

Economic Development Department Workplan

Background

The Economic Development Department Strategic Framework outlines goals to leverage existing strengths, mitigate challenges, and build on the momentum of existing initiatives. Within each of these goals are recommended strategies for consideration. Below summarizes EDD's high level workplan for FY 2023 – FY 2025 as it relates to key department priorities. Each strategy provides reference to the goals outlined in the draft framework.

FY 2023 Workplan

During FY 2023, the Department will focus on building its business intelligence, data analytics and research team; revising the incentive guidelines; developing and approving a revised workplan for SAEDC; and beginning and continuing conversations around partnerships, SBEDA administration, business recruitment, retention, and expansion; TIRZ utilization; and placemaking.

Business Intelligence, Data Analytics and Research (1.1.3 Business Intelligence; 4.3.3 Research)

- Build Data Analytics and Research Team
 - Hire Data and Analytics and Research Senior Management Analyst - Oct – Dec 2022
 - Hire Data and Analytics Research Manager – Jan-Feb 2023
- Research, procure, and implement business intelligence, data analytics and research tools – FY 2023 Ongoing
- Develop the skillsets and resources to utilize data for Business Retention and Expansion efforts as well as proactive recruitment, in partnership with greater: SATX and others
 - Implement Salesforce across the department and incorporate GIS capabilities
- Build robust data and analytics dashboard, research projects, and reports

Incentive Policies and Processes (2.1.1. Regional Centers; 4.1.2. Incentives)

- Review existing policy – Sept – Oct 2022
 - Conduct peer city research
 - Gather stakeholder feedback
- Propose new policy
 - Council B Session and A Session – Nov-Dec 2022
- Implement new policy – Jan 2023 – moving forward

SAEDC (1.2.1. Capital; 1.2.5. R&D and Commercialization; 2.2.2. Community Areas; 2.1.3. Corridors; 4.1.1. SAEDC)

- Develop and present revised SAEDC workplan – Jan 2023
- Begin policy conversations and implementation of revised workplan

TIRZ (2.2.2. Community Areas; 2.1.3. Corridors; 4.1.3. TIRZ)

- Evaluate TIRZ funds to include the addition of place-based development and redevelopment as eligible uses beyond housing projects

Partnerships (1.2.2. Business Development Organizations; 1.3.2. Entrepreneurial Support Organizations; 4.2.1. greater: SATX; 4.2.2. Other External Partners; 4.2.3. Interdepartmental Collaboration)

- Align all partnership efforts toward strategic framework including outcome-based measures
 - New BDO agreements for Council consideration – Nov 2022
 - Other agreements will be adjusted at time of consideration
- Host quarterly Department Director meetings specific to economic development collaborative efforts
 - Additional meetings on specific initiatives (I.e. PW re: Construction Mitigation; WDO re: Workforce)

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Business Recruitment, Retention and Expansion (1.1.1. Business Retention and Expansion; 1.1.2. Business Attraction; 1.1.4. Marketing; 1.1.5. Foreign Direct Investment)

- Evaluate role of EDD in BRE in San Antonio and develop recommendations
 - Potentially request support of revised BRE strategies and tools through the FY 2024 budget process
- Work with partners to enhance marketing and messaging efforts to attract more investment, both domestic and global, to San Antonio
 - Focus on implementation of expanded CASA San Antonio efforts
 - Pursue expansion of efforts in Korea and Germany re: FDI
- Continued implementation of the Metro Priority Plan

Small Business Economic Development Advocacy Program (1.2.1. SBEDA)

- Disparity Study and Recommendations
 - Update Ordinance (by December 2023)
 - Undertake process improvement effort associated with SBEDA to align with Ordinance and customer-centric focus
- Supply SA Initiative (Aspen Institute)

Small Business Support (1.2.2. Business Development Organizations; 1.2.3. Financing; 1.2.4 Buy Local)

- Implement ecosystem enhancements, capacity building, Buy Local, and access to capital programs funded through ARPA
- Work with LiftFund and partners to enhance Loan Interest Buy Down program
- Continued implementation of the San Antonio Small Business Ecosystem Assessment
- Reevaluate and potentially redesign LaunchSA

Placemaking (2.1.5. Innovative Financing; 2.2.2. Community Areas; 2.1.3. Corridors; 4.1.3. TIRZ)

- Implement placemaking strategies funded through ARPA
- Evaluate placemaking opportunities and identify recommendations for future year implementation
 - Potentially request support of revised placemaking strategies and tools through SAEDC and/or the FY 2024 budget process

FY 2024 Workplan

In FY 2024, the department will focus on its BRE program as well as continuing the work started in FY 2023 and preparing for FY 2025.

Business Intelligence, Data Analytics and Research (1.1.3 Business Intelligence; 4.3.3 Research)

- Fully implement a robust Business Retention and Expansion program utilizing business intelligence and research capabilities
- Provide leadership in business recruitment and FDI efforts
- Proactive reporting on economic development related items of interest
- Support marketing and communications efforts

Incentive Policies and Processes (2.1.1. Regional Centers; 4.1.2. Incentives)

- Mid- to late- FY 2024 begin the review and analysis process for revised incentives

SAEDC (1.2.1. Capital; 1.2.5. R&D and Commercialization; 2.2.2. Community Areas; 2.1.3. Corridors; 4.1.1. SAEDC)

- Continue to pursue revised workplan and evaluate metrics

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TIRZ (2.2.2. Community Areas; 2.1.3. Corridors; 4.1.3. TIRZ)

- Utilize TIRZ, in partnership with NHSD, for appropriate projects
- Collaborate with NHSD to strengthen the TIRZ program

Partnerships (1.2.2. Business Development Organizations; 1.3.2. Entrepreneurial Support Organizations; 4.2.1. greater: SATX; 4.2.2. Other External Partners; 4.2.3. Interdepartmental Collaboration)

- Continued emphasis on small business ecosystem development with the implementation of a mapping effort
- Review and analyze entrepreneurial ecosystem
 - Provide recommendations to enhance efforts

Business Recruitment, Retention and Expansion (1.1.1. Business Retention and Expansion; 1.1.2. Business Attraction; 1.1.4. Marketing; 1.1.5. Foreign Direct Investment; 4.3.1. BRE)

- Implement a robust Business Retention and Expansion program
- Ongoing efforts associated with marketing and messaging efforts to attract more investment, both domestic and global, to San Antonio
- Continued implementation of the Metro Priority Plan

Small Business Economic Development Advocacy Program (1.2.1. SBEDA)

- Implementation of the Disparity Study Recommendations and Ordinance
 - Implementation of recommendations associated with the process improvement exercise
- Supply SA Initiative (Aspen Institute)

Small Business Support (1.2.2. Business Development Organizations; 1.2.3. Financing; 1.2.4 Buy Local)

- Ongoing implementation of ecosystem enhancements, capacity building, Buy Local, and access to capital programs funded through ARPA
 - Assess program outcomes and metrics for revisions
- Re-launch LaunchSA
- Continued implementation of the San Antonio Small Business Ecosystem Assessment

Placemaking (2.1.5. Innovative Financing; 2.2.2. Community Areas; 2.1.3. Corridors; 4.1.3. TIRZ)

- Ongoing implementation of placemaking strategies funded through ARPA
 - Evaluate placemaking opportunities and identify recommendations for additional opportunities or revisions

Talent and Workforce (3.2.1. Young Professionals; 3.2.3. Remote and Hybrid Workers; 3.2.4. Targeted Talent Attraction)

- Evaluate, in partnership with greater: SATX, the Alamo Fellows program to ensure accomplishing objectives
 - Revise program as appropriate
- Utilize placemaking investments to recruit remote and hybrid workers and targeted talent attraction

FY 2025 Workplan

During FY 2025, the department will focus on the evaluation, continuation and potential enhancement of strategies implemented in FY 2023 and FY 2024 as well as revising the incentive guidelines as required by state law every 2 years. Efforts to expand upon the entrepreneurial ecosystem, R&D and Commercialization; and Talent will be further explored.