8. CULTURAL ARTS & TOURISM

BASTROP COMPREHENSIVE PLAN UPDATE (2016 - 2036)

CHAPTER EIGHT

CULTURAL ARTS AND TOURISM

With a substantial inventory of historic properties and resources, and a burgeoning cultural arts scene, Bastrop has invested significant energy to position itself as a regional tourism destination. The City's inventory of attractions, events, and exhibition space continues to grow as it creates a 'critical mass' of tourism assets designed to solidify its community brand. Previous economic development initiatives have promoted investment in Bastrop's tourism sector for the obvious benefit of building a strong and stable economy. These same initiatives also solidify the community's identity – one where a strong relationship between Bastrop's residents and its cultural and natural assets projects an enriched lifestyle of which others will want to be a part.

Chapter 8 of the Bastrop Comprehensive Plan reviews Bastrop's cultural arts and tourism assets, and associated economic development initiatives. It includes operational and programmatic recommendations to increase the City's regional tourism draw. **A summary list of all Cultural Arts and Tourism goals and objectives can be found at the end of this chapter (page 8-22)**.

A stop at the Bastrop County Historical Society Museum and Visitor Center is a great introduction to the City's cultural, historic, and natural assets.

BASTROP'S TOURISM ECONOMY.

PAST PLANNING EFFORTS

Over the past five (5) years, nearly a dozen studies have been commissioned to promote economic development in Bastrop. These studies include real estate analyses, demographic research, market analyses, and comprehensive economic development strategies (see ***Figure 8.1, Recent Economic Studies***). While each study has something unique to offer, they have not yielded (nor been designed to produce) a unified set of strategies aimed solely at the development of Bastrop's tourism industry.

As part of this plan, a literature review of existing studies was completed to assess the recommendations that were crafted from each document and identify common themes. The literature review has been used to inform the goals and objectives that are found in later sections of this chapter.

COMMUNITY INPUT

Chapter 1, ***Planning Context***, describes methods that were utilized to solicit public input during the comprehensive planning process. Input received through public surveys and open houses regarding all comprehensive plan topics - although not directly focused on tourism - have been assembled into an analysis of community strengths, weaknesses, opportunities, and threats (SWOT) see ***Figure 8.2, SWOT Analysis***).

The SWOT analysis presented in ***Figure 8.2*** captures community themes and provides a high-level glance at the perceptions of Bastrop. The SWOT outputs categorize perceptions that are held by the people that live and do business within Bastrop, and participated in the comprehensive plan effort. Some perceptions are widely known, but other are not - and can be referenced by Bastrop officials as they build a local brand.

FIGURE 8.1. RECENT ECONOMIC STUDIES

Study Name	Author	Year Completed
Program of Work Update	Mike Barnes Group	2015
Strategic Plan Review	Mike Barnes Group	2015
Multi-Family Feasibility Report	Capital Market Research	2015
Housing Supply and Demand Analysis	RCL	2015
Retail Trade Area Gap/Opportunity Analysis	Retail Coach	2015
Vision Task Force Progress Report	Citizens Committee	2015
Marketing Analysis: Downtown	Catalyst	2014
Bastrop Economic Development Strategy	Avalanche Con-sulting	2013
Psychographic Profile	Retail Coach	2011
Entertainment Potential	Retail Coach	2011
Sustainable Design	AIA	2011

Source: City of Bastrop

FIGURE 8.2. SWOT ANALYSIS

Strengths	Weaknesses
High quality of life	Traffic congestion
Close proximity to metro areas	Perceptions towards BISD
Access to Nature: Lost Pines, Parks/Open Space	Low availability of skilled labor
Downtown district	Lack of cohesion to city-wide marketing efforts
Overall image of city and region	Lack of diverse retail establishments.
Robust Hotel Occupancy Tax	Lack of suitable/attractive retail property.
Lodging Amenities	
Accessibility to artists/performers	
Opportunities	**Threats**
Eastward growth of Austin	Low housing supply, single and multi-family
Rising costs in Austin's downtown core	Lack of diversified retail establishments
Greater focus on entrepreneurial businesses	Natural disasters

Source: Angelou Economics

OVERVIEW OF EXISTING CONDITIONS

Tourists are drawn to Bastrop for many reasons, but those reasons primarily fall within three (3) categories: **A)** Natural Resources; **B)** Family & Heritage Tourism; and, **C)** Visual and Performing Arts. These assets are discussed in more detail later in this chapter (including "Downtown Assets" as a fourth category), but their cumulative impact on Bastrop's existing tourism economy are highlighted in this section.

Bastrop County's Arts, Entertainment, and Recreation sector directly employed 82 individuals in 2015. ***Figure 8.3, Bastrop Tourism Establishments***, suggests that arts, entertainment, and recreation employment is distributed among 16 establishments. Combined with Tourism Support industries, total direct and indirect employment in Bastrop's tourism industry is 2,562 persons. The majority of these employees work in restaurants and hotel accommodations (1,723 and 763 employees respectively). In total, tourism accounts - at least in part - for 7 percent of all jobs in Bastrop County.

Figure 8.4, Bastrop Tourism Support, identifies 114 establishments across five (5) industry categories that can support Bastrop's tourism attractions and destinations. Overall, 1 percent of businesses in Bastrop support the local tourism economy. A comparison of total tourism employment versus establishments suggests that while establishments do not make up a large proportion of the economy, they tend to employ more people than the average business in Bastrop.

FIGURE 8.3. BASTROP TOURISM ESTABLISHMENTS (2015)

Industry	Establishments
Family & Heritage Tourism	
Museums, Historical Sites, and Similar Institutions	1*
Amusement Parks and Arcades	2
Visual & Performing Arts Tourism	
Performing Arts Companies	1
Spectator Sports	2
Promoters of Performing Arts, Sports, and Similar Events	1
Natural Resources Tourism	
Bob Bryant	8
Fisherman's	1
TOTAL:	**16**

Source: Bureau of Labor Statistics
*Note: *Figure per 2014 statistical data. At the time this document was written, establishments for 2015 were not yet disclosed.*

FIGURE 8.4. BASTROP TOURISM SUPPORT (2015)

Industry	Establishments
Hotels and Motels	13
Restaurants and Other Eating Places	96
Other Traveler Accommodation	1
RV Parks and Recreation Camps	1
Drinking Places	3
TOTAL:	**114**

Source: Bureau of Labor Statistics

HOW TOURISM WILL SHAPE BASTROP'S BROADER ECONOMY

One of the primary benefits of tourism as a targeted industry, is the ability to realize broad economic impacts throughout the economy. Local retailers often have highly localized supply chains. For every dollar spent, a greater portion of that dollar remains local than it would otherwise for a larger national retailer.

Moreover, the same businesses that are supported by tourism can be enjoyed by residents. As tourism grows and sustains a larger share of retail, restaurant, and entertainment establishments, local residents then have more options available to them for leisure and entertainment.

SO WHAT IS THE IMPACT OF TOURISM?

The economic impact of tourism may be quantified through economic modeling. ***Figures 8.5 and 8.6*** utilize averages for the Austin MSA, and consider the anticipated annual impact from the creation of 100 new jobs in the tourism industry in Bastrop.

Every year, D. K. Shifflet & Associates creates Texas tourism profile for the Hill Country region as well as for the Austin MSA. The average tourist in Texas spends money within six (6) categories of expenditures, including: lodging, food, transportation, retail, entertainment, and miscellaneous.

Figure 8.5, Tourist Spending Profile, shows the average spending profile per visitor per day. **Figure 8.6, *Breakdown of 100 Jobs by Sector***, outlines the annual impact of 100 jobs by spending category based on the stated visitor spending profile.

FIGURE 8.5. AUSTIN MSA AVERAGE TOURIST SPENDING PROFILE

Spending Category	Average Spending (per person per day)
Lodging	$54.00
Food	$33.00
Transportation	$22.80
Shopping (Retail)	$17.80
Entertainment	$11.20
Miscellaneous	$3.70
TOTAL	$142.50

Source: AngelouEconomics, D.K. Shifflet & Associates, IMPLAN (2015)

FIGURE 8.6. BREAKDOWN OF 100 JOBS BY SECTOR

Spending Category	Breakdown of Jobs
Lodging	31
Food	26
Transportation	13
Shopping (Retail)	3
Entertainment	24
Miscellaneous	4
TOTAL	100

Source: AngelouEconomics, D.K. Shifflet & Associates, IMPLAN (2015)

In 2015, the average tourist spent over $140.00 per day in Bastrop.

ANNUAL ECONOMIC IMPACT OF 100 JOBS

Using IMPLAN, an industry standard software for economic impact modeling, the annual impact of 100 jobs can be quantified further. **Figures 8.7** through **8.9** suggests that 100 new tourism-related jobs in Bastrop County (according to spending categories listed in **Figure 8.6**, page 8-4), may generate the following impacts to the local economy:

- *$11.0 million in annual economic output*
- *$2.9 million in annual labor income generated*
- *124 jobs created (24 additional jobs outside the 100 within tourism)*

The model also details the supply chain impact. Not surprisingly, the sectors that are most highly impacted are those within the tourism industry. However, there are also significant impacts generated for industry sectors that support or supply tourism, namely: real estate, utilities, telecommunications, insurance agencies, wholesale trade, and financial services.

This information can be used in internal planning processes and assists the City and the EDC in goal setting for this particular target industry.

FIGURE 8.7. TOTAL ECONOMIC IMPACT OF TOURISM INDUSTRY (CITY OF BASTROP)

Impact Type	Employment	Labor Income	Output
Direct Effect (Impacts generated within the tourism industry)	100	$2,261,343	$8,151,769
Indirect Effect ("Supplier" impacts, generate from businesses that support or supply tourism)	14	$361,462	$1,695,048
Induced Effect ("Consumer" impacts, generated from labor of income of employees)	10	$258,005	$1,142,814
TOTAL EFFECT	**124**	**$2,880,809**	**$10,989,632**

Source: AngelouEconomics, IMPLAN (2015)

FIGURE 8.8. TOTAL ECONOMIC IMPACT OF 100 JOBS (CITY OF BASTROP)

Industry Sector	Total Economic Output
Hotels	$3,527,863
Restaurants	$2,249,176
Entertainment	$1,297,388
Transportation	$803,787
Retail	$662,871
Real Estate	$189,437
Utilities	$178,839
Telecommunications	$72,161
Insurance Agencies	$68,579
Wholesale Trade	$63,212
Financial Services	$57,355
TOTAL	**$10,989,632**

Source: AngelouEconomics, IMPLAN (2015)

FIGURE 8.9. TOTAL ANNUAL TAX REVENUE IMPACT (CITY OF BASTROP)

Impact Type	Tax Revenues
State & Local	$1,056,319
Federal	$827,058
TOTAL EFFECT	**$1,883,377**

Source: AngelouEconomics, IMPLAN (2015)

ECONOMIC IMPACT OF PROJECTED TOURISM INDUSTRY

The economic impact analysis introduced on page 8-5 can be taken a step further. Given the historical growth of Bastrop's tourism industry, what is the anticipated economic impact of the industry sector going forward?

With tourism job growth at 91 percent since 2006, an estimated 1,198 jobs were created in the tourism (and tourism support) industries within Bastrop over the last 10 years. Looking forward, similar growth trends may be expected over the next 10 years. There are a number of challenges that face the tourism industry due to climatic events (fire, flooding), but a more focused targeting strategy for tourism should buffer those challenges.

Absent sudden climatic events, the analysis presented in ***Figures 8.10 through 8.12*** assumes an local industry growth rate through 2025 that mimics historic trends (91% growth). This growth rate will yield an increase of 2,292 additional jobs over the next 10 years, and generate the following projected economic impacts:

- *$251.9 million in total economic output*
- *$66.0 million in labor income generated*
- *2,842 jobs created (550 additional jobs outside the tourism industry)*
- *185 different industry sectors will be impacted*

The models highlighted herein indicate that Bastrop's continued emphasis on cultural arts and tourism development through coordinated policies **will lead to hundreds of millions in economic activity** for the region.

FIGURE 8.10. TOTAL ECONOMIC IMPACT OF TOURISM INDUSTRY (CITY OF BASTROP, CUMULATIVE - 10 YEAR PERIOD)

Impact Type	Employment	Labor Income	Output
Direct Effect (Impacts generated within the tourism industry)	2,292	$51,829,982	$186,838,545
Indirect Effect ("Supplier" impacts, generate from businesses that support or supply tourism)	321	$8,284,709	$38,850,500
Induced Effect ("Consumer" impacts, generated from labor of income of employees)	229	$5,913,475	$26,193,297
TOTAL EFFECT	**2,842**	**$66,028,142**	**$251,882,365**

Source: AngelouEconomics, IMPLAN (2015

FIGURE 8.11. TOTAL ECONOMIC IMPACT OF 100 JOBS (CITY OF BASTROP, CUMULATIVE - 10-YEAR PERIOD)

Industry Sector	Total Economic Output
Hotels	$80,858,620
Restaurants	$51,551,114
Entertainment	$29,736,133
Transportation	$18,422,798
Retail	$15,193,003
Real Estate	$4,341,896
Utilities	$4,098,990
Telecommunications	$1,653,930
Insurance Agencies	$1,571,831
Wholesale Trade	$1,
Financial Services	$57,355
TOTAL	**$10,989,632**

Source: AngelouEconomics, IMPLAN (2015)

FIGURE 8.12. TOTAL TAX REVENUE IMPACT (CITY OF BASTROP, CUMULATIVE - 10-YEAR PERIOD)

Impact Type	Tax Revenues
State & Local	$24,210,831
Federal	$18,956,169
TOTAL EFFECT	**$43,167,001**

Source: AngelouEconomics, IMPLAN (2015)

CULTURAL ARTS AND TOURISM ASSETS.

The economic impact models presented on page 8-4 through 8-6 illustrate the potential impacts that tourism industry development can have on Bastrop over the long term. The next consideration is how to leverage limited resources to facilitate tourism sector growth.

For Bastrop, targeting cultural arts and tourism is an easy justification. However, the terms "cultural arts" and "tourism" may be interpreted differently by each individual. The key to successfully growing any industry is knowing your target. By defining the specific sectors within cultural arts and tourism, new insight and clarity can be given to a complex system of companies and organizations.

To conceptualize Bastrop's cultural arts and tourism industry, four (4) subsectors have been identified based on local strengths and assets:

- *Downtown Assets*
- *Natural Resources*
- *Family and Heritage*
- *Visual and Performing Arts*

The goal of delineating these four (4) subsectors is to increase the efficiency and efficacy of tourism development.

DOWNTOWN ASSETS

Downtown Bastrop has a great concentration of the amenities that tourists look for in an historic town. There are shops, sidewalks, events, and access to green spaces that foster and support repeat visits to downtown for those within the region. Yet, continued success relies on community organizations to have the vision for downtown and be able to manage and market that vision.

The primary organizations that support downtown initiatives include:

- **Main Street Program.** *The Main Street Program oversees the historic preservation and revitalization of downtown Bastrop.*
- **Downtown Business Alliance.** *The Downtown Business Alliance serves to connect residents to businesses, festivals, and events that take place in Downtown Bastrop,*
- **Historic Downtown Bastrop.** *The historic center of the community serves as a living artifact of Bastrop's significance in Texas history. The buildings and streetscapes offer visitors an appealing aesthetic and understanding of the city's architectural chronology.*
- **Bastrop Museum & Visitor Center.** *The Museum and Visitor Center provides tourists with information about the community and also hosts walking tours that promote downtown and historical neighborhoods.*

The number one strategy that these organizations can employ to create success is to foster a positive climate for small businesses. Small businesses can not only provide tourists with local character and unique goods and services, but can provide for a more flexible development of spaces found in downtown or other areas of the city frequented by tourists.

Efforts to continue to improve Bastrop's business climate can be undertaken using the city's robust Hotel Occupancy Tax (HOT). In 2015, nearly $3 million dollars was generated in HOT revenues. The majority of HOT revenues (75%) come from the Hyatt Regency Lost Pines. These funds can be used to fund studies, market, promote, and enhance the offerings of the cultural arts and tourism sector in Bastrop.

The creation of a Destination Marketing Organization (DMO) will create yet another asset for Downtown Bastrop. The DMO can strengthen the draw to downtown for both residents and tourists alike. Downtown businesses, organizations, and assets should be a central focus for the DMO right from the start. Knowing that downtown organizations have within their power the ability to create vibrant and thriving downtowns, the method by which they accomplish that goal can vary.

Goal 8.1: Leverage existing downtown assets to spur additional business activity.

Objective 8.1.1: Fund a downtown master plan.

1. ***Commission a downtown master plan to coordinate downtown organizations and the marketing initiatives outlined by the DMO.***

Objective 8.1.2: Leverage Bastrop's designation as a Cultural District in Texas.

1. ***Create a strategic plan for the cultural district that includes goals and key performance measures including: changes in property tax base and taxable sales to measure tax revenue and return on investment to the public sector; and, population and employment to measure how attractive the district is to residents, tourists and businesses***
2. ***Measure and communicate the economic impact of the Cultural District.***

Objective 8.1.3: Enhance the offerings available at the Bastrop Museum & Visitor Center.

1. ***Create a visitor's feedback survey to better understand demand for other tourism activities.***
2. ***Increase the number of digital and interactive exhibits and consider offering virtual video tours on-line, either for free or for purchase.***
3. ***Use interactive media displays that allows people to choose how they interact with the museum and visitor center, as well as other locations downtown.***
4. ***Increase presence on social media by posting content on-line at regular and predictable intervals.***
5. ***Offer "flash" sales on social media. These are deals that come up periodically that are only available for a short time, typically a day or two. This will get people excited about the social media outlets and help to grow viewership.***

Objective 8.1.4: Create multiple downtown destination events that rely on Bastrop's cultural assets.

1. ***Encourage visitors to downtown Bastrop with events that occur weekly, monthly, or annually. Lost Pines Christmas is a great example of this type of event***
2. ***Create a "demo day" downtown that occurs each month. Entrepreneurs and local businesses can demo their products, foods, and services.***
3. ***Increase awareness of the culinary district by creating an event to showcase the districts offerings on a weekly or monthly basis.***

Objective 8.1.5: Continue to use and promote the availability of small business grants and incentives to draw specialty retailers and eateries to downtown.

1. ***Continue to communicate to the business community and residents the availability of small business development incentives, and resources.***
2. ***Continue to promote availability of incentives to local small businesses.***

Objective 8.1.6: Reinstate and ensure the long-term availability of façade and renovation grants for downtown businesses and property owners.

1. ***Continue to make funds available for improvements to downtown structures to help Downtown Bastrop remain a destination for tourists looking to visit a historic downtown environment.***

Downtown Bastrop's position along the banks of the Colorado River has gradually allowed it to expand its local tourism industry contributions beyond cultural arts and heritage tourism to include nature-based activities.

NATURAL RESOURCES

Natural resources tend to draw tourists from a much wider area than other tourism categories. Bastrop is particularly renowned for its outdoor activities, including:

- **Bastrop State Park.** *There's something for everyone at Bastrop State Park, including hiking and biking trails, fishing, picnic tables, and a swimming pool.*
- **Lake Bastrop.** *Lake Bastrop is another great spot for fishing, boating, hiking, and even beach volleyball.*
- **Buescher State Park.** *Nearby, the 1,016.7 acre park includes a 7.7 mile hiking trail, camping and picnicking facilities and a small lake for canoeing and fishing.*
- **Colorado River Refuge.** *Within minutes of downtown, residents and tourists enjoy 65 acres of natural habitat along the Colorado River.*
- **McKinney Roughs Nature Park.** *West of Bastrop, this unique park is home to four (4) ecosystems, the Mark Rose Natural Science Center, and has an attractive event facility that can host up to 100 guests.*

Bastrop's natural resource attractions are arguably the most well known of the area's tourism sectors. The majority of the area's natural resource assets are however concentrated in the public sector. Efforts should be made to expand upon the private sector offerings within this industry sector.

Goal 8.2: Diversify the supply chain of natural assets.

Objective 8.2.1: Promote the growth of nature tourism through private enterprises.

1. ***Partner with state-wide institutions, such as the Texas A&M AgriLife Extension Service and Texas Parks & Wildlife, that can help private land owners, farmers and ranchers, and other interested individuals start a nature tourism business.***
2. ***Hold local information sessions with representatives from these agencies and communicate to local residents and the business community to spur business development in the nature tourism field.***
3. ***Study the feasibility for bridle path development on private and public property to couple with activities at the rodeo grounds.***

Objective 8.2.2: Increase community access to the Colorado River.

1. ***Develop the trails, parks, and river access points promoted as part of the City's River Loop concept. (See Objective 7.1.3, page 7-21).***
2. ***Ensure that the downtown master plan (see Objective 8.1.1, page 8-8) expands upon the original River Loop concept to increase the visual connection and physical linkages between downtown and the riverfront.***
3. ***Work with local partners and other Colorado River communities (Bastrop County, Smithville) to develop additional river access points and other enhancements of the El Camino Real Paddling Trail.***

FAMILY AND HERITAGE TOURISM

This category of tourism comprises activities that draw tourists principally from nearby areas, as well as those that may reside in other parts of Texas. These activities draw upon historical assets that present Bastrop's storied history. Additionally, these activities tend to be family-oriented and support family outings that are fun and educational (and are typically short 1-2 day trips).

Within and around Bastrop, there are a number of family and heritage tourism attractions including:

- ***Barton Hill Farms.*** *Known for the huge corn maze open during the fall, Barton Hill Farms is also home to a pumpkin patch and live Texas country and bluegrass music.*
- ***Public Library.*** *The Bastrop Public Library serves Bastrop residents of all ages with children's programming and its vast collection of over 48,000 items.*
- ***Capital of Texas Zoo.*** *The Capital of Texas Zoo is just 20 minutes from downtown Austin and is home to more than 500 rare wild animals.*
- ***Bastrop County Courthouse and Jail Complex.*** *Erected in 1883 after the original courthouse and jail burned down, it was added to the National Register of Historic Places in 1975.*
- ***Bastrop County Museum and Visitor Center.*** *The Bastrop County Museum and Visitor Center is a historic place, having formerly served as Bastrop's fire station, police station, and tax office.*
- ***Historical Society Walking Tours.*** *The Bastrop Historical Society hosts various walking tours, which serve to educate about Bastrop's rich history, including its 130 historic landmarks.*
- ***Fisherman's Park & Splash Pad.*** *With its many water jets, the Fisherman's Park Splash Pad is an ideal place for families to cool off on a sweltering summer day.*
- ***The Dinosaur Park.*** *This park, located in nearby Cedar Creek, offers nature trails with life-size dinosaur replicas, along with other activities.*

Much has been accomplished to support family and heritage tourism in Bastrop. Successes is visually apparent in the form of the preserved historic structures of Downtown Bastrop, in the local museums, and in the attractions mentioned previously.

The organizations that have had the greatest impact for this tourism niche are:

- ***Bastrop Convention & Exhibit Center.*** *The convention center is a newly-built and versatile indoor/outdoor venue, ideal for conventions, trade shows, weddings, and more. In the case of family tourism, the Bastrop Convention & Exhibit Center is tasked with creating and maintaining a high level of programming throughout the year.*
- ***Historic Landmarks Commission.*** *Maintains Bastrop's historical, architectural, and cultural character by working with the City to determine best use for historic buildings. For heritage tourism, the Historic Landmarks Commission is charged with protecting Bastrop's history.*

The Bastrop County Museum and Visitor Center has an expanding inventory of exhibits that can interest people of all ages.

The success of these organizations also proves the support the broader community has for maintain a healthy family and heritage tourism sector. The efforts of these organizations can be furthered by finding new avenues to diversify family-oriented tourism offerings and new sources for supporting the historic structures and landmarks of Bastrop.

Goal 8.3: Bolster family and heritage tourism assets.

Objective 8.3.1: Diversify family-oriented tourism offerings.

1. ***Survey the local community to understand the demand for new family-oriented entertainment activities throughout Bastrop.***
2. ***Create seasonal marketing materials that promote different assets and activities based around the school year schedule.***

Objective 8.3.2: Increase the number and types of programming at the Bastrop Convention and Exhibit Center.

1. ***Offer incentivized rates for Bastrop's target industries. Trade shows provide a high level of visibility and promotion opportunity. Reach out to trade organizations related to Bastrop's targeted industries to promote the Bastrop Convention and Exhibit Center as a place to host an event.***
2. ***In addition to non-profits, offer discounts for local organizations looking to rent space for corporate or social events.***
3. ***Consider attracting an associated conference hotel near the convention center downtown.***

Objective 8.3.3: Solicit support for historical structures and landmarks.

1. ***BEDC should complete an economic impact study of historic preservation investments in Bastrop to promote the role preservation has had on the local economy.***
2. ***Put forward an application to become a Certified Local Government to receive grants from Texas Historic Commission and National Park Service.***

VISUAL AND PERFORMING ARTS

These sorts of activities are more likely to only draw from individuals within a day's drive. While the entertainment venues of Austin are only a short trip away, Bastrop has a number of outlets for the visual and performing arts. The fact that Bastrop has been designated as a cultural district is proof that the City can market its own merits. The City's principal assets within the visual and performing arts sector include:

- ***The Farm Street Opry.*** *Family-friendly entertainment on the first Thursday of every month, featuring local and regional musicians and performers.*
- ***Lost Pines Arts Center.*** *The nonprofit Bastrop Fine Arts guild was founded in order to support and promote the fine arts in Bastrop.*
- ***Bastrop Opera House.*** *An icon of the late 19th century, the historic Bastrop Opera House still hosts regular theatrical and operatic performances.*
- ***Jerry Fay Wilhelm Center for the Performing Arts.*** *The Wilhelm Center for the Performing Arts is a prime venue in the Bastrop community, hosting not only performances but graduations and other community events.*
- ***A Wealth of Small Performance Spaces and Venues.***

Bastrop Art in Public Places (BAIPP) board has laid the groundwork for enhancing the aesthetic appeal of Bastrop's built environment. However, a strategic plan that establishes measurable actions and initiatives is necessary to create a coordinated series of arts events, programs, classes, and competitions. City support for these initiatives should be based in part on the degree to which each can grow the local cultural arts and tourism sector.

Goal 8.4: Create a long-term strategy for placement of visual and performing arts assets.

Objective 8.4.1: Develop a Public Arts Master Plan for the community.

1. ***City leaders and community groups can work with partners to provide the vision for this plan and ensuring that it meets the goals of the arts community and has broader public support. Partnering organizations will ultimately be responsible for the implementation of the actions put forward in the master plan.***
2. ***Begin reviewing best practices in public arts master planning and reach out to firms through a request for proposals.***

BEST PRACTICE

THE CITY OF MOSAICS
LEVELLAND, TX.

Levelland, Texas is known as the City of Mosaics. With nine mosaics throughout the city, Levelland has connected these pieces of art through a self-guided walking tour. With printable materials that detail the location of each mosaic, visitors can take in the beauty of each mosaic at their own pace. The mosaics also incorporate key community assets; the mosaics are featured at the Fine Arts Building, the Study Services Building, the Science-Agriculture Building, the Methodist Hospital, the Levelland Clinic, the Adult Learning Center, the Hockley County Library, and the Levelland Area Chamber of Commerce.

Bastrop can replicate the success of Levelland by connecting the various pieces of art that are featured in public spaces.

For more detail see: http://www.texasescapes.com/TOWNS/Levelland/Levelland-Texas-Mosaics.htm

Objective 8.4.2: Align land-use policy and practices to make certain that space is available for arts and tourism.

1. ***Ensure that land-use policies and decisions are made with the cultural arts community and tourism sector in mind. This means that code and ordinances regulating public art and signage should be flexible to promote art in the built environment. Potential gaps in the Bastrop's tourism economy should put to the forefront of land-use and development decisions.***

TOURISM ADMINISTRATION AND MARKETING.

There are many organizations in Bastrop that are responsible -for providing arts, entertainment, and recreational services and/or marketing these resources to non-residents. While the missions of these organizations are distinct, there are instances where their interests and initiatives overlap.

The following organizations support and promote tourism in Bastrop (either directly or indirectly):

CITY BOARDS

- ***Art in Public Places Board.*** *Supports public art in Bastrop by advising city council with standards for purchase, display, and maintenance of public art.*
- ***Historic Landmarks Commission.*** *Maintains Bastrop's unique historical, architectural, and cultural character by working with the city to preserve its historic buildings and sites.*
- ***Main Street Advisory Board.*** *Advises city government as to the promotion, maintenance, and development of Bastrop's historic Main Street.*

CITY DEPARTMENTS

- ***Convention Center.*** *The convention center is a newly-built and versatile indoor/outdoor venue, ideal for conventions, trade shows, weddings, and more.*
- ***Main Street Program.*** *The Main Street Program oversees the historic preservation and revitalization of downtown Bastrop.*
- ***Public Library.*** *The Bastrop Public Library serves residents of all ages with children's programming and its collection of over 48,000 items.*
- ***Bastrop EDC.*** *Seeks to provide "meaningful and rewarding employment" for the citizens of Bastrop by recruiting new businesses and expanding existing businesses.*

PARTNERS

- ***Hyatt/Visit Lost Pines.*** *Visit Lost Pines is a partnering organization that promotes tourism and outdoor recreation in the Bastrop region.*
- ***Bastrop Museum & Visitor Center.*** *The Museum and Visitor Center offers residents and tourists alike the opportunity to connect with Downtown Bastrop, both past and present.*
- ***Bastrop County Tourism and Economic Development.*** *This department is the county's economic development organization. With a focus on tourism, they are an important partner for the City of Bastrop's tourism Initiatives.*
- ***Local and Regional Lodging Industry.***

HARMONIZING CITY ARTS AND TOURISM EFFORTS

For the purposes of economic development, cities with vibrant downtowns may draw not just visitors, but future residents and businesses. In many ways, economic development is an exercise in marketing. The communities that do a better job marketing their assets are often the same that boast headlines of major expansion projects breaking ground in their community.

For Bastrop, marketing efforts should address the primary components of the cultural arts and tourism industry: downtown, natural resources, family & heritage, and visual/performing arts. Marketing efforts should give attention to the primary assets that define each component. For instance, marketing for Downtown Bastrop should address the city's designation as a Cultural District, the culinary district, and all of the destination events that occur downtown.

A destination marketing organization (DMO) could ensure that these varied marketing efforts promote Bastrop's goal of expanding and sustaining its tourism economy. DMOs can take many forms, but in general terms, they are the chief tourism organization for a given state, region, or municipality. DMOs are usually funded through membership dues, occupancy taxes, business improvement districts, and other government funds. As the case studies describe in this chapter describe, DMOs act as a resource for conventions, businesses, and tourists to assist with accommodations and promote tourism and related activities.

Goals and objectives that are associated with these considerations begin on page 8-14.

Goal 8.5: Strengthen Bastrop's brand throughout the region and the rest of the country.

Objective 8.5.1: Utilize the DMO to unify all organizations, businesses, and artists related to cultural arts and tourism.

1. *Support partners in creating a clear vision for cultural arts and tourism.*
2. *Collaborate on unifying the Bastrop story vis-à-vis marketing and collateral materials, such as visitor guides, tourist packages, and guided tours.*
3. *Host educational, informational, and networking opportunities for local artists and supporters Lost Pines Art Center.*

Objective 8.5.2: Harmonize the efforts of organizations marketing Bastrop and develop cross-promotional campaigns.

1. *Bastrop would benefit from an organization like a DMO that can harmonize marketing and tourism efforts, while helping to make progress on the community's goal of becoming a nationally-renowned tourist destination.*
2. *Hire skilled marketing professionals to run the organization and provide necessary support for staffing.*
3. *Ensure that the various organizations that market Bastrop highlight downtown as a key attraction in its own right.*
4. *Make the wider region more aware of the draw of Downtown Bastrop, which can be achieved through greater cross-promotion with local and regional agencies and organizations.*

BEST PRACTICE

GRAND RAPIDS, MI.

After tying with Asheville, NC for the title of Beer City USA, Grand Rapids revamped its DMO to brand the city as a destination for craft beer. The DMO went ahead and trademarked Beer City USA for themselves, and launched several partnerships with local businesses to promote Grand Rapids as a craft beer destination. This included having employers use the craft beer reputation as a hiring tactic, having restaurants use craft beer in their food, offering a Brewsador passport for visitors, and stamping the Beer City USA logo all around town. The rebranding led to a 54% increase in the number of residents under 35 with college degrees, and also landed Grand Rapids on several Best Place to Visit lists.

BEST PRACTICE

MYRTLE BEACH, SC.

With the decrease in flights to Myrtle Beach following the 2008 recession, several tourist attractions pulling out of the city, and an insufficient budget to promote their offerings, the Myrtle Beach DMO rolled out a public awareness campaign to inform Myrtle Beach residents about how important tourism is to the local economy. From there, they lobbied the state government to invest in Myrtle Beach's resurgence through public infrastructure and jobs programs. In addition, they convinced city government to implement a 1% "Penny Tax" that went towards a Tourism Growth Initiative fund. The penny tax increased the DMO's budget six fold, and led to a 300% increase in brand awareness, a 30% increase in lodging revenues, and an 18% increase in airline passenger arrivals.

PUBLIC POLICIES AND REGULATORY PRACTICES.

Land uses and activities related to arts, entertainment, and recreation can influence the character and function of a community's districts, neighborhoods, and corridors. Because stakeholders in Bastrop have indicated a desire to increase the City's tourism-based economy, it is necessary to review policy and regulatory provisions that impact the development of arts, entertainment, and recreation land uses. A code review pertaining to cultural arts and tourism allows a community to re-evaluate provisions that may inhibit tourism development, or that insufficiently manage the potential impact of assembly uses and activities.

LAND USE SUITABILITY

ARTS, ENTERTAINMENT, AND RECREATION LAND USES

Bastrop's zoning regulations – including the DB-FBC – provide for a wide range of entertainment and recreational uses. Other similar land uses that promote the cultural arts, and event and exhibition space, are incorporated into the City's lists of permitted uses.

There are no apparent zoning provisions that prevent the establishment of business enterprises that build upon the City's current cultural, historic, or natural resource assets. City code is silent however, on the suitability of some assembly type uses such as amphitheaters or outdoor dining. Lack of clarity on uses of this nature may cause a community to over-regulate in an inconsistent manner, or to be overly permissive when faced with "unique" requests.

Bastrop's business and zoning regulations are silent on accessory uses such as outdoor dining and seating, and live music venues.

HOME-BASED BUSINESSES

Bastrop allows two (2) categories of home-based business: home occupations and live-work units. Home occupations allow for business activities to be conducted within a residential dwelling unit, with conditions that ensure the business use remains accessory in nature. Bastrop regulates home occupations through limitations on external activity or advertisement, maximum square footage provisions, and employee and customer traffic. Home occupations are permitted in all but one (1) City zoning district. The City's zoning regulations do not limit the type of business activity that may be conducted within the premises or accessory structures.

The DB-FBC allows for live-work units - which combine residential dwelling units and work spaces within the same structure. Each unit must be distinct – with the ability to sever ownership rights through condominium arrangements. The live-work unit may be operated in a manner that is more consistent with a stand-alone business than could a home occupation. Unlike a home occupation, suitable live-work commercial uses are limited by definition, but are subject to interpretation. Live-work units are permitted in the City's Live-Work (LV) zoning district.

The City's home-based business provisions are sufficiently permissive to support the City's efforts to encourage artisan business. The City's efforts may be enhanced by expanding the downtown footprint within which live-work units may be permitted.

TEMPORARY LAND USES

'Carnivals, circuses, or tent services' is the sole entertainment or recreational use that is listed in the Bastrop zoning ordinance as temporary. No specific conditions are associated with this land use in the zoning ordinance; nor, are applicable zoning districts listed within which the use could be operated. Ordinance language defers to the 'Bastrop Code of Ordinances' for direction on processing and approving this temporary use.

Although an individual seeking to operate a 'carnival, circus, or tent service' in Bastrop may believe that such a use may be approved through the procedures established in Chapter 4 § 4.06 (Special event permits, public gatherings, and parades), the use is only defined and referenced in the City's zoning ordinance. Greater clarity in the City's code is needed to verify suitable locations and conditions within which this entertainment use may be permitted. The administration of temporary land uses may also be improved by establishing a separate land use chart in the Bastrop zoning ordinance for temporary uses. Conditions related to temporary uses, and the procedures related to their approval, should also be consolidated into a single zoning ordinance section similar to that established for conditional use permits.

MOBILE BUSINESSES

Many communities are developing regulations to permit – or even encourage – mobile food establishments ('food trucks') and other mobile businesses in defined areas of the community. Such uses are not currently defined by Bastrop's zoning ordinance, but may be managed as 'vendors' according to Chapter 4 § 4.04 (Peddlers, Solicitors, and Vendors) of Bastrop City Code.

Bastrop can manage mobile businesses by establishing conditions under which they may be located and operated. Mobile business court are a unique community destination.

As with temporary uses, greater clarity may be warranted between Bastrop's business and zoning regulations to distinguish a mobile business from other vendors. The City may consider the use of an underutilized property for the specific purpose of establishing a mobile business court. Such a use can create a distinct community destination, and allow Bastrop to control the proliferation of mobile businesses to more established business districts.

SPECIAL EVENTS

The process for approving special events is addressed in Chapter 4 (Businesses) of Bastrop City Code. While the City's provisions regarding the management of special events is thorough, there are opportunities to place more spatial requirements on the location of certain types of special events (in conjunction with Bastrop's zoning regulations).

Greater clarity is needed in Bastrop's city code to determine the conditions under which some assembly uses may be established.

SUMMARY

Bastrop's current land use regulations seem well-calibrated to encourage growth in the City's arts, entertainment, and recreation sector, while protecting property owners from negative impacts. Regardless, there is almost always room to improve administrative processes or conditions that mitigate undesirable land use conflicts. City ordinance amendments should increase compatibility between the City's business and zoning regulations – with a particular focus on managing temporary uses (including seasonal or special events) and mobile businesses.

Goal 8.6: Adjust City ordinances to accommodate arts, entertainment, and recreation uses; and, to manage their impacts on the community.

Objective 8.6.1: Manage the impact of assembly uses, special events, and temporary uses on surrounding property, and public infrastructure and services.

1. ***Amend the Bastrop zoning ordinance to include a land use chart and administrative provisions to review and conditionally approve temporary uses.***
2. ***Consider additional locational standards for some temporary uses such as major thoroughfare access, suitable zoning districts, spacing from residential areas, etc.***
3. ***Draft provisions to manage mobile businesses. Consider suitable locations for a mobile business court.***
4. ***Evaluate and amend (as necessary) City provisions permitting outdoor entertainment as an accessory use to restaurants and other businesses.***
5. ***Provide distinctions between different tiers of special events and temporary outdoor recreation uses.***

CULTURAL ARTS AND TOURISM INFRASTRUCTURE.

Tourism has and will remain a key component of Bastrop's economy. There are great benefits to tourism; visitors travel to the community, spend their money in the local economy, then leave to go back home. The benefit is to local businesses – and ultimately – the tax base, and moreover, broader civil services do not have to be provided to those travelers.

Adequate transportation infrastructure needs to be in place in order to serve the local market, as well as incoming tourists. Adequate infrastructure comes in many different forms: road capacity, mobility during special events, sufficient parking, and pedestrian and bicycle lanes.

ROAD CAPACITY

Road capacity entails the major thoroughfares that tourists will use to enter Bastrop, as well as the roads that they will use within the city.

As provided in **Chapter 6, *Transportation***, there are capacity deficiencies on SH 71 west of FM 304, as well as near Loop 150. The deficiencies are created from bottlenecks near river and railroad crossings. These deficiencies increase congestion and create barriers for tourists.

Residents also voiced frustrations that they are forced to use SH 71 frontage roads in order to access businesses located along that corridor. If additional options existed for residents to access establishments along the corridor, it would ease congestion on the frontage roads, which would benefit tourists and create a win-win scenario.

ACCOMMODATING SPECIAL EVENTS

Travel demand models associated with the Bastrop Transportation Master Plan are not able to capture traffic congestion associated with special events. However, many residents commented on the significant levels of weekend traffic in the area associated with tourists and special events (particularly on Friday evening and Sunday afternoons).

Special events are a major driver of tourism in Bastrop and the congestion issues will limit the growth potential of the industry sector going forward. Moreover, if residents feel as thought the tourism industry is a burden, they will be less likely to support the sector as a targeted industry. Targeted industries that don't have broad public support are less likely to succeed.

From a long-term perspective, road infrastructure from venues should accommodate multiple points of entry and exit, as well as multiple ways to access either SH 71 or downtown. In the short-term, congestion can be alleviated through temporary park and ride solutions completed through private contacts. Additionally, local police can engage in traffic management for special events.

PARKING

While some residents regard parking as an issue, it does not seem to be a primary concern among the most stakeholders. That said, the growing success of the tourism industry and the continued investment in downtown Bastrop will place demands on parking infrastructure. At some point in the coming years, parking will become a larger issue without a plan to address the increased demand.

With the support of shuttle connections or bike rental/share businesses 'remote' parking lots at City Hall and the conference center can support downtown lots during peak times.

The obvious solution is to plan for an adequate number of spaces to accommodate local attractions. However, there are other solutions that can be undertaken in tandem that would keep cars out of downtown entirely, i.e., improve the pedestrian and bicycling infrastructure to create a downtown that is less dependent on automobiles.

PEDESTRIAN AND BICYCLE FACILITIES

Residents in Bastrop have expressed the desire for expanded transportation options in the city, specifically for bicycling and walking. According to the on-line survey, 23 percent of residents feel that the sidewalk and pedestrian space is inadequate. Similarly, 36 percent of residents feel that bicycle facilities are inadequate.

For pedestrians, Bastrop residents have stated a strong need for increased sidewalk connectivity between neighborhoods and between key destinations. Recent public policy has been put in place within Bastrop that serves to bolster connectivity, namely through Form-Based Codes. Additionally, Alliance has detailed recommendations that allow for sidewalks and trails to be a part of all new developments along priority streets and corridors.

The current state of pedestrian infrastructure leaves residents feeling unsafe, meaning that walking is not seen a viable option for many. This is a sentiment that does not go unnoticed by tourists. When walking, tourists tend to only venture where there are other pedestrians; rarely do they forge their own paths while within a city setting.

For bicycling, the story is very much the same. A recent bicycling assessment indicates that Bastrop's bicycle transportation network offers conditions that are below average. Despite this, there has been a growing community of recreational cyclists, but these individuals have a deeper interest in cycling and would likely continue even without better cycling facilities.

As a tourist destination, it is important that visitors leave their cars. When they walk or bike, they are more likely to visit retail establishments and tend to engage in more activities than they would have otherwise. This creates a better experience for the tourists and it creates a better outcome for local businesses. The best way to get tourists to leave their cars for any length of time is to offer pedestrian and cycling infrastructure that feels adequate, safe, and inviting.

Originally reserved for larger cities with dense urban environments, bike share programs are now expanding to smaller communities where they can link local attractions. Bike share feasibility has increased in small-town environments because new tracking technology within the bicycles themselves has decreased start-up costs tied to extensive docking stations. Even with only one (1) or two (2) docking stations (for example: in the central business district and at the arts center) 'smart bike' technology makes bike share affordable in a community such as Bastrop. With targeted marketing, historic walking tours can now become biking tours – increasing mobility options to a wider audience.

SUMMARY

To expand the footprint of Bastrop's concentration of downtown cultural, historic, and natural attractions, investments in themed or targeted transit may be necessary - as well as the provision of bicycling options for visitors. These mobility options also increase the feasibility of utilizing remote properties to accommodate overflow parking and traffic tied to large special events.

Goal 8.7: Improve local mobility to encourage higher levels of tourism.

Objective 8.7.1: Provide mobility options that increase tourist access to attractions while mitigating local traffic impacts.

1. ***Commission a bike share feasibility study. Promote the establishment of a bike share program, or bicycle rental business in downtown and market historic bicycle tours.***
2. ***Establish a downtown shuttle route for operation in center city on weekends and holidays, and/or under contract to serve special events.***
3. ***Pro-actively utilize City-owned lots at the conference center and City Hall to serve center-city parking needs. Establish parameters for use of the lots for special events not being held at the venues that the lots serve.***
4. ***Promote ride-share options to provide safe travel alternatives to and from Bastrop's entertainment and recreation venues.***
5. ***Develop an inter-connected city-wide network of multi-use trails (see Objective 7.1.2, page 7-19)***

Businesses across small-town America are incorporating bicycle rental, sales, and/or repair into their business models. Photo: Courtesy of Adventure Cycling Association

Objective 8.7.2: Partner with technology firms that specialize in way-finding.

1. ***Given that an average of 30 percent of traffic downtown is actually people finding a place to park, there is significant opportunity to relieve congestion during peak times. The level of detail can be customized based on the need. On the basic end, sensors can detect when lots or spaces are full and can illuminate signage that signifies if there are available spaces. On the detailed end, the illuminated signage can identify the number of spots available and where those spots are located.***

Objective 8.7.3: Study the levels and patterns of downtown foot traffic in order to help create uniform business hours.

1. ***This can be advanced through the efforts of the Main Street Program, the City, and volunteers to, first, study the patterns of foot traffic for downtown businesses; and, to determine how to create uniform business hours in downtown into the evening, and find ways to make those extra hours profitable for business owners.***
2. ***Bastrop's First Friday Art Walk is good start to creating the market needed for extended and uniform business hours, but additional events can help to promote extended business hours throughout other parts of the month.***

BEST PRACTICE

MICHIGAN GOOGLE TREKKER
MICHIGAN ECONOMIC DEVELOPMENT CORPORATION
LANSING, MI.

Among the first of its kind in the U.S., the Michigan Economic Development Corporation partnered with Google Maps to make many of Michigan's iconic tourist locations accessible for the first time ever as 360-gedree, fully-navigable imagery to more than one billion people around the world who use Google Maps. The Google Maps Street View imagery increases global awareness of Michigan as a travel destination while showcasing the unique destinations and experiences only possible in Michigan, and has grown to a record $22.4 billion industry in 2014. Michigan's Google Trekker launch received significant worldwide news coverage and generated 82 million impressions across Asia, Europe, South America and the United States. Pure Michigan is a brand representing business, talent and tourism initiatives across Michigan. These efforts are driven by the Michigan Economic Development Corporation, which serves as the state's marketing arm and lead advocate for business growth, jobs and opportunity with a focus on helping grow Michigan's economy.

For more details, see: https://www.youtube.com/watch?v=PvEeK6NrjDc

SUMMARY OF GOALS AND OBJECTIVES (CULTURAL ARTS & TOURISM).

Chapter 8, *Cultural Arts and Tourism*, of the Bastrop Comprehensive Plan examines economic development priorities, cultural arts and tourism programs, public policies and regulatory practices, the potential effect of tourism on transportation and the broader economy, and economic development strategies. This chapter's goals and objectives have been incorporated into the City's overall comprehensive plan work program (Chapter 9, *Implementation*).

The seven (7) goals and 19 objectives that are recommended throughout this chapter have been compiled into ***Figure 8.13*** below. Detailed initiatives and actions that correspond to the listed goals and objectives may be found on the page numbers referenced within the figure.

FIGURE 8.13. CULTURAL ARTS & TOURISM, SUMMARY OF GOALS AND OBJECTIVES

GOAL/OBJECTIVE:	PAGE:
GOAL 8.1: LEVERAGE EXISTING DOWNTOWN ASSETS TO SPUR ADDITIONAL BUSINESS ACTIVITY.	8-8
OBJECTIVE 8.1.1: Fund a downtown master plan.	8-8
OBJECTIVE 8.1.2: Leverage Bastrop's designation as a Cultural District in Texas.	8-8
OBJECTIVE 8.1.3: Enhance the offerings available at the Bastrop Museum & Visitor Center.	8-8
OBJECTIVE 8.1.4: Create multiple downtown destination events that rely on Bastrop's cultural assets.	8-8
OBJECTIVE 8.1.5: Continue to use and promote the availability of small business grants and incentives to draw specialty retailers and eateries to downtown.	8-8
OBJECTIVE 8.1.6: Reinstate and ensure the long-term availability of façade and renovation grants for downtown businesses and property owners.	8-8
GOAL 8.2: DIVERSIFY SUPPLY CHAIN OF NATURAL ASSETS.	8-9
OBJECTIVE 8.2.1: Promote the growth of Nature Tourism through private enterprises.	8-9
OBJECTIVE 8.2.2: Increase community access to the Colorado River.	8-9
GOAL 8.3: BOLSTER FAMILY AND HERITAGE TOURISM ASSETS.	8-11
OBJECTIVE 8.3.1: Diversify family-oriented tourism offerings.	8-11
OBJECTIVE 8.3.2: Increase the number and types of programming at the Bastrop Convention and Exhibit Center.	8-11
OBJECTIVE 8.3.3: Solicit support for historical structures and landmarks.	8-11
GOAL 8.4: CREATE A LONG-TERM STRATEGY FOR PLACEMENT OF VISUAL AND PERFORMING ARTS ASSETS.	8-12
OBJECTIVE 8.4.1: Develop a public arts master plan for the community.	8-12
OBJECTIVE 8.4.2: Align land-use policy and practices to make certain that space is available for arts and tourism.	8-12
GOAL 8.5: STRENGTHEN BASTROP'S BRAND THROUGHOUT THE REGION AND THE REST OF THE COUNTRY.	8-14
OBJECTIVE 8.5.1: Utilize the DMO to unify all organizations, businesses, and artists related to cultural arts and tourism.	8-14
OBJECTIVE 8.5.2: Harmonize the efforts of organizations marketing Bastrop and develop cross-promotional campaigns.	8-14

FIGURE 8.13. CULTURAL ARTS & TOURISM, SUMMARY OF GOALS AND OBJECTIVES

GOAL/OBJECTIVE:	PAGE:
GOAL 8.6: ADJUST CITY ORDINANCES TO ACCOMMODATE ARTS, ENTERTAINMENT, AND RECREATION USES; AND, TO MANAGE THEIR IMPACTS ON THE COMMUNITY.	8-17
OBJECTIVE 8.6.1: Manage the impact of assembly uses, special events, and temporary uses on surrounding property, and public infrastructure and services.	8-17
GOAL 8.7: IMPROVE LOCAL MOBILITY TO ENCOURAGE HIGHER LEVELS OF TOURISM.	8-20
OBJECTIVE 8.7.1: Provide mobility options that increase tourist access to attractions while mitigating local traffic impacts.	8-20
OBJECTIVE 8.7.2: Partner with technology firms that specialize in way-finding.	8-21
OBJECTIVE 8.7.3: Study the levels and patterns of downtown foot traffic in order to help create uniform business hours.	8-21

IMPLEMENTATION OF CULTURAL ARTS & TOURISM GOALS AND OBJECTIVES

Implementation of the cultural arts and tourism goals and objectives must occur in coordination with those recommended in other chapters. Goals and objectives - and corresponding actions and initiatives - contained in all seven (7) topic-specific chapters of the Bastrop Comprehensive Plan are important; but, the order of their implementation must consider multiple variables including: **A)** The timing of expected growth and development impacts; **B)** Cost versus revenues; **C)** The availability of grants, loans and other financing methods; **D)** Staffing and other public resources; and, **E)** Dependence on, or completion of, another action or initiative.

In consideration of these inter-related implementation variables, many of the recommendations summarized in ***Figure 8.13*** have been incorporated into Bastrop's overall comprehensive plan work program contained in Chapter 9, *Implementation*. Please reference Chapter 9 for a full overview on the methods and timing by which the city of Bastrop's actions and initiatives will be implemented to the benefit of Bastrop's citizens, business owners and property owners.