



# City of Navasota

## Communities as Startups Final Report

Value Proposition, Strategic Priorities,  
and Action Plan

June 1, 2022



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**Navasota Community as a Start Up (CASU) Planning Summary**  
**Conducted by the Coastal Bend Business Innovation Center**  
**Texas A&M University – Corpus Christi**  
**Final Report**  
**June 2022**

**Introduction**

The CASU model is a collaboration with communities that takes a customized view of a community and assists in facilitating its future. The model utilizes principles used in the world of fast moving, results achieving start ups and applies them to a community. The desired outcome is to develop a community that more readily identifies opportunities and increases the chance of achieving them. The project strives to develop economic resilience and diversification, enhance the entrepreneurial ecosystem, and build a framework for rapid development of future economic vitality.

**Project Overview**

The project, entails documenting the current state of the community from an economic perspective, and facilitation of the future state of the community by defining community identity and developing implementation strategies to achieve the future state. The identification of the community identity, aspirations, and strategic actions are essential to enhancing quality of place and the entrepreneurial ecosystem. At the entrepreneurial level, this involves aligning community priorities with emerging entrepreneurial opportunities and enhancing resources and infrastructure to prepare for future business and economic development. The Communities as Start Ups project drives near stage, diverse, economic development, longer term economic recovery from the COVID-19 disaster as well as develops resilience to this and other natural disasters or changes in the community's economy.

**Workshop Delivery**

The workshop series was conducted for the City of Navasota, Texas during January – May 2022 and included:

1. Development of community identity
2. Defining community aspirations
3. Development of community action plan
4. Development of unit-level and stakeholder action items to support community action plan
5. Discussion of the benefit of multipurpose facility in enhancing the entrepreneurial ecosystem and as a jobs training resource
6. Creation of a Talent Connect Framework to enhance the entrepreneurial ecosystem and connect employers to job training resources

**CASU Workshop Outcomes**

The CASU workshops produced outcomes that include the development of a (1) community value proposition, (2) strategic priorities, and (3) a strategic action plan to achieve strategic priorities, quality of place, the entrepreneurial ecosystem and enhance resources supporting business and economic development.

## **Navasota Value Proposition**

Navasota, what America wants to be: a beautiful, progressive, vibrant, safe, close-knit community filled with historic charm and opportunity for people and businesses.

## **Navasota's Future Value Drivers**

- Become a destination community
- Ample recreational activities and events
- Safe
- A culture rich region: Blues Capital
- Preservation of historic charm

## **Key Strategic Priorities**

1. Maintain a safe and protected community
2. Preserve and enhance heritage and historic downtown
3. Collaborative and cooperative community leadership
4. High quality school district
5. Access to healthcare facilities
6. Good labor opportunities with good labor availability

### **1. Strategic Priority: Maintain a safe and protected community**

- Resource sufficiency & proper allocation
- Training and development
- Dangerous risk training
  - Active shooter training
  - Driver safety training
- Lighting campaign/integrate planning with Public Works
- Surveys: economic conditions
- Event planning
- Resources through COG, DHS, EMC
- Community communications
  - Social media
  - Personal interest stories
- Community Engagement/Neighborhood programs
  - Tourism support
  - National night out
  - Treats on the street
  - First Responders Day

### **Unit Level Actions: Maintain a safe and protected community**

- Marketing/social media campaign to profile first responders-introductions
- Maintain & enhance current community engagement
- Maintain visibility in schools/neighborhoods/businesses
- Continue anonymous juvenile tip line
- Continuous improvement of event security
- 911 call info sharing with St. Joe EMS/NFD/EMTs
- Collaboration & Cooperation with Grimes County Sheriff Office

## **2. Strategic Priority: Preserve and enhance heritage and historic downtown**

- Evaluation board
- Promote history
- Discovery tour
- Statues, monuments
- Downtown décor theme
- Enhance/promote museum/parking
- Expansion of events-promote Railroad District
- Revamp signage, branding, marketing campaign, design guidelines through grants
- Update planning & zoning ordinance & all City ordinances
- Visit Navasota & City Website updates: promote facts of interest to tourists and residents, enhance content and design
- External funding collaboration with COG
- Economic development work with developers and business owners
- Involve chamber members in planning
- Promote events to BCS residents

### **Unit Level Actions: Preserve and enhance heritage and historic downtown**

- Revamp signage, branding, marketing campaign and design guidelines through grants that might be available
- Promote history of city through discovery tours and updates to Visit Navasota webpage and city webpage.
- Expand local events to include Railroad District and museum
- Update city, zoning and planning ordinances to align with growth and expansion
- Involve chamber members and other key stakeholders from the community in the planning process

## **3. Key Strategic Priority: Collaborative and cooperative community leadership**

- Collaboration with ISD and Blinn for workforce development
- Involvement of SBDC, Chamber, TWC
- Quarterly meetings between County, City and Chamber
- Continue to have collaborative communication between Community City and Chamber
- Include NISD in information sharing
- Involve churches in community palling and communication
- Blinn College District collaboration: dual credit, adult education, literacy, ESL, training

### **Unit Level Action: Collaborative and cooperative community leadership**

- Continue to have collaborative communication between Community City and Chamber
- Include NISD in information sharing
- Involve churches in community palling and communication
- Blinn College District collaboration: dual credit, adult education, literacy, ESL, training

## **4. Strategic Priority: High quality school district**

- High quality teachers

- School leadership
- 249 growth
- Involvement of ISD leadership in community growth planning
- Partnerships with higher education
- TSTC opportunities
- CCMR focus/dual credit/dual enrollment
- Student teaching partnerships with TAMU and SHSU
- Growth planning with chamber and developers
- 364 sq miles: Campus expansions
- Broad range of programs

**Unit Level Action: High quality school district**

- Continue to offer a broad range of programs focusing on CMR, dual credit and dual enrollment
- Build student teacher partnership with TAMU and SHSU in an effort to continue to attract highly qualified teachers
- Growth planning with chamber and land developers for a campus expansion and housing expansion to also assist with continuing to attract highly qualified teachers that want to stay in the area
- Grow higher education partnerships with Blinn and TSTC

**5. Strategic Priority: Access to healthcare facilities**

- Growth will enhance access to healthcare
- 249 growth
- Affordable housing
- Resources through COG
- Osteopathic programs collaboration
- Will develop as community will grow
- Assisted living facility: cultivate development

**Unit Level Action: Access to healthcare facilities**

- Will develop as community will grow
- Assisted living facility: cultivate development

**6. Strategic Priority: Good labor opportunities with good labor availability**

- P-Tech program through ISD
- Workforce training grants
- Blinn programs
- SBDC
- TWC
- Team Center possibility
- SCORE
- EDC & Chamber
- Blinn programs and collaboration
- Build awareness of high demand tech training schools
- Create Navasota based program delivery
- TWC grants

- TEAM Center development
- SBDC
- Blinn /NISD asset sharing

**Unit Level Action: Good labor opportunities with good labor availability**

- Build and expand Blinn programs and collaboration to offer programs and asset sharing
- Build awareness of high demand tech training schools
- Create Navasota based program delivery
- Apply for TWC grants
- Invest in a TEAM Center development
- Capitalize on opportunities offered through SBDC

**Workshop Series Overview**

**Workshop 1:**

An introduction to the CASU Model and briefing on next 4 workshops.

- Facility 5 key words that describe Navasota
- Draft of Value proposition statement
- Discuss survey one and next workshop on community aspirations

**Workshop 2:**

Review survey results of the Community aspirations Survey and revisit value proposition statement.

**Community Aspirations Process**

- The Navasota Chamber of Commerce (NCC) provided a database of 580 email addresses to the Coastal Bend Business Innovation Center (CBBIC).
- 61 emails returned as undeliverable
- 519 email invitations were sent and assumed available for response
- Three waves of invitations were sent out requesting responses to a survey sponsored by the NCC and the CBBIC between 18 January and 4 February, 2022.
- A total of 210 survey responses were received and recorded with a total of 140 surveys were included in the analyses and 130 surveys totally completed.
- Two major focus areas of the survey were:
  - Community Aspirations
  - Small Business Challenges

**The Navasota residents aspire for a community that is/has:**

- Safe and Protected
- Friendly and Supportive
- Led by Cooperative Community Leaders
- High Quality Schools
- Good Employment Opportunities
- Access to Healthcare Facilities
- Good Labor Availability

### Workshops 3 and 4:

Develop a community-level action plan supported by unit-level and stakeholder strategies to achieve community strategic priorities.

Community Aspirations refer to the community resident’s shared goals, beliefs, and expectations. There are different categories of aspirations, each provide a greater understanding of the community.

Aspirations of Survey Respondents	Aspirations of Workshop Members
Safe and Protected	Safe community
Led by Cooperative Community Leaders	Collaborative Leadership
High Quality Schools	High Quality School District
Access to Healthcare Facilities	Healthcare availability
Good Labor Availability	Labor Availability
Good Employment Opportunities	Preserve and enhance heritage and historic downtown
Friendly and Supportive	

### Workshop 5:

#### TEAM Center Concept

The TEAM Center Concept is designed to help communities attract, nurture, maintain, and encourage startups or small businesses to enhance job creation and economic prosperity.

- Aligning and Investing in Relevant Technology
- Encouraging and Empowering Entrepreneurship
- Focusing On Strategic Advantages
- Providing Makers With Resources

The TEAM Center is a location, a philosophy, and an economic culture for collaboration, information sharing, focused training, and innovation.

The TEAM Center Concept Helps:

- Leverage available and potentially underutilized resources.
- Identify and attract investment opportunities that drive economic growth.
- Create a purposeful socialized environment for learning, sharing, building, communicating, and testing ideas, knowledge, and projects.
- Enhance new business formation that expands the equity of the community in relevant, aligned, desired, and focused economic development.

#### Strategic Overview of the TEAM Center Concept Focuses:

- **Technology:** The businesses, products, services, and infrastructure that make life easier or solve community problems.

- **Entrepreneurship**: The people, businesses, products, and services that exploit opportunity for the purpose of creating value, delivering value, and capturing value.
- **Advantage**: The specific economics, location, scale, raw materials, or unique resources, assets, or capabilities that provide the community with superiority against market rivals.
- **Makerspace**: The facilities and platform where the community can share interests, gather to work on projects, exchange ideas, engage special equipment, or increase skills, techniques, and knowledge.

#### **Essential Steps to Create the TEAM Center Concept:**

- **Identification**: Assess the as-is state of the community in relation to each of the four pillars.
- **Specification**: Estimate the facilities, programs, demand, and funding.
- **Acquisition**: The process of obtaining the facilities, equipment, partners, and community support.
- **Exploitation**: Planning and modeling the business performance to include management, marketing, use procedures, obligations, and accountability.
- **Operation**: Launching and operating the functional center to serve the community.

#### **Workshop 6:**

##### Talent Connect Framework Workshop

Presentations by the Texas Workforce Commission and Workforce Solutions highlighting employee training grants available to businesses of all sizes in Navasota. In addition, a presentation was made concerning workforce development collaborations underway between Navasota ISD and Blinn College District and SBDC resources for small businesses were discussed.