



LEVERAGING LEGACY & NEW DISCOVERIES TO CREATE PROSPERITY.

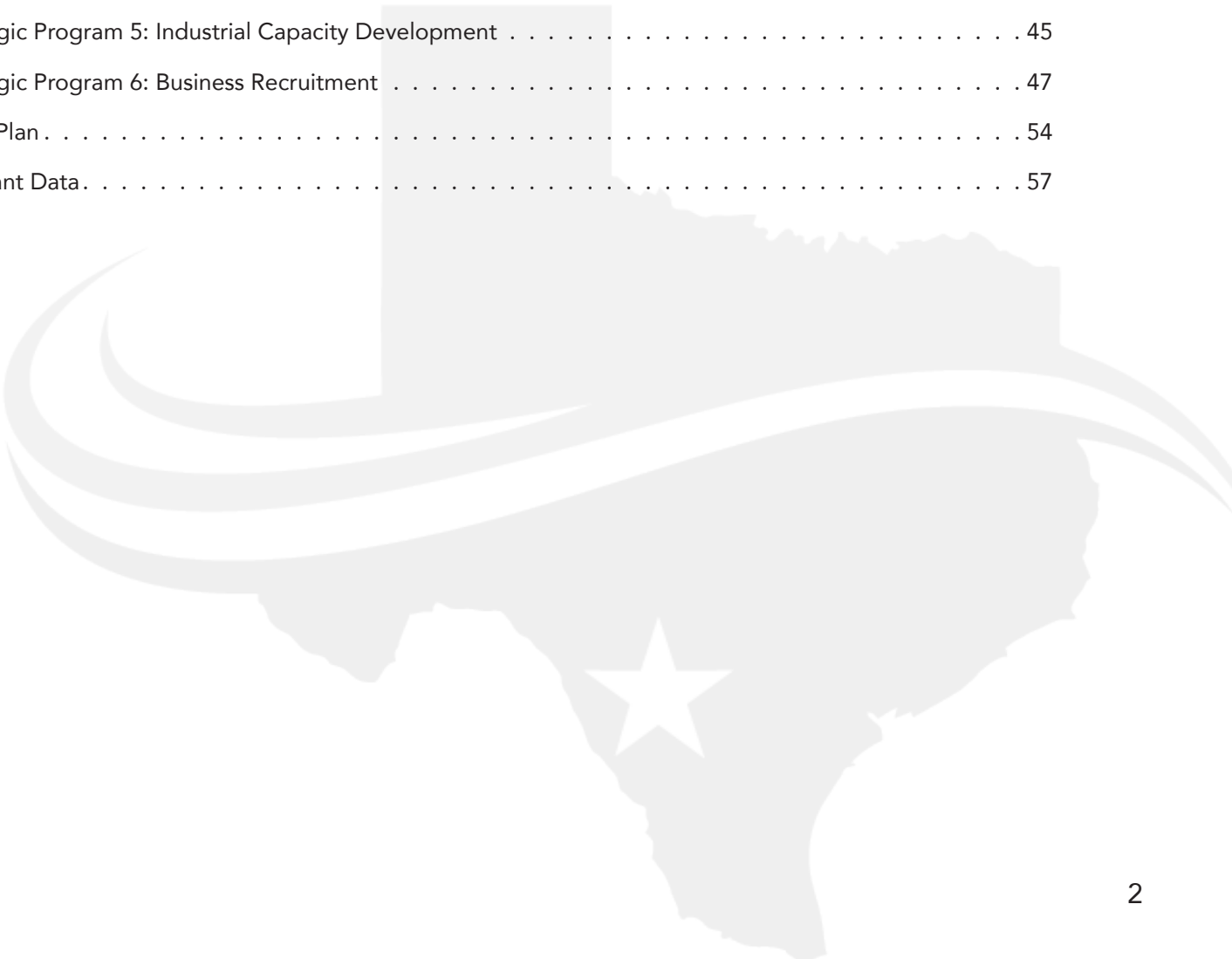
Three-Year
Economic Development Strategy

**OCTOBER 1, 2024 –
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INTRODUCTION

As the City of Hondo, Texas, navigates the ripple effects of San Antonio's rapid growth, its Economic Development Strategic Plan, spearheaded by Marketing Alliance, aims to carve a path that embraces both opportunity and challenge. This plan is a blueprint for leveraging Hondo's geographical advantage to spur economic growth, while also addressing the potential impacts of urban sprawl.

Central to Hondo's strategic response is the enhancement of communication channels. The plan advocates for improved dialogue between elected leadership, city staff, business professionals, and the resident community to foster a collaborative environment. This is critical not only for sharing information but also for rallying collective action in response to economic development opportunities and challenges. Enhanced communication efforts will also support the city's ability to adapt to the changing landscape of workforce development, ensuring that Hondo's labor force is prepared for the jobs of tomorrow.

As industries evolve and new sectors emerge, Hondo must ensure its workforce development initiatives are aligned with future needs. This means investing in training and education that equips residents with the skills necessary for high-demand jobs, particularly those that may arise as a result of San Antonio's expansion. The plan highlights the importance of flexibility and innovation in workforce development, suggesting partnerships with educational institutions, training centers and the private sector to create programs that are responsive to market demands.

Coupling these future-focused strategies with traditional economic development practices forms the backbone of the Hondo Economic Development Corporation approach. The plan reaffirms the value of attracting investment, fostering a business-friendly environment, and supporting the growth of local businesses. However, it also recognizes the need for these traditional methods to evolve, incorporating a broader vision that includes sustainability, technology adoption, and the creation of a diverse economic base that can withstand future challenges.

Infrastructure development is identified as a key enabler for both traditional and modern economic development efforts. Upgrading transportation, utilities, and digital connectivity will not only support existing businesses but also attract new ones, creating a foundation for sustained economic growth. Furthermore, the plan emphasizes the importance of strategic land use planning to accommodate growth without sacrificing Hondo's character and quality of life.

In summary, this strategic plan for Hondo, Texas, balances the pursuit of new economic development opportunities with the need to adapt to changing workforce demands and integrates modern communication strategies with tried-and-true economic development practices. It positions Hondo to capitalize on the growth of San Antonio through a proactive, collaborative approach that engages all sectors of the community. The plan is a comprehensive call to action, urging Hondo to embrace its potential for growth while preparing for the future with strategic foresight and community-driven initiatives.

EXECUTIVE SUMMARY

Introduction

As Hondo, Texas, navigates the opportunities and challenges presented by San Antonio's rapid expansion, the Hondo Economic Development Strategic Plan, developed in collaboration with Marketing Alliance, offers a visionary blueprint for intentional and sustainable growth. This plan leverages Hondo's geographical advantages to not only foster economic development but also address the potential impacts of urban sprawl, ensuring the city's prosperity and resilience in the face of evolving economic landscapes.

Methodology

The strategic planning process began with a comprehensive SWOT analysis, spearheaded by insights from discussions with the Hondo EDC staff, board members and private sector partners. This foundational step, guided by David Petr's economic development experience and leadership, was critical in outlining Hondo's strengths, weaknesses, opportunities, and threats, setting the stage for relevant strategic initiatives. Emphasizing collaborative engagement, the methodology incorporated feedback from various community stakeholders, ensuring the plan's alignment with Hondo's diverse needs and aspirations.

Target Industries: A Deeper Dive

The selection of target industries for Hondo, including Aviation and Aerospace, Advanced Manufacturing, and Logistics and Distribution, has been strategically tailored to align with the city's current or realistically expandable infrastructure capacities. This approach leverages Hondo's notable assets such as the South Texas Regional Airport and its strong dual-served rail connections via Union Pacific (UP) and BNSF Railway. By focusing on these sectors, Hondo positions itself to support businesses that stand to gain from immediate runway access and comprehensive rail services, as well as those engaged in innovative aerospace developments. This deliberate alignment ensures that Hondo not only capitalizes on its existing infrastructure advantages but also sets a clear path for infrastructure development that supports the growth and attraction of these industries. As a result, Hondo enhances its competitive edge as a prime location for companies seeking top-tier transportation and logistics solutions, ultimately contributing to job creation and the cultivation of a vibrant economic landscape.

Strategic Programs

The strategic programs in this plan take a holistic approach to fortify Hondo's economic structure, aligning with the six strategic priorities set in order of importance: retail attraction and downtown revitalization, economic development team development, business retention and expansion, innovative workforce development program, industrial capacity development, and business recruitment. These initiatives are designed to rejuvenate Hondo's economic landscape, beginning with enhancing the appeal of retail sectors and revitalizing the downtown area to create a vibrant community hub.

EXECUTIVE SUMMARY, CONTINUED

A key focus is on the professional growth and development of the Economic Development Team to equip them with the skills and knowledge necessary for driving these strategic priorities forward. Following closely is the Business Retention and Expansion Program, which plays a crucial role in supporting the sustenance and growth of existing businesses through regular engagements and bespoke assistance. This effort is foundational in understanding the intricacies of local businesses, addressing their challenges, and facilitating their expansion ambitions.

Parallel to these, the plan emphasizes establishing an Innovative Workforce Development Program. This initiative seeks to collaborate with local educational bodies to tailor training programs that meet the evolving demands of Hondo's key industries, ensuring a ready and competent workforce to fuel the city's economic growth.

Subsequent initiatives focus on the development of Hondo's industrial capacity, laying the groundwork for supporting and attracting future industrial endeavors by enhancing infrastructure capabilities in electricity, water, sewer, roads, data, and logistical access.

Lastly, the strategic pursuit of Business Recruitment aims to attract new enterprises by leveraging Hondo's enhanced economic and infrastructural environment, showcasing the city as an attractive location for diverse industrial sectors. Each program, crafted within the strategic plan, is interconnected, aiming to collectively boost Hondo's economic vitality and community well-being. Furthermore, the plan includes a strong emphasis on community engagement and networking, aiming to create a dynamic platform for interaction among business owners, policymakers, and support organizations. This initiative seeks to foster collaboration, open dialogue, and a united business community that can leverage mutual strengths to address shared challenges and discover new growth opportunities.

Work Plan

The Hondo EDC Strategic Plan features a quarter-by-quarter action plan, providing a clear, prioritized roadmap for EDC staff and stakeholders. This structured approach outlines specific actions and timelines for implementing strategic initiatives, ensuring organized and effective economic development. By focusing on prioritized efforts each quarter, the plan facilitates clear communication, timely adjustments, and efficient resource allocation towards Hondo's growth and sustainability goals.

Relevant Data

Underpinning these strategic directions is a reliance on relevant data, including economic indicators, labor market trends, and industry forecasts. This data-driven approach ensures that Hondo's economic development strategies are grounded in reality and poised to address the actual needs of the community and the marketplace. By leveraging this information, Hondo can tailor its initiatives to maximize economic benefits, attract investment, and sustainably grow its target industries.

SWOT ANALYSIS – CITY OF HONDO

STRENGTHS

Geographic & Strategic Advantages

- Strategic Location: Hondo enjoys a prime location that combines the tranquility of rural life with easy access to the amenities of a nearby metropolitan area, enhancing its appeal to both residents and businesses.
- Accessibility and Infrastructure: The presence of a unique, dual-served rail park, along with opportunities at the airport, downtown, and various infill sites, underscores Hondo's logistical and infrastructural strengths.

Community & Lifestyle

- Rural Lifestyle with Metropolitan Access: The city offers the charm of a rural lifestyle alongside the convenience and amenities of a nearby metropolitan area, appealing to those seeking balance between tranquility and urban access.
- Quality of Community: The people in Hondo are recognized for their quality, contributing to a strong sense of community and a supportive environment.

Economic & Leadership Dynamics

- Pro-Business Climate: Texas's reputation as a pro-business state, combined with Hondo's welcoming economic policies, create a conducive environment for business growth and development.
- Leadership and Vision: Recent leadership changes at both the city and EDC levels are poised to drive action and foster a climate of progress and innovation.

Labor & Employment

- Available Workforce: The proximity to a large population center ensures access to a broad labor pool, supporting business expansion and workforce needs.

Development Opportunities

- Diverse Opportunities for Growth: Hondo is characterized by its variety of development opportunities, including but not limited to the airport, downtown revitalization, and underutilized infill sites, indicating multiple avenues for economic expansion and investment.



SWOT ANALYSIS – CITY OF HONDO

WEAKNESSES

Implementation & Action Gaps

- **Unexecuted Plans:** A history of plans made but not implemented highlights a need for stronger accountability and execution mechanisms within the city's governance.

Operational & Strategic Fragmentation

- **Siloed Operations:** The tendency of the city (and county) to operate in distinct silos undermines operational efficiency and strategic unity.
- **Community Resistance to Change:** The prevalent view of change as a negative factor necessitates a focus on community engagement and change management.
- **Misaligned Goals:** The presence of diverse and often conflicting goals among community stakeholders underlines the critical need for a unified vision and strategic alignment.

Communication and Perception Issues

- **Ineffective Communication:** The observed lack of effective communication channels between elected officials and the EDC calls for enhanced dialogue and collaboration.
- **Historically-absent Marketing Presence:** Past deficiencies in marketing strategy weaken Hondo's visibility and appeal to potential investors and new residents.
- **Unwelcoming Entry Perception:** The initial impressions of the city, as seen at its entry points, require improvement to foster a welcoming atmosphere for visitors and prospective community members.

Declining Workforce & Livability Issues

- **Workforce Shortage:** The population decrease from 8,753 in 2010 to 8,119 in 2023 signals a troubling trend in workforce availability, posing significant challenges to local economic growth and the sustenance of business operations.
- **Livability Concerns:** Emerging livability issues, hinted by the younger median age of 35.9 years amidst a declining population, suggest potential quality-of-life challenges that may be driving the younger, working-age population to seek opportunities elsewhere. Addressing these concerns is vital to reversing the trend and ensuring a vibrant, sustainable community.

Infrastructure & Resources Limiting Growth

- **Limited Industrial Infrastructure:** Hondo faces significant challenges with its industrial infrastructure, primarily due to limited excess capacity. This is a major roadblock to attracting new industries because there isn't enough power supply to support both new and existing projects. This limitation signals a vital need for upgrades and expansions to accommodate growth aspirations in industrial sectors.

Revitalizing Downtown to Boost Appeal

- **Downtown Revitalization Required:** The heart of Hondo, our downtown area, struggles with attracting visitors and new businesses due to parking issues and the presence of less appealing stores. This situation diminishes the overall attractiveness and functionality of the downtown, making it less inviting for potential talent and residents. Improving these aspects can transform downtown into a vibrant hub, essential for drawing in the skilled workforce and innovative businesses critical for our growth.

Critical Housing Shortage Hindering Talent Attraction

- **Need for More Housing Options:** The current shortage of housing in Hondo severely limits our ability to attract and retain the workforce necessary for our community's growth. Without a diverse range of housing options to meet the needs of new and existing residents, it's challenging to draw the talent required to fill essential roles within our industries and businesses. Addressing this housing gap through strategic development is crucial for making Hondo a more attractive destination for professionals and families alike, ensuring a thriving, growing community.

SWOT ANALYSIS – CITY OF HONDO

OPPORTUNITIES

Strategic Economic Development

- **Smart Growth:** Leveraging interest in intentional economic development strategies to guide sustainable and smart growth. This approach focuses on maximizing the community's unique strengths while ensuring that expansion is both manageable and beneficial for all residents.
- **Infrastructure Enhancement:** Capitalizing on opportunities for infrastructure improvements to support growth and enhance quality of life. Upgrading our power supply, transportation networks, and other critical infrastructure components can provide the foundation needed for economic development and attract investment.
- **Unified Economic Development Message:** Aligning all economic development (ED) partners around a cohesive and unified message to strengthen outreach and impact. A consistent and compelling narrative will enhance Hondo's ability to attract businesses, talent, and investment by clearly communicating its vision and advantages.
- **Reprioritization of Economic Development Goals and Strategies:** Recognizing the need to adapt to changing economic landscapes, there is an opportunity to revisit and refine economic development goals and strategies. This reprioritization process will allow Hondo to focus on achievable targets, making the best use of available resources and capacities.
- **Managing Expectations for Economic Stakeholders:** Establishing realistic timelines and outcomes for economic initiatives to ensure stakeholders are aligned with the city's strategic vision. This approach helps in managing expectations, fostering trust, and building stronger partnerships with investors, businesses, and the community at large.

Community & Aesthetic Enhancement

- **Visual Appeal:** Initiatives to enhance the town's visual appeal, including beautification projects and infrastructure aesthetics.
- **Downtown Revitalization:** Focusing on revitalizing the downtown area through targeted Request for Proposals (RFPs) to attract businesses that fill community needs and contribute to the area's vibrancy.

Collaboration & Engagement

- **Embracing Change:** Encouraging all sectors, including government, private business, education, and the community, to embrace change and adopt a more forward-thinking approach.
- **Stakeholder Alignment:** Conducting stakeholders' meetings to ensure alignment on economic development efforts and to foster a shared vision.
- **Medina Electric Cooperative Partnership:** Utilizing the Medina Electric Cooperative's resources and support to facilitate growth and address infrastructure needs.

Education & Communication

- **Proactivity:** Advocating for a shift from reactive measures to proactive planning and action in all facets of economic and community development.
- **Educating Leaders:** Providing education and resources to city council and administration to enhance understanding and support for economic development initiatives.
- **Summit for Collective Vision:** Hosting a summit to connect all parties, facilitating a platform for discussion, collaboration, and the development of a collective vision for the future.

SWOT ANALYSIS – CITY OF HONDO



THREATS

Housing Inventory Shortfall & Aesthetic Appeal

- The community not only faces a significant housing inventory shortage but also shows a strong preference against conventional tract homes, highlighting the need for housing solutions that enhance the community's aesthetic appeal and meet local needs.

Difficulty in Project Prioritization

- Challenges in determining which projects to prioritize underscore the necessity for a strategic framework that focuses on high-impact initiatives aligned with broader community and economic goals.

Resistance to Change

- The community's adherence to traditional methods and resistance to change threatens innovation and progress, making it crucial to cultivate a more adaptive and innovative mindset.

Infrastructure Constraints

- Limited capacity in crucial infrastructure, including electricity, water supply, and wastewater management, poses barriers to growth, requiring urgent planning and investment.

Misalignment Among Stakeholders

- Lack of cohesion among elected officials, the business community, and the economic development organization undermines effective development strategies, emphasizing the need for united goals and communication.

Lack of Amenities to Attract Future Workforce

- The absence of sufficient amenities and an appealing living environment could deter the future workforce, underlining the importance of enhancing local amenities and lifestyle offerings.

TARGET INDUSTRY SELECTION

In Hondo, prioritizing industrial recruitment has traditionally been at the forefront of economic development efforts. However, before Hondo can effectively attract industries, it needs to address more foundational challenges. The city's current limitations in appealing to new talent and its restricted capacity for industrial infrastructure are pressing issues that demand attention. Consequently, industrial recruitment has been temporarily deprioritized, though marketing and talent recruitment continue to play significant roles in Hondo's overall economic development strategy. Addressing these foundational issues is essential to create a conducive environment for industrial growth and success in the future.

Given these circumstances, Hondo is focusing on industries that align with its current or achievable infrastructure capacities, laying the groundwork for a phased approach to industrial recruitment. Industries such as Aviation/ Aerospace, Advanced Manufacturing, and Logistics and Distribution are identified as key focus areas. These sectors are chosen based on Hondo's strategic assets like the South Texas Regional Airport, which offers unparalleled opportunities for aviation and aerospace companies, and the city's strong rail connections, making it an ideal center for logistics and distribution. Advanced Manufacturing is also highlighted for its potential to drive innovation, create high-value jobs, and stimulate economic activity, aligning with Hondo's goals for innovation and sustainable growth. By targeting these sectors, Hondo plans to gradually enhance its marketing efforts, aiming to fully capitalize on its infrastructure and workforce, thereby reinforcing the city's economic vitality and resilience.



TARGET INDUSTRY #1 – AVIATION / AEROSPACE INDUSTRY

Focusing on aviation/aerospace manufacturing and general aviation enhancement aims to capitalize on Hondo's unique position and infrastructure to draw businesses that benefit from direct runway access for testing and delivery, as well as those involved in cutting-edge aerospace technologies. This dual-focus approach seeks not only to attract technology-driven companies and high-value jobs but also to establish Hondo as a strong regional option for aviation activities, contributing to the community's economic vitality and aligning with its vision for sustainable growth and innovation.

Aviation Manufacturing Focus

Targeting aviation and aerospace manufacturing businesses to locate on or near Hondo Airport presents a significant opportunity to capitalize on the growing demand within the aviation sector. By offering direct access to runways and airspace for companies that require it (Level 1) and proximity advantages for those whose operations benefit from being near such facilities (Level 2), Hondo Airport positions itself as a key hub for innovation and development in the industry. This strategic focus not only enhances the airport's economic footprint but also attracts high-value manufacturing activities, driving job creation, and fostering a vibrant ecosystem of technology and aerospace expertise. The presence of these companies can catalyze further investments, stimulate local economic growth, and elevate Hondo's status as a premier destination for aviation and aerospace activities, leveraging the unique assets of the airport to build a future-proof foundation for growth and innovation.

Definitions

Level 1: Direct Runway and Airspace Access Required

This tier includes manufacturers that require immediate access to runways and airspace for their operations. These businesses are typically involved in the assembly, testing, and delivery of complete aircraft, engines, and aviation systems that necessitate real-time flight testing. Companies in this category benefit from on-site facilities that allow them to seamlessly move products from manufacturing to testing and delivery, emphasizing the importance of integrating their operations with the airport's infrastructure.

Level 2: Proximity to Airport and Airspace

The second tier consists of aviation and aerospace manufacturers that, while not requiring direct access to runways, benefit significantly from being in close proximity to the airport and its airspace. These companies may specialize in the production of smaller components, avionics, or other aerospace technologies that do not require immediate flight testing but still need easy access to the airport for shipping, receiving, and potential use of the airspace for testing purposes. Proximity facilitates logistical operations, collaboration, and engagement with other aviation-related activities, making the nearby airport environment advantageous for business growth and development.

TARGET INDUSTRY #1 – AVIATION / AEROSPACE INDUSTRY

Types of Aviation and Aerospace Manufacturing Suitable for Hondo, Texas

The strategic location, existing infrastructure, and supportive community in Hondo present a prime opportunity for targeted segments within the aviation and aerospace industry. These segments are carefully chosen to reflect Hondo’s current limitations in industrial utility infrastructure and workforce capacity. By focusing on aerospace manufacturing and assembly operations that are less power-intensive and smaller in scale, Hondo can align its economic development efforts with its current capabilities while fostering sustainable growth.

1. General and Business Aviation Manufacturing:

This sector, emphasizing the production of light aircraft for personal and business use, matches Hondo’s existing airport infrastructure and expansion-ready land. Such operations, requiring less intensive power and smaller-scale facilities, are ideally suited for Hondo.

Sub-sectors:

- Light Sport Aircraft Production
- Kit Plane Assembly

2. Advanced Aviation Technologies:

Targeting companies at the innovation forefront, such as those specializing in less power-intensive advanced aviation systems, aligns with Hondo’s capacity. These include areas like innovative propulsion and new aerospace materials that demand smaller-scale manufacturing footprints.

Sub-sectors:

- Electric and Hybrid Propulsion Systems
- Advanced Avionics and Instrumentation
- Composite Materials and Manufacturing

3. Unmanned Aerial Systems (UAS) and Drones:

With the UAS sector’s growth, Hondo’s position to support small to medium drone manufacturing aligns with its current infrastructure and workforce capabilities. The city’s flexible airspace and potential educational partnerships provide a solid foundation for this burgeoning industry.

Sub-sectors:

- Commercial Drone Manufacturing
- Defense-oriented UAS Production
- Autonomous Aerial Systems for Logistics and Surveillance

By concentrating on these specifically tailored sectors and sub-sectors, Hondo can effectively utilize its strengths, attracting businesses and investments within its developmental capacity. This strategic focus is designed to promote job creation, skill development, and economic diversification, positioning Hondo as a future hub for aerospace technology and manufacturing that is both innovative and sustainable.

TARGET INDUSTRY #1 – AVIATION / AEROSPACE INDUSTRY

General Aviation Enhancement

Enhancing the General Aviation (GA) benefits of Hondo Airport encompasses a multifaceted strategy aimed at expanding infrastructure, improving services, fostering education and training, engaging with the community and stakeholders, and promoting innovation. This comprehensive approach is designed to solidify Hondo Airport's position as a premier GA destination, offering distinct advantages over metropolitan alternatives and fostering a vibrant aviation community.

1. **Private Sector Partnership for Hangar Development:** By partnering with private developers, Hondo Airport can significantly expand its hangar capacity. This expansion will cater to a broad spectrum of GA needs, including aircraft storage and maintenance facilities, while ensuring flexibility to accommodate future growth and diverse aircraft types.
2. **Enhancing the Fly-In Experience:** To attract pilots and aviation enthusiasts, the airport is committed to upgrading its amenities, including pilot lounges, briefing rooms, and on-site dining options such as the former "Hangar 6" restaurant. Hosting aviation events and fly-ins will not only raise the airport's profile but also cultivate a strong sense of community among aviators and enthusiasts alike.
3. **Competitive Positioning as a GA Location:** Hondo Airport is strategically marketed as an affordable alternative to congested metropolitan airports. Emphasizing its lower operational costs, reduced congestion, and personalized services, coupled with investments in runway improvements, advanced navigation aids, and comprehensive fuel services, ensures the airport meets the diverse requirements of GA operations.
4. **Flight Training and Education:** A cornerstone of the strategy is the development of flight training programs that accommodate pilots at all levels of expertise. Additionally, partnerships with educational institutions will introduce aircraft maintenance and repair technician training, addressing the industry's need for skilled labor. The introduction of a drone training program, modeled after successful initiatives like the one at John C. Stennis Airport and Pearl River Community College, could position Hondo at the forefront of emerging aviation sectors.
5. **Community and Stakeholder Engagement:** Collaborative efforts with local government, economic development entities, educational institutions, and the broader community are crucial. These partnerships aim to align goals, optimize resource use, and enhance the airport's contribution to local economic development and job creation. Targeted marketing campaigns will further elevate Hondo Airport's standing as an attractive hub for business, education, and leisure aviation activities.

Collectively, these strategic initiatives are designed to elevate Hondo Airport's status as a key player in general aviation, offering unmatched advantages and fostering an environment where aviation businesses, pilots, and enthusiasts can thrive. Through focused development, engagement, and innovation, Hondo Airport is poised to become a beacon of growth and opportunity within the general aviation community.

TARGET INDUSTRY #2 – ADVANCED MANUFACTURING INDUSTRY

Hondo's geographical location, proximal to major transportation routes and the San Antonio metropolitan area, provides an ideal backdrop for the logistics and supply chain needs of advanced manufacturing operations. The city's available land, coupled with existing infrastructure at Hondo Airport, offers ample space for manufacturing facilities. Additionally, a state-wide business-friendly environment, characterized by supportive local government policies and incentives, creates an inviting climate for advanced manufacturing firms.

Targeting advanced manufacturing is a strategic move towards diversifying Hondo's economic base and ensuring its competitiveness in the global market. Advanced manufacturing promises the creation of high-value jobs, ranging from skilled labor positions to engineering and management roles, thus elevating the overall employment quality within the community. By attracting companies at the forefront of manufacturing innovation, Hondo can stimulate local job growth, enhance workforce skills through new training opportunities, and increase the city's attractiveness to young professionals and families.

While Advanced Manufacturing is a catch-all word for modern manufacturing, some specific trends and opportunities present themselves as primary targets for recruitment and development in Hondo.

Advanced Manufacturing Industry Sectors

1. **Aerospace Component Manufacturing:** Specializing in the production of high-precision components for commercial, military, and space applications, aerospace manufacturing requires sophisticated technologies and highly skilled labor. Hondo's strategic location near aviation facilities makes it an attractive site for companies in this sector.
2. **3D Printing and Additive Manufacturing:** This rapidly evolving sector includes the production of complex parts for aerospace, medical devices, automotive, and more, using advanced materials. Hondo could attract startups and established firms looking to innovate in additive manufacturing processes. Hondo represents a lower cost option for start-ups and
3. **Electric Vehicle (EV) Components:** As the automotive industry shifts towards electric vehicles, there's growing demand for batteries, motors, and other EV-specific components. Hondo can target manufacturers of these components, leveraging the growing green economy.
4. **Renewable Energy Equipment Manufacturing:** With the global push towards sustainability, manufacturing solar panels, wind turbine components, and other renewable energy equipment presents a significant opportunity. Hondo's ample space and infrastructure support could serve as a base for such green manufacturing initiatives.
5. **Robotics and Automation Equipment:** As industries seek to improve efficiency and productivity, the demand for robotics and automation solutions grows. Hondo could become a center for the development and production of industrial robots, automated assembly lines, and smart factory technologies.

TARGET INDUSTRY #2 – ADVANCED MANUFACTURING INDUSTRY

Community and Stakeholder Engagement

A focus on advanced manufacturing necessitates and fosters strong engagement with local educational institutions, businesses, and community stakeholders. Partnerships with schools and colleges to develop STEM (Science, Technology, Engineering, and Mathematics) programs and vocational training can equip Hondo’s workforce with the skills needed in advanced manufacturing, creating a pipeline of local talent. Collaboration with existing businesses can spur innovation and supply chain synergies, while community engagement ensures that development aligns with Hondo’s values and vision for the future.

Innovation and Technological Advancement

This sector’s focus on efficiency, sustainability, and cutting-edge production technologies aligns with broader trends towards smart manufacturing practices. By attracting businesses involved in the development and application of advanced materials, automation, and digital manufacturing technologies, Hondo can foster a culture of innovation that extends beyond the manufacturing sector, influencing local education, research, and development initiatives.

Moreover, the diversification of the city’s industrial base through advanced manufacturing enhances its resilience against economic downturns, ensuring steady growth and prosperity.



TARGET INDUSTRY #3 – LOGISTICS & DISTRIBUTION INDUSTRY

The strategic positioning of Hondo, Texas, with its substantial rail infrastructure, presents a unique opportunity to capitalize on the regional logistics and distribution sector. This initiative utilizes Hondo's exceptional rail access, and also leverages its proximity to San Antonio and major highways at a significantly lower cost, offering a competitive advantage in logistics and distribution. Incorporating warehousing as a key component, despite the current absence of commercial warehouses, highlights the potential for growth and investment in this sector.

Strategic Alignment with Rail Infrastructure

Hondo's extensive rail infrastructure is a cornerstone for establishing a robust logistics and distribution industry. By prioritizing rail as the forefront of this development strategy, Hondo can attract a wide range of businesses that depend on rail for the efficient and cost-effective transport of goods. This approach aligns with Hondo's goals of economic diversification and sustainable growth, maximizing unique transportation assets to attract high-value investments, create quality employment opportunities, and elevate its logistics and transportation profile on a global scale.

Target Sectors for Rail-Based or Rail-Adjacent Businesses

1. **Manufacturing and Distribution:** Hondo's strategic location, enhanced by direct rail access and proximity to San Antonio and key State Highways 90 and 173, makes it an ideal location for manufacturing facilities and distribution centers. This sector benefits from reduced transportation costs and improved supply chain reliability, serving both regional and international markets.
2. **Agricultural Commodities:** Leveraging its rich agricultural heritage, Hondo is positioned to attract agribusinesses that depend on rail for transporting grain, livestock, and other commodities. This fosters local agricultural growth and creates synergies between farming operations and rail-based logistics.
3. **Energy and Resources:** The energy sector, including coal, oil, and renewable energy components, requires robust rail infrastructure for material transport. Hondo's rail capabilities offer a strategic advantage for energy companies aiming to optimize their supply chains.
4. **Specialized Logistics Services:** The demand for rail-based logistics and intermodal services underscores the need for specialized transportation solutions. Targeting companies that offer innovative logistics services can enhance Hondo's status as a premier logistics and transportation hub.
5. **Warehousing:** Although Hondo has yet to develop commercial warehousing, this sector represents a significant growth opportunity. Establishing warehousing facilities, supported by rail access and lower operational costs, can attract businesses seeking efficient distribution and storage solutions.
6. **By focusing on these target sectors, Hondo can harness its rail infrastructure, strategic location, and cost advantages to cultivate a dynamic logistics and distribution industry. This strategy not only leverages Hondo's unique assets but also aligns with broader economic trends, positioning the city for sustainable growth and development in a competitive global marketplace.**

STRATEGIC PROGRAMS & INITIATIVES

The Strategic Priorities and Initiatives section of the Hondo EDC Strategic Plan lays out a thoughtfully structured agenda aimed at propelling the city's economic and community advancement. It serves as a foundational roadmap for transforming Hondo into an economically vibrant and culturally rich community, by capitalizing on its strategic location, infrastructure, and human capital. The priorities are arranged to sequentially build upon each other, starting with enhancing the city's retail landscape and downtown vitality, and culminating in ambitious industrial recruitment efforts. This progressive approach ensures that foundational aspects of community and economic well-being are addressed first, setting the stage for long-term industrial growth and workforce innovation.

This section underscores the collaborative essence of economic development in Hondo, highlighting the synergy between the Hondo EDC, municipal authorities, the business community, and residents. It starts with the priority of attracting diverse retail options and revitalizing the downtown core to foster an engaging urban environment conducive to business and leisure. Following this, it emphasizes the professional development of the EDC team to enhance organizational effectiveness and strategic outreach. Next, it focuses on business recruitment and retention, acknowledging the importance of nurturing a supportive ecosystem for local enterprises. Industrial capacity development is identified as a crucial step towards preparing Hondo for larger-scale industrial endeavors, followed by innovative strategies for workforce development that align with emerging industry needs. Finally, the plan addresses industrial recruitment, targeting sectors that promise sustainable growth and job creation in line with Hondo's strategic vision.

This segment of the strategic plan not only guides the dedicated efforts of the EDC and stakeholders but also aligns with Hondo's overarching goal of achieving a vibrant, sustainable economy. Each initiative, while serving a specific objective, contributes to the holistic enhancement of Hondo's economic landscape, ensuring a balanced and inclusive approach to community development.



STRATEGIC PROGRAM 1: RETAIL ATTRACTION & DOWNTOWN REVITALIZATION

The Hondo Economic Development Corporation (EDC) recognizes that the foundation of a successful economic development strategy hinges on the creation of a welcoming, vibrant downtown area that serves as the community's heartbeat. As such, the EDC is committed to a comprehensive initiative focused on downtown revitalization and retail attraction, aimed at infusing life into the very core of Hondo. This initiative acknowledges the indispensable role a flourishing downtown plays not just in local commerce, but as a linchpin for the broader economic strategies of the city. By capitalizing on Hondo's distinctive assets and tackling existing obstacles, the strategy sets forth to not only bridge retail voids and enhance public realms but also to foster an environment that is irresistibly attractive to both businesses and patrons. This endeavor is not just about economic stimulation; it's about cultivating the kind of amenities and ambiance that are vital to sustaining and amplifying all other facets of Hondo's economic development vision.

To successfully implement this strategy, the EDC plans to collaborate with a variety of partners, drawing on their expertise and resources to achieve the desired outcomes:

- **Texas Main Street Program (TMSP):** Partnering with TMSP will provide valuable insights and support for streetscape enhancements and the organization of community-driven events, ensuring downtown Hondo becomes a more attractive and engaging place for residents and visitors.
- **Hondo Chamber of Commerce:** The Chamber's involvement will be crucial in fostering local business engagement, supporting the implementation of revitalization efforts, and promoting downtown Hondo as a premier destination for shopping and leisure.
- **Workforce Solutions Alamo:** By collaborating on initiatives that support workforce development in the retail sector, Workforce Solutions can help ensure that local businesses have access to a skilled workforce ready to meet the demands of a revitalized downtown.
- **Business and Community Lenders (BCL) of Texas:** BCL of Texas can offer financial advice and support to emerging and existing businesses within the downtown area, facilitating growth and sustainability.
- **Texas Economic Development Council (TEDC):** TEDC can provide strategic guidance on economic development and revitalization efforts, offering access to resources that can enhance the effectiveness of Hondo's retail attraction and downtown revitalization strategy.
- **Texas PACE Authority:** Through the Texas PACE Authority, Hondo can access financing for energy-efficient upgrades and improvements for downtown buildings, contributing to the overall appeal and sustainability of the area.

By integrating these partnerships into its Retail Attraction and Downtown Revitalization strategy, the Hondo EDC aims to create a comprehensive support network that addresses every aspect of the revitalization effort—from market analysis and strategy development to streetscape enhancements and community engagement.

STRATEGIC PROGRAM 1: RETAIL ATTRACTION & DOWNTOWN REVITALIZATION

This collaborative approach is designed to not only attract new retail businesses to downtown Hondo but also to foster an environment where they can thrive, contributing to the city’s economic prosperity and community well-being. Through targeted initiatives, strategic partnerships, and a commitment to leveraging local strengths and opportunities, the Hondo EDC is poised to transform downtown Hondo into a bustling hub of activity and economic growth.

To achieve this strategic program, the EDC proposes the following initiatives:

Initiative 1: Consider Hiring a Retail Attraction Consultant

Overview: This initiative aims to engage a retail attraction consultant to boost Hondo’s downtown revitalization and retail business attraction efforts. By leveraging expert analysis, strategy development, and implementation guidance, Hondo intends to overcome challenges and drive retail growth, utilizing the consultant’s expertise to identify opportunities within its unique market conditions.

Strategic Focus:

- Leverage the consultant’s expertise for a comprehensive market analysis to identify retail gaps and opportunities.
- Develop a targeted retail attraction strategy aligned with Hondo’s economic development goals and consumer trends.
- Provide implementation support for effective strategy execution, including retailer outreach and negotiation support.

Key Actions:

- Stakeholder Engagement: Organize interactions with local businesses and the community to align the consultant’s efforts with local expectations and needs.
- Define Objectives and Scope: Clearly outline goals, targeted retailers, economic outcomes, and the consultant’s specific tasks.
- Request for Proposals (RFP) Process: Draft and issue an RFP to select a consultant based on experience, methodology, and cost.
- Selection and Contracting: Choose the best candidate and finalize contract terms detailing deliverables, timelines, and payments.

Goals:

- Enhance downtown Hondo’s retail mix, attracting businesses that cater to local and visitor needs.
- Increase economic activity, driving sales and tax revenue through new retail attractions.
- Establish a sustainable framework for ongoing retail development, supporting long-term economic vitality.

STRATEGIC PROGRAM 1: RETAIL ATTRACTION & DOWNTOWN REVITALIZATION

Key Performance Indicators (KPIs):

- Number of new retailers attracted within a specific timeframe.
- Increase in foot traffic and sales volumes post-consultant engagement.
- Completion of a comprehensive market analysis and strategic retail attraction plan.
- Retail vacancy rates before and after strategy implementation.

Linkage to SWOT Analysis:

- Strengths Utilized: Capitalizes on Hondo's location and community character.
- Weaknesses Addressed: Addresses retail market gaps and challenges in attracting new businesses.
- Opportunities Capitalized: Exploits market opportunities for retail growth identified by the consultant.
- Threats Mitigated: Counters competitive pressures with informed, proactive strategies.



STRATEGIC PROGRAM 1: RETAIL ATTRACTION & DOWNTOWN REVITALIZATION

Initiative 2: Streetscape and Public Space Enhancements

Overview: Guided by the Texas Main Street Program (TMSP), this initiative focuses on enhancing downtown Hondo's streetscapes and public spaces through landscaping, public art, and pedestrian-friendly infrastructure. The aim is to beautify the urban environment, creating accessible and vibrant spaces that improve the shopping and leisure experience.

Strategic Focus:

- Collaborate with TMSP planners and the community to design comprehensive enhancement plans.
- Implement the plan in phases, prioritizing high-impact areas with green infrastructure and art installations.
- Develop a maintenance plan for sustainability and engage the community through events and activities.

Key Actions:

- Collaborative Design and Planning: Engage local businesses, residents, and urban designers in the planning process.
- Phased Implementation Strategy: Focus initial efforts on areas promising quick benefits, integrating innovative and functional designs.
- Sustainability and Maintenance Planning: Ensure long-term upkeep of enhancements.
- Community Engagement and Activation: Host events to activate downtown spaces, attracting visitors and promoting use.

Goals:

- Transform downtown into a visually appealing, functional environment that supports community and visitor engagement.
- Foster an inviting atmosphere for commerce, contributing to a vibrant local economy.
- Enhance the quality of life and attractiveness for residents and visitors, ensuring sustainability and long-term viability.

Key Performance Indicators (KPIs):

- Increase in public space usage and foot traffic.
- Number of enhancement projects completed.
- Community satisfaction levels and reduction in accessibility complaints.
- Impact on local business traffic and sustainability of enhancements.

Linkage to SWOT Analysis:

- Strengths Utilized: Enhances Hondo's community fabric and open spaces with strategic improvements.
- Weaknesses Addressed: Transforms underutilized spaces into vibrant areas.
- Opportunities Addressed: Supports local businesses and improves life quality, fostering economic growth.
- Threats Addressed: Makes downtown Hondo more competitive by enhancing its appeal.

STRATEGIC PROGRAM 1: RETAIL ATTRACTION & DOWNTOWN REVITALIZATION

Initiative 3: Community-Driven Pop-Up Shops and Downtown Events

Overview: In partnership with the Texas Main Street Program (TMSP), this initiative seeks to revitalize downtown Hondo by encouraging the use of vacant spaces for pop-up shops and hosting events. The goal is to increase foot traffic, provide entrepreneurial opportunities, and create a dynamic downtown atmosphere.

Strategic Focus:

- Identify and prepare vacant spaces for pop-up use, ensuring safety and accessibility.
- Develop a framework to simplify the setup process for pop-ups and events.
- Engage local entrepreneurs and the community in these efforts, promoting downtown Hondo as a lively destination.

Key Actions:

- Identification and Preparation of Vacant Spaces: Work with property owners to ready spaces for temporary use.
- Framework Development for Pop-Ups and Events: Create guidelines and support for easy implementation of pop-up concepts and events.
- Community and Entrepreneur Engagement: Foster participation and collaboration in the pop-up program and event planning.
- Promotion and Matchmaking Services: Connect potential retailers and event organizers with appropriate downtown locations.

Goals:

- Activate vacant downtown spaces, turning them into vibrant areas of commerce and gathering.
- Incubate new retail concepts, supporting the growth of innovative businesses.
- Increase pedestrian traffic and downtown interest, enhancing the overall downtown experience.
- Foster community engagement and pride, building a lively and engaging downtown atmosphere.

Key Performance Indicators (KPIs):

- Number of pop-up shops and events hosted.
- Increase in foot traffic around pop-up locations and event venues.
- Participation rate of entrepreneurs and impact on local businesses.
- Community engagement levels and activation rate of vacant spaces.

Linkage to SWOT Analysis:

- Strengths Utilized: Leverages downtown infrastructure and community spirit for vibrant pop-up shops and events.
- Weaknesses Addressed: Addresses challenges of underutilized spaces and lack of foot traffic.
- Opportunities Addressed: Encourages entrepreneurship and creates a destination for shopping and entertainment.
- Threats Addressed: Mitigates competition from online retail and nearby areas by offering unique, community-focused experiences.

These initiatives have been reformatted to match the preferred structure, maintaining the original content's essence and ensuring clarity and strategic alignment with Hondo's economic development goals.

STRATEGIC PROGRAM 2: ECONOMIC DEVELOPMENT TEAM DEVELOPMENT

The Hondo EDC is dedicated to cultivating a comprehensive ecosystem that includes the development of the broader economic development team comprising EDC staff, board members, elected officials, and other community stakeholders. This strategic program aims to ensure the team is equipped with the knowledge, skills, and networks necessary to maximize the efficiency of the economic development efforts. This holistic approach is pivotal for driving sustainable economic growth and job creation in Hondo.

To realize this vision, the EDC emphasizes the importance of a unified and well-informed economic development team, recognizing that the strength of this team is foundational to the success of Hondo's economic initiatives. Therefore, a multifaceted strategy is essential, not only to bolster the internal capacities of the EDC but also to ensure that all stakeholders involved in Hondo's economic development are aligned and capable of contributing effectively to the city's economic objectives.

The EDC's strategy for team development will thus leverage alliances and collaborate with a range of resource providers, each offering unique expertise and services to enhance the professional development of the broader economic development team. More specific training providers are fundamental components of the initiatives, however these local partners should not be overlooked for their capacity to provide subject matter expertise to the economic development team:

- Workforce Solutions Alamo will be instrumental in providing specialized training programs tailored to the unique needs of Hondo's key sectors, ensuring that the economic development team is well-versed in the skills and labor market dynamics relevant to these industries.
- Business and Community Lenders (BCL) of Texas will offer insights into financial strategies and access to capital, equipping the economic development team with the knowledge to guide local businesses in their expansion and innovation efforts effectively.
- The Texas Economic Development Council (TEDC) will provide access to a wealth of economic development resources, including training on state and federal incentives, best practices, and strategic planning, thereby enhancing the team's ability to attract and support business growth in Hondo.
- USDA Rural Development will be a key partner in understanding and accessing federal programs for infrastructure and community development, vital for creating a supportive environment for business growth and development.
- Texas Small Business Development Center (SBDC) will augment this framework by providing comprehensive business advising, training, and research services, ensuring the economic development team is equipped with cutting-edge business support strategies and tools.

By engaging with these strategic partners, the Hondo EDC can create an integrated support network that enhances the capabilities of the entire economic development team. This approach will address the immediate and long-term needs of Hondo's business community, laying a foundation for continued economic vitality and innovation. Enhanced communication, support services, and strategic initiatives are all part of a concerted effort to foster a dynamic and thriving local economy, attractive to businesses looking to grow and expand. Through this collaborative and comprehensive effort, the EDC is committed to creating a business-friendly environment that supports the success and expansion of Hondo's local business community, ensuring a prosperous future for the city.

STRATEGIC PROGRAM 2: ECONOMIC DEVELOPMENT TEAM DEVELOPMENT

Initiative 1: Comprehensive Economic Development Training Program

Overview: This initiative aims to elevate the proficiency and strategic alignment of the Hondo Economic Development Corporation (EDC) staff, board members, and elected officials through specialized professional development in economic development principles and practices. Leveraging esteemed training opportunities from the International Economic Development Council (IEDC), the Economic Development Institute at the University of Oklahoma (OU EDI), and other reputable institutions, the program is designed to unify all key stakeholders in Hondo's economic development around shared strategies, tools, and best practices. This cohesive educational approach is intended to enhance Hondo's economic growth and development efforts.

Strategic Focus:

- **Inclusive Needs Assessment:** Identify the professional development needs across EDC staff, board members, and elected officials to participate in a curriculum that fosters a unified vision for Hondo's economic development.
- **Curriculum Development and Strategic Enrollment:** Plan and facilitate enrollment in economic development courses from foundational to advanced levels, offered by IEDC, OU EDI, and similar institutions, ensuring strategic alignment and inclusivity.
- **Industry Expert Engagement:** Partner with leading economic development professionals and educators to provide impactful learning experiences, aiming to broaden knowledge and foster networking opportunities beneficial to Hondo.

Key Actions:

- **Conduct an Inclusive Needs Assessment:** Determine the specific learning needs and professional development goals of the EDC staff, board members, and elected officials.
- **Develop and Implement a Curriculum Plan:** Design a comprehensive plan for attending and completing relevant economic development programs, prioritizing courses that align with Hondo's strategic economic goals.
- **Engage with Industry Experts:** Collaborate with renowned professionals and educators in the field of economic development to deliver high-quality training and networking opportunities.

Goals:

- Enhance the comprehensive understanding and execution of economic development strategies among all stakeholders, promoting a unified approach.
- Establish Hondo as a benchmark in economic development through a well-educated and strategically aligned team.
- Encourage collaboration and strategic consensus among all parties involved in Hondo's economic development, improving the city's capability for sustainable growth and innovation.

STRATEGIC PROGRAM 2: ECONOMIC DEVELOPMENT TEAM DEVELOPMENT

Key Performance Indicators (KPIs):

- Number of EDC staff, board members, and elected officials completing economic development courses and earning certifications.
- Implementation of cohesive economic development strategies in Hondo, demonstrated by collaborative projects and initiatives.
- Feedback from participants on the program's impact on their knowledge, strategic alignment, and collaborative efforts.
- Recognition of Hondo's economic development team for their dedication to professional development and strategic unity.

Linkage to SWOT Analysis:

- **Strengths Utilized:** Builds upon Hondo's strategic assets, such as the South Texas Regional Airport and robust rail infrastructure, by ensuring all economic development stakeholders are aligned with these key advantages.
- **Weaknesses Addressed:** Closes knowledge and strategic alignment gaps among the EDC staff, board members, and elected officials, facilitating a cohesive strategy to capitalize on Hondo's economic development opportunities.
- **Opportunities Leveraged:** Boosts Hondo's ability to attract investment and support business growth by equipping key stakeholders with cutting-edge economic development knowledge and strategies.
- **Threats Mitigated:** Prepares Hondo to better anticipate and address economic challenges by fostering a unified, knowledgeable economic development team, enhancing the city's resilience and adaptability.



STRATEGIC PROGRAM 2: ECONOMIC DEVELOPMENT TEAM DEVELOPMENT

Initiative 2: Strategic Economic Development Conference and Networking Program

Overview: This initiative aims to expand the professional network and ecosystem for the Hondo Economic Development Corporation (EDC) staff by encouraging participation in regional, national, and international economic development conferences. Designed to enhance staff familiarity with industry professionals, the program also extends invitations to board members and elected officials, fostering networking opportunities with industry leaders and professionals. Through strategic engagement, this initiative seeks to elevate Hondo's visibility and collaborative potential within the economic development sector.

Strategic Focus:

- **Conference Identification and Participation:** Pinpoint essential economic development conferences offering substantial learning and networking opportunities for strategic participation by EDC staff and leadership.
- **Active Networking and Relationship Building:** Emphasize active participation in conferences to forge connections with economic development leaders, industry experts, and potential partners through workshops, roundtables, and networking sessions.
- **Knowledge Exchange and Collaboration Platforms:** Utilize insights and connections from conferences to share knowledge with local stakeholders and explore collaborative projects, including setting up online forums and organizing debriefing sessions.
- **Regional Economic Development Networking Events:** Organize local networking events in Hondo and Medina County to draw economic development professionals and showcase Hondo's economic opportunities, facilitating direct engagement with the local and broader economic development community.

Key Actions:

- **Identify and Attend Key Conferences:** Select and ensure strategic attendance at conferences that align with Hondo's economic development goals and opportunities for growth and collaboration.
- **Engage Actively in Networking:** Focus on building meaningful relationships with key economic development figures and potential partners, leveraging workshops and networking events.
- **Leverage Conference Insights:** Share knowledge gained from conferences with Hondo's economic stakeholders and initiate collaborative projects based on new connections.
- **Host Local Networking Events:** Spearhead regional networking initiatives to attract professionals to Hondo, highlighting local economic development potential.

Goals:

- Enhance the Hondo EDC's presence and integration within the wider economic development community through targeted conference participation.
- Position Hondo as a prominent entity in economic development, recognized for innovative strategies and proactive engagement.
- Cultivate a dynamic network of professionals and leaders dedicated to mutual growth and economic prosperity.

STRATEGIC PROGRAM 2: ECONOMIC DEVELOPMENT TEAM DEVELOPMENT

Key Performance Indicators (KPIs):

- Number of economic development conferences attended by Hondo EDC staff and leaders.
- Quantity and quality of strategic relationships forged with industry and economic development leaders.
- Number and scope of collaborative projects initiated as a result of networking efforts.
- Feedback on the effectiveness and impact of participation in these events on Hondo's economic development approach.

Linkage to SWOT Analysis:

- **Strengths Utilized:** Promotes Hondo's strategic location and economic assets to a broad audience, enhancing visibility and potential collaborations.
- **Weaknesses Addressed:** Overcomes the limitation of local networking by broadening Hondo EDC's professional network to include valuable regional, national, and international contacts.
- **Opportunities Leveraged:** Seizes the chance to attract new investments and partnerships through high visibility and active engagement in significant economic forums.
- **Threats Mitigated:** Bolsters Hondo's ability to navigate economic challenges and competitive landscapes by building strategic alliances and keeping updated on industry trends through conference participation.



STRATEGIC PROGRAM 2: ECONOMIC DEVELOPMENT TEAM DEVELOPMENT

Initiative 3: Enhancing Stakeholder Connections

Overview: This initiative aims to cultivate a culture of trust, innovation, and collaboration among all stakeholders engaged in Hondo's economic development. Targeting EDC staff, board members, elected officials, peer communities, and economic development organizations, the initiative underscores the significance of combining structured and informal interactions to freely exchange ideas and adapt strategies to the evolving economic landscape. By integrating professional development with regular, casual conversations and meetings, the initiative seeks to establish deep, trusting relationships essential for cohesive economic development efforts.

Strategic Focus:

- Foster ongoing, informal interactions alongside formal engagements to deepen relationships among economic development stakeholders.
- Create a conducive environment for open, transparent communication and collaborative innovation in Hondo's economic development projects.

Key Actions:

- Stakeholder Engagement: Organize a blend of formal and informal interactions to discuss initiatives, share insights, and brainstorm solutions, building a trust-enriched atmosphere.
- Facilitate regular and casual meetings among all stakeholders to foster personal connections and mutual understanding.
- Open Communication Channels: Develop a dynamic outreach program from the EDC staff and board members for both structured and spontaneous interactions with local and state elected officials. This will facilitate EDC stakeholders to share updates, questions, and insights outside formal meetings.
- Collaboration through Cross-functional Initiatives: Establish task forces combining formal roles and volunteer opportunities for working on specific projects, focusing on shared objectives. Support these groups with regular meetings and open brainstorming sessions, inviting wide community participation.

Goals:

- Cultivate an engaged stakeholder community deeply committed to Hondo's economic development.
- Establish trust and open communication as the cornerstone of Hondo's economic development strategy, promoting a unified approach to challenges and opportunities.
- Stimulate ongoing innovation and flexibility in economic development through diverse insights and expertise.

STRATEGIC PROGRAM 2: ECONOMIC DEVELOPMENT TEAM DEVELOPMENT

Key Performance Indicators (KPIs):

- Increased number of informal stakeholder interactions, with feedback indicating stronger relationships and trust
- Number and variety of collaborative projects originating from both structured and casual engagements
- Enhanced perceptions of the EDC's openness and effectiveness in creating a collaborative economic development environment

Linkage to SWOT Analysis:

- Strengths Utilized: Builds on Hondo's existing community spirit and collaboration by formalizing stakeholder engagement mechanisms.
- Weaknesses Addressed: Tackles communication barriers and mistrust through regular, informal interactions that enhance personal connections.
- Opportunities Leveraged: Embraces new economic development opportunities with a cohesive, agile strategy enriched by diverse stakeholder input.
- Threats Mitigated: Reinforces Hondo's capacity to navigate economic challenges by nurturing a supportive and interconnected stakeholder network.

This initiative redefines stakeholder engagement as a dynamic, continuous process, valuing trust, openness, and personal relationships alongside professional collaboration and innovation, laying a strong foundation for Hondo's economic development achievements.



STRATEGIC PROGRAM 3: BUSINESS RETENTION & EXPANSION

Integrating the commitment of the Hondo Economic Development Corporation (EDC) to support and grow the existing local business base within the sectors of Aviation and Aerospace, Advanced Manufacturing, and Logistics and Distribution, it's clear that fostering a nurturing environment for these businesses is key to ensuring economic sustainability and job creation. The EDC's strategy is designed to provide a comprehensive support system that recognizes the invaluable contribution of these sectors to the local economy and prioritizes their retention and expansion to build a resilient economic landscape.

To amplify these efforts, the EDC will actively seek alliances and collaborate with a suite of resource providers, each bringing unique strengths and capabilities to support the Business Retention and Expansion (BRE) strategy:

- Workforce Solutions Alamo will be critical in offering customized workforce development programs and training solutions that meet the evolving needs of Hondo's key sectors, ensuring that the local talent pool is both skilled and adaptable.
- The Hondo Chamber of Commerce will serve as a vital connector among local businesses, fostering a network of support, facilitating peer-to-peer learning opportunities, and promoting a unified business community that thrives on mutual success.
- Business and Community Lenders (BCL) of Texas can provide financial counseling and access to capital for businesses looking to expand or innovate, ensuring that financial barriers do not hinder their growth potential.
- The Texas Economic Development Council (TEDC) will offer invaluable insights into state and federal incentives, best practices in business support, and economic development strategies that can enhance Hondo's competitiveness and attractiveness for business expansion.
- The Texas PACE Authority offers an avenue for businesses to invest in energy efficiency and renewable energy projects through accessible financing options, thereby reducing operational costs and contributing to sustainability goals.
- USDA Rural Development brings to the table a variety of loan and grant programs that can support infrastructure improvements, broadband expansion, and community facilities, all of which are essential for creating an environment conducive to business growth.

By leveraging these strategic partnerships, the Hondo EDC aims to create a robust framework for business support, encompassing everything from workforce development and financial assistance to infrastructure and technology enhancements. This integrated approach will not only address the immediate needs of Hondo's existing businesses but also lay the groundwork for sustained economic vitality and innovation. Enhanced communication channels, support services, and strategic initiatives are all designed with the goal of building a dynamic and thriving local economy that is attractive to businesses seeking to grow and expand. Through this

STRATEGIC PROGRAM 3: BUSINESS RETENTION & EXPANSION

collaborative effort, the EDC is committed to fostering a business-friendly environment that celebrates and supports the ongoing success of its local business community.

To achieve this strategy, the EDC proposes the following initiatives:

Initiative 1: Business Retention and Expansion Visits

Overview: This initiative focuses on conducting regular and systematic visits to local businesses within Hondo's critical sectors: Aviation and Aerospace, Advanced Manufacturing, and Logistics and Distribution. Its goal is to deeply understand business operations, challenges, and aspirations, strengthen ties between the Hondo Economic Development Corporation (EDC) and the business community, and provide customized support. By acting as a key resource facilitator, this effort aims to bridge operational gaps and align business strategies with growth objectives, fostering a vibrant economic landscape in Hondo.

Strategic Focus:

- Execute a strategic schedule for business visits across all key sectors, tailoring support to the unique needs of each industry.
- Establish a dynamic feedback mechanism for real-time input and agile EDC response.
- Provide customized follow-up support based on insights from visits, including action plans for addressing specific business challenges and opportunities.
- Develop a Resource Linkage Program to connect businesses with crucial resources such as funding, training, and technology tools.
- Foster strategic partnerships with local and regional entities to enhance the business support ecosystem.

Key Actions:

- Comprehensive Scheduling and Sector-Specific Focus: Ensure representation across key sectors with a strategic visit schedule and sector-specific focus.
- Dynamic Feedback Mechanism: Facilitate two-way communication between EDC and businesses for swift action on feedback.
- Customized Follow-Up Support: Create specific action plans for businesses post-visit to address challenges and leverage growth opportunities.
- Resource Linkage Program: Directly link businesses with essential resources to support their expansion goals.
- Partnership Development: Collaborate with educational institutions, technology providers, and financial institutions to enhance support for businesses.

STRATEGIC PROGRAM 3: BUSINESS RETENTION & EXPANSION

Goals:

- Enhance Business Support Ecosystem: Provide tailored support to businesses, fostering an environment conducive to growth and innovation.
- Drive Economic Resilience: Strengthen Hondo's economic sustainability by addressing both immediate and long-term business needs.
- Strengthen Sector-Specific Strategies: Implement support strategies tailored to Hondo's key sectors, promoting targeted growth.

Key Performance Indicators (KPIs):

- Number of Businesses Visited: Monitor the total businesses visited per quarter, targeting an increase over time
- Business Growth Metrics: Track indicators of expansion, employment growth, and revenue increases among visited businesses
- Satisfaction Levels: Assess business satisfaction with EDC support annually, aiming for continuous improvement
- Resource Utilization Rate: Measure how effectively businesses utilize linked resources and support programs

Linkage to SWOT Analysis:

- Strengths Utilized: Capitalizes on Hondo's supportive economic environment and strong community relationships.
- Weaknesses Addressed: Targets gaps in business support services, ensuring businesses have necessary success tools.
- Opportunities Leveraged: Focuses on sector-specific growth and resilience, aligning with Hondo's strategic industry focuses.
- Threats Mitigated: Enhances business capability to navigate uncertainties, reducing the risk of closures and economic downturns.

STRATEGIC PROGRAM 3: BUSINESS RETENTION & EXPANSION

Initiative 2: Business Networking and Community Engagement Initiative

Overview: This initiative aims to create a dynamic and inclusive platform that bolsters business networking, strengthens ties between local businesses, elected officials, and vital community resources. Through the organization of regular networking events, roundtable discussions, and workshops, this initiative seeks to promote meaningful interactions among business owners, policymakers, and support organizations. The initiative emphasizes collaboration and open dialogue to forge a united business community that can leverage mutual strengths, address shared challenges, and discover new growth opportunities. A special focus will be placed on integrating local businesses into the broader economic ecosystem, ensuring they have access to strategic partnerships, government support, and essential business resources. This initiative is designed to not only spur local economic development but also to solidify the foundation for a thriving, interconnected business environment.

Strategic Focus:

- Facilitate comprehensive networking and engagement opportunities to enhance business collaboration and community support.
- Provide platforms for direct communication between businesses and elected officials, ensuring business needs and concerns are addressed.
- Enhance access to and awareness of governmental and non-governmental resources available to support business growth and sustainability.
- Promote integration and synergy among businesses, fostering a resilient and innovative local economy.

Key Actions:

- Organization of Networking Events and Workshops: Host monthly events that encourage interaction and collaboration among local businesses, offering workshops that address common business challenges and opportunities.
- Roundtable Discussions with Elected Officials: Facilitate regular meetings where business leaders can engage directly with policymakers, fostering a better understanding of business needs and contributing to more informed policy-making.
- Resource and Support Facilitation: Actively connect businesses with available resources, including financial aid, mentorship programs, and training opportunities, to support their growth and development.

Goals:

- Build a robust network of interconnected businesses that support and enhance each other's growth.
- Strengthen the relationship between the business community and local government, ensuring policies and initiatives are conducive to business success.
- Increase business access to essential resources, fostering an environment of growth and innovation.

STRATEGIC PROGRAM 3: BUSINESS RETENTION & EXPANSION

Key Performance Indicators (KPIs):

- Number of businesses participating in networking events
- Quality and frequency of engagement between businesses, city leadership and elected officials
- Access to and utilization of business support resources and services
- Feedback from businesses on the impact of the initiative on their growth and community engagement

Linkage to SWOT Analysis:

- Strengths Utilized: Leverages the cohesive and collaborative nature of the local business community and existing infrastructural supports.
- Weaknesses Addressed: Addresses gaps in communication and collaboration between businesses and local government, as well as between businesses themselves.
- Opportunities Leveraged: Capitalizes on the potential for growth through enhanced networking, access to resources, and collaborative efforts.
- Threats Mitigated: Provides a proactive approach to overcoming economic challenges and market volatility by strengthening the local business ecosystem.



STRATEGIC PROGRAM 3: BUSINESS RETENTION & EXPANSION

Initiative 3: Strengthening Small Business Ecosystem through Strategic Partnerships and Support Services

Overview: This initiative is dedicated to enhancing the small business and entrepreneurial landscape in Hondo by providing access to crucial growth services and programs. Recognizing small businesses' vital role in the local economy and downtown revitalization, the focus is on creating strong links between the Hondo EDC, the Texas Small Business Development Center (SBDC), and the local business community. Through specialized advisory services, resource sharing, and collaborative workshops, the initiative aims to foster a supportive environment for the development, innovation, and long-term sustainability of small businesses.

Strategic Focus:

Partnership Development: Establish strategic collaborations with the Texas SBDC and other pertinent organizations to broaden the scope of expertise and resources available.

Customized Business Support: Deliver tailored support services to meet the unique needs of Hondo's small business sector.

Entrepreneurial Ecosystem Enhancement: Strengthen the entrepreneurial ecosystem by encouraging business collaboration, networking, and mutual support.

Key Actions:

- **Partnership Establishment:** Work with the Texas SBDC to blend their services and expertise into Hondo's small business support framework.
- **Customized Support Services:** Implement a suite of services specifically designed for Hondo's small businesses, which includes:
 1. **Needs Assessment:** Carry out detailed surveys and interviews to pinpoint local businesses' challenges and needs.
 2. **Resource Compilation:** Gather and tailor resources such as financial advice, marketing strategies, and operational best practices.
 3. **Educational Workshops:** Partner with the Texas SBDC to provide workshops and training sessions that cater to the identified needs of local businesses.
 4. **Advisory Services:** Offer individualized advisory services, utilizing both local insights and SBDC resources to guide business planning, expansion, and innovation.
- **Community Engagement and Networking:** Facilitate networking events and forums to enhance community bonds, exchange knowledge, and spur business collaborations.

Goals:

- **Enhanced Business Growth:** Support the continuous growth and development of small businesses in Hondo with targeted resources and support.
- **Increased Access to Expertise and Resources:** Ensure small businesses can easily access a wide array of expert advice, financial aid programs, and operational resources.

STRATEGIC PROGRAM 3: BUSINESS RETENTION & EXPANSION

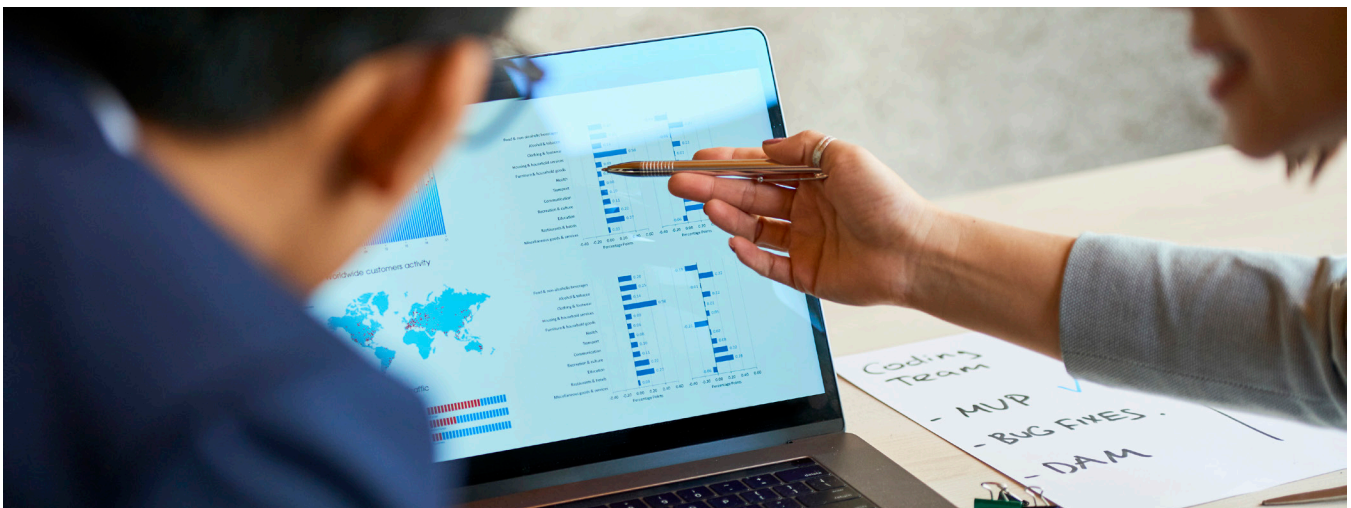
- **Fostered Business Community Collaboration:** Cultivate a robust, interconnected business community that promotes shared growth, innovation, and collective problem-solving.

Key Performance Indicators (KPIs):

- **Business Growth Metrics:** Monitor metrics such as expansion rates, employment creation, and revenue increases among local businesses
- **Service Utilization Rates:** Assess the engagement and satisfaction levels with the provided services and resources
- **Workshop and Event Attendance:** Track attendance rates at workshops, training sessions, and networking events to evaluate these initiatives' impact on the business community

Linkage to SWOT Analysis:

- **Strengths Utilized:** Capitalizes on Hondo's established industrial community and strategic assets like the South Texas Regional Airport and rail infrastructure to support business growth and attract new ventures. Enhances small business support through strategic partnerships, particularly with the Texas SBDC.
- **Weaknesses Addressed:** Targets the challenge of limited access to expert guidance and financial resources, filling crucial knowledge and resource gaps for small businesses.
- **Opportunities Leveraged:** Promotes downtown revitalization and bolsters the entrepreneurial ecosystem by improving support structures and facilitating business collaboration. Access to a broad spectrum of resources and expertise encourages innovation and expansion, contributing to the community's economic prosperity.
- **Threats Mitigated:** Boosts local businesses' resilience and competitive edge, minimizing the effects of economic fluctuations and regional competition. Ensures Hondo remains an appealing location for business operations, safeguarding its economic future.



STRATEGIC PROGRAM 4: INNOVATIVE WORKFORCE DEVELOPMENT PROGRAM

The Hondo EDC recognizes the pivotal role of an innovative and skilled workforce in driving the economic prosperity of key sectors such as Aviation and Aerospace, Advanced Manufacturing, and Logistics and Distribution. As part of its strategic initiative to bolster Hondo's economic landscape, the EDC is committed to pioneering an Innovative Workforce Development Program. This strategy aims to cultivate a labor pool that is not only adept at meeting the current needs of Hondo's primary industries but is also equipped to adapt to the evolving demands of the global economy, thereby ensuring long-term sustainability and job creation within the community.

To enrich this program, the EDC plans to harness the strengths and resources of a diverse array of partners, each contributing specialized expertise and support to enhance the workforce development efforts:

- Workforce Solutions Alamo can serve as a cornerstone for this initiative, offering targeted training and development programs that align with the specific needs of Hondo's industries. Their resources will be crucial in developing a workforce that is both skilled and flexible, ready to meet the challenges of today and tomorrow.
- Texas Small Business Development Center (SBDC) can provide additional support by offering workshops and seminars focused on entrepreneurial skills, thereby broadening the scope of workforce development to include business acumen and startup competencies.
- The Texas Economic Development Council (TEDC) offers insights into state-wide trends in workforce needs and economic development, ensuring that Hondo's programs remain cutting-edge and aligned with broader economic shifts.
- USDA Rural Development can support the initiative by providing access to grants and loans that can be used to build or upgrade training facilities, invest in new technologies for education, and support infrastructure improvements that facilitate access to training programs.

By integrating the resources and expertise of these strategic partners, the Hondo EDC can establish an Innovative Workforce Development Program that not only meets the immediate needs of Hondo's key sectors but also anticipates future industry trends. This comprehensive approach will ensure that Hondo's workforce is resilient, adaptable, and capable of driving innovation within the local economy. Enhanced training programs, strategic partnerships, and a focus on emerging technologies and practices will collectively foster a dynamic and skilled workforce, positioning Hondo as a competitive and attractive location for businesses and talent alike. Through this collaborative effort, the EDC is dedicated to nurturing a business-friendly environment that supports the growth and success of both the community and its workforce, securing a prosperous future for Hondo.

To achieve this strategy, the EDC proposes the following initiatives:

STRATEGIC PROGRAM 4: INNOVATIVE WORKFORCE DEVELOPMENT PROGRAM

Initiative 1: Regional Workforce Alignment and Industry Integration Program

Overview: This initiative focuses on forging a strong alliance between Career and Technical Education (CTE) and workforce development programs in Hondo, with an extended collaborative network throughout the greater San Antonio area. The aim is to ensure these programs are meticulously aligned with the current and future needs of local industries and small businesses. By leveraging the breadth of available programs across the region, this initiative seeks to foster mutual support, growth, and maximization of employment opportunities, addressing the critical skills gap in the workforce.

Strategic Focus:

- **Industry-Driven Curriculum Development:** Tailor educational and training programs to meet the specific demands of the local and regional labor market.
- **Strengthened Education-Industry Partnerships:** Enhance the connection between educational institutions and the business community to ensure relevant skill development.
- **Regional Collaboration for Workforce Excellence:** Create a cohesive network among Hondo and San Antonio's workforce development entities to share resources, insights, and opportunities.

Key Actions:

- **Formation of a Regional Workforce Council:**
 1. Convene a council comprising representatives from local industries, educational institutions, and workforce development agencies to identify critical skill needs and align training programs across the Hondo and San Antonio region.
- **Enhancement of Dual-Credit and Vocational Training:**
 1. Expand dual-credit and vocational training offerings in high schools and community colleges, ensuring they are directly aligned with the identified needs of regional industries and small businesses.
 2. Develop marketing and outreach strategies to increase awareness and participation in these programs among students and job seekers.
- **Internship and Apprenticeship Program Expansion:**
 1. Partner with local businesses and industries to significantly increase the availability of internships and apprenticeships, providing practical, hands-on experience that complements academic learning.
 2. Implement a matching system to connect students and job seekers with opportunities that align with their skills and career aspirations.

STRATEGIC PROGRAM 4: INNOVATIVE WORKFORCE DEVELOPMENT PROGRAM

Goals:

- To create a workforce that is highly skilled and readily adaptable to the evolving demands of local and regional industries, thereby reducing the skills gap.
- To foster a sustainable economic ecosystem where educational institutions and businesses collaborate closely for mutual benefit and regional economic growth.
- To enhance the employability of students and job seekers in Hondo and the greater San Antonio area through targeted training and real-world experience.

Key Performance Indicators (KPIs):

- Increase in enrollment and completion rates of dual-credit and vocational training programs aligned with industry needs
- Growth in the number and diversity of internships and apprenticeships offered by local businesses, with a focus on measurable outcomes for participants
- Positive feedback from industries and small businesses on the readiness and skill levels of program participants entering the workforce

Linkage to SWOT Analysis:

- **Strengths Utilized:** Leverages the strong educational infrastructure and community partnerships in Hondo and San Antonio to deliver targeted workforce development.
- **Weaknesses Addressed:** Directly tackles the challenge of aligning educational outputs with the actual needs of the labor market, addressing the skills gap.
- **Opportunities Leveraged:** Capitalizes on the growing demand for skilled labor in key industries, positioning the region as a leader in workforce development.
- **Threats Mitigated:** Minimizes the risk of talent shortages and enhances economic competitiveness by ensuring a continuous supply of well-trained workers.

This initiative represents a strategic approach to bridging the gap between education and employment, ensuring the regional workforce is equipped with the skills needed for both today's and tomorrow's industries, thereby securing economic prosperity for Hondo and the greater San Antonio region.

STRATEGIC PROGRAM 4: INNOVATIVE WORKFORCE DEVELOPMENT PROGRAM

Initiative 2: Valor to Value Workforce Transition Program

Overview: The Valor to Value Workforce Transition Program is a comprehensive initiative designed to seamlessly integrate veterans exiting from military installations such as Joint Base San Antonio (JBSA), which includes Lackland Air Force Base, Randolph Air Force Base, and Fort Sam Houston, into Hondo's civilian workforce. Recognizing the unparalleled skills, discipline, and leadership qualities veterans possess, this program aims to connect them with employment opportunities that not only value but require their unique capabilities, thereby addressing both the veterans' career aspirations and the regional workforce needs.

Strategic Focus:

- **Targeted Veteran Employment:** Directly address the employment needs of Hondo's industries by facilitating the recruitment of veterans from San Antonio's military installations.
- **Skills Translation and Enhancement:** Develop mechanisms to translate military skills into civilian job competencies, ensuring veterans' experiences are adequately recognized and utilized.
- **Strategic Partnerships for Veteran Transition:** Build robust partnerships with JBSA, veterans' organizations, educational institutions, and local businesses to create a supportive ecosystem for veterans transitioning to civilian roles.

Key Actions:

- **Engagement with Military Installations:**
 1. Initiate outreach programs at JBSA, including Lackland Air Force Base, Randolph Air Force Base, and Fort Sam Houston, offering transition workshops, career fairs, and personalized employment counseling specifically designed for service members nearing separation.
- **Customized Training and Certification Programs:**
 1. Partner with local community colleges and vocational schools to offer training programs tailored to the skills and experiences of veterans. Focus on sectors with high demand within Hondo's economy, ensuring these programs facilitate a smooth transition to relevant civilian careers.
 2. Work closely with educational institutions to ensure credits are given for military training and experience, streamlining the path to certification and employment.
- **Veteran-Industry Mentorship Network:**
 1. Launch a mentorship program that pairs veterans with professionals in key industries within Hondo, focusing on areas of interest to veterans and sectors of need for employers. This program aims to provide veterans with insights into the civilian job market, networking opportunities, and guidance on career development.
 2. Encourage participation from Hondo's local businesses, offering recognition and support for their commitment to veteran employment.

STRATEGIC PROGRAM 4: INNOVATIVE WORKFORCE DEVELOPMENT PROGRAM

Goals:

- To strategically reduce the unemployment rate among veterans by providing them with direct pathways to employment in Hondo's key industries.
- To enhance the professional development of veterans through targeted training and certification programs that recognize their military service.
- To cultivate a strong network of support, mentorship, and opportunity for veterans transitioning to the civilian workforce, reinforcing Hondo's reputation as a veteran-friendly community.

Key Performance Indicators (KPIs):

- The number of veterans engaged through transition programs at JBSA installations and the subsequent enrollment in targeted training programs
- Employment rates of veterans within Hondo's local industries within a year of program completion
- Feedback from veterans and employers on the effectiveness of the transition support, relevance of training programs, and value of the mentorship network

Linkage to SWOT Analysis:

- **Strengths Utilized:** Capitalizes on Hondo's proximity to major military installations and its community's strong support for veterans, leveraging these advantages to attract a skilled and disciplined workforce.
- **Weaknesses Addressed:** Mitigates the skills gap in Hondo's job market by translating and enhancing the valuable skill sets of veterans for civilian employment.
- **Opportunities Leveraged:** Seizes the opportunity to strengthen Hondo's economic development and industry diversity by integrating veterans into the workforce, bringing leadership, technical skills, and a strong work ethic.
- **Threats Mitigated:** Addresses potential workforce shortages and increases Hondo's attractiveness to businesses by ensuring a steady influx of highly skilled, ready-to-work veterans into the local job market.

The Valor to Value Workforce Transition Program embodies a strategic, respectful approach to harnessing the potential of veterans from San Antonio's military installations, facilitating their successful integration into Hondo's civilian workforce and contributing significantly to the region's economic vitality.

STRATEGIC PROGRAM 4: INNOVATIVE WORKFORCE DEVELOPMENT PROGRAM

Initiative 3: Innovation Age Workforce Attraction Program

Overview: Innovation Age Workforce Attraction Program is tailored to position Hondo as a premier destination for the modern workforce, particularly targeting remote professionals and entrepreneurs. This initiative leverages Hondo's unique strengths—such as its vibrant community, affordable living, and strategic location—to attract a dynamic workforce that contributes to the local tax base, revitalizes the downtown area, and stimulates entrepreneurial activity. By creating a supportive ecosystem for remote work, including state-of-the-art co-working spaces and robust community engagement programs, Hondo aims to foster innovation and economic diversity.

Strategic Focus:

- **Remote Work Ecosystem Enhancement:** Build a comprehensive support system for remote workers through infrastructure development and community integration programs.
- **Entrepreneurial Activation:** Activate Hondo's potential for entrepreneurial growth by providing resources, networking opportunities, and incentives for startups and small businesses.
- **Downtown Revitalization:** Use the influx of remote workers and entrepreneurs as a catalyst for downtown revitalization, enhancing Hondo's appeal as a lively, innovative community.

Key Actions:

- **Development of Advanced Co-working Spaces:**
 1. Collaborate with local stakeholders to establish advanced co-working spaces in Hondo's downtown, equipped with high-speed internet, modern office amenities, and flexible workstations to accommodate a diverse range of professional needs.
 2. Integrate communal spaces within these facilities to encourage collaboration and innovation among remote workers and local entrepreneurs.
- **Marketing Programs for Remote Workers:**
 1. Implement a comprehensive marketing strategy package to attract remote workers to Hondo, highlighting the city's lifestyle benefits and offering practical incentives such as tax benefits, housing subsidies, and co-working space memberships.
 2. Launch a the campaign to position Hondo as an idyllic remote work destination, emphasizing its community spirit, connectivity, and entrepreneurial opportunities.
- **Community Integration and Networking Initiatives:**
 1. Establish a remote worker community and entrepreneurial network to promote integration into Hondo's social and economic fabric, facilitating knowledge exchange and mutual support.
 2. Organize regular events, such as professional development workshops, social gatherings, and innovation forums, tailored to the interests and needs of remote workers and local entrepreneurs.

STRATEGIC PROGRAM 4: INNOVATIVE WORKFORCE DEVELOPMENT PROGRAM

- Support for Entrepreneurial Ventures:
 1. Partner with regional business incubators, accelerators, and regional institutions such as the Small Business Development Center (SBDC) to offer low-cost space and business services for entrepreneurs looking to start or expand their ventures in Hondo, including access to capital, mentorship, and business development resources.
 2. Encourage the growth of startups through business plan competitions and exposure to investment opportunities, fostering a vibrant entrepreneurial ecosystem.

Goals:

- To establish Hondo as a leading hub for remote work and entrepreneurship, recognized for its innovation workforce development initiatives.
- To drive downtown revitalization and economic diversification through the active recruitment and support of remote professionals and entrepreneurs.
- To enhance Hondo's reputation as a community that values innovation, collaboration, and sustainable economic growth.

Key Performance Indicators (KPIs):

- Number of remote workers and entrepreneurs relocating to Hondo as a result of the initiative.
- Utilization and satisfaction rates of co-working spaces and related facilities.
- Increase in new business startups and expansion of existing businesses within Hondo.
- Levels of participation in community integration and networking events designed for remote workers and entrepreneurs.

Linkage to SWOT Analysis:

- Strengths Utilized: Capitalizes on Hondo's welcoming community, competitive cost of living, and attractive lifestyle to draw in a modern workforce.
- Weaknesses Addressed: Tackles potential economic monotony by infusing the local market with innovative professionals and forward-thinking entrepreneurs.
- Opportunities Leveraged: Seizes the growing trend of remote work and the entrepreneurial spirit to enrich Hondo's economic landscape and community vibrancy.
- Threats Mitigated: Counteracts the risks associated with economic stagnation by nurturing a diverse, adaptable, and resilient workforce.

STRATEGIC PROGRAM 5: INDUSTRIAL CAPACITY DEVELOPMENT

Overview: Acknowledging the pivotal importance of robust industrial infrastructure in catalyzing economic growth, the Hondo Economic Development Corporation (EDC) is launching into a far-reaching strategic endeavor. This initiative focuses on the comprehensive evaluation, meticulous planning, securement of funding, and systematic development of infrastructure capacities essential for the anticipated industrial recruitment in the future. Given the extensive scope and long-term nature of this priority, it inherently lacks the granular detail characterizing other more immediate strategic priorities within the plan. This initiative is crucial for equipping Hondo with the necessary infrastructure — encompassing electricity, water, sewer, roads, data, and logistical access — to draw in and support new industrial enterprises. Due to its expansive timeframe, this strategic priority will necessitate ongoing refinement and adaptation at each phase of growth and development, ensuring alignment with evolving industrial demands and community needs.

Strategic Focus: The focus of this priority is on a comprehensive assessment of Hondo’s current industrial infrastructure capabilities and identifying strategic areas for enhancement to meet the needs of prospective industries. This involves long-term planning and investment in infrastructure development, guided by the goal of creating a robust foundation for industrial growth and economic diversification.

Key Actions:

- **Infrastructure Capacity Evaluation:** Conduct a detailed assessment of existing industrial infrastructure, identifying gaps and areas for improvement in electricity, water, sewer, roads, data, and logistical access.
- **Strategic Infrastructure Planning:** Develop a long-range plan that outlines necessary infrastructure projects, prioritizing those with the greatest potential impact on industrial recruitment and retention.
- **Funding and Investment Strategy:** Identify funding sources and investment strategies for infrastructure development, including public-private partnerships, state and federal grants, and other financing mechanisms.
- **Capacity Development Implementation:** Initiate and manage the implementation of strategic infrastructure projects, ensuring they align with Hondo’s overall economic development goals and the needs of targeted industrial sectors.

Goals:

- To establish a comprehensive understanding of Hondo’s current and future industrial infrastructure needs.
- To create a strategic framework for enhancing Hondo’s infrastructure, ensuring it supports industrial growth and economic vitality.
- To secure the necessary funding and resources for implementing critical infrastructure projects.
- To position Hondo as an attractive location for industrial investment by offering a well-developed, reliable infrastructure.

STRATEGIC PROGRAM 5: INDUSTRIAL CAPACITY DEVELOPMENT

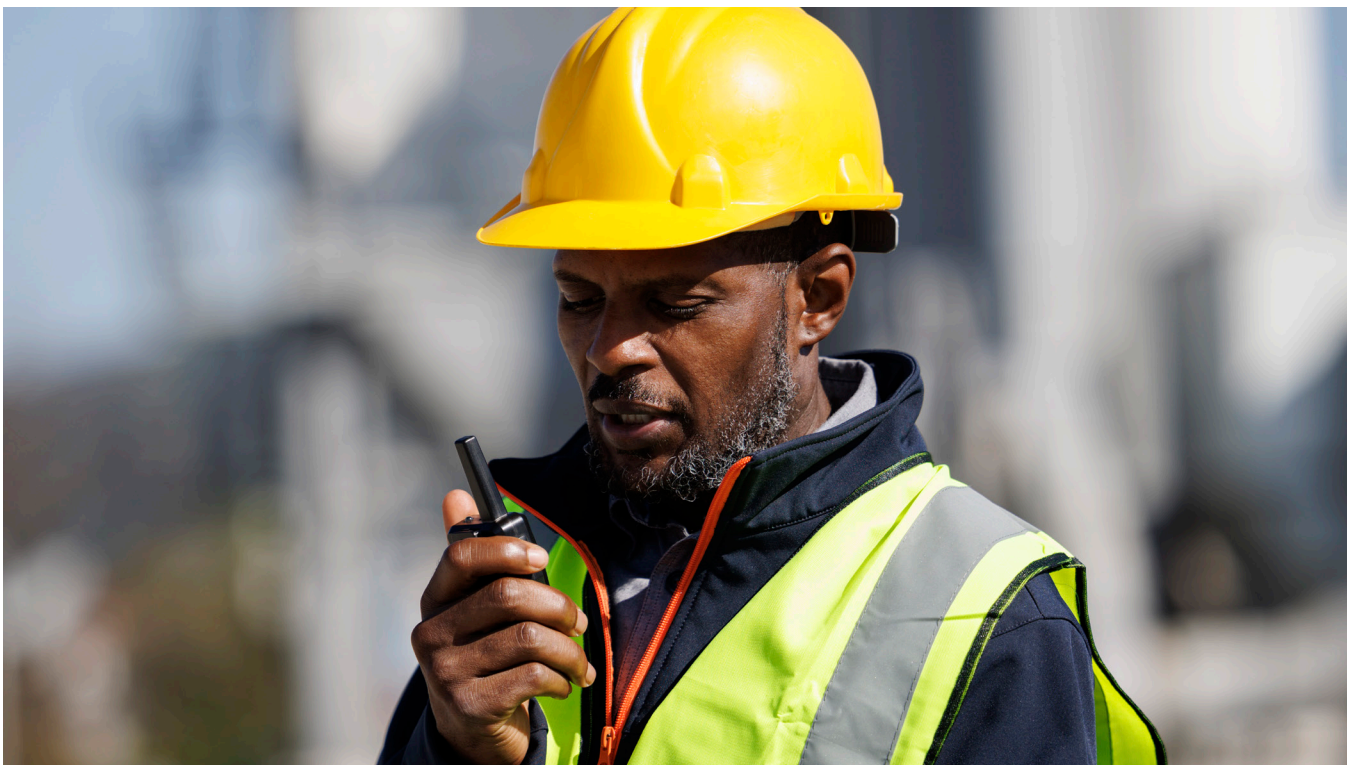
Key Performance Indicators (KPIs):

- Completion of the infrastructure capacity evaluation.
- Development and approval of the strategic infrastructure plan.
- Amount of funding secured for infrastructure projects.
- Progress on the implementation of infrastructure development projects.

Linkage to SWOT Analysis:

- Addresses Weaknesses: Mitigates existing limitations in industrial utility infrastructure and workforce capacity.
- Leverages Strengths: Builds on Hondo's strategic location and existing assets, such as the Hondo Airport, to enhance industrial appeal.
- Capitalizes on Opportunities: Prepares Hondo to meet the demands of future industrial projects, facilitating business recruitment and economic growth.

By setting Industrial Capacity Development as a strategic priority, Hondo EDC is taking a proactive approach to ensure the city's infrastructure is well-prepared to support and drive future industrial recruitment efforts. This long-range initiative is vital for laying the groundwork necessary to attract high-quality industrial investments, thereby contributing to Hondo's economic resilience and sustainability.



STRATEGIC PROGRAM 6: BUSINESS RECRUITMENT

The Hondo EDC is focusing on a strategic initiative to attract new businesses, leveraging Hondo's unique assets such as the South Texas Regional Airport, robust rail connections, and strategic proximity to San Antonio. This initiative targets key sectors like Aviation and Aerospace, Advanced Manufacturing, and Logistics and Distribution, aiming to catalyze economic growth, create high-quality job opportunities, and enhance community well-being.

Recognizing the importance of alliances and collaboration, the Hondo EDC is poised to work closely with a network of resource providers to bolster its business recruitment efforts. These partnerships are pivotal in maximizing Hondo's appeal and ensuring a holistic approach to economic development.

- Workforce Solutions Alamo will play a crucial role in aligning workforce development with the needs of incoming businesses, ensuring a skilled labor pool is ready to meet the demands of the Aviation, Aerospace, Advanced Manufacturing, and Logistics and Distribution sectors.
- The Greater San Antonio Partnership offers a regional perspective, facilitating connections with broader economic initiatives and providing a platform for Hondo to attract businesses through regional collaboration and visibility.
- Go Medina can serve as a key partner in enhancing Hondo's business recruitment efforts, providing regional insights and networking opportunities to elevate Hondo's profile among prospective businesses. This collaboration underscores a unified approach to economic development, significantly boosting Hondo's appeal in the competitive market.
- The Texas Economic Development Council (TEDC) serves as a vital resource for best practices in business recruitment, legislative advocacy, and economic development strategy, enabling Hondo to position itself competitively on a state and national level.
- The Hondo Chamber of Commerce will be instrumental in fostering a supportive local business environment, facilitating introductions, and promoting the benefits of setting up operations in Hondo to potential businesses.
- The Texas PACE Authority and Business and Community Lenders (BCL) of Texas offer financial and advisory support for sustainable development and small business growth, respectively. These partnerships will enhance Hondo's attractiveness by providing businesses with access to financial resources and guidance on implementing energy-efficient practices.
- USDA Rural Development programs can support infrastructure and community development projects critical to making Hondo an attractive option for new businesses, ensuring they have the necessary infrastructure to thrive.

By leveraging these strategic alliances, the Hondo EDC can enhance its recruitment efforts through coordinated support in workforce development, financial assistance, regional collaboration, and infrastructure development. This collaborative approach is designed to not only attract businesses that align with Hondo's industrial strengths but also to create a vibrant, supportive ecosystem that fosters long-term economic prosperity and community enhancement. Through attending industry events, digital marketing, strategic land use planning,

STRATEGIC PROGRAM 6: BUSINESS RECRUITMENT

engaging with site selectors, and outreach to regional businesses, Hondo is well-positioned to secure a prosperous economic future, making the most of its existing advantages and the supportive framework provided by its partners.

In order to accomplish this strategy, the following initiatives are recommended:

Initiative 1: Amplify Hondo EDC Presence at Key Industry Conferences and Networking Events

Overview: This initiative seeks to elevate Hondo’s engagement and presence in pivotal industry conferences and networking events. By participating in key gatherings such as the International Economic Development Council (IEDC), Southern Economic Development Council (SEDC), Texas Economic Development Council (TEDC), and various industry-specific conferences, Hondo can position itself at the forefront of economic development trends. The initiative will enhance Hondo’s visibility, showcase its value proposition to potential investors, and cultivate crucial relationships with site selection consultants, project managers, and industry leaders.

Key Actions:

- Strategic Conference Participation: Select and attend conferences and events with high potential for networking with industry influencers and learning new strategies.
- Relationship Building: Establish and nurture relationships with site selectors, consultants, and industry executives to position Hondo as a prime location for business opportunities.
- Showcase Hondo’s Advantages: Develop compelling presentations and materials highlighting Hondo’s strategic location, infrastructure, and sector-specific opportunities.
- Follow-up Strategy: Implement a robust strategy to maintain momentum with new contacts, turning initial meetings into lasting partnerships and potential business opportunities.

Goals:

- Increase Hondo’s industry visibility and recognition as a prime business location.
- Capture and apply the latest economic development insights and trends.
- Build a strong network of industry contacts and potential collaborators.

Key Performance Indicators (KPIs):

- Number of conferences and events attended
- Number of key contacts made
- Follow-up engagement success rate
- Leads generated from event participation

Linkage to SWOT Analysis:

- Strengths Utilized: Leverages Hondo’s strategic location and industry presence
- Opportunities Addressed: Expands network and partnerships, keeping abreast of trends
- Objective: Capitalize on Hondo’s strategic positioning and relationships by engaging with industry professionals and potential investors at major conferences, enhancing visibility and attractiveness

STRATEGIC PROGRAM 6: BUSINESS RECRUITMENT

Initiative 2: Customize Digital Marketing Strategy for Target Industries

Overview: Focuses on creating specialized digital marketing materials tailored to Hondo's target industries. By highlighting its strategic location, infrastructure, and supportive business ecosystem, the initiative aims to attract potential investors' attention and interest through various digital platforms, enhancing the city's visibility and appeal.

Strategic Focus: Develop and disseminate digital marketing materials that effectively communicate Hondo's value propositions to a targeted audience, leveraging digital innovation to enhance the city's presence and visibility within its target industries.

Key Actions:

- Industry Analysis and Content Development: Analyze target industries to identify key value propositions and develop compelling content.
- Multimedia Marketing Materials: Create videos, infographics, and presentations to communicate Hondo's advantages.
- Digital Platform Utilization: Use social media, email marketing, and forums to distribute materials and engage with potential investors.
- Analytics and Adaptation: Use analytics to monitor campaign performance and optimize for better engagement and conversion rates.

Goals:

- Enhance Hondo's digital visibility and presence in target industries.
- Generate interest and inquiries from potential investors with compelling digital content.
- Establish Hondo as a thought leader and preferred destination in targeted sectors.

Key Performance Indicators (KPIs):

- Website traffic from target industries.
- Engagement rates on digital platforms.
- Conversion rate of digital campaigns.
- Content reach and effectiveness.

Linkage to SWOT Analysis:

- Strengths Utilized: Showcases Hondo's infrastructure and cost advantages.
- Opportunities Addressed: Targets marketing to attract growing industries.
- Objective: Raise awareness among target industries by developing and disseminating digital marketing materials that highlight Hondo's strengths and competitive advantages.

STRATEGIC PROGRAM 6: BUSINESS RECRUITMENT

Initiative 3: Strategic Land Use Planning for Industry Alignment

Overview: Focuses on creating specialized digital marketing materials tailored to Hondo's target industries.

By Overview: This initiative is dedicated to developing a comprehensive land use strategy tailored to align with Hondo's industry growth objectives. By categorizing land based on suitability for industrial, commercial, and residential developments, this strategy aims to guide future growth in a manner that supports economic development, environmental sustainability, and community well-being.

Strategic Focus: The focus is on optimizing the allocation and utilization of land resources to support targeted industry sectors. This includes conducting assessments, engaging stakeholders, reviewing regulatory frameworks, and establishing a clear implementation plan to ensure land use aligns with Hondo's economic and community goals.

Key Actions:

- Land Use Assessment and Mapping: Utilize GIS mapping to assess current land use and identify areas suited for different industry types.
- Stakeholder Engagement: Collaborate with local businesses, community members, and experts to ensure the strategy reflects economic goals and community values.
- Regulatory Framework Review: Examine and recommend adjustments to zoning laws to facilitate targeted industry growth.
- Implementation and Monitoring Plan: Develop a roadmap for strategy implementation, including mechanisms to track progress and adjust as needed.

Goals:

- Optimize land use to support economic development and sustainability.
- Streamline project inquiry and proposal processes with clear land use guidelines.
- Foster balanced growth that accommodates industrial expansion and preserves quality of life.

Key Performance Indicators (KPIs):

- Completion of land use assessment and mapping
- Level of stakeholder engagement in the planning process
- Number of regulatory improvements implemented
- Number of investment inquiries based on the land use strategy

Linkage to SWOT Analysis:

- Weaknesses Addressed: Mitigates the challenge of lacking ready-to-market sites.
- Opportunities Addressed: Prepares for industry-specific development, enhancing appeal to investors.
- Objective: Efficiently manage land resources to quickly respond to investment inquiries and opportunities, ensuring strategic growth alignment.

STRATEGIC PROGRAM 6: BUSINESS RECRUITMENT

Initiative 4: Site Selector Engagement and Familiarization Program

Overview: This initiative aims to launch a comprehensive program designed to familiarize site selectors with Hondo's investment opportunities and competitive advantages. Through guided tours, presentations, and meetings, the program will provide a firsthand look at Hondo's business environment, infrastructure, and community, aiming to enhance its desirability among site selectors.

Strategic Focus: Directly engage site selectors and industry influencers, providing them with in-depth knowledge of Hondo's strategic industry sectors, available properties, and business support capabilities. This engagement is intended to strengthen relationships and improve Hondo's visibility and attractiveness for business expansion and relocation.

Key Actions:

Customized Engagement Plans: Develop itineraries that showcase Hondo's strategic sectors and align with site selectors' interests.

Comprehensive Information Sessions: Detail Hondo's economic landscape, incentives, and workforce development programs.

Community and Leadership Introductions: Arrange meetings with community leaders, local business owners, and officials to present a collaborative ecosystem.

Follow-Up Strategy: Maintain engagement with site selectors post-visit, providing additional information and addressing queries.

Goals:

Enhance Hondo's visibility and appeal to site selectors, influencing business location decisions.

Establish strong connections with site selectors, fostering trust in Hondo's business support capabilities.

Provide a well-rounded view of Hondo's advantages, ensuring accurate representation to potential investors.

Key Performance Indicators (KPIs):

Number of site selectors engaged through the program

Site selector satisfaction and likelihood of recommending Hondo

Follow-up conversion rate into business inquiries or investments

Business relocations or expansions resulting from site visits.

Linkage to SWOT Analysis:

Strengths Utilized: Leverages Hondo's strategic location and available resources.

Opportunities Addressed: Increases engagement with influential site selectors, raising Hondo's profile.

Objective: Foster deeper understanding and confidence in Hondo's value proposition among site selectors, solidifying its status as a prime business location.

STRATEGIC PROGRAM 6: BUSINESS RECRUITMENT

Initiative 5: Enhance Regional Industry Outreach and Location Identification

Overview: This initiative aims to transform and expand the Target Industry Identification Program to include Medina County, focusing on identifying and engaging specific companies within target sectors. By fostering robust communication and collaboration across the county, the initiative seeks to highlight the diverse opportunities in Medina County for business development, leveraging regional assets to attract businesses effectively.

Strategic Focus: The strategic focus is on extending business attraction efforts across Medina County, utilizing a collaborative approach to engage stakeholders, develop industry-specific pitches, and promote optimal locations for business development. This approach emphasizes the collective strengths of the region to attract businesses and support economic growth.

Key Actions:

- Stakeholder Engagement: Engage continuously with local governments, economic development organizations, and business leaders across Medina County to understand regional assets and opportunities.
- Direct Marketing and Outreach: Execute targeted marketing campaigns and outreach to attract businesses, using digital platforms, industry events, and direct communication to highlight Medina County's advantages.
- Industry-Specific Pitch Development: Create pitches that showcase Medina County's unique benefits to meet the specific needs of businesses in target sectors.
- Location Analysis and Promotion: Work with stakeholders to identify and promote sites across Medina County that meet the infrastructure, accessibility, and workforce needs of target industries.

Goals:

- Broaden the scope of business attraction to a county-wide strategy, capitalizing on Medina County's collective strengths.
- Foster deeper collaboration among county stakeholders for unified economic development efforts.
- Dynamically address the evolving needs of target industries, positioning Medina County as a competitive location for business.

Key Performance Indicators (KPIs):

- Number of stakeholder collaborations initiated across Medina County
- Business inquiries resulting from targeted marketing and outreach efforts
- Number of successful industry-specific pitches leading to further engagement or investment
- Locations identified and promoted for target industries, and subsequent investments or developments

STRATEGIC PROGRAM 6: BUSINESS RECRUITMENT

Linkage to SWOT Analysis:

- Opportunities Addressed: Actively pursues companies within target sectors, aiming for economic diversification and growth.
- Threats Addressed: Combats competition from other regions by engaging with potential investors, highlighting Medina County's specific advantages.
- Objective: Proactively identify and engage companies within target industries to inform them of the opportunities in Medina County, mitigating the risk of losing potential businesses to competing regions and supporting their growth aspirations.



WORK PLAN

Based on the strategic priorities and information derived from the Hondo Economic Development Strategic Plan, here is a proposed quarter-by-quarter list of activities for the EDC staff. These listed efforts are fairly generic in their description, so referring to the specific area in the strategic plan will give additional guidance for the specific action to be taken.

2024 | Q3

- Kick off regional and local stakeholder engagement sessions to coordinate economic development efforts.
- Initiate community and downtown development projects, focusing on revitalization efforts and public engagement.
- Begin comprehensive training and professional development for all members of the economic development team.
- Assess current workforce development programs and partnerships with local educational institutions.

2024 | Q4

- Continue with community engagement sessions for downtown development, integrating stakeholder feedback into ongoing projects.
- Implement advanced training sessions for the economic development team, focusing on implementing strategic plans and community relations.
- Develop and launch initiatives aimed at business expansion and retention, identifying key sectors and needs.

2025 | Q1

- Execute infrastructure improvement plans as part of community and downtown development strategies.
- Review the effectiveness of the economic development team's training programs and adjust based on outcomes and feedback.
- Expand workforce development efforts, introducing new programs in response to industry demands and job market trends.

2025 | Q2

- Organize a mid-year public forum to discuss progress and future plans for community and downtown revitalization projects.
- Facilitate leadership development workshops for the economic development team, emphasizing innovation and adaptive strategies.
- Intensify focus on business expansion and retention, facilitating roundtable discussions with local business owners.

WORK PLAN

2025 | Q3

- Launch new community and downtown development initiatives, targeting areas identified for improvement and growth.
- Continue to enhance the skill set of the economic development team through specialized training in economic analysis and market trends.
- Broaden workforce development programs, incorporating advanced training techniques and expanding industry partnerships.

2025 | Q4

- Review and assess the year's community and downtown development efforts, planning for next-phase projects.
- Conduct an annual evaluation of the economic development team's progress and identify areas for further professional growth.
- Analyze the impact of business expansion and retention strategies, making adjustments to better serve local businesses.

2026 | Q1

- Begin the year with a community engagement campaign to gather input for future downtown development projects.
- Launch a mentorship program for the economic development team, pairing less experienced members with industry experts.
- Initiate a comprehensive review of industrial capacity, evaluating current infrastructure and planning for future development.

2026 | Q2

- Introduce sustainable practices and green initiatives into community and downtown development projects.
- Organize a professional development retreat for the economic development team, focusing on creative problem-solving and leadership.
- Develop detailed plans for industrial capacity enhancement, identifying key projects and potential funding sources.

2026 | Q3

- Expand community development efforts to include new areas for downtown revitalization and infrastructure enhancements.
- Offer advanced analytics and digital marketing training for the economic development team, improving data-driven decision-making.
- Finalize and begin implementing the industrial capacity development plan, focusing on critical infrastructure improvements.

WORK PLAN

2026 | Q4

- Conduct an end-of-year review of community and downtown development initiatives, setting goals for the upcoming year.
- Evaluate the economic development team's year-long progress, recognizing achievements and setting new professional development goals.
- Assess the initial phases of the industrial capacity development plan, adjusting strategies to align with evolving industrial needs.

2027 | Q1

- Re-engage the community with new downtown development projects, emphasizing inclusivity and innovation.
- Kick off the year with a strategic planning session for the economic development team, setting priorities and objectives.
- Begin early-stage preparations for industrial recruitment, building on the foundation established by industrial capacity development efforts.

2027 | Q2

- Wrap up the strategic period with a comprehensive assessment of all initiatives related to community and downtown development, workforce and economic development team development, business expansion and retention, and industrial capacity and recruitment.
- Plan for the next strategic phase, incorporating feedback and successes from the current cycle.
- Celebrate achievements with a community event, highlighting the contributions of stakeholders and setting an optimistic outlook for future economic development endeavors.

Conclusion

The Hondo EDC has meticulously charted a course for developing the local economy, pinpointing target industries, establishing strategic programming, identifying critical partners, and formulating a detailed work plan. This comprehensive approach is engineered to enhance the EDC's efficiency and effectiveness in stimulating economic growth. Central to the success of this plan is the emphasis on collaboration and communication among all stakeholders, recognizing that these elements are the backbone of any successful economic development endeavor.

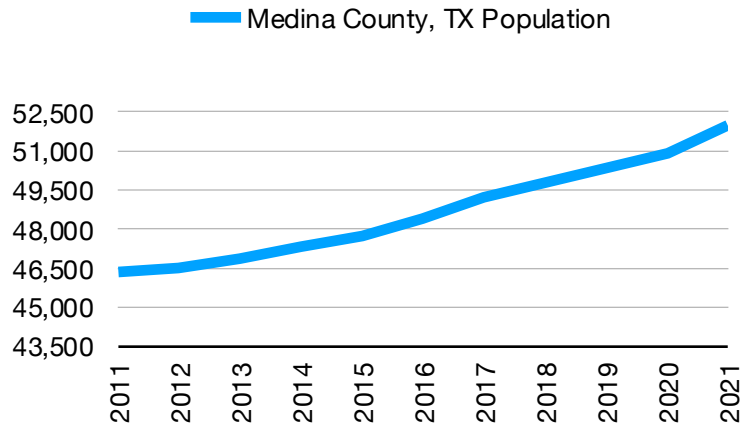
In light of recent changes in the local landscape, the timing could not be more opportune for the Hondo EDC to leverage these strategies in addressing the evolving challenges of the future. The meticulous preparation and strategic alignments crafted by the EDC are poised to navigate Hondo through these dynamic changes, ensuring that the community not only adapts but thrives in the face of new economic opportunities and challenges. This period of transformation presents a prime opportunity for the EDC and its partners to demonstrate their collective resilience and innovative spirit, setting a solid foundation for sustained economic prosperity in Hondo.

RELEVANT DATA

Medina County Population

10 year growth rate: 12.12%
Texas Average: 15.21%

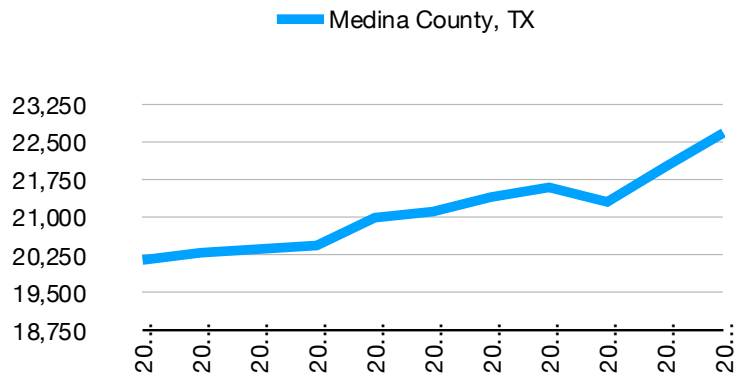
Medina's population growth rate is significant. While still slower than the state average, Medina County ranks 48th out of 254 counties for a ten year rate of population growth.



Medina County Civil Labor Force

Medina County Civilian Labor Force
10 year Average growth rate: 12.52%
Texas Average: 4.80%

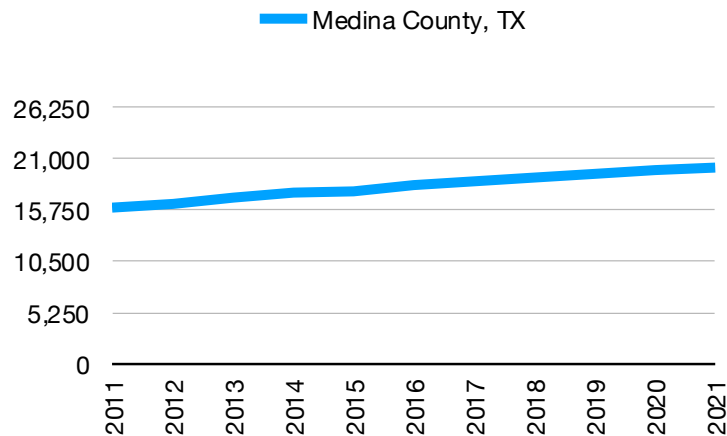
Civilian labor force growth in Medina County eclipses the average growth rate in the state.



Medina County Total Employment

Medina County Total Employment
10 year Average growth rate: 24.93%
Texas Average: 24.48%

Total Employment in Medina County matched that of the average growth rate in the state. Medina County ranks 41 out of 254 counties in the most recent ten years of employment growth.

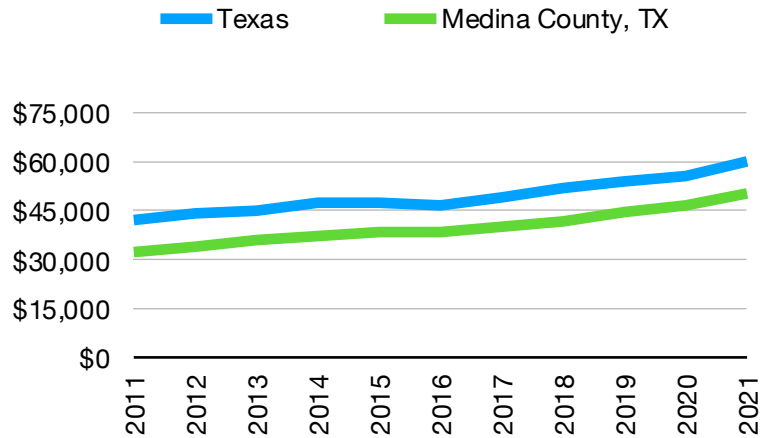


RELEVANT DATA

Medina County Per Capita Income

10 year Average growth rate: 55.10%
Texas Average: 42.41%

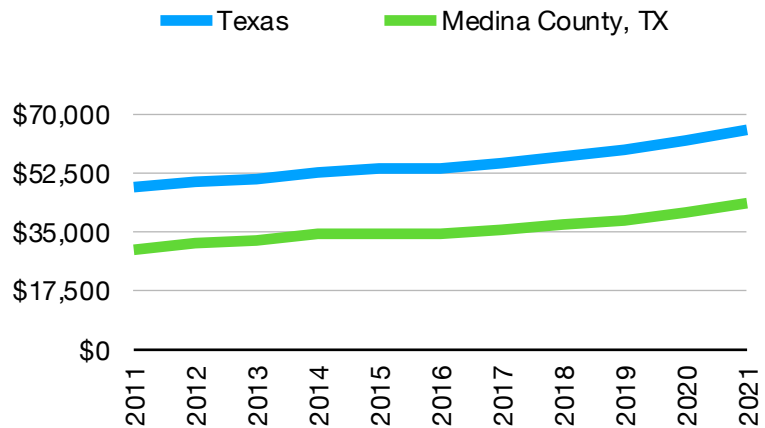
Per Capita Income grew faster in Medina County than the state average. Medina County ranked 64th in the state in the most recent 10 years.



Medina County Average Wages

10 year Average growth rate: 47.11%
Texas Average: 35.38%

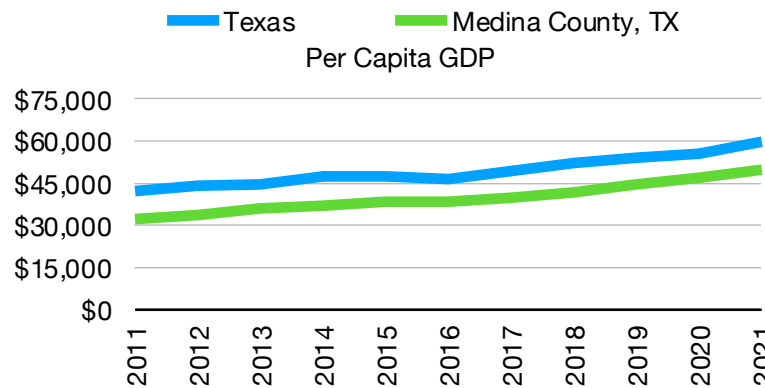
Average Wages in Medina County grew at a significantly faster rate than the Texas average. While the average wage is still lower than the state average, Medina County continues to close the gap.



Medina County GDP

10 year Average growth rate: 38.62%
Texas Average: 34.09%

Medina Per Capita GDP falls short of the per capita GDP for the state, but the rate of growth for total GDP in Medina County is growing faster than the 10 year state growth

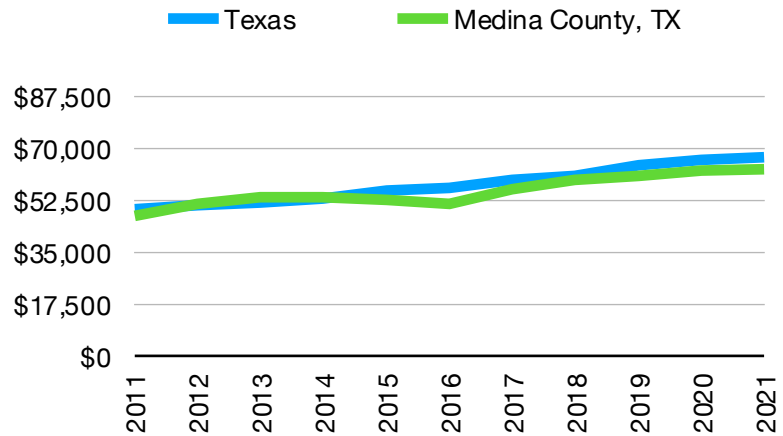


RELEVANT DATA

Medina County Median Household Income

10 year Average growth rate: 33.30%
Texas Average: 35.57%

Median Household Income in Median County has virtually matched the state average. However, the most recent data show that the growth rate is lagging behind. The state average.



Hondo's Demographics

31.3

Hondo's Average Age

Having a younger average age in a community can significantly contribute to its dynamism and economic vitality. Younger populations tend to be more adaptable and innovative, bringing fresh perspectives and energy to the workplace and community initiatives. They are more likely to embrace new technologies and trends, which can drive local economic growth and attract businesses looking for a vibrant workforce. Furthermore, a younger

demographic can lead to increased demand for education, entertainment, and lifestyle amenities, fostering a lively, culturally rich community. This can enhance the attractiveness of the area to both residents and visitors, contributing to a positive cycle of growth and development.

Comparing Hondo's median age of 31.3 years to the national average of approximately 38.9 years as of the latest data, Hondo stands out as a younger community. This lower median age suggests Hondo may enjoy the benefits of a younger population, including a potentially more dynamic local economy and a workforce that could be more receptive to new industries and innovations than areas with an older median age.

Educational Attainment

High educational attainment in a community is crucial for fostering economic development, innovation, and social mobility. Communities with higher levels of education benefit from a more skilled workforce, which attracts businesses and industries looking for employees with advanced skills and knowledge. This, in turn, can lead to higher wages, lower unemployment rates, and more robust economic growth. Furthermore, individuals with higher educational attainment are more likely to engage in civic activities, leading to stronger and more cohesive communities.

79.3%

High School Diploma

RELEVANT DATA

When comparing Hondo's educational attainment to national averages, it's clear that Hondo has room for growth. Nationally, the rate of high school completion among people aged 25 and older was 91.1% in 2021, with 37.9% holding a bachelor's degree or higher. In contrast, Hondo's high school completion rate stands at 79.3%, and only 10.6% of its population hold a bachelor's degree or higher. This comparison highlights the potential benefits of increasing educational attainment in Hondo, not only for individual residents but for the community's overall economic and social well-being. The national context emphasizes the importance of educational initiatives and investments in Hondo to elevate its residents' educational levels, aligning more closely with national averages and reaping the associated benefits.

10.6%

Bachelor's Degree or Higher

\$178,100

Average House Price

The median value of owner-occupied housing units in Hondo is \$178,100, which is lower than the national median sales price for houses in the United States, reported at \$417,700 for Q4 2023. Additionally, the average sales price of houses sold in the United States was \$492,300 for the same period. These figures indicate that housing in Hondo is more affordable compared to the national average, making it a potentially attractive option for homebuyers looking for more affordable housing options.

Conclusion

The Hondo EDC has meticulously charted a course for developing the local economy, pinpointing target industries, establishing strategic programming, identifying critical partners, and formulating a detailed work plan. This comprehensive approach is engineered to enhance the EDC's efficiency and effectiveness in stimulating economic growth. Central to the success of this plan is the emphasis on collaboration and communication among all stakeholders, recognizing that these elements are the backbone of any successful economic development endeavor.

In light of recent changes in the local landscape, the timing could not be more opportune for the Hondo EDC to leverage these strategies in addressing the evolving challenges of the future. The meticulous preparation and strategic alignments crafted by the EDC are poised to navigate Hondo through these dynamic changes, ensuring that the community not only adapts but thrives in the face of new economic opportunities and challenges. This period of transformation presents a prime opportunity for the EDC and its partners to demonstrate their collective resilience and innovative spirit, setting a solid foundation for sustained economic prosperity in Hondo.



**MARKETING
ALLIANCE**