

Contents 1/4

The Path Forward	3
Fiscal Year 2024 Highlights	4
ARPA Updates	5
Performance Measures	6
Goal 1 - Innovation and Industry	8
Goal 2 - Placemaking and Real Estate	11
Goal 3 - Talent and Workforce	12
Goal 4 - Capacity and Resources	13
Small Business Economic Development Advocacy Program (SBEDA)	14
2024 Awards & Recognitions	1/1



As FY 2024 has come to a close and we are full steam ahead into FY 2025, I want to take the time to reflect on the numerous accomplishments of the Economic Development Department within the past year. We began with our development of the Strategic Framework in 2022, and the plan was put into action in 2023. In 2024, as initiatives and programs continued, we saw wins and opportunities for enhancements. Throughout the course of the past three years, we've been able to evaluate and adjust to better serve our San Antonio community.

- Brenda L. Hicks-Sorensen



The Path Forward 4

The Economic Development Department (EDD) continued its focus on relationship building and transformative change. Through strategic partnerships, the department has seen a steady advancement with the groundbreaking of JCB North America anticipated to bring 1,580 jobs to San Antonio and the expansion of Toyota Motor Manufacturing, Texas, Inc. (TMMTX).

In FY 2024, for example, the Small Business Outreach team engaged with nearly 14,000 local small businesses. Contact and connections with larger businesses were enhanced with the launch of a revised Business Retention & Growth (BRG) program in Q2 FY 2024. Through this effort, staff and our partners have had more in-depth meetings with hundreds of businesses ranging from small boutiques/restaurants to large industry firms. Relationships aren't just local. In 2024, two new Friendship City Agreements were established– Amman, Jordan and Queretaro, Mexico.

A total of \$321 million of City contract dollars were paid to Small, Minority and Women Owned Business Enterprises via the Small Business Economic Development Advocacy (SBEDA) program, with the intent of ensuring all businesses have an opportunity to compete for City contracts. EDD continues to support and invest in small businesses and entrepreneurs through programs like Launch SA which equips individuals with the tools, support, and resources that they need for success. Launch SA has supported over 1,000 entrepreneurs to date.

The ARPA Small Business Implementation Plan invested \$33.9 million into small businesses. Of that nearly \$34 million, over 87% (\$29.7 million) has been committed or spent to date, with \$21.3 million distributed in cash grants directly to small businesses. The remaining \$4.2 million is allocated to the continuation of programs and initiatives for the next two years.



Fiscal Year 2024 Highlights 4

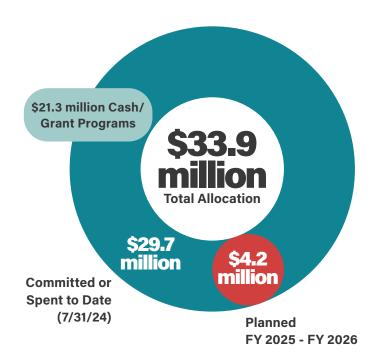
Nearly 14,000 small business engaged



2 New Friendship City Agreements



ARPA Update



One-Time Programs

- COVID Impact Grants
- Maestro Second Stage
- LISC Microloan Program
- Digital Presence Program
- SAGE Small Business Support Program
- LISC Back Office Support Program
- Prosper West Compañero Program
- LISC BDO Capacity Building
- RevitalizeSA: Corridor Leadership Program
- Outdoor Spaces Grant
- Facade Improvement Grant

Augmented Programs Returning to Normal Funding

- Zero Percent Interest Loan \$250,000 General Fund
- Buy Local Marketing Campaigns As available

Transitioned to General Fund

Construction Support Grants - \$1.4 million



Performance Measures

		FY 2023 Result	FY 2024 Target	FY 2024 Result	FY 2025 Target
Outputs	Business Retention and Expansion visits conducted by staff and contracted external partners.	N/A	530	424	600
	Number of Small Business engagements resulting from economic development efforts by the City or its partners (non-unique).	7,072	8,470	13,818	10,000
	Sister City Engagements (Inbound, Outbound, Local).	110	180	316	180
Outcomes	Percent revenue growth of small business receiving assistance by the City or its partners.	N/A	10%	10%	10%
	Non-City of San Antonio/Private investment leveraged relative to program funds provided.	N/A	10: 1 Ratio	24:1 Ratio	15:1 Ratio
	Percentage of Corporate Investment Related to Business & Retention and Expansion.	11%	15%	44%	15%





STRATEGIC FRAMEWORK





ACCELERATED PERFORMANCE PATHWAY

We are thrilled to share our progress with moving economic goals ahead, as we continue on the road to an enduring and steady economy. Throughout this report we will share the progress that was made to set us up to provide resources and opportunities for the San Antonio community. Key performance metrics are exhibited within each Framework goal, with more to come in subsequent years as EDD continues to utilize the Economic Development Framework to plan and identify growth opportunities.



Goal 1 4 Innovation & Industry

Retain, expand, and attract businesses within each strategic industry cluster, provide more effective small business support, and facilitate innovation-centric entrepreneurship.

PROGRESS:

Department-wide Internal and External Collaboration

The department's goals are unified under the strategic framework, but each team has different audiences and areas of focus.

Relationships with external partners like LiftFund and Visit San Antonio allow us to expand our reach and better assist our business owners. Internal partners like the Public Works Department, Center City Development & Operations, and Film San Antonio amplify our outreach efforts to the community.

International Relationship Building

We continue to strive to put San Antonio on the world map through global partnerships and international networks. Our award-winning Sister Cities program continues to be one way San Antonio engages with global audiences. In May, the City of San Antonio hosted the first ever Sister Cities International (SCI) All Americas Summit,



a regional conference focused on the Western Hemisphere. Conference attendees included 460 professionals representing 20 countries, 128 cities, and 285 organizations from around the world. To support our Buy Local efforts, over 20 local vendors were utilized to support the event. Critical topics such as economic development and trade, sustainability, migration, military cooperation, humanitarian assistance, arts, culture, were among those featured over a three-day period.

Meaningful Connections and Employment Growth

Every touch base with a company leads to an on-going relationship attracting investment and new leads in targeted areas. In June 2024, Toyota Motor Manufacturing, Texas, Inc. announced a \$531 million plant expansion, adding approximately 400 jobs to an estimated workforce of over 3,800 in San Antonio. City Council approved an

incentive package for this expansion that included community benefits and investments in public infrastructure on the Southside. In October 2023, JCB North America, a privately held heavy equipment manufacturing company headquartered in the U.K., announced it is expanding in San Antonio. On April 4, 2024, the San Antonio City Council approved an incentive package to support the project's 750,000 square foot facility and the creation of 1,580 jobs.

Small Business Support

The Digital Presence Program, launched in February 2024, provides a free professional consultation and digital services to those with the greatest need. By the end of the fiscal year, 421 small businesses completed the digital assessment and receiving a customized report, 179 consultations were provided, and 108 free digital service packages were completed.

To provide greater access to flexible capital for small businesses, the City renewed its agreement with LiftFund to administer the Zero Percent Interest Loan Program. This program allows business owners who can't access traditional loans and credit are offered loans from \$500 to \$100,000 for a variety of uses from payroll to new equipment. With \$2 million in total funding over fiscal years 2024 and 2025, this program uses its funding to buy down the interest on loans, offering business owners a line of credit where

they pay zero dollars in interest. In FY 2024 there were 71 loans administered with a total of \$2.57 million in capital. The goal of the two-year program that ends in September 2025 is to provide accessible, affordable capital to 140 individual businesses intended to stimulate job growth and retention among small businesses.

FUNDING AND SUPPORT PROGRAMS

Mentor Protégé Program

The Mentor Protégé Program provides a way for business owners to grow their small start-up into a strong business. Individuals who are mentors give back to the community, while building their own business practices as they help their protégé.

The program has served over 309 Small Business Enterprises (SBE) since implementation in 2011. In FY 2024 metrics: 83% are Minority Business Enterprises (MBE), 43% are Women Business Enterprises (WBE), and 94% are Emerging Small Business Enterprises (ESBE). A total 98 participants have graduated, with the remaining participants completing classes or working on their 2-year mentor protégé relationship. Of the graduates, 50% now participate on City contracts, nearly 100 jobs have been added (84 Full-time equivalent), and the annual firm revenue increase is 47%.



"My company is very blessed to be a part of this program, to be able to work with Mr. Hernandez, Mr. Wallace, and Mr. Bailey. I will always speak positive about the program and encourage anyone to participate in it. On behalf of BTB Contractors, I want to say thank you very much for this opportunity to grow our company!" — Fredrick L. Kriksey, BTB Contractors

Next Level Business Opportunities

These are programs to aid businesses who have surpassed entrepreneur status through economic and job growth.

These programs are also designed to support San Antonio small businesses that have a high potential for growth due to their ability to create innovative solutions that demonstrate commercial applicability.

The Second Stage Grant Program launched in FY 2023 to elevate growing companies mitigate challenges such as managing a growing staff or entering new markets by offering training, peer support, and leadership development. In FY 2024, nine Second Stage companies were awarded. These companies have grown past the startup stage but have not yet grown to maturity.

In FY 2023, the Small Business Innovation Research and Small Business Technology Transfer (SBIR/STTR) Matching Grant was

created. The purpose of this grant was to further bolster the efforts of businesses headquartered in San Antonio who have received a federal SBIR/STTR award. In FY 2024, 12 businesses were awarded the City of San Antonio's Phase 0 SBIR/STTR Grant to support research-focused small businesses.



Goal 2 4 Placemaking & Real Estate

Accelerate place based real estate development projects that create quality spaces for new jobs and investments in San Antonio's regional centers and neighborhood economic nodes.

PROGRESS:

RevitalizeSA: Corridor Leadership Program

Implemented in 2024, RevitalizeSA is a cohort based leadership program with up to 20 individuals participating annually, which is a pilot for both EDD as well as Main Street America. The program invests in the people who will lead future efforts and are providing up to \$10,000 to each graduate to implement a project that demonstrates what they've learned in the program and supports the specifics needs of the corridor.

Eighteen (18) members were accepted and successfully graduated from the program's first cohort in 2024, making great strides in their leadership development, building their networks, and advocating for their communities and identified commercial corridors.

Cohort members highlighted both their new leadership skills and revitalization tools at the graduation ceremony, where they showcased their CHANGE Projects. Fifteen (15) of the Cohort members have completed, are working on, or will soon complete their CHANGE Projects.

The Facade Improvement Program, with \$3 million in ARPA funding, supports improvements to commercial building facades visible from the public right of way in targeted areas of the city. Grants will range from \$5,000 to \$50,000, with a cost sharing structure based on the Combined Equity Score of the project location. The program had 89 businesses where awardees were notified in April 2024 and projects are still underway.

The Outdoor Spaces Program, with \$1.25 million in ARPA funding, will provide grants ranging from \$2,000 to \$10,000 to small, locally owned food and beverage establishments for the addition or improvement of outdoor spaces. The program includes a cost sharing requirement based on the Combined Equity Score of the project location's census tract. The program had 32 awardees notified in March 2024 and projects are still underway.



Goal 3 4 Talent & Workforce

Ensure San Antonio residents have accessible pathways to well paying jobs and employers have access to a robust pipeline of talent.

PROGRESS:

Creating Business Connections

By collaborating with Workforce Development (WDO), EDD has connected businesses to SA Ready to Work and other significant resources. When visiting with businesses, EDD staff discuss workforce enhancements with business leaders to understand where existing resources could help fill gaps. Following visits where the business has expressed interest in SA Ready to Work, EDD will connect them to WDO staff to ensure that they have a point of contact with the program. Furthermore, as WDO grants and funding opportunities arise, EDD staff has assisted in sharing that information to businesses to maximize impact.



Goal 4 4 Capacity & Resources

Align the City's economic development tools with strategic growth and coordinate with local organizations on shared goals and actions that benefit San Antonio as a whole.

PROGRESS:

Investments in Resources & Business Support

Launch SA

- Launch SA provides a variety of services such as business advising, mentorship, and connections to funding opportunities at no cost to business owners and other clients within San Antonio.
- Additionally, to enhance Launch SA's capacity and to provide valuable market research, the City has signed contracts with EcoMap Technologies, Inc, and SizeUp. Working with EcoMap Technologies, Inc, the City will examine the ecosystem of small business and entrepreneurial support, and create an online platform that provides simplified, easy-to-understand information on the organizations and resources available to small businesses at any stage or within any industry. Additionally, working with SizeUp, the City will provide market research, benchmarking, and business advising through an

- online platform. Together, Launch SA, EcoMap Technologies, and SizeUp will provide a robust portfolio of resources to small businesses and entrepreneurs at no cost to them, guiding clients through all stages of their business journey.
- In FY 2024, Launch SA offered technical assistance services to support and guide 747 small business owners and entrepreneurs with startup or expansion needs, access to capital, technical assistance, workforce development, etc. Additionally, Launch SA conducted 71 workshops and provided 176.5 hours of mentorship time connecting businesses to industry experts. Finally, Launch SA directly connected 96 small businesses or entrepreneurs to funding opportunities and financial advisors through the Business Advising and Small Business Financing Panel: Tools for Success Event.

AIM: Health R&D Summit

• Special educational programming has been designed around teaching dual-use bioscience companies how to work with DOD military medicine; including the annual AIM: Health R&D Summit. The AIM Health R&D Summit brings together academia, industry, and the military to promote collaboration in the development of life-saving battlefield technologies. Combining three events—Military Medical Industry Day, BexarBio pitch competition, and the San Antonio Military Health and Universities Research Forum–AIM brings together top minds from across the life sciences ecosystem to advance the military's medical mission.



San Antonio Economic Development Corporation (SAEDC)

- The corporation is organized by the City of San Antonio to promote, assist, and enhance economic development activities for the City. SAEDC provides an additional tool to invest in economic development projects; achieve a return on investment; and provide funds for future opportunities. In FY 2023, the SAEDC Board of Directors approved a revision to the bylaws to allow for additional investment opportunities to support revitalization efforts.
- In FY 2024, staff developed a workplan that aligns with the Economic Development Strategic Framework's Placemaking and Real Estate goals, with anticipated implementation in FY 2025. The plan will include reviewing vacant or otherwise underutilized city-owned properties, in key commercial corridors. In this process, the SAEDC will serve as a Revitalization hub to advance equitable opportunities across the city and strengthen the economic and social vitality and resiliency via mixed-use, infill development that incentivizes the meeting of community-expressed needs.

2024 Awards & Recognitions 14

The City of San Antonio is a proud recipient of the "Innovation in Business, Trade, and Professional Development" award by Sister Cities International for a city with a population larger than 300,000 residents. San Antonio Sister Cities program positions the community as an international hub for cultural, educational and business exchange.



