has been a 16% increase in total revenue. Property Tax has a 5-year growth of 44%. Sale tax received from the retail sales rose 22% in the last five years. Due to the COVID-19 crisis it is possible that sale tax revenues will decline in the short term.

Smithvill	e Retail Sale	s Tax vs Total	Revenues
TOTAL REVENUE	2016	2020	% CHANGE
SMITHVILLE	\$10,412,499	\$12,128,639	16%
	SALES TA	X REVENUES	·
SMITHVILLE	\$520,000	\$635,000	22%
	PROP	ERTY TAX	
SMITHVILLE	\$1,056,990	\$1,518,201	44%
SOURCE: CITY ANNUAL BUD	GET REPORT METRICS		



SMITHVILLE ISD GROWING IN TAX BASE AND STUDENTS					
SMITHVILLE ISD	2016	2020	%CHANGE		
GENERAL FUND	16,915,779	18,923,398	16%		
TOTAL REVENUE	18,991,106	22,694,371	19%		

Smithville ISD general fund has a 5-year growth rate of 16 percent. In total revenue the 5-year growth rate was 19 percent. Further the school district is experiencing student grow. According to the Superintendent the growth this past year was by 40 students. A normal annual student growth was 10 to 11 new students. The district has 1,854 students. The District has invested in a new Junior High School and a new Multi-Purpose Athletic Complex. Both new facilities were developed in 2019. College credit hours are offered as well as technical education in several fields. For the 2018-19 school year the SISD has an "A" Superior Accreditation Status by the Texas Education Agency, "B" Accountability Rating, and meets the requirements for the Special Education Determination Status according to the January 2020 District Annual Report.

Retail Market

 – 1,670 households each spend \$24,700 annually on retail. Leakage to other markets and online is about 23%

The retail market in Smithville is 1,670 households. Each household spends about \$2,058 monthly on retail goods, \$24,700 annually. See the table of Monthly Household Consumer Expenditures. Annually, total for the City of retail goods consumer expenditures is \$41,242,320. At a City sale tax rate of 2% of the total consumer expenditures, \$41,242,320, the potential sale tax revenue is about \$824,846. Actual City sale tax revenue is budgeted at \$635,000. There is a gap of \$189,846, between the potential sales tax revenue, \$824,846, and the City sale tax revenue is \$189,846. This gap of 23% is retail sales tax dollars leaking to other retail locations outside of the City or to on-line shopping.

Monthly Household Consumer Expenditures						
	SMITHVILLE	% OF TOTAL	5-MILE RADIUS	% OF TOTAL	10-Mile Radius	% OF TOTAL
TOTAL EXPENDITURES	\$4,355		\$4,955		\$5,000	
Non- Retail	\$2,296	53%	\$2,613	53%	\$2,631	54%
Retail	\$2,058	47%	\$2,344	47%	\$2,369	47%
Shelter	\$920	21%	\$1,043	21%	\$1,047	21%
TRANSPORTATION	\$793	18%	\$904	18%	\$916	18%
FOOD & BEVERAGE	\$647	15%	\$735	15%	\$739	15%
HEALTH CARE	\$377	9%	\$429	8%	\$433	9%
UTILITIES	\$332	8%	\$376	8%	\$377	8%
ENTERTAINMENT	\$243	6%	\$278	6%	\$282	6%
HOUSEHOLD OPERATIONS	\$170	4%	\$194	4%	\$196	4%
Apparel	\$152	4%	\$173	4%	\$174	4%
FURNISHINGS & EQUIPMENT	\$151	4%	\$173	4%	\$175	4%
CONTRIBUTIONS	\$138	3%	\$158	3%	\$161	3%
EDUCATION	\$123	3%	\$142	3%	\$141	3%
GIFTS	\$101	2%	\$116	3%	\$118	2%
MISCELLANEOUS	\$82	2%	\$94	2%	\$95	2%
Personal Care	\$58	1%	\$66	1%	\$67	1%
PERSONAL INSURANCE	\$30	1%	\$34	1%	\$35	1%
Товассо	\$28	1%	\$32	1%	\$31	1%

SOURCE: US CENSUS ACS UPDATED THROUGH SITES USA, APPLIED GEOGRAPHIC SOLUTIONS, TIGER GEOGRAPHY

Regionally, within the 10-mile market, the retail expenditures grow to a monthly amount of approximately \$2,400 per household. This 10-mile market has approximately 5,543 households so that is a monthly expenditure of \$13,303,200 or annually \$159,638,400. A shop local marketing policy to capture more these retail expenditures is a wise policy.

The total retail expenditures are 47% of the monthly consumer expenditures per household. This 47% of household expenditures is constant either within or outside the City limits. Thus, for economic development purposes, to increase investment in retail the total number of households needs to be increase through aggressively attracting new residential developments. The economic development policy should be on housing prior to or in combination with the marketing of new retail establishments. Retail establishments, today, in Smithville are open usually 3 or 4 days. The shop owners feel that they need more shoppers to be open 6 or 7 days a week. The demand for expenditures in retail is related to the number of household and housing units.

HOUSING MARKET-OPPORTUNITY FOR MEETING AN EXPECTED DEMAND

The number of housing units is growing by approximately 8 homes a year. The vacancy rate is at 8%. Some new growth for Smithville will be the housing developed at the new 50 lot subdivision, Hurta River Estates. Lots vary in size from ½ acre to 12 acres at the Hurta River Estates. Some 20 lots have been sold and homes are under construction. There are no other residential developments underway.

There is an opportunity for attracting new housing, along SH 71. There is a need to increased awareness of the financing tools and options to fund infrastructure for these sites. New roof tops bring new people who are new shoppers to help sustain the retail base of the community.

The "Village of Smithville", a proposed mixed used development, was proposed but stalled due to limitations on providing a sanitary sewer extension to the development. Multi-family housing was incorporated into that project along with commercial. The stakeholder survey with this plan and other surveys with the previous planning studies in Smithville noted a desire for more housing but not necessarily in large quantities. Growth and development demand from Austin and Bastrop are seeking more affordable housing opportunities. Along SH71 there is opportunity to meet the housing demand and options for more housing options. More housing brings new shoppers and allows the retail market to improve as well. The estimated \$1,000,000 of sanitary sewer to start the Village of Smithville project might have been financed by tax increment financing (TIF). With TIF financing, the \$1,000,000 would have been financed and paid off over 30 years through the incremental increase in property values generating taxes from the development. Without some financing assistance there is probably no feasible development north of SH71 due the cost and need for infrastructure. A mixed-use development at the Village of Smithville site should be studied to anticipate the financial impact of the project and its ability to generate tax values to assist in financing the needed public sewer. As a policy for this plan this development site should be given significant marketing priority. Such a development could assist in providing new housing options vital to Smithville economic health.

Existing housing in Smithville is 67% owner occupied. There is a need to diversify the housing stock to allow for more types of housing. Different age groups desire different housing options. Millennials are known to desire leasing their housing. The same with retired residents. Both generations are significant in Smithville and have voiced a desire to have different housing options. Millennials and Gen Xers are generational groups are leaving Smithville due to a lack of housing options. Total housing units in the 10-mile market has decreased.

Housing Occupancy					
	SMITHVILLE	5-Mile	10-MILE		
POPULATION-2019	4,663	7,418	15,063		
HOUSEHOLDS-2019	1,669	2,696	5,543		
HOUSING UNITS-2019	1815	3,050	6,339		
HOUSING UNITS -2010	1732	3,037	6,394		
10 YR. GROWTH	0.5%	<1%	<1%		
OWNER OCCUPIED	67%	72%	78%		
RENTER OCCUPIED	33%	28%	22%		
VACANT	8%	12%	13%		

Smithville has two Historical Districts, one in the downtown and one for the residential area north of Loop 230. The City is also designated as a Cultural District.

These designations bring relevancy to the community's historic areas and encouraged the restoration of homes and buildings. With a limited supply of the homes, the historic home improvements bring value and increased demand. Vacancy in the historic district is limited and prices are rising. Sunnyside neighborhood is also experiencing a renaissance where there are available lots scattered throughout the neighborhood. When the ownership is clear, Sunnyside lots are selling, and new housing developed lot. There should be a marketing emphasis on utilizing these available lots.

Economic Development Policies, Codes and Projects to Encourage Economic Opportunity

Meaningful Growth, especially younger families, is a Necessary Mission

From the Stakeholders Surveys, the Visioning and Design Studio, the review of Past Plans and the Economic Profile it appears that to sustain the Smithville economy, there is a need to encourage meaningful growth and positive investment. Existing population growth of 2% to 3% and housing unit growth of less than 10 units a year will not generate enough dollars to overcome inflation, create a 7 day retail shopping demand or provide tax revenues sufficient to sustain the community to overcome those misfortunes of health or nature that arise periodically. There are site-based opportunities for housing, retail and industrial growth. These opportunities should be given marketing priority. Economic Development Plan Goals and Strategies should include the following.

A. Increase Market Awareness Beyond Smithville

Smithville, to attract new investment, will need to proactively market beyond its City limits. There is competition for those important investment dollars but there is also opportunity to attract those investments.

- Economic Development Web Site. Make use of virtual marketing tools including web site economic development pages on the web sites of the City and Chamber of Commerce. This is the most important initial step to take. Other social media venues are also vital ways to inform the market. A simple tri-fold pamphlet and one-page flyer are introduction tools needed.
- 2. Regular Contact and Marketing of State and Regional Economic Development Agencies. There is a need to increase the partnering, collaborating and responding to outside economic development agencies from the State, Region and major economic development entities including the Union Pacific Railroad and the Lower Colorado River Authority (LCRA). This marketing effort includes attending their meetings, trade shows, planned visits or phone conversations and responding to request for sites and prospect locations. It is important for Smithville economic development presence be on the minds of these agency officials. The certification of Smithville as an EDO (Economic Development Organization) with the Governor's Office of Economic Development is essential to receiving prospect information. Meeting regularly with the Austin Chamber's Economic Development Staff is also important. The MD Anderson Cancer Research Center real estate agency of University of Texas is important to partner with. Likewise, The Texas A & M University and the RELLIS campus should be contacted. All these organization should be included in the marketing program of Smithville. A schedule of regular outside contacts of at least 1 per day is essential. An email address list of outside influencers should be developed.
- **3.** Attend 2 to 3 trade shows annually. Smithville should attend retail market events such as Austin Live, the International Council of Shopping Center-Red River Deal Making and the North Texas Commercial

Association of Realtors trade shows. Smithville should be there with a marketing booth to inform the retail, development and investment market about Smithville opportunities. The booth may initially consist of two pull up banners with information about the Smithville Market on these banners. Training on how to conduct marketing at trade event is available through companies that develop the banners for trade shows.

- 4. Preparing a Property Inventory. What investment opportunities are available in Smithville? An inventory of 10 to 20 available properties should be prepared. The inventory sheet is a tool to allow an investor initial information. These inventory sheets shall have enough information so that an investor may have owner contact information, price of the property and what shovel ready elements are at the site. What elements are not shovel ready are features that the economic development program will have to consider assisting with to attract the investors. The inventory of property needs to be placed on the Economic Development web site pages. The Villages of Smithville site, Smithville Industrial Park and the Sid Millspaugh condo-hotel project and other downtown buildings should have inventory sheets prepared.
- 5. Incentive Development. A more aggressive understanding and preparation of local incentives for attracting new investment must be developed. To get beyond a 2 to 3 percent growth, the City will have to be creative on the use of incentives. Incentives are not a giveaway they are a return on the City's investment. The use of and how to conduct cost/benefit impact analysis is needed. Initially just educating the decision-making bodies of the community on the steps for and differences in the local incentives available is critical. Running project scenarios with request for incentives and then cost/benefit analysis will be important training to undertake. You cannot decide on incentives when an opportunity presents itself. These incentives need to be worked on prior to the prospect coming to town. Having a positive approach to Tax Increment Financing, setting a Tax Abatement Policy and determining the steps needed for a successful 380 incentive development agreements are important investments not giveaways. Setting up Council training sessions, involving the Council in the prospecting decision early and knowing when to encourage not discourage City investment is vital. Outside grants are good, local incentives are also part of the important investment growth. There is a positive return for most incentive tools if properly analyzed and used. Prepare a list of those incentives and place on the web page.

A. Facilitate a Range of Housing Opportunities

New options for housing are needed for all income levels at all stages of life. Increased housing units are necessary to grow the market, to sustain 7-day a week commerce and retailing, to provide adequate workforce housing for new manufacturing, science and technology and to eliminate the outmigration of Smithville Gen Xers ages 35-50. Millennials and IGen are asking for options other than detached single family. Senior citizens may want more and different housing options than presently in Smithville. Those options include assisted living and senior living communities. Affordable housing options are also needed for those who spend more than 30% of their income on housing. There is a demand for housing options other than detached single family. The City's median household income at \$68,438 and the average household spending of \$920 a month on shelter may not be enough dollars to attract new development. Developers today may have difficulties financing and developing housing with lease rates are the \$920 a month. Affordable housing with subsidies may be necessary for a large segment of residents whose income does not allow them to spend the \$920 a month.

- Inventory Residential Land Tracts. Identify 2 to 4 tracts of land over 50 acres in or near Smithville suitable for new housing development and begin to study the market feasibility of these tracts for developer-based housing options. Get to know the development numbers and obstacles to development.
- 2. Network with Realtors and Contractors. Hold discussions with area realtors and housing contractors on the feasibility of the selected tracts and identify market obstacles to their development.
- **3.** Find Financing Tools. Research rural housing finance to overcome market obstacles for development of the selected tracts. Research and identify the market issues that are obstacles to development.
- 4. Build Network of Major Developers and Affordable Housing Corporations. Seek out major housing developers in the Austin market to review the 4 options and to learn of other market factors preventing this development.
- **5.** Run a TIRZ scenario. Conduct a TIRZ project and financial feasibility plan for providing \$1,000,000 of sanitary sewer to the "The Villages of Smithville" site.
- 6. Find Available Local Lots. Seek out 4 individual lots in Smithville suitable for affordable housing options and study their feasibility of development on an individual basis. Research rural housing finance for these sites.
- 7. Check out Local Zoning Barriers. Review the zoning ordinance and city codes for obstacles that discourage unique solutions and opportunities for affordable housing solutions. Look for opportunities to allow for secondary suites on single family lots, 2nd floor residential on retail lots, multi-generational housing, backyard guest homes, and tiny home sites or other barriers to affordable housing.
- **8.** Develop a financial incentive. Create a tool or tools to attract contractors in affordable housing for individual lots in Sunnyside.

B. Focus the Industrial Attraction Effort to the SH71 & SH 95 Industrial Park

Smithville has identified a site for future industrial development to diversify its economy and provide opportunities for employment. Utilities are available at the 69 acres of industrially zoned land. The marketing efforts should now turn to development of this property and site locations.



- 1. Begin to seek a developer and users for the property. Present owners of the property require the property to be sold in one piece. This site will most likely need a developer to seek out users or to divide the property into lots. Contact area and regional industrial brokers to seek out industrial developers. Contact Regional Economic Development Agencies, Governor's Office of Economic Development and State incubator organizations such as The RELLIS Campus of The A & M University. Respond to Governor's Office of Economic Development prospects as well as those from the Austin Chamber. Work with the Union Pacific Economic Developer and the LCRA (Lower Colorado River Authority) Economic Development Department for prospects.
- 2. Prepare a virtual speculative building. Nothing works better than an example of a reasonably sized building and site plan for the site. Seek out opportunities for digital renderings by prospective builders that would have an interest in building in this industrial park.
- **3.** Interview local manufacturers. Local manufacturers have suppliers and customers that may have an interest in locating nearby. Periodically check with the local manufacturer to find potential prospects. Follow up on those prospects.
- 4. Provide Industrial Development Information at the Airport. Always looks for opportunities to partner and link with interests that may overlap. Provide marketing information about the industrial park at the Smithville-Crawford Airport.
- 5. Add Industrial Park to Property Inventory. Include the industrial park in the inventory and feature the park on the economic development web pages.

C. Guide Development Along SH 71, Encourage Airport Development & Hotel Development.

There are large tracts of open land along SH 71. Growth and development of lands along SH 71, from Austin eastward through Bastrop, foretell of the coming development demands. Residents have voiced concerns of too much development, excessive use of signs and shopping centers featuring the automobile rather than walkability.

- 1. Design Standards for an SH 71 Overlay Zone to create Neighborhoods; not Sprawl. The city could encourage smart growth that is walkable by nature and includes a mix of uses to discourage the excessive sprawl seen of common suburban growth. An overlay zone on SH 71 is recommended for the Zoning Ordinance to control the development patterns. Encourage walkable housing with commercial development to serve the neighborhood and traveler.
- 2. Develop a marketing Campaign for a Hotel. There is no major hotel chain between Bastrop and LaGrange. SH 71 traffic exceeds 70,000 cars per day. The Smithville industries including Union Pacific railroad need hotel services during the week. The two State Parks have average day and camping visitors that justify a market for a hotel on SH 71 in Smithville. The economic profile numbers should



be used to contact a series of hotel real estate divisions to educate those decision makers of the Smithville Market. Two-acre sites along SH 71 also need to be identified as candidate hotel sites.

- **3.** Continue to develop the Smithville-Crawford Airport. Plans for the Airport need to be continued as a key location feature of Smithville and Bastrop County.
- 4. Work with Realtors on land tracts. Most of the property along SH 71 is in large tracts. Some of those tracts are ready for market, others are not. The economic development program for Smithville needs to be aware of these land tracts and their owner's goals. As these tracts reach the market the City should work with the Realtors on their development plans and infrastructure needs, providing incentives when possible to guide the development.

D. Continue the Downtown Renaissance

Smithville historic downtown is continually undergoing change. It has successfully remained the center of the community life. Continuing to focus on downtown enhancement is part of economic sustainability for the community.

- 1. Target two building improvement projects. While there are many buildings that could be enhanced, overall retailing and use of the downtown has been active. Rather than redevelopment, a targeted approach of specific buildings should be considered. Focus the effort on two buildings with their revitalization and restoration rather than a massive effort that may undo the historic nature of the downtown. Select two buildings and the willing building owners to develop an inventory of the building's features and potential uses. For the buildings obtain estimates of the restoration/construction requirements and conduct a market analysis comparing costs to the revenue from the potential rental income. Evaluate the obstacles to achieving the restoration and seek solutions through incentives to overcome those factors obstructing the revitalization of the buildings.
- 2. Develop and Post the Inventory of Available Downtown Properties for sale and for lease. Utilizing the economic development web site, begin to develop a property inventory of available downtown properties. If Realtors have listings and a graphic presentation, use the Realtors presentations as part of the Inventory. Keep the Inventory up to date and keep building the inventory as information is provided.
- 3. Prepare list of Downtown Infrastructure Improvements. Prepare a listing of needed water, wastewater and storm sewer improvements that are necessary for buildings to be utilized or increased in their utilization. Work with the building owner and City on a capital improvements plan for the downtown. Take advantage of partnering with the building owners as improvements are made and new jobs created. Work with the CDBG (Community Development Block Grant Program) to facilitate infrastructure and building improvements.



- 4. Consider Housing Opportunities with the Building Revitalizations. Ground, 2nd and 3rd floor housing opportunities should be incorporated into the building revitalizations and development of open lots within and adjoining the downtown. Work with building owners, Realtors and State agencies to incorporate housing whenever possible since this housing adds customers to the downtown retail market.
- 5. Prioritize working with local investors on development projects. As a downtown investor express interest in investing in their project, prioritize this potential investment. The new investment brings those critical dollars to the economy. Make this investor's project a top priority and begin the process of obstacle elimination to bring the development project to reality. Set a goal of at least two development projects over \$1,000,000 in the downtown per year and work toward that goal. Select one or two investors in the first year of this plan and work with them to jump-start their developments. The new investment dollars can transform the downtown renaissance. Keep the renaissance invigorated.
- 6. Grow the opportunity for a Maker Space in a downtown building. Within the well-educated, art and science-oriented population of Smithville are startup entrepreneurs looking for space to start and test their ideas and projects. The historic downtown Smithville has buildings with higher ceiling and with historically industrial past. These buildings are ideally suited to begin the development of a Smithville Maker Space. Identify 4 possible maker space sites and review their feasibility to creating a maker space project. Within the first year select the site(s) and being to work on the process of organizing and planning the maker space organization.

E. Enhance the Experience of the Colorado River

Smithville's largest natural feature is the Colorado River. Citizens are asking for more access to the River and desire to be able to celebrate this natural feature.

- 1. Plan enhancement of the boat landing off Loop 230/SH 95. Utilizing a Boat Access grant from the Texas Parks and Wildlife Department (TPWD) begin to plan improvements to this site. Then build upon those boating improvements to expand the natural enjoyment of this area including picnic tables, family children areas, art under the highway bridge, nature trails and educational opportunities such as bird watching areas and wildflower nature site enhancements. Improve the visibility and sign for the entrance to the boat launching facility from the Highway.
- 2. Enhance River Access at Vernon Richards Riverbend Park. Again, utilize TPWD grants for improvements to the River access at the Park. Incorporate the park features and events into the River access and build upon this natural feature.
- **3.** Plan for a Main Street Colorado River Park. Citizens are asking for this facility and there is a need to begin to clarify the land ownership at the end of Main Street and access to the River. This natural area

has attracted support from citizens, and it is an excellent opportunity to prioritize the effort. Look for opportunities to begin this process. This space is unique to Smithville and deserves to be restored. Lady Bird Park in Austin is a shining example of riverfront restoration. The opportunity is here for Smithville to begin. Consider a LCRA community grant for the start of the Park.

4. Trail Development Along the Colorado River. Again, take every opportunity to plan for the beginning of walking trails on the Colorado. Property rights, easements and similar property ownership issues need to be examined. Trail access opportunity needs to be discussed with property owners along the Colorado River. The vision has been set in place. Now is the time to build upon this vision each year. Community enhancements such as these trails will add to the downtown and to the community and are stimulants to attract adjoining development opportunities.



Strategic/Resiliency Plan and Implementation

The Smithville Economic Development/Community Resiliency Strategic Plan Report will consist of four overall elements 1) public participation-outreach strategy 2) historical development and general characteristics 3) economic profile and 4) implementation plan. The implementation plan element is the final element of the Strategic Plan. This plan recognizes the recommendations of the Smithville stakeholders, the desires of community citizens. It also recognizes the history of past actions and plans of the City, the economic characteristic and economic potential. The implementation plan set forth the Mission of the Strategic Plan: enabling Meaningful Growth. This Mission Statement is sustained by four pillars of the plan as defined and professed by the citizen participants. These pillars make Smithville unique and establish its Plan as a reflection of the City: 1) The Community, 2) the Downtown, 3) Arts and 4) the Colorado River. The 7 goals have a one- to five-year focus. The action objectives under each goal will help to achieve the goal through the tasks identified. Important to the success of this plan is annual review and celebration of achievements. Tasks may change after these reviews; however, the goals should remain in place for five years. Smithville's resiliency and its ability to change, recover, grow and sustain its economy is based on its elasticity and the overall plan moving forward, adapting and overcoming the obstacles, addressing diversity in an economic and social sense and listening to the desires of all the citizens to provide meaningful growth and opportunity. The Plan is to be a joyful journey and celebration of achievements.

The Mission (why we plan): "Meaningful Growth"

Pillars of the Plan (Foundation of Implementation Efforts)

- Community
- Downtown
- > Arts
- Colorado River
 - 1. The Goals: (1 to 5-year focus)
 - ✓ Increase market awareness beyond Smithville
 - ✓ Facilitate a range of housing opportunities
 - ✓ Guide development adjacent to SH71; encourage hotel and airport development

- ✓ Focus the industrial attraction to the SH71/SH95 Smithville Industrial Park
- ✓ Continue the Downtown Renaissance
- ✓ Enhance the Experience of the Colorado River/Gazley Creek
- ✓ Review the Accomplishment and Celebrate the Success
- 2. Action Objectives (Overall 5-year path to meeting the goals)

- 3. Described in the following pages....
- 4. Tasks (Annual to 5-year activities of the plan, tasks may change each year)
- 5. Described in the following pages....
- **6.** Subcommittees of the Chamber Economic Development Committee to implement the plan tasks include the following teams
 - Marketing Team
 - o Incentive Team
 - Neighborhood Housing Team
 - o SH71 Development Team
 - Housing Finance Team
 - o Downtown Development Team
 - Colorado River Parks Team
 - Colorado River/Gazley Creek Trails Team

Each of the seven (7) goals for the Smithville Strategic Economic Development/Resiliency Plan are supported with Action Objectives, which provide the path to meeting the goals in five (5) years. Tasks under each action objective are the annual activities of the Teams to implement the objectives which will then meet the goals.

GOAL No. 1: Increase market awareness beyond Smithville

Action Objective: Prepare economic development web site & brochure.

- Task: Chamber of Commerce create, update and utilized web site section exclusively for economic development. Monthly add to and update. \$2,500 annually.
- 2. Task: Chamber of Commerce create digital tri-fold brochure and one-page economic development advertisement and keep up to date. \$1,500 annually.

Action Objective: <u>Organize marketing team, develop network of public agency contacts and schedule contacting</u> of the network

- **1.** Task: Organize marketing team of 3 to 5 city and chamber officials and utilize the team to schedule calls, hold regular zoom meetings, visits and prepare quarterly Constant Contact newsletter.
- Task: Develop a 30 second to 1-minute elevator speech about the advantages of investing in Smithville. Change out the speech quarterly.
- 3. Task: Build the network of key County, State, Regional Public Officials, plus Federal Agency and Development Agencies officials. Plan a contact a day (one a week per marketing team member) marketing Smithville and building the development network for Smithville. Tell the story of why to invest in Smithville. Document the call, name, email or phone and discussion. Share documentation with the marketing team. Key State Officials include the State Representative and State Senator and their staff, State agencies and their staff including the Governor's Office of Economic Development,

Texas Department of Agriculture, Texas General Land Office, Texas Water Development Board, Austin Area Chamber of Commerce, Capital Area Council of Government, University of Texas Real Estate Office, Texas A & M RELLIS Campus, Lower Colorado River Authority, Union Pacific Railroad. Add in years two through five Federal and County Agencies to build the network for Smithville's development. Annually build a list of 100 key public agency officials for the network.

Action Objective: *Develop a network of private sector development interests.*

 Task: <u>Marketing team to build the network of key private sector stakeholders</u>, investors, developers, Realtors, and large property owners. Plan one contact a day (one a week per marketing team member) to discuss Smithville and the community's interest in new development. In the initial year begin the contacts with local investors, local Realtors, local property owners and builders/developers. Each year add more outside contacts to this list. Document the calls, name, email or phone and discussion. Share documentation with the marketing team members. Plan quarterly Constant Contact email to this key private sector network participants. Annually develop a list of 100 key private sector contacts. Send this network the Smithville Economic Development newsletter through Constant Contact.

Action Objective: Attend Statewide or regional marketing events.

- Task: Marketing Team to attend 2 to 3 trade shows or similar marketing events (virtually or in-place) annually. Invite local property developers and Realtors to participate.
- **2.** Task: Chamber to develop Smithville marketing booth display of table covering with logo, pull up banners, and material handouts for marketing events.
- 3. Task: Plan to attend Austin Live (Retail trade show), ICSC Deal Making (International Council of Shopping Center Red River Deal Making) and North Texas Commercial Association of Realtors annual trade show events. Begin to work on virtual and digital displays and techniques due to the COVID-19. Seek out unique marketing events in unfamiliar opportunities that may assist in marketing Smithville. Include events related to the State Parks and recreation, agricultural, education and technology. Plan on \$2,500 to \$5,000 annually for this effort.
- **4.** Task: Attend trade show training provided at no cost by Trade Show companies that provide trade show displays.

Action Objective: <u>Prepare a property inventory (What is available and shovel ready for development, sale, or</u> <u>lease).</u>

 Task: Ask area Realtors to provide their electronic graphic of the information that they have for properties for sale, lease, or development. Have the Chamber place these information graphics on the economic development web site. Share with the marketing team to be sure this team is aware of the investment and development opportunities in Smithville.



- Task: Marketing Team to prepare information sheets for property where owner has not employed a Realtor. If the property is for sale add it to the inventory with an information sheet and graphic location.
- **3.** Task: Keep the inventory up to date and add 10 properties per year to the inventory and Chamber web site. Include commercial, industrial, and residential developments.

Action Objective: Prepare a formal development incentive plan as an investment objective.

- Task: Organize an Incentive Team; three from the City and Chamber of Commerce economic development committee to prepare the menu of incentives that Smithville will want to have available for development project attraction.
- 2. Task: Review consultants such as Impact Data Source and their fees and services for cost/benefit analysis (direct and indirect costs and benefits) and become prepared to utilize this or other services to review incentive options as projects become available.
- 3. Task: Prepare a quick analysis system, in Excel format, of a sample project impact including size-acres, size-building, value of property and value of new construction, value of property tax from land, value of property tax from new construction, and estimate of potential sales tax all at year one plus years 5 and 10. Utilize the format to review the existing values of property and the new value of taxes from improvements against the cost of an incentive. Run sample scenarios to test the analysis for a quick review of a potential project against the cost of the incentives that could be offered.
- 4. Task: Review business incentive opportunities at the local, state and federal levels including the existing façade improvement program, a policy on tax abatement, tax increment financing, 380/381 economic development incentive agreements, freeport tax exemption, goods-in-transit exemption, use of Municipal Management Districts and Neighborhood Empowerment Zones, funds available through Texas at the Governor's Office of Economic Development and other Texas Agencies see...<u>https://gov.texas.gov/uploads/files/business/IncentivesOverview.pdf</u>. The Texas incentive funds include HB 1200 value limitation and tax credit, Texas Enterprise Zone, Texas Enterprise Fund, Skills Development Fund, Events Trust Fund, plus other opportunities. At the Federal level, the "new" Opportunity Zone tax credits offer a new opportunity for properties adjoining Smithville.
- 5. Task: Introduce a menu of incentive opportunities and the impact analysis of when to use an incentive to City Council. Develop and provide to Council an annual training session to discuss why to invest in incentives and select one or two opportunities annually to review and incorporate into the marketing of new investment in Smithville.



GOAL No. 2: Facilitate a range of housing opportunities

Action Objective: Market available City in-fill residential lots

- Task: Organize a Neighborhood Housing Team of four members from the Chamber's Economic Development Committee.
- 2. Task: Neighborhood Housing Team to annually target four City-infill lots from Sunnyside neighborhood and neighborhoods outside of the Historic Preservation zone.
- 3. Task: Neighborhood Housing Team to analyze and report the market advantages, barriers, and lot price for the list of target City-infill lots with data gathered from the property owners, City offices and Realtors. Prepare detail reports on the four properties as to ownership, asking price, available utilities, zoning, photos, and map of location.
- 4. Task: Neighborhood Housing Team to identify and meet with 6 local and area homebuilders to discuss and promote the four City-infill lots. See listing in Chamber of Commerce Directory for homebuilders to contact. Be sure to have accurate and up-to-date information concerning the in-fill lots for the meeting.
- Task: By the end of 12 months, Neighborhood Housing Team to report to the Chamber's Economic Development Committee the results of the analysis and homebuilder interviews for the City in-fill lots. Note the opportunities and barriers for each property.
- 6. Task: Neighborhood Housing Team to continue the annual marketing of City in-fill lots each year following steps identified above, eliminating the lots determined to be unfeasible for development, and adding new in-fill lots for study and analysis.

Action Objective: Market larger land tracts for residential development

- Task: Organize SH 71 Development Team of five City Staff/Chamber Economic Development Committee members.
- 2. Task: SH 71 Development Team to Identify two to four land tracts suitable for residential development by residential development companies. Identify the actual landowner(s); Realtors (s) size of tract; zoning; water and sewer utilities, if available; access to SH71; location in Opportunity Zones or New Market Tax Credit zones; and land price offered or requested. Team to include the Village of Smithville site as one of the four tracts to be examined.
- Task: SH 71 Development Team to analyze and report the market advantages, barriers and land price with data gathered from the land tract property owners, City offices and Realtors. Prepare a short report on each property.
- 4. Task: SH 71 Development Team to identify and meet with four Austin area homebuilders, Texas State Affordable Housing Corporation (non-profit) to discuss the market feasibility of the selected two to four residential tracts identifying opportunities and note information provided on loss of opportunity

of any land site presented. Ask the homebuilders for names of investors and developers who precede the homebuilder in the development process. Begin the contacting process by contacting D. R. Horton-America's Builder www.drhorton.com/contactus 521 345 4663-builder for Express, Emerald, Freedom, and DR Horton homes. Contact Pulte Homes www.pulte.com 512 399 2980 Builder for Centex, Del Webb. DiVesta, John Wieland Homes and Pulte Group, Inc. Contact Texas State Affordable Housing Corporation ddanenfelzer@tshc.org 512 477 3562. Contact Multi-family developer including Lonestar Development Partners info@ldpre.com 737 222 5333 and Lincoln Property Company 800 Sugaree Ave Austin, TX 78757 512 643 4563. Be sure to have accurate information on sites to present as well as up-to-date City demographic and housing information.

- 5. Task: SH 71 Development Team to build a marketing network of investors, developers, builders, contractors, and public agencies who will assist and participate in residential development in Smithville. Meet monthly with one from this network.
- **6.** Task: SH 71 Development Team to report to the Chamber's Economic Development Committee the results of the analysis and marketing of the residential land tracts within 12 months.
- Task: Continue the annual marketing of residential properties each year following steps identified above, eliminating the lands determined to be unfeasible for development, and adding new lands for study and analysis.

Action Objective: *Find financing tools*

- Task: Organize a Housing Finance Team, of four from the Chamber of Commerce Economic Development Committee, Smithville Housing Authority, local banks, Mayor and City Staff.
- **2.** Task: Research on-line the definitions and understanding of low -moderate income for Bastrop County including Smithville via US Housing and Urban Development Department.
- 3. US- HUD Bastrop County (including Smithville) 2020 MFI (Median Family Income) \$97,600
- 4. Low/Moderate Income is 80% of MFI or \$78,100
- 5. Very Low Income is 50% of MFI or \$48,800
- **6.** Task: Housing Finance Team to research on-line the qualifications and deadlines for housing development and infrastructure grants available through these offices....
 - ✓ Texas Department of Agriculture-Texas Department of Housing and Community Affairs
 - ✓ Texas Department of Agriculture- CDBG (Community Development Block Grant for Rural Texas)
 - ✓ Texas State Affordable Housing Corporation
 - ✓ Texas Water Development Board
 - ✓ Texas Governmental Land Office
 - ✓ US Department of Agriculture
- **1.** Task: Housing Finance Team to meet with the Texas State Affordable Housing Corporation to alert them of the interest of Smithville and to gain information on their particular capabilities to assist

Smithville in finding developers or incorporating workforce/affordable housing options in development and to learn about land banking for in-fill lots. Discuss feasibility of the Villages of Smithville land site.

- **2.** Task: Housing Finance Team to meet with contacts from the other agencies noted to establish a relationship and to get on the mailing lists and alerts for grant information and training.
- 3. Task: Housing Finance Team to prepare short fact sheets on the most feasible grant options for Smithville in-fill and larger tracts and present financing facts to the Chamber of Commerce Economic Development Committee and the other housing subcommittees. Keep the information up-to-date and available on Chamber web site.
- **4.** Task: Housing Finance Team to research Grant Station for available grants from foundations and private sector such as below....

"Local Initiatives to Advance Affordable Housing Supported

United States Conference of Mayors: CommunityWINS Grant Program

The CommunityWINS (Working/Investing in Neighborhood Stabilization) Grant Program, administered by the United States Conference of Mayors (USCM) and funded by Wells Fargo, supports local nonprofits in promoting long-term economic prosperity for municipalities by advancing housing affordability solutions. The awards recognize outstanding mayoral-based initiatives that can assist their city in reducing the cost burden of housing and increase access to safe, affordable places to live. USCM members may nominate up to three programs run by nonprofit organizations that address housing affordability solutions to increase availability and affordability of rentals, transitional housing, and/or sustainable homeownership. Two awards in each of the following four population categories will be given in 2020: Metropolitan Cities (one \$300,000 and one \$100,000 award); Large Cities (one \$200,000 and one \$75,000 award): Medium Cities (one \$150,000 and one \$50,000 award); and Small Cities (one \$75,000 and one \$50,000 award). All programs must be initiated with the full support of the mayor to be eligible, including those developed and implemented in collaboration with the private sector, community groups, and other partners. The application deadline is October 9, 2020. Visit the USCM website to review the CommunityWINS Grant Program guidelines."

Action Objective: *Develop financial incentives*

- Task: Housing Finance Team to investigate incentive opportunities to encourage housing development in Smithville.
- 2. Task: Review the existing Zoning Ordinance and City Codes for obstacles that discourage and encourage housing development. Consider if housing development on the second floor of commercial buildings and in the back yards of single family lots is available without significant regulation changes. Review if manufactured housing developments and tiny home developments may be considered and

provide site criteria to encourage housing options in acceptable locations. Review if duplex and quadra-plex housing is possible on traditional single-family lots.

- **3.** Task: Run a TIRZ scenario through Council to aid in understanding of this financing tool to assist in infrastructure and other public improvements.
- 4. Task: Review incentive tools that may be useful for residential development including 380 agreements, tax abatements, credit/refund/waiving of city fees and permits, participation in infrastructure development and costs. Encourage development of tools to encourage in-fill affordable housing in Sunnyside neighborhood.
- 5. Task: Review incentive tools with City Council to understand the Council's goals and concerns.

GOAL No. 3: Guide development adjacent to SH 71; encourage hotel development and airport development.

Action Objective: *Develop design standards for an SH 71 Overlay Zone to create neighborhoods not suburban* <u>sprawl.</u>

- **1.** Task: Identify the properties within Smithville that would develop with access to SH71.
- **2.** Task: Research three overlay zones, including sign control, from cities who control their highway development and obtain example of zoning controls.
- **3.** Task: Prepare a proposed overlay zone for SH71. Consider a consultant to prepare this overlay zone proposal being a planner and architect. Approximate cost \$7,500.
- **4.** Task: Have City Council consider adoption of the design standards.

Action Objective: Develop a marketing campaign to attract a hotel.

- 1. Task: Identify approximate 2-acre sites along SH 71 for a hotel and prepare an inventory sheet of owner, price, and site features.
- Task: Prepare a list of hotel chains that have hotel products that are like hotels in LaGrange and Bastrop.
- **3.** Task: Utilizing the economic profile prepared with this report, the Marketing Team to contact hotel chains and inform the hotel chains of the interest of Smithville to attract a hotel. Provide at least two site locations and list of major employers and employees for the contact of the hotel chains. One site to be within the Village of Smithville site.
- 4. Task: Continue the networking with the hotel chains until a project is obtained.

Action Objective: Continue development of the Smithville-Crawford Airport

 Task: City of Smithville to prepare a digital brochure of the Airport, hangers, and aviation facilities available for lease, and future development plans. Place on economic development web site of the Chamber.



- 2. Task: Marketing Team to utilize the Airport as a marketing feature for all prospect visits and promotions.
- **3.** Task: City of Smithville to develop an inventory sheet for placement on the Chamber Economic Development web page for specific hanger leasing features available at the Airport.
- **4.** Task: City of Smithville to continually review availability of aviation facilities improvement grants to provide opportunities for the airport expansion.
- Task: Marketing Team to meet with State and Federal aviation agencies and interests at least bimonthly to continue the market awareness of the Airport.

Action Objective: Market with property owners of land tracts along SH 71 and in Opportunity Zones.

- **1.** Task: Marketing Team to identify all the property owners and their contact information for property within the Opportunity Zones and along SH 71 within and adjacent to the City.
- 2. Task: Schedule contacts with each of these property owners annually by the Marketing Team.
- **3.** Task: As these properties become represented by Realtors add the contacting of these Realtors semiannually.
- **4.** Task: Marketing Team to become aware of the Texas Capital Fund, the EDA CARES Act funding and the TIF/TIRZ financing tool for expansion of infrastructure to these properties as they develop.

GOAL No. 4: Focus the industrial attraction to the SH71/SH95 Smithville Industrial Park

Action Objective: Attract an industrial developer for the Industrial Park

 Task: Marketing Team, in their contacting of State and Local agencies, local and area industrial Realtors, seek out interests and additional developer contacts who may be interested in the development of the industrial park site and attraction of industrial user (s). Monthly contact an industrial Realtor from Austin.

Action Objective: Develop industrial marketing tools to enhance the attraction effort.

- Task: Marketing Team to apply to the Governor's Office of Economic Development to obtain a Smithville Economic Development Organization certification to receive the Statewide prospect notifications that are suitable to the Industrial Park site.
- 2. Task: Prepare a virtual rendering of a speculative building that is sized and suitable for the Smithville Industrial park site. Use the virtual rendering as a marketing tool. Cost is approximately \$ 3,000.
- **3.** Task: Marketing Team to interview the local manufacturers to become informed of the local industrial company needs and to seek out suppliers and customer that may have an interest in locating near a local industry and within the Smithville industrial park. Monthly the marketing team should interview one major employer and manufacturer.



4. Task: Chamber of Commerce to develop information brochure on the Smithville Industrial Park for placement at the Smithville Airport and other locations where prospective investor may obtain information on the Industrial Park.

GOAL No. 5: Continue the Downtown Renaissance

Action Objective: <u>Develop and implement the plan for an office remote workplace solution with small business</u> incubator and a "Maker Space" for art and technology innovations.

- Task: City to apply for EDA CARES Act funds for renovation of city- owned property into a remote workplace office providing small business counseling and "Maker Space" for arts collaboration and technology innovations.
- 2. Task: Reach out to local artisans, innovators and inventors who would mentor at the Small Business incubator and Maker space.
- 3. Task: Plan the management of the space
- 4. Task: Market the space for use by residents and students starting businesses.

Action Objective: Target two to four building improvement projects annually.

- Task: Organize a three-member Downtown Development Team of the Chamber Economic Development Committee to champion minimum of two improvement/renovation projects and assist the owners with issues that the Chamber and City may work together to resolve. Consider the old Pine Hotel project as one of the present-day projects.
- 2. Task: Downtown Development Team to inventory lease available or for sale downtown buildings. Prepare property inventory data sheets or Realtor information graphics for placement on the Chamber Economic Development web page. This Team would include keeping downtown inventory sheets up to date, adding and removing those as applicable from the web page. Goal would be to have at least 5 inventory sheets annually on the web page.
- 3. Task: Downtown Development Team to seek out two residential rental opportunities in the downtown and begin to resolve solutions to providing the housing in the downtown. Goal would be obtaining 4 to 6 rental units annually. Consider the old Pine Hotel project as one of these projects.

Action Objective: Market for Investors for Downtown Properties

 Task: Downtown Development Team to work with the Marketing Team and local Realtors to seek out new property investors for purchasing the properties the downtown. Goal is to attract at least \$2,000,000 investment dollars annually for new property purchases for developments.

Action Objective: *Develop a plan to upgrade infrastructure in the downtown*

 Task: Downtown Development Team to prepare a list of public improvement infrastructure improvements including water, wastewater, and stormwater needed for building improvements to move forward. Advocate for placement of these infrastructure needs on the City Capital Improvements Program. Work with the City to seek out public agency grants and private sector collaboration to accomplish the infrastructure improvements.

 Task: Investigate and consider applying for funding of the "2nd Street to Gazley Creek" storm water sewer through the CDBG-Texas Capital Fund, EDA CARES Act funding or the Texas Water Development Board funding to facilitate new development in the downtown.

GOAL No. 6: Enhance the experience of the Colorado River and Gazley Creek

Action Objective: <u>Annually plan for enhancements of the boat landing areas at Loop230/SH95 and at Vernon</u> <u>Richards Riverbend Park.</u>

- Task: Organize a Colorado River Parks and Recreation Team of four from the Chamber Economic Development Committee and one member from the City.
- 2. Task: Initial Year-Plan for enhancements to these boat landing areas including boat landing improvements, signage from the highway, wildflower areas, art for amazement, nature trails and bird watching sites, picnic tables and family oriented improvements to the site that improve access to the Colorado River. Involve citizen surveys and needs assessment participation in the planning. Prioritize the plan elements over 5 years. Emphasize low maintenance and low-cost improvements. Formalize the plan with a report and market the plan to the local community.
- **3.** Task: Year Two and annually-seek grant applications from Texas Parks and Wildlife through their boating access, trails, and small community grants.
- **4.** Task: Create a 501(c)3 fund and involve opportunities for citizen participation in the improvement grants through cash donations and in-kind services. Set an annual fund-raising goal of \$1,000 in cash.
- 5. Task: Yearly seek out private sector recreational and COVID-19 grants for the park improvements through Grant Station www.grantstation.com and through area foundations from big box stores and corporations.
- 6. Task: Report Annually to the Chamber of Commerce the accomplishments of the tasks identified.

Action Objective: Annually plan for trail development along the Colorado River/Gazley Creek.

- Task: Organize a Colorado River/Gazley Creek Trails Team of three from the Chamber Economic Development Committee and two from the City.
- 2. Task: Initial Year, identify on a map, the property owners along the Colorado River and Gazley Creek and meet with these owners to determine the possibility of access to a trail.
- 3. Task: Year Two, begin investigating the optional property rights available to allow for a public trail along the Colorado River and Gazley Creek. Seek opportunities for public access from local streets to a trail. Prepare documentation explaining access rights available to property owners including fee



simple, conservation easements, and Texas Parks and Wildlife leasing through the Texas River Access & Conservation Areas Program.

- **4.** Task: Plan for the trail along the Colorado River and Gazley Creek working with the City to establish trail development standards including trail width, paving and trail accessories including signage and rest areas.
- Task: By year three, assist the City to begin to acquire trail access through available property rights.
 Seek out Texas Parks and Wildlife Department trail grants.
- 6. Task: Year Four and annually, begin to construct trail features as property rights are acquired.
- 7. Task: Year Five. celebrate the opening of ½ mile of trail

GOAL No. 7: Annually Review the Accomplishments and Celebrate the Success

Action Objective: Plan for an Annual Review

- Task: Review the tasks annually and eliminate the unnecessary, add new tasks and adjust tasks based on in-the-field experience and Team recommendations
- 2. Task: Plan a Smithville Annual Pin Award for Team volunteers who contribute more than 40 hours of volunteer time annually.

