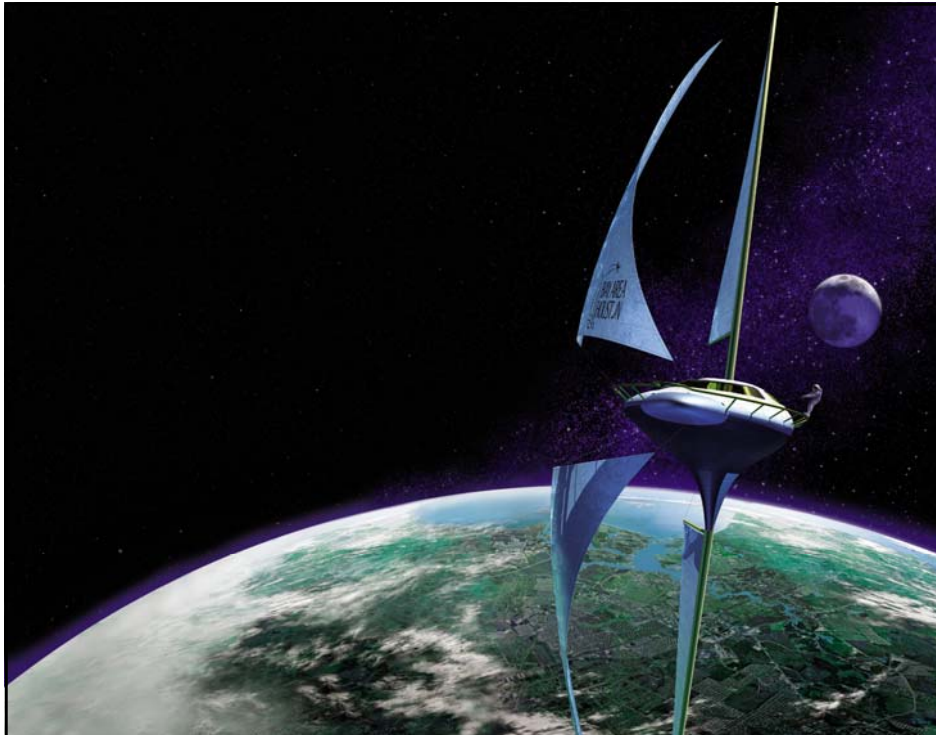


Bay Area Houston Economic Partnership



2007-2011 Strategic Plan

Approved: BAHEP Board of Directors: September 12, 2006

STRATEGIC PLANNING FOR BAY AREA HOUSTON ECONOMIC PARTNERSHIP

Bay Area Houston Economic Partnership's five-year strategic plan for 2007-2011 charts an economic development direction for the dynamic Bay Area Houston region, one that is expected to grow and change in many ways – from people to politics, from economic trends to educational trends, and from business models to governance models.

Strategic planning has long been a part of Bay Area Houston Economic Partnership. BAHEP's tradition of successful strategic planning began in 1983, when the organization, then called Clear Lake Area Economic Development Foundation (CLAEDF), held its first strategic planning workshop. In 2001, CLAEDF adopted its first five-year strategic plan, a regional planning effort that involved hundreds of people and shaped the course for the organization. BAHEP is member-driven, with members who are the key senior leaders in business, education, and local government. Therefore, any strategic plan will necessarily focus on regional collaboration and regional actions that lead to prosperity and a high quality of life for the almost 2 million people who live and work in the area.

There will be a plethora of opportunities in the coming years; there will be also be significant challenges. To address both, BAHEP members and allies have agreed that five broad strategies are necessary:

- BAHEP must continue to serve regional interests, above the issues that might affect any component part of the region;
- BAHEP must continue to recruit, retain, expand and create businesses and jobs that are compatible with the core cluster industries, while also building new industry clusters;
- BAHEP must continue to demonstrate exceptional regional leadership in economic development, regional advocacy, and innovative partnerships and collaborations.
- BAHEP must continue to provide trusted services and data that members need and are relevant and timely; and
- BAHEP must continue to lead the region through anticipation, innovation, quality, integrity, and communication.

MISSION STATEMENT

Bay Area Houston Economic Partnership (BAHEP) provides the leadership to stimulate regional economic development and employment.

CORE VALUES

BAHEP is committed to:

- Regional collaboration and cooperation
- Responsible leadership for regional economic development, resulting in a superb, affordable quality of life
- Integrity, fiscal responsibility, and sound management

STRATEGIC PLAN

1.0 Regional Leadership. BAHEP will focus on regional economic growth by expanding, retaining, recruiting and creating targeted businesses, while enhancing the region's quality of life.

1.1 Primary Industry Clusters Retain, recruit and expand quality employment opportunities in support of the region's two primary industry clusters: aerospace and specialty chemical.

1.2 Job-Intensive Industry Clusters Retain, recruit and expand quality employment opportunities in support of the region's three job-intensive clusters: healthcare, education, and recreation/tourism/arts.

1.3 Emerging Industry Clusters Retain, recruit and expand quality employment opportunities in support of the region's two emerging industry clusters: technology and biotechnology.

1.4 Regional Infrastructure Provide active leadership in building and enhancing the necessary regional infrastructure to assure Bay Area Houston's competitiveness.

1.4.1 Provide active leadership in transportation and mobility improvements.

1.4.2 Provide active leadership in education and workforce development.

1.4.3 Provide active leadership in quality of life enhancements that attract companies and help retain a high quality workforce.

1.4.4 Provide a forum for collaborative approaches to regional issues, such as community WiFi, shovel-ready site identification processes or GIS interpretation services, to name three.

1.5 Business Attraction Implement a comprehensive, regional business attraction strategy.

1.5.1 Provide business research and data services necessary to respond to business opportunities and member needs.

1.5.2 Provide value-added economic development member services, including but not limited to, data analysis, infrastructure development support, governance options, advocacy, and other advanced economic development strategies.

1.5.3 Anticipate global competitive pressures on regional economic interests in order to craft collaborative responses to those pressures.

2.0 Stakeholder Leadership. BAHEP, through its members, partnerships and distinctive regional role, clarifies issues and generates solutions to issues that relate to regional economic development and quality of life.

2.1 Strategic Partnerships Forge partnerships that support BAHEP’s mission and strategic plan.

2.1.1 Promote partnerships among members and across agencies that result in regional economic vitality.

2.1.2 Expand BAHEP’s capabilities to include support for growth management, redevelopment, and planned development models.

2.1.3 Sponsor local governmental initiatives that improve the regional business environment and quality of life.

2.2 Membership Services Recruit, develop, and retain members who will provide strong regional and organizational leadership.

2.2.1 Coordinate services that support members’ needs and lead to a strong business environment.

2.2.2 Prepare collaborative responses to changing regional dynamics in demographics, education and workforce development, mobility, government policy, disaster preparedness, quality of life, and other strong influences on regional success.

2.3 Stewardship Sustain effectiveness through stewardship of members, sound fiscal management and by generating alternative sources of revenues.

2.4 National Preeminence Extend BAHEP’s image as an innovative, effective national model for regional economic development.

2.5 Operational Alignment Use best-practices management to align BAHEP’s operations with the strategic plan.

2.5.1 Implement a succession plan for the executive committee, board of directors and senior management.

2.5.2 Strengthen the committee structure as a catalyst for accomplishing the strategic plan.

2.5.3 Hire and retain professional staff who can accomplish the strategic plan’s goals.

2.5.4 Update annually the specific objectives to be achieved and the measurements to monitor progress.

2.5.5 Update BAHEP’s By-Laws to keep pace with growth and change.

3.0 Executive Leadership. BAHEP is the catalyst for recommending, integrating and advocating policies and actions in support of the region and Bay Area Houston Economic Partnership’s economic development goals.

3.1 Governmental Relations Maintain strong, productive relations with local, state, and federal officials.

3.2 Articulated Regional Agenda Articulate regional needs to elected officials to promote the region’s business environment, infrastructure development, workforce, and quality of place.

3.3 Advocacy Coordinate advocacy programs supporting the region’s primary industries.

3.3.1 Lead state and national advocacy in support of the unique institutions that comprise Bay Area Houston and that define the region’s strengths: NASA-Johnson Space Center and its programs, the specialty chemical industry, and the UTMB Galveston National BioContainment Laboratory and other medical research facilities.

3.3.2 Lead the state and national advocacy efforts for members and stakeholders according to the business context and importance to regional economic vitality.

3.4 Policy Positions Elucidate policy implications that affect regional industries and regional interests in order to anticipate and coordinate effective responses.

3.5 Municipal Mentorship Coach and mentor municipal leaders as they implement their respective local economic development strategic plans.