



San Antonio

Buy Local Initiative

Compra Localmente SA



Recommendations

May 2022

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EXECUTIVE SUMMARY

The City of San Antonio has the opportunity to build a thriving and more resilient local economy through the creation of an initiative to promote the importance of locally-owned, independent businesses and a business alliance to advocate for those businesses. Supporting local businesses will recirculate more money in the local economy, preserve and celebrate local culture and neighborhoods, attract visitors, and maintain livable communities where the full diversity of local residents can prosper.



**CITY OF SAN ANTONIO
ECONOMIC DEVELOPMENT
DEPARTMENT**

Bexar County is home to 34,000 employer and 145,000 non-employer small businesses that contribute 21% of the workforce. Increasing market share to these businesses serves to develop a more resilient economy; numerous studies across the country show that local businesses recirculate approximately three times as much money within their communities than non-local businesses. This multiplier is realized when local businesses are supporting secondary and tertiary businesses that are located within the area. Locally-owned businesses also build community and create generational wealth.

The time to support San Antonio's locally-owned businesses is now. Increased sales for local businesses will help them grow critical cash reserves that were lacking at the onset of the pandemic when nationally 32% of small businesses had one month of cash reserves on hand and 15% have no reserves at all. With San Antonio's rapid growth, the potential for gentrification and local business displacement makes driving additional revenue to local business owners even more urgent.

EXECUTIVE SUMMARY

The 2020 Small Business Ecosystem Assessment created by Next City and Common Future found that, second only to access to capital, the primary concern for small businesses is broadening their customer base. In order to attract more San Antonians to these businesses and encourage local business to business commerce, there needs to be a culture shift in how individuals, businesses and anchor institutions think about the purchases they make each day. When the local businesses that define the city and each neighborhood thrive, the economy grows, the unique characteristics of the city are strengthened, and the pride that exists is recognized and rewarded.

Over the past five months, Jamee Haley Consulting and subcontractor Community Allies conducted extensive community outreach to understand the existing challenges in reaching customers and gauge the overall sentiment and understanding of the value that local businesses provide. They convened area Business Development Organizations that are providing critical technical support, held four focus groups in English and Spanish with 41 participants, and presented to and received feedback from the city's Small Business Advisory Council. Additionally, the consultants had a two-day site visit where they met with 6 BDOs, attended a business mixer, met with individual business owners, held a round-table session organized by one of the BDO leaders, and toured neighborhoods on all sides of the city to get a sense of the different cultures and how they interact. They also met with leaders from Visit San Antonio, World Heritage Organization, the African American Chamber and SAGE. The need for a local business advocacy organization was apparent. While there are numerous BDOs that provide much needed technical services, and work being done to encourage local procurement, there is no one organization that is working to engage all local-independent businesses or working to educate consumers on the importance of supporting them.



SAN ANTONIO

Local-independent Businesses

We want to hear from YOU!

Join a focus group to provide valuable input on a citywide campaign to shift customer dollars to you.

Scan this code or visit <https://forms.gle/B675QT9e6tRrvxhB6>

CITY OF SAN ANTONIO
ECONOMIC DEVELOPMENT
DEPARTMENT

SASPEAKUP

Participants will be provided a \$10 gift certificate from a local business.

EXECUTIVE SUMMARY

During this same period, they conducted a consumer sentiment survey, with 2,069 San Antonians representing 10 council districts responding. There is a clear sense of pride in San Antonio, with 79% of respondents responding that it was important or very important to support local businesses. However, that conviction and desire isn't translating to purchasing. While there is an understanding of the significant role local businesses play in strengthening the economy and maintaining the character of the city, that desire and understanding is not in sync with how dollars are being spent. A robust and ongoing awareness campaign that creates a culture of "local" will align the desire to support local-independent businesses with the purchasing behavior of San Antonio's citizens.

The work should be informed by the community, have a hyper-local component that capitalizes on the high level of neighborhood loyalty, and encourages place-based tourism to support not only those in individual neighborhoods but local businesses across the city. Engaging Visit San Antonio, the Mission District, area BDOs, the military community, local government and anchor institutions, and bike advocacy groups will strengthen the effort and make all feel invested in the success of the local business community.

Beyond public education and awareness there are policy shifts that can help prevent displacement and ease the burden of permitting and licensing. We encourage the reinvestment and expansion of programs like San Antonio Facelift and the Legacy Business programs, but these programs need to provide community outreach so that they are understood and utilized by those businesses they were designed to support.

EXECUTIVE SUMMARY

San Antonio is ripe for building on its current assets through the development of a local business advocacy effort, either as a new entity or by funding the expansion of an existing organization's capacity to fill this role. The entity who leads this work should be highly collaborative and centered on the success of local-independent businesses. Knowledge of local business needs, relationships with local business owners, and experience producing and managing marketing campaigns, events, and outreach would be ideal. Our research of local business advocacy efforts in other cities shows that the most successful have a strategy that is highly visible, widely adopted, measurable, educational, and part of larger economic development plan, supported by a diversified funding model.

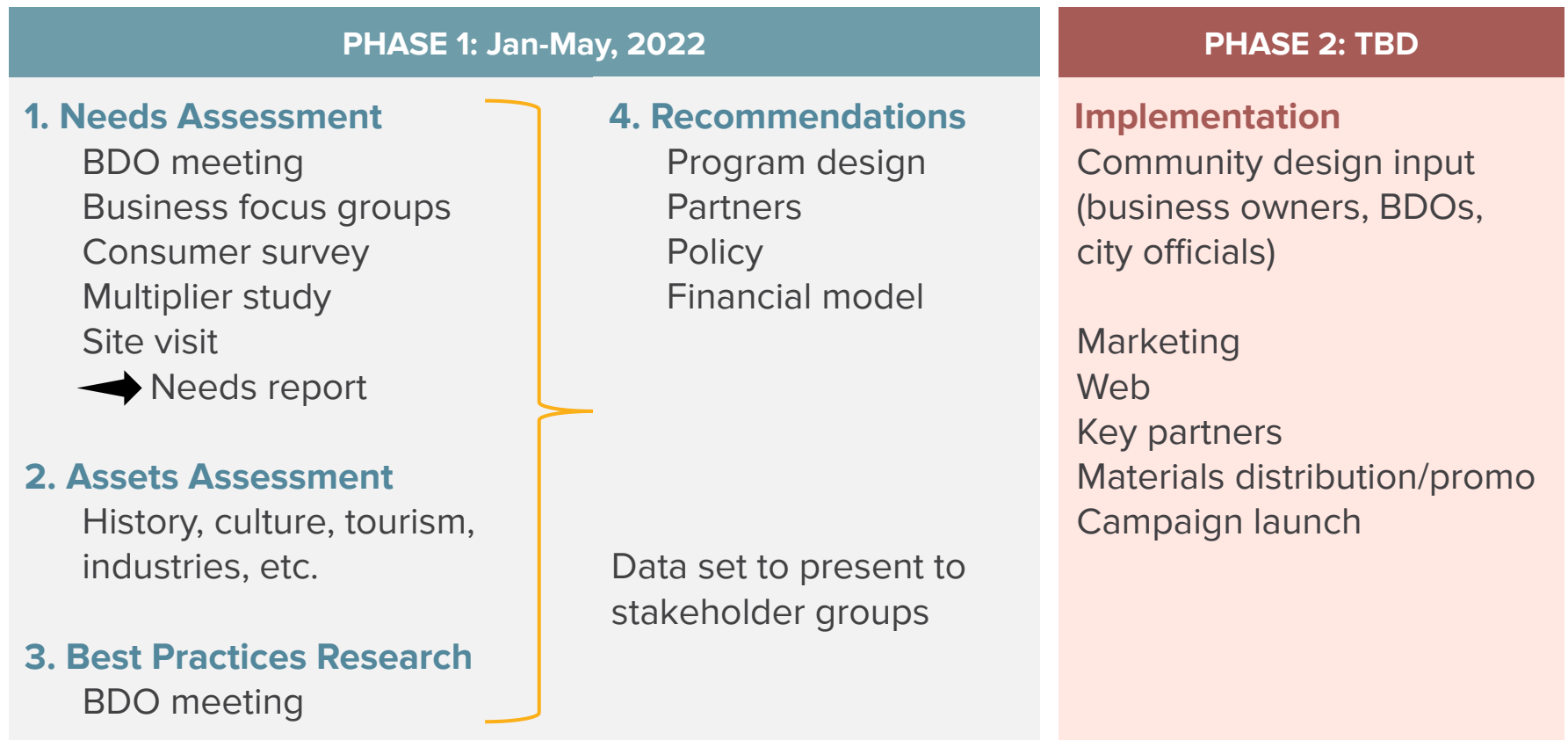


PROJECT SCOPE AND BACKGROUND



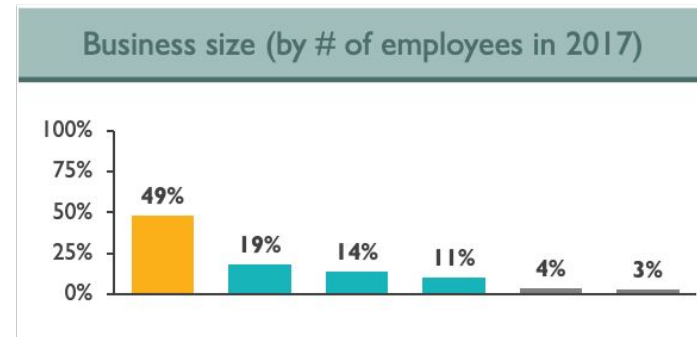
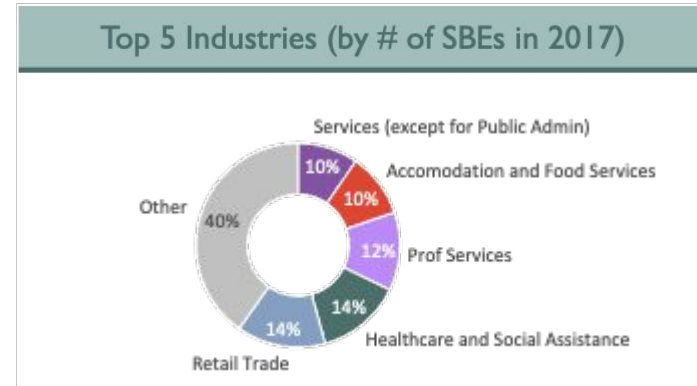
SAN ANTONIO PROJECT SCOPE

This project was created to develop a consumer-facing initiative to promote the importance of locally owned businesses, in order to drive more sales to those businesses and keep more money recirculating in the local economy. This report marks the end of Phase 1.



SAN ANTONIO: SMALL BUSINESS SNAPSHOT

Bexar County is home to ~34K employer and ~145K non-employer businesses that employ over a fifth of the County's workforce.



Note: * Includes employer businesses with less than 50 employees in 2016

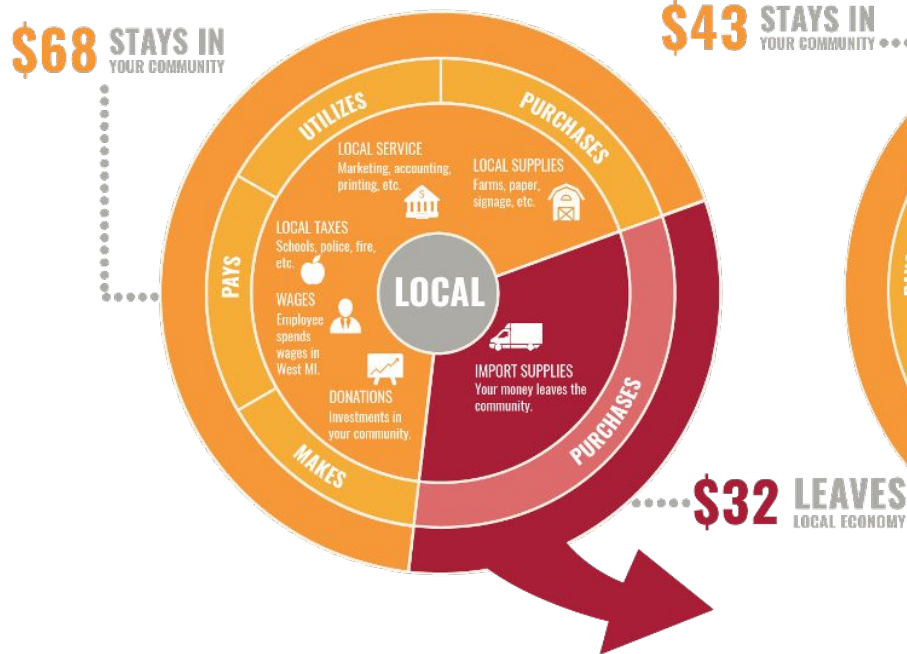
Source: U.S. Census on Nonemployer Businesses (2017); U.S. Census, County Business Patterns (2012, 2017); U.S. Census Quarterly Workforce Indicators (2012, 2017)

LOCAL BUSINESS: MULTIPLIER

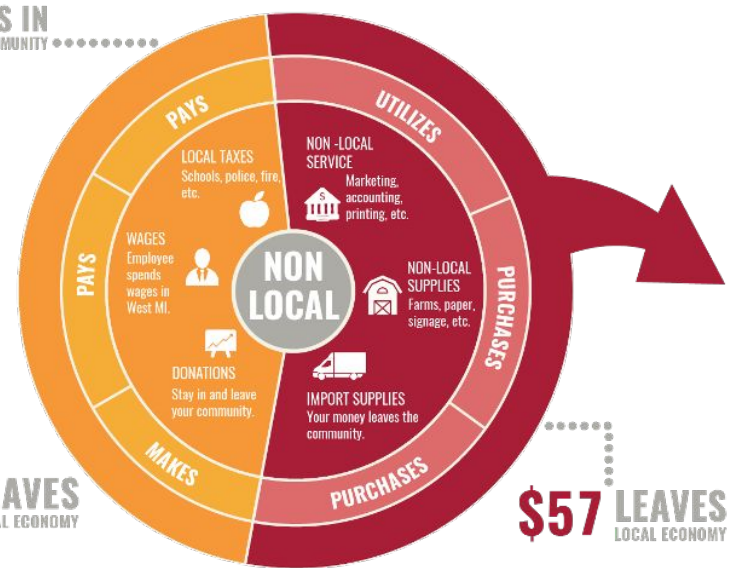
Locally-owned businesses play a critical role in economic health and resilience because of the money they recirculate back into the local economy, the jobs they create and retain for local residents, and the unique local culture they promote and preserve. The City of San Antonio is conducting its own study which will reveal the local multiplier.

WHY BUY LOCAL?

SPEND \$100 AT A LOCAL BUSINESS



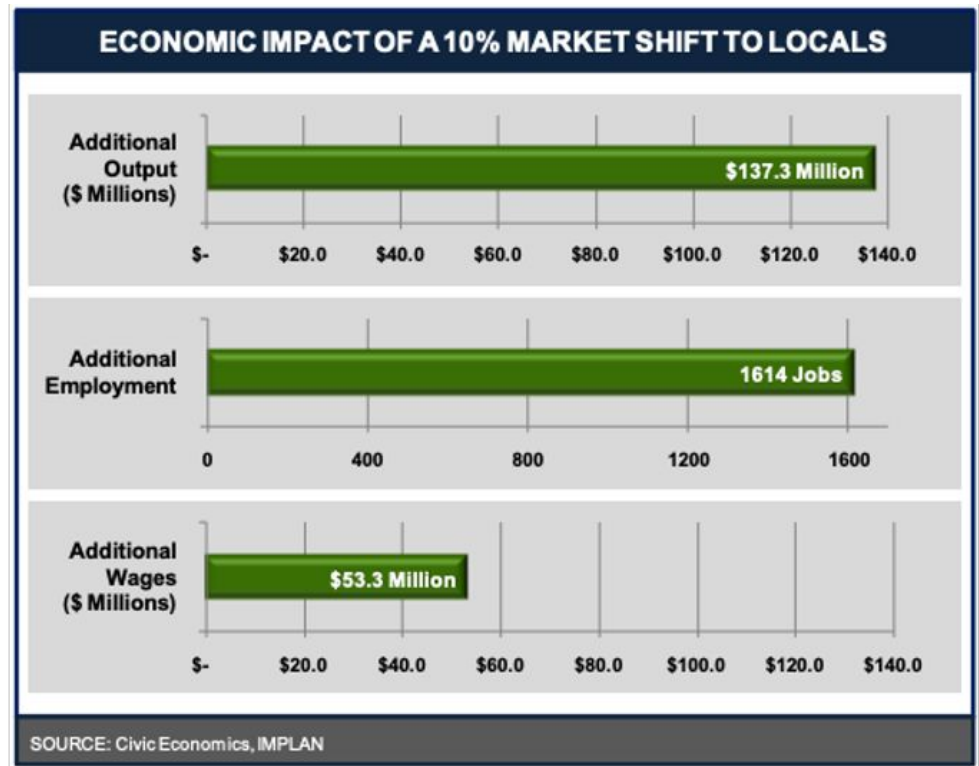
SPEND \$100 AT A NON-LOCAL BUSINESS



Stats from Local First's 2008
"Local Works!" study by Civic Economics

LOCAL BUSINESS: ECONOMIC IMPACT

A study in western Michigan showed the impact on economic output, employment, and wages if 10% of consumer spending were shifted to locally-owned businesses.





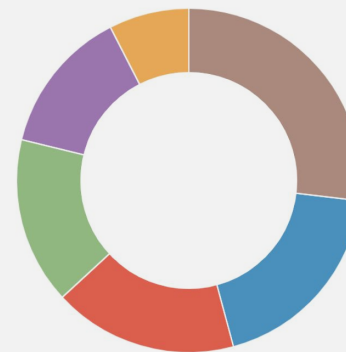
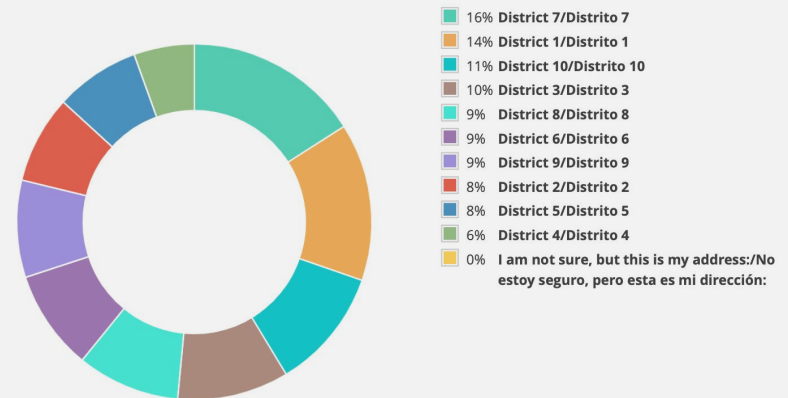
ASSETS



CONSUMER SURVEY: SUMMARY

- ★ 79% said it was very important or important to buy/support local San Antonio businesses
- ★ 75% said they make a genuine effort to buy from local businesses or buy local whenever possible
- ★ 11% buy from local businesses daily, 24% a few times per week, 31% weekly, 32% three or fewer times per month
- ★ 45% of respondents make their shopping decisions based on quality and service rather than convenience (27%), cost (21%), or supporting businesses in the community (8%)
- ★ When asked what goods or services they would like to be able to purchase from local businesses, respondents cited “inexpensive clothing basics” as their #1 choice
- ★ The most frequent purchases in the last three months are:
 - 88% dining out at a locally-owned restaurant
 - 63% personal services from a locally-owned business
 - 55% dining out at a chain restaurant
 - 51% clothing from a national retailer

2069 participants representing 10 council districts



50% Hispanic
 41% White
 5% Black/African American
 4% Asian/Asian American
 3% American Indian or Alaska Native
 1% Middle Eastern
 12% Living with a Disability

69% Woman
 28% Man
 3% Non-binary/self-describe
 26% 35-44 years
 25% 45-55 years
 23% 55-64 years
 15% 25-34 years

ASSETS: INCREASING SMALL BUSINESS SUPPORT

Coming out of COVID, the City of San Antonio has already dedicated new funds to small business support and capital. Even more resources are planned via additional American Rescue Plan Act dollars.

Virtual and Place-Based Financial Recovery and Resilience Hubs

- Physical Hubs – WDC, SAGE, Southside First and Maestro Entrepreneurship Center (\$25,000 each)
- Virtual Hub – Launch SA (\$100,000)

Door-to-Door Outreach with Hard-to-Reach Micro Businesses

- SAEDF, Women's Business Center and Launch SA – Coordination and Training (\$250,000)
- WDC, SAGE, Southside First and Centro San Antonio – Outreach Teams (\$800,000)
- LiftFund – Financial Technical Assistance Outreach (\$200,000)

Micro Business Support

- LiftFund - Grants from \$10,000
 - \$75,000 based on number of employees (\$27 million)
- Protective equipment & sanitizer distribution (\$2 million)

Arts Support

- Local arts-related nonprofit organizations (\$2.6 million)

San Antonio 2020 COVID-19 Community Recovery and Resilience Plan

ASSETS: ACCESS TO CITY CONTRACTS

Thanks to its Small Business Economic Development Advocacy program, the city increased its S/M/WBE procurement utilization rate from 10% to 57% by 2019.



REPRESENTING 57% ←
OF THE CITY'S CONTRACTUAL
SPENDING ON CONTRACTS IN WHICH
THE SBEDA PROGRAM APPLIED

ASSETS: HISTORIC PRESERVATION

The World Heritage Office, San Antonio Office of Preservation, and San Antonio Conservation Society, and other efforts have laid strong groundwork for celebrating unique local culture.



ASSETS: TOURISM

San Antonio is aware of and has already invested significantly in promoting its unique assets and culture to attract tourists and conventions. Promoting its local businesses would be in keeping with this established practice.



ASSETS: NEIGHBORHOOD CULTURE AND HISTORY

San Antonio neighborhoods have unique characters and residents with history in the area dating back 300+ years. This can be leveraged to deepen loyalty from existing residents, promote local tourism, and attract outside visitors who want more than just the downtown experience. Sample assets include:

West Side

Birthplace of the Chicano movement

Local music culture

East Side

Rich African American history and culture

Spurs Stadium and Alamodome draw crowds

North Side

Multi-cultural and refugee-welcoming

Robust districts including Saint Mary's

South Side

Missions

High concentration of small businesses

Mission Marquee markets

Downtown

Many local businesses outside of the riverwalk

Robust districts nearby: King William, La Villita

ASSETS: DIVERSITY

Foreign-born individuals make up about one in seven San Antonio residents.* Immigrants are more than twice as likely to be entrepreneurs; more than 30% of San Antonio business owners are immigrants.** These businesses add to San Antonio's unique offerings. In addition, San Antonio's majority Hispanic population and small but significant African American community each contribute a deep history and culture.



* U.S. Census 2019 ** New American Economy report 2017

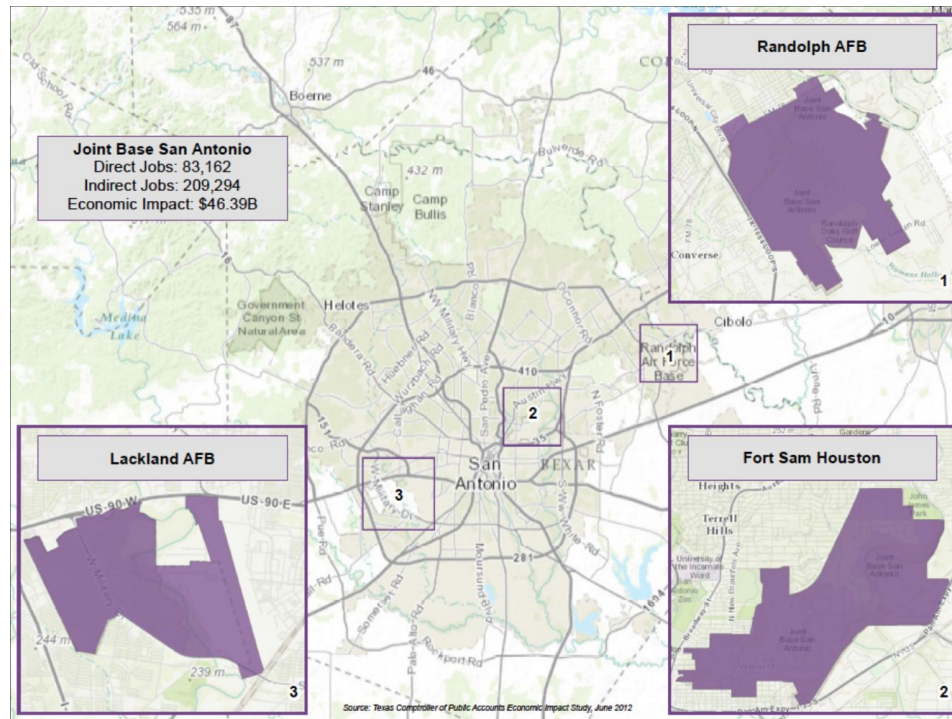
ASSETS: BRAND LOYALTY

San Antonians are already in the habit of supporting their own, even amongst regional and national brands. These large, local players may also be important partners to finance and promote “local first” messaging.



ASSETS: MILITARY PRESENCE

One in eight people in Bexar County are associated with the Joint Base San Antonio. The military presence around the Joint Base generates an estimated \$46 billion impact on the local economy and supplies over 200,000 direct and indirect jobs. It also draws families and other visitors that can add to local businesses' customer base. In terms of economic equity, veteran-owned businesses are the one place where Black owners have parity or overrepresentation compared with their white and Hispanic counterparts.*

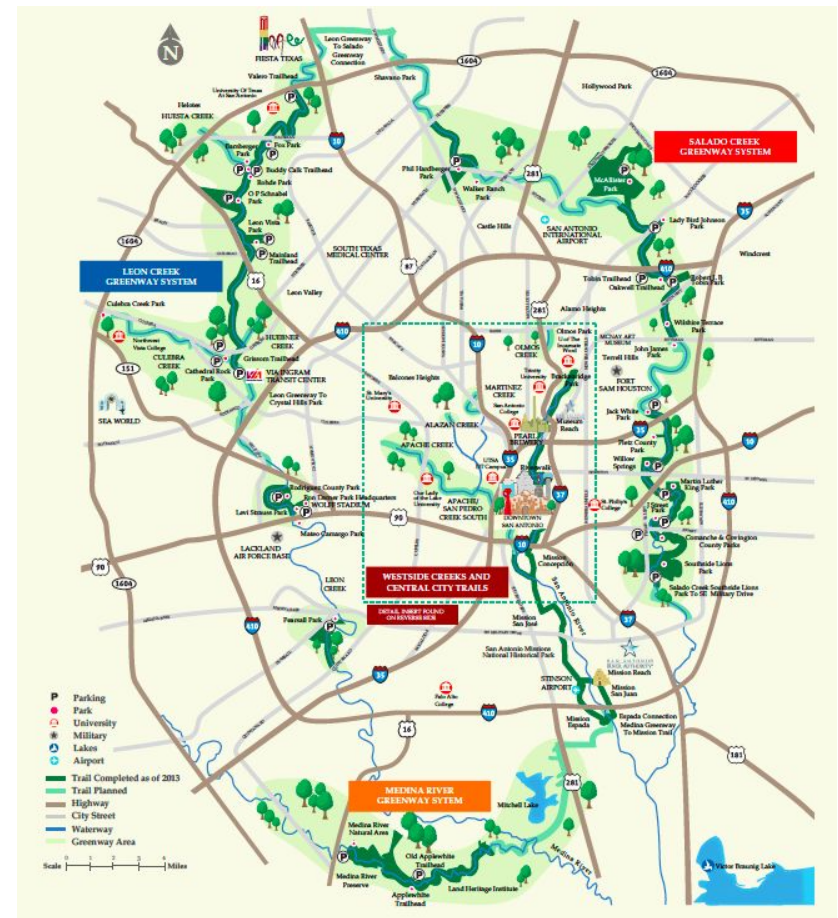


San Antonio Business Journal

* LISC San Antonio

ASSETS: BIKE ACCESS

San Antonio's abundant hike-and-bike trails provide easy pathways from one part of town to another, as well as a built-in audience of likely urban explorers. The addition of the 100-mile Great Springs Project connecting San Antonio to Austin will inevitably bring new visitors to the area providing new opportunities for local business owners.





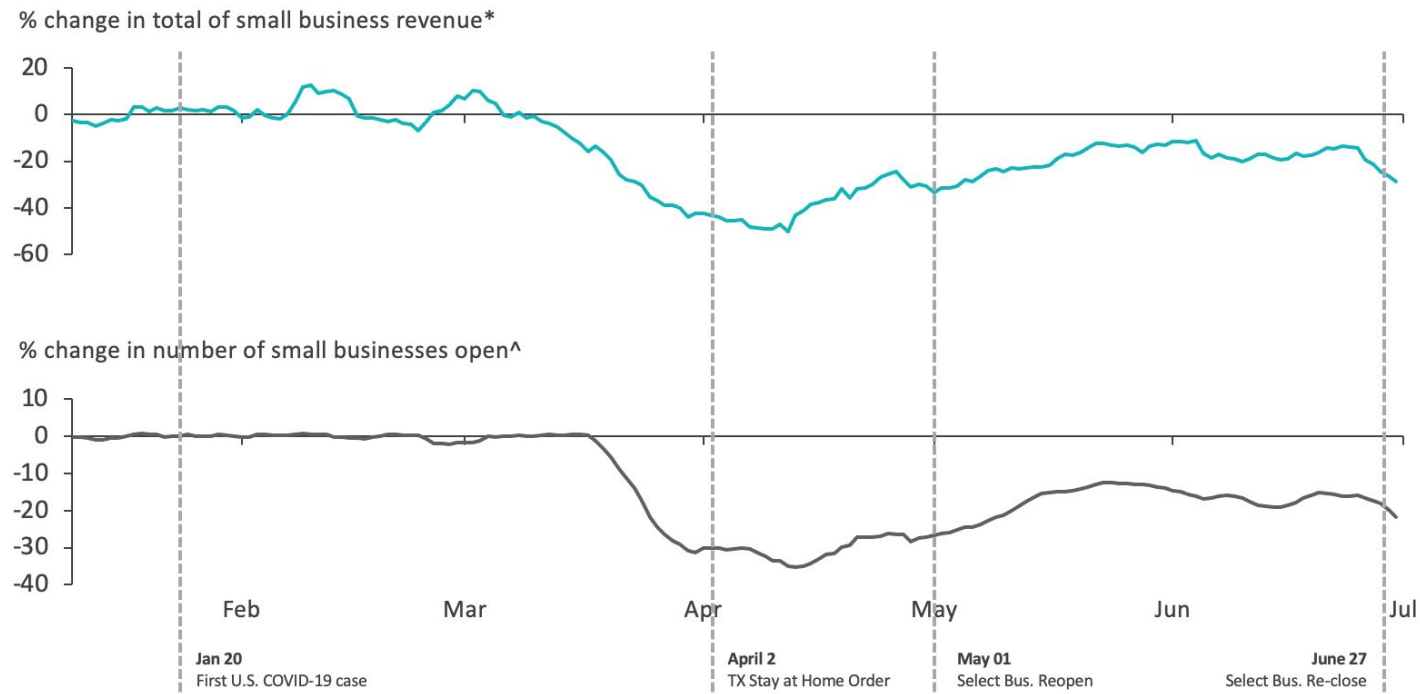
NEEDS



NEEDS: BUILD BACK BETTER

COVID-19 exposed both the resilience and the vulnerability of small businesses. As national chains abandoned communities, local businesses fought to sustain. However, nationally, 32% of small businesses had one month of cash reserves on hand and 15% have no reserves at all. As of February, 2021, 46% of small businesses were still experiencing “significant impact” from COVID-19.*

San Antonio January - June 2020



*Alignable Road to Recovery, February 2021

NEEDS: CITYWIDE MARKETING

San Antonio Business Development Organizations provide direct technical assistance to local businesses. However, there is little marketing support to drive sales to local businesses, either at the district or citywide level.

We need to build awareness of what local businesses are out there.

Local businesses need strategies that translate into profit.

Our businesses need visibility, marketing, and branding.

The businesses need more people, more customers.

My biggest setback so far is how to advertise and gain attract more attention to my business.

Raising awareness to 'Buy Local' would help my restaurant recover from the pandemic.

Quotes from interviews with San Antonio business owners and business development organization leaders.

NEEDS: ALIGN CONSUMER BEHAVIOR WITH VALUES

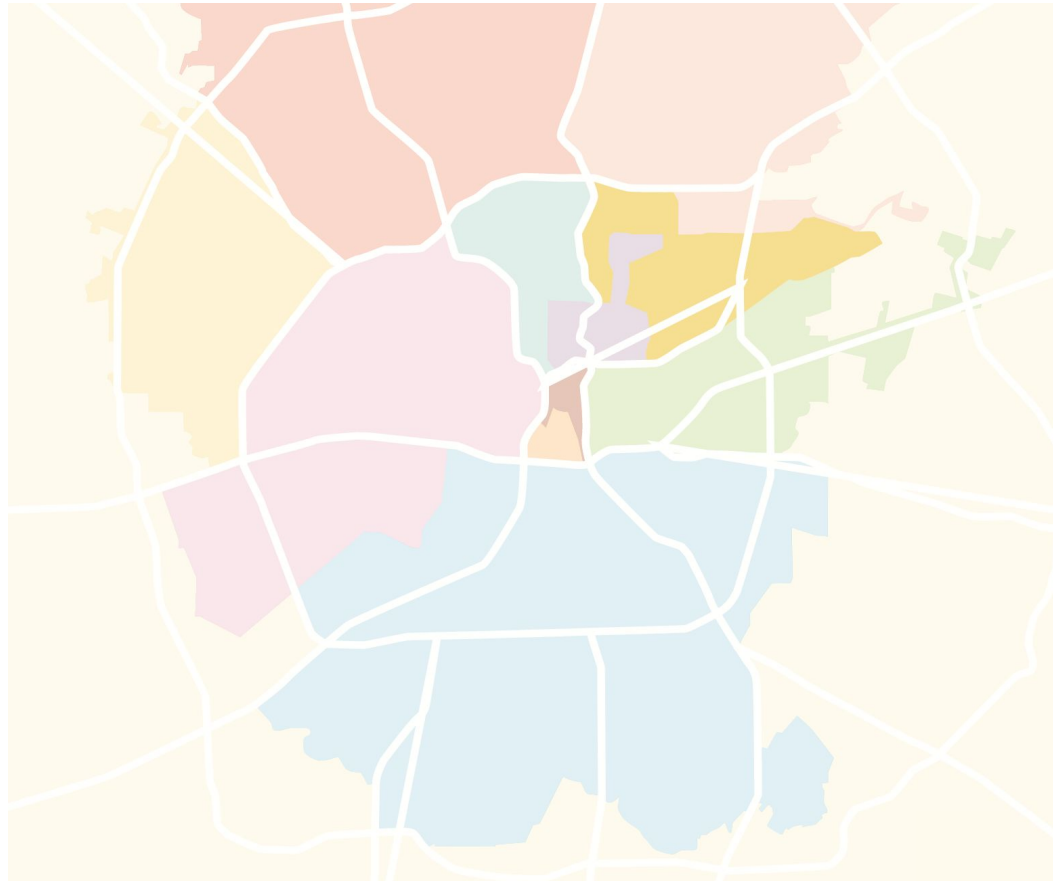
In the 2022 Consumer Survey, respondents' actual shopping habits were out of sync with their expressed understanding of the importance of local businesses. San Antonians are devoting a significant portion of their sales to brick and mortar chain businesses; it may be easy to shift some of those purchases to locally-owned establishments.

In the last month, how often have you purchased from:

	Daily	Few X/week	Weekly	<4 X/month	Never
Locally owned business	11%	24%	31%	32%	2%
Chain business	8%	26%	40%	24%	1%
Online local business	2%	??	8%	41%	39%
Online nonlocal business	4%	14%	16%	56%	10%

NEEDS: PLACE-BASED TOURISM

Locals tend to stay within their own neighborhoods instead of exploring other areas of the city. An increase of cross-neighborhood purchases could provide an important base for the local economic multiplier.



NEEDS: POLICY SHIFTS

Public policy plays a critical role in supporting a vibrant, local business economy. In focus groups, businesses frequently identified city policies that were obstructive or city support that was lacking.

The City should make permitting and licensing easier.

The San Antonio Facelift program was great for my business but was discontinued.

Public works doesn't communicate with others, so the streets are torn up repeatedly.

Most city economic development is for the big guys.

They get people to come to the missions, but then they go back downtown to shop and eat.

There are no plans to help businesses survive the construction on Roosevelt.

Quotes from interviews with San Antonio business owners

NEEDS: DISPLACEMENT PREVENTION

As development booms, and new, affluent residents flock to San Antonio, communities are experiencing rapid gentrification, positioning the city “on the cusp of widespread displacement.”* Without targeted efforts, a campaign to promote local culture could exacerbate these trends.

Efforts that could prevent displacement of local businesses include:

- ★ Property tax breaks or subsidies for spaces rented to local businesses
- ★ Initiatives that support business owners in purchasing their buildings, including low interest mortgages and technical assistance
- ★ Land trusts or cooperative/community ownership of commercial properties
- ★ Advocacy with commercial landlords about the importance of local businesses and the tie between local character and their property values
- ★ Matchmaking services between landlords and local business owners



* Mayor Ron Nirenberg, San Antonio Current, 2019



BEST PRACTICES



BEST PRACTICES: 6 TRAITS

The review of 11 “Local First” organizations as well as the background and experience of the consulting team have lead to the identification of 6 traits of successful campaigns.

1) HIGHLY VISIBLE

2) WIDELY ADOPTED

3) MEASURABLE



4) EDUCATES, REWARDS AND CHALLENGES

5) PART OF A LARGER ECONOMIC DEVELOPMENT STRATEGY

6) DIVERSIFIED FUNDING MODEL



BEST PRACTICES: HIGHLY VISIBLE CAMPAIGN

Market saturation to reach consumers through numerous outlets, messaging should be consistent and easy to understand.

- Social Media
- Digital Ads
- Business Decals
- Posters
- Radio
- Billboards
- Street Banners



BEST PRACTICES: EDUCATION, REWARDS AND CHALLENGES

Educates, challenges and rewards consumers



Educate:

- Top 10 Reasons to Buy Local
- 3 times the amount of money stays in the community
- Supports public services i.e. libraries and parks



Challenge:

- Shift 10% of all purchasing to local
- Pledge to spend \$100 with local businesses during the holidays
- Pledge to spend XX with local makers, farmers etc.



Reward:

- Be a Local Hero
- Thank you for shopping local
- Loyalty or disloyalty cards
- Photo contests
- Drawings for local goods/services

**"I PLEDGE TO ENJOY
ONE MARYLAND
GROWN PRODUCT
EVERY DAY DURING
BUY LOCAL WEEK!"**

#BuyLocalChallenge



BEST PRACTICES: WIDELY ADOPTED by LOCAL BUSINESSES

The campaign and marketing language should appeal to a diverse range of local businesses, both large and small representing all business sectors and in language that is culturally relevant.



A powerful Local First campaign will provide as much value to a Mom & Pop as it does to a locally-owned and headquartered chain. It will also engage in the language of not only the business owners but the community members who we want to influence.



BEST PRACTICES: CONSISTENT STRATEGY

A more resilient economy is created by strengthening businesses that are already part of the city and supporting the development of local entrepreneurs. Local business ownership increases the city's tax base, supports area non-profits and makes San Antonio a more vibrant place to live and visit.



Traditional economic development favors large corporations providing subsidies, grants and incentives to those businesses typically not headquartered locally. This often means profits are leaving the area rather than staying within the local economy.

Place-based economic development is not only less costly but it allows for dollars to recirculate and multiply within your own community. This strategy supports the vitality and uniqueness of the city which will attract businesses who want to establish themselves within San Antonio on their own accord..



BEST PRACTICES: LONG-TERM DIVERSIFIED FUNDING MODEL

Generating a diversified funding model will provide long-term financial stability for the Lead Organization. We anticipate the majority of funding being provided by the city as part of their economic development strategy but other partners can be brought on to grow and strengthen the 'Local First' efforts.

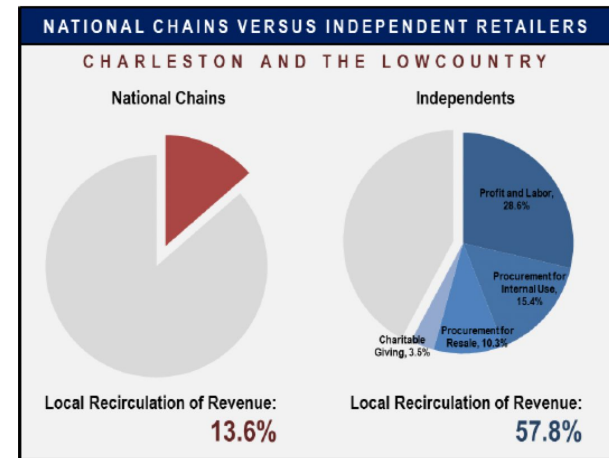
- ➔ Government Grants
- ➔ Sponsorship/Corporate Support
- ➔ Earned Revenue
 - ◆ Membership
 - ◆ Events (Primarily to build awareness)
 - ◆ Program Revenue
 - ◆ Advertising



BEST PRACTICES: MEASURE IMPACT

What gets measured gets improved.

- Consumer Behavior
 - Consumer survey
 - Community challenges
- Economic Multiplier
- Business Growth measured through annual survey





RECOMMENDATIONS



RECOMMENDATIONS: MODEL

The recommendations provided are based on best practices research, as well as the assessment of both assets and needs.

Identify a LEAD Organization

- Capacity to lead
- Ability to convene and work with BDO's
- Experience in executing campaigns
- Ability to innovate
- Bring the FUN factor
- Report on campaign results
- Advocate for local businesses

Create a Campaign Unique to San Antonio

- Respect the culture of San Antonio
- Include the diversity of San Antonio
- Develop neighborhood-specific campaigns
- Engage both large and small local businesses
- Engage larger for profit and not for profit organizations/businesses

Work with Existing BDO's

- Workshops for BDO's on how to engage
- Workshops for business members
- Feet on the street
- Support measurement of campaign success
- Develop neighborhood specific marketing and programming

Measure Effectiveness of Campaign

- Annual local business survey with BDO's
- Consumer awareness survey conducted every 3 years
- Multiplier study relaunched to determine economic impact of an increase in B2B local purchasing

RECOMMENDATIONS: TEAM AND ROLES

The San Antonio Buy Local initiative will be grounded in the needs and culture of local businesses and BDOs. The team members below each play a key role.

Project Lead	Working Group	BDOs	Local Businesses
<p>Manage all aspects of the initiative including marketing, outreach, events, fundraising, impact measurement, and administrative.</p> <p>Coordinate outreach to business owners both centrally and via BDOs.</p>	<p>Provide guidance on campaign scope, design, messaging.</p> <p>Working Group includes BDOs, business owners, and local partners.</p>	<p>Within their service areas, engage local business owners, distribute campaign materials, promote campaign messaging and events, and train business owners in campaign participation. <i>BDOs would receive a yearly stipend for their work.</i></p>	<p>Promote campaign messaging via social media and other channels. Display and distribute campaign materials, including window clings, posters, bag stuffers.</p>
Local Partners	Local Sponsors	City of San Antonio	Strategy Advisor
<p>Tourism agencies, universities, local anchor institutions, local media, and others with the power to promote and support the Buy Local message.</p>	<p>Local institutions that provide financial and in-kind support.</p>	<p>Provide ongoing financial support, connections, and other resources. Work to promote Buy Local messaging via its assorted departments and city leadership.. Seek to align city policy and practice with Buy Local strategy.</p>	<p>Provide strategic and operational support and best practices from other cities.</p> <p>Convene Working Groups</p>

RECOMMENDATIONS: LEVERAGE PLACE-BASED BDOS

Enlist the support of the existing place-based Business Development Organizations, and compensate them to do this work. These organizations have built trust with and understand the needs of the local businesses within their neighborhoods. Their support will be critical to the implementation and therefore the success of the campaign. ***Identifying the characteristics of a local business will also be important i.e. headquartered in SA, 50% of ownership in SA, able to make their own purchasing decisions etc.***

BDOs Will:

- Provide workshops for the businesses to include:
 - Marketing your business as LOCAL
 - How to use the 'Local First' branding
 - Cross promotion with other local businesses through social media
 - Preparing for the holidays
 - Training employees on how to thank and educate their customers for shopping local
- Be the feet on the street:
 - Enlist businesses to participate in the campaign
 - Distribute posters/decals etc
- Leverage events to amplify the 'Local First' message, promoting the campaign brand and message at existing events, which the Lead organization can then help promote.
- Measure impact
 - Annual survey of members to measure business growth and customer awareness

RECOMMENDATIONS CAMPAIGN THEMES

The campaign themes are based on the outreach of the consulting team. Over the past four months, the consultant team held four focus groups with local business owners in English and Spanish; conducted a meeting with neighborhood Business Development Organizations; presented to and received feedback from the city's Small Business Advisory Commission; a consumer awareness survey; and had a site visit that included meeting local business owners, touring with neighborhood BDO's and connecting with Visit San Antonio.

Local businesses add to the **Unique Character** of our city and neighborhood



Local businesses have **Purchasing Power**

Local businesses **Keep Money in San Antonio**

Local businesses **Create a Sense of Pride**



RECOMMENDATIONS: THEMES

The themes recommended are based on feedback through focus groups, interviews and the consumer survey. We recommend something that is unique to San Antonio and shows the people who run these businesses.

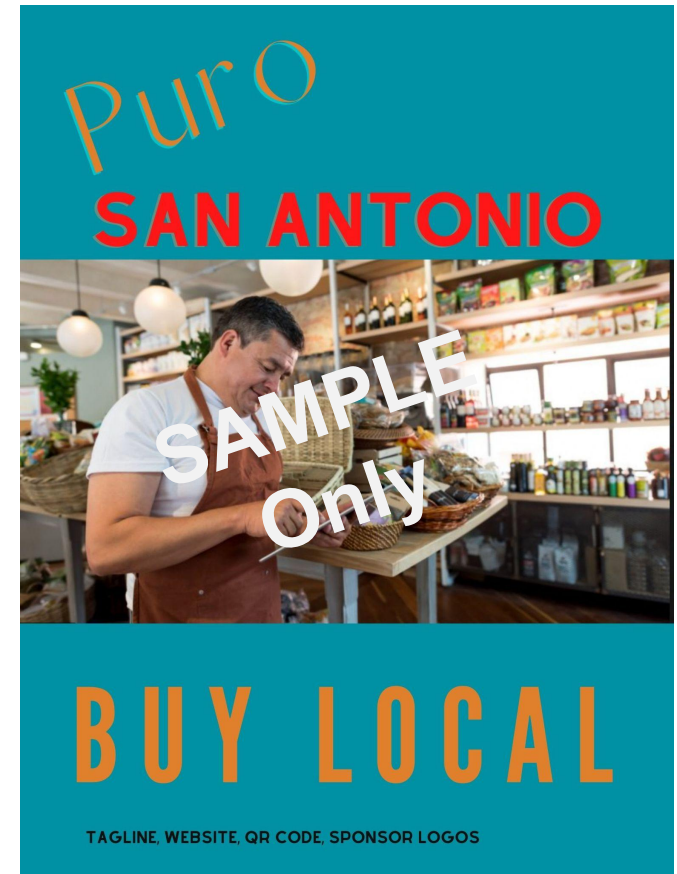


Puro San Antonio

I AM San Antonio

San Antonio Primero

Buy Local



SAMPLE LANGUAGE AND CONCEPT ONLY. CAMPAIGN WOULD BE PROFESSIONALLY DESIGNED AND COMMUNITY-INFORMED.

RECOMMENDATIONS: ELEVATE NEIGHBORHOODS

Neighborhood campaigns

Partner with existing BDO's to highlight the unique characteristics and businesses within their service areas on a San Antonio Local First website and possible print maps.



Highlighting neighborhoods promotes pride in place, an important value we heard from the local business owners and service providers

RECOMMENDATIONS: CAMPAIGN ELEMENTS: Website



Resources Programs Events News About Find

JOIN



Website

- ❖ WHY Local Matters
 - Partner Orgs and Resources
- ❖ Business Directory ***fully developed in year 2**
 - Robust CRM that allows for website links, logo, contact info and mapping
- ❖ Neighborhood Highlights “Small Wonders”
 - Events (each area BDO could add in events supporting local businesses)
- ❖ Seasonal Campaigns
 - Pledges and Challenges to “Go Local”
- ❖ Donation Page
 - Supporters

**Phase 1
complete
by October
15th, 2022**



*Website should have the ability to be translated into Spanish and any other language that represents the San Antonio population

RECOMMENDATIONS: CAMPAIGN ELEMENTS: Launch Event



- ❖ Mayoral Proclamation
- ❖ Success of Pilot Year and commitment to engaging community in ongoing strategic direction for the city
- ❖ Challenge community members with a 10% Shift for the Holidays
- ❖ Host/attend at a well attended local event and incorporate new marketing materials
- ❖ Make it FUN!

Launch Event



RECOMMENDATION: CREATE A PLEDGE

THANK YOU FOR TAKING THE BUY LOCAL PLEDGE!

By digitally signing up below, YOU PLEDGE to help San Antonio strengthen our local economy. YOU PLEDGE to support your local retailers, restaurants, brewers, makers, roasters, distillers, service providers and more.

Choosing to support locally-owned businesses affects our environment, our health, our communities, and our local economy. Supporting local is for everyone, and the ways you can do so are endless. We look forward to helping you make a shift in your habits and spending!

Those who pledge will receive a weekly email of resources and encouragement throughout the month. Thanks for making a commitment to local!

I pledge to shift the following amount:

- ☐ \$10
- ☐ \$25
- ☐ \$50
- ☐ \$100
- ☐ Other:



Pledges provide a measurable way to see the impact of a campaign. These can be applied to making a shift to more B2B purchasing, local food, local makers etc.

RECOMMENDATIONS: CAMPAIGN ELEMENTS: Local Biz Collateral

Partnership between the Lead Organization and the Business Development Organizations will be integral to ensuring that the training, collateral and promotional opportunities are available to a wide range of local business owners.

Phase 1

Ready for
distribution



- “Certified Local” Decal
- Sign for pop-up vendors
- Social media toolkit
 - 2022 Winter Holiday
- Posters
 - 2022 Winter Holiday
- “Thank you for Supporting Local” postcards

Phase 2

2023

- Social media toolkit
 - Year-round
 - Seasonal
 - Sector specific
 - Neighborhood specific
- Web graphics available online for local businesses to utilize, exp:
 - “Certified Local” for website, email signature, ads, etc
- Small Wonders type map
- Posters
 - Year-round
 - Seasonal



RECOMMENDATIONS: CAMPAIGN ELEMENTS: Expansion

With the right investment of time and resources the campaign will grow. Some of the campaign elements may relate to seasonal spending but they could also be opportunities that are culturally or historically relevant to what is happening in the city. These components would be developed in Phase 2 & 3 of the program roll out.

Seasonal Components

- ★ Shop Local for the Holidays
- ★ Take the Local Challenge
- ★ Mother's Day
- ★ Father's Day
- ★ Valentine's Day
- ★ 4th of July

Program Expansion Opportunities

- ★ Buy SA (supporting local makers)
- ★ Move Your Money (supporting community banks)
- ★ Eat Local (Supporting local farmers)



Getting the Word Out

- ★ Website w/local biz directory
- ★ Radio ads
- ★ Digital ads
- ★ Print ads
- ★ Billboard

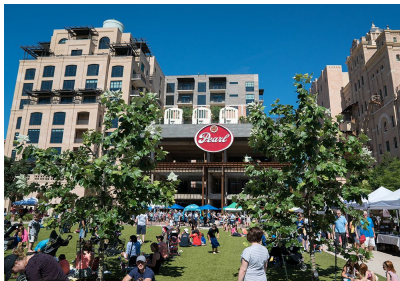
RECOMMENDATIONS: ENGAGE LARGER PLACE-BASED INSTITUTIONS

San Antonio's rich history, wealth of historical markers and community pride make both public and private partnerships an impactful opportunity. Additionally, those we spoke with were agreeable in helping to promote a 'Local First' message. *Those interviewed during Phase 1.

World Heritage Organization*
Visit San Antonio*
Small Business Development Center*
HEB
The Pearl
Witte Museum
San Antonio Spurs



These institutions could play a significant role in elevated the message through in-store branding, local business promotion, sponsorship, website badge, links to 'Local First' website, increasing local procurement efforts.



RECOMMENDATIONS: POLICY

Across the country communities are working to build more resilient local economies. The pandemic elevated the value that locally owned businesses bring to our towns and cities. We now have a greater understanding of both the economic impact as well as the sense of community pride they provide. Government agencies at all levels now have the opportunity to impact the long-term sustainability and growth of these businesses.

Policies to Support a Strong Local Economy

- (Re)Invigorate and fully staff/resource facade improvement programs
- Reestablish the Legacy Business program with staff to administer
- Street construction coordination and Business Toolkit
- Redevelopment that supports walkable communities
- Identify areas for “Formula Business Districts”
- Adequately support the Business Development Organizations to provide training, mentoring and technical services
- Incentivize and support the placement of local tenants
- Increase local procurement by government agencies and anchor institutions
- Change permitting, zoning, design, inspection or other codes and processes to facilitate small, local business

RECOMMENDATIONS: BUDGET

Expenses	Year 1 (July-Dec)	Year 2	Year 3
Personnel + Benefits	\$34,375	\$68,750	\$73,562.50
G&A (acct, program evaluation & supplies)	\$1,500	\$3,000	\$3,000
Program	\$250,000	\$175,000	\$148,000
Total Expenses	\$285,875	\$246,750	\$224,562.50
*detailed budget in addendum			

This budget does not reflect consultation fees for Jamee Haley Consulting



TIMELINE AND NEXT STEPS

TIMELINE FOR LAUNCH

In order to launch a campaign before the holiday season the following timeline has been established. Being expeditious particularly in identifying the LEAD Organization will be key to success. *A fully developed timeline is attached

Leadership PHASE 2.1

- Determine LEAD Organization
- Create RFP for marketing and web with project scope
- Release RFP for marketing & web firms
- Finalize contracts
- Convene working group of BDOs, business owners and key partners
- Identify and reach out to media partners

Design PHASE 2.2

- Marketing and web teams develop first round
- Working group feedback session
- Marketing and web tweaks second round
- Working group feedback session
- Final designs, including business outreach materials
- Materials go to print
- Plan launch event

Outreach PHASE 2.3

- Workshops for BDOs
- BDO outreach to business owners
- Toolkit distribution to business owners
- Phase 1 of Website Complete
- Press Release ready
- Launch Event

Campaign Launch