

SCHERTZ STRATEGIC FRAMEWORK

PLAN FRAMEWORK: GOALS



GOAL 1. BUSINESS ATTRACTION, RETENTION, & DEVELOPMENT

Ensure a sustainable and diversified commercial and industrial tax base.



GOAL 2. TALENT & WORKFORCE DEVELOPMENT

Enhance Schertz's economic competitiveness for business development.



GOAL 3. QUALITY OF PLACE

Cultivate physical assets that establish a sense of community.

STRATEGY 1.1. Business Retention and Expansion: Enhance and expand business retention and expansion efforts.

- 1.1.1. Business visitation program.** Increase current business retention and expansion visits through on-site and virtual engagements, continue using a customer relationship management (CRM) software program for managing a database of existing businesses in Schertz, and create a list of standard questions that capture metrics in the CRM database.
- 1.1.2. Prioritize target industry businesses.** Identify the priority businesses aligned with target industries and establish ongoing communication channels with them. Use intelligence from BRE efforts to inform recruitment activities for other target businesses.
- 1.1.3. Collaborate on workforce challenges.** Understand the workforce needs for existing businesses and enhance relationships between businesses and post-secondary partners to allow for better alignment between education and training programming and in-demand workforce needs.
- 1.1.4. Support services.** Serve as a connector between employers and local and regional resources aimed at addressing workforce challenges (i.e., housing, transportation, childcare, and AI adoption).

STRATEGY 1.2. Targeted Marketing: Recruit new businesses to Schertz with a focus on the target industries.

- 1.2.1. Business intelligence.** Continuously monitor industry intelligence to stay up to date on trends impacting target industries. Engage local industry leaders to provide sector specific input on regional issues.
- 1.2.2. Business friendly messaging.** Create in-depth profiles of local business success stories. Include testimonials from area business executives who endorse Schertz as a great place to do business.
- 1.2.3. Marketing materials.** Maintain an annual marketing plan that includes a stronger web presence with an amplified foreign direct investment (FDI) message, site selection data, and real estate developer relationships. Ensure marketing aligns with the EDC's business intelligence efforts (1.2.1).
- 1.2.4. Targeted events and promotion.** Engage with site selectors through targeted events and communications to highlight Schertz's strengths in specific industries. Conduct regular engagement with business decision makers through perception surveys.
- 1.2.5. Foreign investment.** Expand marketing efforts to include international outreach. This should include relationships with internationally focused site selectors, attending recruitment events related to target industries that highlight international opportunities, partnering with experts at greater:SATX and leveraging leads from their efforts, and creating targeted international messaging through print and web marketing.

STRATEGY 1.3. Small Business and Entrepreneurship: Heighten programming to advance small business formation and growth in coordination with chambers.

- 1.3.1. Centralize resources.** Map existing assets within the local and regional ecosystem and create an online guide to small business resources.
- 1.3.2. Regional networking.** Connect small businesses with information on regional supportive resources, such as financing and technical support. Reinforce existing regional programs, including physical and virtual programming offered.
- 1.3.3. Events to grow business and sell products.** Support the Chamber's efforts in offering small business programming and promote brick-and-mortar expansion opportunities to grow businesses, with a strong focus on Main Street redevelopment.
- 1.3.4. Veteran and military-affiliated businesses.** Engage veteran-owned businesses to understand the assets and challenges of doing business in Schertz and adapt small business guides to include veteran-specific resources. Seek consistent and regular input from these businesses to understand their real-time needs and, where possible, connect them with the appropriate support.

STRATEGY 1.4. Site Development: Identify sites for future growth opportunities and support efforts to prepare shovel ready sites for expected industries.

- 1.4.1. Infrastructure improvements.** Prioritize maintaining the City's road infrastructure, water availability, and the integrity of the power grid. Evaluate existing industrial sites and aim infrastructure improvements to meet the needs of target industry projects, including water, wastewater, and electric.
- 1.4.2. Shovel ready sites.** Convene stakeholders including property owners, developers, and utilities to shorten the lead times needed for site activation to ensure shovel ready sites for high impact projects.
- 1.4.3. Identify future industrial sites.** Build relationships with developers to identify future industrial opportunities, especially along I-10, I-35, and South Schertz. Prioritize areas of focus based on possible ease and speed of development.
- 1.4.4. Regional partnerships:** Continue to enhance relationships with regional partners to market the region, develop sites, and support transportation, utilities, and workforce development.

STRATEGY 2.1. Supply and Demand Alignment: Coordinate among higher education partners and employers to build a future workforce pipeline.

- 2.1.1. Capture local employer workforce needs.** Conduct an employer survey to collect information about employer needs. Seek feedback from employers about the performance and quality of programming offered by area institutions.
- 2.1.2. Regional collaboration.** Share employer survey findings with regional postsecondary and training partners to inform them about trends in employment demand from local employers and adjust priority training needs accordingly.
- 2.1.3. Facilitate business-education partnerships.** Serve as convener between local businesses and regional education providers to bridge the skills gap employers are facing. Facilitate ongoing points of contact among postsecondary institutions and employers.
- 2.1.4. Promote pathways.** Promote educational on-ramps for college-level students and adult workers pursuing continuing education leading to in-demand occupations with local employers.

STRATEGY 2.2. Education and Career Exploration: Build awareness of in-demand occupations.

- 2.2.1. Partner with ISD.** Facilitate relationships among the school district and area employers to build the future talent pipeline for employers to meet their workforce needs, both technical and soft skills.
- 2.2.2. Apprenticeships and internships.** Create a one-stop resource for internship candidates to learn about opportunities with Schertz employers. Promote apprenticeship and employer internship opportunities to qualified candidates by partnering with postsecondary career services departments and high schools.
- 2.2.3. Promoting and scaling CTE programs.** Encourage the alignment of career and technical education programs to the in-demand occupations within the target sectors. Focus on advanced manufacturing, defense technology & aerospace supply chain, food manufacturing, IT & professional services, and power & energy clusters. Partner with the school district to identify gaps in available equipment, facilities, transportation, staff and other resources to offering quality CTE programming.
- 2.2.4. Career ambassadors.** Coordinate with employers to recruit young to mid-level professionals in target sectors to serve as career awareness ambassadors to share their journey with K-12 students at career fairs and classroom visits.

STRATEGY 2.3. Talent Development: Attract and retain skilled talent to enhance the talent base supporting Schertz employers.

- 2.3.1. Veterans and spouses.** Help transitioning servicemembers and their spouses find employment in Schertz. Understand the difficulties veterans face when translating their military background, skills, and relevant training to civilian employment equivalents. Know the resources offered to transitioning servicemembers, veterans, and trailing spouse candidates about civilian skills and education pathways.
- 2.3.2. Young leaders.** Expand support systems for Schertz's young professionals to retain talent and grow a future community leadership pipeline. Host networking events for young and mid-career professionals, including community stewardship and volunteer opportunities to connect young professionals with the community.
- 2.3.3. Job seeker support.** Help connect Schertz jobseekers to employers and workforce development resources, and encourage Schertz employers to post available positions on regional and local job search portals.
- 2.3.4. Regional partners.** Partner with regional economic development leaders to establish talent retention initiatives. Focus should be given to specific demographics, such as veterans, and ensure that wraparound service providers, like childcare, are featured prominently in community outreach.
- 2.3.5. Community outreach plan.** With partners, develop a community outreach plan focused on promoting upskilling/reskilling pathways for adult workers. The plan should encourage collaboration among organizations providing workforce, education, and wraparound related services and amplify local career transition success stories.

STRATEGY 3.1. Retail Development: Ensure infrastructure capacity to meet commercial retail growth.

- 3.1.1. Relationships with developers.** Foster relationships with the retail development community to communicate City preferences for local and regional brands. Market strategic sites directly to developers, retail brokers, and decision-makers who specialize in these projects. Attend retail, entertainment, and mixed-use specific events, such as International Council of Shopping Centers events and Retail Live! conferences.
- 3.1.2. Site-appropriate retail.** Target developers who specialize in the types of amenities sought after by workers and residents in high-growth areas (i.e., I-10 and South Schertz). Develop a database of potential strategic sites and information on household median incomes, traffic counts, and trade area data. Enhance trade area data by subscribing to a mobile location data analytics service.
- 3.1.3. Commercial corridors.** Support commercial development beyond the concentration of establishments in North Schertz, to meet future growth needs in South Schertz. Host a design workshop to generate ideas for retail and entertainment development to support the housing growth in South Schertz.

STRATEGY 3.2. Community Destinations: Support retail, entertainment, and mixed-use development and redevelopment projects in key corridors.

- 3.2.1. Main Street redevelopment.** Align redevelopment and new investments with design standards that ensure a distinct and consistent aesthetic for the City while maintaining flexibility. Collaborate with The Chamber to establish a physical entrepreneurship hub on Main Street where small businesses can access resources, events, support services, and access to available real estate for brick-and-mortar operations. Explore public-private partnerships with coworking spaces, educational institutions, or business nonprofit entities to expand resources, events, and City offerings.
- 3.2.2. City center.** Anchor a city center with a community-based, economic asset (e.g. city hall, convention center, major retailer) to drive foot traffic for local businesses and serve as a “third place” where residents and visitors come outside of business hours.
- 3.2.3. Mixed use developments.** Partner with property owners in the target areas of town to identify potential acreage for a mixed-use development to include commercial office space, high-end residential, higher-end hotel options, and retail offerings. Public-private partnerships and incentives should be considered.

STRATEGY 3.3. Community Amenities: Increase and improve the accessibility and walkability amenities around outdoor recreation sites.

- 3.3.1. Outdoor recreation.** Improve and expand parks and outdoor recreational opportunities Citywide, including sports facilities, recreational attractions for tourism, and connectivity between parks and trails across the region. Highlight the outdoor amenities that distinguish Schertz from its regional peers, including the robust and expanding parks and trails network.
- 3.3.2. Walkable public spaces.** Maximize opportunities for temporary activation of sites around town that can be utilized for special events to bring people to a curated city center adjacent to amenities like retail, city hall, and Community Circle Park. Continue to build on the connectivity between the city hall complex and Main Street.
- 3.3.3. Parks-centric retail development.** Work in concert with the 2024 Schertz *Parks, Recreation, Open Space & Trails Master Plan* to develop cultural districts and amenities near and around parks and trails. Poll residents about what they like and find special about Schertz to generate ideas about existing assets to enhance through retail/entertainment options.

SAMPLE IMPLEMENTATION MATRIX

All goals, strategies, and actions will be delivered to SEDC in an implementation matrix

STRATEGIC INITIATIVES	SUPPORTING PARTNER(S)	SUGGESTED TIMELINE FOR ACTION					PRIORITY	REQUIRED RESOURCES
		ONGOING	0-6 months	6-12 months	1-3 years	3-5 years		
GOAL 1: BUSINESS ATTRACTION, RETENTION, & DEVELOPMENT								
Strategy 1.1. Enhance and expand business retention and expansion efforts.								
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Strategy 1.2. Recruit new businesses to Schertz with a focus on the target industries.								
1.2.1. Business intelligence. Develop a target industry intelligence report. This should examine trends within target industries and offer a platform for industry leaders to provide sector specific input about regional issues.								
1.2.2. Business friendly messaging. Create in-depth profiles of local business success stories. Include testimonials from area business executives who endorse Schertz as a great place to do business.								
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