



# Morgan's Point Resort EDC

2020-2023 Strategic Plan

Prepared by  Opportunity  
Strategies LLC

## Morgan's Point Resort Economic Development Corporation

### Summary

On January 31, 2020, Morgan's Point Resort Economic Development Corporation (EDC) began a Strategic Planning process for 2020-2023. The following is the process used to reach the conclusions for the plan.

The process began with a preliminary meeting between the facilitator and Morgan's Point Resort EDC Board Chair Tom Edwards, City Manager Andrew Bill, and Mayor Pro Tem Donna Hartman to discuss key issues facing the organization, review the programs and projects underway, and to prepare the agenda and format for the planning retreat.

The participants which included City Council members, City department heads, members of appointed boards (Planning & Zoning, Library, and EDC) spent the day developing new Mission and Vision Statements, goals, strategies, and metrics for 2020-2023.

### Expectations

The facilitator began the retreat by asking the participants to share what their expectations of the day were. She wanted to capture their expectations to make sure she built them into the program. Their responses were as follows:

- Branding – positive and forward thinking
- How the boards should coordinate
- Collaboration for safety, vision, and the future
- How can the Library interact more with citizens?
- How do we identify grants?
- How can city council work closer with the EDC?
- Recruit a brewery
- Leverage assets
- Make Morgan's Point Resort a destination
- Citizens' vision
- Citywide vision
- Financial backing
- Clear goals and strategies
- Utilize social media
- More trees
- Nature and development together

## Mission Statement

The new Morgan's Point Resort EDC Mission Statement is as follows:

**To create, retain, and reinvest resources in order to enhance wellbeing in our community.**

## Vision Statement

The new Morgan's Point Resort EDC Vision Statement is as follows:

**A desirable and welcoming community that supports business opportunities  
while honoring its small-town roots and vibrant lakeside lifestyle.**

## Economic Development Process

The facilitator explained that the Economic Development Process is 3 Steps:

1. Product Development (what do we have to offer?)
2. Target Industry/Business Analysis (who is a good fit to be interested in our product?)
3. Marketing (how do we reach them?)

## Strengths, Weaknesses, Opportunities, Threats

The facilitator asked the participants to explore the Strengths & Weaknesses of the organization as well as potential/possible Opportunities & Threats facing it. Below are their responses.

### Strengths

- Volunteerism/community involvement
- Fire and Police services
- Small town environment
- Lake and nature
- Cost of living
- Economic Development Corporation
- Drinking water
- Schools
- Central location
- Wildlife
- Medical facilities
- Growth of neighborhoods
- Marina
- Parks
- Responsive City Council
- Educated citizens
- Dark skies/stars
- Space between homes

## Weaknesses

- No sewer – infrastructure concerns
- Poor curb appeal for businesses
- Building code enforcement
- Lack of available land for business development
- Lack of neighborhood code enforcement on private property
- Low population (customer base)
- No destination facilities like restaurants & hotels
- No Chamber of Commerce
- CC's Building
- Limited entrances/exits to/out of MPR
- Lack of community communication
- Water capacity
- Financial resources
- Lack of curbs, gutters, sidewalks
- Lack of signage and quality of signage
- Abandoned buildings
- Trash in public areas
- Abandoned machine parts, etc.
- Current ordinances do not address Airbnb/VRBO properties
- Lack of personnel at code enforcement office (need more staff)

## Opportunities

- Expand MPR to include Rogers Park (claim land)
- Convention center and hotels
- Old Captain's Table property
- Lakeside restaurants
- Brewery
- Sewer system
- Lakeside activities
- Gas station/convenience store
- Professional facilities (doctor/medical)
- Printing/realty office
- Sidewalks to school
- Bike trails and hiking trails
- Coffee shop/bar
- Organized community activities
- Available office space/retail
- Marketing Event Center
- Park improvements/tennis courts
- Pursuing grants

## Threats

- Water shortage
- Fort Hood closure or attack
- Noise:
  - Bombing training
  - Space X
  - Lake noise
- Limited ingress/egress
- Sewer
- Water parasites
- Natural disasters
  - Fire
  - Tornado
  - Drought
  - Flood
- Higher taxes
- Complacency/apathy

## 2020-2023 Goals

The following are the list of goals for 2020-2023 developed by the advisory board and staff throughout the process described above.

### GOAL 1: MAXIMIZE CURRENT ASSETS

Strategies	Who is Responsible?	Start Q/Year	Finish Q/Year
A. Inventory commercial zones (get an up-to-date zoning map)	Mark Allyn	Q2 2020	Q4 2020
B. Identify all commercial buildings in commercial areas: a. Update basic info on commercial building inventory (CBI) forms b. View/survey all commercial buildings and complete CBI forms c. Create a list of vacant buildings d. Identify buildings with potential code violations e. If code violations exist, recommend building inspector and City enforcement f. Create a report of available buildings for sale or lease	a. Allyn, Bates b. Allyn, Bates c. Allyn, Fletcher, Bates d. Allyn, Fletcher, Bates e. Fletcher f. Allyn, Fletcher, Bates	a. Q2 2020 b. Q2 2020 c. Q2 2020 d. Q2 2020 e. Q3 2020 f. Q3 2020	a. Q4 2020 b. Q4 2020 c. Q3 2020 d. Q4 2020 e. Q4 2020 f. Q1 2021
C. Identify target businesses to occupy the empty buildings a. Get demographic information b. Survey city residents for business ideas/preferences c. Prioritize target businesses	a. Allyn, Fletcher, Bates b. Allyn, Fletcher, Bates c. Allyn, Fletcher, Bates	a. Q3 2020 b. Q1 2021 c. Q2 2021	a. Q1 2021 b. Q2 2021 c. Q3 2021
D. Begin the “commercial matching” process	Allyn, Fletcher, Bates	Q2 2021	Ongoing



How will Goal #1 be Measured?

- Did we identify all commercial buildings in 2020?
- Did we inventory all vacant buildings?
- Did we make official inspector recommendations on vacant and dilapidated buildings? How many? \_\_\_\_\_
- Did we actively recruit specific businesses to occupy the vacant buildings? How many? \_\_\_\_\_
- Did we create a report on available inventory to show to prospective investors?

**GOAL 2: ENHANCE RECREATIONAL PARKS**

Strategies	Who is Responsible?	Start Q/Year	Finish Q/Year
A. Texas Parks and Wildlife Plan approval	Edwards	Q2 2020	Q2 2020
B. Break ground on Kleypas Park project	Edwards	Q2 2020	Q2 2020
C. “Finished” Kleypas Park Project	Edwards	Q4 2020	Q4 2020
D. Get City to budget funds	Edwards	Q3 2020	Q4 2020
E. Plans for other location – Parks Master Plan	EDC	Q4 2020	Q4 2021

How will Goal #2 be Measured?

- Did we break ground on the park?
- Did we secure TPWD approval?
- Did we finish the park project?
- Did we execute the Parks Master Plan to plan for another location?

\$ of 2020 money allocated to enhancing recreational parks? \$ \_\_\_\_\_

\$ of 2021 money allocated to enhancing recreational parks? \$ \_\_\_\_\_

**GOAL 3: IMPROVE LAKESIDE DEVELOPMENT**

Strategies	Who is Responsible?	Start Q/Year	Finish Q/Year
A. Identify and implement food truck strategy near lake/ marina or other restaurants and bars	Green	Q3 2020	Q2 2021
B. Begin process to lease Rogers Park land	Green	Q3 2020	Q1 2023
C. Locate a new user for Captain's Table property	Davison	Q1 2021	Q4 2022

How will Goal #3 be Measured?

- Did we create and implement a food truck strategy?
- Did we begin the process to lease Rogers Park property?
- Did we announce a new user in the Captain's Table property?

**GOAL 4: ASSESS SEWER SOLUTIONS and SECURE GRANT**

Strategies	Who is Responsible?	Start Q/Year	Finish Q/Year
A. Call TML for grant writer recommendations	Mark	Q2 2020	Q4 2020
B. Meet with local engineers and assess sewer alternatives	Andrew & Mark	Q2 2020	Q3 2020
C. Check with Kathryn regarding her experience writing grants	Andrew	Q2 2020	Q2 2020
D. Research sewer grants regarding availability, how much, time frames, benefits to city, etc.	Mark & Andrew	Q2 2020	Q4 2020
E. Meet with City of Temple and discuss / access likelihood of MPR connecting to Temple sewer.	Mark & Andrew	Q2 2020	Q4 2020
F. Apply for grants	Mark & Andrew	Q4 2020	Q1 2021
G. Public hearing on sewer installation	City council	Q1 2021	Q2 2021

How will Goal #4 be Measured?

# of grant writer recommendations from TML? \_\_\_\_\_  
 # of grant writer recommendations from sewer companies? \_\_\_\_\_

- Did we interview grant writers? If so, how many? \_\_\_\_\_
- Did we research particulars of available grants or hire someone to do so on our behalf?

# of sewer grants we applied for in 2020? \_\_\_\_\_  
 # of sewer grants we applied for in 2021? \_\_\_\_\_

- Did we host a public hearing by the end of 2021 to discuss sewer options?

**GOAL 5: IMPROVE COMMUNITY & BUSINESS AWARENESS THROUGH ONLINE MARKETING**

<b>Strategies</b>	<b>Who is Responsible?</b>	<b>Start Q/Year</b>	<b>Finish Q/Year</b>
A. City Manager to call a special joint meeting with the EDC to discuss creating a strategy for online marketing	Andrew Bill	Q3 2020	Q3 2020
B. EDC will determine what marketing and social media outreach will facilitate bringing quality jobs to Morgan’s Point Resort	Marla	Q3 2020	Q4 2020
C. Get bid for the creation of a branding and PR campaign, including website and social media – showcase Event Center/Pool, get bid from Fowler Comm.	Marla	Q3 2020	Q4 2020
D. Create content including photos of the Pool and Event Center	Jeff	Q2 2020	Q4 2020
E. Get a bid for maintaining an online voice	Marla	Q2 2020	Q4 2020
F. City website to be maintained for compliance with messaging and links to social media channels and online reservations for Pool and Event Center	Dorothy	Q2 2020	Q4 2020

How will Goal #5 be Measured?

- Did Council partner with the EDC to create an online marketing strategy?
- Did the EDC determine online outreach methods to reach investors with quality jobs?
- Did we secure bids for branding, marketing, and PR?
- Did we create and curate content that is idea for our audiences?
- Did we maintain a powerful online voice?
- Did we ensure that the City and EDC are complying with similar messaging so that Morgan’s Point Resort speaks with one voice?

At the end of the strategic planning process, the facilitator reminded the participants that the path to successful implementation of any strategic plan is the rigorous adherence to using the document as a living document and measuring progress throughout the implementation period.

She encouraged the participants to benchmark successes along the way and take note of what works and doesn't work as planned. The group committed to using the document regularly. She thanked Morgan's Point Resort EDC board and staff for their dedication to setting and achieving goals and wished them well.



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