



# Economic Development Strategic Plan

Prepared for Bee Cave Development Corporation  
(BCDC)

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Executive Summary and Intro: This Bee Cave Economic Development Strategic Plan (EDSP) provides a roadmap for the next generation of economic development work in Bee Cave, Texas. It establishes a resident-centric framework for economic development while sustaining a commitment to business engagement and private sector success. The Strategic Plan has been informed by the Board and Council engagement, and complements other regional planning and economic development efforts. The EDSP leverages the full resources of the Economic Development Corporation and supports the broader mission of City of Bee Cave government.

This Strategic Plan:

- Helps Bee Cave deploy its economic development and planning resources in the best way possible to meet resident and commercial needs;
- Strives to address the local economic challenges as they affect Bee Cave;
- Is timely as new regional growth pressures and priorities are emerging;
- Has been created in a spirit of collaboration with the Economic Development Board (BCDC) and City Council (Council) so that it complements rather than overlaps other initiatives; and
- Provides tangible takeaways to sharpen Bee Cave's economic development projects and focus for the next five years.

What's new:

- Civic connectivity, roadways, trails, and infrastructure as a focus area
- Revamped business incentives function to expand networks and build relationships to bring new perspectives and businesses to Bee Cave
- A more strategic and intentional approach to projects and partnerships
- Emphasis on engaging businesses and residents in economic development projects, growth and activities
- Strengthened commitment to leadership on the region's most pressing economic Development challenges affecting Bee Cave residents
- Closer collaboration among the city's Planning, Council, and Economic Development Divisions

What continues:

- Judicious use of incentives and other financing mechanisms
- Dedication to good governance and careful stewardship of taxpayer funds
- Focus on sustainable economic development and growth
- Commitment to continuing growth as a regional and tourism upscale and experiential destination
- Support for private sector business recruitment, retention, support, and job creation

# Mission

## City Council

The Bee Cave City Council is committed to serving, supporting, and uplifting all residents and businesses of Bee Cave through a lens of community-focused priorities. We strive to ensure that every resident's needs are met on the fundamental social, wellness, economic, and environmental levels. We are dedicated to constant innovation, sustainability, and progress, for the sake of providing the best possible quality of life.

## Economic Development Corporation and Board of Directors

To be the best community and economic development resource for the City of Bee Cave through the use of innovative public policy that makes significant and lasting contributions to enhance the quality of life for the residents of Bee Cave.

BCDC supports the City Council mission by implementing resident-centric economic development policies, projects and initiatives that strive to improve access to opportunity, quality of work and quality of life. BCDC works in collaboration with departments across Bee Cave and partners throughout the region in pursuit of this mission.

BCDC supports the city's economic priorities to encourage commercial activities, strengthen the local tax base, promote economic well-being, and improve economic opportunities for people in Bee Cave.

## BCDC Economic Development Goals

1. Economic development activities and programs should align with and contribute toward the City of Bee Cave's collective economic goals of increased civic investment, job growth, and destination creation.
2. Economic development activities and programs should promote a unique quality of life and place for all Bee Cave residents. Economic development activities and programs should play a role in assisting, recruiting, and retaining Bee Cave small businesses.
3. Economic development activities and programs should help create an economic environment where entrepreneurs of diverse backgrounds and incomes are able to startup and grow businesses across industry sectors.
4. Economic development activities and programs should continue, promote and enhance the unique geographic and environmental qualities and sustainability of the City that it has become known for as a desired place to be.

5. Economic development activities and programs should contribute to the fiscal sustainability of the City, this can be in terms of tax revenue generated as a result of economic growth, programs, and/or a decreased need for public spending as private growth increases.
6. Economic development activities and programs should fill gaps in order to support the growth and development within Bee Cave.

## Programs, Projects and Policy Implementation Initiatives

Projects, programs and policy initiatives that are consistent with the BCDC mission, goals, and strategic priorities and respond to findings from the collected data and SWOT analysis are organized into six categories representing recommended areas of focus for BCDC's economic development work for the next three to five years:

- **Partnership, Leadership, Collaboration**
- **Capital Projects**
- **Financing Tools and Incentives**
- **Small Business and Entrepreneurship Ecosystem**
- **Recreation & Entertainment Area Opportunities**

### Partnership, Leadership, Collaboration

Bee Cave is seated with a metropolitan area of a larger regional economy, and BCDC plays several important roles in the economic development system. These roles require a continued emphasis on partnership, leadership, and collaboration to achieve local and regional economic goals and to address the strategic priorities:

- BCDC identifies and addresses economic, land use, and policy issues that affect private sector sustainability and job creation, quality of work and quality of place in Bee Cave.
- BCDC strives to provide leadership and expertise on pressing challenges in the broader western Travis County and Austin regional economy, with a focus on addressing Bee Cave's needs and assisting in City Council initiatives.
- BCDC takes a collaborative approach to all aspects of its work and is actively engaged in partnerships with the City Council, Planning and Development Department, and throughout the City of Bee Cave and broader region.

One way that this plan suggests implementing many of the Partnership, Leadership, Collaboration strategies is through an expanded networking function. The purpose of the expanded networking function is to grow BCDC's network and build relationships in the service of the city's economic development work. The expanded networking function would engage internal and external partners more intentionally in pursuit of the City's economic development goals. While the expanded networking concept stems from BCDC's existing collaboration with the City Council and city planning functions, these activities may be included to activate the priority goal of better collaboration and partnership with the local Chamber of Commerce. Networking tasks should be considered part of the work of all BCDC Directors and staff. This function is called out here because it is fundamental to many of the strategies throughout the EDSP.

The Partnership, Leadership, Collaboration strategies apply to many stakeholder groups: residents, private sector businesses, Chambers ,regional partners, and other Bee Cave departments.

### BRING RESIDENTS AND PARTNER ORGANIZATIONS INTO THE ECONOMIC DEVELOPMENT CONVERSATION WITH COMMUNITY ENGAGEMENT

Equitable economic development requires meaningful, responsive community engagement. The Economic Development Corporation can capitalize on the city's outreach methods and extending their approaches to economic development activities. Bringing residents into the economic development conversation should be done with purpose.

BCDC's objectives during its community engagement work may include:

- Identify assets, needs and priorities within different section of the Bee Cave community.
- Obtain insights from residents that will inform its work on development, mobility, zoning and planning, infrastructure, and growth.
- Build a sense of inclusion and place among unincorporated Bee Cave neighborhoods.
- Learn more about local neighborhoods, businesses, and their needs.



### Identify new stakeholders and build relationships.

Conduct an asset mapping exercise internally and with other City departments to identify stakeholder and business groups. Seek out expanded partnerships and new voices, including:

- Chamber of Commerce
- Faith-based or Special Interest groups
- Neighborhood organizations
- Nonprofit service providers
- Educational institutions, training partnerships, and associated support organizations (such as PTAs, boards and committees)

***Timeframe: Short term (less than 1 year) then ongoing***



### Coordinate Planning, Community Development, and Economic Development outreach efforts and messages.

To avoid overlap and improve efficiency, BCDC outreach efforts and messages should be coordinated among all pertinent city departments, such as Planning and Communications. A joint calendar, departmental meetings, and/or online tools can help share objectives and community information before and after specific outreach activities. The Economic Development Department should attend Planning and Development Department and other City departmental outreach events as appropriate, and vice versa.

***Timeframe: Ongoing***



### Utilize Feedback and findings to fine-tune BCDC initiatives.

Identify desired shared internal tools – whether meetings, spreadsheets, shared online documents, or special notetaking or CRM (customer relationship management) software – to document activities, messages, inputs and next steps. Build a report-back process into engagement activities. Incorporate feedback and resulting action items as appropriate into work plans so it becomes a visible and valued staff activity.

***Timeframe: Ongoing***

## CONTINUE TO SERVE AS BEE CAVE'S PRIMARY INTERFACE WITH THE PRIVATE SECTOR (BUSINESS ENGAGEMENT)

### Build relationships with new and existing businesses.

BCDC will continue to serve as the City's primary interface with the private business sector. It is also possible to conduct or support business visits and retention/expansion activities in the unincorporated areas of the City. The SWOT analysis reaffirms that BCDC's support for conditions that maximize the health and sustainability among locally owned businesses and retail sectors is one of its primary goals and critical functions.

As with the community engagement strategy, BCDC should continue to build relationships with new and existing businesses, learn about business needs and priorities, share pertinent BCDC and City data and program information, incorporate feedback as appropriate into specific responses and departmental workplans, and share summary findings with partners within the City and region. The focus on expanding networks and establishing relationships to bring external perspectives to the City also make business engagement an important element of BCDC's expanded navigation function.

#### ***Timeframe: Ongoing***

### Create and implement a communication plan.

BCDC can work with the City Communications Department and deploy available media and social media tools to expand its communication reach to partners and stakeholders inside and outside of City government. The communication plan may include:

- Speaking engagements or presentations at local and regional meetings
- Intentional and proactive participation in events
- A departmental calendar identifying meetings and staff participation or presentations
- Designation of a primary contact/lead speaker on priority topic areas so partners know who to contact
- Determination of the appropriate media for various audiences and taking advantage of the City website, local papers, meetings and events, news articles, and social media
- Building internal support for external engagement around priority projects and topics
- Improving the BCDC website and social media presence
  - As part of enhancing the BCDC's public-facing identity, a dedicated effort should be made to establish a cohesive brand and strong digital presence. This includes refining the BCDC website to be more business-focused, easy to navigate, and positioned as a go-to resource for both local businesses and prospective investors. Similarly, developing a consistent and strategic social media presence will help ensure businesses are aware of BCDC initiatives, receive timely updates on events and resources, and feel connected to the broader economic vision. This effort should be developed in partnership with the City's communications team and designed to build long-term visibility, credibility, and engagement with the business community.

#### ***Timeframe: Short term (less than 1 year) then ongoing***

## BUILD STRONGER WORKING RELATIONSHIPS ACROSS BEE CAVE GOVERNMENT TO MAKE PROGRESS ON PRIORITIES (INTERNAL COMMUNICATION)

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BCDC has identified a priority of collaboration with City Council and other departments that have related programs and initiatives to enable collective progress on economic development and community policies. BCDC could expand this collaboration within Bee Cave to capitalize on areas of focus that intersect or overlap with the work of other departments. The City's recent policy discussions following the SWOT Analysis and priorities survey results provide solid ground for this approach. The expanded navigation function can build more cross- departmental relationships, identify internal stakeholders across City government for BCDC strategic priorities, and continue to actively support initiatives in other departments that have an economic development component.

 Encourage staff to build cross-departmental relationships.

Options include:

- Define goals in conjunction with other City departments – with management input.
- Enable and encourage more lateral conversations between City Council and BCDC.
- Continue to engage with the City Engineer and other elected officials as well as staff.
- Sustain the positive working relationship with City of Bee Cave counterparts.
- Consider offering a “tour” of the new strategic plan to other departments to inform them of what BCDC is striving to accomplish and identify areas for collaboration and cooperation.

***Timeframe: Ongoing***



Identify internal City stakeholders across departments and leadership for strategic priorities and select projects and initiatives.

Options include:

- Identify BCDC or partner project champions.
  - Who is in charge (of the project and of the strategy or priority)?
  - List departments and key decision makers that need to be involved; identify staff responsible for making the connection.
  - Obtain other agency mission statements and program areas as part of the due diligence to help identify stakeholders that should be included.
  - Provide title and department, not just individual names, to account for future turnover and continuity of a project, priority, and initiative.
- Create and use a project/priority template to organize internal stakeholder information and assign responsibility for maintaining the information.
- List external organizations, their key decision makers, and level of engagement needed in the project or priority.
- Share information with each other via regular meetings.
- Prepare materials and talking points as needed.

***Timeframe: Short term (less than 1 year)***



Continue to actively support initiatives in other City departments that include an economic development component. ■ ■

The Bee Cave City Council and Planning and Development Department have multiple goals and strategies that are in line with BCDC's strategic plan priorities. Facilitating, collaborating, partnering, and leading on specific policies that are within BCDC's vision and capacity is an opportunity to collectively move the needle on economic development projects.

For example, BCDC could assist with a proposed inventory of existing business and needs among residents in targeted strategic development areas, such as the Town Center and Recreation and Entertainment Districts, and develop growth strategies in partnership with local companies to meet economic development needs. BCDC could also assist with the proposed effort to expand the Recreation and Entertainment District with streets and trails connectivity and efforts that support the key goal and civic growth of that area.

In addition to supporting these efforts, BCDC may need to adopt a guideline book to help, support, and clarify the City's "internal" understanding of its service areas for its planning and financing work and the specific set of tools BCDC has to offer.

***Timeframe: Medium term (1 to 3 years)***

## DEFINE EXPECTATIONS AND OUTCOMES FROM EACH PARTNERSHIP

### (MANAGING PARTNERSHIPS )

Partnerships are foundational to the way economic development is conducted in Bee Cave. The numerous recent strategic planning and research efforts among BCDC partners provide a wealth of information to shape future actions, but siloed conversations in economic development, housing, transportation, transit, and workforce development will not generate desired results. Partnerships are therefore critical to the region, not just to Bee Cave economic development activities, and should be managed as any program.

BCDC should outline its expectations for its participation, advance policy conversations around the City's strategic priorities, and define measurable outcomes where appropriate with each partner organization. The priorities, programs, and policy initiatives in the EDSP can help guide an intentional approach to participation with each regional partner. The expanded navigation function emphasizes this level of partnership and collaboration with BCDC and regional partners and stakeholders as a core component of Bee Cave's economic development work.



Establish objectives for participation in Partner Organization such as the Chamber of Commerce based on strategic priorities.

BCDC has identified as a priority to participate in the local Chamber of Commerce organizations to provide a voice and support for Bee Cave interests, contribute to each organization's mission, guide the message and agenda, and share resources, information and insights. A critical element of this function is to engage these partners more intentionally in pursuit of the City's own economic development goals. By taking a more strategic and intentional approach to this partnership, BCDC can clarify its objectives when attending meetings, taking leadership roles, joining committees, making presentations, and leading activities. To further strengthen these partnerships, BCDC may consider increased participation in various Chamber activities—whether that's through regular meeting attendance, presence at events, annual galas, or business luncheons hosted by all relevant Chamber organizations. This ongoing engagement helps maintain visibility, foster collaboration, and ensure alignment between Chamber priorities and Bee Cave's broader economic development goals.

#### ***Timeframe: Short term (less than 1 year)***

#### Expand LTHS Student–Business Collaboration and Workforce Programs

BCDC values its ongoing relationship with Lake Travis High School and sees continued collaboration as a meaningful way to connect education and local business. There is an opportunity to explore how existing programs can be refined and expanded to better serve both students and the business community—whether through classroom-based projects, marketing practicums, or other hands-on experiences that offer real-world exposure and mutual benefit.

As part of this effort, BCDC may also look into opportunities to broaden its reach—engaging with other educational institutions, workforce programs, or regional colleges to build a wider talent pipeline and foster stronger ties between education and economic development. These partnerships will be evaluated based on their ability to align with business needs, promote career readiness, and support long-term community goals.

**Timeframe: Short term (less than 1 year) then ongoing**


## Recreation and Entertainment District Area Opportunities

The Recreational and Entertainment District is one of the most dynamic and vital areas in Bee Cave. Anchored by Central Park, The Backyard, and the Skaggs property—home to the proposed new public library—this district plays a key role in our community's quality of life, economic vitality, and long-term vision. As outlined in the City's future land use map, this area is envisioned as a vibrant, connected hub for recreation, culture, and community gathering. To bring that vision to life, strategic capital investments are needed now to lay the groundwork for future growth, accessibility, and activation.

The following capital improvement projects represent high-impact, cost-effective opportunities to begin that transformation. By prioritizing infrastructure, improving mobility, enhances public spaces, and prepares for future development.

## Infrastructure and Projects

Bee Cave Development Corporation has utilized this Strategic Plan to identify the top priority capital projects that promote infrastructure and support economic development initiatives in the City of Bee Cave.

 Use infrastructure as a springboard to prepare Bee Cave to make investment decisions that are beneficial locally and regionally.

The availability of BCDC participation in Capital Projects with economic development funds provides a good opportunity to enter into a broader conversation with Bee Cave departments on preparing for growth in a manner consistent with city and economic development priorities. Economic development stakeholders and City leaders have consistently noted that the region must prepare for expected growth and that Bee Cave's Development Corporation is a critical component of a successful approach. The BCDC offers a useful tool to address local infrastructure investment challenges, especially for high economic priority areas of the city such as the Town Center and Recreation and Entertainment Districts.

**Timeframe: Ongoing**

 Revise annual reporting on Capital Project activities and results. 

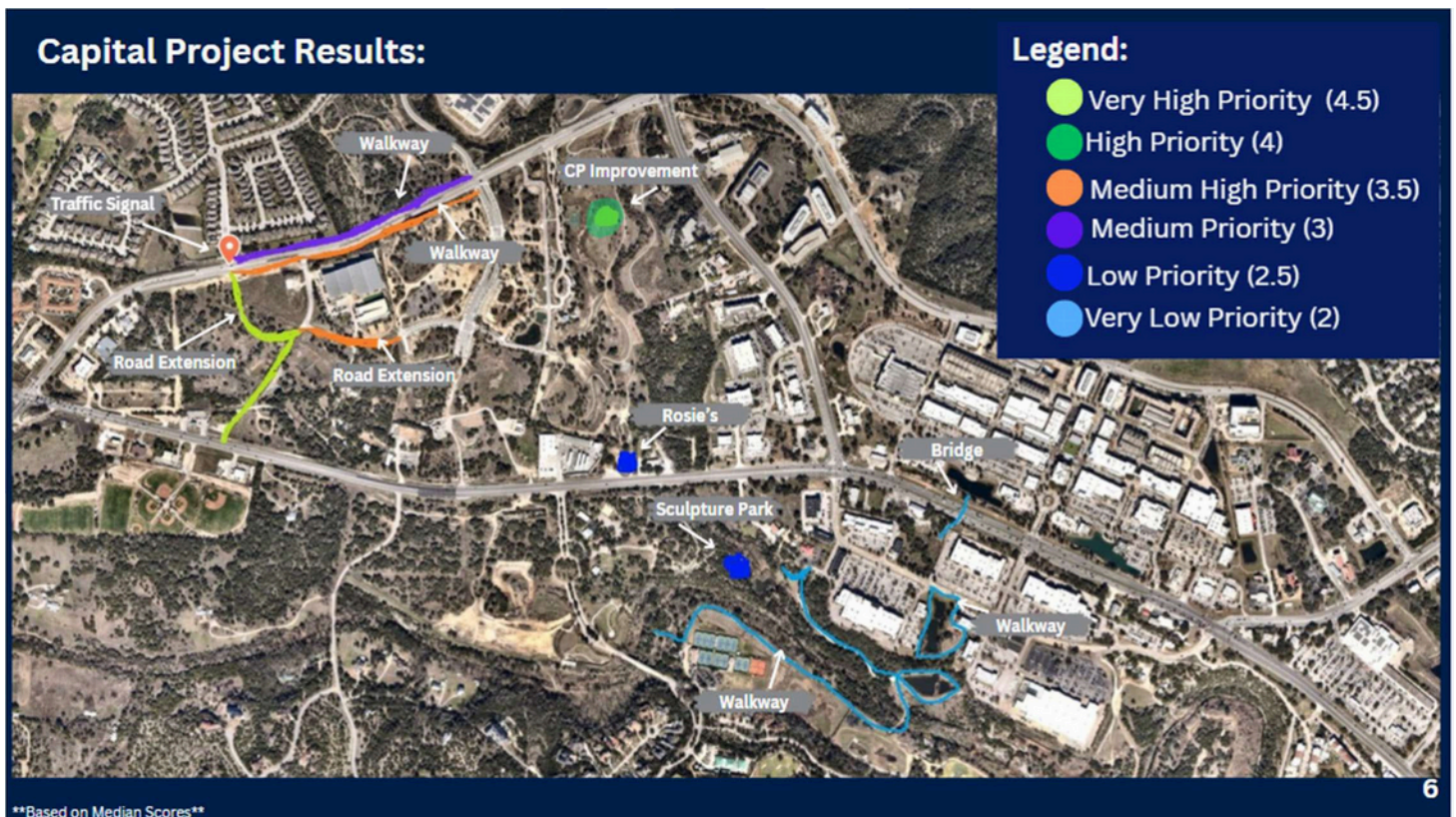
Annual Capital Projects reporting can be expanded to provide a more complete accounting of its impact. In addition to location, project value, financial amounts, and job creation, the report could also provide more detail on the characteristics and rationale for each project, benefits

beyond job creation; this may include quality of life, environmental sustainability and enhancement, civic upgrades, safety, and quality of services. It may also incorporate a summary of estimated cost or fiscal impact to support the overall fiscal growth, health, and sustainability of Bee Cave.

**Timeframe: Medium term (1 to 3 years)**

## ESTABLISHING A PRIORITY PROJECT KICK OFF AND TRACKER

This would be an action and accountability mechanism to report on the tangible benefits and progress toward strategic priorities and projects. It would become part of the BCDC annual report. This reporting could also become part of the annual State of the City report which may incorporate information on projects receiving funding to support economic development in Bee Cave. Presenting both the expenditures and the results of projects would offer a more complete picture of BCDC’s work and economic development activity in Bee Cave. The top five (5) priority Capital Projects include:



- **Road Expansion of Tordera Blvd.:** Expand Tordera Blvd. from Bee Cave Parkway to support future roadway planning, improve overall traffic circulation, and provide safe, efficient access to nearby developments. This project will also help revise the layout of the Recreational District and prepare the area for the upcoming public library.

- **Central Park Improvements:** This project includes upgrades to drives, parking areas, signage, and striping, along with associated stormwater management, detention facilities, and water quality infrastructure, including wet ponds. These improvements aim to revitalize Central Park and enhance the surrounding Recreational District, improving functionality, accessibility, and the overall visitor experience.
- **Traffic Signal at Tordera Blvd.:** Construct a traffic signal at the intersection of Tordera Drive and Bee Cave Parkway to improve congestion and safety. This installation will also accommodate the new roadway, support access to the upcoming public library, and contribute to revitalizing the Entertainment District.
- **Road Extension of Skaggs Pkwy :** This project will extend Skaggs Parkway to connect with the proposed new roadway, improving overall circulation and accessibility in the area. The extension supports the revitalization of the Entertainment District, prepares critical infrastructure for the upcoming public library, and lays the groundwork for future access to The Backyard once redevelopment is complete.
- **Shared Paths along RM620 :** Construct an approximately 2,950-linear-foot shared-use path (average 10 feet wide) along the south side of Bee Cave Parkway, from the Central Park entrance to Tordera Drive. This project enhances walkability for residents, supports safe multimodal access, and contributes to the revitalization of the Entertainment District. It also prepares the area for the upcoming public library and strengthens pedestrian connectivity within the community.

## Financing Tools and Incentives

Economic development financing programs and incentives should always be connected to a larger economic development strategy. In other words, incentive use is not about completing a transaction but about supporting projects that generate desired outcomes for the community. BCDC already takes a thoughtful approach to providing incentives, using the tools at its disposal to make sure incentivized projects are aligned with City economic priorities. BCDC can build on its current approach to maximize the potential for incentive programs to accomplish the City's intended objectives through the following program design, management, and reporting strategies.

### UPDATE INCENTIVE MANAGEMENT PROCEDURES AND ALIGN WITH CURRENT STRATEGIC PRIORITIES (INCENTIVE STRUCTURING)

Bee Cave Development Corporation is responsible for administering BCDC incentive programs, and utilizing such programs to support and encourage economic development and related civic improvements within strategic areas of Bee Cave.

 Raise awareness of BCDC programs, services, and financial tools available. █

Options to raise awareness of BCDC programs and service include:

- Conducting more outreach on BCDC programs, including offering to speak at meetings, presenting at events, as well as more interactions with businesses and colleagues
- Expanding local policies including a more strategic approach to economic development beyond sales tax generation
- Sharing good practices for incentive management tools and procedures
- Preparing “in your neighborhood” maps or summaries of relevant BCDC projects, incentive use, strategic areas, etc.
- Providing regular updates on BCDC activities and initiatives
- Attending programs with both Economic Development and Planning and Development department participants when possible

In turn, BCDC would increase its understanding of the needs of the city and could utilize this knowledge in a number of innovative ways, such as aligning and streamlining development standards and fostering a more strategic, equitable and inclusive approach to economic and community development. Enabling an organized voice and greater sense of community identity and “brand” will provide BCDC with a stronger sense of how BCDC can better design and implement tools that can assist any given area.

***Timeframe: Ongoing***



Conduct a more structured economic award criteria and order a fiscal impact analysis model for projects seeking incentives.

The BCDC currently does not prepare an internal analysis of the costs and benefits associated with incentivized projects. Such a tool is highly recommended as it uses data and outcome expectations to make and adjust incentive offers. The BCDC can formalize this approach by creating or seeking a consultant or company to create a Fiscal Impact Analysis Model, and the BCDC may share it with city departments for their own use. Additionally, the BCDC can offer to perform the calculations as part of its technical assistance program for projects and for businesses seeking to invest in Bee Cave.

The BCDC may also choose to subscribe to impact analysis software that can be customized by location and that includes both economic and fiscal impact calculations. This step would assist BCDC in making informed decisions in its incentive negotiations and provide another technical assistance option for Bee Cave.

A consistent approach to evaluating costs and benefits across proposed projects would likely improve local confidence in offering incentives, provide insight into costs that may currently be overlooked, and encourage consideration of pros and cons of each project beyond the tax gains by the immediate local jurisdiction.

***Timeframe: Medium term (1 to 3 years)***



Update and utilize guidelines and procedures to monitor compliance with incentive agreements.

Monitoring compliance and milestone achievement is a challenge for most economic development organizations managing incentive programs. BCDC effectively reports on jobs created and retained, payroll, and investment associated with incentives (such as direct funding or tax abatements). The following steps would also align reporting with strategic priorities and provide more insight into the costs and benefits associated with incentive use. Options for consideration include:

- Specifying other commitments (required or voluntary) the City seeks that are allowed to be negotiated and determining how to monitor compliance.
- Defining project metrics and creating a compliance rubric (both required and voluntary elements) that connect to strategic priorities, including quality of work, reduction of community or economic disruption, and inclusive economic development.
- Clarifying how to define and count jobs. Full-time equivalent jobs are currently required to be reported by state law, but it would be useful to know the number of true full-time,

part-time, and seasonal or temporary jobs associated with incentivized projects. BCDC may also wish to inquire specifically about contract workers to the extent they are not included in the temporary job category.

- Conducting a cumulative analysis of taxes foregone, jobs created and other metrics for the city's abatement agreements to supplement the annual data currently provided.
- Working to improve and make consistent the data collection method for required state reporting.

***Timeframe: Medium term (1 to 3 years)***

## **Small Business and Entrepreneurship Ecosystem** ■

Stakeholders identified gaps in small business programs and weaknesses in the economic ecosystem as priority issue throughout the strategic planning process. Specific themes that emerged were a desire to increase tools among the small business support services, a lack of focus on second-stage local businesses in priority industries, and a need for more broad and inclusive small business and entrepreneurship support.

BCDC has an opportunity to play a meaningful role in filling these gaps and providing regional leadership through its policies and priorities, by actively engaging with other City initiatives around support and growth among small businesses and retail and experiential business recruitment, and rethinking the City approach to local business, both internally and through its support to partner organizations.



## IMPLEMENT A SMALL BUSINESS RETENTION FUND: █

As part of its broader commitment to strengthening the local business ecosystem, the BCDC recommends the creation of a Small Business Retention Fund focused on supporting and stabilizing existing businesses already operating in Bee Cave. This fund would serve as a flexible, proactive tool to assist local businesses in navigating challenges, pursuing growth opportunities, and remaining competitive in a changing economic landscape. The fund would offer limited reimbursement-based assistance (e.g., up to \$5,000 per business) to address a range of potential business needs. While specific use categories may include upgrades, training, marketing, or technology, the overarching goal is to invest in the long-term success of businesses that are already contributing to Bee Cave's economy. This initiative reflects a strategic focus on retention as a core component of economic development, recognizing that supporting the businesses already here is as important as attracting new ones. By helping stabilize and grow these enterprises, the City can enhance economic resiliency, job retention, and continued investment in the local market. Program structure, eligibility requirements, evaluation criteria, and reporting mechanisms will need to be developed by the BCDC in collaboration with City staff and other relevant partners to ensure transparency, impact, and alignment with broader development goals.



## Fund and create an updated business resource portal on the BCDC website. █

The portal would be an online source that provides businesses with technical assistance, resources, incentive options, and connections to business opportunities and BCDC services. The portal is the recommended approach to connecting businesses to the resources and services they need to start, operate and expand. A portal that would bring fragmented information together is needed. The portal will fill an identified need and be a useful tool for other businesses in Bee Cave. This portal would be one way to improve access to information and would have the side benefit of identifying specific redundancies and gaps within the system. Progress on the Strategic Plan-identified projects and priorities could be shared with BCDC's partners and allies as a platform from which to identify and implement future small business and entrepreneurship initiatives. The portal could create a basis for BCDC's collaborative leadership to improve the City's small business support system.

***Timeframe: Medium term (1 to 3 years)***

## DETERMINE WHAT PART OF THE BUSINESS ECOSYSTEM SHOULD BE AN AREA OF FOCUS FOR BCDC

Improving support for small businesses and entrepreneurship is a regional need. BCDC's mission, priorities, and toolkit suggest it should be an active partner on small business and entrepreneurship issues. While BCDC has an opportunity to play a meaningful role in some segments of the small business and entrepreneurship ecosystem, it remains an open question whether BCDC desires or is well-suited to take on a larger business or programmatic role. For example, the city may need better services to help sustain and grow second-stage businesses, but the survey and SWOT results identified that BCDC might not have the resources to play this part comprehensively. Accordingly, the recommendation is to start by implementing the strategies listed above for small businesses, at that was the primary need are priority identified during the Survey and SWOT analyses, then identifying new partners and assessing existing programs to determine the function BCDC should serve long-term in the region's large business ecosystem.

### Prepare a Data-Driven Economic Assessment

Before launching new programs or initiatives, BCDC should focus on collecting and analyzing key data to better understand the current business landscape and economic conditions in Bee Cave. This may include developing a fiscal impact analysis model, conducting a business database review, and gathering qualitative insights through surveys and interviews with local businesses.

This data-driven approach will help define BCDC's role within the broader economic ecosystem, identify gaps or opportunities, and ensure future decisions are grounded in real needs. The information collected can also inform future partnerships, guide funding priorities, and support more targeted business recruitment and retention efforts.

***Timeframe: short term (1 year then ongoing)***

## Conclusion

In conclusion, BCDC seeks a broader range of projects to contribute real community impact and alignment with priorities and goals of the Bee Cave Development Corporation mission and the City of Bee Cave.

To provide transparency into how BCDC arrived at its strategic priorities and overall plan, the sections below outlines the findings from our SWOT analysis and project priority survey. These efforts formed the foundation of our strategy and highlight the rationale behind our selected focus areas.

# SWOT Summary

The Bee Cave Economic Development Corporation conducted a comprehensive SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis to identify the strategic issues that will affect Bee Cave's economic future and highlights factors that city leaders can alter or support to achieve their objectives or address their concerns. It draws on input from prioritization exercises and joint workshops of the Economic Development Board and City Council, value-ranked survey results, review of current and new projects, and budgets.

The SWOT analysis summarizes Bee Cave's competitive position across four capacities: People, Business, Place, and Policy & Governance. People, Business, and Place are all critical to building a successful economy. Strategic capacity investment requires policies that can address long-term growth and any issues facing the city and the broader context of the Austin metropolitan area. Thus, Policy & Governance is a consequential fourth capacity for Bee Cave

BCDC as it pursues an equitable and enhanced economic and community development strategy. Attention to these four capacities will enable Bee Cave to be prepared for growth and economic opportunities in order to achieve their economic development objectives.

The table below summarizes the results and analytical findings on strengths, weaknesses, opportunities and threats by People, Business, Place, and Policy & Governance capacity.



**People**



**Business**



**Place**



**Policy and  
Governance**

<b>Strengths</b>	Healthy Retail Base, especially with established Hill Country Galleria as the City Center.	Strong sales tax base	Reputation of attractive city/neighborhoods. Strategic Location – proximity to Austin Metro and main state and regional thoroughfares	High focus on quality of Life, Desirable Location and Environment
<b>Weaknesses</b>	Limited in size, limited land mass requires strategic, surgical approach to growth and population densities to avoid over-density within city limits and negative impacts to quality of life and reputation	High property values can be barriers to entrepreneurship diversity and small business. Was previously a lack of focus on capitalizing and improving Bee Cave’s area potential as a regional entertainment, experiential, and upscale destination.	State and Regional thoroughfare confluence and related traffic and congestion (also is a strength is done right as it brings regional population to experience Bee Cave)	BCDC outreach capacity and limited resources Better define economic development inside city. Civic capacity breadth, depth, and trust for collaboration.
<b>Opportunities</b>	Developing land, civic spaces and infrastructure to invite more visitors and spending in Bee Cave	Incentivize and create policies for equity of incentives for desirable small businesses retention and recruitment. Entrepreneurship and small business support and alignment.	Keeping Hill Country Galleria as a central shopping and experiential destination and keep it in line with the Bee Cave “brand” and its current character. Creating and prioritizing the Entertainment District.	Focus on becoming a tourism destination and a lifestyle and wellness hub for the region. Increased prioritization on the uniquely beautiful geography and environmental importance. Equitable, collaborative government and good policies and governance.
<b>Threats</b>	Increasing regional property values and population/traffic congestion	Hill Country Galleria threats to sell/redevelop removing the character and retail draw and taxes from the city center.	Transportation and infrastructure expansion. Regional water resource availability/scarcity.	Economic disruption of sectors. Macroeconomic decline and fiscal risk.

## Strategic Priorities

To inform BCDC's strategic plan, a comprehensive Strategic Priorities Survey was conducted. This survey explored priorities across two major focus areas: Leadership & Programmatic Opportunities and Capital Projects.

While the survey was unified, for clarity, the results are presented in two sections. The first section identifies areas where BCDC can show leadership and develop or support impactful programming. The second focuses on capital project investments aligned with Bee Cave's economic development goals.

The strategic priorities survey identified four (4) high-priority issues and one (1) medium priority relevant to the pursuit of economic development that afford the BCDC the opportunity to provide leadership and develop programming to promote economic development. These five issue areas are shown below as strategic priorities to guide Bee Cave's economic development work. These priorities recognize BCDC's capacities and promote a collaborative and cross-sector approach to its activities.

- Assist Bee Cave's small businesses with the creation of a Small Business Fund.
- Promote businesses and opportunities in Bee Cave by establishing a Social Media presence in the business community.
- Include resident and business perspectives and support more intentionally in economic development efforts by supporting the Bee Cave Chamber of Commerce.
- Continue to support the LTISD Job Fair and its opportunities for connection among Bee Cave businesses and student population.
- Redesign the BCDC website

The lowest priority rankings went to incentivizing large businesses to relocate to Bee Cave.

## Capital Projects

In addition to programmatic priorities, the strategic priorities survey analysis also evaluated ten (10) Capital Projects. These projects were previously included in the BCDC planning in prior years, or were identified as priorities to include going forward, and all were evaluated in coordination with the BCDC Budget. The results identified two (2) high or very high priority projects, three (3) medium or medium high priority projects, and six (6) that ranked either low or very low. The top priority projects are all relevant to the pursuit of economic development that afford the BCDC the opportunity to provide leadership and develop programming to promote economic development in Bee Cave. These projects are shown below as priority projects to guide Bee Cave's economic development work. These projects recognize BCDC's budget and financial capacities and promote a collaborative approach to its activities with the City Council's broader goals and governance of the City of Bee Cave.

- Road Extension of Tordera Blvd.
- Central Park Improvements
- Traffic Signal addition for Tordera Blvd.
- Road Extension of Skaggs Pkwy.
- Shared Path addition and improvements west of RM620
- Shared Path addition and improvements east of RM620
- Sculpture Park
- Rosie's Property
- Shared Path in Town Center near Little Barton Creek
- Shared Path in Town Center within the Hill Country Galleria
- Pedestrian Path/Bridge in Town Center crossing HWY71 connecting the Hill Country Galleria to the Shops at the Galleria

