



**REPORT – FIRST QUARTER
FY 2016 JOINT GOALS
OCTOBER – DECEMBER 2015
BKCEDC & CITY OF BOERNE**

The mission of the Boerne Kendall County Economic Development Corporation is to promote desirable economic development that will support a thriving, diverse, and sustainable quality of life in Kendall County.

The strategic goals established by our organization for 2016 are based on three primary focal areas which drive our mission. An additional support goal of Image/Marketing contributes to the success of each of the three Primary Goals.

These goals are also reflected in our joint-goals between the City of Boerne and the BKCEDC:

- 1) **Business Retention and Expansion – BRE**: Supporting local companies through our business retention and expansion efforts in order to ensure we help local companies grow and prosper.
 - 2) **Recruitment** of opportunities to attract new companies for job generation and capital investment, and
 - 3) **Structure and Organizational Strategy** for the EDC.
- ❖ **Image / Marketing** contributes to all three Primary Goals.

Specifically, the joint-goals with the City of Boerne and the BKCEDC focus on the areas of:

- 1) **Business Retention and Expansion – BRE**
- 2) **Recruitment**
- 3) **Other Goals**

**The following report is organized in order of these three goals.*

BUSINESS RETENTION AND EXPANSION – BRE

(GOAL 1):

- 1) Determine how City support can most effectively be utilized to assist in BRE and recruitment efforts:
 - **For each identified BRE Visit made with a company, team members from the city are targeted in order to ensure the success of the visit. This is individualized based on the goals and projected outcomes of each visit.**
 - **To further enhance ability to target specific companies, the EDC has collected a comprehensive list of all companies doing business in Kendall County (excluding individual, home-based businesses). This is allowing us to refine the way in which we establish our BRE Program, prepare services, and leverage recruitment tactics.**
 - **EDC continues to discuss entrepreneurial support which will be included in the new EDC website. Additional efforts in this area include:**
 - **Participated in TEDC Webinar - Don Macke/A Pathway to Prosperity - Energizing Your Entrepreneurs**
 - **Meetings with various partners, including the Cyber Security group from San Antonio regarding potential synergies and possible efforts around attraction of IT and Bio Science / Bio Technology companies, including start-ups.**
- a. City Staff participation on Boerne Kendall County Economic Development Corporation led Power Panels:
 - **Three Power Panels have been held, including: Marketing & Image of our Community, Doing Business in our Community, and Structure & Operation of the BKCEDC, with over 35 participants.**
 - We will continue to hold a series of Power Panels/roundtable discussions on a variety of subjects, including topics of relevant interest to the City of Boerne, and subjects that align with our goals. Upcoming Power Panels include: Commercial Real Estate, Retail, and Doing Business in Boerne (exact titles to be determined).**
- b. I.T. – marketing interface including website redesign, upgrade and maintenance:
 - **The City of Boerne IT Director assisted the EDC with vetting multiple considerations for a website development company. (*See – Recruitment 1.c.2. for details on marketing efforts, including the EDC website*).**
 - **New Real Estate Search Capabilities:**

The City of Boerne’s IT Team assisted with loading a state-of-the-art real estate search software (Xceligent) on the EDC’s current website. Xceligent is a leading provider of commercial real estate information, allowing any visitor to the EDC website to search for available real estate solutions. This will be converted to the EDC’s new website, as well.

- c. Convention and Visitors Bureau - marketing and branding coordination and coordinated approach:
- **The EDC introduced a new Partners Marketing Synergy Meeting involving the City of Boerne (Jeff Thompson), Hill Country Mile (Paul Barwick), CVB (Larry Woods), Boerne Chamber of Commerce (Crisanne Zamponi), and the BKCEDC (Misty Mayo), to meet on a quarterly basis to share marketing strategies, ideas and plans with the goal of searching for potential synergies. As of our third meeting, much has been shared and learned.**
- d. Administration - assist with catch up on current documentation and scheduling issues by the end of 2015:
- **With limited staff resources it is necessary to employ creative tactics to continue moving vital initiatives forward. A new intern from St. Mary's University was hired to assist five hours a week with marketing. Additionally, two interns from UTSA (one majoring in business, and one in economics), were hired for an additional eleven hours of service a week.**
 - **A temporary Administrative Assistant was hired, thanks to assistance from the City of Boerne. See below for the specific list of agreed upon terms and accomplishments. The EDC realized results in the following areas:**

<u>Temporary Administrative Assistant Projects / Goals (Oct. – Dec. 2015, Q1)</u>	
Recruitment	
✓	· Support on editing and all tasks regarding the website, Image/Marketing and recruitment related collateral
✓	· Assist with identification of available properties
Power Panels	
✓	· Assist with ramp up of the Power Panels for Q4 '15 & Q1 '16
✓	Assist with creating templates for various public presentations Misty is scheduled to make
✓	· Assist with data and research for these presentations, as well as the website and other marketing material
✓	Assist with the execution of the remaining goals for 2015
BRE	
✓	· Identify all companies in Boerne on target list
✓	Assist with planning and execution of Oct. & Dec. Investor Meetings
✓	· accepting and coordination of RSVP's
✓	· support with planning components as directed by Leigh
✓	Work to support Misty as she establishes system for tracking goals and performance metrics
Accounting	
✓	· Assist with the reconciliation of every investor's payment history (approx. 70 remaining to reconcile)
✓	· Assist with electronic conversion and organization of files (i.e., vCards and investor member contact information)

✓	· This will include capturing email addresses in electronic system selected. May include researching several system options
✓	· Develop and organize filing system
✓	· Includes filing, file coordination & further enhancement/revision of current system
	Investors
✓	· Communication
✓	· Thank Yous
✓	· Follow up regarding levels of membership and other miscellaneous communication
	Maps
✓	· Work to finalize maps for printing
✓	· Includes smaller maps for prospect tours & large wall maps
	Office clean-up assistance
✓	· Organizing storage cabinets
✓	· Inventory contents of storage cabinets, filing cabinets and closet
✓	· Administrative Assistant Work - EDC internal goals
✓	· Assist with drafting and updating various Excel spreadsheets
✓	· Updating and changing contact information with various vendors and business contacts
	<u>2015 Goals</u>
✓	Assist with completion of EDC Plan-Goals for 2016
✓	Continue to clean-up investors lists- including audit of all payments made per investor and collection of past due accounts
✓	Work with interns to complete Benchmarking & Best Practices:
✓	a. Economic Development Organizations - Structure
✓	b. Economic Development Organizations - Membership
✓	c. Economic Development - Marketing
✓	Support the President as she works with City and County to ensure their goals for 2016 are integrated into the BKCEDC's 2016 goals.

- 2) Identify local companies planning to expand in the next 24 months and seek to visit the companies about their expansion efforts:

➤ **Through the effort to visit directly with local companies, as well as approaches employed to meet developers, construction companies and commercial real estate brokers, the EDC has identified over 20 new projects which are receiving assistance from the EDC.**

A few notable activities with these Projects include: A site visit by the CEO of Project Gift (site visit = company visit to Boerne); an expansion project for an existing manufacturing company; and an office project in downtown.

- 3) Visit face-to-face with 8 to 10 top employers and/or City of Boerne key accounts:
- **Targeted local companies have been identified for BRE Visits, including City of Boerne key-accounts. The following four visits were conducted in the First Quarter:**
BRE Visits Conducted:
 1. Electrolab, 10/19
 2. Mission Pharmacal, 10/27
 3. Lectron Fuel Systems, 12/11
 4. Oil Filtration, 12/15

RECRUITMENT

(GOAL 2):

- 1) Determine recruitment target group for Boerne:
 - a. Identify Boerne's target group - consider: clean commercial; small corporate headquarters; environmental/low water use; less than 25 employees; CEO in Boerne.
 - **Recruitment targets include those stated above, as well as recruitment of appropriate commercial development to include:**
 - Small to medium corporate headquarters
 - Office space
 - Medical and healthcare facilities/offices
 - Light manufacturing
 - Retail and mixed use developments, which may include retail, office, hotel, medical, commercial, and/or other uses which are predominately commercial in nature.
 - b. Determine focus companies within the target group:
 - **Ongoing process that has required continual evaluation as prospects are unveiled. We will continue to refine.**
 - c. Make contact with and request face-to-face meetings with focus companies in target group:
 - **Economic Development is an extremely competitive business in which major marketing strategies play a crucial role. The EDC has accomplished the following important performance metrics in order to compete and excel at company attraction:**
 1. **Community Mapping:** The EDC is near completion of this project which provides us with additional sales tools and asset assessment. Culmination of the project will result in a variety of maps of Kendall County and Boerne, with features such as greenfield sites indicated. EDC Private Investors have provided the resources for this critical project.
 2. **Website Rebranding Campaign:** This campaign has been launched, and Benson Design (Boerne residents, Tami and Roland Benson) have been hired. This will include an updated approach to all marketing efforts with a rebrand of the economic development organization,

including a completely new website and logo. Additional assets will include video on the website, as well as real estate search capabilities. Other additions will include support for local business retention and expansion efforts – information for local companies, including resources for entrepreneurs. New collateral will be created with this campaign, as well. Both the City of Boerne and Kendall County supported this project financially.

- 3. Leveraging relationships with San Antonio’s economic development community is critical given our regional proximity and the potential for synergies with specific targeted efforts. Meetings were conducted with BioMed SA, as well as the San Antonio Economic Development Foundation, South Texas Energy Roundtable (Oil & Gas Industry), San Antonio Chamber of Commerce, Port San Antonio, and San Antonio’s Cyber Security recruitment effort with the San Antonio Chamber of Commerce.**

- **The EDC continues to respond to project inquiries, and has implemented a plan for marketing to, and contacting retail companies. An approach to make contact with specific commercial targets is being implemented.**
- d. Continue interaction with Medical Groups (Methodist; Hill Country Memorial; Christus; Baptist; University of Texas Health Science Center; Peterson/Schreiner’s):
 - **The EDC and City began implementation in September by meeting with the CEO and CFO of Hill Country Memorial.**
 - **Meetings with Christus Healthcare have taken place.**
 - **The EDC has discussed expansion with the University of Texas Health Science Center Real Estate Executive.**

- 2) Contact specific retail entities to request face-to-face discussions and to provide updates on Boerne demographic & psychographic data from 2015 Catalyst Study:

- **Retail Marketing Campaign:**
Catalyst report follow-up included the production of a new marketing flier in both print and email format.

A marketing campaign conducted reached over 1,000 total retailers, site selectors, companies, and real estate contacts.

The campaign yielded a collateral piece that is emailed and distributed to prospects and local contacts on a regular basis, as well as shared with developers who are utilizing the information and brochures for promotion of retail development projects.

- a. Boerne Kendall County Economic Development Corporation List – 8-10 entities; coordination of meetings and tracking/reporting results:
 - **A comprehensive list of projects is maintained and reviewed on a regular basis with the EDC Board of Directors, on which the City Manager, Deputy City Manager and Mayor serve.**

- **A wide-net has been cast with the recent Retail Marketing Campaign, and the EDC and city teams will work together to continue to refine the wide-prospect list.**
- b. Determine viability and potential timing of a grocery store-type development on the city's east side to include contacts as described above:
 - **In order to ensure our economic development efforts are fully realized, it is critical that we first visit with our current large grocer, which is also one of Boerne's largest employers. The EDC led the effort in securing this appointment which will take place in January 2016 with the intended outcome to include discussion of site selection, and timing of potential expansion in our market.**

This information will also provide us with insights to the viability of an additional grocery store-type in our market.

- 3) Acknowledge and identify impediments to retail and commercial development in Boerne:
 - **This is an ongoing process that has been started with a list including: limited existing space (retail and commercial) as the largest percentage of projects/companies require existing space/buildings; cost of real estate (retail and commercial); and lack of existing infrastructure (utilities), which are just a few of the main items identified thus far.**
 - a. Once vetted and identified, create strategy to address impediments to include action items and costs:
 - **Working toward fully vetting and identifying these.**
 - b. Determine how to create development-ready retail pad sites within the Boerne City limits:
 - **The EDC continues to speak with and engage developers. Continual focus on promoting these development opportunities is a priority.**
 - c. Determine need for additional Industrial Park expansion or site readiness:
 - **Increased prospect interest in existing industrial flex-space is the priority activity tracked by the EDC. This, along with existing medical office space is currently the requirement most in demand.**
- 4) Identify action items resulting from the Gateway planning reports for SoBo (South Boerne) and Downtown:
 - **This goal is in the early stages, and will remain ongoing throughout the year.**
 - a. Consider actions needed to influence a common development vision for SoBo including a variety of owners, developers, and consultants.
 - **The EDC has led the effort to visit with multiple developers, as well as construction companies to serve the purpose of promoting the SoBo concepts, as well as gather intel on the appeal of this project to developers.**

- b. Consider adjustments to City of Boerne Ordinances as necessary and possible creation of a special district or PUD to help fund common improvements needed.
 - c. Perform cooperative assessment of floodways and consider shared drainage/detention/retention initiatives.
 - d. Insure vehicular and pedestrian connectivity of all developments within SoBo.
 - e. Insure coordination with downtown/Hill Country Mile initiatives as complimentary area to SoBo and vice versa.
 - f. Determine actions needed to encourage evolution of downtown as a unique tourist attraction and retail center in coordination with SoBo:
 - **The EDC has worked with a number of retailers; however, the bulk of our retail projects are seeking newer, more immediate real estate solutions. One project, Project Jade, has been identified as a potential unique retailer for downtown. Immediate available space is the current challenge for this particular project.**
- 5) Determine viability and potential timing of a grocery store-type development on the city's east side to include contacts as described above:
- **A meeting has been scheduled to take place in January with the HEB Real Estate Executive and local store General Manager to discuss the viability of a potential expansion of the existing HEB and/or a new store.**
- 6) Once vetted and identified, create strategy to address impediments to include action items and costs:
- **To do once #5 is fully completed.**
- 7) Determine how to create development-ready retail pad sites within Boerne City limits:
- **After many discussions with developers we have verified that speculative development will rarely be an option at this time. The majority of Commercial and Retail Developers require an anchor tenant which must be committed to prior to the beginning of the project. The EDC continues to promote our community for all targeted development projects.**
 - **The EDC is in various stages of early conversations/meetings with, promoting and/or working with the following developers on various stages of potential and current development:**
 1. **Ross Partlow (SoBo Development – retail & commercial)**
 2. **Seven Oaks at John's Crossing (retail focus)**
 3. **Christus / Trammel Crow (SoBo – medical office & retail)**
 4. **RL Worth & Associates (requires 25% of facility to be pre-leased/anchor tenant)**
 5. **Alpha Properties (retail – local developer – will consider speculative)**
 6. **Marty Wender (San Antonio Developer of Westover Hills)**
 7. **Old San Antonio Road Project (office)**
 8. **CloverLeaf Development (former Diamond Shamrock Site)**
 9. **Cadence McShane (construction company)**
 10. **Metropolitan Contracting Company (construction company)**
 11. **Spencer Ranch Development**
 12. **Reata (office and retail)**

- 13. Private Investors (have previously developed in Boerne)**
- 14. Private Investors (business/office park discussion)**
- 15. New Era Partners (office and hotel with conference center)**
- 16. Undisclosed Investors & members of the EDC (hotel with conference center)**

OTHER GOALS:
(GOAL 3):

- 1) Identify methods and opportunities to leverage GigaRegion high speed fiber access with business prospects:
 - **EDC President and City of Boerne Deputy City Manager have included this in approaches involving important targets for recruitment. They will participate in an annual planning session with GVTC to discuss this topic in January 2016.**
 - **EDC President has met with Bulverde/Spring Branch EDC President to discuss GigaRegion opportunities.**
- 2) Review and update City of Boerne development processes to be fluid, easy to understand, and conducive to development.
 - **The City Team has begun this process as current developments are progressing. Jennifer Medeiros is coordinating, and Jeff Thompson is managing the process.**
 - **An EDC Power Panel, including major stakeholders in our community, as well as significant developers, will also be involved to provide candid input.**
 - a. Identify existing City of Boerne platting, permitting, zoning, and development processes.
 - b. Use Boerne Kendall County Economic Development Corporation interviews, interactions and observations to provide input from business and development community:
 - **As previously covered in this report, Power Panels (roundtables) are being held on a variety of subjects providing great information and perspective from many varied stakeholders. This will be used to contribute to the realization of this goal.**
 - c. Document impediments and create proposed improvement option:
 - **In process. Every project we work is an assessment of our current process. See above comments for more specific timeline.**
- 3) Determine economic development activities which can be measured and reported on for FY 2016
 - Face-to-face meetings: retail, Commercial Brokers, and developers.
 - **This report also documents significant activities as measurable results.**

OTHER/ADDITIONAL INFORMATION:

- Texas Economic Development Conference (TEDC) – the EDC President is active with the TEDC Board and conferences, and currently serves as the 2016 Political Action Committee Co-Chair.
- EDC President is participating in Leadership Boerne, as well as participating on the BISD Long Range Planning Committee.
- EDC President was recently elected to one of the nine positions (2 representing Boerne) on the Banderas Electric Cooperative Foundation Charitable Trust, in an effort to cultivate this relationship.
- Ongoing – the EDC has benchmarked economic development organizations in Texas and throughout the nation in a number of subjects, and will continue to seek information on best practices. The following benchmarking projects have been completed:
 - Benchmarking Projects completed:**
 - a. Economic Development – Marketing
 - b. Economic Development Organizations – Structure
 - c. Economic Development Organizations – Membership

STRUCTURE AND ORGANIZATIONAL STRATEGY **(EDC Internal Goal):**

Having many aggressive goals and initiatives, the EDC must focus on enhancing capabilities regarding Board Members, volunteers and staffing. An effort has been made to expand the network of volunteers, including the addition of a new Marketing Task Force, as well as engaging investors with Power Panels.

The EDC created a committee to address our organization's structure, as well as a new nominating committee to strategically address our future leadership. Simultaneously, a select number of private investors were engaged on a Power Panel to address our structure and organizational plan.

By April 1, 2016, the EDC will celebrate our 10th Anniversary, rollout plans to Investors, and update our Bylaws. This will include a new reporting and voting structure, as well as engagement of new volunteers and Board Members. We are preparing to go farther, faster!