



Letter from the Executive Director

Economic development is ultimately about creating opportunities that improve people's lives. While new businesses, development projects, and increased investment are often the visible outcomes of our work, the true measure of success is whether those efforts create lasting value for the residents and businesses that call Converse home.

This plan represents our commitment to intentional, data-driven, and collaborative economic development. It is intended to be more than a vision document. It will serve as the foundation for annual work plans, budgeting decisions, performance measurement, and project evaluation. By aligning our daily work with these strategic priorities, we can ensure that our decisions remain focused, transparent, and accountable to the community we serve.



As Converse continues to grow, our responsibility extends beyond simply attracting new investment. We must cultivate quality jobs that allow residents to build prosperous futures, support the businesses that have already chosen to invest here, prepare land for thoughtful development, create destinations that strengthen our community's identity, and communicate our story in ways that inspire confidence among residents, businesses, developers, and investors alike.

The five strategic priorities contained within this plan are interconnected. Progress in one area strengthens the others, creating a more resilient local economy and improving the overall quality of life for our community.

The successful implementation of this plan will depend on strong partnerships. The Converse Economic Development Corporation does not work alone. Meaningful progress requires collaboration with the City of Converse, City Council, the EDC Board of Directors, local businesses, residents, developers, educational institutions, regional partners, and countless community stakeholders. Together, we have the opportunity to shape a future that reflects the values and aspirations of our community.

I would like to express my sincere appreciation to the members of the Converse Economic Development Corporation Board of Directors for their leadership and guidance throughout the development of this plan. I also extend my gratitude to the City Council, City staff, our consulting partners, local businesses, community stakeholders, and residents whose ideas, feedback, and continued engagement helped shape the vision presented in these pages.

Converse possesses tremendous potential. Our strategic location, growing population, entrepreneurial spirit, and commitment to collaboration position us to become one of Texas' leading communities for sustainable economic growth. This plan provides the roadmap, but its success will ultimately be determined by our collective commitment to implementation.

I look forward to working alongside our partners as we transform these strategies into meaningful results for the people and businesses of Converse.

Respectfully,

A handwritten signature in dark ink, appearing to read 'Elan Vallender', with a stylized flourish at the end.

Elan Vallender
Executive Director

Organization Vision:

We are an organization that continually aspires to be a recognized economic development leader in Texas by focusing on actions that connect community and commerce, promote business growth, and improve quality of life for Converse citizens.

Organization Mission:

We seek and implement innovative solutions that develop deeper community connections, catalyze job creation, and increase tax revenues.

Organization Core Values:

Core Value	Guiding Principle
Ethics & Integrity	We strive to be honest, transparent, and accountable for our actions, no matter the challenges or obstacles present.
Servant Leadership	We choose to think of others first and make decisions that best serve the community. We are committed to helping, and if we cannot do it ourselves, we will find someone who can.
Professionalism	We positively and passionately utilize our expertise and talents to move the work forward. We rise above the politics of our environment.
Community Focus	We are dedicated to improving our community. We do so by engage, educate, and resource the converse community.
Innovative	We strive to be a catalyst for change, knowing that the path to success is paved with failures. We do not seek failure, but when we encounter it we learn from it and we pivot.
Collaborative Leadership	Our organization is built upon the principles of collaboration. The future of our work is not dependent upon one person; therefore, we convene, connect, facilitate, and catalyze.
Results Oriented	We are driven to have an impact in our community and will do so by setting goals and adopting strategies that are trackable and measurable.

Organization Strategic Priorities

The Converse Economic Development Corporation's strategic priorities were established through a multi-year planning process that began with the Hickey Global Strategic Development Retreat in 2023. Hickey Global engaged the City Council, EDC Board, EDC staff, residents, business owners, commercial real estate professionals, developers, and other stakeholders to identify the community's strengths, opportunities, and long-term vision. In 2025, the Board refined this foundation during a Leadership Retreat lead by NOPA consulting, confirming the organization's strategic direction and implementation priorities. Together, these efforts produced the EDC's five strategic priorities, which continue to guide annual work plans, budgeting, and project selection.

Quality Jobs

Quality jobs are the foundation of a strong and resilient economy. They provide residents with opportunities for financial stability, career advancement, and long-term prosperity while increasing consumer spending and strengthening the local tax base. The Converse EDC is committed to attracting and supporting employers that offer competitive wages, career pathways, and meaningful employment opportunities.

Destination & Quality of Life

Creating distinctive places and enhancing quality of life strengthens Converse's ability to attract residents, visitors, businesses, and investment. Strategic placemaking, tourism, and community amenities generate economic activity while fostering community pride and identity. The EDC will pursue projects that balance economic growth with long-term sustainability and enhance the community experience.

Business Retention & Expansion

Existing businesses are the backbone of Converse's economy and a primary source of job creation and investment. By supporting business growth, addressing challenges, and fostering strong relationships with the local business community, the EDC helps strengthen economic resilience and competitiveness. Investing in existing businesses creates lasting benefits for residents and the local economy.

Land Development

Strategic land development creates opportunities for new investment, expands the tax base, and supports long-term economic growth. Through thoughtful planning, infrastructure investment, and collaboration with property owners and developers, the EDC works to prepare sites for high-value development. These efforts ensure land assets contribute to a vibrant, sustainable, and prosperous community.

Marketing & Communications

Effective marketing and communications strengthen Converse's reputation and build relationships with businesses, developers, investors, and residents. The EDC promotes community assets and economic opportunities through coordinated branding, digital marketing, public relations, events, and stakeholder engagement. Clear and consistent messaging helps position Converse as a premier destination for investment and growth.

Quality Jobs

Executive Summary

Job quality is essential to realizing the ideals of the “American Dream”. Low quality jobs limit the purchasing power of a large segment of consumers, reducing the strength of the economy. In contrast, good quality jobs invest in human capability, boost productivity, and provide workers with the resources to express their wants in the market in the form of consumer demand. Quality work affords an individual the opportunity to save, to build the security and confidence that allows one to plan for the future and see oneself as a valued member of a community.

Vision

Converse residents have increased access to jobs in the city that meet living wage standards.

Converse Demographic Data 2025

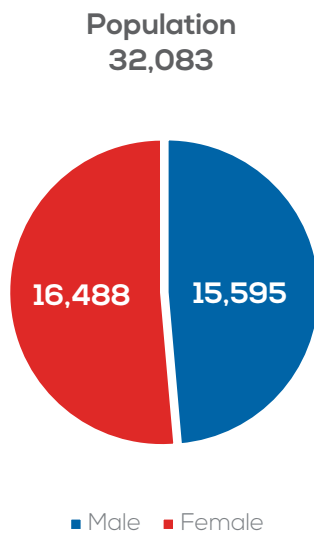


Figure 1: ESRI Community Profile - 2025

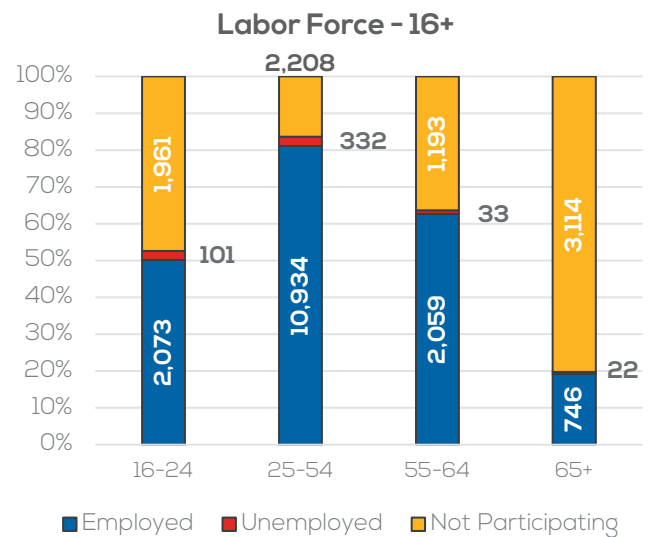


Figure 2: ESRI Civilian Labor Force Profile – 2025

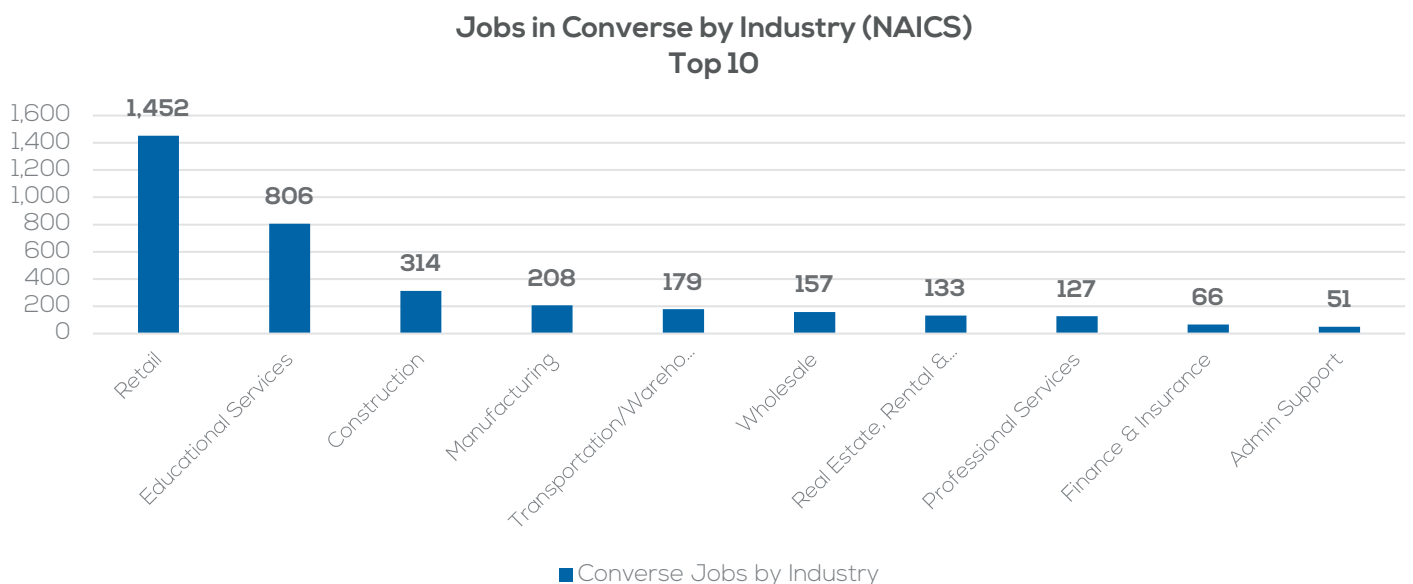


Figure 3: ESRI Business Summary – 2025

Quality Jobs

**Resident Employment by Industry
Top 10**

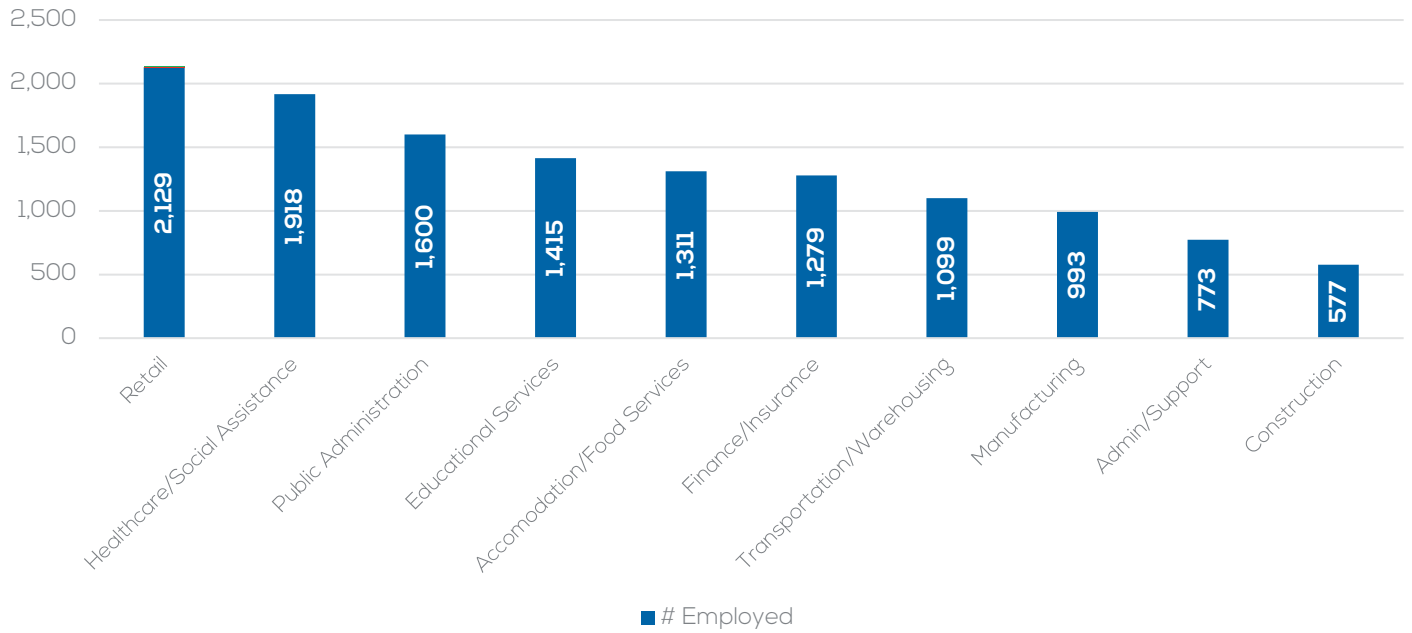


Figure 4: ESRI Civilian Labor Force Profile - 2025

**Resident Employment & Median Wage by Occupation
Top 10**

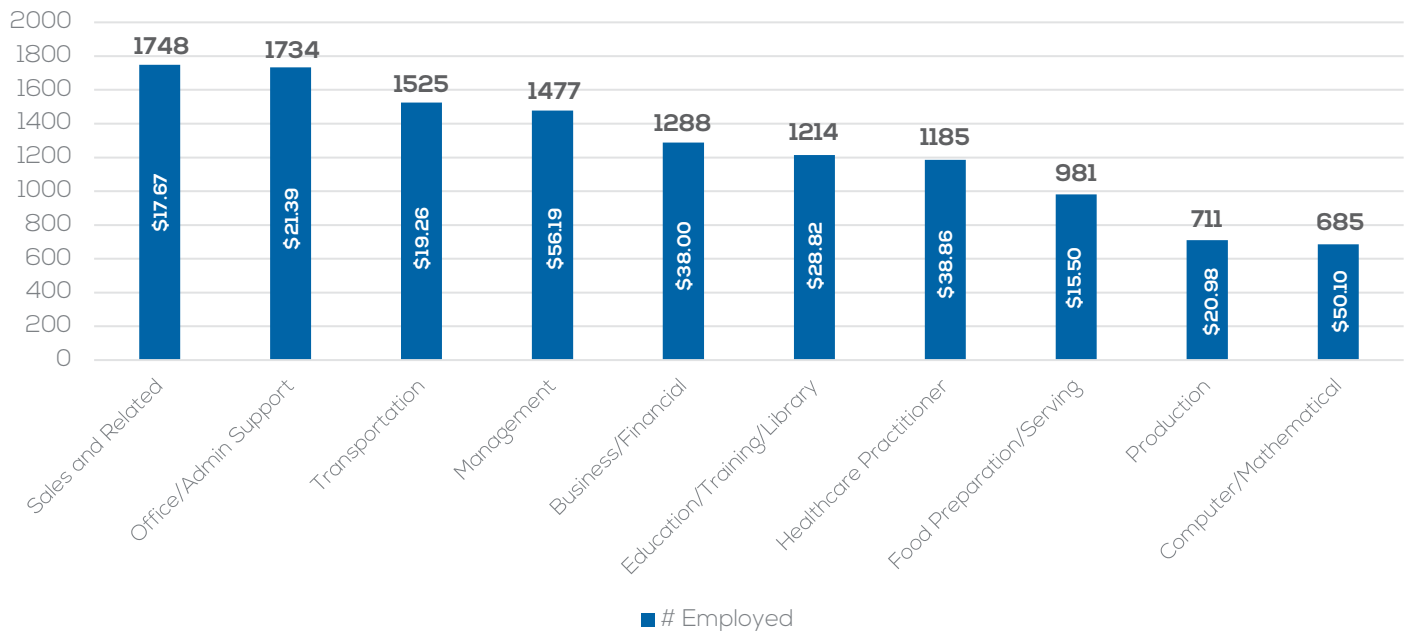


Figure 5: Civilian Labor Force Profile - ESRI 2025

Quality Jobs

Since 2015 more than 95% of Converse residents travel to job sites outside of Converse and approximately 93% of jobs in Converse are held by non-residents.

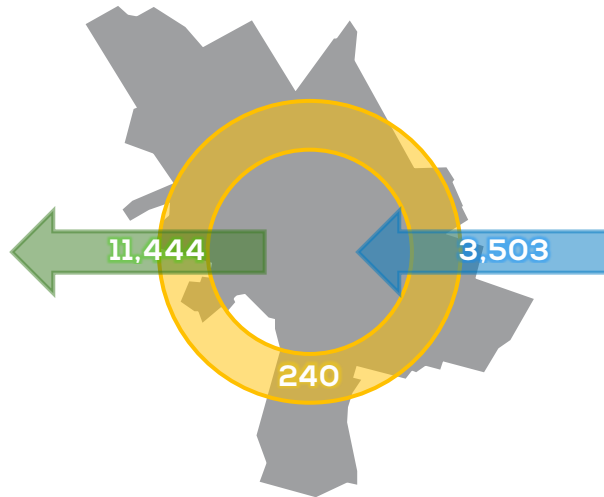


Figure 6: U.S. Census Bureau, OnTheMap

Quality Jobs

MIT: Bexar County Living Wage Calculations

Household types are based on a median Converse household with an average family size of 2.92 individuals. For simplicity purposes we are modeling households with 3 residents.

MIT Living Wage Calculation Typical Expenses Bexar County 2025

	Type 3 Household				Type 2 Household				Type 1 Household			
	1 Adult				2 Adults (1 Working)				2 Adults (2 Working)			
	Children				Children				Children			
	0	1	2	3	0	1	2	3	0	1	2	3
Food	\$3,663	\$5,386	\$8,069	\$10,735	\$6,715	\$8,347	\$10,737	\$13,098	\$6,715	\$8,347	\$10,737	\$13,098
Child Care	\$0	\$9,123	\$18,018	\$24,645	\$0	\$0	\$0	\$0	\$0	\$9,123	\$18,018	\$24,645
Medical	\$2,987	\$8,411	\$8,483	\$8,559	\$6,782	\$9,372	\$9,644	\$9,945	\$6,782	\$9,372	\$9,644	\$9,945
Housing	\$13,281	\$17,863	\$17,863	\$22,695	\$14,650	\$17,863	\$17,863	\$22,695	\$14,650	\$17,863	\$17,863	\$22,695
Transportation	\$9,890	\$11,445	\$14,417	\$16,589	\$11,445	\$14,417	\$16,589	\$18,403	\$11,445	\$14,417	\$16,589	\$18,403
Civic	\$2,589	\$4,557	\$5,031	\$6,450	\$4,557	\$5,031	\$6,450	\$7,156	\$4,557	\$5,031	\$6,450	\$7,156
Internet & Mobile	\$1,440	\$1,440	\$1,440	\$1,440	\$2,022	\$2,022	\$2,022	\$2,022	\$2,022	\$2,022	\$2,022	\$2,022
Other	\$3,770	\$7,242	\$7,587	\$9,120	\$7,242	\$8,033	\$9,120	\$10,117	\$7,242	\$8,033	\$9,120	\$10,117
Annual Taxes	\$5,722	\$7,743	\$8,628	\$12,492	\$7,002	\$7,307	\$6,729	\$6,898	\$7,002	\$8,542	\$9,153	\$10,671
Required Income after Taxes	\$37,620	\$65,467	\$80,908	\$100,233	\$53,413	\$65,085	\$72,425	\$83,435	\$53,413	\$74,208	\$90,443	\$108,080
Required Income before Taxes	\$43,342	\$73,210	\$89,536	\$112,725	\$60,415	\$72,392	\$79,154	\$90,334	\$60,415	\$82,750	\$99,596	\$118,751
Living Wage (hourly)	\$20.84	\$35.20	\$43.05	\$54.19	\$29.05	\$34.80	\$38.05	\$43.43	\$14.52	\$19.89	\$23.94	\$28.55
Poverty Wage (hourly)	\$7.52	\$10.17	\$12.81	\$15.46	\$10.17	\$12.81	\$15.46	\$18.10	\$5.08	\$6.41	\$7.73	\$9.05
Texas Minimum Wage (hourly)	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25

Table 1: MIT Living Wage Calculations: Data Updated February 10, 2025. <https://livingwage.mit.edu/counties/48029>

Quality Jobs

Strategy One: Wage Tiers

Utilizing MIT Living Wage Calculations for Bexar County, the CEDC has developed and adopted a five-tiered wage system to analyze and evaluate industry and occupational data. The chart below shows wages required for a 3-person household to meet living wage standards in Bexar County.

MIT Living Wage Calculation Executive Summary

Household Type 3 1 Working Adult	Household Type 2 2 Adults (1 Working)	Household Type 1 2 Working Adults
\$43.05	\$34.80	\$19.89

Wage Tiers

Tier	Hourly Wage Range	Description
Tier 0	< \$20	Typically entry-level, non-degree holders. Wages generally do not meet living wage standards of any household type.
Tier 1	\$20–\$30/hr.	Typically entry-level, non-degree holders. Wage meets living wage standards Type 1 households.
Tier 2	\$30–\$40/hr.	Mid-skill jobs with growth potential. Meets and exceeds living wage standards for Type 1 households and Type 2 households at the high end of the wage tier.
Tier 3	\$40–\$50/hr.	High-skill, high-wage jobs aligned with MIT Living Wage. Meets living wage standards for Type 1, Type 2 households, and Type 3 households at the midpoint of the wage tier.
Tier 4	≥\$50/hr.	High-skill, high-wage jobs aligned with MIT Living Wage for all compositions of all modeled households in Converse.

Resident Distribution by Tier

Tier	% of Employed	# of Employed	Description
Tier 0	35%	5,479	Sales & Sales Related; Farming/Fishing/Forestry; Transportation/Material Moving; Healthcare Support; Food Preparation/Serving; Building Maintenance; Personal Care/Service
Tier 1	33%	5,271	Social Service; Education/Training/Library; Arts/Design/Entertainment; Office/Administrative; Construction/Extraction; Installation/Maintenance/Repair; Production; Protective Service
Tier 2	16%	2,566	Business/Financial; Life/Physical/Social Sciences; Healthcare Practitioner;
Tier 3	2%	334	Architecture/Engineering; Legal
Tier 4	14%	2,162	Management; Computer/Mathematical

Quality Jobs

Strategy Two: Industry–Occupation Alignment

Support existing Small and Medium Sized Businesses (SMBs) in industries that large number of our residents work in. This strategy is aligned with Business Retention & Expansion and focuses on strategically supporting local businesses who prioritize employee growth. It should be noted that wage growth will naturally place stress on the profitability of the SMBs and as such it will be necessary to identify/develop/implement programs that also support growth and profitability.

Retail → Sales and Sales-Related

The retail industry employs 1,452¹ workers in Converse and aligns with Sales and Sales-Related Occupations in which 1,748² residents are employed. Retail tends to pay lower wages, typically at Tier 0 wages.

Business Roundtables

Design focused and collaborative roundtables to identify industry trends and challenges and develop action plans to support upward mobility for Converse workers while strengthening the competitiveness of local small and mid-sized businesses. This initiative will seek to improve industry revenues and wages by aligning workforce and operational needs.

Education Services → Teaching and Library Roles

Education Services employs 806¹ workers in Converse and aligns with Education/Training/Library Occupations in which 1,214² residents are employed. This sector's median wage is \$28.82/hr., placing it in Tier 1, with potential to strengthen and expand access to Tier 2 roles.

Stakeholder Meetings

While K–12 dominates this industry, Converse has a unique opportunity to broaden support across public education, early childhood care, adult learning, and training services. The EDC will seek meetings to explore partnerships with JISD, Northeast Lakeview, and other key stakeholders to identify, develop, and/or support existing programs that advance workforce skills and wages in these occupations.

Construction → Construction/Extraction, Maintenance

Construction employs 314¹ and aligns with Construction/Extraction and Installation/Maintenance/Repair Occupations in which 986² residents are employed. This sector's median wage is \$26.77/hr., placing it in Tier 1. Construction supports upward mobility and entrepreneurship in underrepresented groups. Strengthening local contractors increases resilience, self-reliance, and reinvestment in the community.

Business Roundtables

Design focused and collaborative roundtables to identify industry trends and challenges and develop action plans to support upward mobility for Converse workers while strengthening the competitiveness of local small and mid-sized businesses. This initiative will seek to align workforce training, technology adoption, and operational improvements with measurable outcomes for both wage growth and business performance.

Transportation & Warehousing → Material Moving Occupations

Transportation & Warehousing employs 179¹ and aligns with Transportation & Material Moving Occupations in which 1,525² residents are employed. This initiative will seek to identify, develop, and/or support existing programs supporting business start-up and scaling in this industry. This approach supports entrepreneurship, especially among veterans and career-transitioners.

¹ 2025 ESRI Business Summary

² 2025 ESRI Civilian Labor Force Profile

Quality Jobs

Strategy Three: Target Industries for Business Attraction (Gap Areas)

Pursue targeted industry recruitment that aligns with the occupations in which Converse residents are already employed and prioritizes sectors offering wages that meet or exceed MIT Living Wage standards. With more than 90%³ of residents commuting outside the community for work, this strategy focuses on attracting employers that provide well-paying job opportunities; thus, enhancing quality of life, reducing out-commuting, and strengthening the city's economic resilience by better aligning local employment with resident skills and earning needs.

Healthcare → Practitioners and Technicians

Why Target This Industry

Over 1,500² residents are employed as healthcare practitioners or support workers. No major healthcare facilities currently exist in Converse. Healthcare practitioner jobs offer Tier 1 and Tier 2 wages and span a wide skill range RNs to administrative leadership.

Technology → IT Support, Software, Cybersecurity

Why Target This Industry

Over 1,100² residents work in computer/mathematical occupations, but few local employers exist. Tech jobs offer Tier 1 to Tier 4 wages, can be remote-enabled, and support entrepreneurship. Tech employers often cluster with education, logistics, and creative services, synergistic with Converse's priorities.

Finance & Legal Services → Business, Legal, and Accounting Roles

Why Target This Industry

Over 2,000² residents work in finance, legal, and business operations occupations. Local employment in this sector is minimal, indicating a significant gap. These industries offer Tier 1 through Tier 3 wages, are often office-based, and provide stable, professional career paths.

Engineering & Professional Services → Architecture, Engineering, Environmental Services

Why Target This Industry

Over 1,800² residents work in architecture, engineering, and business services, but Converse has limited or no local employers in this space. These jobs offer Tier 2 and Tier 3 wages and often depend on proximity to projects, infrastructure, and flexible workspaces. Professional services firms also support other industries (construction, real estate, manufacturing), making them ecosystem builders.

Strategy Four: Incentive Program Development

Establish a committee composed of representatives from the Converse City Government, the Converse EDC, and industry stakeholders. This group will hold industry specific focus groups represented by commercial real estate agents, developers, and businesses to discuss the challenges and gaps in the Converse market. The committee will analyze the information and develop a set of frameworks for future incentive packages.

These frameworks should support and prioritize:

- Recruitment of employers in targeted industries.
- SMB redevelopment assistance for local businesses upgrading to higher-wage models.
- Infrastructure or site-readiness improvements.
- Living-wage job creation
- Local hiring
- Workforce training commitments
- Adaptive reuse and redevelopment

³ US Census Bureau, OnTheMap

Destination & Quality of Life

Executive Summary

Placemaking and tourism play pivotal roles in transforming economic landscapes. These complementary forces generate significant revenue, create job opportunities, drive infrastructure development, stimulate local business growth, and promote cultural preservation. However, it is essential for the city's stakeholders to balance economic benefits with sustainable practices to safeguard the city's identity and ensure the well-being of its residents. By embracing thoughtful planning and community engagement, the city can harness the full potential of placemaking and tourism for continued prosperity and long-term growth.

Vision

Converse fosters a diversity of industries and businesses, vibrant cultural and recreational opportunities, and leverages unique assets; thereby driving economic growth and community pride.

Strategy One: Enhanced Quality of Development and Diversification

Enhance the vibrancy and attractiveness of Converse by elevating development standards through coordinated efforts between the EDC & City staff, while simultaneously expanding and diversifying shopping and entertainment options through targeted business support and recruitment efforts.

Development Standards

The EDC will seek to encourage and partner closely with city staff on any efforts to refine ordinances, design guidelines, and development standards that promote thoughtful site planning, appealing architecture, and durable materials. This collaborative approach will help streamline expectations for developers, encourage investment in quality public and private spaces, and raise the overall aesthetic and functional standard of growth throughout Converse.

Supporting Diversification

To broaden the retail and entertainment offerings available to Converse residents, the EDC will proactively support a mix of local entrepreneurs and strategic commercial recruitment efforts. This includes identifying market gaps, providing targeted incentives, and cultivating relationships with businesses that complement existing amenities. By fostering a diverse commercial ecosystem that ranges from dining and shopping to family-friendly entertainment, the EDC will pursue developments that enhance quality of life while attracting new spending and vibrancy to the community.

Incentive Policies

The EDC will seek to encourage desirable uses and projects that contribute to a more attractive, high-quality built environment through development of strategic incentive policies developed in partnership with the City and appropriate stakeholders.

Strategy Two: Parks & Open-space Investments

Parks are the second largest capital asset owned by the City of Converse. The EDC will strategically invest in quality parks, open spaces, and recreational amenities that strengthen Converse's sense of place, support tourism, and enhance residents' quality of life. By developing attractive, culturally vibrant, and sustainably designed public spaces, the city will foster community pride, encourage local and visitor engagement, and create destinations that reinforce a resilient hospitality, retail, and service economy.

Parks Master Plan

The EDC will seek to leverage the Parks Master Plan element of the City's Comprehensive Plan as a guiding framework for evaluating and prioritizing future EDC-supported projects. By aligning investments with the plan's established goals and implementation strategies, the EDC can help advance high-quality parks and open space enhancements that strengthen community identity, attract visitors, and support a vibrant local economy.

Destination & Quality of Life

Strategy Three: Arts & Entertainment

This strategy focuses on creating a vibrant, mixed-use environment that reflects community values while attracting residents and visitors to a unique “Only in Converse” experience. The district is intended to deliver broad community benefits by enabling local artisans, small businesses, and cultural programming to flourish within a flexible, multi-generational destination. By incorporating diverse food and beverage options, green spaces, public art, and year-round events, the district will enhance quality of life, promote social connection, and stimulate local economic vitality. As such, implementation should prioritize affordability, inclusivity, and authentic placemaking that elevate Converse’s unique character while supporting sustained economic growth for the community.

It should be noted that increased activity and visitation will naturally place pressure on infrastructure, mobility, and public safety resources; therefore, it will be necessary to identify/develop/implement district-supportive investments, policies, and partnerships that ensure accessibility, safety, and long-term operational success.

District Master Plan

The EDC will seek a coordinated effort between the EDC and the City of Converse to develop a comprehensive Arts & Entertainment District Master Plan that builds directly upon the community engagement report, guiding principles, and conceptual designs prepared by Gensler in April 2025. This master plan should integrate a market feasibility study to assess demand for retail, food and beverage, cultural programming, public spaces, and entertainment uses, ensuring that development is both community-driven and economically viable. By aligning the district’s planning framework with Gensler’s foundational concepts and real-world market analysis, the strategy should provide clear guidance on land use, infrastructure, design standards, and activation priorities. This collaborative, data-informed approach will create a cohesive roadmap for establishing a vibrant, authentic “Only in Converse” destination that supports long-term cultural and economic vitality.

Land Acquisition

The EDC should develop a land acquisition policy that pursues strategic and fiscally responsible land acquisition within the Arts & Entertainment District to support long-term placemaking, mixed-use development, and cultural activation. This approach will prioritize assembling key parcels that enable cohesive district design, flexible programming space, and future private investment, while simultaneously safeguarding the EDC’s financial capacity. Land purchases should be guided by clear criteria that balance the benefits of site control with the need to maintain healthy fund balances and adhere to sound debt service ratios. By sequencing acquisitions, leveraging partnerships, and exploring alternative financing tools, the EDC can secure high-impact sites that reinforce an “Only in Converse” experience without compromising organizational sustainability or future investment potential.

Incentive Development

The EDC, in partnership with the City, should develop and adopt a set of targeted incentive policies that encourage high-quality, culturally aligned development and business activity within the Arts & Entertainment District. These policies should prioritize projects that advance the District Master Plan. By establishing clear, transparent, and district-specific incentive tools, the EDC can attract mission-aligned investment, accelerate activation of key spaces, and strengthen the overall economic and cultural vitality of the district.

Business Retention & Expansion

Executive Summary

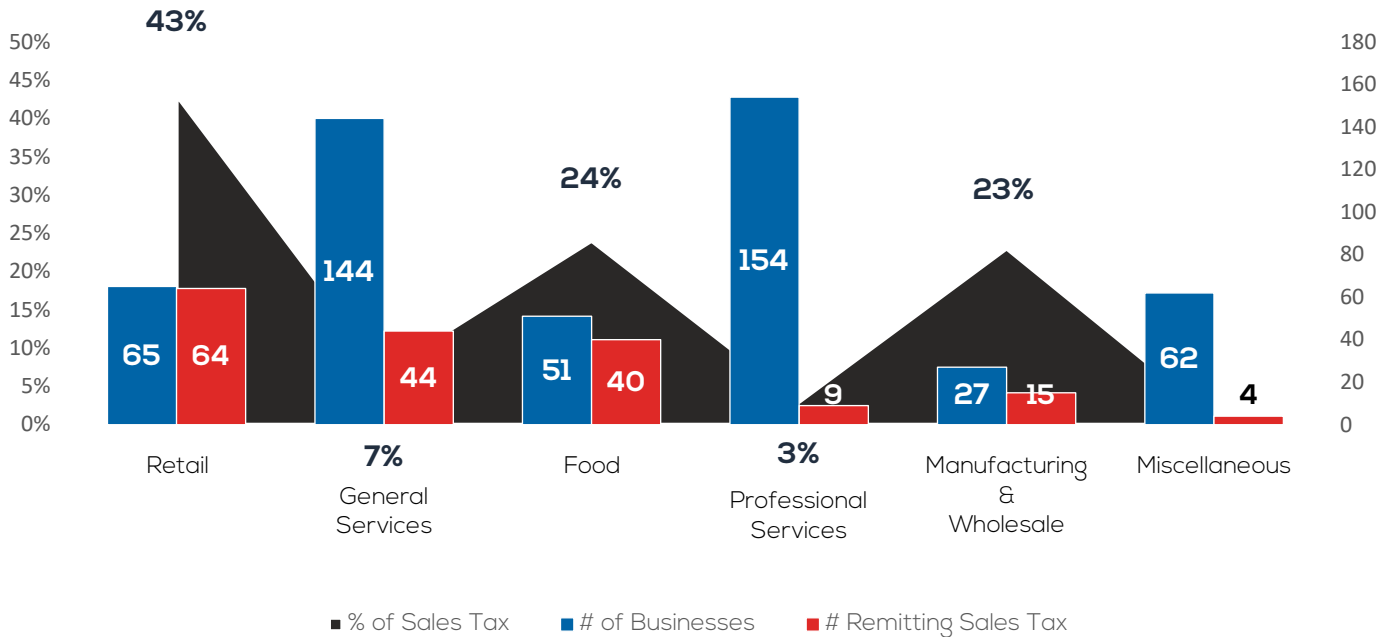
Small businesses are the backbone of local economies, crucial for economic stability, community engagement, and innovation. By employing local talent, they reduce unemployment and boost household incomes, improving living standards and fostering community vibrancy. These businesses generate significant tax revenues, funding essential public services like education, healthcare, and infrastructure, thereby enhancing overall quality of life. They also contribute to economic diversification, making communities more resilient against downturns.

Beyond economic contributions, small businesses build social capital by participating in local events, sponsoring activities, and forming community partnerships, which strengthen social networks and cohesion. Their close connection to the community allows them to quickly adapt to market changes and innovate, driving economic progress through new products and services.

Vision

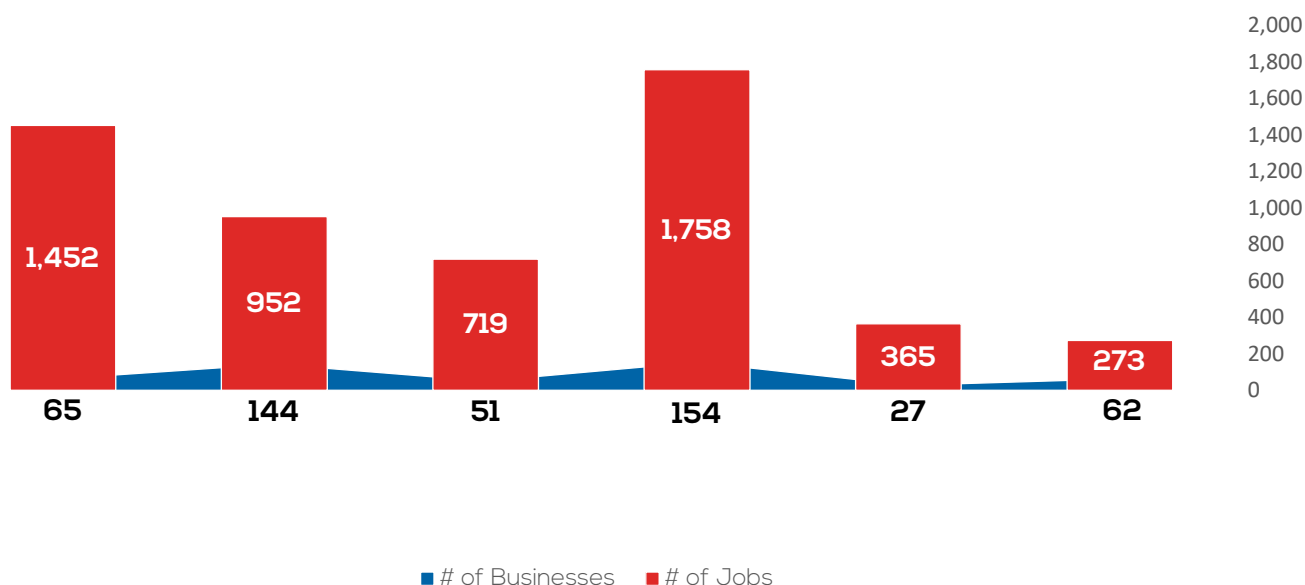
The EDC continues to foster an environment of trust amongst local businesses by engaging in efforts that impact quality of life through business health, diversity and increased sales tax impacts.

**Converse Businesses
Sales Taxes by Industry (CEDC)**



Business Retention & Expansion

**Converse Businesses
Jobs by Industry (CEDC)**



Strategy One: Business Visitation

The CEDC currently provides its BRE services through formal and informal business engagements and informal touchpoints with businesses. These services provide direct support to businesses and valuable data for the CEDC regarding current needs and trends within the business community, creating an organization equipped to better support businesses and grow the city's economy. While current efforts are highly regarded by the community, CEDC seeks to enhance these two main service offerings to create a system that provides clearer data on businesses and creates stronger relationships with these business owners, improving the organization's functionality and increasing its impact.

Annual One-on-One Visits

The EDC will increase the number of annual formal business visits from 15-20 to 40-60. These visits are well received by the business community and demonstrate a level of personal service and support Converse has to offer.

Business Selection Criteria

The CEDC has mirrored ZacTax© industry groupings. The selection weights industry impacts relating living wage jobs and sales tax.

Retail -12
Food - 10
Manufacturing and Wholesale - 2
New Businesses - 5
At-Risk Businesses - 5

General Services - 12
Professional Services - 6
Miscellaneous - 2
Growing Businesses - 5

Business Retention & Expansion

Value Add Approach

Use a data driven approach that provides each business with the opportunity to evaluate their performance based on industry trends and benchmarks.

Informal Contact

Business assists and other direct contacts include the casual conversations that occur with businesses and the direct requests for assistance they share with the EDC, no matter how small or large. The EDC already receives and acts on a high volume of these requests and must continue acting on these requests in a consistent, efficient manner, proving to businesses and the community that the organization plays a real, ongoing value in adding to the city's economy.

Business Visits

Unscheduled drop-in by Converse EDC staff to connect with a local business in a casual, low-pressure setting. These visits are designed to build rapport, gather real-time insights, and reinforce the EDC's visibility and approachability.

Business Assist

Responsive, task-oriented interaction in which the EDC helps a business solve a specific need or challenge. These assists can be as small as answering a zoning question or as in-depth as providing help with market research, connecting to a funding source, or resolving an operational barrier. These assists reinforce the EDC's value as a partner in growth and sustains the city's reputation as a business-friendly environment.

Annual Business Walk

Business walks will expand the EDC's ability to directly engage with businesses in a one-on-one setting, utilizing volunteers on a quarterly basis to speak with businesses "en masse" on a specific afternoon. The business walk program involves coordinating a group of staff members and volunteers (board members and other stakeholders) to directly visit businesses to conduct short surveys during business hours.

Strategy Two: Communications

The purpose of this plan is to guide the EDC as it works to most effectively promote and raise awareness about BRE efforts, the businesses in Converse, and the EDC more broadly by deploying marketing tools and strategies which expand the EDCs communication capacity, provide timely and consistent information, and that convey its value to the community to help achieve its mission of connecting businesses with each other and with resources.

This Communications Plan is meant to guide CEDC as it implements its integrated marketing strategy.

Email Marketing

Email marketing is a powerful way for the EDC to stay connected with local businesses, share valuable resources, and promote programs. By focusing on clear messaging, engaging content, and consistent communication, the EDC can strengthen relationships with businesses and effectively support their needs.

Social Media Marketing

Social media marketing serves as a vital tool for strengthening relationships with existing businesses, showcasing community support, and highlighting available resources. Its purpose is to keep local businesses engaged, informed, and connected while demonstrating that the EDC is an active, accessible partner in their success.

Through consistent, strategic content, social media helps celebrate business milestones, share educational opportunities, promote networking events, and elevate the visibility of local enterprises. It reinforces the

Business Retention & Expansion

message that the EDC is not just a facilitator of growth but a committed advocate for the longevity and prosperity of its business community.

General Posts

Posts designed to keep the organization's social media presence active and engaging between major campaigns, featuring timely, community-focused content such as local business updates, regional event promotions, discussion prompts, and themed holiday mentions.

Resource/Partner Organization Posts

Posts designed to highlight elements of the Business Ecosystem Inventory or promote specific resources, programs, and initiatives that support local entrepreneurs and business growth.

Business Spotlight Posts

Posts designed to spotlight local businesses within the Converse EDC service area, ideally through story-driven content that connects to EDC support or celebrates milestones like openings, expansions, or community contributions. Business selections should reflect diverse industries and ownership, align with EDC values, and may come through internal nominations, community input, or self-submissions.

Media Relations

Media relations support Converse EDC's BRE efforts by amplifying the stories of local business success and growth. By partnering with local and regional media, the EDC can raise awareness of available resources, celebrate business milestones, and reinforce its role as a committed ally in economic development. This visibility builds community pride, encourages continued investment, and helps retain and expand existing businesses. Ultimately, it strengthens the EDC's reputation as a trusted, proactive partner in business success.

Media Outreach

Media outreach is an essential extension of Converse EDC's promotional strategy, aimed at increasing visibility and name recognition both within Converse and across the greater San Antonio region. Regular engagement with local radio, print, TV, and online outlets helps amplify the organization's impact and initiatives.

Press Releases

Press releases can be used to promote the EDC's initiatives, upcoming events, and participation in community activities. EDC should also write press releases about new programs and services, registration for upcoming programs, and success stories.

Media Advisories

Media advisories are intended to invite the press to cover an event. They inform the specific media of what a business/organization wants them to know and share with the public. When creating a media advisory, it is important to make the event sound interesting while getting the message and tone across clearly. Media advisories should be sent out three to six days before an event.

Land Development

Executive Summary

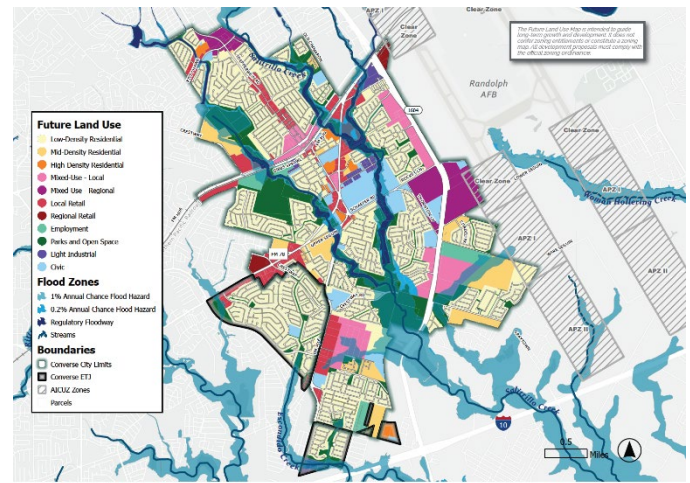
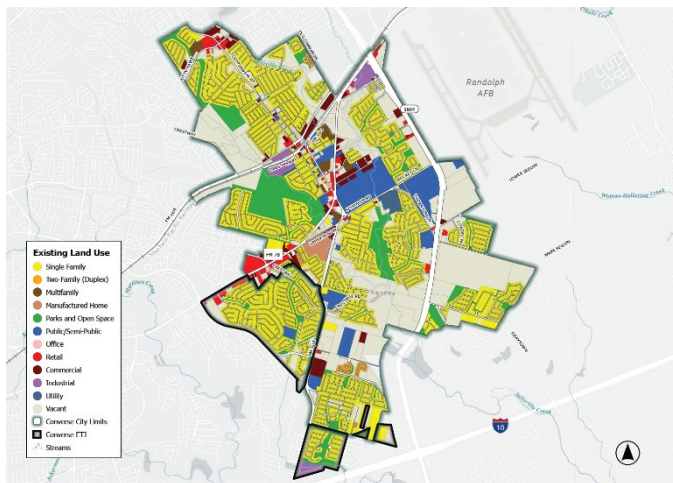
Municipal planning and land development offer a multitude of benefits for communities and local authorities. From fostering sustainable economic growth and efficient land use to enhancing quality of life, and promoting sustainability, these practices are instrumental in creating thriving and resilient communities. By engaging stakeholders, considering long-term objectives, and embracing innovative approaches, municipalities can harness the full potential of planning and development to shape a better future for their residents.

Vision

To transform Converse into a vibrant, sustainable, and well-planned city that maximizes the potential of its land resources, supports economic growth, and enhances the quality of life for all residents.

Existing Land Use		City Limits		Including ETJ	
		Acres	%	Acres	%
	Single-Family	1,909	38%	2,416	35%
	Two-Family	28	1%	28	<1%
	Multifamily	54	1%	54	1%
	Manufactured Home	49	1%	58	1%
	Parks & Open Space	478	9%	539	8%
	Public/Semi-Public	380	7%	409	6%
	Office	8	<1%	9	<1%
	Retail	114	2%	131	2%
	Commercial	162	3%	162	2%
	Industrial	63	1%	87	1%
	Utility	34	1%	57	1%
	Vacant	1,811	36%	1,906	27%

Future Land Use		City Limits		Including ETJ	
		Acres	%	Acres	%
	Low-Density Residential	2,003	38.9%	2,511	42.8%
	Mid-Density Residential	387	7.53%	399	6.8%
	High-Density Residential	51	1%	76	1.3%
	Mixed-Use Local	409	7.9%	409	7.0%
	Mixed-Use Regional	269	5.2%	269	4.6%
	Local Retail	416	8.1%	448	7.6%
	Regional Retail	41	1%	41	.7%
	Employment	135	2.6%	144	2.5%
	Parks & Open Space	966	18.8%	1,064	18.2%
	Light Industrial	63.8	1.2%	88	1.5%
	Civic	384	7.4%	399	6.8%



Land Development

Strategy One: Comprehensive Plan Implementation

The implementation of the Comprehensive Plan provides a unified, long-term framework for guiding growth, development, and public investment in Converse. By carrying out the plan's recommendations, the City and the Converse Economic Development Corporation (EDC) can align land use decisions, infrastructure planning, economic development strategies, and redevelopment efforts to achieve intentional, sustainable outcomes. Implementing the Comprehensive Plan ensures that day-to-day decisions support the community's shared vision, promote quality development, attract targeted investment, enhance residents' quality of life, and position Converse for balanced, resilient growth over time. Recommendations from this plan are included throughout this strategic plan and will be included in annual workplans.

Strategy Two: Land Acquisition and Disposition Policies

Land is one of Converse's most powerful tools for shaping its future. When land decisions are aligned with long-term planning, targeted industries, and neighborhood context, they become a catalyst for quality jobs, reinvestment, and a stronger tax base, while enhancing quality of life for residents. Strategic land stewardship allows Converse to guide development in ways that reflect community values, activate key districts, and deliver enduring public benefit for generations to come.

Land Acquisition

The Converse Economic Development Corporation (EDC) should develop and adopt a Land Acquisition Policy to strategically guide the proactive identification, evaluation, and acquisition of properties in a manner that advances the City's long-term vision for growth, redevelopment, and quality of life.

This policy should align with the City of Converse Comprehensive Plan, ensuring that land acquisition decisions support adopted land use designations, economic development goals, infrastructure priorities, and placemaking objectives. The policy should also incorporate the goals and objectives of small area plans.

Land Disposition

The Converse Economic Development Corporation (EDC) should develop and adopt a Land Disposition Policy to guide the strategic sale, lease, or transfer of EDC-controlled property in a manner that advances economic development priorities, supports targeted industry recruitment, and enhances residents' quality of life.

Property disposition should be used as a strategic incentive and positioning tool to attract and retain businesses that generate quality jobs, diversify the local tax base, activate key districts, and contribute to walkability, vibrancy, and community amenities.

Strategy Three: Redevelopment Areas

The establishment of designated redevelopment areas provides a strategic framework for guiding reinvestment and long-term economic growth in Converse. By identifying priority areas for redevelopment, the City and the Converse Economic Development Corporation (EDC) can align planning, land strategy, infrastructure investment, and economic development tools to reduce barriers, catalyze private investment, and support high-quality redevelopment.

Redevelopment Areas

The Converse Economic Development Corporation (EDC) will seek to partner with the City of Converse Community Development Department to proactively identify areas appropriate for redevelopment and to collaboratively establish redevelopment plans and/or tools that advance economic vitality, placemaking, and quality of life. This partnership will leverage Community Development's leadership in planning, zoning, and regulatory frameworks alongside the EDC's role in market analysis, business recruitment, land strategy, and incentive deployment.

Marketing & Communications

Executive Summary

Marketing and communications are essential for an economic development corporation (EDC) to attract investment, support local businesses, and promote community growth. Effective marketing showcases the region's strengths, opportunities, and assets to potential investors and businesses, driving economic growth and job creation. Clear and consistent communications build strong relationships with stakeholders, fostering trust and collaboration. Additionally, marketing efforts help retain and expand existing businesses by highlighting available resources and support. In essence, robust marketing and communications strategies are vital for an EDC to enhance economic vitality, improve community engagement, and ensure sustainable development.

Vision

To establish effective, transparent, and engaging communication channels that foster strong relationships between the City of Converse, local businesses, residents, and external stakeholders; thereby supporting economic growth and community development.

Strategy One: Cohesive Branding

A cohesive branding and messaging strategy is essential for the Converse Economic Development Corporation (EDC) because it ensures every communication consistently reflects the organization's identity, values, and mission. At its core, this strategy creates clarity and unity across all touchpoints, making the EDC's voice recognizable, trustworthy, and human.

Brand Persona

The EDC's messaging centers on transformation through connection. It is grounded in the brand persona "Olivia Maren," who represents a visionary, strategic leader rooted in community values. Through Olivia, the brand speaks with clarity, warmth, and confidence, never with jargon or exaggeration. This persona guides the tone for every audience: friendly and honest with residents, confident and informed with investors, respectful with civic leaders, and accessible with the public.

Core Messaging

Ultimately, Converse EDC's core message is about empowering inclusive progress and building lasting connections. It communicates a forward-looking vision shaped by collaboration, authenticity, and impact; ensuring Converse grows not just in size, but in quality of life and opportunity for all.

Updated Logo

Refresh the EDC logo to visually connect with the City of Converse brand while maintaining clear differentiation that reflects the EDC's unique role and mission by incorporating design elements that echo the city's identity yet establishing a standalone mark that conveys the EDC's focus on economic growth, business support, and community advancement.

Update Website

Redesign the EDC's website to reflect the organization's brand persona through clear messaging, modern visuals, and intuitive navigation tailored to its primary audiences. The updated site should effectively communicate Converse's economic strengths, showcase development opportunities, highlight business support resources, and provide residents and stakeholders with transparent, accessible information—creating a cohesive digital presence that strengthens engagement and reinforces the EDC's mission.

Strategy Two: Audience Messaging

Clear, tailored, and consistent messaging for the EDC's key audiences ensures each group receives relevant, compelling information that reflects the organization's mission and brand identity. The EDC aims to strengthen

Marketing & Communications

engagement, build trust, and enhance the effectiveness of all communications. The use of audience personas will assist the EDC in aligning content with the needs, motivations, and expectations of each audience segment.

Local Stakeholders

Deliver clear, transparent, and community-centered messaging that keeps civic leaders and residents informed about EDC initiatives, progress, and impacts. Foster trust and engagement by highlighting how economic development efforts enhance quality of life, support local priorities, and reflect community values.

Civic Leaders

Tone: Respectful, Strategic, Aligned

Voice: Composed, policy-aware, mission-driven

Persona Snapshot

Councilmember Reyes serves a diverse district in Converse. She's balancing short-term community concerns with long-term economic goals. She seeks city partners who listen, think holistically, and understand how policy, people, and growth intersect.

Motivation & Expectations

Motivated by community outcomes and public trust, she expects transparency, policy alignment, and measurable impact. She values partners who share credit and prioritize equity and public good.

What They Need

- Clear articulation of how projects benefit the public
- Tools and data to communicate with constituents
- Strategic alignment with city goals and timelines

How We Speak to Them

With deference and vision. The EDC's voice is steady and strategic. We respect the weight of public service and offers solutions with accountability in mind.

Preferred Communication Platforms

- Formal reports & strategy decks for clarity and detail
- Email coordination for responsiveness and documentation
- In-person briefings to build shared understanding and trust
- Facebook
- Website
- Newsletter

Residents

Tone: Friendly, Honest, Community-First

Voice: Warm, grounded, inclusive

Persona Snapshot

Tina and Marcus are longtime Converse residents raising their kids in a tight-knit neighborhood. They love the pace of life here and care deeply about maintaining a strong sense of community. They're proud of where they live and want to see it grow in a way that feels like it's still theirs.

Motivation & Expectations

They're motivated by quality of life, community pride, and safety for their family. They expect honesty, inclusivity, and decisions that reflect the values of the people who call Converse home. They want growth that respects tradition while improving opportunity.

What They Need

- To feel included and heard in decisions

Marketing & Communications

- Accessible updates on local developments
- A clear sense that growth benefits them directly

How We Speak to Them

Like a neighbor with something meaningful to share. The EDC's voice is heartfelt, conversational, and community centered. We celebrate what's working and brings people into the process.

Preferred Communication Platforms

- Facebook for updates, celebrations, and Q&A
- Instagram for visuals that spotlight the local experience
- Town halls & community events for dialogue and trust-building

Investors

Provide data-driven, opportunity-focused messaging that highlights Converse's market strengths, development-ready sites, and supportive business environment. Strengthen engagement by delivering timely information, streamlined resources, and responsive communication that accelerates decision-making and encourages long-term investment.

Commercial Real Estate Professionals

Tone: Confident, Informed, Visionary

Voice: Strategic, precise, opportunity-focused

Persona Snapshot

Jared is a site selector reviewing markets across South Texas. He's looking for strong logistics, available workforce, clear permitting timelines, and local leadership that understands how to close deals. He doesn't have time to dig—he expects clarity and speed.

Motivation & Expectations

Motivated by return on investment and speed to market, Jared expects data-driven insights, professionalism, and confidence. He wants to work with partners who understand both market conditions and operational realities.

What They Need

- Straightforward data and site information
- Predictable processes and timelines
- A local partner who makes doing business easy

How We Speak to Them

With efficiency and vision. Olivia's tone is professional but not cold—she shares the facts with context, builds trust through readiness, and helps them picture the future in Converse.

Preferred Communication Platforms

- LinkedIn for thought leadership and industry updates
- EDC website for site data, maps, and incentive info
- Direct outreach and one-on-one briefings to close the loop quickly

Business Owners & Managers

Tone: Supportive, Empowering, Practical

Voice: Resourceful, collaborative, locally engaged

Persona Snapshot

Danielle owns a small manufacturing shop. *Luis* runs a café in the town center. Both are proud of their business roots in Converse, but face daily challenges finding talent, navigating permits, accessing capital. They want to grow, but they need the city to help, not hinder.

Marketing & Communications

Motivation & Expectations

They're motivated by stability, growth, and community contribution. They expect clear support systems, personal connections, and less red tape. They want to feel that Converse is actively investing in local businesses.

What They Need

- Easy access to programs, grants, and city contacts
- Opportunities to voice their concerns and be heard
- Simple, actionable communication

How We Speak to Them

Supportive and straightforward. Olivia shows up as a problem-solving partner—not a bureaucrat. Her voice is practical, friendly, and filled with respect for their hustle.

Preferred Communication Platforms

- Facebook for updates on local business programs
- Email newsletters for funding alerts and training opportunities
- Business roundtables & coffee chats for relationship-building and input