



Greater San Marcos Partnership San Marcos City Council Strategy Update

About Us

- GSMP is a 501c6 regional economic development organization serving the City of San Marcos, Hays and Caldwell Counties.
- GSMP is focused on positioning the city and the surrounding region for a wider diversity of quality jobs with higher wages.
- Our mission is to promote sustainable and comprehensive economic development through quality job creation and investment.
 - Five-year economic development strategic plan.

Greater San Marcos Partnership

- Established in Oct 2010
- **Mission:** To enhance & diversify the regional economy by creating high quality jobs and investment
- **Five Year Strategy 2010-2015**

Marketing &
Promotion

Business
Recruitment

Business
Retention &
Expansion

Economic Development *(noun, adj.):*

A deliberate, consistent, and collaborative approach to strengthening a community by creating opportunities that elevate the standards of living and create personal wealth for every citizen.

Economic Development

Effective Economic Development:

- Business Retention & Expansion
- Marketing and Promotion
- Business Recruitment
- Infrastructure
- Workforce Development
- Small Business Development & Entrepreneurship
- Tourism

Economic Development is a Team Sport!

FY 2015 Budget

As of 3/24/15

\$1.17 million

104 Total Investors

7 Public Sector Investors (46%)

- City of San Marcos
- Hays County
- Caldwell County
- City of Lockhart/Lockhart Economic Development Corp
- City of Luling
- City of Dripping Springs
- City of Kyle

97 Private/Higher Education/Non-Profit Investors (54%)

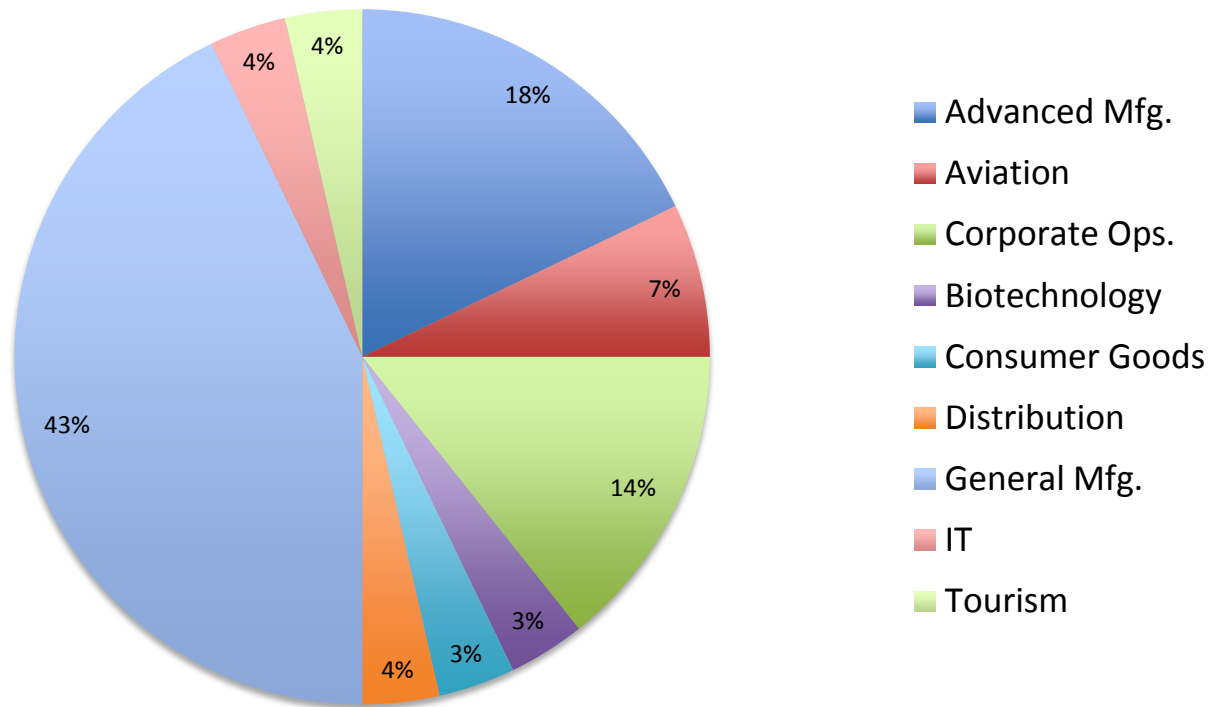


Activity Matrix

	Q3 2015	Q3 2014	FY 2015 YTD
OUT OF REGION VISITS	18	51	38
SOURCES OF LEADS	28	26	67
State	8	8	27
Site Consultants	3	1	4
Local/Regional Broker	0	3	1
Out of Region Visits	1	2	1
Direct Company	5	1	8
Austin Chamber	8	8	21
Other	3	0	5
PROSPECT FOLLOW UP REQUEST	295	364	774
PROSPECT VISITS	11	9	24
New (1st)	8	5	19
Repeat	3	4	5
ANNOUNCEMENTS	0	0	2

Project Updates

Leads By Industry – Q3 2015



9,710 jobs
785,000 square feet & 520 Acres
\$1.362 billion

BRE Activity Matrix

	Quarter 3 2015	Quarter 3 2014	FY 2015 YTD	FY 2014 YTD
RETENTION VISITS	6	5	30	39
Surveys	6	5	34	32
Assistance	24	*	80	29

Greater San Marcos Governor's Small Business Forum



Governor's Small Business Forum

Central Texas

August 26, 2015

8 am – 6 pm

Nominations for the Governor's Small Business Awards **OPEN**

surveymonkey.com/r/smallbiznominations

Deadline to Nominate is July 24th at 11:59 PM.

BRE Activities

- Three different Workforce Grant Applications in the works
- Recovery Business Walk in San Marcos (6/2) Martindale (6/19)
- Workforce Development Roundtable (6/10)
- BREI Conference held from June 22-June 26
- Greater San Marcos Manufacturing Association (GSMMA) Kick Off

- to have continued emphasis on roadway improvements- it's the largest weakness for business recruitment in the area.

Vision 2020



Competitive Assessment Key Takeaways

- The region must better accommodate quality growth and development.
- The region must leverage its key assets (location, workforce, Texas State, natural amenities, livability, existing businesses) more effectively.
- Perceptions of the region must be changed.
- The region's two component counties are diverging.
- A consensus strategy for the regions' future must be established.

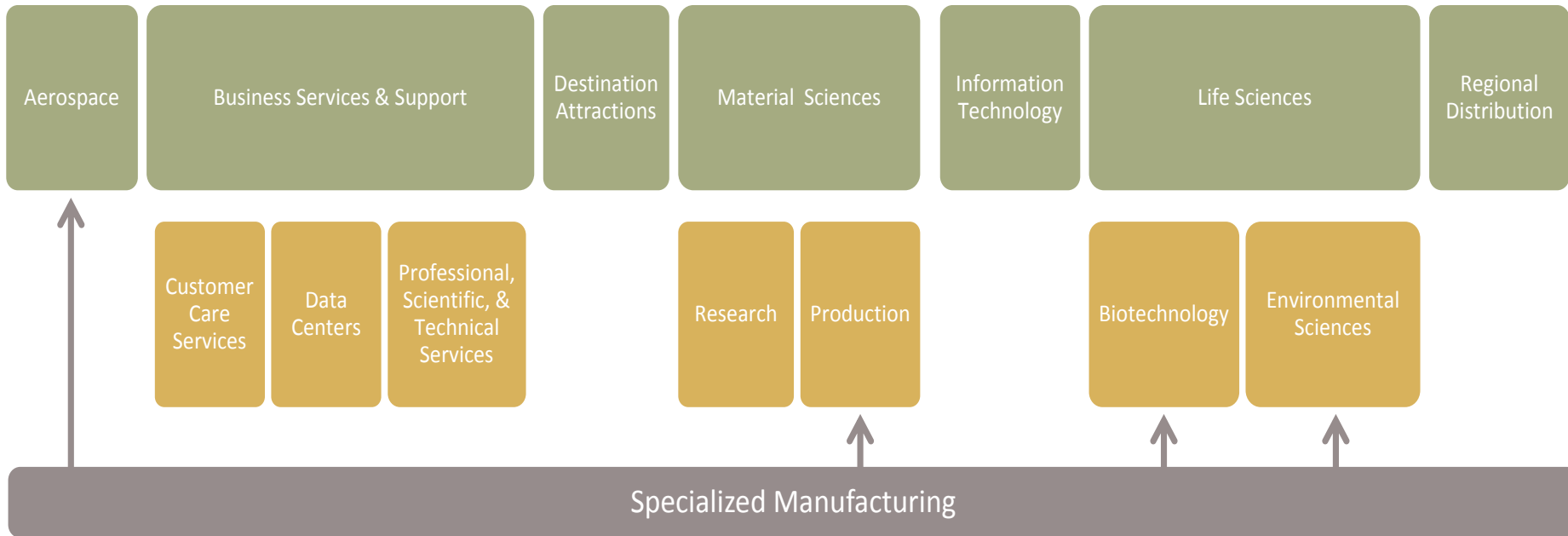
Vision 2020



Greater San Marcos Vision 2020 Target Sectors

Regional Advantage Sectors

Super-Regional Advantage Sectors



Regional Advantage = Strong or emerging GSM assets as well as key benefits from Austin-San Marcos-San Antonio corridor concentrations

Super-Regional Advantage = Strengths and opportunities are more directly related to corridor assets

Vision 2020

Scope of Work



Strategic Catalysts

Define and Promote the Greater San Marcos Value Proposition

- Internal
- External

Optimize the Local Talent Base

- Pre-K to 16
- Talent Retention & Attraction
- Leadership & Inclusion

Create Destination Appeal

- Lifestyle Amenities
- Housing
- Activity Centers
- Destination District

Support Quality Growth in Export-Oriented Target Sectors

- Existing Business
- Market Positioning
- Entrepreneurship
- Competitive Assets

Accommodate and Manage Quality Growth

- Natural Resources & Sustainability
- Infrastructure
- Business & Political Climate

Strategic Catalysts

Define and Promote the Greater San Marcos Value Proposition

- Region's "story" and value proposition
- Promotion of that story to external markets and decision-makers

Support Quality Growth in Export-Oriented Target Sectors

- Developing high-value jobs existing business retention and attraction, entrepreneurship, and marketing and attraction.

Optimize the Local Talent Base

- Aligning resources and partners to optimize pre-K to 16 training for jobs in demand
- Retaining and attracting talent

Accommodate and Manage Quality Growth

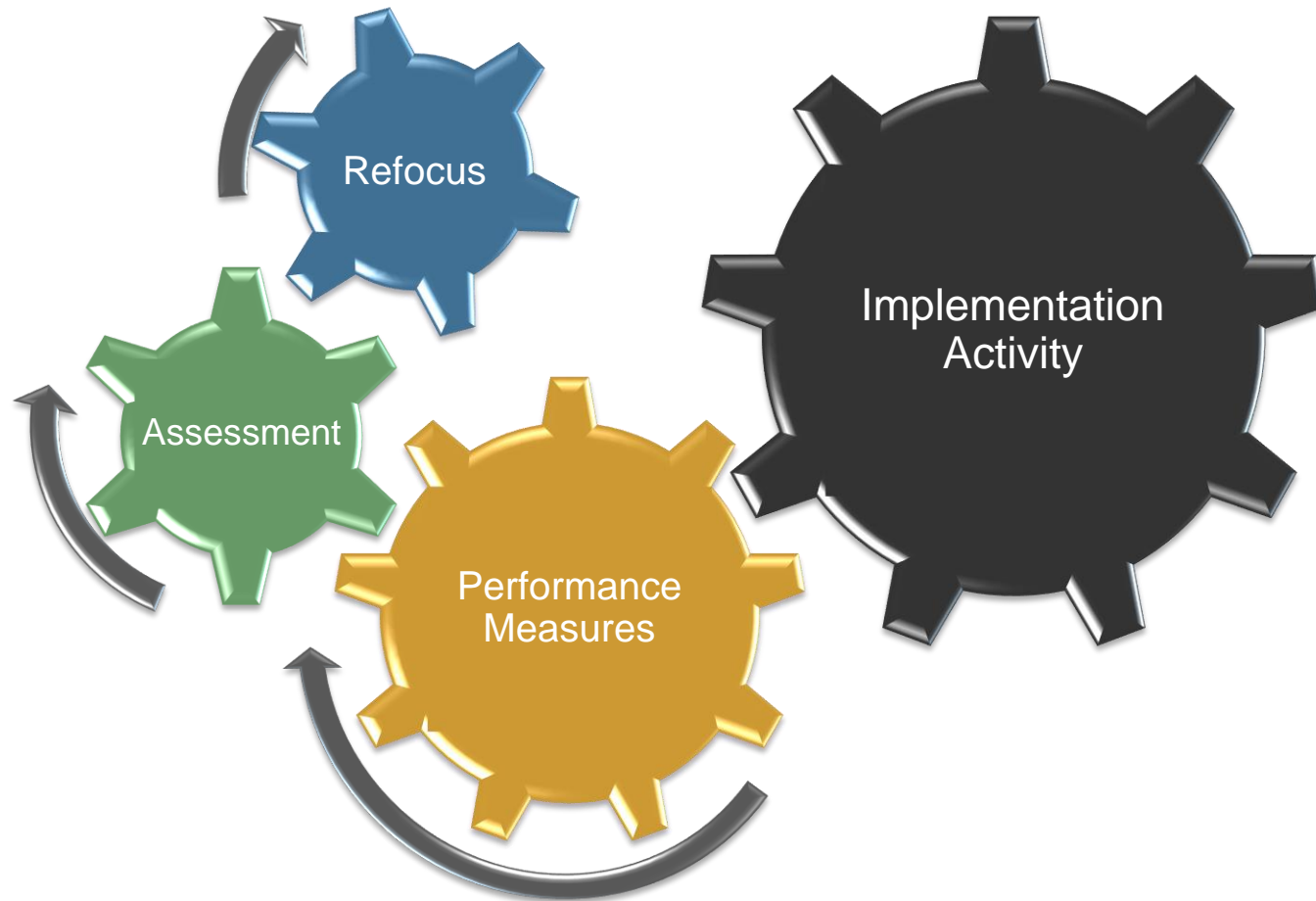
- Protecting natural resources, providing infrastructure, and ensuring business climates is competitive

Create Destination Appeal

- Quality of place and quality of life amenities are key to economic and talent development
- Leveraging the region's location to attract sports and entertainment projects

Effective Strategy Implementation:

Measuring Progress



Implementation Plan

- Implementation Coordinator: Greater San Marcos Partnership
- Volunteer Structure: Implementation Committee, Work Groups

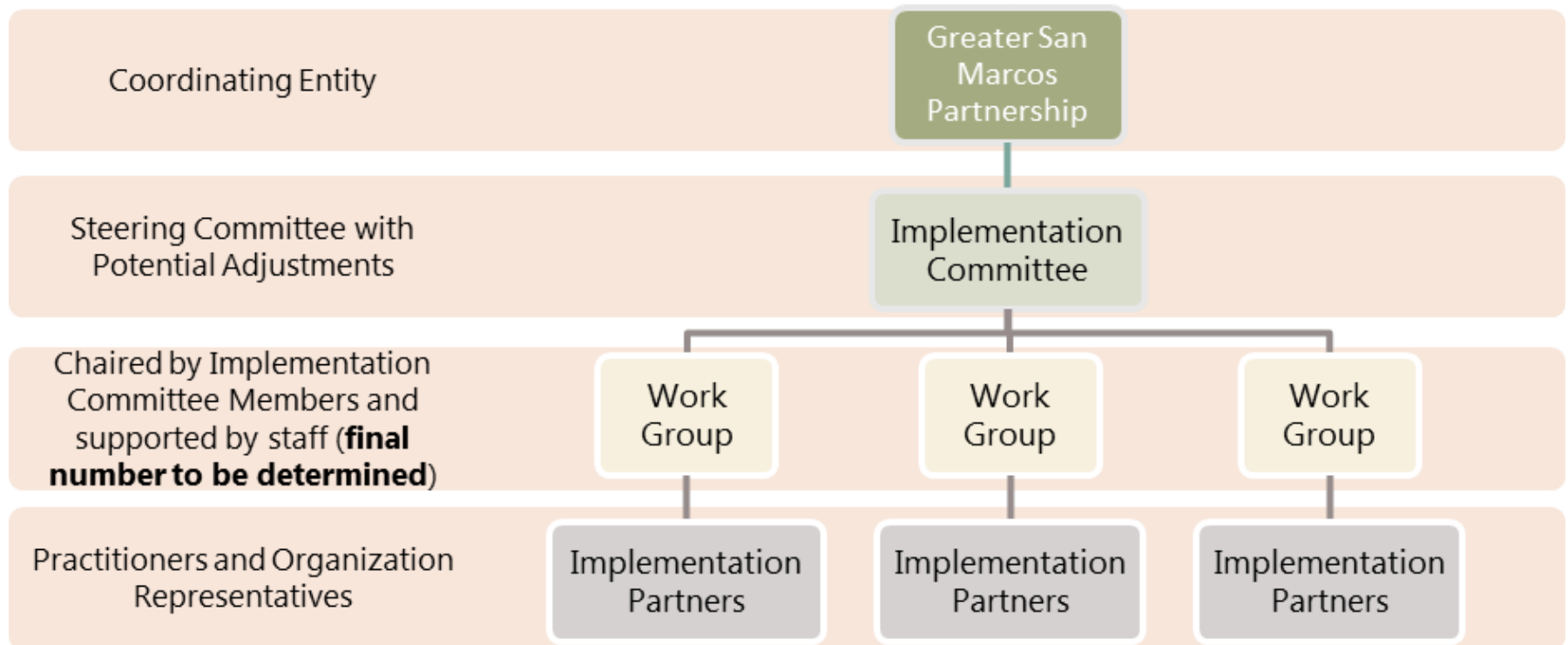
Implementation Partners

Abbreviation	Organization
AACOG	Alamo Area Council of Government
AAMPO	Alamo Area Metropolitan Planning Organization
ARMA	Alamo Regional Mobility Authority
AC	Austin Chamber of Commerce
ACC	Austin Community College's (ACC) Hays campus
BEDC	Buda Economic Development Corporation
CHM	Calaboose African American History Museum
CC	Caldwell County Government
CAPCOG	Capital Area Council of Government
CAMPO	Capital Area Metropolitan Planning Organization
CTMC	Central Texas Medical Center
CCHSM	Centro Cultural Hispano de San Marcos
DSISD	Dripping Springs ISD
EF	Local education foundations
FRBR	Four River Board of Realtors
GJC	Gary Job Corps
ASACC	Greater Austin-San Antonio Corridor Council
GSABA	Greater San Antonio Builders Association
RP's	Greater San Marcos regional partners
	City of Buda
	City of Dripping Springs
	City of Kyle
	City of Lockhart
	City of Luling
	City of Wimberly
GSMP	Greater San Marcos Partnership
GSMYC	Greater San Marcos Youth Council
GBRA	Guadalupe-Blanco River Authority
HC	Hays County Government
HISD	Hays County CISD
HCCCC	Hispanic Chamber Of Commerce Of Caldwell County
HAGA	Homebuilders Association of Greater Austin
KED	Kyle Economic Development
LM	Local media
LCC	Local San Marcos area chambers of commerce
LOEDC	Lockhart Economic Development Corporation
LISD	Lockhart ISD
LSRD	Lone Star Rail District
LEDC	Luling Economic Development Corporation

Implementation Partners

Abbreviation	Organization
LUIST	Luling ISD
PLIST	Prairie Lea ISD
RECA	Real Estate Council of Austin
RECSA	Real Estate Council of San Antonio
SACC	San Antonio Chamber of Commerce
SAMPO	San Antonio Metropolitan Planning Organization
CSM	City of San Marcos
SMAAC	San Marcos Area Arts Council
SMACC	San Marcos Area Chamber of Commerce
SMCISD	San Marcos CISD
SMCVB	San Marcos Convention and Visitor Bureau
SMGA	San Marcos Greenbelt Alliance
SMHA	San Marcos Housing Authority
SMMA	San Marcos Manufacturers Association
SMRA	San Marcos Regional Airport
SMRF	San Marcos River Foundation
SH130	SH 130 Concession Company
STAR	STAR (Science, Technology, and Advanced Research) Park
SRP	Super-regional partners
	City of New Braunfels
	City of Seguin
	Comal County
	Guadalupe County
TXDOT	Texas Department of Transportation
TEDC	Texas Economic Development Corporation
TXSTATE	Texas State University
CEA	Texas State Center for Entrepreneurial Action
LBJ	Texas State LBJ Institute for STEM Education and Research
MC	Texas State Meadows Center for Water and the Environment
SBDC	Texas State University Small Business Development Center (SBDC)
UTIL	Utility providers
	Bluebonnet Electric Cooperative
	Pedernales Electric Cooperative
	San Marcos Electric Utility
UW	United Way of Hays County
H2O	Regional water providers
WISD	Wimberly ISD
WSRCA	Workforce Solutions Rural Capital Area

Volunteer Structure



Performance Metrics

- Critical that someone “keeps score” to determine progress towards implementation of strategic priorities
- Metrics include measures tracking performance (i.e., job and wage gain), as well as activity measures that track launch and/or completion of specific actions
- Metrics can help communicate return-on-investment (ROI) to public and private funders of the plan by demonstrating economic and demographic performance exceeding trend lines

Performance Measures

Strategy/Metric		Latest Figure	Annualized Avg. (%/term)		Trend	Goal	Goal v. Trend	Existing/ Potential Source
					2020			
Overall Performance Benchmarks	Total employment	75,723 (2014)	3.4%	13 yr.	92,760	95,296	2,536	EMSI
	Average annual wages	\$43,494 (2013)	2.9%	12 yr.	\$42,889	\$44,152	\$1,263	QCEW
	Per capita income	\$43,894 (2013)	3.1%	13 yr.	\$42,297	\$43,191	\$894	BEA
	Poverty rate	17.2% (2013)	0.3%	13 yr.	16.6%	14.0%	-2.6%	Census
	Child poverty rate	26.6% (2013)	0.2%	13 yr.	18.2%	16.2%	-2.0%	Census
Support Quality Growth in Export-Oriented Target Sectors	Total employment from employer expansions	figure needed						GSMP
	Total employment from employer relocations	figure needed						GSMP
	Number of existing business interactions (BRE visits, surveys, business walks)	39 (2014)	n/a	n/a	n/a	265	n/a	GSMP
	Number of Twitter followers (@sanmarcosed)	350 (Feb 2015)	n/a			3,500	n/a	GSMP
	Number of Facebook likes (/greatersmtx)	807 (Feb 2015)	n/a			1,500	n/a	GSMP
	Number of LinkedIn connections (greater-san-marcos-partnership)	64 (Feb 2015)	n/a			500	n/a	GSMP
	Number of annual earned media placements	figure needed						GSMP
	Number of companies assisted through Economic Gardening Program	n/a						GSMP

Performance Measures

Strategy/Metric		Latest Figure	Annualized Avg. (%/term)		Trend	Goal	Goal v. Trend	Existing/ Potential Source
					2020			
Support Quality Growth in Export-Oriented Target Sectors	Total annual angel capital investments	source needed						tbd
	Number of entrepreneurial events held	source needed						tbd
	Number of patents issued	740 (2013)	3.5%	3 yr.	940	964	24	US PTO
	Total annual funded research (thousands)	\$37,053 (2013)	6.6%	3 yr.	\$58,084	\$61,995	\$3,911	NSF
	Total intellectual property licensing Income	figure needed						TXSTATE
Optimize the Local Talent Base	Number of high school students participating in career-focused programs	figure needed						ISDs
	% of college grads remaining in region to work	source needed						tbd
	Population, ages 25-44	61,300 (2013)	2.9%	5 yr.	69,443	70,943	1,500	Census/ Pop Ests
	% of adults with Bachelor's degree or higher	30.2% (2013)	0.4%	13 yr.	35.4%	38.0%	2.6%	Census
	% of adults without a high school diploma	10.5% (2013)	-0.5%	13 yr.	9.1%	7.9%	-1.2%	Census
	Combined graduation rate across all 6 ISDs in the region	figure needed						TEA
	Combined dropout rate across all 6 ISDs in the region	figure needed						TEA
Create Destination Appeal	Capital investments in downtown districts	figure needed						tbd
	Sales tax revenue from businesses in downtown districts	figure needed						tbd
	Exports of businesses in downtown districts (millions)	figure needed						tbd

Final Thoughts

- The completion of the Vision 2020 process is only the “end of the beginning” – now the real work starts
- Remember that you serve very important roles:
 - Advocates to your individual constituencies
 - Marketers of the strategy to multiple interest groups and networks
 - “Keeper of the goals” during initial implementation activities
 - Stewards of the process to ensure that Vision 2020 maintains momentum, energy, and success
 - Critical that this is a fully collaborative regional implementation

“No good idea succeeds simply because it is a good idea. Good ideas must have champions – people willing to believe in them, push for them, fight for them, gain adherents and other champions, and press until they succeed.”

Colin Powell

It Worked for Me: In Life and Leadership
2012

Thank you!

Adriana Cruz

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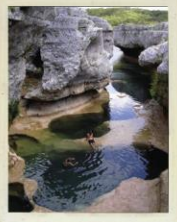
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