TIP STRATEGIES

AUGUST 2026

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGIC PLAN

Schertz Economic Development Corporation

ACKNOWLEDGMENTS

TIP Strategies, Inc., (TIP) would like to thank the staff and leadership of the Schertz Economic Development Corporation (SEDC) for their guidance and contributions to the planning process. The TIP team is also grateful to the many community stakeholders who shared their perspectives and contributed insights during the planning process.

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STRATEGIES

TIP Strategies, Inc., is a privately held Austin-based firm providing consulting and advisory services to public and private sector clients. Established in 1995, the firm's core competencies are strategic planning for economic development, talent strategies, organizational development, resiliency planning, and equity initiatives.

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All photos included in this report were provided courtesy of the Schertz Economic Development Corporation.

PROJECT SUMMARY

The City of Schertz (City) lies along the I-35 corridor between San Antonio and Austin and along I-10 between San Antonio and Houston. Spanning Guadalupe, Comal, and Bexar Counties, Schertz benefits from its location in the San Antonio–New Braunfels metropolitan statistical area (San Antonio MSA) while remaining a distinct community. As one of the largest suburban communities in the MSA, Schertz has grown its industrial base to offset the tax burden on its residents. In order to sustain and grow its commercial and industrial tax base to provide premier services and ensure a high quality of life, a comprehensive strategy is needed.

In early 2026, the Schertz Economic Development Corporation (SEDC) engaged TIP Strategies (TIP) to develop a *Comprehensive Economic Development Strategic Plan* (CEDS) to guide the SEDC's next phase of growth and investment. The TIP planning team collaborated with SEDC staff and community stakeholders to build a shared vision for Schertz's economic future. This planning process (detailed on page 9) informed a strengths, weaknesses, opportunities, and threats analysis for Schertz. Key strengths include its strategic location, access to the I-35 and I-10 corridors, and a strong industrial base. Conversely, infrastructure needs, dependence on warehousing, and the impact of tax exemptions on City revenues present barriers to growth. Opportunities exist to diversify the economic base, support entrepreneurs, and invest in redevelopment. However, regional competition, business climate uncertainty, and retail leakage remain constraints.

This *Comprehensive Economic Development Strategic Plan* responds directly to these conditions. By focusing on targeted industry growth, infrastructure investment, and marketing, Schertz can grow its economy and enhance its competitiveness. The CEDS provides an actionable framework to strengthen the economy by attracting businesses, developing the workforce, and enhancing the quality of place for residents, businesses, and visitors. As outlined in Figure 1, plan recommendations advance the SEDC's vision to be a premier Texas community that promotes a family atmosphere, is sustained by foresight and innovation, and continues a long-standing commitment to economic prosperity and workforce opportunities.

Figure 1. Comprehensive Economic Development Strategic Plan Overview

GOAL 1
Business Attraction, Retention, and Development

STRATEGIES

1.1. Businesses Retention and Expansion. Enhance and expand business retention and expansion efforts.

1.2. Targeted Marketing. Recruit new businesses to Schertz with a focus on the target industries.

1.3. Small Businesses and Entrepreneurship. Heighten programming to advance small business formation and growth in coordination with the chambers.

1.4. Site Development. Identify sites for future growth opportunities and support efforts to prepare shovel-ready sites for expected industries.

GOAL 2
Talent and Workforce Development

STRATEGIES

2.1. Supply and Demand Alignment. Coordinate among higher education partners and employers to build a future workforce pipeline.

2.2. Education and Career Exploration. Build awareness of in-demand occupations.

2.3. Talent Development. Attract and retain skilled talent to enhance the talent base supporting Schertz employers.

GOAL 3
Quality of Place

STRATEGIES

3.1. Retail Development. Ensure infrastructure capacity to meet commercial retail growth.

3.2. Community Destinations. Support retail, entertainment, and mixed-use development and redevelopment projects in key corridors.

3.3. Community Amenities. Increase and improve the accessibility and walkability amenities around outdoor recreation sites.

Source(s): TIP Strategies, Inc.

ACTION PLAN

The following three goals and their corresponding strategies provide SEDC leaders with a practical guide to attract and retain businesses, develop the workforce, and improve the community's quality of place. Informed by qualitative and quantitative data, each strategy includes a specific rationale and anticipated benefits. A separate implementation matrix details the actions necessary to track progress and execute the plan. The strategies are not listed in priority order. Instead, it is incumbent upon the SEDC team to prioritize strategies annually.

Goal 1. Business Attraction, Retention, and Development

Ensure a sustainable and diversified commercial and industrial tax base.

The business attraction, retention, and development goal outlines a proactive approach to economic growth that addresses the full business lifecycle. Located within a dynamic metropolitan area, Schertz's economic future is inherently linked to the broader San Antonio region. By recognizing this regional interconnectedness, the SEDC can position the City to capture spillover growth, align with major regional industry clusters, and market its unique real estate assets. Treating existing companies as vital economic partners, while deliberately preparing sites for regional industry expansion, helps ensure long-term economic resilience.

STRATEGIES

1.1. **Business Retention and Expansion.** Enhance and expand business retention and expansion efforts.

1.2. **Targeted Marketing.** Recruit new businesses to Schertz with a focus on the target industries: Advanced Manufacturing, Defense Technology & Aerospace Supply Chain, Food Manufacturing, IT & Professional Services, and Power & Energy. (See Figure 2.)

1.3. **Small Businesses & Entrepreneurship.** Heighten programming to advance small business formation and growth in coordination with the chambers.

1.4. **Site Development.** Identify sites for future growth opportunities and support efforts to prepare shovel-ready sites for expected industries.

To retain and expand existing businesses, the SEDC must continue to maintain its robust business visitation program. Helping the current business base succeed requires understanding their workforce challenges and connecting them with support services. Continuing the use of its existing centralized customer relationship management system to track visits and feedback allows the SEDC to better understand the existing business base and create programming to meet its unique needs.

To recruit new businesses, the SEDC must gather intelligence on target industries. Critical marketing efforts include maintaining business-friendly messaging, establishing a strong web presence, attending events, and focusing on foreign investment opportunities.

Although the SEDC has not historically played a prominent role in small business and entrepreneurship support, collaboration in this area can yield a significant impact. The organization should work with area partners to map existing resources, connect small businesses with networking opportunities, host events, and engage with veteran and military-affiliated businesses.

Finally, cities and economic developers face a growing demand for shovel-ready sites. Because lead times to deliver infrastructure and utilities to sites have increased dramatically, projects often prioritize turnkey properties. Schertz offers a thriving economic climate supported by infrastructure, available sites, and shovel-ready industrial parks—such as Park 35, Schertz35 Business Park, and Core5 Logistics Center—that collectively provide millions of square feet of modern manufacturing and distribution space. Schertz must continue to prioritize investing in infrastructure, convening partners to secure shovel-ready sites, identifying sites for future growth, and building regional partnerships.

Figure 2. Target Industries

ADVANCED MANUFACTURING

Automotive • Near-shoring logistics • Lightweight materials • Medical devices • Pharmaceuticals

The San Antonio region is considered a manufacturing hub with a particular strength in automotive and heavy equipment development. The regional presence of companies like Toyota Motor Manufacturing Texas, Caterpillar, International Motors, JCB, and HOLT CAT makes Schertz an ideal location for related businesses. Likewise, the regional presence of a life science cluster supports the expansion into medical-related manufacturing in Schertz.

DEFENSE TECHNOLOGY AND AEROSPACE SUPPLY CHAIN

Electric vertical takeoff & landing • Communication, navigation, & surveillance • Additive manufacturing (3D printing)

With Joint Base San Antonio-Randolph and Port San Antonio, Schertz has the potential to attract supply chain related advanced manufacturing businesses that serve the airbase and affiliated businesses in the innovative aerospace sector seeking affordability and connectivity in the region.

FOOD MANUFACTURING

Production • Consumer packaged goods • Cold storage • Distribution

The strong food and beverage cluster in the region creates a large demand for manufacturing, packaging, warehousing, and distributing goods. This cluster is anchored by food retail and manufacturing giant, HEB, but also includes major employers in Schertz, like Republic National Distributing Company, Sysco, and Ace Mart Restaurant Supply.

IT AND PROFESSIONAL SERVICES

Cybersecurity • Regional HQs • Engineering services • Fintech

The region is a global cybersecurity leader, which allows Schertz to capture satellite operations and specialized technical niches. Often, operations and support businesses in this sector, like back-office professional services, do not require proximity to downtown San Antonio.

POWER AND ENERGY

Transformers • Electric vehicle fleet charging hubs • Data center materials

With the increased power demand placed on communities throughout the state, Schertz can position itself as a hub for technology and manufacturing of infrastructure that manages and distributes power related to data centers, grid modernization efforts, and reshoring. Additionally, the industry offers high-wage technical jobs and high property tax valuations due to the heavy specialized equipment that is required.

Source(s): TIP Strategies, Inc.

Why It Matters for Schertz

- **Long-Term Fiscal Sustainability.** Ensuring a diversified commercial and industrial tax base through retention and attraction of businesses provides a stable financial foundation, securing the revenue necessary to support City growth and reduce reliance on any single sector.
- **Data-Informed Growth.** By utilizing a centralized customer relationship management system, the City moves from anecdotal feedback to concrete data, allowing leadership to make informed policy decisions that produce measurable wins.
- **Regional Commercial Real Estate Advantage.** Owning two of the region's few 500,000+ square foot mega-sites positions Schertz as a primary destination for large-scale advanced manufacturing operations in the San Antonio MSA, turning a shared regional future into a distinct local competitive advantage.
- **Strategic Growth Capacity.** Preparing shovel-ready sites and enhancing small business programming shifts the SEDC from a reactive posture to a strategic one, allowing leadership to efficiently capture expected industry growth and foster new business formation.

Goal 2. Talent and Workforce Development

Enhance Schertz's economic competitiveness for business development.

The City of Schertz is home to a highly educated population, with nearly 40 percent of residents holding a bachelor's degree or higher. The median household income in Schertz is nearly $100,000, above that of the San Antonio MSA, the state, and the US. Served by highly regarded public schools in the Schertz-Cibolo-Universal City Independent School District (ISD) and near more than 30 colleges and universities in the San Antonio–Austin corridor, Schertz offers a highly sought-after workforce for employers. Furthermore, this strategic location gives Schertz access to a larger regional labor pool.

STRATEGIES

2.1. **Supply and Demand Alignment.** Coordinate among higher education partners and employers to build a future workforce pipeline.

2.2. **Education and Career Exploration.** Build awareness of in-demand occupations.

2.3. **Talent Development.** Attract and retain skilled talent to enhance the talent base supporting Schertz employers.

To grow this talent-based competitive advantage, the SEDC must support education partners to align program offerings with the skills employers need. The organization is well-positioned to convene higher education partners and employers to help meet future workforce demands. Through business site visits, the SEDC can collect information about local workforce needs and skills gaps. The SEDC should share these findings with regional postsecondary partners, inform business-education partnerships, and promote pathways to in-demand jobs in Schertz. Expanding on these postsecondary efforts, the SEDC must also promote career awareness even earlier by partnering with the ISD to guarantee K–12 programming—such as internships, career and technical education (CTE) programs, soft skills training, and career fairs—meets the needs of local employers.

Providing employers with a skilled workforce requires attracting and retaining talent. The SEDC should understand local and regional efforts targeting specific groups, like veterans and young leaders, to ensure they have the resources and leadership opportunities to advance their careers in Schertz. The SEDC can further support jobseekers by offering a job board that connects candidates to employment opportunities. As part of a larger region and its associated labor pool, Schertz should collaborate with regional partners to promote opportunities for adult workers.

Why It Matters for Schertz

- **Expanded Local Employment Opportunities.** Promoting career pathways and supporting local talent development help convert Schertz's large commuter population into a more locally employed workforce.
- **Improved Business Engagement.** Accessible points of connection and regular updates make it easier for employers to navigate the local workforce, thus enhancing relations between businesses and the SEDC.
- **Unified Regional Voice.** Engaging actively in regional partnerships ensures Schertz's value proposition is amplified across the San Antonio region, making the City a top-of-mind choice for site selectors and major employers.

Talent and Workforce Development Best Practices

Fort Hood Region Veterans Inventory Initiative

In 2006, the city of Killeen, Texas, and the Greater Killeen Chamber of Commerce partnered with TIP Strategies to craft a regional plan (named *Operation Economic Transformation*) that would reduce the region's military-related economic dependency while simultaneously building on the region's growth opportunities associated with Fort Hood. One outcome of this plan was the creation of the Fort Hood Region Veterans Inventory Initiative survey, which continues to be administered on a quarterly basis. The veterans inventory captures information from soldiers who are about to separate from the military. The survey asks questions about their educational levels, skills, post-separation career plans for them and their spouses, and suggestions to improve the area's quality of place. Once compiled, the results are sent to local partners so they can highlight the incoming talent pool for economic development marketing and in responding to investment requests for proposals.

Since 2007, the initiative has surveyed over 50,000 transitioning and retiring soldiers, creating a robust database of Central Texas's military talent pipeline. Data from the initiative shows the share of exiting servicemembers who intend to stay in the region upon separation (39.8 percent in the Q2 FY26 report) and those who would choose to stay if desirable local employment opportunities were available (48.9 percent in the Q2 2026 report). In addition to surveying the servicemembers, the inventory also captures the skills and career aspirations of military spouses, expanding the regional talent pool for prospective employers. The inventory allows communities within the Fort Hood orbit to prove the existence of an immediate, disciplined workforce with quarterly counts of available personnel by skills, experience, and clearance levels.

Next Generation Sector Partnerships

The *Next Generation Sector Partnerships Training Manual* includes step-by-step guidance for regional teams to work together to build successful industry-led sector partnerships that are applicable for both rural and urban regions alike.

Goal 3. Quality of Place

Cultivate physical assets that establish a sense of community.

Schertz has intentionally invested in quality-of-place amenities that strengthen its appeal to both residents and businesses. From outdoor recreation, such as the Schertz Soccer Complex and an extensive trail network, to retail destinations like the multi-use development at Schertz Station, the City provides spaces that promote connectivity. Given anticipated growth, leaders must continue to prioritize these amenities and develop key corridors.

Expansion to the south necessitates the growth of commercial retail offerings to serve new residents. To achieve this, the SEDC must foster relationships with retail developers and attend industry events. The City should prioritize retail recruitment in key growth corridors, such as I-10 and South Schertz, by actively targeting developers who specialize in lifestyle centers and site-appropriate retail. Focus on high-demand amenities, like dining and services sought by local workers and residents, is critical. To support these recruitment efforts, establish a database of strategic sites paired with traffic counts, household income data, and mobile location analytics to give Schertz the market intelligence needed to pitch and secure the right commercial partners.

STRATEGIES

- **3.1. Retail Development.** Ensure infrastructure capacity to meet commercial retail growth.
- **3.2. Community Destinations.** Support retail, entertainment, and mixed-use development and redevelopment projects in key corridors.
- **3.3. Community Amenities.** Increase and improve the accessibility and walkability amenities around outdoor recreation sites.

To attract businesses, talent, and visitors, a community must have a distinct identity featuring destinations that individuals and families seek out. Schertz can develop community destinations by redeveloping Main Street, including building a physical entrepreneurship hub where small businesses can access events, support services, and resources for brick-and-mortar operations. Developing a city center, anchored by city hall or another asset, would further define Schertz's identity. Furthermore, creating more mixed-use developments throughout the City, like Schertz Station, provides more residential and entertainment options beyond the I-35 corridor.

Finally, continued investments in quality-of-life amenities, such as improving accessibility and walkability around outdoor recreation, are important to attract residents and maintain Schertz's image as a family-friendly place to live and work. Schertz's outdoor offerings already distinguish it from its regional peers. Continuing to improve and expand the parks and trail network remains a crucial advantage in the region. Creating walkable public spaces, such as connecting the city hall complex to Main Street, would activate sites used to bring people to a curated city center. The SEDC should work with the 2024 Schertz *Parks, Recreation, Open Space and Trails Master Plan* to develop cultural districts around parks and trails and enhance their entertainment and recreational options.

Why It Matters for Schertz

- **Improved Workforce Attraction and Retention.** A more walkable, amenity-rich environment supports employers, helps attract new residents and retain existing residents, and enhances quality of life.
- **Reduced Retail Leakage.** By prioritizing retail development and attraction, the City captures sales tax revenue that is currently being spent in neighboring municipalities.
- **Enhances Schertz's Identity.** Focusing investment on a city center and mixed-use developments creates the dense core necessary to foster a community gathering space and generates a cohesive visual and physical environment reinforcing the City's brand.

- **Preservation through Modern Design.** Collaborating with developers to incorporate public-facing amenities, such as plazas and art, ensures that new residential and mixed-use growth enhances the City's aesthetic appeal without compromising its small-town feel.
- **Recreational Connectivity.** Integrating the City's trail and park systems with commercial clusters maximizes the economic value of Schertz's natural assets, encouraging recreation-adjacent business growth, such as cafes and patio bars.

Quality-of-Place Best Practices

Alpharetta, Georgia

In 2011, Alpharetta proposed a plan to redevelop its property holdings with the goal of creating a city center that would serve as a gathering place for citizens and an attractive setting for businesses. This project involved a public-private partnership where the city collaborated with private developers. The development includes a new city hall, a Fulton County library, a five-acre park, a town green, and commercial spaces. The city provided infrastructure improvements and created development guidelines to attract private investment, resulting in a pedestrian-friendly district with residential, retail, and dining options. This project won multiple awards for its context-sensitive development and excellence in town center development.

Grow DeSoto

The Grow DeSoto marketplace is a 26,000-square-foot microbusiness hub in the southwest Dallas-Fort Worth area. Once an ACE Hardware, the city and the DeSoto EDC collaborated with the building owner to repurpose it into 60 stalls, creating a retail space where small businesses could start and grow. The DeSoto EDC funded the venture through sales tax revenue and master-leased the space from the owner. After a successful entrepreneurial pitch day in 2017, the EDC started offering leases at a reduced rent and providing tenants with business and marketing training. The marketplace now spans a variety of local businesses, including food, health, beauty, and professional services. Its proximity to the city's major public assets, like K–12 schools and the DeSoto Community Outreach Center, allows the marketplace to serve as a central gathering space for residents.

StartUp Spokane

Created in 2012 by Greater Spokane Inc., StartUp Spokane has supported the Spokane, Washington, small business and entrepreneurial community through business events, resources, and networking. In 2023, Spokane Public Library received a grant and acquired StartUp Spokane, expanding its brand and services through the public library system. Spokane Public Library users are integrated into the StartUp Spokane business resource network, which provides access to entrepreneurial expertise through TeamUp Mentors and information on business formation, market research, and consulting services.

Lampasas Attractions

Lampasas has successfully created a distinct identity by leveraging its outdoor amenities and rich history. The city emphasizes its heritage through marketing efforts that promote features like Hancock Springs, the oldest free flow pool in Texas. These pools and the surrounding parks drove Lampasas's reputation as a healing resort town in the nineteenth century. The community continues to celebrate its beginnings through events like the Spring Ho Festival. Similarly, Schertz can craft a strong brand by embracing its own roots and outdoor recreation offerings.

APPENDIX: PLANNING CONTEXT

To explore Schertz's competitive position, identify challenges and opportunities, and shape the action plan, TIP used its three-phase discovery-opportunity-implementation planning model, which combines quantitative and qualitative research. This section summarizes the process, culminating with an analysis of the SEDC's strengths, weaknesses, opportunities, and threats (known as a SWOT analysis) and a sample of the detailed implementation matrix that was provided separately to the SEDC.

Background Review

At the outset of the engagement, TIP reviewed existing economic development-related plans and studies for Schertz. This section summarizes the plans reviewed, demonstrating how the initiatives of this *Comprehensive Economic Development Strategic Plan* were informed by the priorities and strategies previously identified by the City and its regional stakeholders.

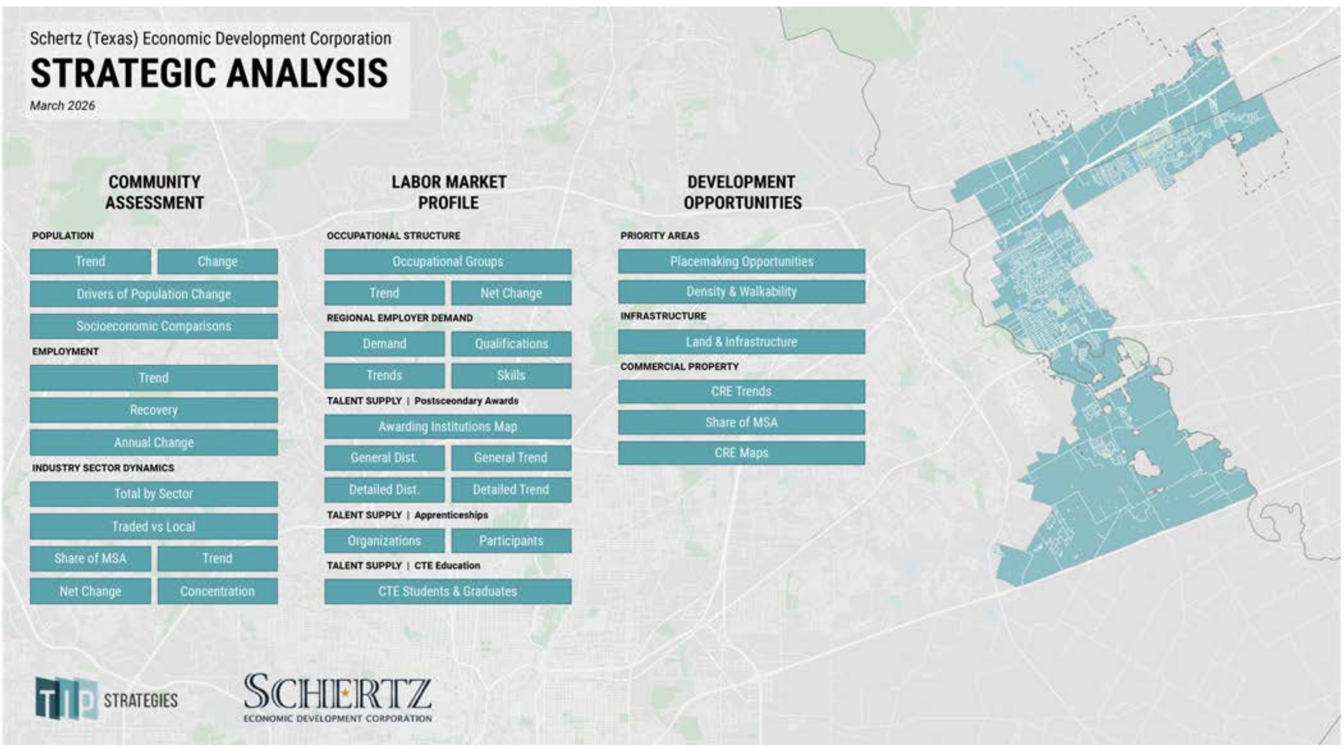
Schertz's CEDS is intentionally aligned with the 2024 City of Schertz *Comprehensive Plan*, which will guide development and manage growth in the City over the next 20 years through land use and economic strategies. The CEDS takes relevant components of the comprehensive plan that apply to economic development and offers near-term, actionable strategies to achieving them. These areas of interest include infrastructure investments, Main Street redevelopment efforts, mixed-use opportunities, expansion of public spaces, and commercial development. For further contextualization, TIP also reviewed the 2024 Schertz *Parks, Recreation, Open Space and Trails Master Plan*; Main Street incentive programs; and Schertz Capital Improvement Projects.

The CEDS leverages a broader body of work at the regional and state level by aligning its strategies with existing infrastructure investments, regional business attraction efforts, and statewide initiatives to support business growth and job creation. Together, these plans provided a cohesive foundation, ensuring that Schertz's economic development actions are coordinated, forward-looking, and grounded in the City and the region's long-term vision.

Economic Context

TIP conducted a strategic analysis of Schertz's competitive position with comparisons to Guadalupe County, Comal County, Bexar County, the San Antonio MSA, Texas, and the US, as well as a selection of peer communities. Peers were selected based on surrounding communities, similar size communities with proximity to major Texas markets, and similar size communities with proximity to a military installation. Peers included Cibolo, Texas; Universal City, Texas; Georgetown, Texas; New Braunfels, Texas; Hutto, Texas; Kyle, Texas; Burleson, Texas; Seguin, Texas; Cedar Park, Texas; San Marcos, Texas; Fountain, Colorado; O'Fallon, Illinois; Bellevue, Nebraska; Lacey, South Carolina; and Goose Creek, South Carolina. Initial data collection began in March 2026 during TIP's discovery phase and the analytical work continued into the final phase of the engagement. The in-depth strategic analysis was delivered to the SEDC in April 2026 in an interactive data visualization, the menu of which is shown in Figure 3. There are several data takeaways included on the following pages that capture some of the many findings from the strategic analysis.

Figure 3. Interactive Deliverable Menu



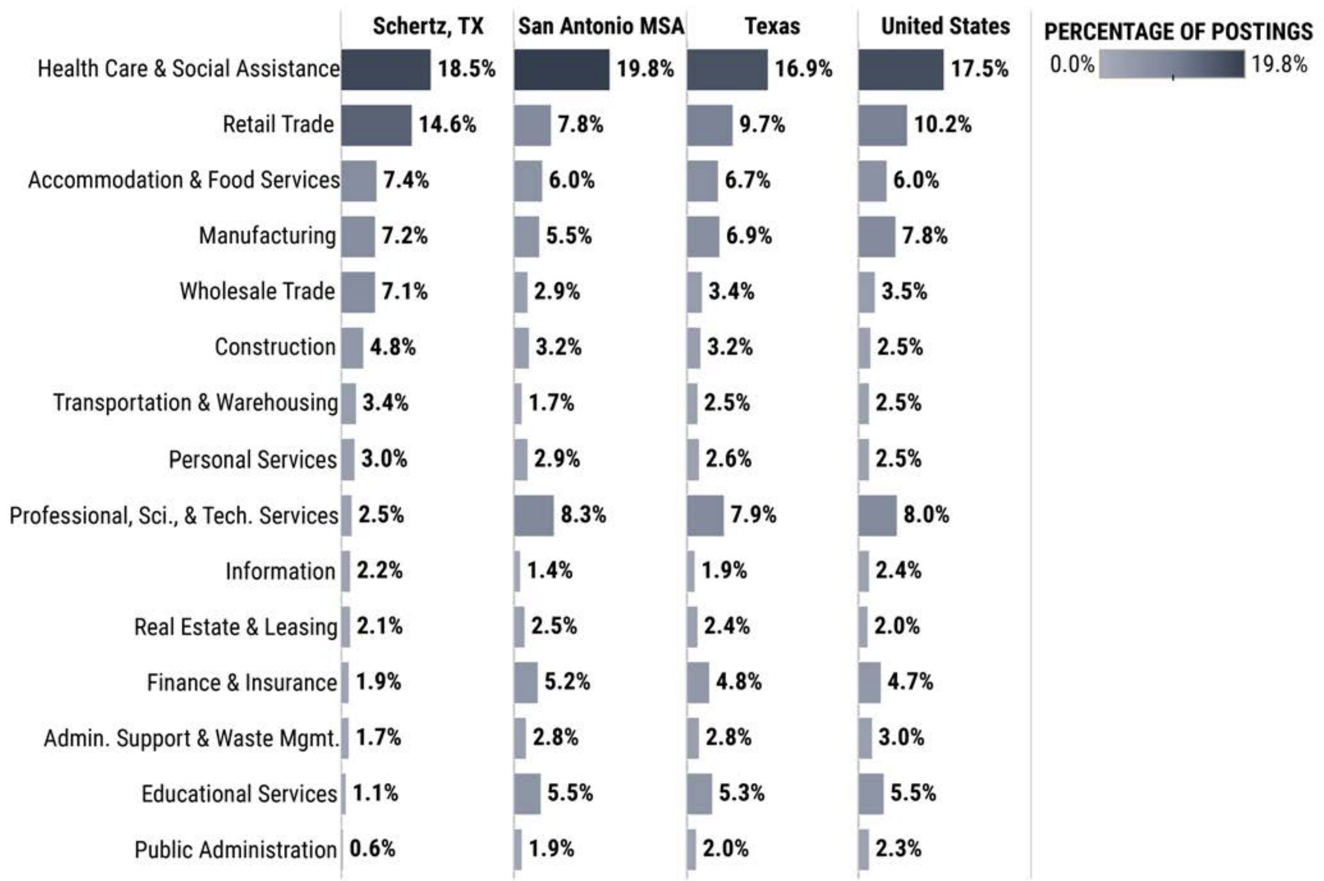
Job trends make a case for more industry diversification.

Since the Great Recession (2007–2009), Schertz's relative employment growth (57.5 percent) has exceeded that of the San Antonio MSA and Bexar County but has not kept pace with Guadalupe County (66.1 percent), Comal County (100.6 percent), and most of its peer cities. Over a three-year period, Schertz represented just 2 percent of all job postings in the San Antonio MSA. As shown in Figure 4, local hiring demand has remained concentrated in Retail Trade, Wholesale Trade, and Construction, with the demand for healthcare driven largely by Methodist Health System (8.2 percent of postings). In contrast, data indicates relatively low demand for Professional Services, Finance & Insurance, and Educational Services jobs. Although these are important employment opportunities, local industry clusters do not offer the same level of economic diversification or fiscal stability associated with a broader mix of traded industry clusters.

The City's existing traded industry base provides a strong foundation for industry diversification efforts. As indicated in Figure 5, each of Schertz's top traded clusters has seen major relative growth since 2001, including Distribution & E-Commerce (730.2 percent), Business Services (769.5 percent), Transportation & Logistics (437 percent), and Plastics (968.5 percent). This growth demonstrates the City's ability to compete for and support export-oriented industries, creating an opportunity to capture a larger share of regional growth while building on established economic strengths. The City's commercial and industrial real estate assets further reinforce this position. Relegated almost entirely to the City's northwest corner, Schertz has represented the majority of the MSA's industrial completions in a calendar year twice over the past two decades: in 2013 (55 percent) and 2025 (51 percent) and local industrial rents remain somewhat lower than the MSA. Over the past several years, local rents for office, retail, and flex properties have surged to be higher than the MSA-wide rates, on average. Despite periodic spikes in construction over this period, office vacancy rates have remained low in Schertz since 2015. This strong demand for commercial space positions Schertz to pursue business expansion and attract new investment to broaden its tax base and support long-term fiscal sustainability.

Figure 4. Job Posting Analysis | Demand

Based on an analysis of three years of job postings, March 2023–February 2026

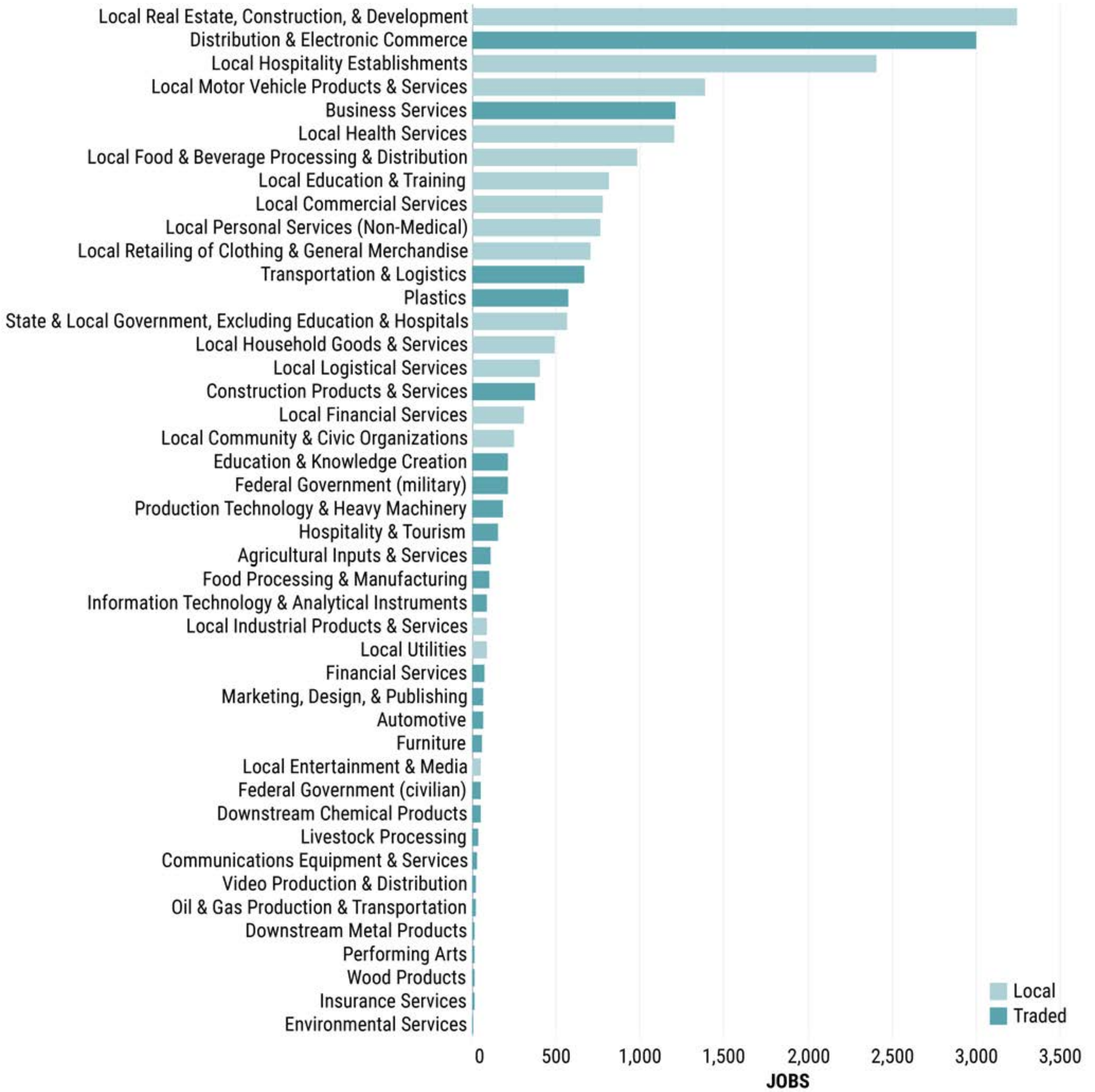


Source(s): US Bureau of Labor Statistics (BLS); Lightcast 2026.1—Quarterly Census of Employment and Wages (QCEW) Employees, Non-QCEW Employees, and Self-Employed; TIP Strategies, Inc.

Note(s): Bars show percentage share of unique job postings each region by industry sectors. Job postings include non-staffing, unique, newly posted job postings for permanent full-time, part-time, and flexible positions, excluding internships, between March 2023 and February 2026. Only includes top 15 industry sectors by job postings per region.

Figure 5. Industry Employment | Job Count
Schertz, Texas, jobs by industry cluster, 2025

TRADED CLUSTERS	LOCAL CLUSTERS
• Serve outside markets • Free to choose where they locate • Tend to be highly concentrated in few regions that have specific advantages	• Primarily serve local markets • Present in virtually every market • Location is not dependent upon competitive advantage



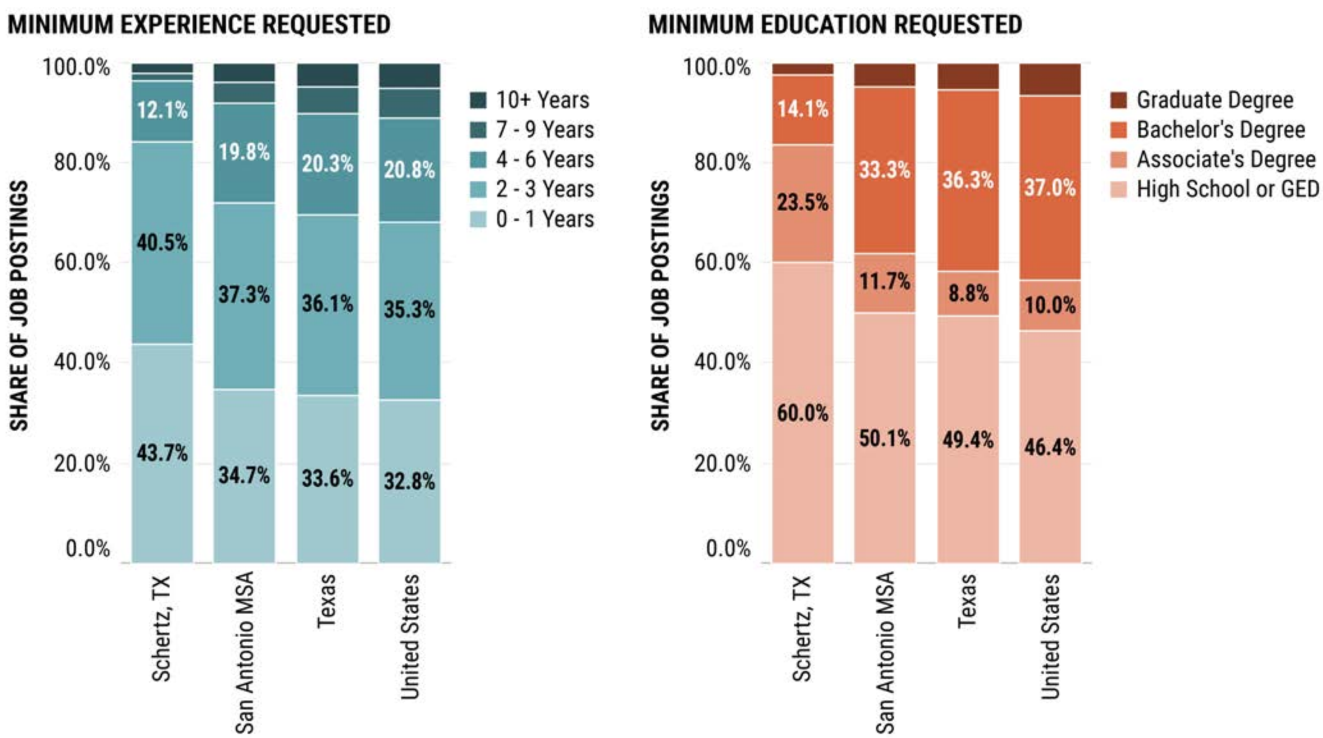
Source(s): BLS; Lightcast 2026.1—QCEW Employees, Non-QCEW Employees, and Self-Employed; US Economic Development Administration, Institute for Strategy and Competitiveness, Harvard Business School; TIP Strategies, Inc.
Note(s): Only includes clusters with at least 10 jobs in Schertz, Texas, in 2025. Schertz, Texas, is defined by the following ZIP Code: 78154.

Aligning talent supply with industry demand helps to diversify the local economy.

Compared to its benchmark regions, most Schertz job postings from March 2023 to February 2026 typically required less stringent experience and education qualifications. As illustrated in Figure 6, more than 80 percent of Schertz job postings require an associate's degree, a high school diploma, or GED—far outpacing the MSA, state, and national averages. Local school districts and other training providers have grown the pipelines for many of these jobs with lower barriers to entry. The numbers of both CTE students and CTE graduates at Schertz-Cibolo-Universal City, Comal, and East Central ISDs climbed significantly over the past several years of available data: 16,078 students in 2020–2021 to 19,800 students in 2023–2024; 5,086 graduates in 2020–2021 to 7,019 graduates in 2023–2024. Figure 7 illustrates the change in CTE students over time for Schertz-Cibolo-Universal City ISD. This strong secondary pipeline is mirrored regionally by the San Antonio MSA's apprentice pool, which more than doubled between 2013 and 2024, climbing from 2,236 to 4,928.

However, this job mix contrasts with the local talent base: nearly 4 in 10 Schertz residents possess a bachelor's degree or higher. The City also has a higher unemployment rate than all but one of its geographic peers. The makeup of the existing local workforce, credentialing institutions, job mix, and industry base suggest ample opportunities to strengthen talent pipelines and business development efforts. Promoting clear career pathways, coordinating regional partnerships, and leveraging Schertz's rich labor supply—including its peer-leading veteran population—will help generate job opportunities for residents while closing localized hiring and skill gaps. Over time, better alignment between talent supply and industry demand can help diversify the local economy, attract new investment, and strengthen the commercial and industrial tax base that underpins the City's long-term fiscal sustainability.

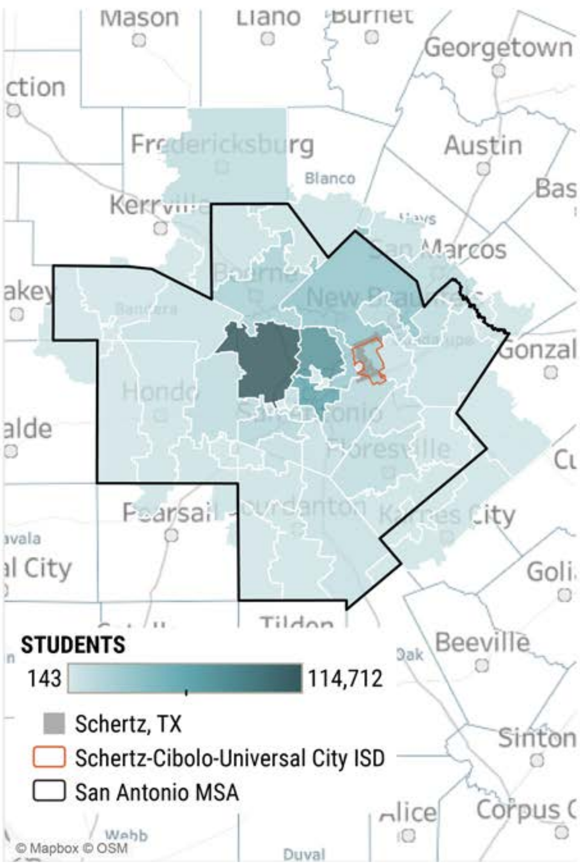
Figure 6. Job Posting Analysis | Qualifications
Based on an analysis of three years of job postings, March 2023–February 2026



Source(s): BLS; Lightcast 2026.1—QCEW Employees, Non-QCEW Employees, and Self-Employed; TIP Strategies, Inc.
Note(s): Job postings include non-staffing, unique, newly posted job postings for permanent full-time, part-time, and flexible positions, excluding internships, between March 2023 and February 2026.

Figure 7. Education & Training | Career & Technical Education
CTE Programs in Schertz-Cibolo-Universal City ISD high schools, 2020–2024

ALL PROGRAMS IN ALL CAREER CLUSTERS, 2020-2024



ALL DISTRICTS IN THE SAN ANTONIO MSA

Career Cluster	Program	2020-2021	2021-2022	2022-2023	2023-2024
Health Science	Healthcare Therapeutic	11,164	11,590	11,260	11,116
	Healthcare Diagnostics	11,141	11,555	11,228	10,992
	Nursing Science	9,815	10,255	10,019	9,837
	Medical Therapy	10,007	10,297	9,909	9,623
	Health Informatics	8,844	8,864	8,353	7,839
	Bio-Medical Science	501	689	808	745
	Exercise Science & Wellness	485	525	509	595
Business, Marketing, & Finance	Accounting & Financial Services	4,044	4,174	4,716	4,589
	Entrepreneurship	3,062	3,666	4,064	4,491
	Business Management	3,354	3,415	4,074	4,241
	Marketing & Sales	960	1,008	1,177	1,263
	Retail Management	470	609	847	936
Agriculture, Food, & Natural Resources	Animal Science	3,377	3,383	3,309	3,450
	Plant Science	2,719	3,094	3,305	3,820
	Applied Agricultural Engineering	2,880	3,044	3,336	3,627
	Environmental & Natural Resources	1,538	1,538	1,453	1,404
	Agribusiness	989	1,181	1,265	1,185
	Food Science & Technology	1,004	1,086	1,020	1,140
Information Technology	Cybersecurity	4,026	4,415	4,779	5,071
	Networking Systems	2,835	2,777	2,864	2,800
	Programming & Software Developme	2,114	2,229	2,203	2,675
	Web Development	1,684	1,903	1,828	945
	IT Support & Services	803	830	869	652
Arts, Audio Visual	Graphic Design & Multimedia Arts	5,194	5,847	6,020	6,416
	Digital Communications	2,298	2,501	2,602	2,542

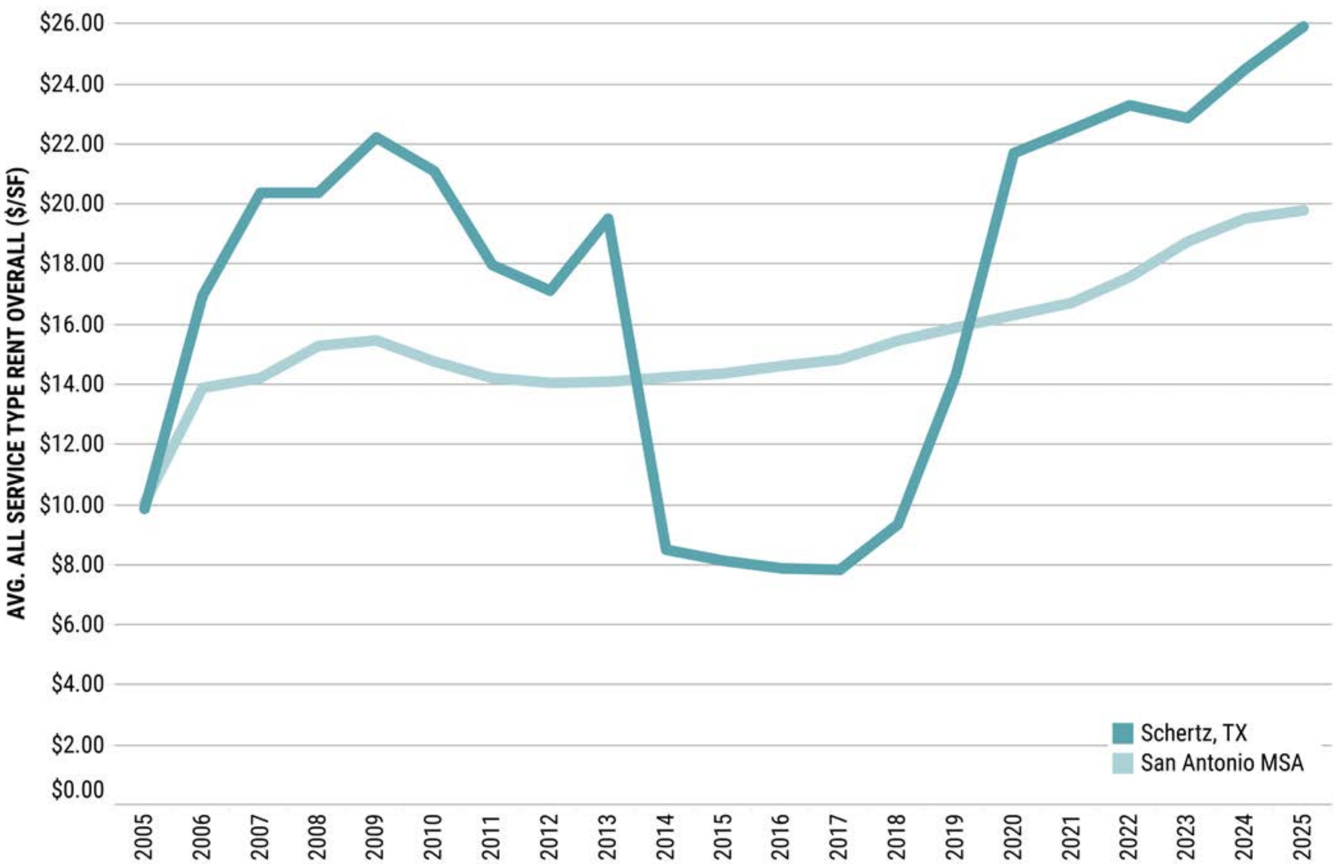
Source(s): Texas Education Agency; TIP Strategies, Inc.
Note(s): Intermediate CTE students or graduates are those who have completed and passed two or more CTE courses and have at least two credits within the same program of study but are not advanced CTE students or graduates. Advanced CTE students or graduates are those who have completed and passed three or more CTE courses and have at least four credits, including at least one upper-level course, within the same program of study. Students and graduates are not exclusive to a single program as they may enroll in multiple. Courses may also count toward multiple program credentials. The San Antonio MSA consists of Atascosa, Bandera, Bexar, Comal, Guadalupe, Kendall, Medina, and Wilson Counties, Texas. The full list of career clusters and programs is available through the interactive Economic Assessment.

Investments in quality-of-place amenities are critical as the City grows.

Several priority sites across Schertz—the city hall complex/future park, Main Street, and Schertz Station—represent high-impact opportunities for mixed-use development and redevelopment. Through quality-of-place investments that improve the accessibility and walkability of amenities, these areas can become desirable and connected community destinations. Efforts focused on intentionally shaping priority sites will deliver the vibrant, pedestrian-friendly neighborhoods required to elevate local quality of place.

This targeted approach to quality-of-place improvements is supported by Schertz's retail market. As shown in Figure 8, the City's average retail rent is somewhat higher than the San Antonio MSA ($25.93 vs. $19.81), while its vacancy rate is significantly lower (1.1 percent versus 3.8 percent). These tight market dynamics are further underscored by historical growth, with Schertz accounting for an average of 2.2 percent of all regional retail completions from 2005 to 2025. Together, these trends highlight an opportunity for the City to ensure infrastructure capacity matches commercial growth along major corridors, like FM 78, FM 3009, and I-10, while strategically channeling retail and entertainment demand into the City's priority mixed-use sites.

Figure 8. Retail | Average Rent



Source(s): CoStar Group; TIP Strategies, Inc.
Note(s): All data are estimated by CoStar as of February 2026. For retail property, rent periods are annual and the spatial unit of analysis is square feet (SF).

Engagement Process

Input from community leaders across private, public, and nonprofit sectors is critical to the success of any visioning process. Over 50 participants contributed to the development of this plan. Community input was particularly important for developing the plan's strategies, as its priorities and their associated responsibilities impact multiple organizations and chart a course for Schertz's economic prosperity. At the beginning of the strategic planning process, TIP worked with the SEDC to design the approach to stakeholder engagement, which involved several methods (see Figure 9). Central to the stakeholder engagement process was a project advisory committee, which convened at major milestones.

Figure 9. Engagement Process Overview

50+ STAKEHOLDER PARTICIPANTS	10 ROUNDTABLE SESSIONS	21 PERSONAL INTERVIEWS	5 SITE VISITS
Advisory Committee • SEDC Staff • Planning Department • SEDC Board of Directors • Small Business Major Employers		City Council • Mayor • City Manager • Deputy City Manager • Parks and Recreation Director • SEDC Board of Directors Members • Education • Real Estate greater:SATX	In-person trips, including site tours of the City, business parks, Main Street, City complex, retail corridors, and developable land.

Advisory Committee Stakeholder Organizations

- Alamo Colleges
- Bexar County Economic Development
- The Chamber (Schertz-Cibolo-Selma Area)
- City of Schertz
- CPS Energy
- First United Bank
- greater:SATX
- Green Valley Special Utility District
- Guadalupe County
- Guadalupe Valley Electric Cooperative
- Schertz Bank & Trust
- Schertz Cibolo Emergency Clinic
- Schertz-Cibolo-Universal City ISD
- Texas Tri-County Chamber of Commerce
- UT San Antonio Small Business Development Center
- Wayland Baptist University San Antonio
- Workforce Solutions Alamo

Source(s): TIP Strategies, Inc.

SWOT Analysis

During the discovery phase of the project, the consulting team gathered qualitative and quantitative input to understand the SEDC's competitive position in the region. The results of these efforts informed the following strengths, weaknesses, opportunities, and threats (SWOT) analysis.

- **Strengths:** Assets that can be built on to grow, strengthen, and diversify the local/regional economy.
- **Weaknesses:** Liabilities and barriers to economic development that could limit economic growth potential.
- **Opportunities:** Competitive advantages and positive trends that hold significant potential for the attraction of new businesses, investments, and skilled workers.
- **Threats:** Unfavorable factors and trends (often external) that could negatively affect the local/regional economy.

Figure 10. Summary of SWOT Analysis for the SEDC

Strengths

- Accessibility to I-10 and I-35
- Supply of industrial real estate
- Highly educated workforce
- Military installations & personnel and veteran population
- Relative affordability
- Safe, family-centric community
- Parks and trails systems & connectivity
- Business friendly compared to neighbors
- Southern logistical hub for the US
- Strong local and regional partners
- Position in the Austin–San Antonio corridor

Weaknesses

- Keeping pace with infrastructure needs (water/sewer, power)
- Traffic congestion
- Dependence on warehousing
- Geographic divisions (counties, school districts, utility providers, airbase)
- Property tax exemption impact on City revenues
- Lacking a brand story
- Floodplain restraints to development

Opportunities

- Advanced manufacturing recruitment
- Foreign direct investment
- Marketing of EDC and planning department coordination
- Redevelopment opportunities (Main Street, city center)
- Small business supports
- Entrepreneur ecosystem development
- Leveraging partners to meet talent needs
- Commercial development (i.e., 1518, I-10, near 1604, Roy Richards Drive, Community Circle Park, and Hubertus Road)
- Educating the community about economic development efforts

Threats

- Regional competition (e.g., Port San Antonio, Brooks Development Authority, and other corridor communities)
- Not diversifying the tax base
- Risk of unmanaged growth
- Tale of two cities (North vs. South Schertz developments)
- Aging infrastructure
- Future retail leakage
- Business climate uncertainty

Source(s): TIP Strategies, Inc.

Implementation

Transforming vision into reality requires a deliberate implementation framework for action, resource alignment, and accountability. This section outlines the staffing capacity, performance metrics, and action-oriented matrix needed for the SEDC to execute the plan's recommendations effectively.

Staffing

Implementing the CEDS will result in increased activity levels, particularly because of the needs of a rapidly growing community. The CEDS also includes recommendations for new activities in target attraction research, entrepreneurship ecosystem relations, and placemaking efforts for retail development and redevelopment opportunities. In addition to the staff needed to support efforts that exclusively fall to the SEDC, there is also the potential need for shared staff through formal partnerships, for example in collaboration with the chamber or in the case of a public-private partnership.

EDC Funding Structure

Economic development in Texas is governed by a legal framework for how local communities can incentivize growth. While state law grants local economic development corporations (EDCs) the power to invest public funds into the community, it also imposes strict statutory boundaries on what types of projects those tax revenues are legally eligible to support. The following overview outlines the historical authority and legal guardrails that define the capabilities and restrictions guiding the SEDC's investment decisions.

Texas Economic Development Corporations

The Development Corporation Act of 1979 (the Act) authorized Texas communities to create nonprofit corporations to promote local business development using private funds. A 1989 amendment to the Act authorized eligible communities to fund these organizations through the adoption of a voter-approved local option sales tax. The new entities were known as Type A corporations after the newly created section of the Act. In 1991, the Act was expanded to permit the use of these revenues to fund corporations, known as Type B corporations, which could invest in a wider range of civic and commercial projects. Depending on their tax structure, eligible communities can elect to form either Type A or Type B corporations or both. Each corporation type has unique restrictions for what types of projects these tax revenues are eligible to fund.

Metrics of Success

The performance metrics used to measure success are an important part of the CEDS. These are the numbers that tell the story of the CEDS's impact. However, it is important to acknowledge that the SEDC does not operate alone. External factors ranging from supply chain disruptions and geopolitical conflicts to financial and real estate market volatility affect economic performance at the local level. An understanding of the broader economic landscape allows the SEDC to maintain a realistic view of progress, while focusing on strategies where it can most directly impact positive change in the local economy.

1. **Inputs.** Activities directed by the SEDC team.
    a. Businesses visited/surveyed as part of business and retention program
    b. Website traffic and social media impressions
    c. Outreach to site selectors and real estate professionals

2. **Impacts.** Economic benefits from the SEDC's work as evidenced by direct outcomes (jobs, investment, and new real estate development).
    a. Capital investment from business recruitment/expansion projects
    b. Jobs retained from SEDC-supported projects
    c. New high-wage jobs created from SEDC-supported projects
    d. New industrial and commercial space from SEDC-supported development
3. **Indicators.** Indirect community-wide outcomes from the plan signaled by general macroeconomic data.
    a. Increase in total employment
    b. Increase in median household income
    c. Increase in commercial tax base for the City of Schertz

Implementation Matrix

TIP provides an Excel-based matrix to guide this strategic plan's implementation. The implementation matrix is a flexible tool that captures the recommended strategies and actions, with an indication of roles and a proposed timeline for action. The matrix also allows the SEDC to include supporting partners that may have a role in implementation. In addition, supporting partners can be listed. These organizations may be collaborators or potential resources that can help move implementation forward.

Finally, the implementation matrix includes an indicator to reflect the status of each strategy and action, in addition to a place to capture achievements for reporting purposes. The format of the implementation matrix allows for necessary adjustments to ensure a responsive and dynamic plan. Because strategies and methods evolve to adapt to new circumstances, the evaluation metrics should also be updated to accurately reflect progress on modified strategies. The frequency of monitoring will differ, depending on the metric and data source.

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