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working world

# Seguin Comprehensive Economic Development Strategy

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Prepared by EY for the City of  
Seguin and the Seguin Economic  
Development Corporation

# Table of contents

1. Introduction.....	5
2. Summary Background.....	9
3. SWOT Analysis.....	22
4. Targeted industry selection and profiles.....	32
5. Comprehensive Economic Development Strategy.....	53
6. Implementation Plan.....	68
Appendices:	
I. Detailed Data.....	73
II. Survey Data.....	100
III. Targeted Industry Data.....	114

# Executive summary



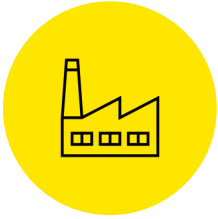
## Executive Summary

In March 2023, the Seguin Economic Development Corporation (SEDC) engaged Ernst & Young LLP's (EY) Economic Development Advisory Services team to develop Seguin's first ever Comprehensive Economic Development Strategy (CEDS). The purpose of a CEDS is to understand the current state of the local economy, identify where we would like to go in the future, and create a roadmap to achieve our goals. This CEDS includes three phases: Phase 1: Summary Background, Phase 2: Targeted Industry Analysis, and Phase 3: Comprehensive Economic Development Strategy.

During Phase 1: Summary Background the EY team conducted qualitative and quantitative research to better understand the current state of the Seguin economy. Quantitative research including benchmarking Seguin against five peer communities, the San Antonio MSA, the Austin MSA, Texas, and the US on a variety of socioeconomic and demographic metrics. Qualitative research included conducting a community survey that received 921 responses, 30 interviews, 5 focus groups, and 3 workshops with an Advisory Committee. Findings from the Summary Background phase focused on the following topics:

- ▶ Economic growth and prosperity
- ▶ Talent and workforce development
- ▶ Targeted industry development
- ▶ Infrastructure
- ▶ Communications and marketing
- ▶ Quality of life

With an understanding of research findings and stakeholder feedback, the EY team then validated SEDC's current targeted industries and selected new targeted industries during Phase 2: Targeted Industry Analysis. Factors considered included industry growth, industry concentration, existing assets, wages, and strategic alignment to identify new targeted industries that present significant growth opportunities for residents and the economy. SEDC's new targeted industries are:



**Targeted retail**



**Smart systems technology**



**Automotive**



**Advanced manufacturing**

The final phase of this strategic planning effort included developing SEDC's Comprehensive Economic Development Strategy, which outlines a vision, four main goals, and strategies for SEDC over the next three to five years. This strategy outlines four major areas where SEDC should focus its efforts, including partnership-based workforce development, targeted industry development, quality of life, and marketing and communications. This strategy provides an overview of how SEDC and its partners can work to achieve these goals, while an internal implementation plan delivered to SEDC breaks down these strategies into tasks with a timeline, key partners, and metrics of success.

**Vision: Seguin is recognized throughout Texas and the US as a destination for business and talent because of its vibrant quality of life, prosperous economy and access to economic opportunity.**

**Goal 1:** Establish a partnership-based approach to comprehensive workforce development.

**Goal 2:** Proactively work to recruit and retain targeted businesses to accelerate economic diversification and create accessible opportunities for Seguin residents.

**Goal 3:** Work with partners to enhance Seguin's quality of life by improving and marketing existing amenities, encouraging entrepreneurship and attracting targeted retail, restaurant and entertainment operations.

**Goal 4:** Enhance Seguin's reputation through internal efforts to improve community pride and external efforts to promote Seguin as a destination for businesses, talent, and families.

# 1 Introduction

In March 2023, the City of Seguin and Seguin Economic Development Corporation (Seguin EDC) engaged Ernst & Young LLP (EY) to help the City and Seguin EDC develop their first ever Comprehensive Economic Development Strategy (CEDS).

The purpose of this CEDS is to align the City, Seguin EDC, and other partners behind a shared vision of Seguin's future, and to create a cohesive action plan that ensures everyone is working collaboratively to achieve that vision. The plan will leverage Seguin's assets and strengths and identify areas of improvement within the local economy, all based on research and findings from stakeholder engagement. This plan will serve as a guide for not just the City and Seguin EDC, but all partners that contribute to overall economic development efforts in areas like business attraction, retention, and expansion, workforce development, quality of life, education and training, and more.

## About the planning process

The duration of the strategic planning process was eight months and included three phases:

- ▶ **1. Summary Background:** This phase includes research and stakeholder engagement efforts. The purpose of Phase 1 is to understand Seguin's current economic performance, to identify competitive advantages that can be leveraged and opportunities for improvement.
- ▶ **2. Targeted Industry Analysis:** This phase focuses on the performance of Seguin's targeted industries, including understanding industry performance and potential new industries or niche clusters to target.
- ▶ **3. Comprehensive Economic Development Strategy:** This phase focuses on developing a long-term vision that will guide the City, Seguin EDC, and other partners forward. The vision is supported by goals and objectives that will provide specific actions community leadership can take to advance economic goals over the next three years.



## Stakeholder engagement

Throughout the stakeholder engagement process the consulting team engaged directly with the community through several methods. A comprehensive stakeholder engagement plan allows community leadership to better understand what diverse members of the community want and need, enabling them to create a strategy that addresses the concerns of residents and businesses in Seguin. Throughout the strategic planning process the consulting team conducted the following stakeholder engagement activities:

- ▶ 15 interviews with Seguin leadership
- ▶ Five focus groups on the topics of business competitiveness, education and workforce development, entrepreneurship and innovation, infrastructure and real estate, and quality of life
- ▶ An online community survey that received 921 responses
- ▶ Three meetings with an Advisory Committee, made up of 15 - 20 community leaders, to gather their input on research, targeted industries, and the strategic framework

# Structure of this document

The City of Seguin and Seguin EDC's Comprehensive Economic Development Strategy contains the following chapters:

**Summary background:** This chapter shares a summary background of economic and demographic conditions in Seguin that relate to economic development and potential implications for future planning efforts.

**SWOT analysis:** This section includes a strengths, weaknesses, opportunities, and threats (SWOT) analysis that provides detailed observations on current economic development conditions throughout Seguin. These findings are based on quantitative analysis of conditions in the area and qualitative perspectives shared by stakeholders. It provides context for identified goals and strategic priorities.

**Targeted Industry Selection and Profiles:** This section will review the performance of Seguin's current targeted industries to validate or suggest new targeted industries for future business attraction, retention, and expansion efforts. Each targeted industry has a profile that includes an overview of economic and demographic factors that affect this industry and site selection considerations. The profiles review past targeted industry performance and identify opportunities to make Seguin more competitive for this industry in the future.

**Comprehensive Economic Development Strategy:** This chapter provides an outline of economic development strategic direction for Seguin. This includes a long-term vision statement for the region, three - to five-year goals that will advance Seguin towards that vision, and strategic priorities and actions that will help the City, Seguin EDC, and partners achieve those goals.

**Implementation Plan:** The final chapter of the CEDS includes a guide for how the City, Seguin EDC, and partners can support ongoing coordination of activities through implementation of the CEDS in a Now, Next, Beyond framework.

**Appendix I - Detailed data:** This appendix contains charts showing detailed data covering economic and demographic conditions in Seguin and/or Guadalupe County.

**Appendix II - Survey results:** This appendix contains a summary of results from the community survey.

**Appendix III - Targeted Industry data:** This appendix contains charts and more detailed information regarding the current and past performance of the newly selected targeted industries.

## What is economic development?

While there might not be a single, standard definition of economic development, the International Economic Development Council defines it as “the intentional practice of improving a community’s economic well-being and quality of life. It includes a broad-range of activities to attract, create, and retain jobs, and to foster a resilient, pro-growth tax base and an inclusive economy”.

## Why does economic development matter?

Economic development can help improve economic outcomes for the entire community by connecting workers to education and skills, bringing in jobs to employ those workers, and improving quality of life. It can also help attract industry that will support the City’s sales tax revenue, allowing for greater investment into the community. Communities that are mostly residential can present a higher burden to taxpayers. For example, residential development requires \$1.20 in services for every \$1.00 received in tax revenue, while commercial and industrial developments require \$0.45 in services per \$1.00 in tax revenue. Increased industrial and commercial development can help a growing community, like Seguin, pay for the necessary infrastructure and service investments to maintain and improve the community.

## What does SEDC do?

As a Type A economic development organization, SEDC utilizes its funds and works with partners to support the creation of primary jobs, which often involves working with prospective businesses and site selectors to bring new companies into Seguin, expand existing companies, retain businesses, and support overall community improvement efforts.

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### What is the difference between a Type A and Type B economic development corporation?\*

The Development Corporation Act of 1979 allows Texas cities to fund new and expanded businesses in their communities through portions of sales tax funding that are distributed through the local economic development organization, like SEDC. These organizations can be a Type A or Type B, which dictates the allowable use of sales tax funds, but both organizations are required to focus on developing businesses that create or retain primary jobs. Primary jobs and their industry sectors are determined by the Comptroller’s Office and **does not** include retail. SEDC is currently a Type A organization, if SEDC would like to transition to a Type B organization it must be approved by the voters at an election.

#### Type A - Developing industries

Type A organizations are solely meant to support the creation of primary jobs, and allowable uses of this funding includes activities like installing business infrastructure, research and development, and job training classes.

#### Type B - Developing industries and cultivating community

Type B organizations can fund everything that Type A organizations can fund in addition to parks, museums, sports facilities, and affordable housing.

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\*<https://comptroller.texas.gov/economy/local/type-ab/>





# Summary background

## Introduction

This chapter of the CEDS provides a summary background of economic development conditions and trends in Seguin. Findings in this chapter were developed through analysis of economic and demographic data, review of existing information, and input received from stakeholders, including residents and businesses.

The purpose of this chapter is to provide context on important areas of the Seguin economy and focuses on the following topics:

- ▶ Economic growth and prosperity
- ▶ Talent and workforce development
- ▶ Targeted industry development
- ▶ Infrastructure
- ▶ Communications and marketing
- ▶ Quality of life

These findings helped inform the identification of targeted industries in the next chapter and ultimately shaped the vision, goals and strategies of the CEDS.

This chapter includes charts and references to data collected through the planning process. Much of the data shared is from publicly available sources, including the US Census, but detailed employment data was purchased from Lightcast, an industry and workforce data modeling company. In all contexts, the data is the most recently available at the time of the CEDS production.

A more exhaustive set of all data examined is presented in Appendix I: Detailed Data.

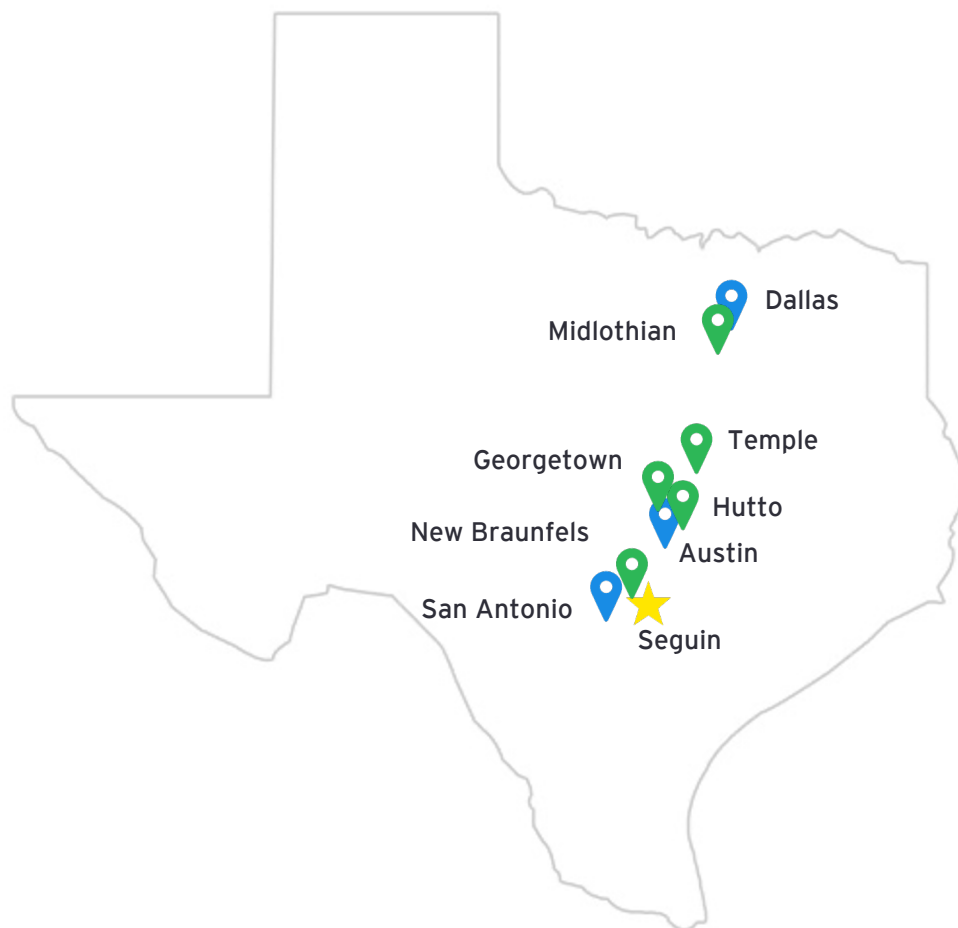
## Community benchmarks

Part of examining Seguin's competitive position included benchmarking economic and demographic performance against other communities. Seguin EDC leadership worked with the EY team to select five Texas communities for comparison. These were selected through an iterative process and considered a few criteria, including those that have a strong manufacturing base, are home to a university, are experiencing fast growth, and are located within larger metropolitan areas, such as Austin, Dallas, and San Antonio. Consideration also factored in whether the cities were peer or aspirational communities.

Ultimately, five benchmarks were selected: Midlothian, outside of Dallas, Temple, Georgetown and Hutto, outside of Austin, and New Braunfels, neighboring Seguin in the San Antonio area.

Notably, all the benchmark communities share some characteristics with Seguin but are not exactly alike, thus they offer useful comparison to contextualize current conditions, challenges, and future economic aspirations.

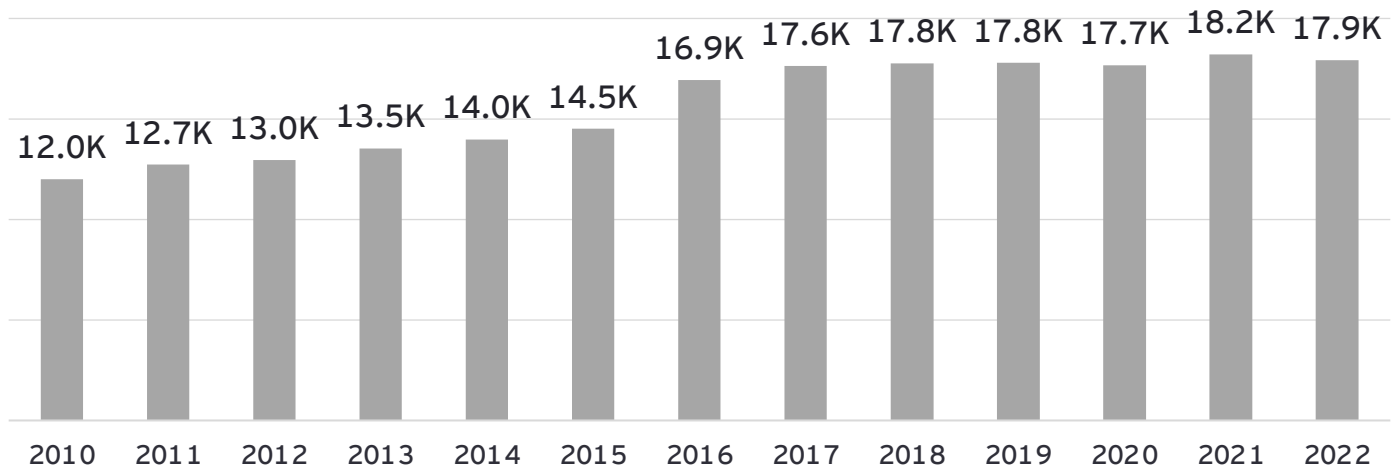
### Benchmark communities



## Economic growth and prosperity

The Seguin economy has a prevalent manufacturing base with a blue-collar workforce, often seen as an industrial destination in the fast-growing central Texas area. Seguin has benefitted from regional success, experiencing population, wage and industry growth over the last several years.

Total employment, City of Seguin, 2010-2022



Source: Lightcast and EY

However, further exploring the data and feedback from stakeholders indicates there are opportunities to continue diversifying the economy in pursuit of economic mobility for all Seguin residents.

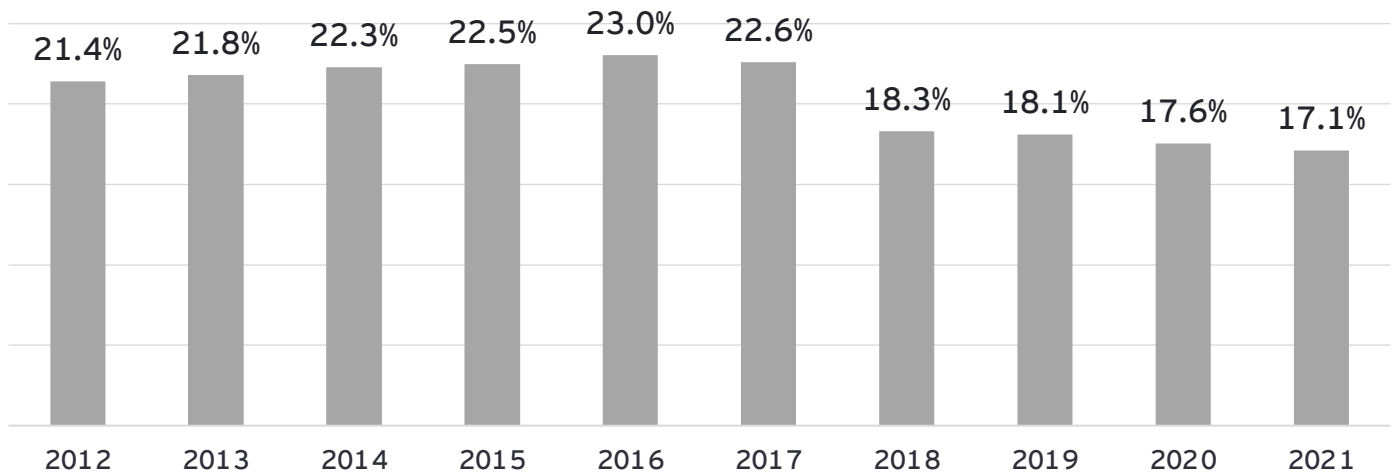
Since 2010, Seguin has seen growth in total employment, annual average earnings, and population. Although Seguin has experienced rapid growth in its targeted industries in recent years, total employment grew only 1.6% from 2017 to 2022, the lowest rate among all the benchmark communities. Stakeholders view Seguin's growth rate as manageable and are cognizant of challenges related to fast or uncontrolled growth.

In contrast, average wages saw relatively strong growth (rising 18.3% over from 2017 - 2022). Many stakeholders attributed this wage growth to the success of the manufacturing industry. Recent efforts to attract and expand advanced manufacturing businesses have been successful, creating noticeable economic growth both in the data and among stakeholders' personal experience.

Only one benchmark community experienced slower wage growth, Hutto at 16.6%, while all other benchmarks saw 20% or higher wage growth from 2017 - 2022. The overall increase in prosperity does not seem to be reaching all parts of the Seguin population.

Seguin has the highest poverty rate compared to all benchmark communities, the Austin MSA, San Antonio MSA and the US, at 17.1%. Poverty rates are especially high for children under 18, adults aged 18 - 24, and adults without a high school diploma.

Poverty rate, City of Seguin, 2012 - 2021



Source: US Census American Community Survey and EY

Poverty rates in Seguin have been decreasing over the last few years, from its peak rate of 23% in 2016 to the current rate of 17.1%. Seguin has seen the greatest reduction in poverty among all benchmarks, with a 20.1% decrease from 2016 - 2021. This 20.1% reduction is almost double the next benchmark with a poverty reduction of 11.4%, while the four other benchmarks saw an increase in poverty during the same time period. Reasons for this reduction are unclear, but stakeholders hypothesized that the growth of manufacturing jobs with low barriers to entry or changes in Seguin's population may have contributed. These findings aligned with a consistent theme in stakeholder engagement, which is a desire to see more higher paying jobs in Seguin.

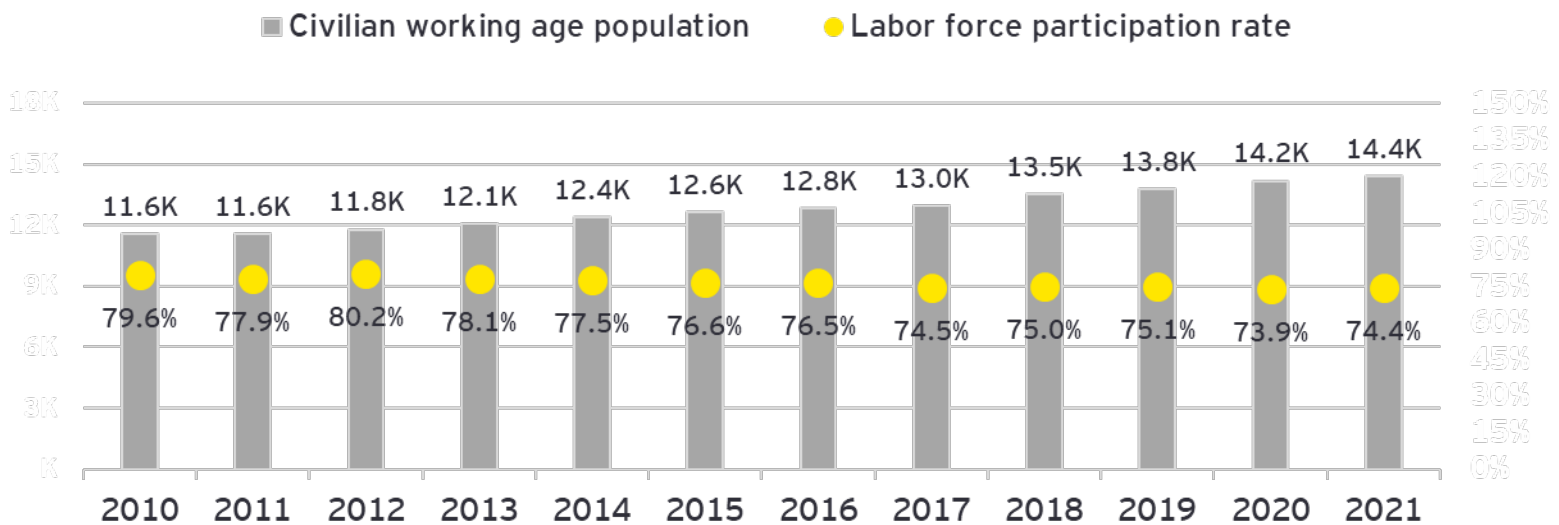
Seguin's future current economic position was characterized by many stakeholders as, "Seguin has the opportunity to choose who it wants to be". By that, stakeholders meant that Seguin was experiencing positive economic growth, but growth has not reached an unsustainable level such that Seguin leadership cannot continue to be proactive in planning and development. There was a desire from the community to see continued economic growth, but in a way that provides more opportunities for increased prosperity among Seguin residents.



# Talent and workforce development

The availability of workers with relevant skill sets is a top concern for employers seeking to relocate to or grow their business in Seguin. Employers and stakeholders believe there is significant opportunity to develop training programs and capacity that aligns with targeted industries.

Civilian working age (25 to 64) population and labor force and participation rate, City of Seguin, 2010 - 2021



Source: US Census American Community Survey and EY

Between 2016 and 2021, Seguin’s civilian working age population (25 to 64) grew by 12%, but workforce participation among the working age declined by over 2%. This decline could be attributed to factors such as an aging population, barriers to workforce participation, and/or workers who are transient inside of a particular sector (manufacturing, for example). Stakeholders reported that workers in Seguin are facing barriers to workforce participation, including lack of childcare, lack of affordable housing options, and educational options that align with occupational growth and need.



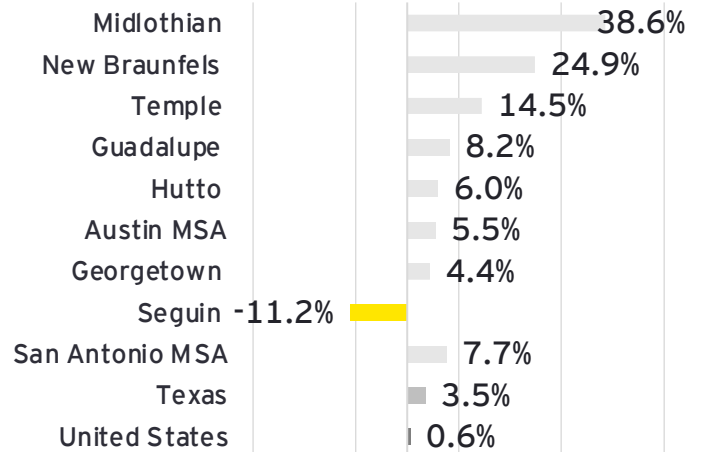
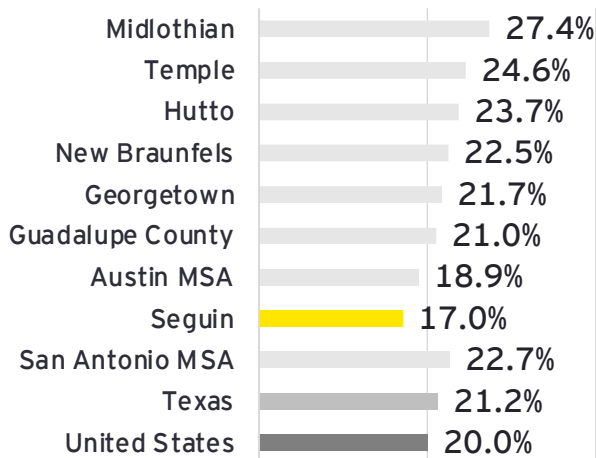
*Seguin workers seem discouraged. Sometimes they bounce around in production jobs for a little more money and then give up because they feel like they’re not getting anywhere.*

*- Interview participant (Industry)*

There is a sense of urgency among stakeholders regarding supporting innovation in the K-12 system and better publicizing employment opportunities. Stakeholders are excited about the improvements in the K-12 system that they hope will translate into career pathways to higher education and employment with existing and future industries.

Share of population over 25 with some college but no degree, 2021

Growth in population over 25 with some college but no degree, 2016 - 2021



Source: US Census American Community Survey and EY

In conversations with both Seguin and Navarro ISD leadership, our team discovered that significant strides are being made in programming, such as dual enrollment, PTECH academies, career and technical education (CTE) and other initiatives. This programming is designed to diversify options for local high school students and contribute to local talent supply and retention. Especially in partnership with local industry, this programming can be very effective.

Recent legislation has paved the way for a future campus of the Texas State Technical College system (TSTC) to be built in Guadalupe and/or Comal counties, a promising development that will bring a strong economic and workforce development tool to the region. The Seguin EDC and TSTC have collaborated on the Lone Star Chapter of the Federation for Advanced Manufacturing Education (FAME) apprenticeship program, and future instructional programming should be aligned with the economic and workforce priorities of the region. Seguin is also home to Texas Lutheran University (TLU), a liberal arts institution with approximately 1,500 students that produces talented graduates each year.

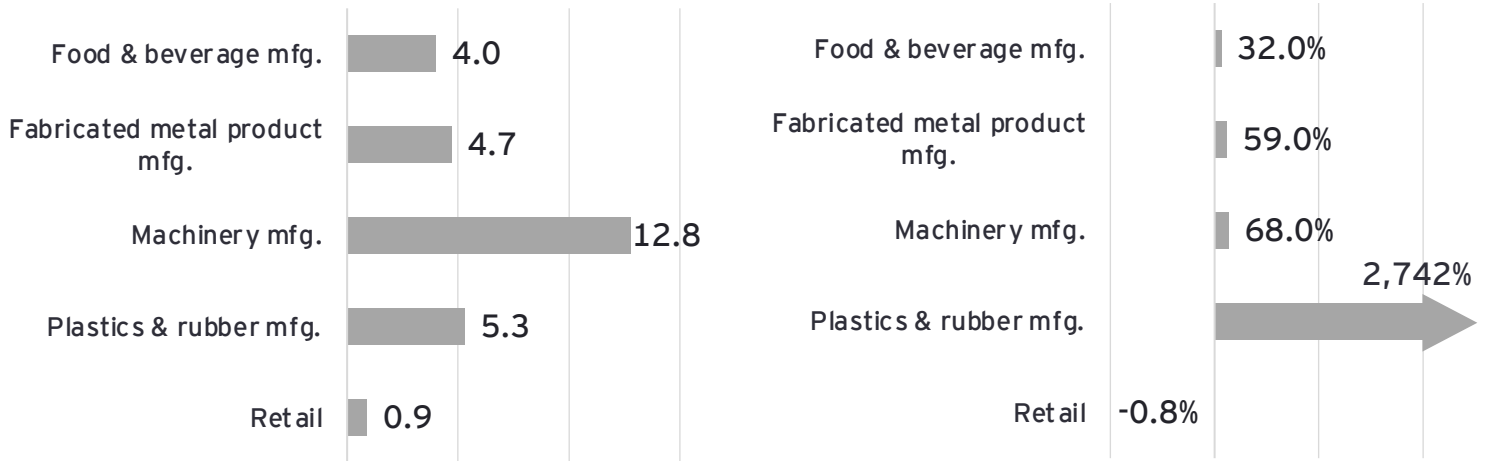
These are promising developments that with continued collaboration among industry and education could have noticeable impacts on educational attainment rates and employability in Seguin.

# Targeted industry development

The Seguin EDC is currently targeting five industry sectors: retail and four in manufacturing (food & beverage manufacturing, fabricated metal product manufacturing, machinery manufacturing, and plastics & rubber manufacturing). Except for retail, all targets are highly concentrated in Seguin and growing rapidly.

City of Seguin, current target industry location quotients, 2022

City of Seguin, current target industry employment growth, 2017 - 2022



Source: US Census American Community Survey and EY

Collectively, Seguin's target industries have grown exponentially in the last 20 years, reflecting success in the recruitment strategy and regional coordination. All four manufacturing industries have a location quotient well above national averages and align with the economic development priorities of greater: SATX, Opportunity Austin, and the Texas Economic Development Council.

These trends reveal Seguin's success in supporting its core primary targeted industries in manufacturing. Retail is only slightly less concentrated than the US average (LQ of 0.9), and while it saw slight job declines from 2017 to 2022, this can be attributed to effects of the COVID-19 pandemic.

Seguin targeted industry employers are challenged with multiple obstacles in sustaining operations and growing their business. Workforce availability, resources for expansion and retention, collaboration with similar organizations, and a feeling of not understanding municipal and County priorities has contributed to feelings of frustration, especially in the manufacturing sector. Addressing these concerns is central to not only understand and help solve the needs of existing industry, but to compel the partnerships and information sharing that will be essential for future targeted industry and workforce success.

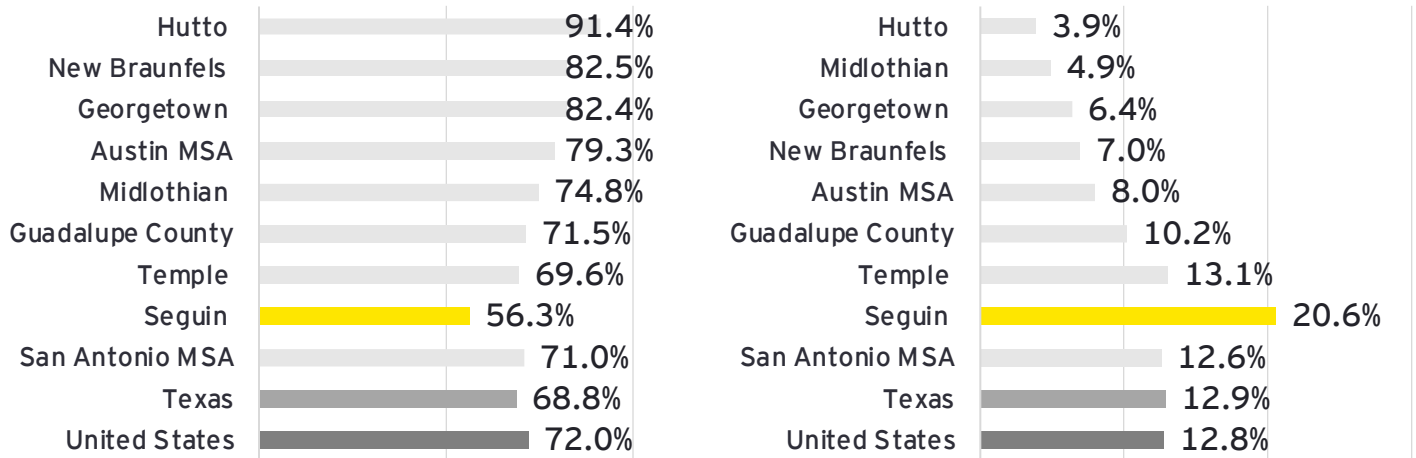


# Infrastructure

Seguin has proactively invested in industrial, commercial, and residential infrastructure to prepare for future business and population growth, but infrastructure challenges still exist that could negatively impact Seguin’s ability to grow strategically in the future.

Share of households with broadband subscription, 2021

Share of households without internet (excluding cellular phone connections), 2021



Source:  
US Census American Community Survey and EY

Seguin is known as an ideal community for industrial projects because of site availability. Although Seguin has in the past had a strong inventory of available sites, stakeholders report that more “shovel-ready” sites, or those outfitted with adequate infrastructure, will be necessary to support future growth. New industrial sites are coming on the market, but Seguin will still need more and larger sites to continue attracting and expanding advanced manufacturing and other targeted industries.

Seguin struggles with infrastructure needs related to broadband and is last among benchmarks in all measures of digital access. It has the lowest share of households with a broadband subscription and ranks the highest among benchmarks for homes with no internet. Broadband use is deeply intertwined with education, business operations, and career opportunities, and Seguin residents and businesses could fall behind without adequate access. The federal Broadband Equity, Access, and Deployment program (BEAD) recently announced funding that, paired with state funds, will address broadband related needs in rural areas of Texas. Investment in Seguin’s broadband infrastructure is expected to improve as the population and concentration of industry assets grows.

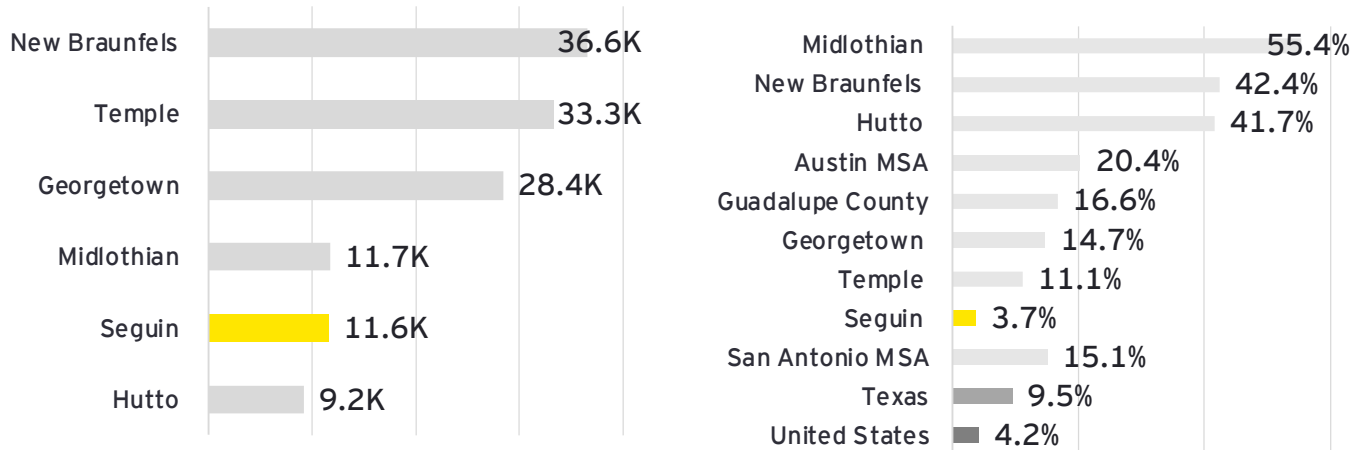




As Seguin grows, it needs to ensure it can support future residential and business growth. Water infrastructure was cited as a concern due to recent delays in the development of infrastructure and/or agreements to deliver services to certain areas of the city or county. Some stakeholders reported that Seguin is unable to efficiently provide access to water for new developments. Though this perception remains a point of contention, it can potentially harm Seguin’s ability to remain competitive, especially with projects that require significant water use.

Number of housing units, 2021

Growth in housing units, 2016-2021



Source:  
US Census American Community Survey and EY

To accommodate population growth Seguin has issued almost 5,000 new housing unit permits over the last twelve years, with more than 1,200 permits issued in 2022. However, Seguin will need to continue increasing housing stock to keep up with the growing population. From 2017 - 2022, Seguin issued approximately 3,800 new housing unit permits, less than all five benchmark communities, demonstrating a need for Seguin to keep up with national and regional growth. When discussing housing development, stakeholders called for diversity in new housing that included options to serve different income levels, from apartments to executive level housing.

One of Seguin’s most valuable assets is its access to different roadways and transportation routes throughout Texas. Seguin is within a relatively short driving distance of San Antonio and Austin, and is located along State Highway 130. Stakeholders were concerned that population growth would lead to congested roads in Seguin, but the Texas Department of Transportation (TxDOT) has announced plans to widen roadways SH 46, FM 725, and parts of I-10. While these projects are still in the planning stages, it does indicate that the City and State have plans to adjust roadways to allow for new growth.

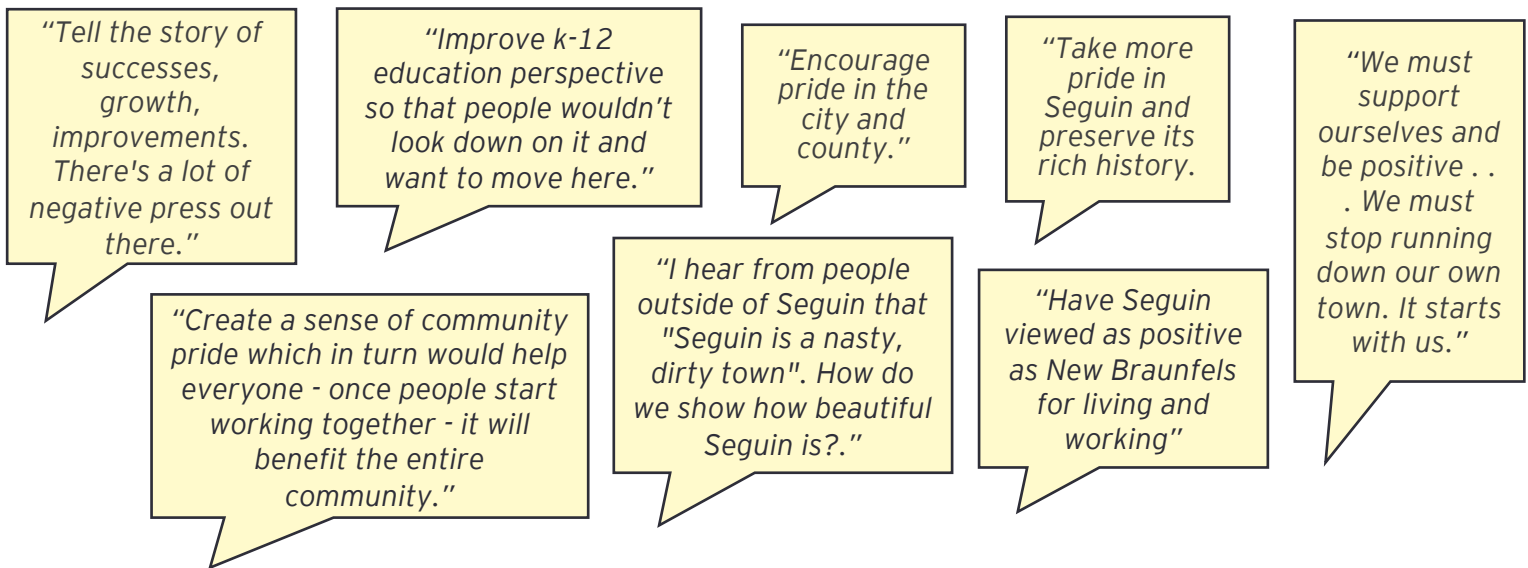
Further coordination among the City, Seguin EDC, utility providers, TxDOT, and other organizations will be necessary to help Seguin manage future population growth and have readily available sites that continue to make Seguin a competitive place for businesses.



## Communications and marketing

Stakeholders generally had positive sentiments about Seguin's culture, community, and small-town appeal. Also, many expressed concerns about the city's ability to effectively promote the benefits of living and working in Seguin and to dispel negative perceptions about the city's crime rate and performance of the public school system.

Excerpts from results of the community survey's free response questions



Source: Seguin community survey

Seguin residents believe that there is an opportunity to share more about the culture, community, and business opportunities in Seguin. They are keenly aware of the challenges related to the lack of awareness and perceptions that outsiders have of Seguin, specifically the need to dispel negative narratives around crime and public education. Stakeholders expressed ideas to counter these perceptions, such as telling Seguin's story better by highlighting the small-town, family-friendly culture, the charming and historic downtown, and the community's strong support of local business.

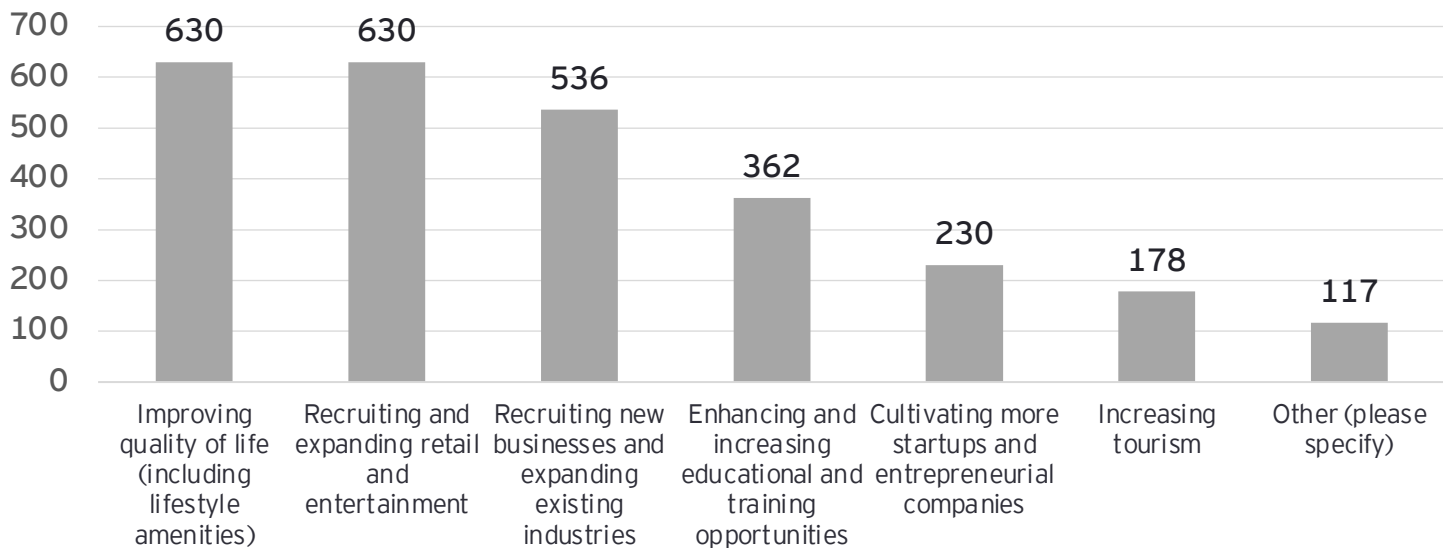
Outside of marketing and storytelling efforts, many stakeholders felt Seguin's reputation could be improved if there were signage, beautification, and revitalization efforts that enhanced the physical appearance of Seguin. One of Seguin's major assets is its proximity to major roadways and stakeholders felt that more signage that would attract visitors off of these highways and into Seguin. Inside of Seguin, additional wayfinding could educate both visitors and people living in Seguin about existing amenities. Beautification and revitalization was often requested by stakeholders, particularly in the downtown area, in neighborhoods, and along major roadways. Unfortunately, many stakeholders felt that Seguin's appearance could reinforce other negative perceptions about the community.

Two areas where both internal and external stakeholders have negative perceptions of Seguin are crime rates and the public school system. Seguin has seen improvements in both areas over the past several years, but the prevailing narrative does not necessarily reflect recent improvements. These perceptions could be negatively affecting Seguin's ability to attract businesses and workers to the community and are aligned with the community's desire to improve overall quality of life. As leadership takes steps to improve quality of life, reduce crime, and enhance the school system, efforts should also be made to publicize these improvements and start shifting the narrative around living and working in Seguin.

## Quality of life

Improving quality of life was the most prominent theme that emerged throughout stakeholder engagement. Stakeholders from all backgrounds including advanced manufacturing leadership, small business owners, community leaders, and educators, advocated for improvements to quality of life to further support other areas of economic development.

What does successful economic development in Seguin mean to you? (Please check up to 3):



Source: Seguin Community Survey

Improving quality of life was a key theme, but Seguin has existing quality of life amenities that should be celebrated. While working to enhance quality of life, Seguin leadership and residents should continue to support and publicize existing amenities. For example, stakeholders mentioned Seguin’s charming and historic downtown, local restaurants and businesses like the nationally recognized Burnt Bean Co., and the hike and bike trail that recently announced further expansions as community assets that could be better marketed to both internal and external audiences.

A common theme in quality-of-life conversations was attracting retailers, especially big-box chain retailers and restaurants so that Seguin residents did not have to leave the city for shopping. These retailers generally have their own method for identifying new locations based on population and income metrics, making it challenging to attract these retailers without meeting their data targets. The Seguin EDC is taking the necessary steps to make Seguin an attractive place for retailers, such as working with retail developers and attending the International Council on Shopping Centers (ICSC) convention. Ideally, this kind of retail growth will be a by-product of the Seguin EDC’s efforts to attract and expand businesses in other targeted industries.

Along with the desire to see more shopping and dining options in Seguin, other common themes included a need for higher-end retail and dining and more entertainment options. Business leaders are optimistic about the possibility higher-end amenities, specifically a local hotel and convention center and higher-end dining options. They felt amenities like this could better position Seguin for business attraction, expansion, and retention efforts in the future and possibly entice c-suite executives to visit or live in Seguin. Entertainment and recreation options were also highly requested, especially family-friendly options that appealed to both adults and adolescents in the community. This included recommendations like continuing to invest in parks, expanding entertainment options along the river, increasing community events, and expanding arts and culture amenities.

Business owners and educators both felt that improved quality of life would help talent retention. Businesses thought more workers and/or a greater diversity of workers would live in Seguin if there were more entertainment options. Educators believe that high school students or college graduates would be more interested in starting a career in Seguin if there were more available amenities, including a more vibrant nightlife. Small businesses thought increased amenities could generate more foot traffic for all business, especially downtown. From an economic development standpoint, more retail options in Seguin could also lead to sales tax increases, thus increasing overall revenue for the City.

This was the most prominent theme to emerge from Phase 1. Enhancing quality of life might not always exactly align with the City or EDC's primary activities, but it is important to recognize the potential impacts that improving quality of life can have on economic development efforts.



# 3 SWOT analysis

This chapter contains an summary analysis of Seguin’s existing strengths and weaknesses alongside potential opportunities and threats related to economic development. These findings reflect input from the Advisory Committee, interviews and focus groups with local stakeholders, the community survey and background research.

The findings in this section lay a foundation for strengths on which the City, Seguin EDC and its partners can build on to address challenges, increase resiliency to avoid threats, and harness promising opportunities. Specifically, this helps identify and prioritize strategic actions in the short-term.

The elements of the SWOT analysis can be defined as follows:

- ▶ **Strengths:** competitive advantages that can be leveraged to grow and sustain the local economy
- ▶ **Weaknesses:** trends and characteristics that could impede Seguin’s economic progress
- ▶ **Opportunities:** external factors that could improve the local economy
- ▶ **Threats:** external forces that could negatively impact the local economy

# Strengths

## Economic growth and prosperity

- ▶ Seguin has seen average earnings have grown over the last several years, hopefully resulting in more positive economic outcomes for residents.
- ▶ Seguin's overall employment base is growing, indicating positive economic momentum for the future.
- ▶ Seguin has a strong manufacturing economy, which can offer more stability than other industries, possibly making Seguin more resilient to economic downturns.

## Talent and workforce development

- ▶ Seguin is seeing more growth in the prime working age population, meaning that hopefully Seguin will have an adequate workforce for new and expanding businesses in the future.
- ▶ Seguin has a sizeable and growing population of workers with associates degrees, which is matched well to the manufacturing employer base.
- ▶ Seguin's two school districts, Seguin ISD and Navarro ISD, have both seen improvements over the past several years. Multiple bonds have been passed to make improvements to facilities at the same time that school faculty are investing more in career training.
- ▶ Seguin is home to Texas Lutheran University, which creates a new crop of educated workers each year that can be recruited to work within Seguin.
- ▶ Business and community leaders speak positively of Seguin's workforce, especially in the manufacturing industry, saying that workers are often hard working and committed to their jobs.

## Targeted industry development

- ▶ Seguin's current targeted industries, and advanced manufacturing in general, are performing well and are more concentrated in Seguin than the U.S. as a whole, suggesting that Seguin is especially competitive in these industries.

## Infrastructure

- ▶ Seguin has a strong highway access, including easy access to I-10, I-35, and SH 130, that connects Seguin to major transportation routes and metros like Austin, San Antonio, Dallas, and Houston.

## Communications and marketing

- ▶ Recently the Burnt Bean Co. has received national recognition, which is creating more positive awareness around Seguin and could possibly be a tourism draw in the future.

## Quality of life

- ▶ Seguin has some of the most affordable housing to purchase among benchmarks, which could serve as a competitive advantage if Seguin positions itself as an affordable community in an expensive region.
- ▶ Seguin has the lowest and most affordable median rent among benchmark communities, and is one of two communities with a median rent less than \$1,000, a possible competitive advantage when trying to attract talent.
- ▶ Many people spoke positively of the culture of Seguin, saying that it has a small town atmosphere with easy access to big-city amenities that is attractive to residents and tourists.
- ▶ Downtown Seguin is home to several local shops and restaurants and is considered by many to be a key asset of Seguin.
- ▶ Business and community leaders have very positive things to say about the Seguin EDC and general economic leadership. There is buy-in and support from diverse members of the community for the EDC's work.



# Weaknesses

## Economic growth and prosperity

- ▶ Seguin has the highest rate of poverty among benchmarks at 17.1% in 2021, higher than all other benchmarks. This means that there are many individuals and families struggling in Seguin that have not benefitted from recent economic growth who still likely need support, education, and career opportunities.
- ▶ Although wages and median household income have been increasing over the last few years in Seguin, it still lags behind benchmarks, and stakeholders feel that when considering industry diversification, we need to focus on creating higher paying jobs that provide higher-than-average earnings, benefits, and upward mobility within their career field.

## Talent and workforce development

- ▶ Seguin has some of the lowest educational attainment rates among benchmarks, meaning Seguin is lacking when it comes to an educated talent.
- ▶ Despite improvements in both Seguin and Navarro ISDs, there is still some tension and rivalry among residents towards these schools, and school districts need all the support they can get as they are seeking to improve both educational outcomes and their image.
- ▶ Both the data and stakeholder engagement found that many individuals that work in Seguin do not live there, and employers cited issues with talent retention because so few of their employees live in the community.

## Targeted industry development

- ▶ Residents are concerned that a lack of industry diversity could be harmful to the economy in the future in that it could mean fewer career pathways, a negative image of Seguin as a manufacturing community, and reduced economic outcomes for residents.

## Infrastructure

- ▶ Seguin residents generally lack access to the internet and devices compared to benchmarks, which can make both business and residential growth challenging. This can also make it challenging to attract remote workers.
- ▶ There are concerns among stakeholders about Seguin's water infrastructure, and whether it has the capacity to serve current businesses and residents, much less future growth.
- ▶ Many stakeholders reported that Seguin does not currently have the real estate inventory to support new or expanded business growth in the future, although there has been a recent announcement of 1.5 million square feet of industrial space being developed in Seguin, so there is progress being made on this potential weakness.

## Communications and marketing

- ▶ When asked about the identity of Seguin, many stakeholders reported that they felt Seguin didn't have an identity or that the identity was unclear. This can lead to a lack of community pride among residents and make Seguin less attractive to new businesses or residents.

## Quality of life

- ▶ Stakeholders consistently remarked on the lack of quality-of-life amenities in Seguin. It was a common theme among all stakeholder groups that quality of life needs to be improved because it will positively impact other areas of economic growth.
- ▶ Common areas of concern from stakeholders regarding quality of life included a lack of retail and restaurants. Many stakeholders do not like that they feel the need to drive to neighboring communities to shop or dine. Stakeholders frequently mentioned the need for another grocery store in Seguin, possibly on the west side, more diversity in restaurants, options for nightlife, and family-friendly entertainment.

# Opportunities

## Economic growth and prosperity

- ▶ Although Seguin has the lowest median household income among benchmarks, Seguin also has the second-highest median household income growth among benchmarks. There is still an opportunity to continue increasing median household income.
- ▶ Even though Seguin has the highest poverty rate among benchmarks, it also saw the most significant decrease of population in poverty. Although high rates of poverty remain, it suggests that Seguin is on a trajectory to reduce rates of poverty in the future.
- ▶ Both Seguin's sales and property tax revenues have grown significantly over the last ten years, which could mean more income for the city to make the kinds of investments stakeholders want to see.
- ▶ Seguin's economy is growing, but at a reasonable pace that can allow Seguin leadership to strategically plan.

## Talent and workforce development

- ▶ Many stakeholders have reported that Seguin's school systems have improved in the last several years. Seguin has the smallest share of population over 25 with a high school diploma compared to all benchmarks, and hopefully improvements to schools and new leadership will translate to a larger share of the population obtaining a high school diploma.
- ▶ Seguin is currently a workforce destination and could continue to strengthen this position in the future. More workers commute into Seguin than out of Seguin for work and Seguin sees more inflow of workers for all age groups and all monthly earning levels.
- ▶ Seguin's position as a workforce destination also speaks to an opportunity to grow the City's population. With housing affordability and availability as an economic strength and more industry growth, Seguin is positioned to possibly attract workers that commute in for work to move to Seguin.
- ▶ With the success of FAME many stakeholders are excited about the recent legislation that passed that will bring a TSTC campus to the area.
- ▶ Many community leaders are interested in expanding career and training opportunities for students at the K-12 level but that interest is still gaining momentum and programs will likely take a few years to stand up.
- ▶ Seguin could take advantage of the growth of remote work in the U.S. by enticing workers from more expensive metros, but Seguin will need to ensure it has the housing and amenities to support this population.
- ▶ Some stakeholders feel that relations and alignment in terms of workforce development between industry and TLU could be strengthened and that opportunities for entrepreneurship and commercialization could be expanded.

### **Targeted industry development**

- ▶ Seguin is home to a large concentration of advancing manufacturing firms and industry, and there is an opportunity to continue to grow this industry while simultaneously creating new, good jobs for residents of Seguin.
- ▶ Seguin has a strong manufacturing base and with recent developments in higher education, Seguin has the opportunity to diversify into other areas that might require more education but also provide better wages.
- ▶ There is an opportunity to diversify Seguin's economy by attracting supplier or ancillary firms that support advanced manufacturing. This would support Seguin's existing industry without creating competition.

### **Infrastructure**

- ▶ Housing in Seguin has issued almost 5,000 permits for new housing units in twelve years to support Seguin's growing population, but housing growth will need to continue in order to proactively prepare for future growth.
- ▶ Seguin's housing stock is growing and is relatively affordable in the Central Texas area, making it a prime destination for future residential growth.

### **Communications and marketing**

- ▶ Stakeholders felt Seguin was in a position to forge its own, unique identity. While there might be some current awareness and perception issues, if Seguin decides who it is and who it wants to be, it can market that and hopefully develop a unique position in the Central Texas area.
- ▶ Stakeholders thought a good opportunity to support small businesses in the area while also getting the word out about Seguin is investing in more collaborative advertising, possibly a partnership between the City and small businesses seeking marketing support.

## Quality of life

- ▶ Seguin has some successful examples of local entrepreneurship that contribute to quality of life, so with additional support there may be future opportunities to create more shopping and dining amenities while supporting local, small businesses.
- ▶ Retail growth could contribute to economic growth in several ways that stakeholders have identified is important to them. Enhanced quality of life could mean more job opportunities for those in poverty, could reduce wear and tear on infrastructure as residents travel less for shopping or dining, and could make Seguin a more attractive place to locate for talent and businesses.
- ▶ Many stakeholders identified the I-10 corridor as a potential area for new growth, possibly more retail or just something that will encourage travelers to stop in Seguin. This is an area with a lot of growth potential, but investments will need to be strategic.
- ▶ Many people spoke positively of the Guadalupe River and how Seguin could capitalize on the river for enhanced quality of life opportunities, although there's no specific projects yet.
- ▶ Youth sports and sports facilities were mentioned by stakeholders as a good option for new retail and potential tourism.
- ▶ Many stakeholders wanted to see improvements to downtown. They felt that the Seguin downtown is charming but needed more beautification, tenants, and diverse small businesses to reach its true potential.

# Threats

## Economic growth and prosperity

- ▶ Some stakeholders are concerned that if growth in Seguin is not strategically planned, it could result in negative impacts to infrastructure or make it more difficult to bring in future retail developments.
- ▶ Seguin's high poverty rate indicates a need to offer greater support to those struggling to keep them engaged in the workforce and economy. Bringing in employers to create more jobs for residents is an area the City and Seguin EDC should continue to attract businesses that can provide job opportunities for all residents, but also attention needs to be paid to how additional support services can be delivered to these individuals to lift them out of poverty.

## Talent and workforce development

- ▶ Seguin's population is slightly older than the San Antonio region and US. With slightly higher populations of 55- to 64-year-olds and 65+ year old's, this could indicate a potential future workforce shortage as Seguin's workforce ages into retirement.
- ▶ An indication of future workforce shortages is that the fastest growing population in Seguin by age cohort is 55- to 64-year-olds, which grew 24% between 2016 to 2021. This could mean that a significant portion of Seguin's workforce will be looking to retire within 5 to 10 years.
- ▶ Seguin's prime working age population (24 to 45) has seen stagnant growth over the last few years. Ideally this population would be growing to ensure a robust labor market, and stagnation could indicate future workforce shortages.
- ▶ Seguin's labor force participation has declined over the last few years, despite increases in the working age population (22 to 65 years old). Ideally a larger population could also translate to greater labor force participation.
- ▶ Seguin could see negative impacts on the economy if it is unable to grow the population of educated workers, especially those with high school diplomas.
- ▶ Many students at the K-12 and post-secondary level did not always seem interested or excited about starting a career and staying in Seguin, contributing to some current brain drain and potential future workforce issues.

## Targeted industry development

- ▶ A lack of available sites or real estate for new or expanding businesses, especially in targeted industries could stymie economic growth in the future.

## Infrastructure

- ▶ Many stakeholders have spoken positively about Seguin's affordable housing, but some have noted that housing stock is not diverse enough to accommodate families and is lacking developments like townhomes that could appeal to younger professionals or executive level housing.
- ▶ While there have been many calls from stakeholders to bring in more retailers, there isn't much commercial space where retailers can locate, hindering attraction efforts.
- ▶ Many stakeholders spoke negatively about the quality of Seguin's roads, citing this as a deterrent to future business attraction efforts.

## Communications and marketing

- ▶ Despite Seguin's access to several major roadways many people do not get off the highway to visit Seguin, and many stakeholders feel that without adequate signage or marketing opportunities for economic growth or tourism will suffer.
- ▶ Many stakeholders, both internal and external, have negative perceptions of the public-school systems and Seguin's crime rate.

## Quality of life

- ▶ Many stakeholders commented that Seguin's quality of life is lacking, especially compared to the amenities in nearby communities. A lack of quality-of-life improvements could make the City less attractive to potential businesses and residents and will make retaining workers and businesses more challenging.
- ▶ Lack of quality-of-life amenities has been a theme, but specifically the lack of a hotel and convention center space and high-end dining options could limit Seguin's ability to attract executives or their businesses to Seguin.



# 4 Targeted industry selection and profiles

## The importance of targeted industries

For economic development organizations, targeted industry identification is essential to proactively plan for future growth and business attraction, retention, expansion, and entrepreneurship initiatives. It is helpful to focus resources (funding, staffing, marketing, land development, infrastructure) in a handful of industries that have the potential to generate economic growth and spark momentum in other sectors, hopefully leading to increased prosperity for Seguin's residents and workers.

Targeted industry identification is not a perfect science, and a variety of factors are often considered, including the industry's recent and forecasted growth, the assets present to support needs of the industry, the opportunity to build on current targeted industry growth, and the industry's alignment with the community's future vision and growth goals.

To this end, we are proposing updates to the SEDC's targeted industries that includes new variations of past targeted industries and identifies new industries that could promote further economic growth. Seguin's new targeted industries are:

- ! Advanced manufacturing
- ! Automotive
- ! Smart systems technology
- ! Targeted retail

These four targets have existing presence in Seguin, and many of them have demonstrated growth within the City and surrounding region in recent years. Data identifies additional opportunity to grow the Seguin economy by pursuing new opportunities within these targets and niche sectors to accelerate future economic growth.

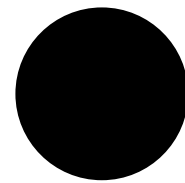


## Targeted industry selection process

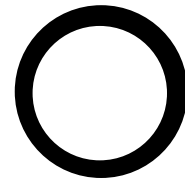
Targeted industry selection is an iterative process that integrates quantitative and qualitative information. Through a combination of data analysis and local insights, targeted industries and supporting niche sectors were identified that are tailored to Seguin's needs and opportunities. Quantitative data examined includes industry and occupational performance in the City, Guadalupe County, the San Antonio metro, Texas, and US. Qualitative data examined includes Seguin's current infrastructure, goals and aspirations of the community, availability of talent and educational partnerships and economic development competitiveness.

Targeted industry selection is driven by four primary questions that serve as filters in the selection process:

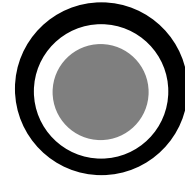
Which targeted industries are **growing** or projected to grow, in terms of employment?



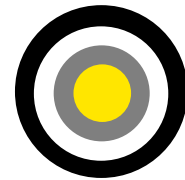
What targeted industries have an **existing presence** in Seguin?



Which targeted industries are **best suited to Seguin's assets**?



Which targeted industries **align with Seguin's goals and values**?

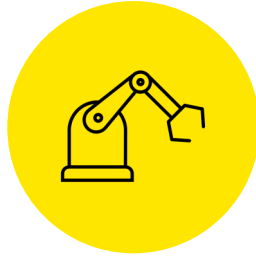


Considering Seguin's goals and values, this led to additional filtering questions that further clarified which targeted industries are a good fit for Seguin:

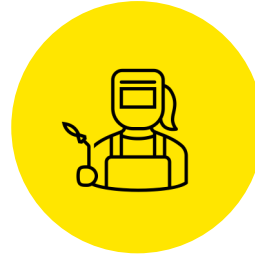
- ▶ Which targeted industries pay **average or above average wages**?
- ▶ Will growth in this targeted industry contribute to **economic prosperity** for residents and workers?
- ▶ Does this mix of targeted industries **contribute to economic diversification**?
- ▶ Does this industry contribute to an **improved quality of life** for Seguin?

## Current targeted industries

SEDC has previously identified and is currently operating under the following targeted industries and niche sectors to focus on for business recruitment, retention and quality of life for its residents. These industries were selected based on factors to include job growth, industry concentration, existing or planned assets, and community aspirations.



**Machinery manufacturing**



**Fabricated metal product manufacturing**



**Food and beverage manufacturing**



**Plastics and rubber manufacturing**



**Retail**

Much of Seguin's recent economic growth is due to its strong manufacturing base. Four of Seguin's current targeted industries are within manufacturing, and all are highly concentrated in Seguin with average or above average wages. Retail, while it might not contribute as much as other industries to economic growth, is crucial to enhancing quality of life in Seguin.

Despite recent strong performances in these industries, when considering new community priorities that have emerged throughout the strategic planning process, it became clear that these targets did not entirely meet the needs of the community. Manufacturing is not always perceived as a good job or career by members of the community. While efforts are being made to promote and encourage K-12 students to pursue advanced manufacturing careers, both students and parents are still hesitant because of largely inaccurate perceptions about the nature of the work, low-wage ceilings and lack of career progression. Many stakeholders recognized the importance of the manufacturing industry to Seguin's economy but hoped to find additional opportunities to diversify the economy and promote wage growth.

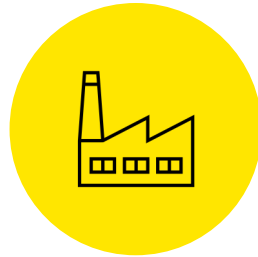
The advisory committee frequently mentioned the need to attract better, high-paying jobs for the people of Seguin. Given that advanced manufacturing has been the back-bone of the community, committee members expressed concerns that a lack of industry diversity could hinder progress towards this goal. It is important to understand that "good" jobs constitute jobs that produce average or above average wages, provides suitable benefits, and offer opportunities for career advancement. There is a concern that a continued and sole focus on production-based manufacturing would not provide the economic opportunities the community desires. Stakeholders expressed that a selection of new targeted industries that were more diverse, offered good jobs, and required varying levels of educational attainment would be beneficial for Seguin.

It was identified that the lack of diversity in the retail space negatively contributed towards quality-of-life. While retail doesn't typically provide "good" jobs, the retail industry plays an important role within the Seguin economy. Jobs in the retail sectors can be an entry point into the workforce for individuals with low educational attainment or minimal skills. Enhancing Seguin's quality of life makes the community more attractive to businesses and the workforce. Ramping up local retail can create more economic opportunity for entrepreneurs, and there are several examples of successful, local businesses in this industry. While Seguin is home to many quality-of-life amenities, stakeholders specifically wanted to see a hotel and convention center, more diverse and high-end dining and shopping options, local and unique retailers and restaurants downtown, and more dense shopping centers within Seguin.

Even though existing industries are showing strong growth, feedback throughout the strategic planning process indicated that examining industry performance and selecting a new mix of targeted industries could have a greater impact on achieving Seguin's economic goals.

## New targeted industry selection

Following the review and selection process outlined in this report, SEDC has updated its targeted industries to the following:



**Advanced manufacturing**



**Automotive**



**Smart systems technology**



**Targeted retail**

Some new targeted industries are well established in Seguin, and demonstrate continued employment growth and concentration, such as advanced manufacturing. The remaining targeted industries are more aspirational which will require more time and investment to attract suitable companies and jobs. However, it is important that these aspirational targets are included to support Seguin's efforts to grow the overall economy and create opportunities for economic prosperity for all workers.

The targeted industry profiles on the following pages provide a detailed description of each targeted industry and its niche sectors. This information will help the City of Seguin and SEDC better understand the dynamics and business needs of each industry. In turn, stakeholders within the city will be better informed to make strategic investments that could support future industry growth and improve quality of life for residents.

Each profile begins with an industry overview describing the nature of the industry, including employment trends and the factors that influence location—and growth of the industry. The profiles also include a review of the industry's performance in the region and surrounding area in recent years, a brief overview of the global forces affecting industry dynamics, sales messages, and descriptions of each niche sector.

## Advanced manufacturing

The advanced manufacturing industry includes a range of businesses involved in transforming raw materials into component pieces and finished products using complex machinery. Modern Advanced Manufacturing is distinguished from the days of smokestacks and smelting by its reliance on advanced technology and a skilled labor force.

7.8

Location quotient  
2022

105%

Employment growth  
2017-2022

\$67k

Average annual wage  
2017-2022

15%

Forecast industry growth  
2023-2028

Source: Lightcast and EY

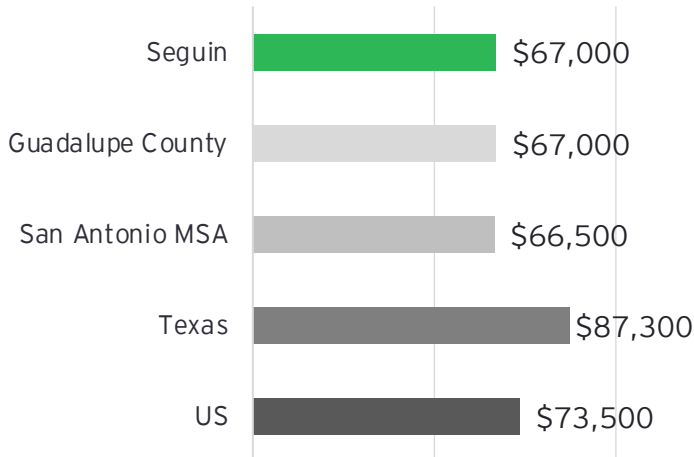
Firms typically utilize costly machinery that requires specialized training. As a result, advanced manufacturing businesses usually benefit from locations with a strong community college and other training systems in place. High demand for skilled workers often leads to high wages in this industry.

### Why is this industry important for Seguin?

- ▶ **Industry growth:** Advanced manufacturing has strong employment growth in Seguin. Over the past ten years Seguin has gone from approximately 1,000 jobs in advanced manufacturing to approximately 3,500. With strong employment and forecasted growth, this industry appears ripe for additional expansion.
- ▶ **Industry concentration:** Advanced manufacturing is highly concentrated in Seguin. With a location quotient (LQ) of 7.8, advanced manufacturing is almost eight times more concentrated than in the US. This industry is also much more concentrated in Seguin than in Guadalupe County and the San Antonio MSA. A high concentration of these industries demonstrates that Seguin is competitive for advanced manufacturing firms because of its location, skilled workforce, and site availability.

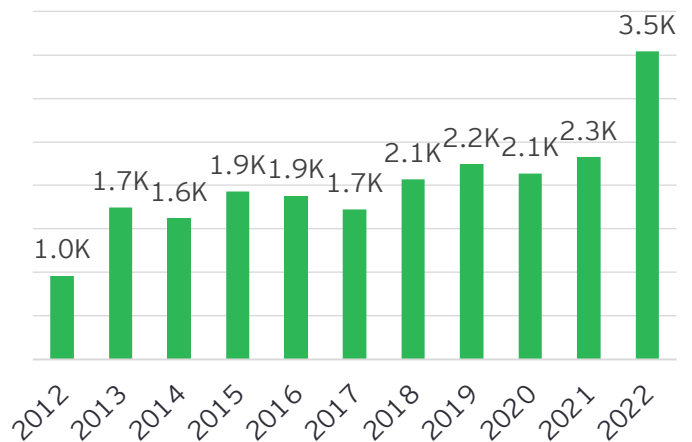
- ▶ **Existing assets:** Seguin has a strong advanced manufacturing base in the community, meaning firms have proven that Seguin is a competitive location. Additionally, Seguin is continuing to develop career pathways for this industry and has a developing workforce pipeline.
- ▶ **Wages:** Wages in advanced manufacturing are more than \$10k higher than Seguin’s average annual earnings. Growth in the Advanced Manufacturing targeted industry could also lead to overall increases in economic prosperity for Seguin residents.

Advanced Manufacturing average annual wage, 2022



Source: Lightcast and EY

Advanced Manufacturing employment, Seguin, 2012 - 2022



- ▶ **Strategic alignment:** Advanced manufacturing aligns with the targeted industries of regional and state groups. While the intention is not for Seguin to directly compete with other economic development organizations (EDOs), alignment with regional and state targeted industries can strengthen Seguin’s contribution to state and regional competitiveness, while capitalizing on Seguin’s industry assets to highlight its ideal location within Texas and the metro region.

## Site selection considerations for industry

- ▶ Plentiful and affordable utilities, such as natural gas, water, and wastewater capacity, especially as manufacturing projects become larger and require more utilities
- ▶ Proximity to major transportation routes like interstates, ports, and/or rail facilities
- ▶ Financial, infrastructure, and workforce training incentives
- ▶ Access to skilled workforce

## Global forces

**Economic** - Increased federal spending is likely to boost production in the domestic manufacturing sector, including massive proposed expenditures on goods, spanning from transportation equipment to industrial machinery.

**Demographic** - With more than a quarter of all manufacturing workers in the US at least 55 years old, the skills gap that now exists is likely to become even more pronounced in future. There are a little under 4 million people employed in advanced manufacturing nationally.

**Technological** - The industry will continue to be transformed by automation, artificial intelligence, robotics and other emerging technologies.

**Geographic** - Domestic manufacturing operations continue to cluster in cost-competitive metropolitan areas that combine a skilled workforce, infrastructure assets and proximity to suppliers and customers.

## Sales messages

**Seguin has a skilled and dedicated advanced manufacturing workforce.** Employers in advanced manufacturing often praised the Seguin workforce for being skilled, hardworking, and loyal to their firm. When many other communities and industries are facing workforce challenges, it is a significant strength for Seguin to have a strong, incumbent advanced manufacturing workforce.

**The Texas Federation for Advanced Manufacturing Education (FAME) strengthens the region's talent pipeline.** Seguin is served by FAME, an educational non-profit that offers advanced manufacturing technology and accelerated skills development for the advanced manufacturing industry. The presence of FAME, and the potential for a future Texas State Technical College (TSTC) campus, translates to a strong talent pipeline for current and future advanced manufacturing businesses.

**Seguin's strong, existing advanced manufacturing base has laid the foundation for diversification and growth in this industry.** Seguin is known throughout Central Texas as an advanced manufacturing hub, home to the land and workforce necessary to grow successful businesses in this industry. This foundation and existing resources makes Seguin attractive to other advanced manufacturing firms and should allow SEDC and partners to diversify and grow this industry.

## Niche sectors

The City of Seguin and SEDC were previously targeting advanced manufacturing niche sectors, specifically machinery manufacturing, fabricated metal manufacturing, and plastics and rubber manufacturing. By broadening Seguin's ability to attract other types of industry within advanced manufacturing, but still focusing on previous areas of growth as niche sectors, Seguin can pursue both new opportunities and build on previous industry strengths to grow the sector.

### **Machinery manufacturing**

The Machinery Manufacturing niche sector includes firms that manufacture the heavy machinery and equipment used in agricultural, industrial, construction and mining activities, as well as general-purpose machinery. Machinery manufacturing has seen impressive growth in Seguin, with a LQ of 7.8, indicating that machinery manufacturing is almost eight times more concentrated in Seguin than in the US. Companies in this niche sector include Caterpillar, Alamo Group, and Rave Gears and Machining.

### **Fabricated Metal Manufacturing**

The Fabricated metal manufacturing niche sector includes firms that transform metal into intermediate or end products or treat metals and metal formed products fabricated elsewhere through processes like forging, stamping, welding, and assembling. Firms in this niche sector may use one or a number of these processes during manufacturing. Like other manufacturing niche sectors, fabricated metal manufacturing is almost five times more concentrated in Seguin than in the US with a LQ of 4.7.

### **Composites and materials manufacturing**

The composites and materials manufacturing niche sector includes firms that manufacture new materials derived from innovations in metal, polymers, glasses, composites, and textiles that are used in many different industries. This niche sector aligns with the newly designated automotive targeted industry, which has increased demand across the US for innovative materials due to the need for lighter, stronger component materials in automobiles and aircraft. Composites and materials is more than five times more concentrated in Seguin than the US with a LQ of 5.3. Firms in this niche sector in Seguin include Hexcel and Minigrip.



## Automotive

The automotive industry includes the development and fabrication of automobiles as well as the production of individual automobile components. The industry is changing due to new technologies, business models, consumer preferences and environmental regulations. This presents an opportunity for innovation and growth within the sector, adopting a shift to electric vehicles (EV) which are growing in popularity.

2.8

Location quotient  
2022

483%

Employment growth  
2017-2022

\$37k

Average annual wage  
2017-2022

32%

Forecast industry growth  
2023-2028

Source: Lightcast and EY

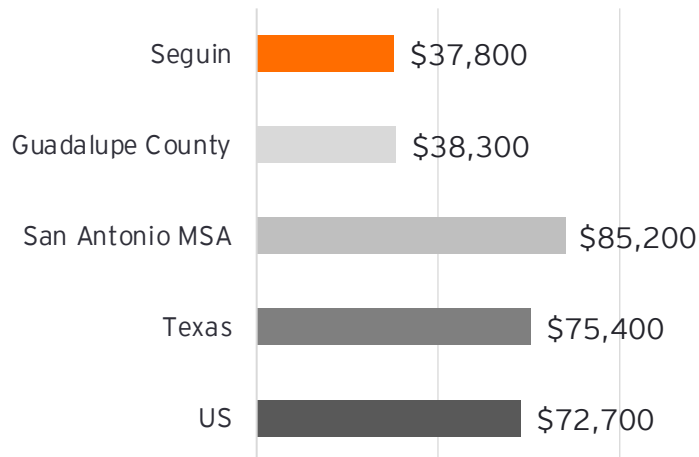
The automotive industry is highly concentrated in Seguin and certain sectors align with Seguin's strong advanced manufacturing base. In addition to local growth, automotive is a targeted industry for other major EDOs in the area and companies like Toyota and Tesla have a major presence that the SEDC, the City, and partners can capitalize on.

### Why is this industry important for Seguin?

- ▶ **Industry growth:** More than 1,750 automotive manufacturing plants call Texas home, and Texas ranks No. 7 in the US in total automotive manufacturing employment. Seguin has seen employment in this industry grow almost 500% from 2017-2022, and the industry is expected to grow by over 30% in Seguin between now and 2028.
- ▶ **Industry concentration:** The automotive industry is relatively concentrated in Seguin with a LQ of 2.8 which is more than five times the concentration in Texas. A high concentration of these industries demonstrates that Seguin is competitive for advanced manufacturing firms because of its location, skilled workforce, and site availability.

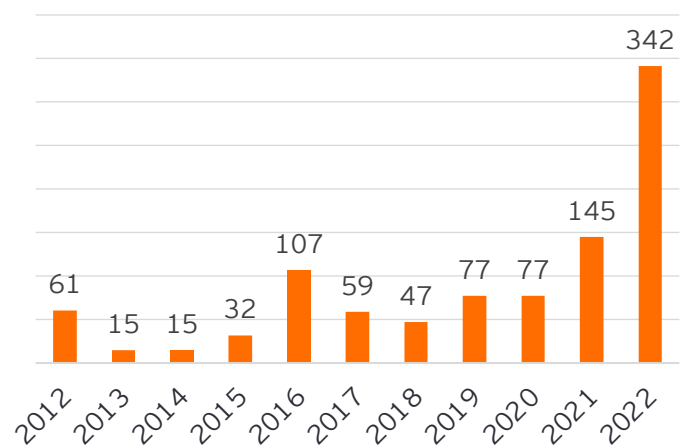
- ▶ **Existing assets:** The presence of major automotive firms in Central Texas, Seguin's transportation assets, and advanced manufacturing base make Seguin a natural fit for automotive suppliers. Seguin's workforce development pathways that currently serve the advanced manufacturing industry could be expanded to include automotive skills and careers.
- ▶ **Wages:** Average annual earnings at \$38,700 annually and strong industry growth could signify that current automotive firms are low-skilled. As Seguin continues to grow this industry, finding opportunities to diversify and create higher-paying jobs is crucial.

Automotive average annual wage, 2022



Source: Lightcast and EY

Automotive employment, Seguin, 2012 - 2022



**Strategic alignment:** A major concern for stakeholders is diversifying the economy. Pursuing opportunities in the automotive industry can build on Seguin's existing workforce and industry assets to expand economic growth into a new industry that aligns with the regional economy and is experiencing accelerated regional growth.

## Site selection considerations for industry

- ▶ Access to a large regional pool of skilled labor
- ▶ Regional density of automotive OEM manufacturers and suppliers
- ▶ Sites suitable for a large production facility in terms of size, location, proximity and zoning
- ▶ The availability of turnkey utilities is an attractive feature to developers and companies looking to expand and/ or relocate

## Global forces

**Economic** - Sky-high oil prices amid the Russia-Ukraine conflict highlighted the swelling demand for more fuel-efficient vehicles in countries like the United States and China. Many US residents rely on their personal vehicle as their main method of transportation, and this is unlikely to change soon.

**Demographic** - 47% of Millennials (aged between 26 and 42) and 42% of Generation Z (aged 16 - 25) are more likely to consider purchasing an EV. Nationally, the automotive industry directly employs nearly 1 million workers.

**Technological** - The emergence of electric and autonomous vehicles is making the automotive industry more technologically advanced overall.

**Geographic** - Texas is part of the growing North American Free Trade Agreement (NAFTA) auto corridor, where billions of dollars of assembled vehicles and automotive parts are shipped between Mexico and the State.

## Sales messages

**Demand for electric and hybrid vehicles continues to increase.** Seguin can position itself to capitalize on the growth of electric and hybrid vehicles by attracting and growing firms that manufacture EV batteries, technology components for EVs and combustion powered automobiles, and other automotive parts. Seguin's location quotient in, workforce training capacities, and regional growth in this industry positions Seguin for success as a key supplier for automotive firms in the region.

**Seguin is strategically located to serve as an automotive supplier for major automotive manufacturers in the region.** With Tesla and Toyota within an hour drive and Seguin's easy access to major roadways, multiple airports, and two deep-water ports, Seguin is well-positioned to serve as a supplier for the automotive industry. By focusing on complementing regional strengths and needs, rather than directly competing, Seguin can harness regional industry assets and growth while still occupying a unique niche within the automotive industry.

## Niche sectors

While Seguin is home to a significant automotive presence, these niche industries present opportunities for SEDC and its partners to grow the automotive industry. Niche sectors range from industries already present in Seguin, like automotive parts and suppliers, to sectors that might require additional investment and strategic planning, and present opportunities for increased wages and educational attainment.

### **Original equipment manufacturers**

An automotive original equipment manufacturer (OEM) is defined as a manufacturer that produces parts or components for automobiles or develops the finished automobiles themselves. OEMs are an attractive niche sector for Seguin because of its proximity to major automotive firms, specifically Toyota in the San Antonio area and Tesla in the Austin area. Opportunities exist to fill gaps that in the current supply chain and take advantage of new technologies emerging in the automotive industry.

### **Automotive parts and suppliers**

This sector involves the designing, manufacturing and distribution of various components, systems and materials used in the production and maintenance of vehicles. The components include mechanical parts like engines, transmissions and suspension systems, safety and navigation systems, and more. Industries include OEMs, top tier suppliers and specialized manufacturers. The presence of existing companies in this sector make it an immediate target for business retention and expansion.

### **Automotive technology components**

Automotive technology components have become an integral part of automobile production over the last several decades as automobiles have become more sophisticated, requiring new and advanced technologies. Automotive technology components have become increasingly complex devices that operate diagnostics, advanced collision avoidance systems, and infotainment systems. These trends, combined with the growing integration of advanced technologies within dashboard consoles and trucks are likely to sustain significant growth of automotive technology components.

### **Battery and electric vehicle (EV) components**

Battery and EV components are critical to the manufacturing of automobiles, particularly with the growing trend in EVs over the past decade which have transformed and revolutionized the transportation industry, shifting from traditional internal combustion engines to electric propulsion systems. The primary components in this sector include battery packs, electric motors, power electronics and charging systems. The attractiveness of this sector is that it requires a wide range of technical expertise and skill sets and given the demand for battery and electric powered vehicles, it is a growth opportunity for Seguin to attract firms that require higher education attainment in its workforce. As the sector continues to grow, so does the need for suitable workforce.

## Smart Systems Technology

The smart systems technology industry designs and manufactures the components necessary to create more complex processes or a final product. Firms in this industry could be designing and manufacturing the automated processes used by advanced manufacturing firms or making component parts that will later be assembled into a final consumer product.

1.2

Location quotient  
2022

402%

Employment growth,  
2017-2022

\$81k

Average annual wage  
2017-2022

38%

Forecast industry  
growth,  
2023-2028

Source: Lightcast and EY

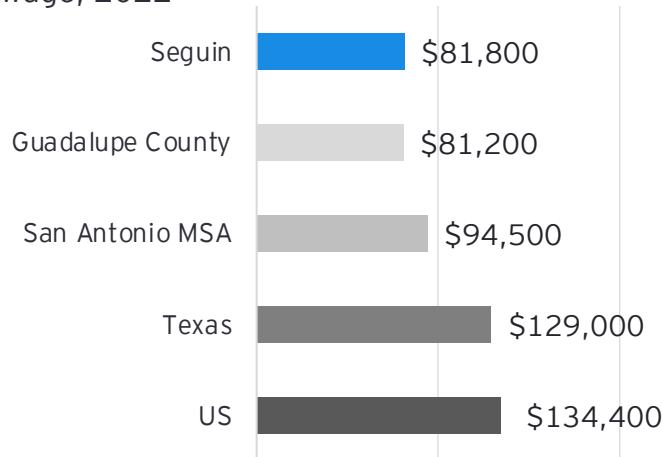
An example of a smart systems technology firm could include a robotics manufacturer, like SISU Robotics or Fox Robotics, that create robotic arms and more to be used in other industry processes, specifically cinema and warehousing. Unlike advanced manufacturing, Smart Systems Technology includes more diverse firms whose occupations require educational levels from certificate or associates degrees through graduate level education and can range from high-skilled positions like engineers to middle-skill technician roles.

### Why is Smart Systems Technology important for Seguin?

- ▶ **Industry growth:** Seguin has seen significant growth in the smart systems technology industry. Within the last five years, the industry has grown 402%, with an increase of more than 700 jobs from 2021 to 2022, and this industry is forecasted to grow 38% by 2028.
- ▶ **Industry concentration:** With a LQ of 1.2, Smart Systems Technology is more concentrated in Seguin than the US, Texas, and the San Antonio MSA. Guadalupe County is slightly more concentrated with a LQ of 1.3, and the high concentration in the County but not the region suggests that Seguin is primarily responsible for the high LQ.

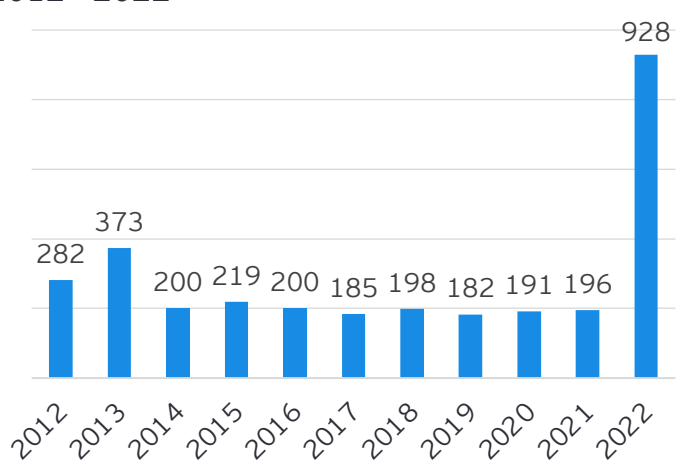
- ▶ **Existing assets:** The smart systems technology industry is related to advanced manufacturing. Seguin’s strength in advanced manufacturing lays the foundation for diversification and continued growth within Smart Systems Technology. With similarities in workforce skillsets, infrastructure needs, and proximity to suppliers, there is already a strong base that the SEDC and City can strengthen to make Seguin even more competitive for smart systems technology firms.

Smart Systems Technology average annual wage, 2022



Source: Lightcast and EY

Smart Systems Technology employment, Seguin, 2012 - 2022



- ▶ **Wages:** Smart Systems Technologies offers an average annual wage of \$81,800, much higher than Seguin’s average annual earnings of \$54,000. While the average annual wages in this industry are higher than the median household income, they are still \$30-\$50k lower than earnings in the San Antonio MSA, Texas, and the US.
- ▶ **Strategic alignment:** Expanding the Smart Systems Technology industry supports Seguin’s overall goals to diversify the economy and increase higher-paying jobs. While this industry might require more planning and investment to pursue than other targeted industries, it can translate to increased economic prosperity for both businesses and residents.

## Site selection considerations for industry

- ▶ Proximity to other suppliers and customers, especially in electronics, automotive, and other advanced manufacturing
- ▶ Access to a diverse labor force, from post-secondary training to graduate level earners
- ▶ Proximity to a density of advanced manufacturing employers
- ▶ Plentiful land and utilities to start and expand operations

## Global forces

**Economic** - Increased federal investment and the growth of the manufacturing industry nationally will increase demand for faster and more efficient production processes to meet customer needs in a cost-effective fashion.

**Demographic** - This industry requires a variety of workforce needs, from lower-skilled production workers to graduate level earners necessary for engineering. Nationally there are approximately 6.5 million workers in this industry.

**Technological** - The industry will continue to grow as the need for efficient processes increase, and will advance as new technologies, like AI, are integrated into this industry.

**Geographic** - Firms seek to be in cost-competitive areas that are close to their customers or the transportation infrastructure necessary to get components to their destination, and demonstrating a strong talent base can contribute to business attraction.

## Sales messages

### **Seguin is a cost-competitive location for smart systems technology firms:**

Considering land and labor, Seguin is affordable compared to other locations. With more site availability at more affordable rates than the nearby major metros, Seguin offers businesses in the Smart Systems Technology industry the opportunity to build on regional industries and growth at a more affordable rate. The smart systems technology industry pays almost \$30k more than the Seguin average annual earnings, and approximately \$15k less than firms in the San Antonio area. This means that firms could find relatively affordable labor, who would still be making above average wages for Seguin.

### **Easy access to major transportation routes makes it easy for Smart Systems Technology firms in Seguin to deliver products to customers:**

From Seguin, firms can easily access major roadways, multiple airports, and multiple deep-water ports that enables businesses to easily deliver to and meet the needs of customers. Seguin is located along major roadways I-10, I-35, SH130, and HWY 46, and is within one hour of the Austin-Bergstrom International Airport, the San Antonio International Airport, and within three hours of Port Corpus Christi and the Port of Houston.

**Seguin is developing the talent pipeline necessary to support the smart systems technology industry:** Residents of Seguin have access to FAME, a regional partnership of advanced manufacturers that offers dual-track, apprenticeship-style training. It has also been recently announced that Texas State Technical College is exploring a new campus in Guadalupe and Comal Counties. This signals that Seguin is strengthening its workforce pipeline and will have additional opportunities to train workers for the Smart Systems Technology industry.

## Niche sectors

The niche sectors in the smart systems technology targeted industry could be some of the most aspirational, in that these sectors often require higher educational attainment for workers due to the technology-based and innovative nature of the industry.

### **Robotics and automation manufacturers**

Robotics and automation manufacturing companies develop machinery capable of performing tasks that might otherwise be performed by human workers, reducing the need for human labor. While robots have been widely deployed in industrial settings such as automobile manufacturing for decades, their use has increased substantially in recent years, especially as the price of robotics hardware has fallen, increasing their value proposition. The resulting deployment of robotics and automation boosted productivity and helped domestic manufacturing operations remain globally competitive. Advances in artificial intelligence are making robots more adaptive to a variety of industrial settings, making the manufacturing of robotics to maintain efficient processes more important than ever.

### **Engineering**

Engineering includes a range of firms involved in the engineering, design, development and utilization of machines, materials, instruments, structures, processes, and systems. The availability of talent is critical, especially the ability of companies to attract and retain skilled engineers. Engineering services include product and industrial process design; construction design and management; preparation of feasibility studies; systems engineering; maintenance and operations; inspection and evaluation of engineering products; and related services. Industries served include manufacturing, automotive, aerospace, energy and technology.

### **Electronics**

The Electronics sector includes the design and production of components and finished products that typically feature integrated circuits. Although this niche sector relates to manufacturing, processes in electronics manufacturing are fundamentally different from processes of other machinery and equipment. The design and use of integrated circuits and the application of highly specialized miniaturization technologies are common elements in the electronics niche sector, especially for computers. This industry has grown significantly over the past few decades as electronic components are included in more products.

### **Component manufacturing**

Specialty Component & Devices includes the design and production of components that will be further integrated into a more complex product or system. The components produced can apply to a wide variety of industries and niche sectors, including advanced manufacturing, automotive, robotics and automation, and electronics. Ideally, firms in this industry will support the growing of advanced manufacturing and other sectors by creating more efficient processes for production or final assembly.



## Targeted Retail

The retail industry includes retailers operating brick-and-mortar, mail order, door-to-door, kiosks and online stores that retail merchandise and provide services incidental to the sale of merchandise. Retail trade is the final step in the distribution process, meaning that retailers do not transform or change their merchandise in any way and sell directly to consumers.

0.9

Location quotient, 2022

-12%

employment growth,  
2017-2022

\$32k

Average annual wage  
2017-2022

1%

Forecast industry growth,  
2023-2028

Source: Lightcast and EY

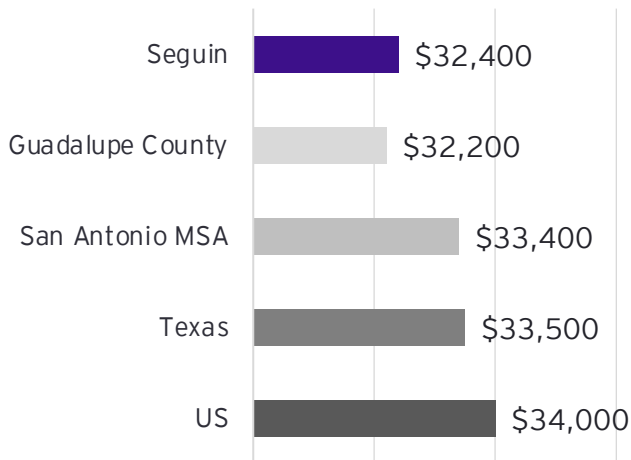
Targeted retail indicates that Seguin hopes to attract and expand certain kinds of retail, restaurants, and entertainment businesses that are desired by the community, and seeks to develop intentional recruitment of retail establishments that is consistent with the desires of Seguin residents. Seguin is home quality-of-life amenities, including locally-owned restaurants, an expanding trail system, a beautiful library, and a charming downtown. The targeted retail industry hopes to build on Seguin's existing amenities to offer opportunities for growth in entrepreneurial businesses as well, further enhancing Seguin's quality of life.

### Why is Targeted Retail important for Seguin?

- ▶ **Industry growth:** Employment in targeted retail declined from 2017 - 2022, likely due in part to the COVID-19 pandemic. However, most businesses in retail are operating again, and the industry is predicted to grow by 1% in Seguin. While positive forecasted growth is good, a 1% growth forecast suggests that efforts to grow this industry could be strengthened.
- ▶ **Industry concentration:** Retail is slightly less concentrated in Seguin than at the national level, with a LQ of 0.9. This indicates that targeted retail has an average presence in Seguin, and there is opportunity to grow within this industry.

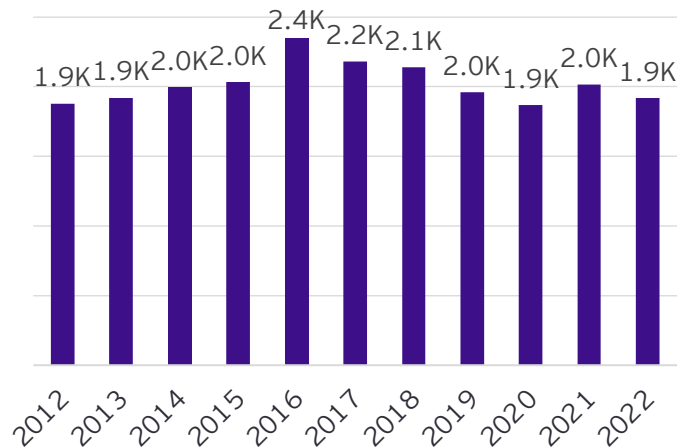
- ▶ **Industry assets:** Seguin’s growing population, charming downtown with vacant retail space, and easy access to major roadways makes Seguin a great location for both entrepreneurship and business attraction in targeted retail.
- ▶ **Wages:** The targeted retail industry does not often pay average or above average wages because jobs in this industry are often low skill and require minimal education. However, Targeted Retail has seen average annual wages grow by 32% in the past several years and the value of this industry goes beyond the wages it can provide workers.

Targeted Retail average annual wage, 2022



Source: Lightcast and EY

Targeted Retail employment, Seguin, 2012 - 2022



- ▶ **Strategic alignment:** Expanding targeted retail supports other strategic goal areas, including making Seguin more attractive to workers and new businesses, increasing opportunities for entrepreneurship, and continuing to improve quality of life for all.

## Site selection

- ▶ Growing populations and incomes are attractive to chain retailers
- ▶ Access to major transportation routes is attractive to chain retailers that want to reach a large population
- ▶ Downtown retail spaces might be best utilized for local business owners who can create a unique retail experience specific to Seguin

## Global forces

**Economic** - Retail growth is expected as disposable income grows, but inflation and supply chain disruptions might negatively affect certain retail sectors.

**Demographic** - The retail industry tends to hire low-skilled employees at low wages, although wages in this sector have been on the rise. Nationally there are 21 million workers in the retail sector.

**Technological** - Online retailers will continue to expand, meaning any retailers can be present in any community without establishing a physical presence, and advancements in automation can reduce the number of workers necessary to operate a retail store or restaurant.

**Geographic** - Seguin could face additional challenges in growing the targeted retail industry because of its location. Being near San Antonio and Austin, many residents of Seguin acknowledged that they travel elsewhere for retail, dining, and entertainment. Developing a retail focus in Seguin can encourage tourism, increase local expenditures, and contribute to economic growth in Seguin.

## Sales messages

**Seguin is experiencing the economic growth necessary to support the expansion of retail.** From 2017 - 2022, Seguin saw average annual earnings increase by 18.2% while population grew by more than 1,000. As these growth trends continue, it will create more customers with disposable income for the retail sector. New retail, restaurants, and entertainment businesses can expect to benefit from the future economic growth of Seguin.

**Seguin has the land and site availability to support the growing retail sector.** Compared to nearby communities, Seguin has plentiful and affordable sites that will allow for entire shopping centers to develop, as well as individual retail businesses. As neighboring communities become more populous, Seguin can accommodate more retail and restaurants while still providing access to a large population and major roadways.

**More local businesses and entrepreneurship in unique retail businesses could help grow tourism in Seguin.** With the rise of e-commerce and online shopping, there is a growing interest in unique, local businesses that can serve as a draw for both Seguin residents and visitors. Building on current assets like Seguin's downtown can help support small business growth that can aid in making Seguin's downtown more vibrant, contributing to growth in the retail industry and local entrepreneurship.

## Niche sectors

Rather than suggesting specific niche sectors within the targeted retail industry, we suggest two different approaches to attracting, retaining, and expanding retail within Seguin based on type of business and location.

**Entrepreneurship and small businesses development for retail, restaurants, and entertainment in the downtown area:** There is an opportunity to support citywide efforts to create a more vibrant downtown by supporting entrepreneurship and local small businesses that can fill empty downtown spaces, making downtown Seguin a unique destination for residents and tourists. Supporting entrepreneurs and small businesses can require more time and investment from the SEDC in comparison to attracting chain retailers, but these efforts would support other strategic goals for the SEDC and the City. When considering the future of downtown, stakeholders wanted to see more and diverse stores, restaurants, and other entertainment businesses, specifically ones that reinforced Seguin's family-friendly culture, more high-end options, and businesses that encouraged more of a nightlife in Seguin.

**Business attraction and expansion of chain retailers along major transportation routes within Seguin:** In addition to downtown vibrancy, many stakeholders wanted more shopping and dining opportunities close to home that would keep them within city limits or close to Seguin. It would be beneficial for these developments to be located along major roadways, like SH 46, I-10, I-35, or SH 130 so its easy to access for all residents. The city is experiencing the population and income growth to support more and diverse retail opportunities and could focus its attraction and expansion efforts for chain retailers and big-box stores in shopping centers and development in the transportation corridors, preserving unique downtown space for entrepreneurial retail endeavors.



# Comprehensive Economic Development Strategy

This CEDS is the SEDC's first economic development strategy, which is an exciting opportunity for SEDC and its partners to bring even greater economic momentum and prosperity to the community. This CEDS uses findings from both the Summary Background chapter and Targeted Industry Analysis chapter to chart a course for SEDC and its partners for the next three to five years. Additionally, this includes a vision statement that describes where Seguin wants to be in the long-term. Goals then break down key themes uncovered during this process and articulate strategies to achieve these goals over the next few years. This CEDS ends with implementation guidance, providing the SEDC with information on high-priority activities, collaborating with partners and measuring success.

## **SEDC's strategic framework:**

**Vision:** Seguin is recognized throughout Texas and the US as a destination for business and talent because of its vibrant quality of life, prosperous economy and access to economic opportunity.

**Goal 1:** Establish a partnership-based approach to comprehensive workforce development.

**Goal 2:** Proactively work to recruit and retain targeted businesses to accelerate economic diversification and create accessible opportunities for Seguin residents.

**Goal 3:** Work with partners to enhance Seguin's quality of life by improving and marketing existing amenities, encouraging entrepreneurship and attracting targeted retail, restaurant and entertainment operations.

**Goal 4:** Enhance Seguin's reputation through internal efforts to improve community pride and external efforts to promote Seguin as a destination for businesses, talent, and families.



## Foundational themes and goals

In the first Advisory Committee workshop, data was presented showing Seguin's poverty rate compared to benchmark communities. Seguin has the highest poverty rate among benchmarks at 17.1%, which was a cause for concern among the Advisory Committee and remained a key theme throughout future research and stakeholder engagement. While the poverty rate has been trending downward for the last several years, the Advisory Committee felt that reducing the poverty rate should be key to this CEDS. The SEDC needs to continually lead discussions that address socioeconomic mobility and promote increased prosperity for all of Seguin's residents and workers.

Seeking to reduce the poverty rate is not as simple as increasing income and will require a comprehensive approach that includes contributions from the City, SEDC, industry, nonprofits, and more. SEDC's role will include attracting new or expanding businesses to create good jobs for residents, ensuring that residents can acquire the skills necessary to succeed in these jobs, and making residents aware of these opportunities. The vision, goals, and strategies in this report all reflect the need to increase economic opportunity for Seguin's residents.

With this foundational theme in mind, four goal areas were selected as the focus for SEDC's efforts over the next three to five years:



**Partnership-based workforce development and education:** Increasing educational opportunities, creating clearer pathways to higher-paying jobs, and identifying barriers to workforce development can all support improved economic outcomes for Seguin residents, and ensure that local businesses have the skilled workforce they need to succeed.



**Targeted industry development:** Attracting new businesses to Seguin can provide more job opportunities for local workers, and paired with workforce development efforts, can connect residents to the skills training they need to find a local and fulfilling career, while supporting overall economic growth and diversification in new industries that present exciting opportunities for Seguin. A focus on policy, communication, and marketing will be key.



**Quality of life:** Growing the local retail, dining, and entertainment industries can present job or entrepreneurship opportunities for locals while making Seguin a more attractive place for residents, visitors, workers, businesses, and students.



**Communications and marketing:** Better communication will support SEDC's business recruitment efforts, improve Seguin's reputation within the region and state, and keep residents and local businesses aware of new opportunities that can translate to increase socioeconomic mobility for residents.

## Goal 1: Establish a partnership-based approach to comprehensive workforce development.

Research from the Summary Background portion of the strategic planning process revealed that Seguin has lower rates of educational attainment (except in Associates degrees) and a higher rate of poverty compared to benchmark communities. These two factors can negatively impact the local business community and residents' personal welfare. Lower educational attainment rates make it more difficult for businesses to recruit qualified talent and possibly stagnating wage levels.

Considering Seguin's priority of improving poverty rates, a comprehensive and partnership-based approach to workforce development is essential to connecting Seguin's residents to local good jobs. Preparing Seguin residents for jobs within targeted industries will also support the growth of existing and new industries and contribute to the development of an entrepreneurship ecosystem in downtown and surrounding areas. A comprehensive approach implies that SEDC will work with partners at all levels, from Seguin and Navarro ISD to post-secondary institutions including Texas Lutheran University (TLU), Texas State Technical College (TSTC), the Federation for Advanced Manufacturing Education (FAME) and more.

The goal of these efforts is to create clear and accessible pathways that connect residents to good jobs in high-demand targeted industry businesses, contributing to the growth of Seguin's manufacturing and target industry base. It is important to note that comprehensive workforce development includes a focus on the people, pathways, and partnerships that can lead to onramps for all citizens from K-12 through adult learners. Special emphasis should be placed on identification of workforce barriers, awareness of opportunities, engagement of partners, and alignment of priorities between educational, industry, and civic entities to maximize impact to Seguin's residents.



Community entities, including the City of Waco, McLennan County, Texas State Technical College, and the Waco Chamber are pooling resources and building a shared vision to launch the Industrial Training Center, which will impact low-income workers in target and high-wage industries. [Find more information here.](#)



### **Strategy 1: Convene and empower a citizen led talent & workforce task force to coordinate workforce development efforts in Seguin.**

Seguin's economy is poised to capitalize on regional growth and citizens will soon have a more diverse array of employment opportunities than ever before. The establishment of a talent task force could serve to coordinate the development, support, and iteration of workforce development programming. This group, ideally appointed by SEDC and City leadership, would regularly convene leaders from all entities in the economic development ecosystem, and work to develop partnership-based solutions to challenges in training, workforce barriers, life skills, and career pathways. Effective talent task forces often share similar traits, including representation from industry, education, non-profit, municipal, and others who can provide diverse perspectives and actionable ideas for the establishment of strategic partnerships.

The work of the task force can play a pivotal role in the development of talent supply in Seguin and can serve as the vehicle by which talent challenges are identified and mitigated over time. Some initial considerations could be:

- What Seguin community, industry, or educational partners are essential to this work?
- How can we better understand local assets or entities that can coalesce around the mission of identifying and addressing barriers for Seguin residents and workers?
- What can we do to ensure that employers in Seguin have access to information to grow, especially relating to talent needs?
- What organizational and governance considerations will be essential for task force success?

### **Strategy 2: Focus on the development of employer sponsored earn and learn, short-term training programs and partnerships, making immediate and measurable impacts in workforce participation, wage growth, and upskill/reskill opportunities.**

Compelling workforce participation will be essential in growing the talent pool in Seguin. Additionally, creating pathways for workers in all demographics can build immediate and long-term capacity in the talent pipeline. Higher education options, including certificates, associate degrees, baccalaureate degrees, and beyond, will always be a valuable part of the talent supply chain. There is a noted absence of short-term training and earn and learn opportunities in Seguin, and these short-term training options can often be the most viable to underserved communities, especially when paired with services that break down other workforce barriers, like transportation or childcare. Coordination with higher education institutions is important, as capacities often exist that can accommodate needs for short-term training.

## Strategy 2: (Continued)

In addition, administrative requirements for the development of short-term training can often be led by higher education, in close coordination with employers, local workforce development boards, non-profits, and other partners. Non-profits can provide additional support that makes training possible, by supporting a learner's other needs like transportation and childcare. Immersive collaboration over time can lead to more aligned instructional priorities that positively impact student placement and outcomes metrics in higher education.

Apprenticeship consortiums, for example, have gained momentum nationally as recent innovations in the United States Department of Labor (USDOL) have incentivized apprenticeship programming via tax credits in the Inflation Reduction Act (IRA), and made administrative burdens for apprenticeship sponsorship much easier to manage. In addition, training programs that pay students while learning are seen as impactful to workforce participation, particularly among the underserved.

## **Strategy 3: Encourage collaboration between educators and employers to strengthen CTE pathways for students in Seguin and Navarro ISD, connecting them to higher education, entrepreneurship opportunities, and careers in targeted industries.**

School districts in Texas are striving to build Career and Technical Education (CTE) programming that both satisfies Career, College, and Military Readiness (CCMR) metrics and provides for pathways into higher education programs and employment immediately after graduation. This can prove to be a difficult task, as programming is largely based on funding, equipment, space, and instructional resources. Also, district administration, parents, and students in the K-12 school system may not always be apprised of SEDC's targeted industries and potential for CTE pathways.

Ideally, CTE programming in area high schools should serve to satisfy secondary requirements, allow for seamless matriculation into higher education institutions, and provide pathways for direct employment and/or earn and learn opportunities with local industry. Local industry partners can play a significant role in this process by advising curriculum development, building apprenticeships, and participating in career related event programming and working collaboratively to solve workforce barriers.

The presence of Texas Lutheran University (TLU) in Seguin is a tremendous asset, and joint conversations with K-12, two-year post-secondary institutions, and TLU can accelerate pathway development for Seguin residents. Ideally, the K-12 and two-year post-secondary pathways could focus on occupational pathways and articulated credit via the development of dual credit/CTE programming, apprenticeships, etc. Through articulation agreements, these credentials could serve as an onramp into 4-year academic programming at TLU. In working with community and business entities, TLU can work to accelerate talent retention, entrepreneurship, and internship efforts, contributing to a more comprehensive and strategic supply chain of talent development in Seguin.

## Goal 2: Proactively work to recruit and retain targeted industry businesses to accelerate economic diversification and create accessible opportunities for Seguin residents.

Much of Seguin's economic success in the recent past is due to growth in the manufacturing industry. This track record has led to a larger than average location quotient in manufacturing employers, a positive indicator that can be leveraged for future success in business recruitment. However, feedback from Seguin residents indicates a desire for economic diversification and the creation of more high-paying jobs in the community. Noting Seguin's location within the Central Texas region and along SH 130, SEDC can leverage the community's manufacturing strengths in combination with regional opportunities to pursue new industries that pay higher wages and contribute to the economic mobility of citizens and growth for the city.

Seguin's new targeted industries were identified earlier in this strategic planning process, and they include Advanced Manufacturing, Automotive, Smart Systems Technology, and Targeted Retail (See Chapter 4 for more information on targeted industries). Efforts to grow these industries and diversify the economy includes preparing Seguin for new businesses by developing policies and partnerships that result in focused strategies for land acquisition, workforce development, and incentives. This work will require close coordination with the City of Seguin, County officials, established and emerging firms, local business leaders, real estate professionals, developers, state leaders, and other regional economic development entities to build relationships and share the vision of Seguin.

Concurrently, Seguin should continue to seek partnership-based solutions in business retention, expansion, entrepreneurship, and business support to attract potential industry and investment. Downtown development and business mentorship programming can accelerate the growth of businesses and provide more opportunity for collaboration with educational and non-profit entities.



Launched in 2017, SkillUp is a free business advisory service offered by the Cuyahoga County, OH, Department of Economic Development that helps companies identify business problems, create solutions and drive business results. [Find more information here.](#)

**Strategy 1: Focus on attracting new businesses and expanding existing businesses in Seguin’s targeted industries to promote economic growth and industry diversification.**

A primary activity of any economic development organization is recruiting businesses and helping existing businesses grow, but the new selection of targeted industries makes these efforts even more important for SEDC moving forward. There are many areas of growth for Seguin identified in this plan and others, and SEDC’s role in these efforts is often to support and grow the business community, whether that means business growth downtown to create a critical mass of retailers or attracting a new smart systems technology firm that create jobs with higher than average wages for Seguin’s residents. As SEDC moves forward it should adjust its approach to recruitment and expansion to reflect the needs of new targeted industries businesses and leverage existing strengths to attract new, sometimes aspirational, businesses to Seguin, promoting a more diverse economy with greater economic opportunity for residents. This should include reviewing Seguin’s current incentives policy to determine if updates could promote further growth in targeted industries to ensure that financial incentives are targeted at firms that will promote the kind of economic growth that will provide opportunities for economic mobility for all residents.

**Strategy 2: Create and strengthen support and resources for existing and new employers, creating awareness and opportunity for engagement in workforce development, peer to peer support, and community advocacy.**

In recent years, businesses have faced many changes, including new training and talent acquisition options, new funding streams, both at the federal and state level, and new trends in operations and workforce. Seguin employers often report difficulty in understanding the current business landscape and knowing where in Seguin to go if they need advice or support. Especially in rapidly growing markets, both existing and new employers can benefit from peer-based information and operational support in the adoption of new training programs, collaboration with non-profit entities, and professional services that are valuable to their business. Special consideration should be paid to business support services that can be included in target industry recruitment campaigns and/or site visits.

Immersing themselves in the community can be difficult for businesses, especially when struggling with talent acquisition, development, and retention. Understanding the current challenges all businesses are facing to growth can help SEDC and its partners improve their resources and support for local businesses, like entrepreneurship support or navigating city planning processes, making Seguin even more attractive to prospects. This collaboration and partnership-based approach presents a high value proposition to industrial clients.

**Strategy 3: Accelerate the development of shovel ready sites through collaborative engagement with property owners, infrastructure planning, and City/SEDC incentive policy updates.**

Seguin city and EDC leadership have struggled with site acquisition and development over the last several years, as shovel ready sites are scarce. Residents and city leaders have expressed concerns about the speed and availability of infrastructure delivery, particularly water and wastewater. In some cases, the establishment of utilities, permitting wait times, and similar challenges have reportedly led to developers deciding in favor of another community. More than ever new or expanding businesses want to get up and running as quickly as possible, making communities with shovel-ready sites more competitive. Consideration should also be given to downtown properties and SEDC and the City's role in acquiring and redeveloping property to support other strategic areas, like improving quality of life, while ensuring that these acquisitions will not have detrimental effects on current or future business owners.

In close collaboration with the City, County, and municipal partners, the Seguin EDC can lead discussions related to the proactive engagement of entities whose delivery of service is critical to expedient response with developers. This can start with a comprehensive understanding of the general land, utility, and building requirements of target industry employers, coupled with a subsequent planning and communication strategy that mitigates the risk of misaligned priorities.

**Strategy 4: Plan and allocate resources and cross-functional teams for immersive marketing, events, and conferences that position Seguin as a convener and ideal target industry destination.**

Seguin will be the beneficiary of regional growth in the years to come, especially along the southern SH130 corridor. As industrial development continues, it will become increasingly important to establish a strong presence and relationships with site selectors, trade associations, regional economic development organizations, and even national organizations like the International Economic Development Council (IEDC).

Regularly engaging with these organizations will keep Seguin top of mind, allow for education and training of city and EDC staff, and allow the Seguin EDC to embed leading practices from similar sized cities across the country. In addition to allocating a budget, annual planning of conference attendance, along with the inclusion of key partners in the industry and educational space, will position the Seguin EDC as the convener and ensure momentum is maintained in pursuing its strategic goals. The Seguin EDC already participates in trade shows, including the International Council of Shopping Centers (ICSC), and others. Considering the focus on quality of life amenities, retail, and target industries, Seguin could also consider investing in deeper relationships with site selectors, developers, and regional economic development organizations.



### Goal 3: Work with partners to enhance Seguin's quality of life by improving and marketing existing amenities, encouraging entrepreneurship and attracting targeted retail, restaurant and entertainment businesses.

Quality of life was consistently one of the biggest themes that emerged throughout the entire strategic planning process. Although quality of life might seem outside the scope of an economic development organization, many stakeholders from diverse backgrounds emphasized that improving quality of life was crucial for further economic growth in Seguin. Business leaders said that improved quality of life would make Seguin a more attractive destination for both new and expanding businesses and the labor force those businesses need. Residents want to improve quality of life so they would have more local entertainment and leisure options for their families. New and improved amenities could also contribute to marketing efforts by attracting visitors to Seguin and enhancing the community's reputation.

Despite the consistent feedback that quality of life needs more focus, it is important to recognize that Seguin is already home to great local amenities, including local restaurants, coffee shops, boutiques, live performance venues, a beautiful local library, and more. Efforts to enhance quality of life should include promoting Seguin's current amenities to build on the existing foundation of quality of life amenities.

Even though it is important for the City and SEDC to address quality of life, the task must be a collaborative effort. While SEDC will explore opportunities for retail development and finding funding to support new and improved amenities, other organizations and partners must be involved for the community's quality of life goals to be realized.



To improve quality of life despite a lack of available funding in Roanoke, VA, the Roanoke Outside Foundation led a crowdfunding effort that was supported by local businesses and individuals to build a downtown kayak and canoe launch along the Roanoke River Blueway. [Find more information here.](#)

**Strategy 1: Promote downtown Seguin as a unique destination for residents and visitors by supporting business growth, infrastructure improvements, facade and beautification efforts through partnerships.**

Many stakeholders, during both the development of this plan and the City's Comprehensive Plan and Downtown Plan, felt that downtown Seguin is one of the community's biggest assets, but needs more work to achieve its full potential. Downtown's current assets include unique local businesses, historic buildings, and a central park. However, it still faces challenges around vacancy, walkability, beautification and infrastructure. SEDC's strengths in infrastructure investment, supporting entrepreneurs and small businesses, and business retention and expansion can help address the barriers that are preventing downtown Seguin from becoming a thriving tourism destination. Improving downtown will require a focus on recruiting business to fill vacancies, and ensuring that downtown business are sustainable, meet the needs of residents, complement existing amenities, and contribute to overall economic growth for Seguin and its residents.

However, SEDC efforts alone will not be able to realize the full potential of downtown. SEDC should coordinate its efforts with local businesses, the Downtown Business Alliance, the Chamber of Commerce, and others to clarify SEDC's role in downtown development so its efforts complement that of other groups, rather than duplicating work.

**Strategy 2: Attract chain retailers to new retail anchor locations to augment Seguin's shopping amenities, focusing on developments near major roadways.**

In addition to the unique, local businesses and destination-retail that residents want to see in downtown, they also emphasized the need for more retailers to meet their everyday shopping needs, like a grocery store on the west side of Seguin, without having to drive to another community. SEDC should focus on continuing to build relationships with developers and retailers, maintain updated information on Seguin's population, income, and investing in infrastructure to prepare for future retail growth.

It is important to note that pure marketing or attraction efforts alone will not make for a successful retail development strategy. Retailers pay close attention to the population and income growth of an area, and often begin their selection process by looking at this data. Communities that do not meet the initial population and income-related criteria likely will not be considered further. This means that SEDC's efforts to attract companies, create more and higher-paying jobs, and increase overall economic prosperity are crucial to attracting more retail development. The more SEDC can increase population and employment, in addition to overall retail development efforts, the easier it will be to attract the types of retailers that Seguin residents would like to see in their community.

### **Strategy 3: Work with partner organizations to support and market Seguin’s existing quality of life amenities.**

As mentioned previously, Seguin is already home to many excellent shopping, dining, and entertainment opportunities both in and out of downtown. Maintaining Seguin’s current quality of life can ensure that existing amenities are maintained while SEDC and its partners seek to grow the retail, dining, and entertainment operations in Seguin. Marketing these amenities should align with overall efforts to enhance community pride by more specifically promoting local businesses or amenities to remind residents of the great amenities Seguin currently has to offer and increase awareness of Seguin’s amenities for visitors. These efforts should promote amenities both inside and outside of downtown to ensure that there are plentiful amenities throughout Seguin that are accessible to all residents.

Efforts to support existing amenities should include business support as well as marketing efforts. Ensuring that retail businesses have resources and knowledge stay and grow in Seguin will benefit both the existing ecosystem of quality of life amenities and new businesses. Strengthening the promotion and marketing of these businesses can help support efforts to improve Seguin’s image as a destination for visitors, dispel negative narratives around the community, and remind residents about the great amenities that Seguin currently has.

### **Strategy 4: Explore additional funding opportunities for SEDC to support quality of life improvements throughout the community.**

To support the efforts of the previous three strategies, SEDC should explore opportunities to procure additional funding that can be invested into quality of life improvements. Currently, SEDC is a Type A economic development organization, which allows SEDC to invest in the creation of primary jobs, non-primary jobs that support new and expanding business enterprises, and infrastructure investments. This can limit opportunities for SEDC to directly engage in fundraising or funding for quality of life projects. SEDC should conduct further research to determine if organizational changes, like transitioning from a Type A to Type B organization are necessary to meet the community’s quality of life desires. Doing so can support the city in efforts to increase revenues and secure external funding. See page 8 of this report for more information on Type A versus Type B organizations. SEDC should also explore opportunities for creative funding solutions, like special taxing districts such as a tax increment financing district (TIF) or a tax increment reinvestment zone (TIRZ), and securing external funding from local, regional, state, and federal grants or funding sources. SEDC should consider a variety of funding options and various combinations of funding to enhance quality of life and meet the current needs of the community.



#### **Strategy 4: Explore additional funding opportunities for SEDC to support quality of life improvements throughout the community (continued).**

The possibility of transitioning to a Type B organization was of great interest to stakeholders and is referenced in both the Comprehensive Plan and Downtown Plan. This would allow SEDC to use their funds on a wider variety of activities, but there are still many considerations that must be made prior to this transition. Further evaluation of the transition from a Type A or a Type B organization should be considered over the next few years by SEDC and its partners to ensure that there is steady growth in economic development sales tax revenues, allowing SEDC to be financially stable while also diversifying the projects they can fund if they transition to Type B.

## Goal 4: Enhance Seguin’s reputation through internal efforts to improve community pride and external efforts to promote Seguin as a destination for businesses, talent, and families.

Seguin has experienced economic success over the last several years, including the explosive growth of the manufacturing industry, improvements to the local school system, and increased investment into quality of life amenities. However, Seguin still faces awareness and perception challenges with both internal and external audiences. Internal audiences, including those who live, work and study in Seguin, can be important cheerleaders for the SEDC and community in general. Unfortunately, stakeholder engagement and the community survey found that many internal audiences also have negative perceptions of Seguin’s crime rate and school systems. External audiences can include prospective businesses, site selectors, students considering TLU, potential talent, and visitors to the community, and these audiences face both awareness and perception challenges. Awareness challenges are that these audiences might not know of Seguin or even if they do, what the community is like and has to offer, while perception issues are when audiences are familiar with Seguin but have negative feelings towards it for one reason or another.

Stakeholders repeatedly expressed that they love Seguin, and there is an opportunity to harness positive perceptions in the community to support economic development efforts. Strategies within this goal area include finding opportunities to enhance community pride, so that internal audiences can serve as ambassadors for Seguin and champion future economic development efforts. For external audiences, improving perceptions can help dispel negative narratives that exist around Seguin’s crime rates and school system and showcase what Seguin really has to offer to prospective businesses, future TLU students, workers, and more.

As SEDC ramps up both internal and external marketing efforts, it could be beneficial to hire a marketing and branding consultant to help create messaging, design new marketing materials and coordinate the distribution of messages through appropriate marketing channels. A marketing consultant can bring an external perspective and branding expertise to SEDC’s marketing activities, ideally making these efforts more successful in the future.



The Pflugerville Community Development Corporation wanted to make the community stand out in the crowded Central Texas region, so capitalized on its additive manufacturing strengths to establish itself as the “3D City” or North America’s 3D printing city. [Find more information here](#) and [here](#).

### **Strategy 1: Engage in internal marketing activities to build community pride for Seguin.**

Internal audiences can be an important asset for community marketing efforts if they have the knowledge and channels to serve as cheerleaders for Seguin. However, if not given the direction and tools to share more positive messaging, internal audiences can revert to negative narratives about the community. Negative narratives can potentially stem out of awareness issues; if a community member does not understand economic development, what it does for Seguin, and how it might benefit them, they might not be as supportive of the SEDC's efforts. As the SEDC seeks to expand marketing efforts, it should also consider how it can utilize partners and residents to increase the reach of positive informative messaging. This messaging should communicate to both internal and external audiences that Seguin is a great place to live, raise a family, work, get an education, and more.

### **Strategy 2: Create awareness and challenge negative narratives around Seguin in the region by promoting the positive aspects of Seguin's economy, school system, and quality of life to internal and external audiences.**

When discussing the perception of Seguin with stakeholders, the top three challenges that were most often mentioned were: awareness of Seguin as a place to live, work, or visit, negative perceptions of local school districts, and perceptions of high crime rates. Awareness challenges often require consistent and clear messaging to generally increase knowledge of Seguin within the region and state. Doing so will require efforts to identify what makes Seguin unique and promoting notable features. Getting partners and residents on the same page can help push this messaging even further and make Seguin identifiable by the features it highlights and narratives it creates internally. This can aid in taking attention away from negative news stories that tend to solely focus on disadvantageous qualities. Marketing messages must also be crafted to specifically dispel negative narratives around school districts and safety, especially as Seguin continues to improve and these perceptions are less frequently based on reality. Seguin's marketing efforts should be very consistent in building a new narrative for the City, one that is positive, highlights notable features, and aligns with the reality of the community.

### **Strategy 3: Develop new marketing materials based on Seguin's new targeted industries that can support business attraction efforts.**

A key external audience for any economic development organization is prospective businesses and site selectors. SEDC should update their marketing efforts to incorporate the newly designated targeted industries identified during this strategic planning effort. Traditionally, site selectors or prospective business owners will evaluate communities based on prior knowledge or desktop research; meaning that SEDC must make Seguin compelling for these audiences before they ever visit Seguin through digital and printed marketing materials. This should be paired with experiential marketing, like site tours, that complements other marketing tools. The revised marketing materials should consider the priorities of site selectors and prospective business owners. The updated marketing approach should encompass factors such as site availability, readiness, incentives (such as tax incentives), and a robust labor pool; which has traditionally been crucial for site selectors and prospective business owners. Additionally, the rise in remote work and a competitive labor market has heightened the significance of factors like quality of life and education in attracting a skilled and committed workforce. To align with previous recommendations, quotes or testimonials from real Seguin business owners and workers on what it is like to live and work in Seguin could further support SEDC's business attraction efforts.

### **Strategy 4: Support community-wide efforts to improve beautification, signage and streetscaping throughout Seguin.**

Consistent feedback from stakeholders noted a need for general beautification and landscaping improvements around Seguin. This finding was supported by stakeholder engagement and research efforts in both the Comprehensive Plan and Downtown Plan. As a marketing tool, beautification and signage can improve a local or visitor's perception of Seguin and increase awareness, especially because of Seguin's location on major roadways. The initial impression that external audiences have of a community can shape their long-term perceptions, which can be difficult to change. In addition to supporting overall community goals like improved accessibility, safety, creating a stronger connection to TLU, and improving the appearance and walkability of downtown, physical improvements can also be a key marketing tool that improves a visitor's perception of the community.



# Implementation plan

## Introduction

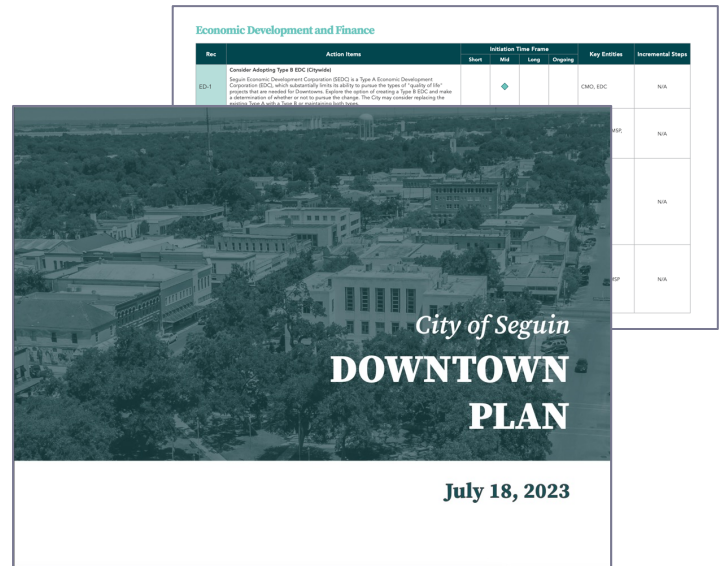
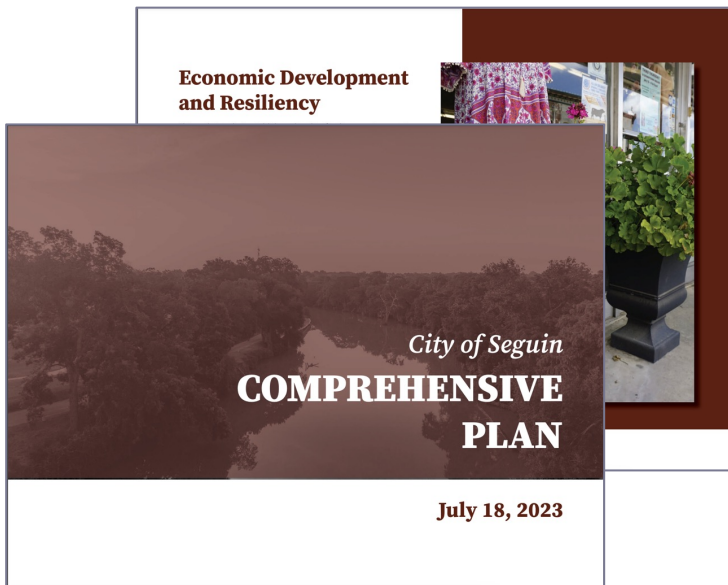
Implementation requires an understanding of how the goals and strategies can be translated into tactical actions by SEDC and requires that SEDC understand the resources and partnerships that can support these tactical actions. In addition to the priority areas, additional considerations are included to provide context when identifying resources, sequence of objectives, or duplicative efforts in Seguin. For example, before commencing an activity, some questions to ask may include:

- ▶ How can SEDC lead visioning and develop support, while enlisting operational support for execution of the plan?
- ▶ What programs, partners, services, or similar efforts exist today? Who is leading the effort, and what potential is there to scale and or identify ways to consolidate efforts and resources?
- ▶ What is the potential or likelihood to enlist the support (financial, in-kind, logistical) of additional organizations that can add value and scale?
- ▶ Is the activity relevant to needs and goals outlined in other community-wide strategic planning efforts, like the Comprehensive Plan and Downtown Master Plan, and does it reflect the goals of SEDC?
- ▶ Does the activity have the potential to attract additional investment and support for SEDC and its activities?

This implementation guide is categorized into three phases: Now (first 90 days), Next (90 days to one year) and Beyond (Year 1 and beyond). The subsequent pages describe the three phases of implementation in greater detail.

# Strategic alignment with other planning efforts

During the strategic planning process to develop this CEDS, the City of Seguin was also undergoing two other planning efforts: the development a of new [Comprehensive Plan](#) and [Downtown Plan](#) for the City. The findings and recommendations of each of these plans was considered in the development of the CEDS to ensure alignment around strategic priorities.



Although conducted separately, the CEDS, Comprehensive Plan and Downtown Plan all are focused on similar themes, especially pertaining to quality of life. All plans emphasized that stakeholders want to see more retail, dining, and entertainment options, hope to maintain Seguin’s small-town culture and history, and are eager to promote Seguin as a destination for residents, businesses, and visitors through improved branding, beautification, and signage.

As SEDC moves forward with implementation it should consistently work with partners, particularly groups like the City of Seguin, the Seguin Chamber of Commerce, and the Downtown Business Alliance, educational institutions, local businesses, and more to ensure that implementation efforts are complementary, not duplicative. While the strategies in this report have considered the recommendations in these two reports, it will be crucial to consistently communicate with partners to evaluate progress and adjust implementation tactics as necessary to ensure alignment among all community organizations in Seguin.

# Measuring success with metrics

A key part of implementation is tracking and measuring progress to understand if strategies are effective and what changes, if any, SEDC should make to its activities in the future. Without tracking metrics or key performance indicators, it can be difficult to understand if your activities are impacting the community in the way you hoped. For example, a key theme throughout this strategic planning process was lowering the poverty rate, so SEDC needs to track the current poverty rates and annual growth or declines to determine if their activities are creating economic opportunities for residents.

EDOs often pay close attention to two metrics: job creation and capital investment. These are important metrics because they demonstrate an EDO's ability to bring in businesses that employ residents and contribute to tax revenues for the community, but as economic development has become more holistic, so must the metrics we use to track it.

We provide a selection of metrics below that can help measure progress in the goals and strategies in this plan:



## **Goal 1: Partnership-based workforce development and education**

- ▶ Growth or decline in the poverty rate
- ▶ Educational attainment: High school, associate, bachelors and above
- ▶ Labor force participation
- ▶ Wages



## **Goal 2: Targeted industry development**

- ▶ Number of prospects
- ▶ Location quotient of targeted industries
- ▶ Percentage growth in the industry
- ▶ Availability of sites
- ▶ Jobs created



## **Goal 3: Quality of life**

- ▶ Dollars invested in quality of life projects
- ▶ Number of new retail businesses, including retail, restaurants, and entertainment
- ▶ Retail prospects
- ▶ Square footage of new and expanded retail, dining, or entertainment businesses



## **Goal 4: Marketing and communications**

- ▶ Website traffic
- ▶ Number of inbound and outbound events attended
- ▶ Number of positive, earned media stories



### First 90 days

The first 90 days of the implementation process may involve socializing the plan with SEDC’s partners, the Seguin community and regional economic and workforce development partners to promote awareness of SEDC’s goal areas, new targeted industries, and actions moving forward. The first 90 days is an important time to establish buy-in, clarify roles, and evaluate the resources available to SEDC before moving forward.

<p><b>Goal 1: Partnership-based workforce development</b></p>	<ul style="list-style-type: none"> <li>▶ Identify community members who can represent key organizations in the workforce and talent task council (see governance guidelines)</li> <li>▶ Socialize the workforce and economic development priorities with Seguin city, Guadalupe County, regional EDO, industry, educational, civic, and industry partners, especially in target industries</li> <li>▶ Task several key leaders with developing governance and purview guidelines for the task group</li> <li>▶ Schedule the first meeting of the task group within 90 days</li> </ul>
<p><b>Goal 2: Targeted industry development</b></p>	<ul style="list-style-type: none"> <li>▶ Co-develop and assess results of a comprehensive survey for Seguin employers, identifying most pressing challenges in talent and growth. See <a href="#">The University of Wisconsin-Madison’s guidance and sample questions</a> for inspiration.</li> <li>▶ Analyze survey data and identify/engage partners for solutions, including all Seguin business, educational, non-profit, and community partners</li> <li>▶ Begin planning for marketing, identifying and planning resources for appropriate conferences and trade shows for SEDC engagement</li> <li>▶ Conduct outreach with state and regional EDO’s for marketing support</li> <li>▶ Enumerate most pressing challenges in incentives and development policy</li> </ul>
<p><b>Goal 3: Quality of life</b></p>	<ul style="list-style-type: none"> <li>▶ Ensure that SEDC has clarified its role in implementing the Comprehensive and Downtown Plans, and that partners do the same, so there is no duplication of efforts but rather complementary efforts</li> <li>▶ Identify additional funding opportunities, including grant opportunities, special taxing district and more to support future quality of life investments</li> <li>▶ Continue working with developers and retailers to attract them to Seguin</li> <li>▶ Work with partners to identify and market existing amenities</li> </ul>
<p><b>Goal 4: Marketing and communications</b></p>	<ul style="list-style-type: none"> <li>▶ Determine if the SEDC is interested in engaging a marketing firm or consultant to support additional marketing efforts</li> <li>▶ Revamp the SEDC website to reflect information from this CEDS report to highlight new, key information, like targeted industries</li> <li>▶ Launch a kickoff event to socialize this strategy with the general community</li> <li>▶ Begin identifying Seguin key marketing partners who can share messaging, act as brand ambassadors, and increase the reach of SEDC’s efforts</li> </ul>





**90 days - one year**

The next phase of the implementation plan will include involving the right partners to help expand services and capacity within the economic development ecosystem in Seguin. After socializing the plan and identifying resources, the next phase should focus on implementing strategy tactics and evaluating their effectiveness, all while coordinating with partners.

<p><b>Goal 1: Partnership-based workforce development</b></p>	<ul style="list-style-type: none"> <li>▶ Decide on governance structure of task group, including structure, purview, budget (if necessary), and identify immediate priorities and areas of impact</li> <li>▶ Host area employers, educational institutions, and civic partners for a workforce symposium, articulating the vision for Seguin’s future workforce development priorities</li> <li>▶ Identify most critical talent need in target industries, and convene educational and industry partners to begin discussions on scaling training</li> <li>▶ Rally efforts for the establishment of a technical training center in Seguin</li> </ul>
<p><b>Goal 2: Targeted industry development</b></p>	<ul style="list-style-type: none"> <li>▶ Convene business and industry with local workforce development board and educational entities, ideating expedited solutions for training</li> <li>▶ Consider augmenting the talent council with a business advisory committee, establishing a peer-to-peer business and entrepreneurship support program</li> <li>▶ Coordinate with workforce and talent council to identify leading practices and creative solutions to prominent workforce barriers</li> </ul>
<p><b>Goal 3: Quality of life</b></p>	<ul style="list-style-type: none"> <li>▶ Consider what infrastructure investments will be necessary to support quality of life investments, including potentially purchasing property, making property improvements, or community improvements, particularly in downtown</li> <li>▶ Seek to establish a new retail power center in Seguin along the I-10 corridor, with national chain retailers and anchor tenants</li> <li>▶ Seek to establish a new retail community and neighborhood center(s) on the north side of Seguin, along the SH 46 and SH 123 corridors</li> <li>▶ Work with partners to help temporarily fill vacant downtown spaces with art installations, market pop-ups, and other community activities</li> <li>▶ Begin implementing entrepreneur and small business programming to support grow local and unique businesses</li> </ul>
<p><b>Goal 4: Marketing and communications</b></p>	<ul style="list-style-type: none"> <li>▶ Support the City’s efforts to make beautification and signage improvements throughout Seguin</li> <li>▶ Revamp Seguin’s targeted industry marketing efforts through mini-campaigns targeted at each newly identified targeted industry</li> <li>▶ Begin collaborating with local and regional partners to market SH130 as an innovation corridor, solidifying Seguin’s positions as the local for advanced manufacturing, automotive, and smart systems technology</li> </ul>



### Year 1 and beyond

After partners have been engaged and strategy tactics are being implemented, the next phase includes building on existing tactics and partnerships, evaluating tactics with metrics, and determining what changes, if any, should be made to implementation moving forward.

<p><b>Goal 1: Partnership-based workforce development</b></p>	<ul style="list-style-type: none"> <li>▶ Maintain momentum in K-12/industry aligned pathways to make the most impact on Seguin target industries and higher ed matriculation</li> <li>▶ Secure an employer sponsored apprenticeship consortium for target industries, with onramps starting in K-12 through adult learners</li> <li>▶ Convene TLU, industry, and educational assets to explore talent retention strategies for Seguin, including tech incubation, makers spaces, and entrepreneurship initiatives aimed at developing talent supply locally</li> </ul>
<p><b>Goal 2: Targeted industry development</b></p>	<ul style="list-style-type: none"> <li>▶ Develop and execute plan for regular engagement with property owners, utilities, and developers to grow proxy support for SEDC priorities</li> <li>▶ Co-development of regional planning with EDO's, aggregating resources and strategy towards target industry recruitment and SH130 development</li> <li>▶ Alignment and possible redesign of incentive policies that reflect new priorities in quality of life and target industry recruitment</li> <li>▶ Continual assessment of labor and industrial developments to identify new opportunities as they arise</li> </ul>
<p><b>Goal 3: Quality of life</b></p>	<ul style="list-style-type: none"> <li>▶ Continue efforts to revitalize downtown Seguin, especially through helping new, local businesses develop and ensuring that they are sustainable so they can locate in and stay in downtown Seguin</li> <li>▶ Continue to explore longer-term funding options to continually invest in quality of life improvements in Seguin</li> <li>▶ Evaluate and consider transitioning from a Type A to Type B organization to support future quality of life investments</li> <li>▶ Build on any new downtown or other retail, shopping, and entertainment activities, seeking to build a critical mass of retailers in Seguin</li> </ul>
<p><b>Goal 4: Marketing and communications</b></p>	<ul style="list-style-type: none"> <li>▶ Monitor annual marketing metrics to determine the effectiveness of new marketing tools, and adjust the marketing strategy as necessary</li> <li>▶ Continue to engage partners and push out consistent messaging that dispels negative narratives around the community</li> <li>▶ If SEDC chooses to work with a consultant, begin implementing their recommendations for SEDC's branding and marketing</li> </ul>



# Appendix I: Detailed data

## Introduction

This data appendix contains extended economic and demographic data collected by EY as part of the strategically planning process for developing a Comprehensive Economic Development Strategy for the City of Seguin and Seguin EDC. Data in this appendix are referenced throughout this report and provide a baseline understanding of recent trends and conditions in Seguin.

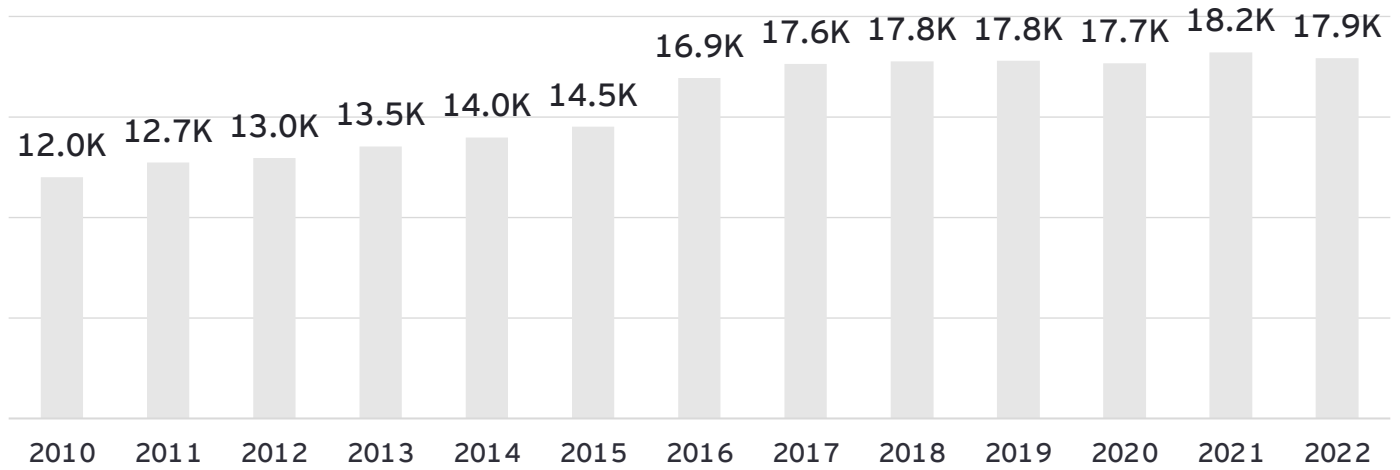
The competitor benchmarks selected for Seguin include five, similar communities in Texas: Midlothian, outside of Dallas, Temple, Georgetown and Hutto, outside of Austin, and New Braunfels, neighboring Seguin in the San Antonio area.

Much of the data shared in this appendix is from publicly available data sources, including the US Census and US Bureau of Economic Analysis. Detailed employment data is from Lightcast, an industry and workforce data modelling company.

In all contexts, the data is the most recently available at the time of this report's production.

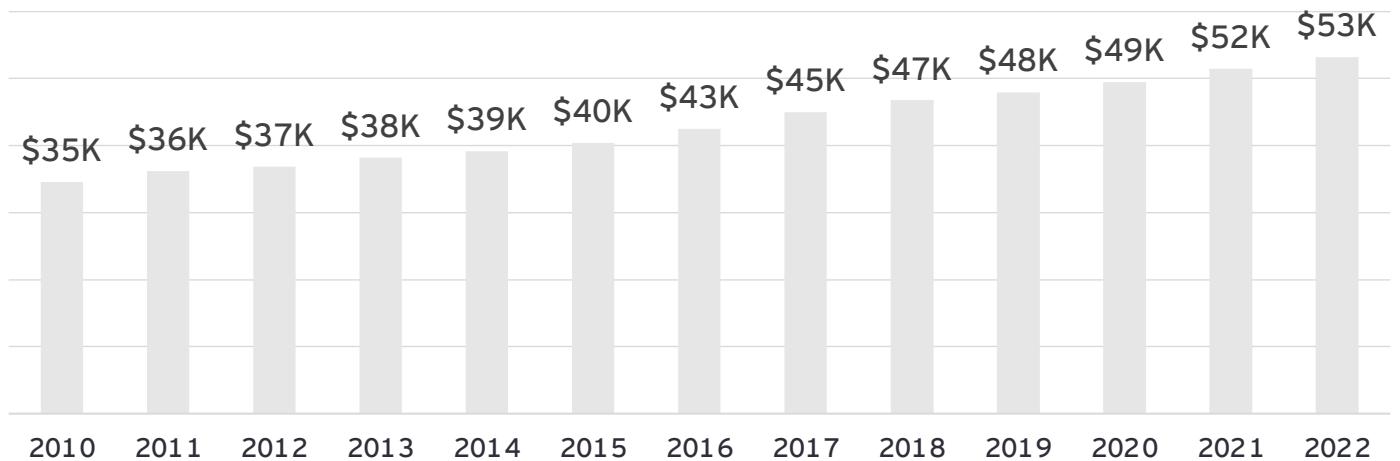
# Local employment and wages

Total employment, City of Seguin, 2010-2022



Source:  
Lightcast and EY

Average earnings, City of Seguin, 2010-2022

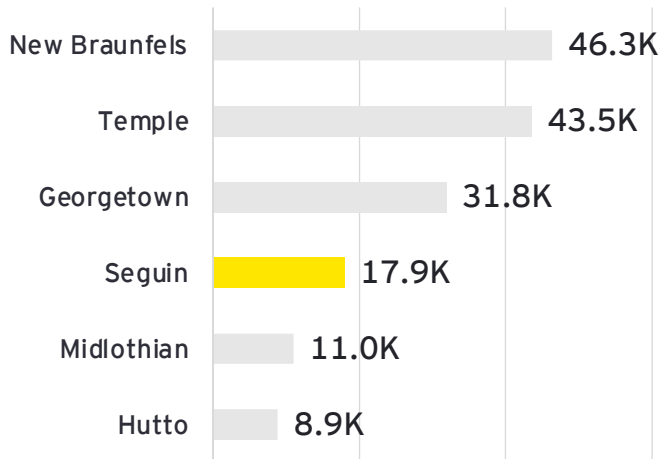


Source:  
Lightcast and EY

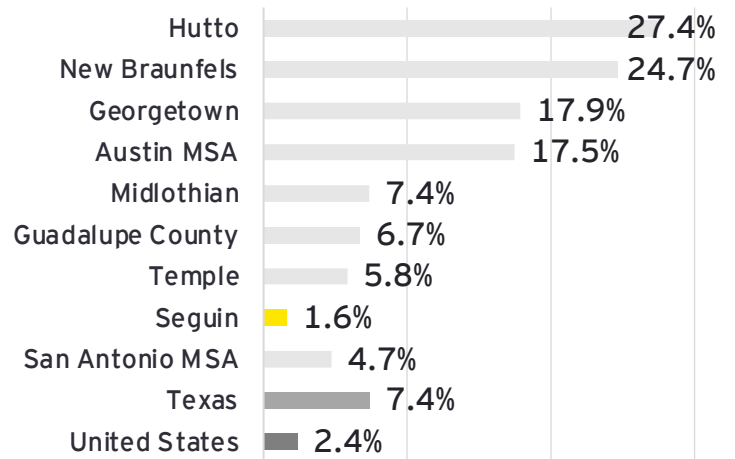


# Regional employment and wages

Total employment, 2022

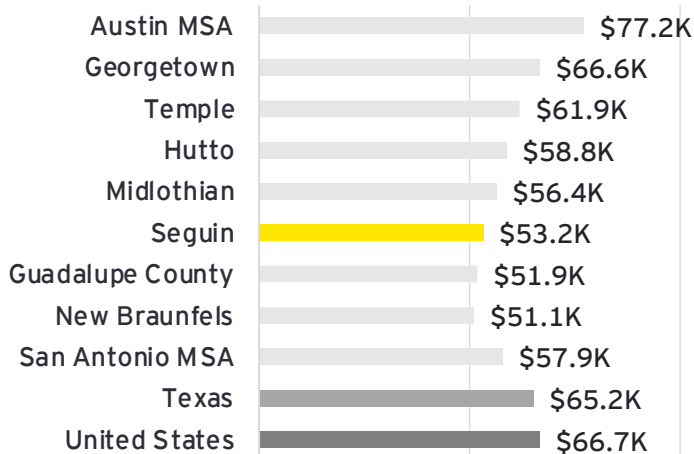


Employment growth, 2017 - 2022

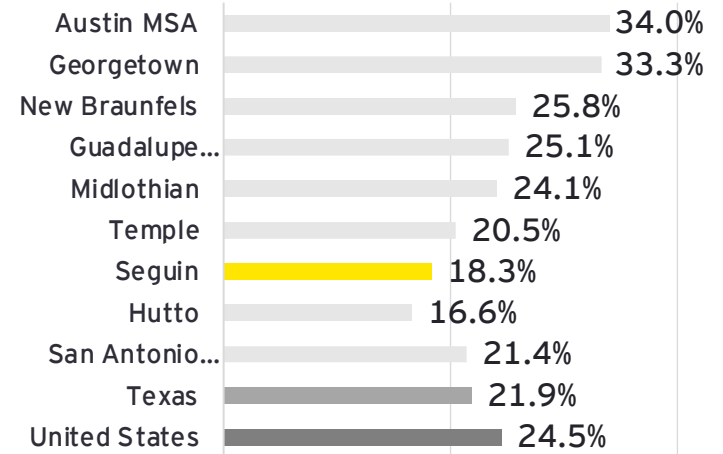


Source:  
Lightcast and EY

Average annual earnings, 2022



Average earnings growth, 2017 - 2022

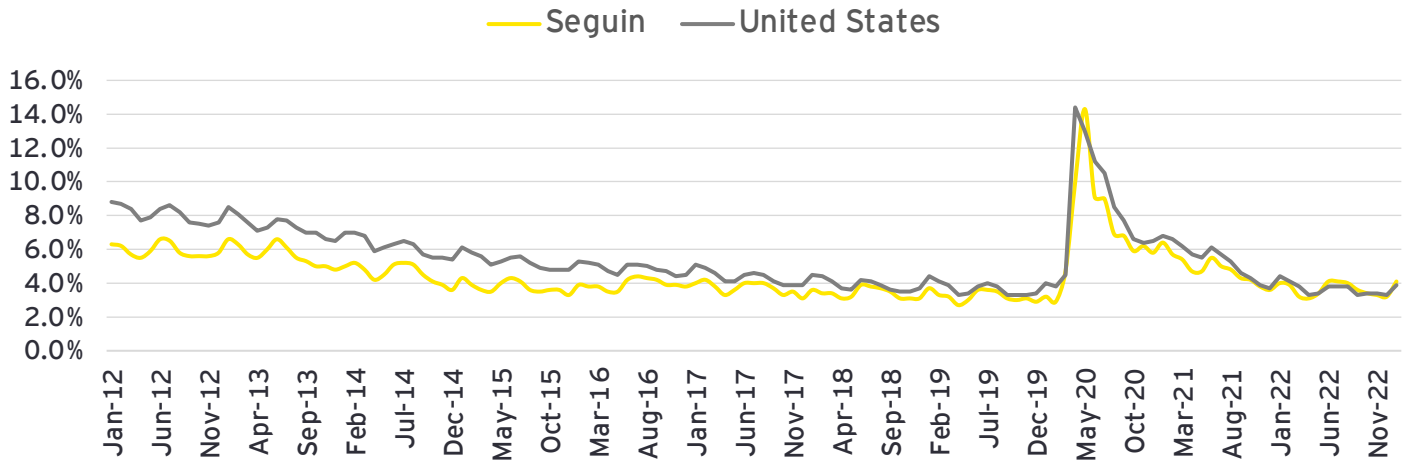


Source:  
Lightcast and EY



# Unemployment

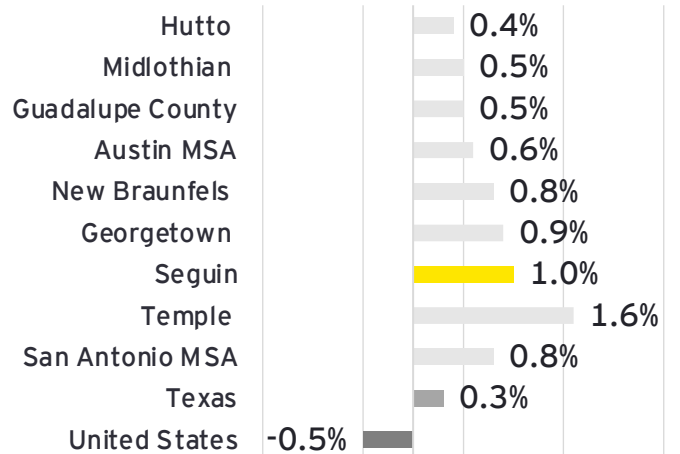
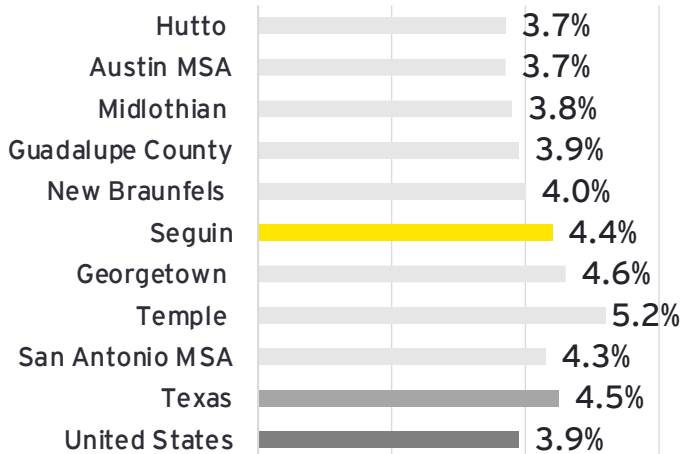
Monthly unemployment rate (not seasonally adjusted), 2012 - 2022



Source: US BLS and EY

Unemployment rate, February 2023

Net change in unemployment rate, February 2018 - February 2023

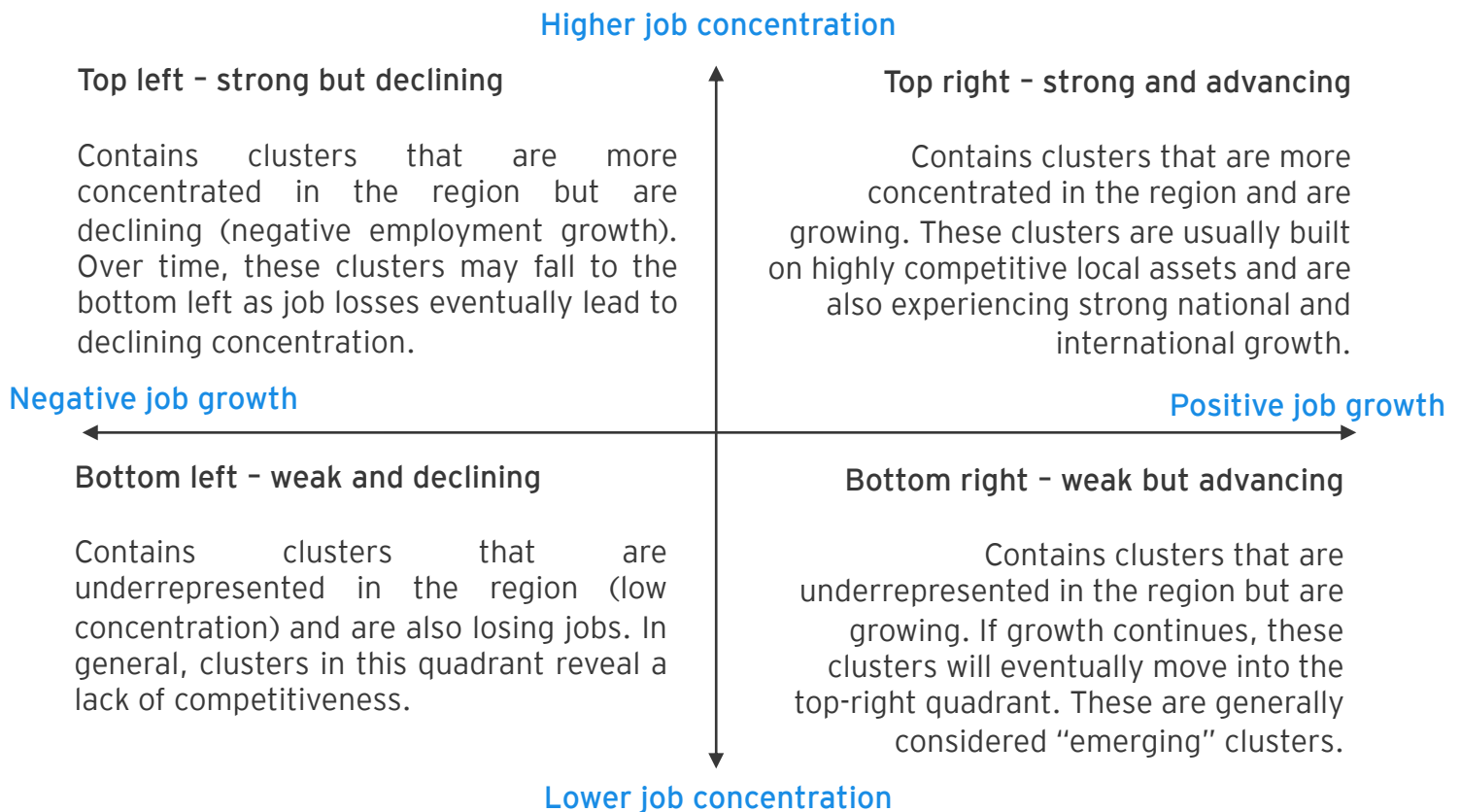


Source: US BLS and EY



# Industry cluster analysis: bubble chart

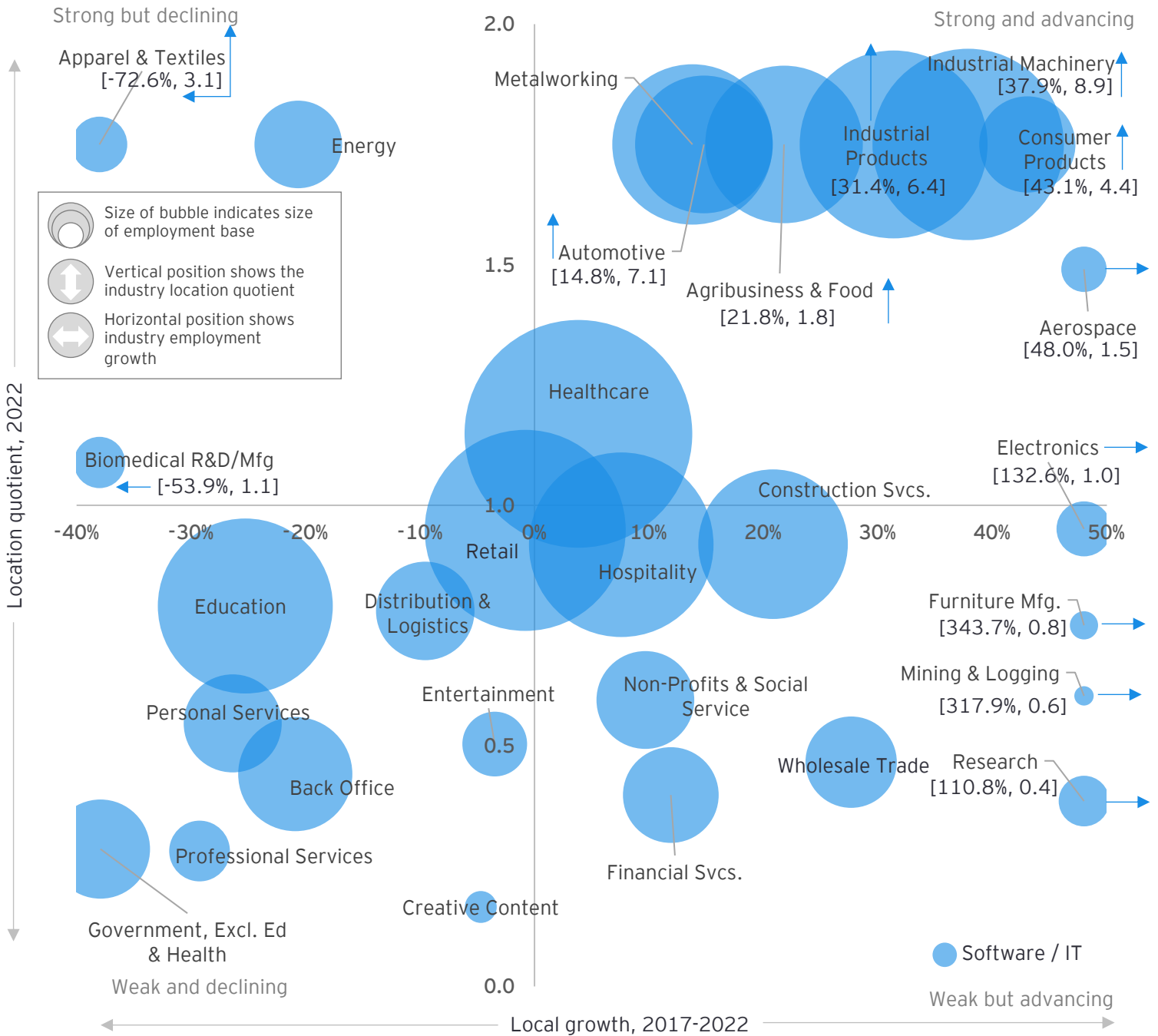
The “bubble chart” on the following page combines location quotients (LQs), growth and relative size to illustrate a snapshot of the City of Seguin’s industry cluster performance. A location quotient is the relative concentration or density of a specific cluster in a region compared to the US average. For example, a 1.5 LQ indicates that the location has 50% more jobs as a share of the overall economy than the US. This usually indicates local competitive strengths in that cluster. The horizontal axis displays employment growth of each cluster from 2016 through 2021. The vertical axis shows the LQ. The size of each bubble indicates the number of local jobs in the cluster. Clusters can generally be grouped in four categories, as described in the map below.



The pages following the bubble chart display the same data in table format for the City of Seguin. Data is sorted in alphabetical order.

# Industry cluster analysis: bubble chart

Seguin (Zip Code) industry cluster analysis, 2017-2022



Source: Lightcast and EY





## Industry cluster table: Seguin

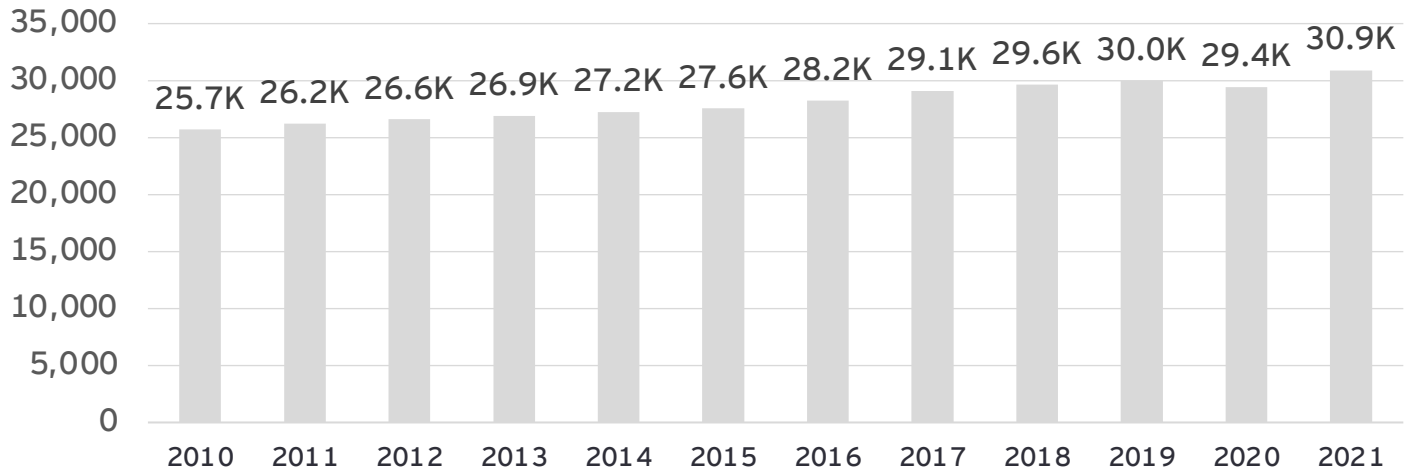
### Seguin (Zip Code) industry cluster performance, 2017-2022

Cluster	2022	Net Growth, 2017-2022	Growth %	LQ
Aerospace	92	92	100.0%	1.5
Agribusiness & Food	1,109	198	21.8%	2.5
Apparel & Textiles	138	-366	-72.6%	3.1
Automotive	847	109	14.8%	7.1
Back Office	583	-154	-20.9%	0.4
Biomedical R&D/Mfg	118	-138	-53.9%	1.1
Construction Svcs.	999	172	20.8%	0.9
Consumer Products	414	124	43.1%	4.4
Creative Content	45	-2	-4.7%	0.2
Distribution & Logistics	434	-46	-9.5%	0.8
Education	1,368	-462	-25.3%	0.8
Electronics	135	77	132.6%	1.0
Energy	343	-89	-20.6%	2.5
Entertainment	187	-7	-3.5%	0.5
Financial Svcs.	409	44	11.9%	0.4
Furniture Mfg.	35	27	343.7%	0.8
Government, Excl. Ed & Health	439	-268	-37.9%	0.3
Healthcare	2,317	86	3.8%	1.1
Hospitality	1,522	107	7.6%	0.9
Industrial Machinery	1,637	450	37.9%	8.9
Industrial Products	1,577	377	31.4%	6.2
Metalworking	1,149	139	13.8%	5.2
Mining & Logging	17	13	317.9%	0.6
Non-Profits & Social Service	427	38	9.7%	0.6
Personal Services	429	-154	-26.4%	0.5
Professional Services	165	-68	-29.3%	0.3
Research	114	60	110.8%	0.4
Retail	1,806	-15	-0.8%	0.9
Software / Info. Tech.	27	7	35.8%	0.1
Telecom Services	13	-45	-77.6%	0.2
Wholesale Trade	373	81	27.7%	0.5
<b>Total</b>	<b>19,257</b>	<b>422</b>	<b>2.2%</b>	<b>1.0</b>

Source:  
Lightcast and EY

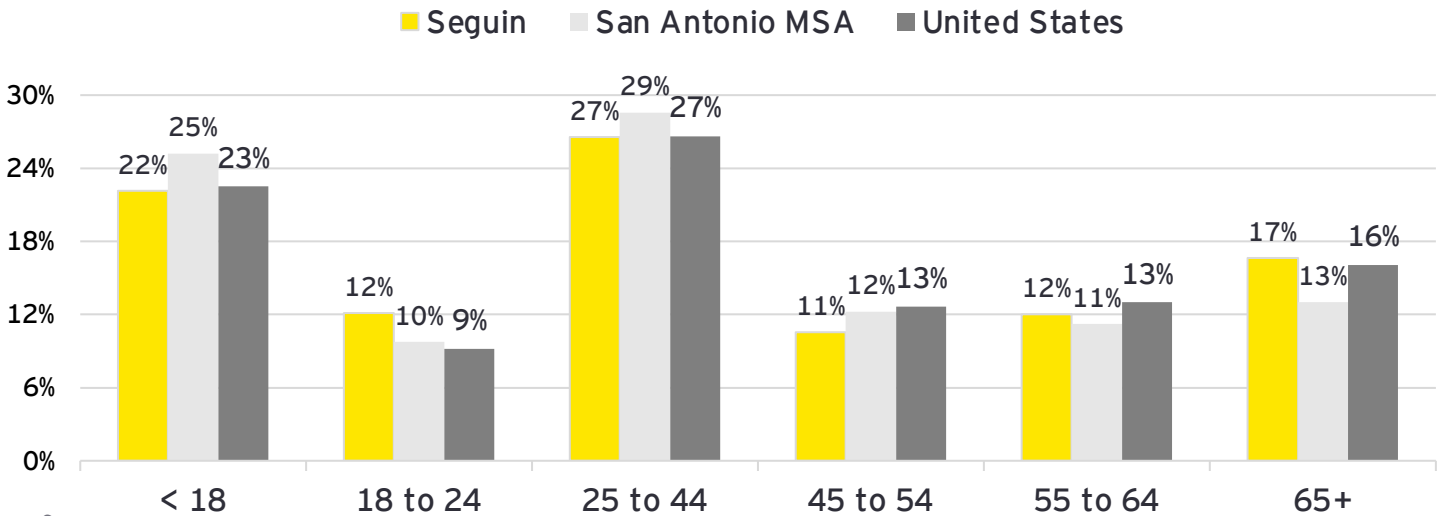
# Population trends

Total population, City of Seguin, 2010 - 2021



Source:  
US Census Population Estimates and EY

Share of population by age cohort, 2021

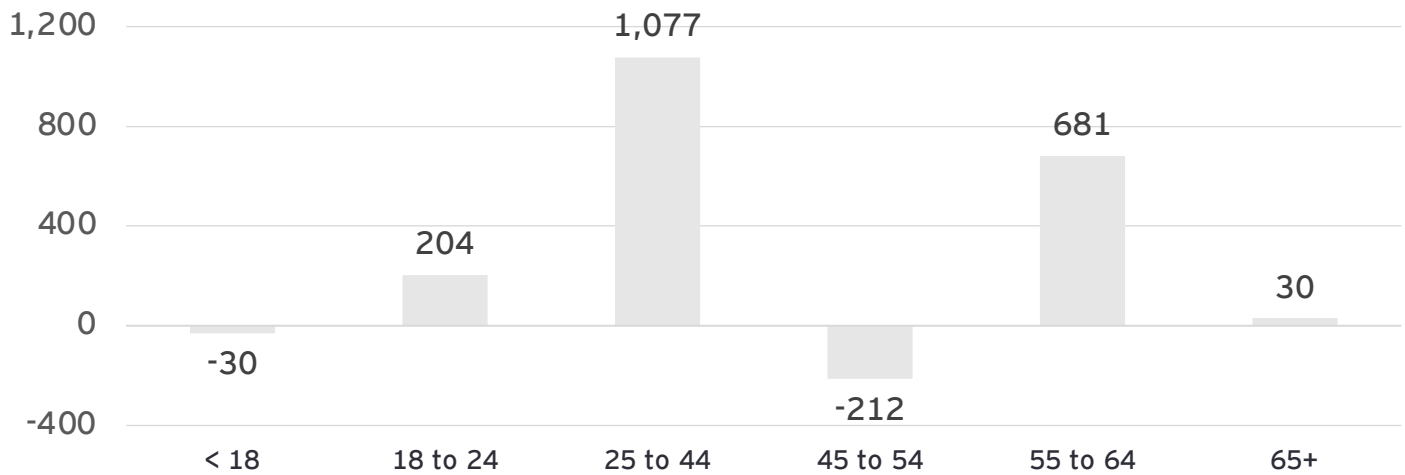


Source:  
US Census Population Estimates and EY



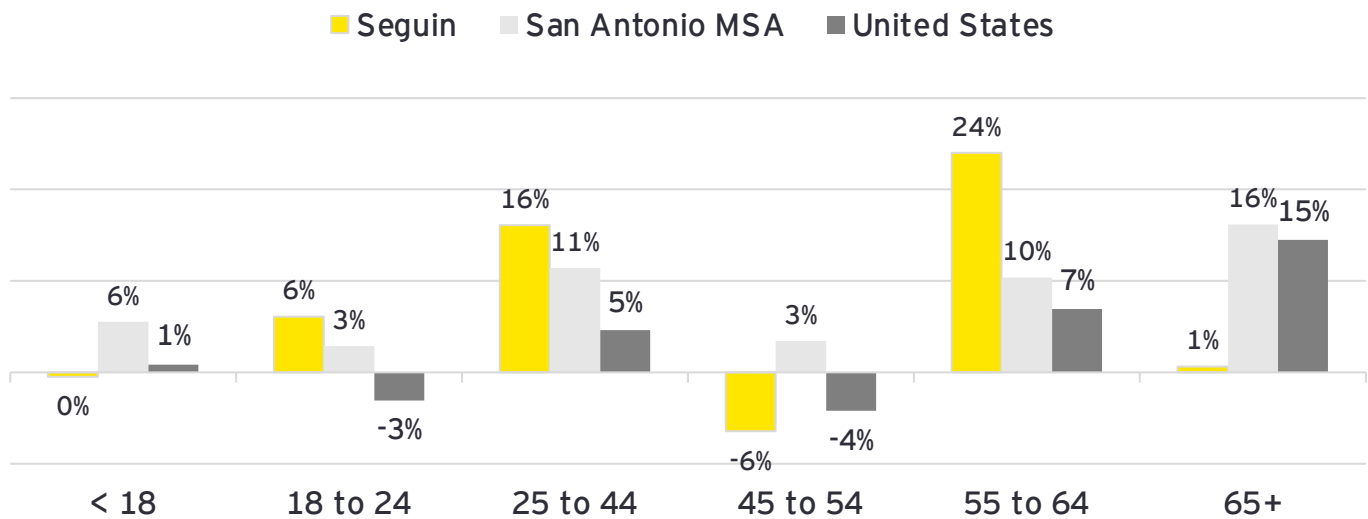
# Population trends

Net change in population by age cohort, City of Seguin, 2016 - 2021



Source:  
US Census Population Estimates and EY

Percent growth in population by age cohort, 2016 - 2021

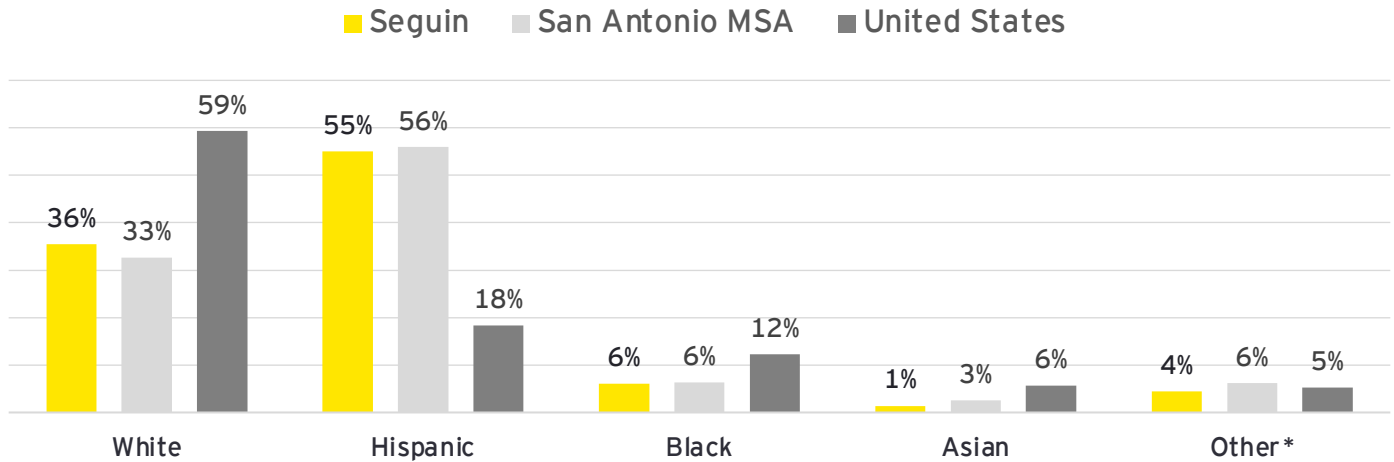


Source:  
US Census Population Estimates and EY



# Racial diversity

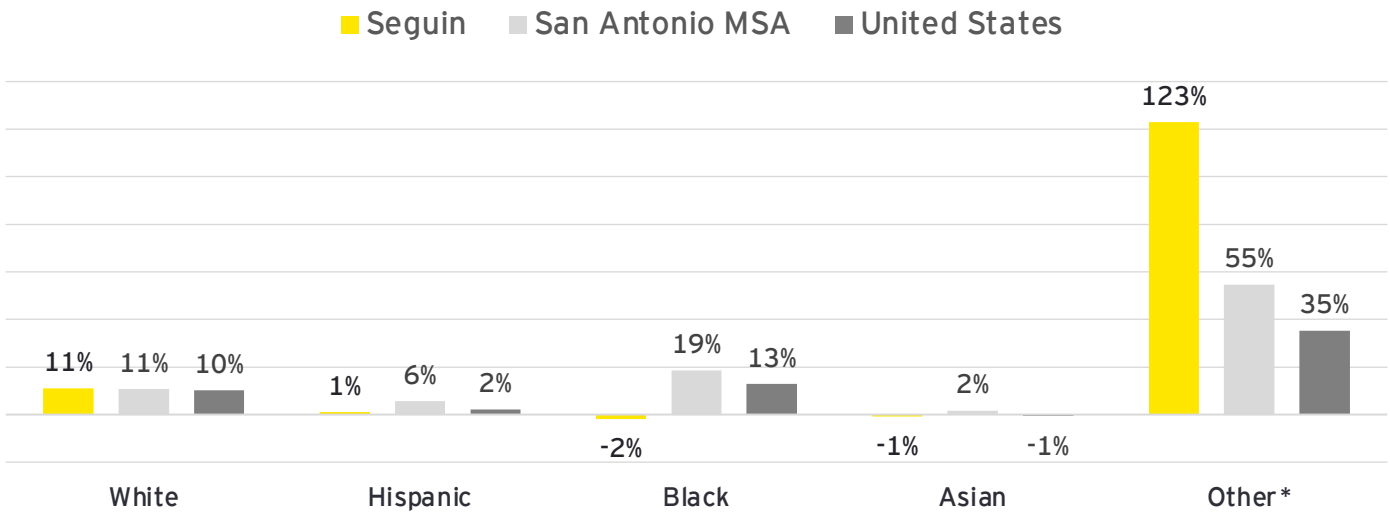
Share of population by race, 2021



Source:  
US Census American Community Survey and EY

\* Other is defined by combining following categories in the Census: Some other race alone; Two or more races; Native Hawaiian and other Pacific Islander alone; and American Indian and Alaska Native alone

Population growth by race, 2016 to 2021

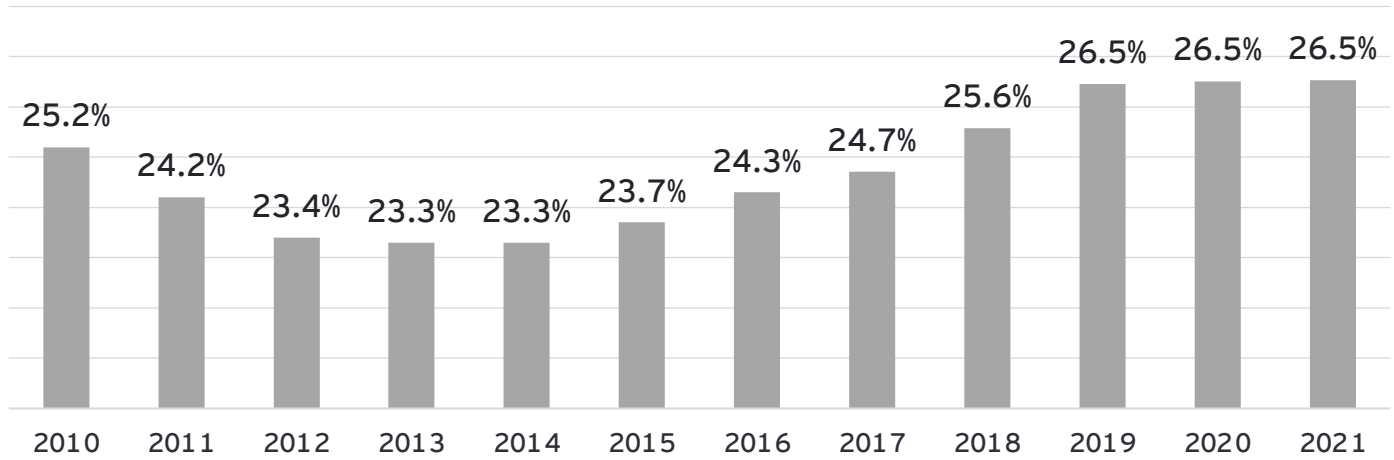


Source:  
US Census American Community Survey and EY

\* Other is defined by combining following categories in the Census: Some other race alone; Two or more races; Native Hawaiian and other Pacific Islander alone; and American Indian and Alaska Native alone

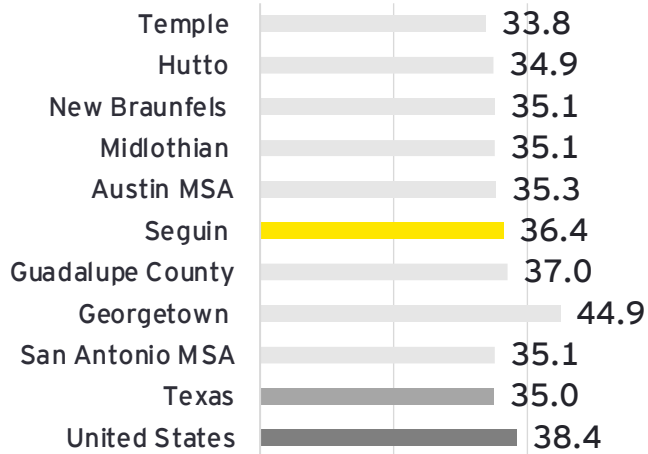
# Age distribution

Share of population aged 25 - 44 years, City of Seguin, 2010 - 2021

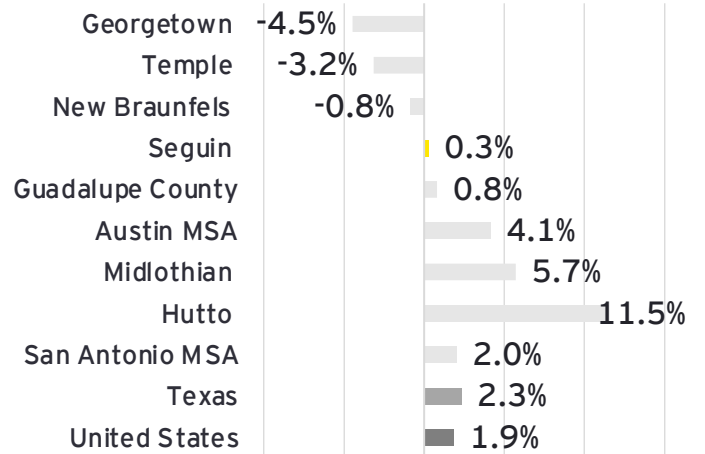


Source:  
US Census American Community Survey and EY

Median age, 2021



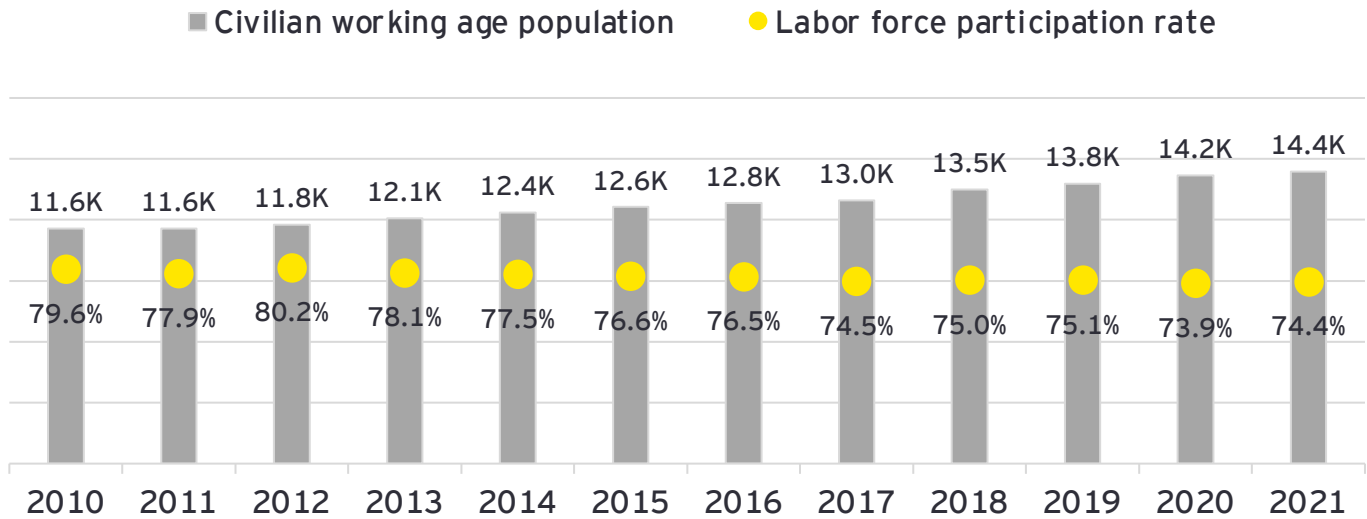
Change in median age, 2016 - 2021



Source:  
US Census American Community Survey and EY

# Labor force participation

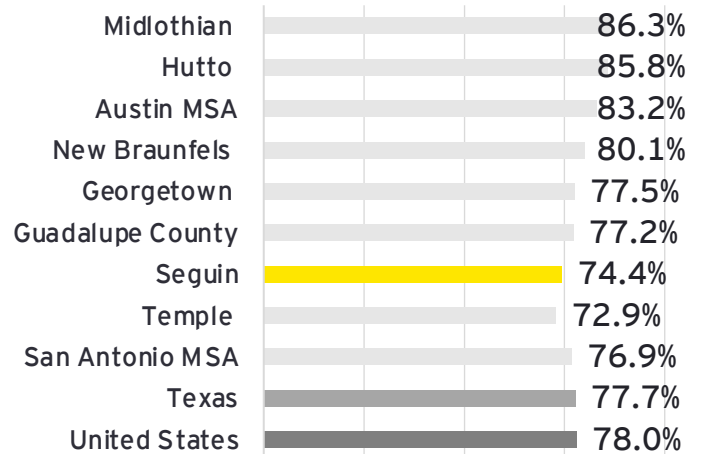
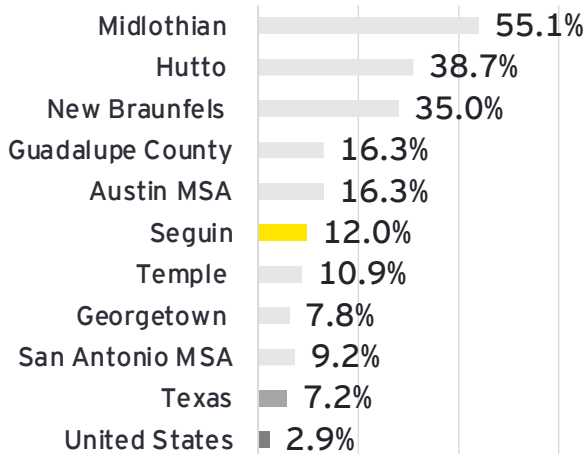
Civilian working age (25 to 64) population and labor force and participation rate, City of Seguin, 2010 - 2021



Source: US Census American Community Survey and EY

Growth in civilian working age population, 2016 - 2021

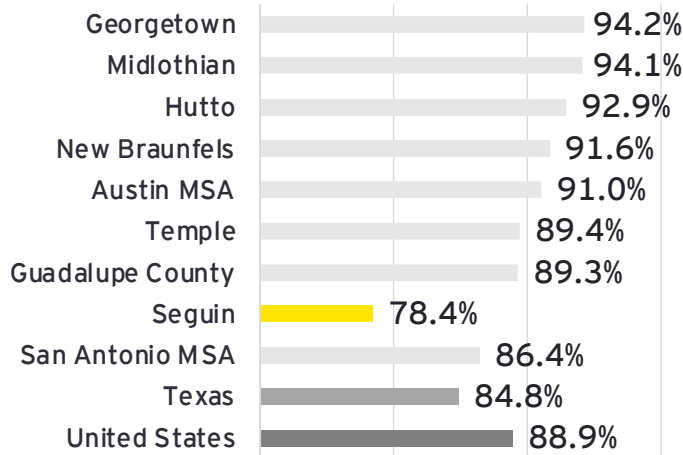
Civilian working age labor force participation rate, 2021



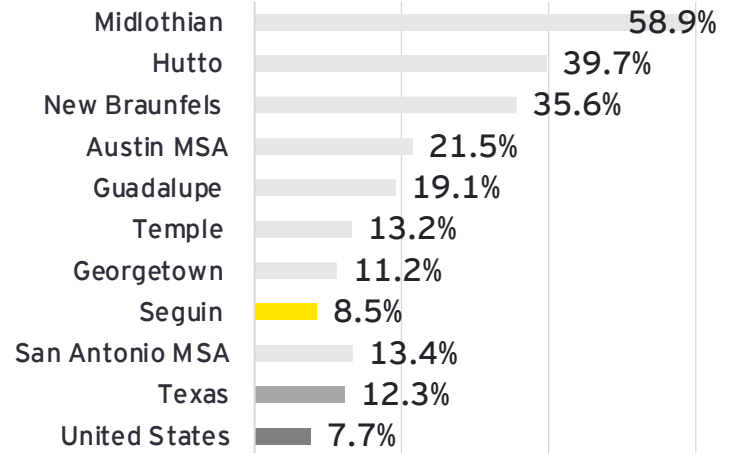
Source: US Census American Community Survey and EY

# Educational attainment

Share of population over 25 with a high school degree or higher, 2021

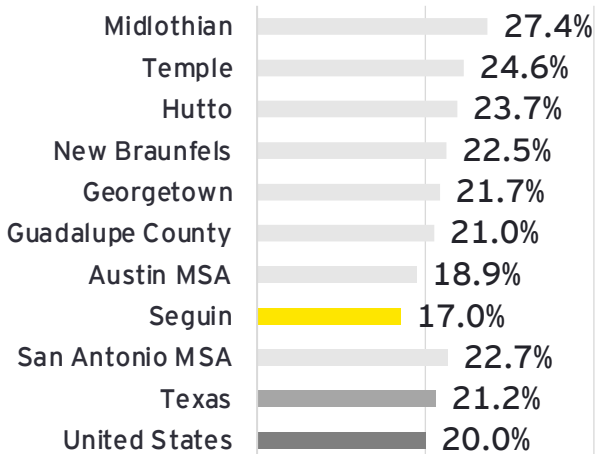


Growth in population over 25 with a high school degree or higher, 2016 - 2021

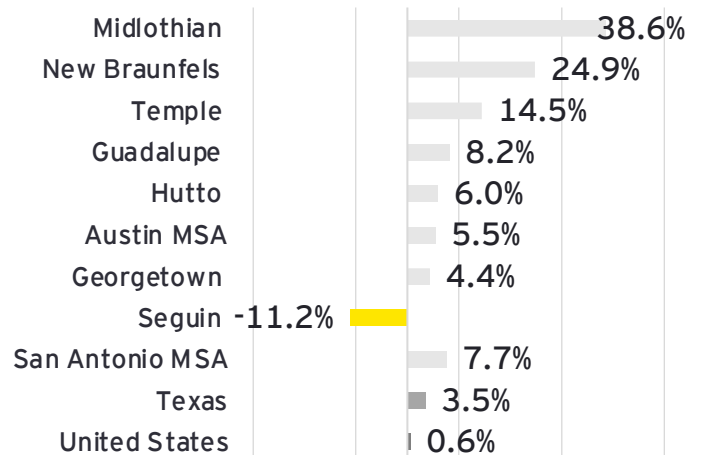


Source:  
US Census American Community Survey and EY

Share of population over 25 with some college but no degree, 2021



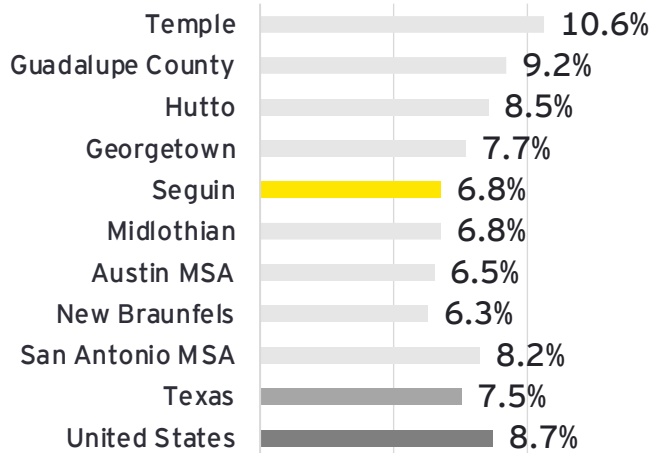
Growth in population over 25 with some college but no degree, 2016 - 2021



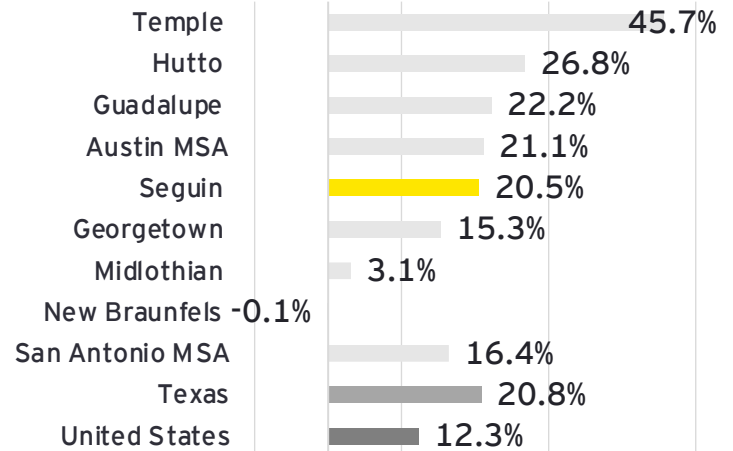
Source:  
US Census American Community Survey and EY

# Educational attainment

Share of population over 25 with an associate degree, 2021

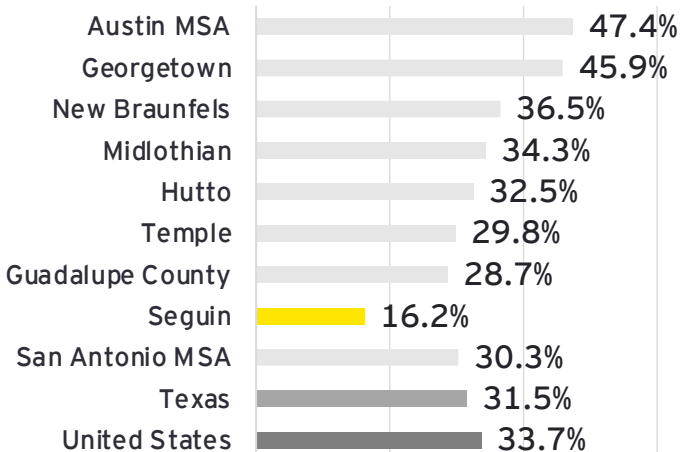


Growth in population over 25 with an associate degree, 2021

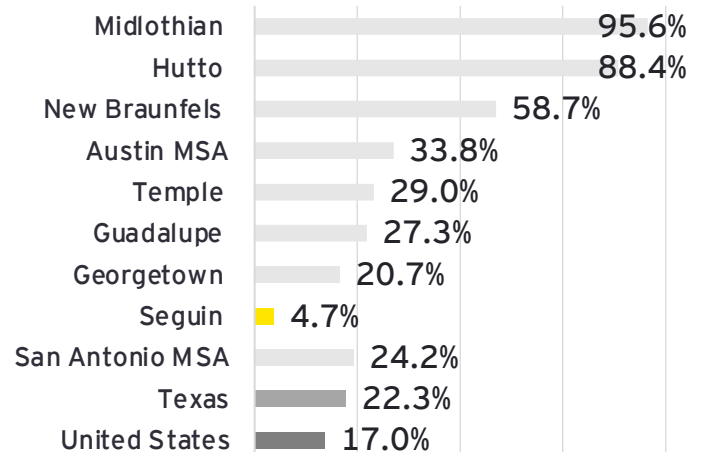


Source:  
US Census American Community Survey and EY

Share of population over 25 with a bachelor's degree or higher, 2021



Growth in population over 25 with a bachelor's degree or higher, 2021

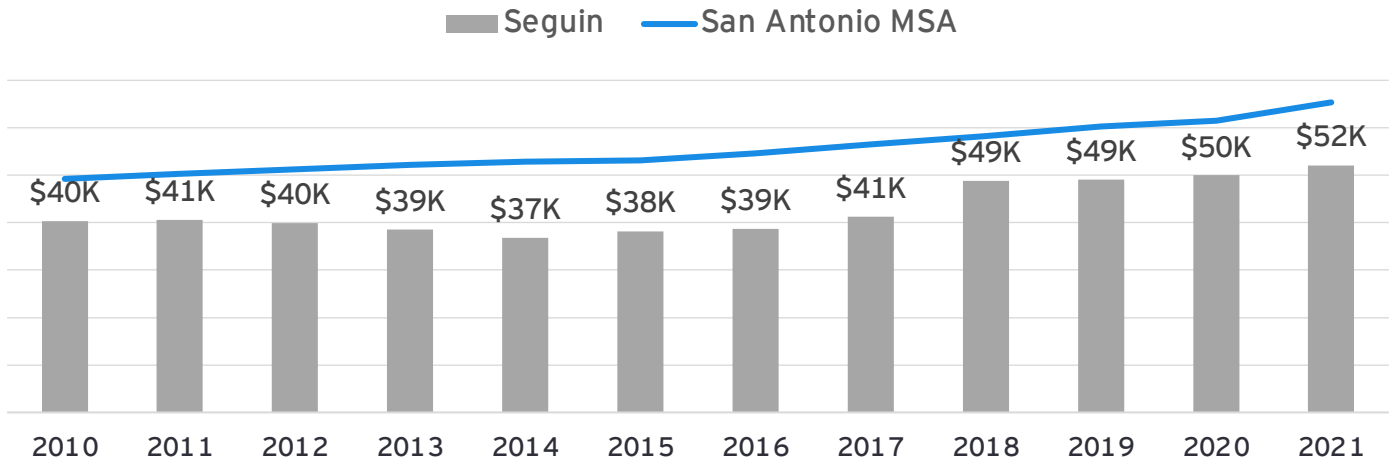


Source:  
US Census American Community Survey and EY



# Income

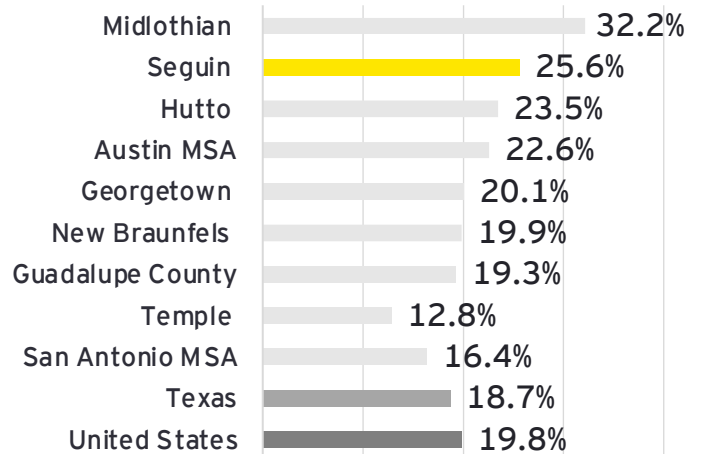
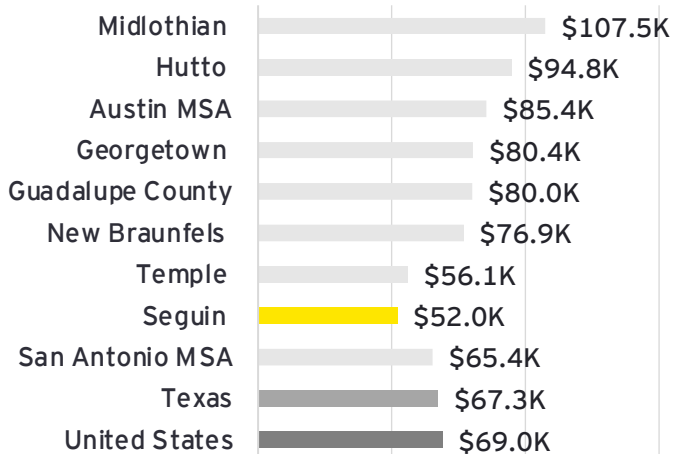
Median household income, Seguin vs. San Antonio MSA, 2010 - 2021



Source:  
US Census American Community Survey and EY

Median household income, 2021

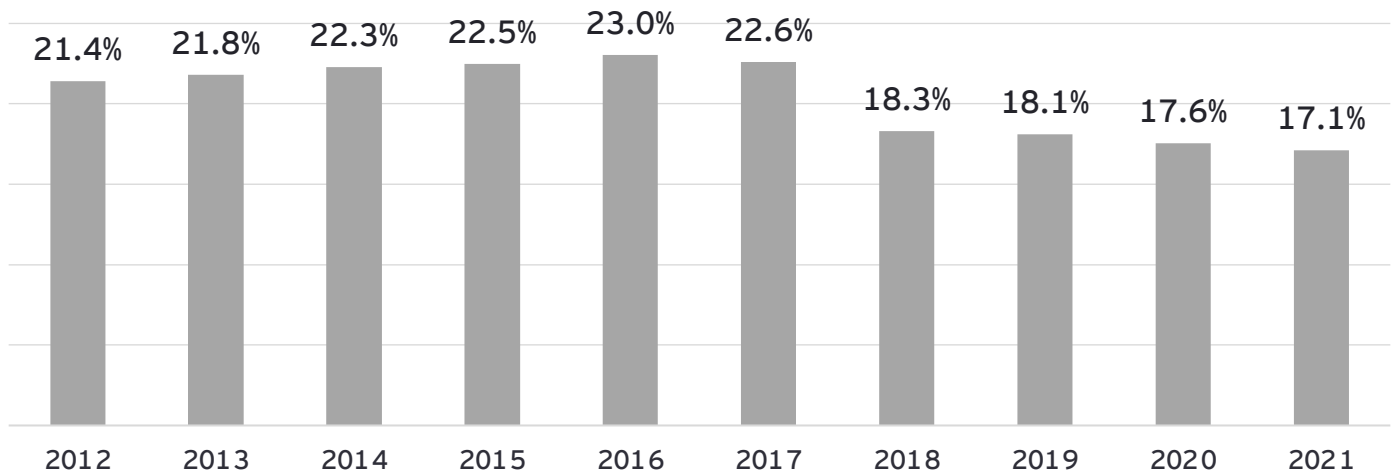
Median household income growth, 2016 - 2021



Source:  
US Census American Community Survey and EY

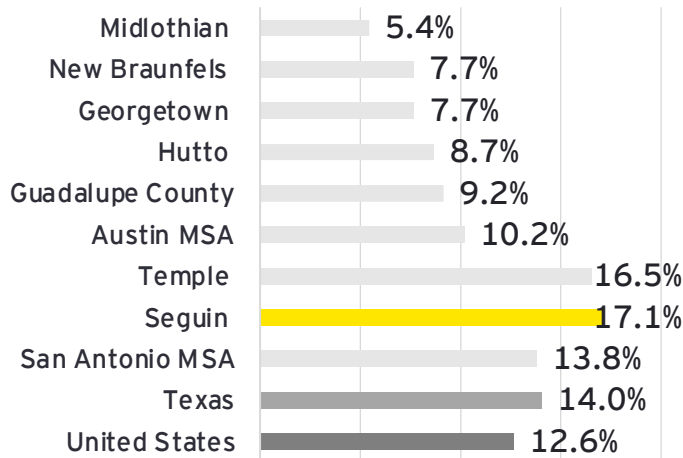
# Poverty

Poverty rate, City of Seguin, 2012 - 2021

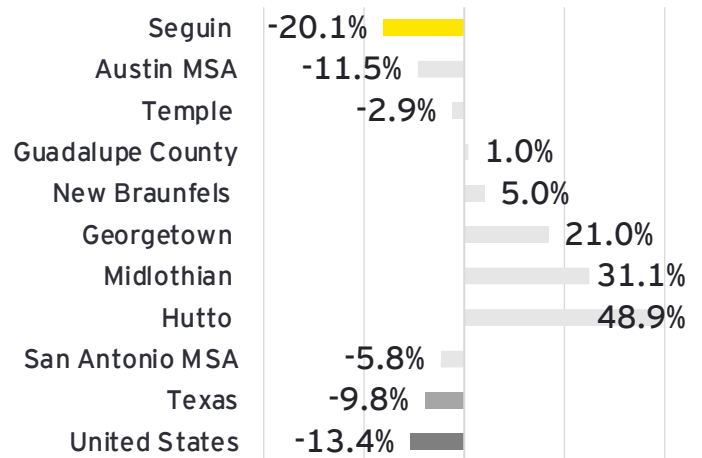


Source:  
US Census American Community Survey and EY

Poverty rate, 2021



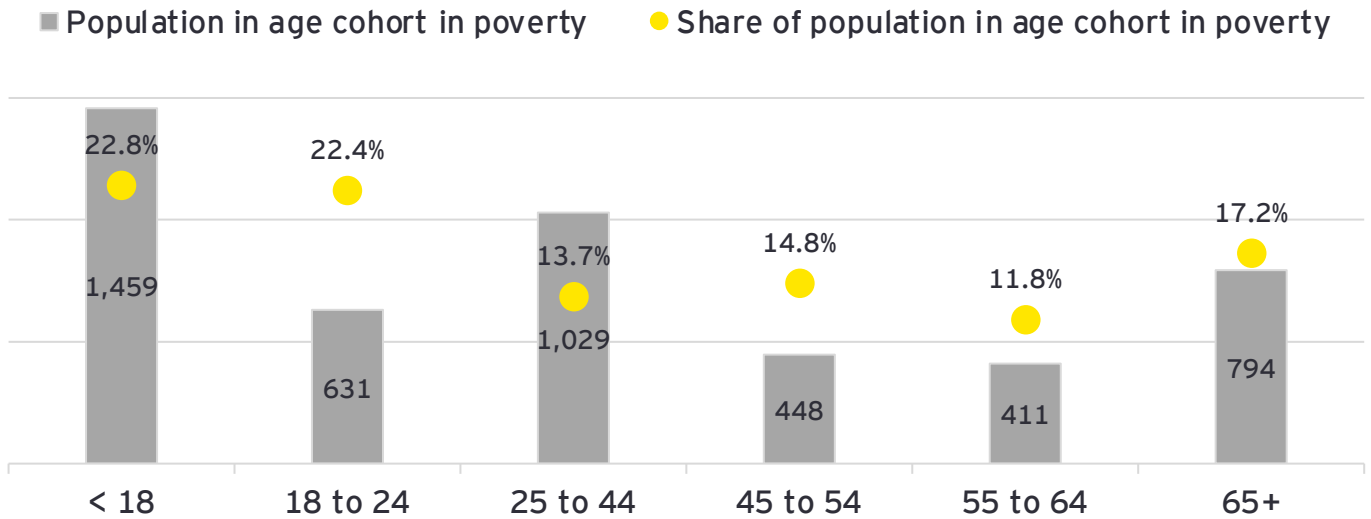
Growth in population in poverty, 2016 - 2021



Source:  
US Census American Community Survey and EY

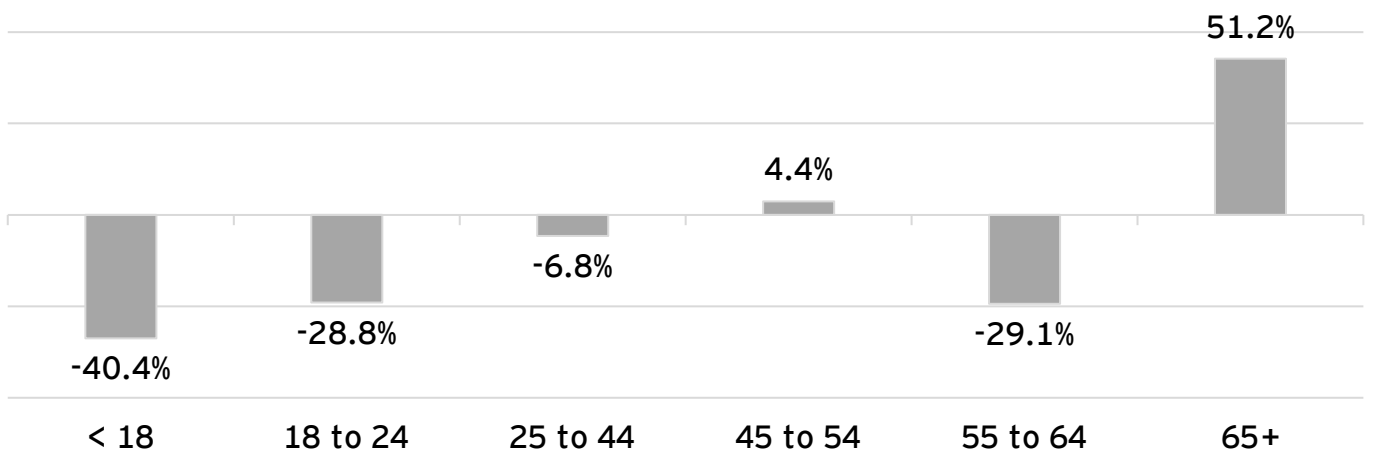
# Poverty

Poverty by age cohort, City of Seguin, 2021



Source:  
US Census Bureau and EY

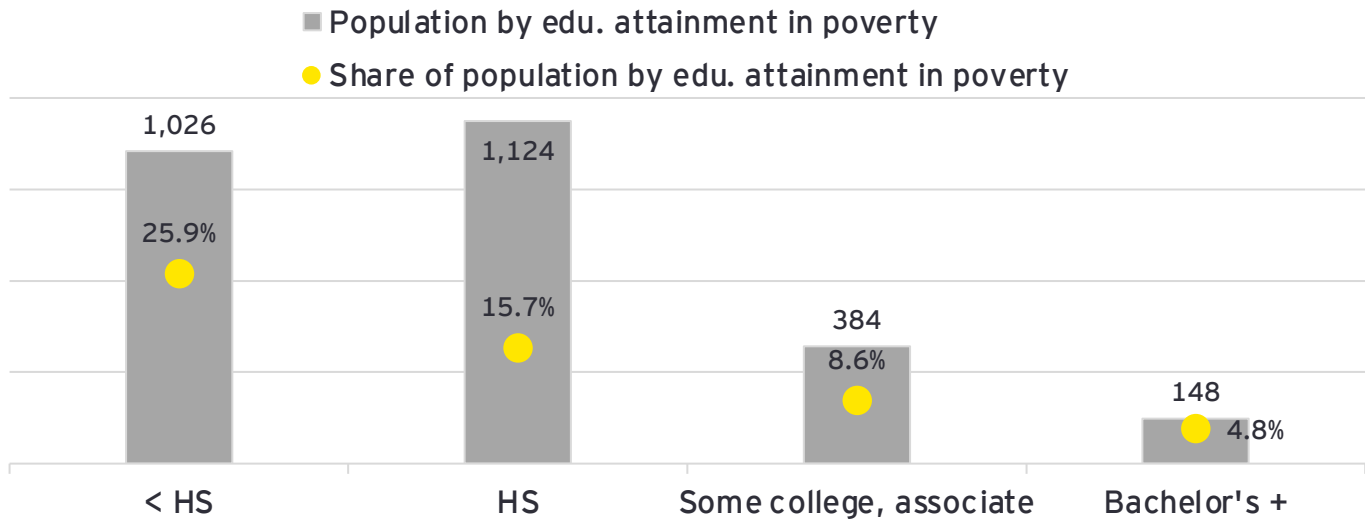
Growth in population in poverty by age cohort, City of Seguin, 2016 - 2021



Source:  
US Census Bureau and EY

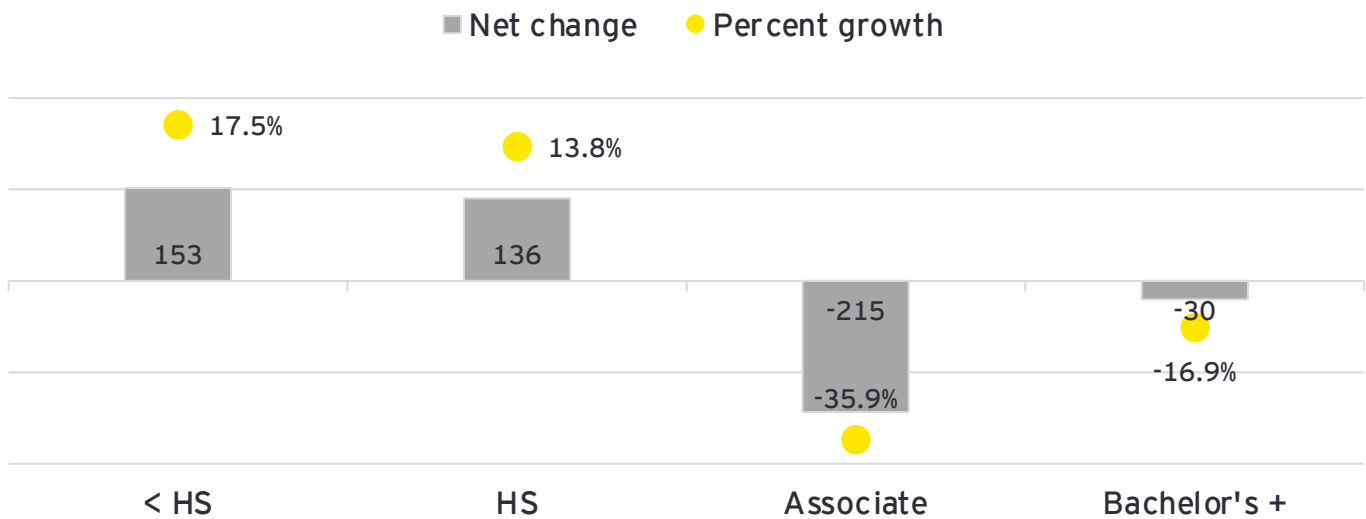
# Poverty

Share of adult population in poverty by educational attainment, City of Seguin, 2021



Source:  
US Census Bureau and EY

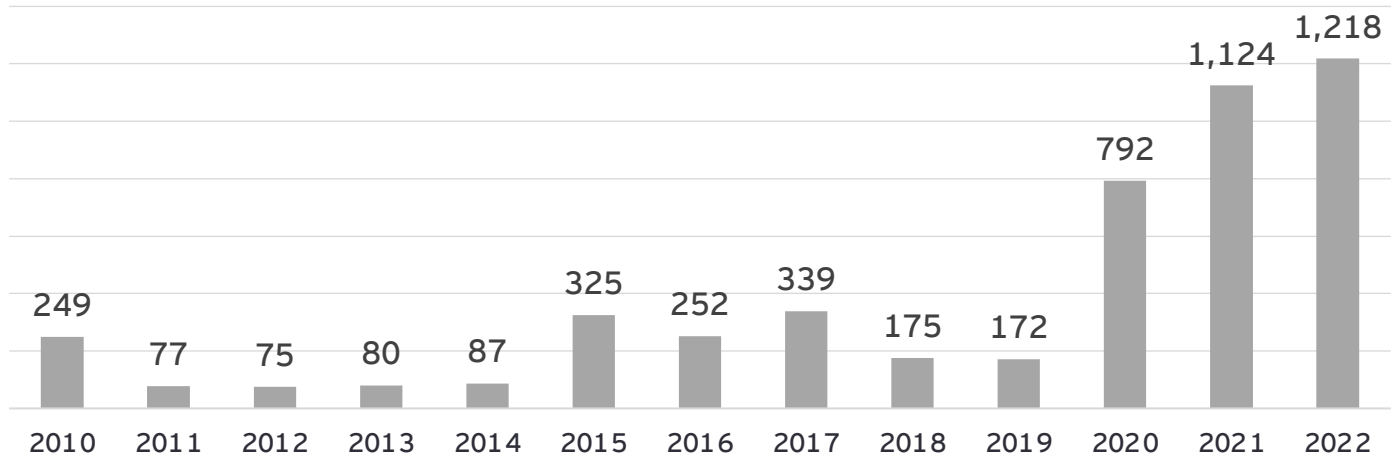
Change in size of adult population in poverty by educational attainment, City of Seguin, 2016 - 2021



Source:  
US Census Bureau and EY

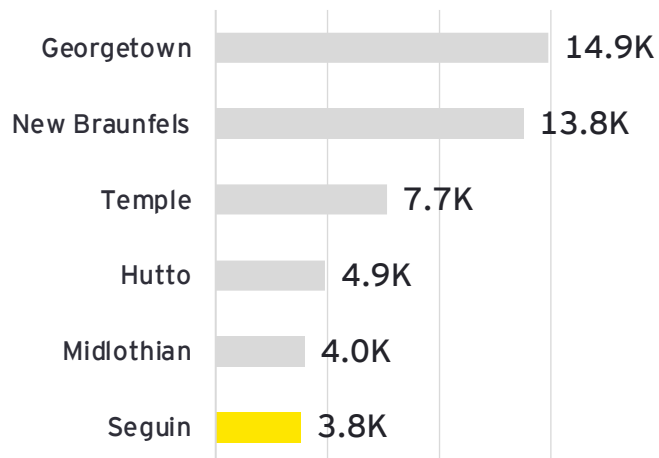
# Housing units

New housing units permitted, City of Seguin, 2010 - 2022

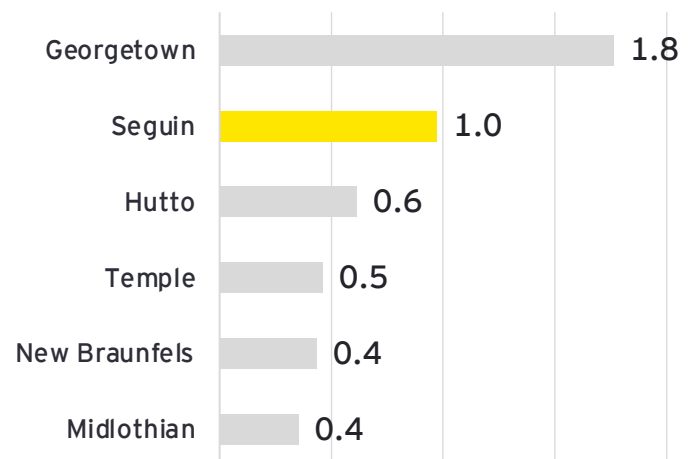


Source:  
US Census Building Permits Survey and EY

New housing units permitted, 2017 - 2022



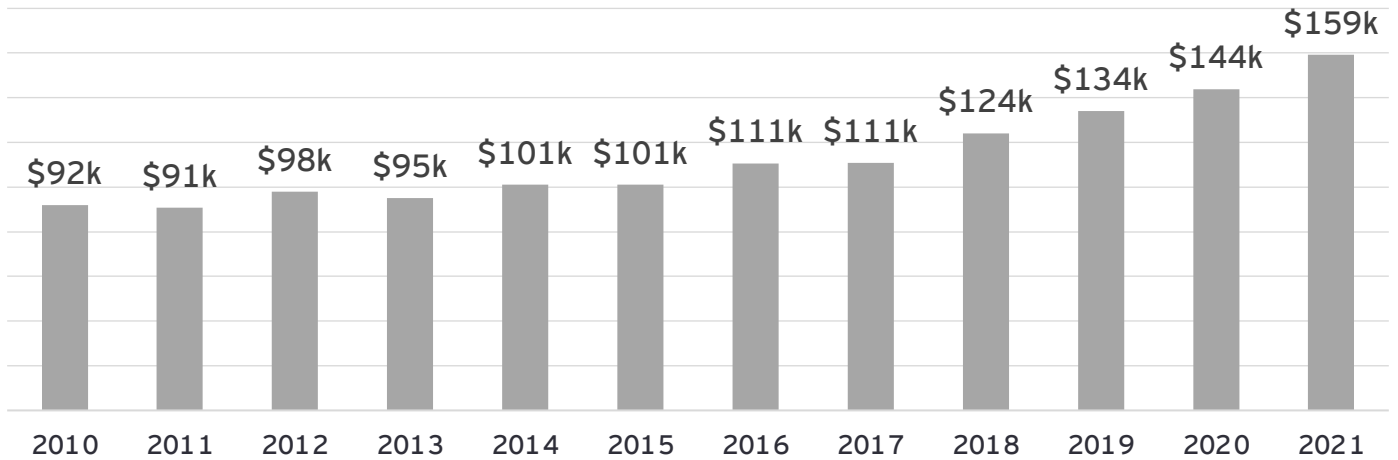
New housing units permitted per new resident, 2016 - 2021



Source:  
US Census American Community Survey and EY

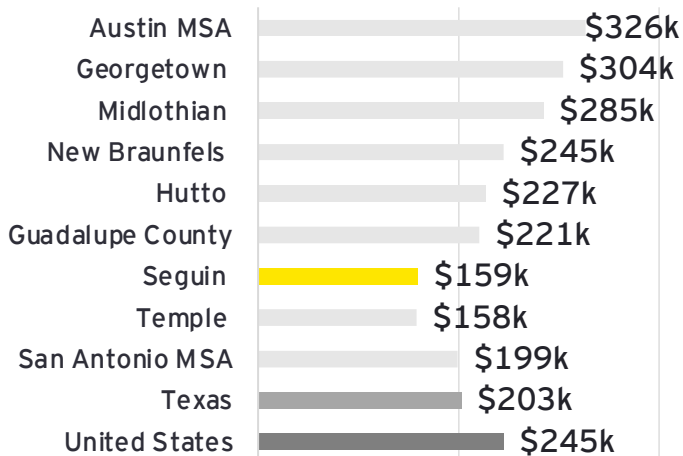
# Home values

Median value of owner-occupied homes, City of Seguin, 2010 - 2020

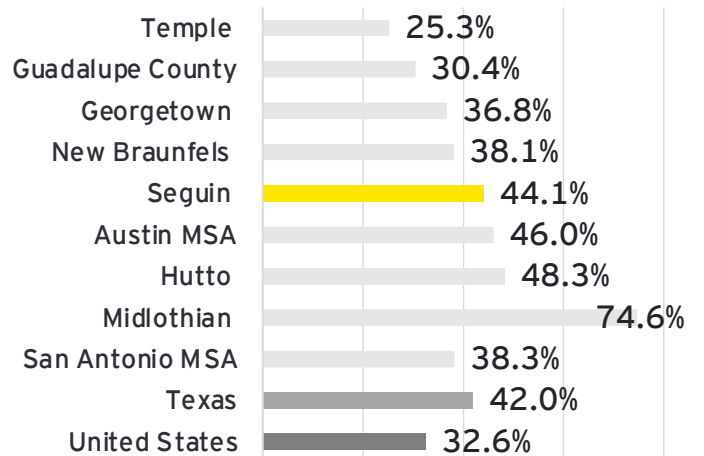


Source:  
US Census American Community Survey and EY

Median value of owner-occupied homes, 2021



Change in median value of owner-occupied homes, 2016 - 2021

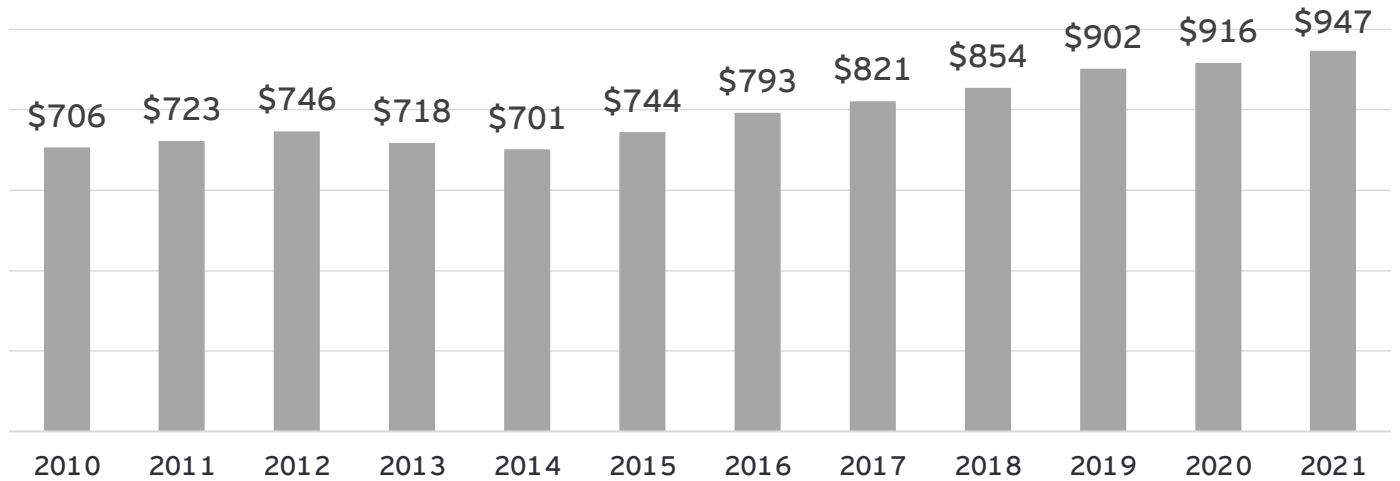


Source:  
US Census American Community Survey and EY



# Rental rates

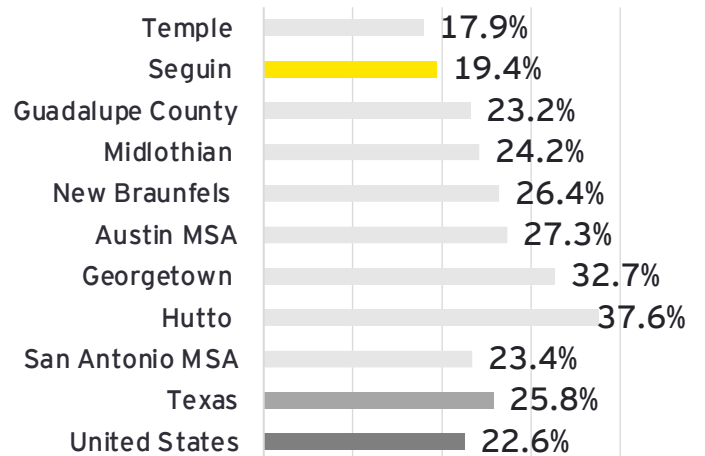
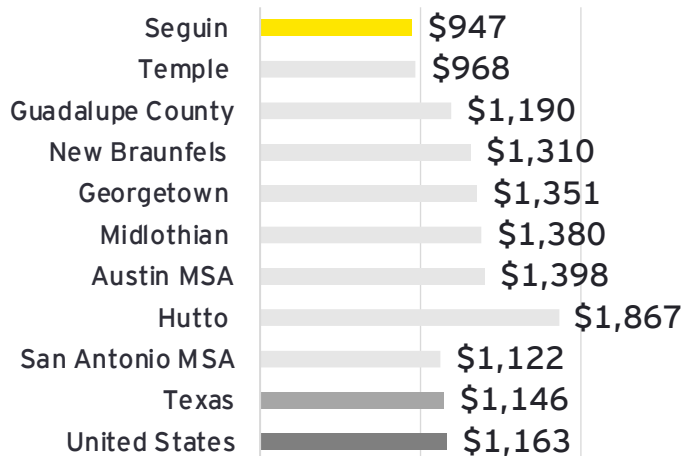
Median rent, City of Seguin, 2010 - 2021



Source:  
US Census American Community Survey and EY

Median rent, 2021

Change in median rent, 2016 - 2021

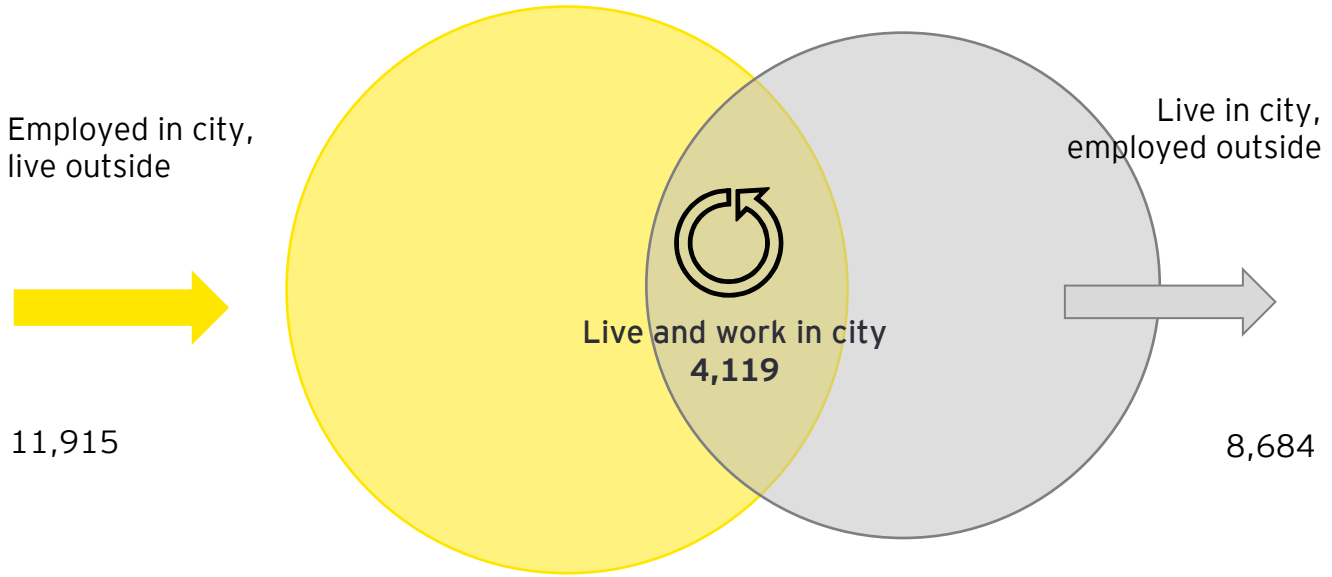


Source:  
US Census American Community Survey and EY

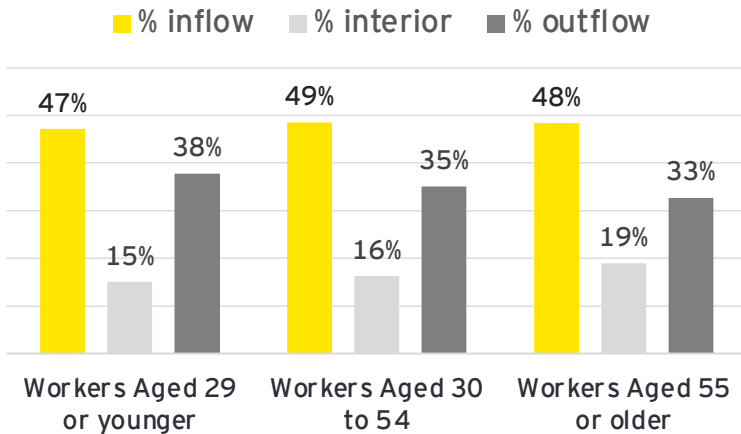


# Commute patterns

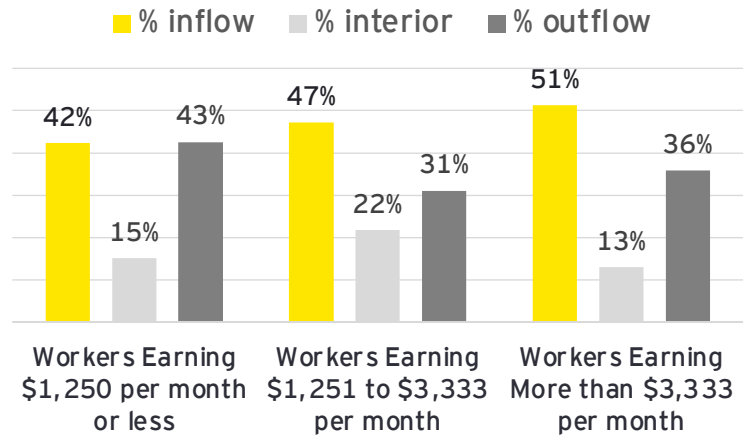
Regional workforce inflow/outflow dynamics, City of Seguin, 2020



Regional workforce inflow/outflow dynamics, by age, City of Seguin, 2020



Regional workforce inflow/outflow dynamics, by monthly earnings, City of Seguin, 2020

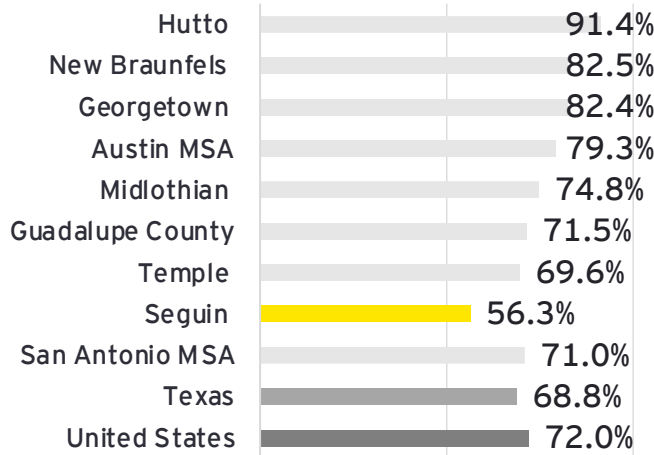


Source: Census Bureau, Longitudinal Employer-Household Dynamics, OnTheMap application and EY

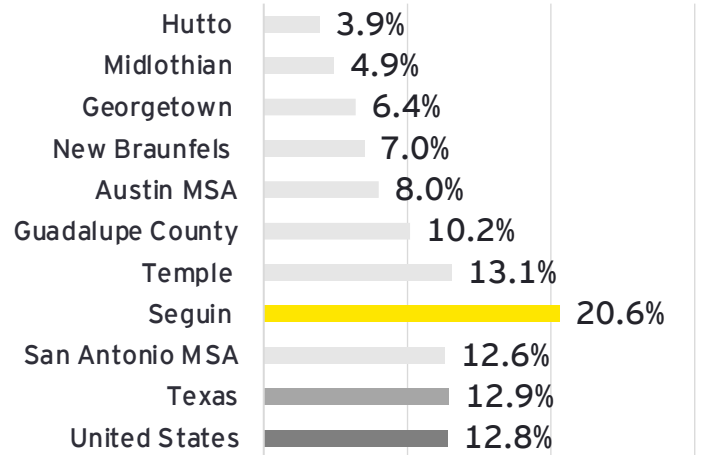


# Digital access

Share of households with broadband subscription, 2021

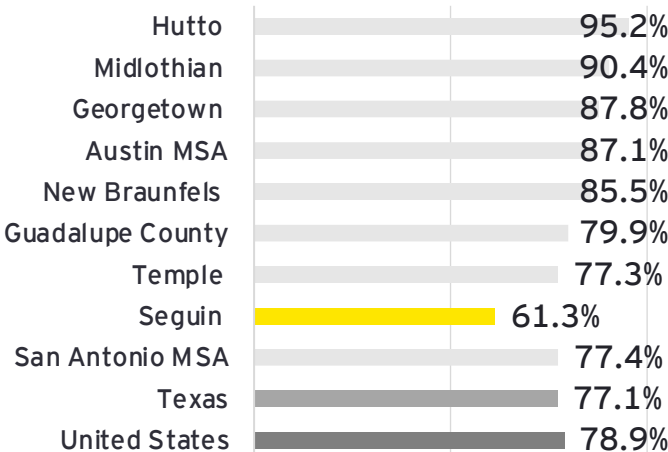


Share of households without internet (excluding cellular phone connections), 2021

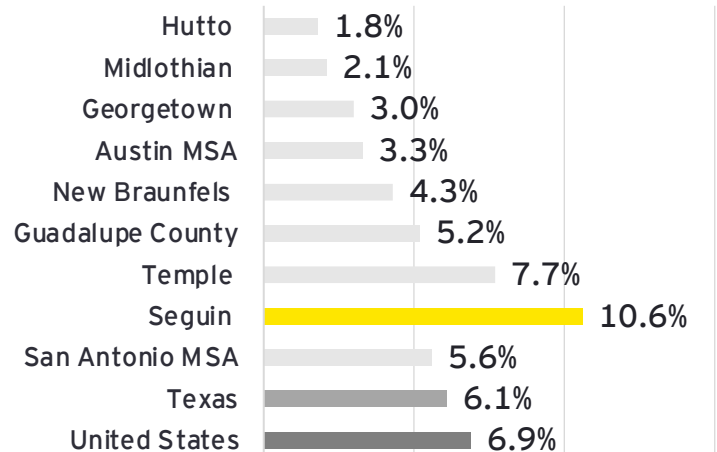


Source:  
US Census American Community Survey and EY

Share of households with a desktop or laptop, 2021



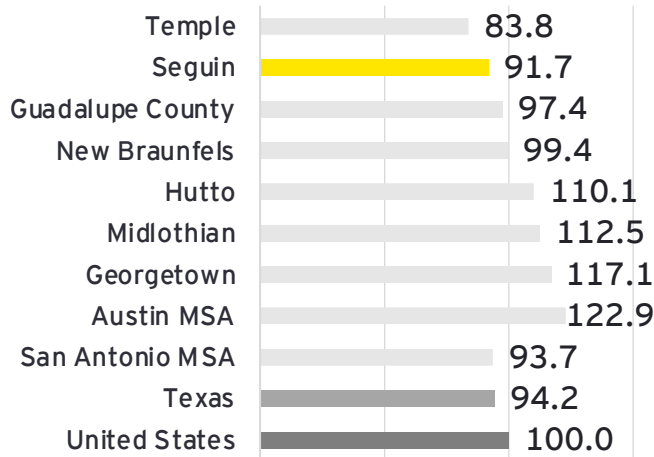
Share of households without a computer device of any kind, 2021



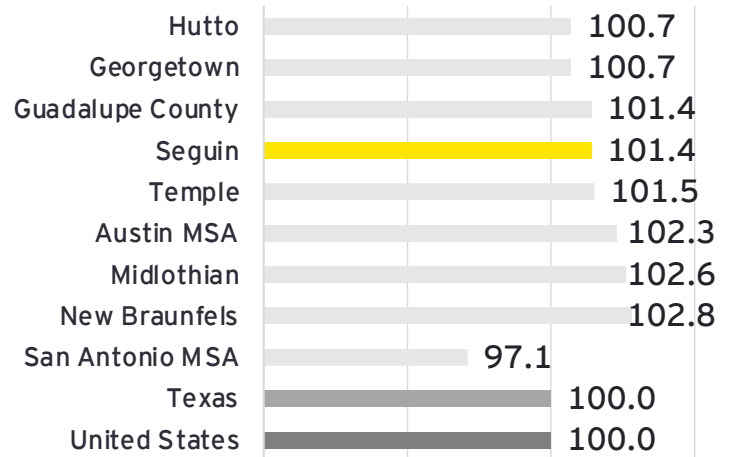
Source:  
US Census American Community Survey and EY

# Cost of living

Overall cost of living index rating, 2022

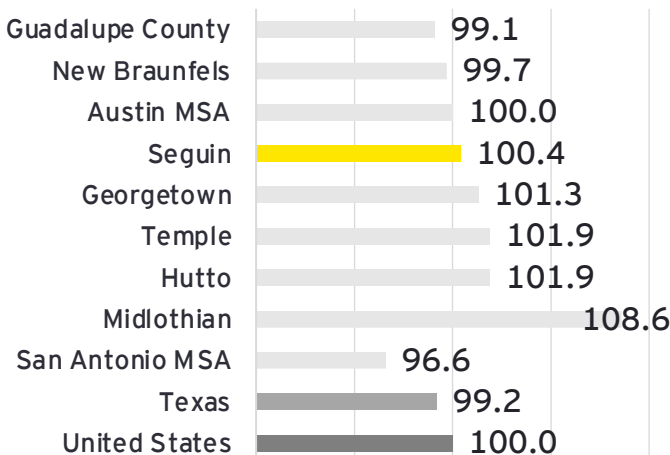


Health cost of living index rating, 2022

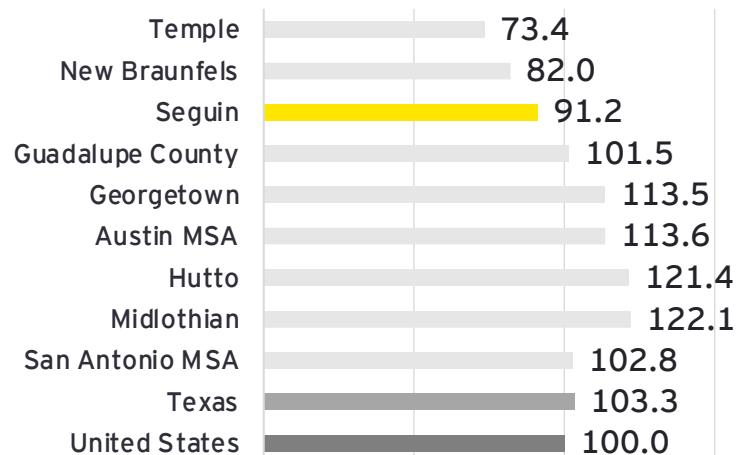


Source:  
Sperling's Best Places and EY

Utilities cost of living index rating, 2022



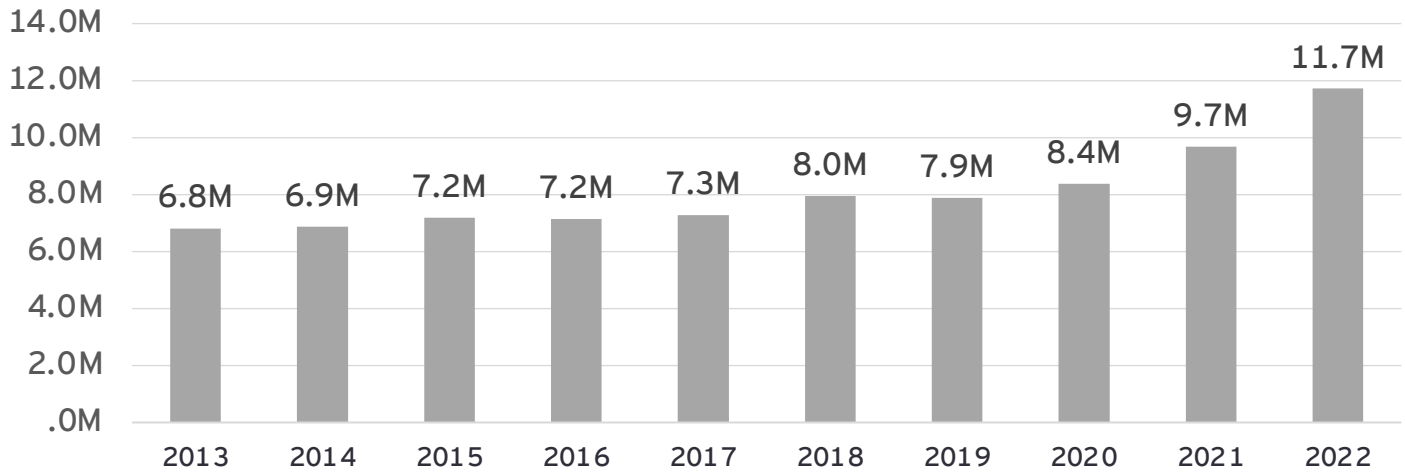
Transportation cost of living index rating, 2022



Source:  
Sperling's Best Places and EY

# Sales tax

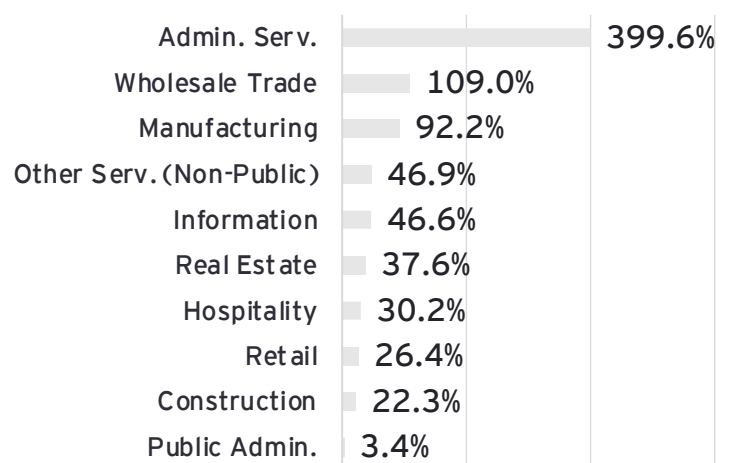
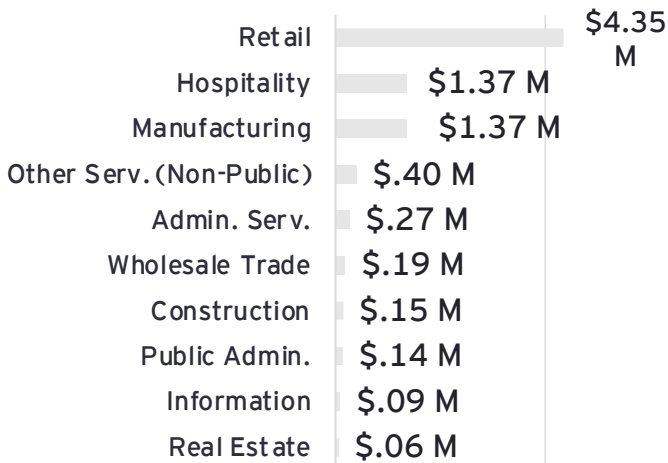
Total sales tax revenue, City of Seguin, 2013-2022



Source:  
State of Texas Comptroller and EY

Sales tax collections by top 10 category, 2021

Growth in sales tax collections of top 10 categories, 2016-2021

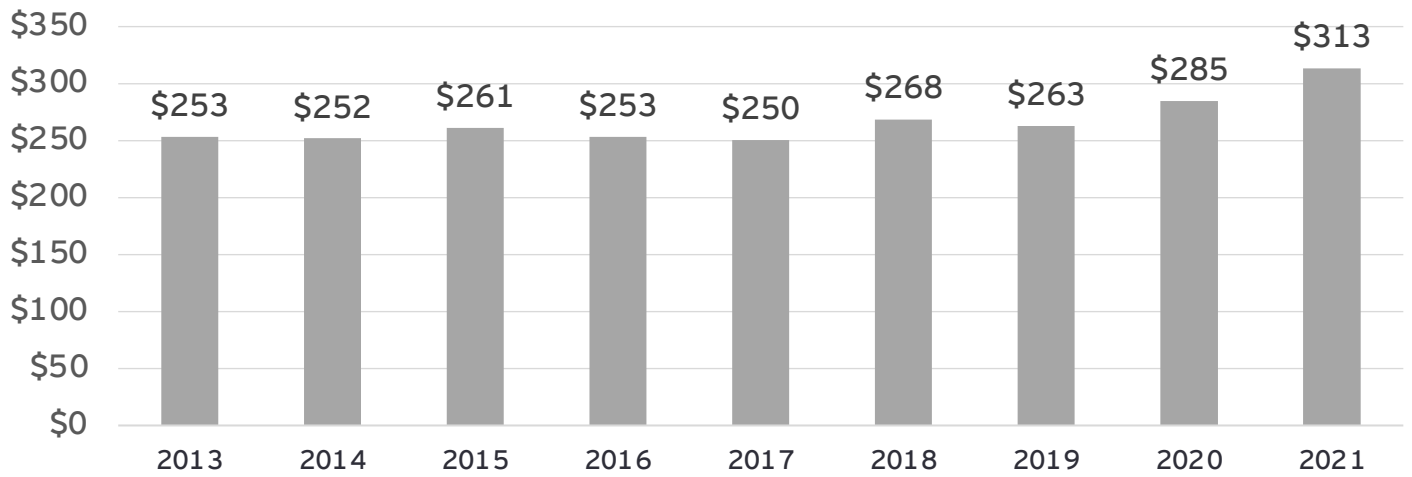


Source:  
State of Texas Comptroller and EY



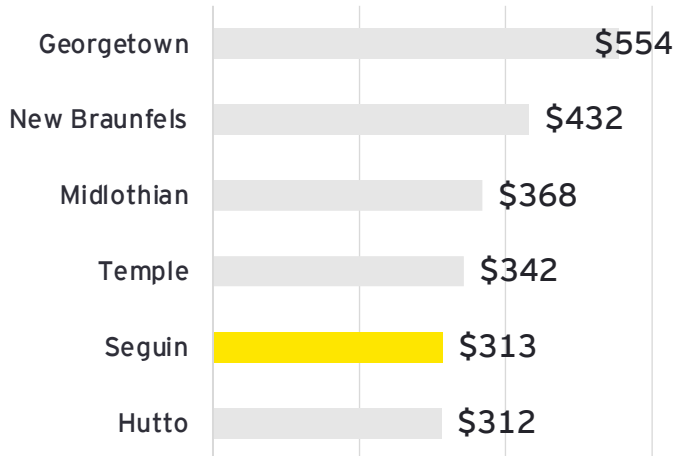
# Sales tax

Sales tax revenue per capita, City of Seguin, 2013-2021

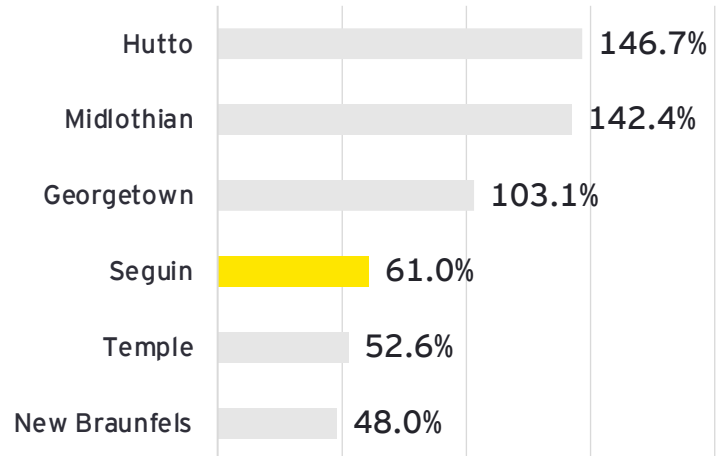


Source:  
State of Texas Comptroller, US Census Bureau and EY

Sales tax revenues per capita, 2021



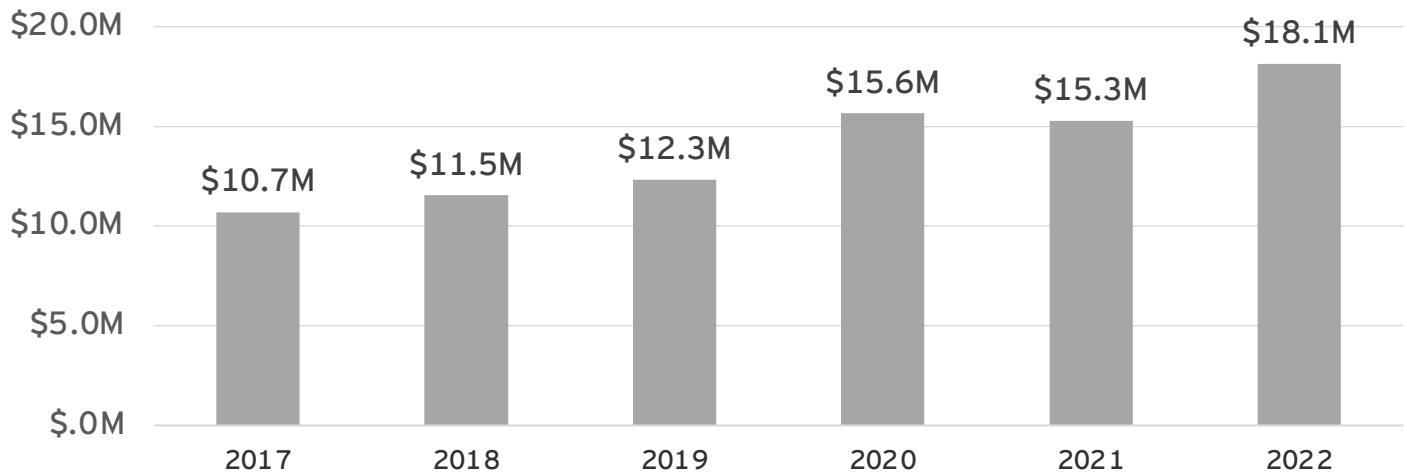
Growth in sales tax revenues, 2017-2022



Source:  
State of Texas Comptroller, US Census Bureau and EY

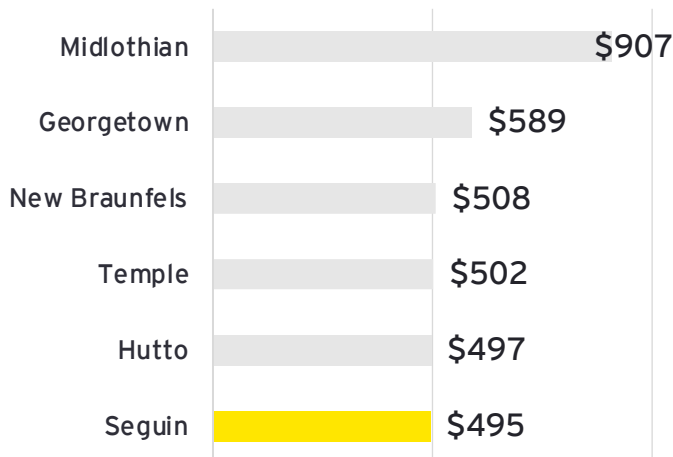
# Property tax

Property tax revenue, City of Seguin, 2017-2022

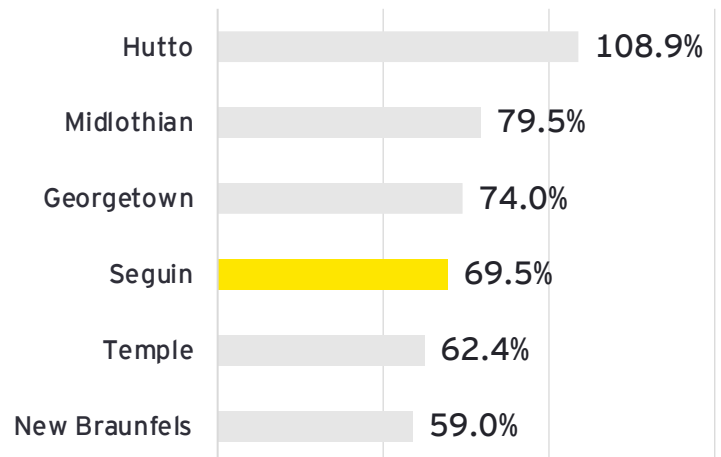


Source: State of Texas Comptroller, US Census Bureau and EY

Property tax revenues per capita, 2021



Growth in property tax revenues, 2017-2022



Source: State of Texas Comptroller, US Census Bureau and EY



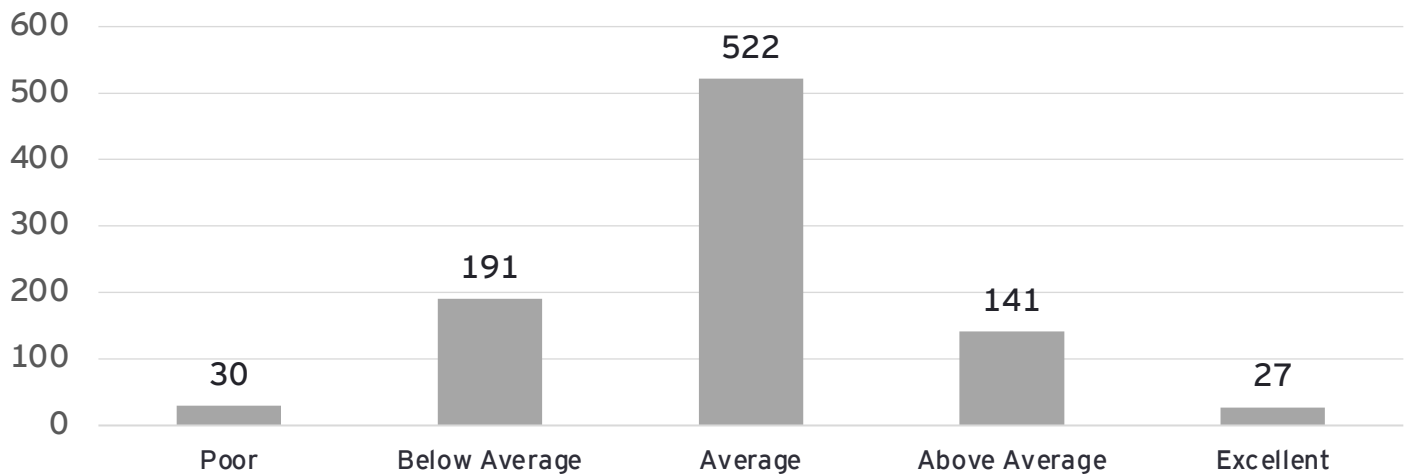
# Appendix II: Survey data

## Introduction

This data appendix contains a complete summary of findings from Seguin's community survey. The community survey was open from April 25 to May 17, 2023 and received 921 responses from the public. The survey was distributed online and was shared by the City and Seguin EDC on their websites, through press releases in local publications, and on social media.

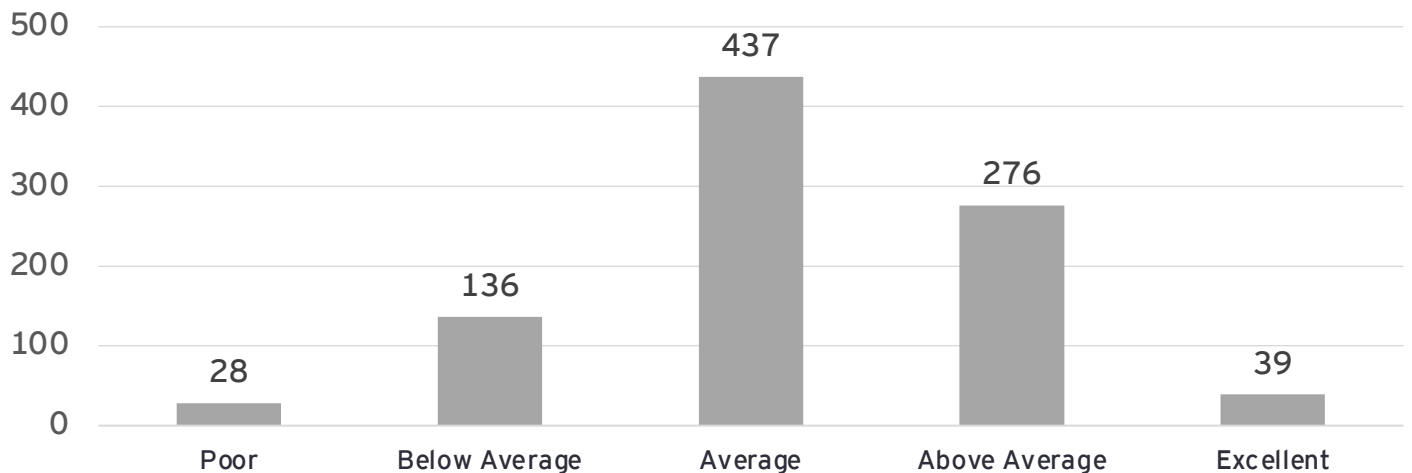
# Survey data

How would you grade the health of Seguin's economy pre-COVID-19?



Source:  
Seguin Community Survey, 2023

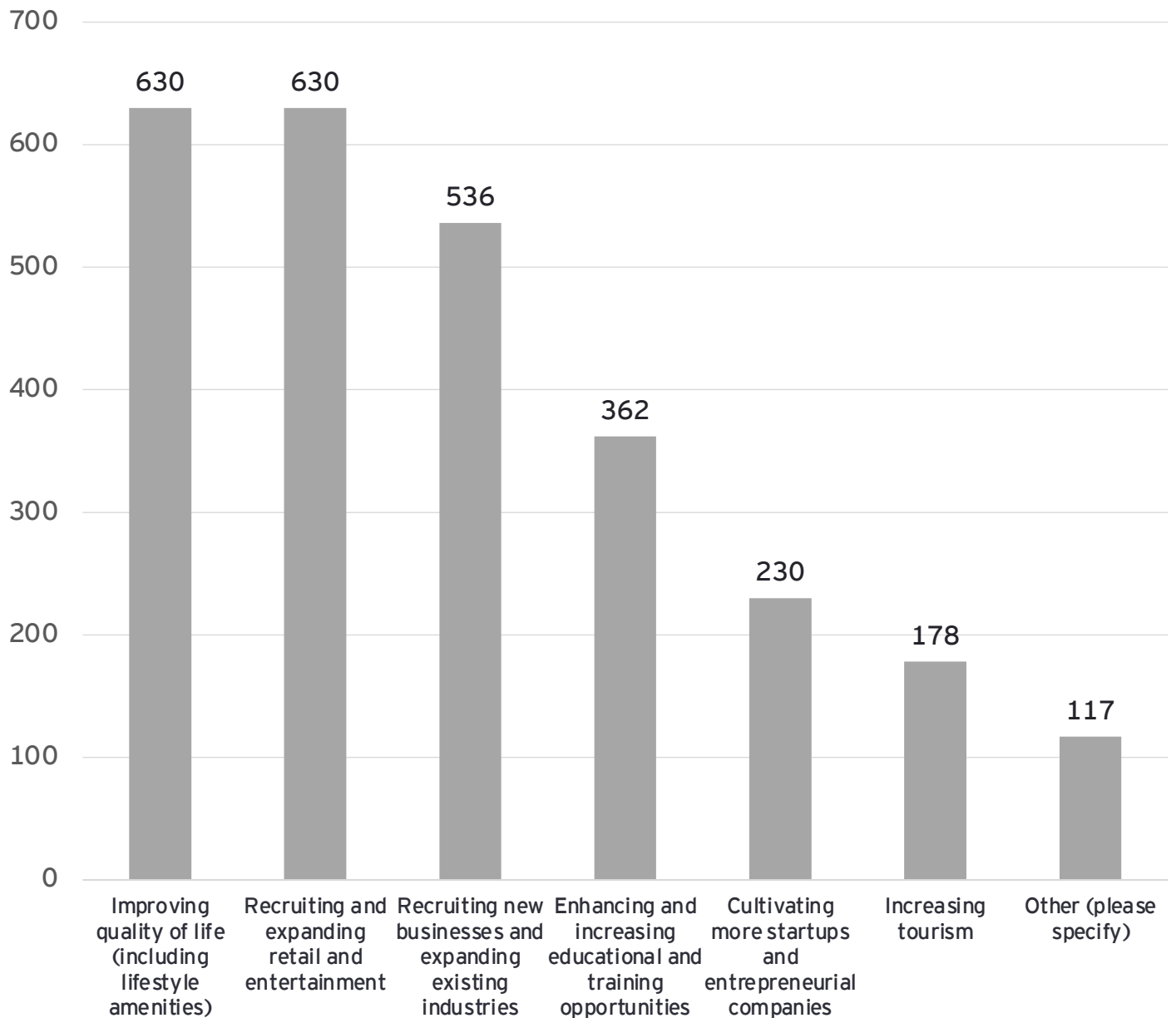
How would you grade Seguin's economic recovery (both past and ongoing) from COVID-19?



Source:  
Seguin Community Survey

# Survey data

What does successful economic development in Seguin mean to you? (Please check up to 3):

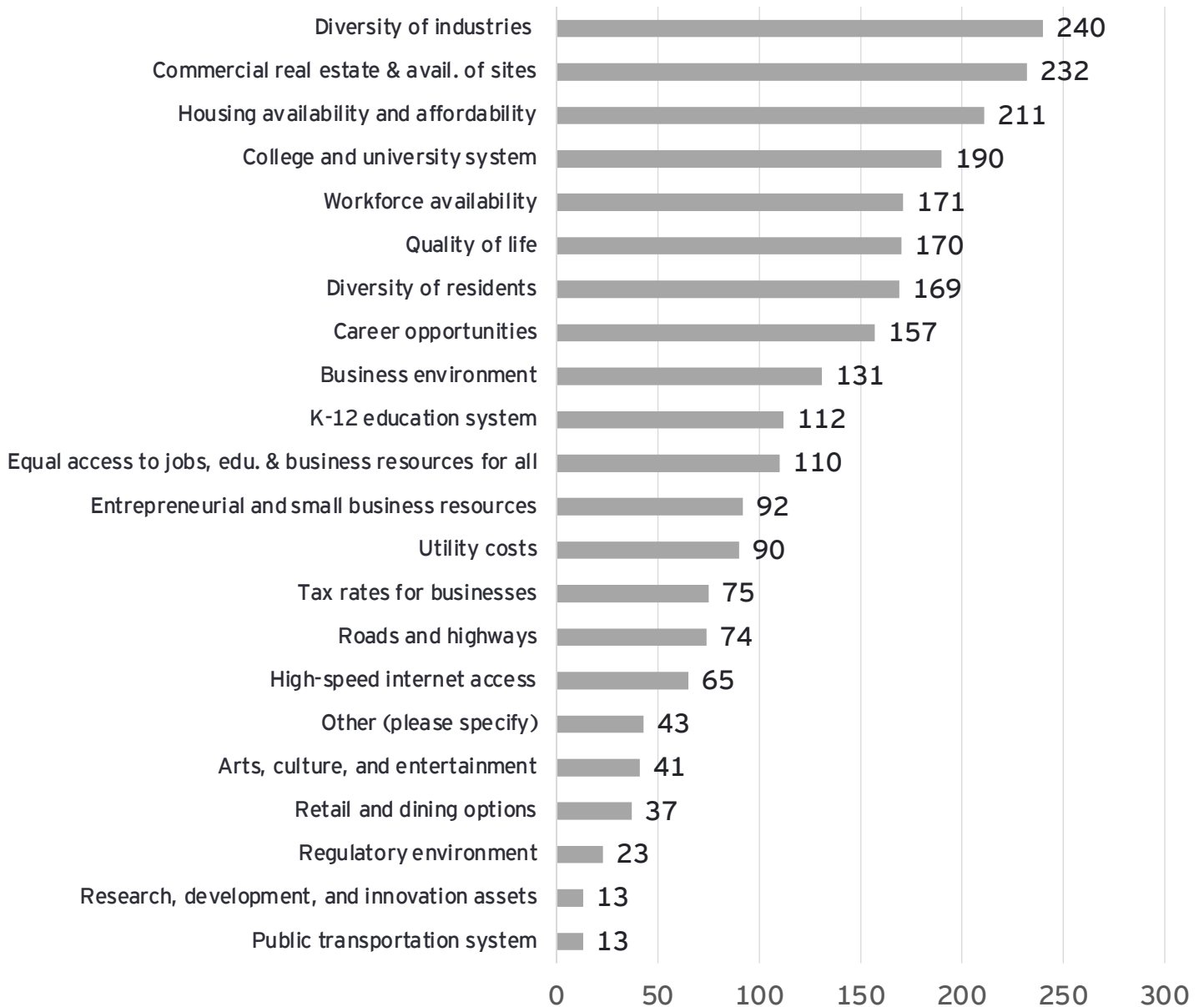


Source:  
Seguin Community Survey



# Survey data

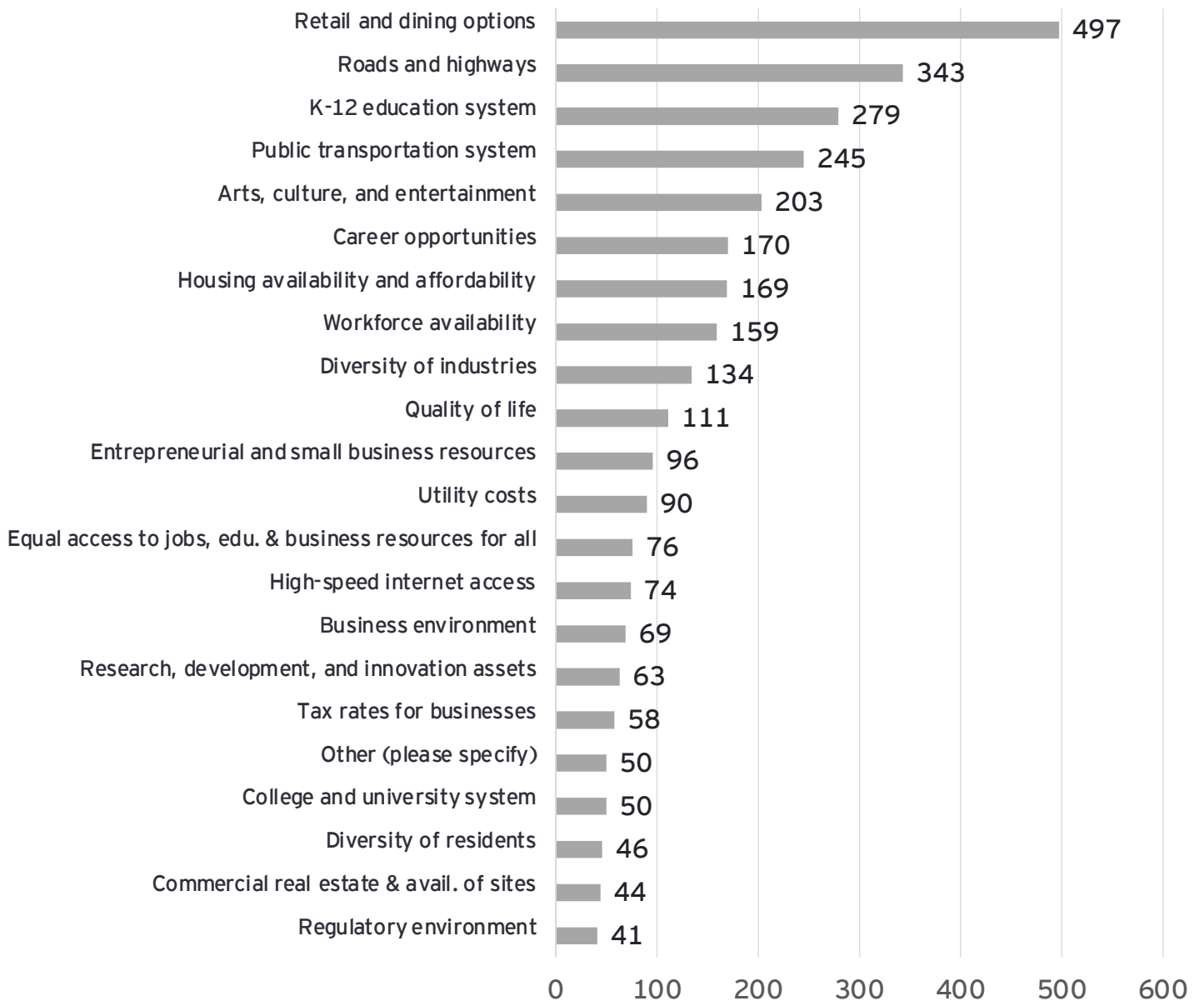
What do you consider the strongest elements of Seguin's economy? (Please pick up to 3)



Source:  
Seguin Community Survey

# Survey data

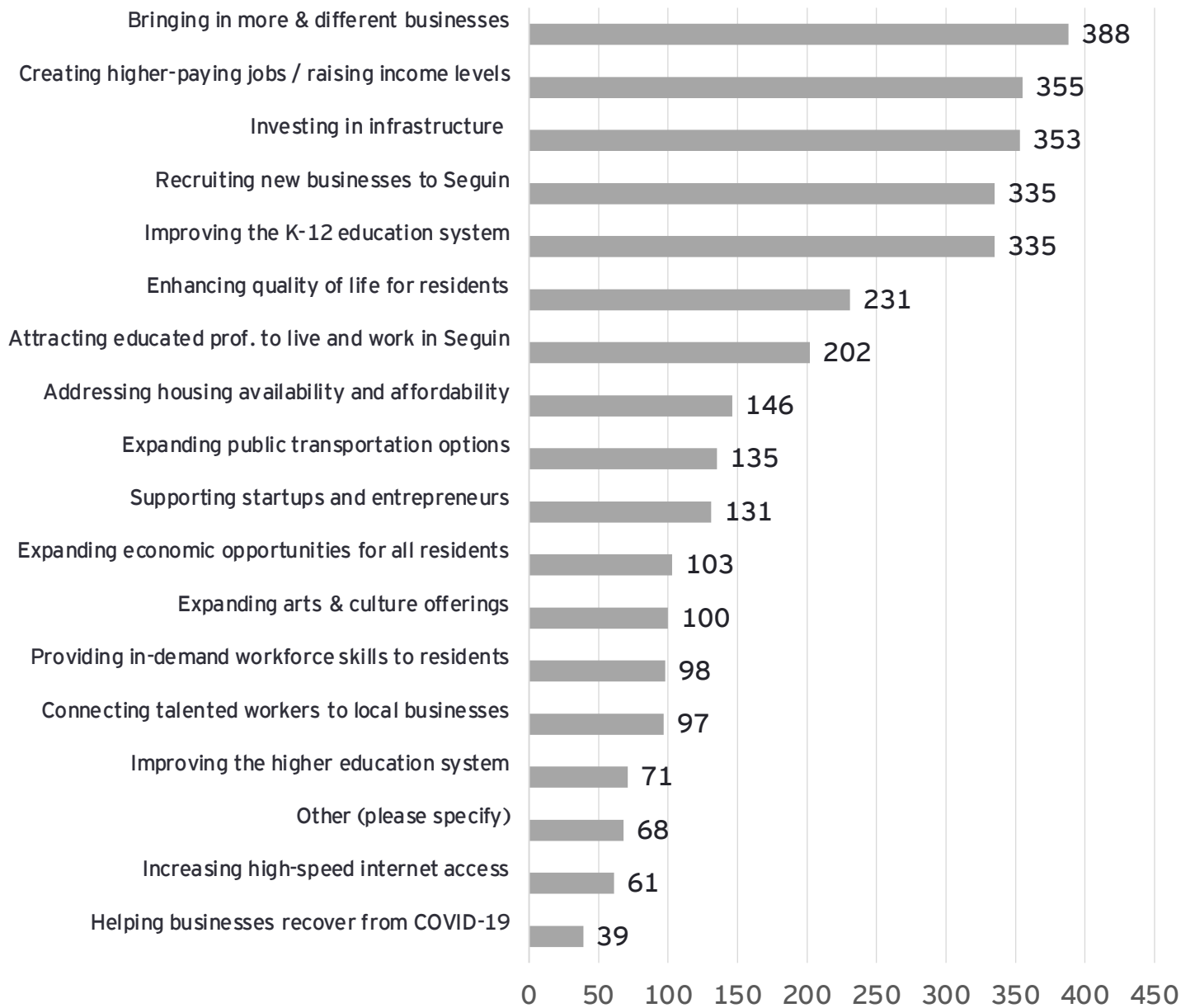
What do you consider the weakest elements of Seguin's economy? (Please pick up to 3)



Source:  
Seguin Community Survey

# Survey data

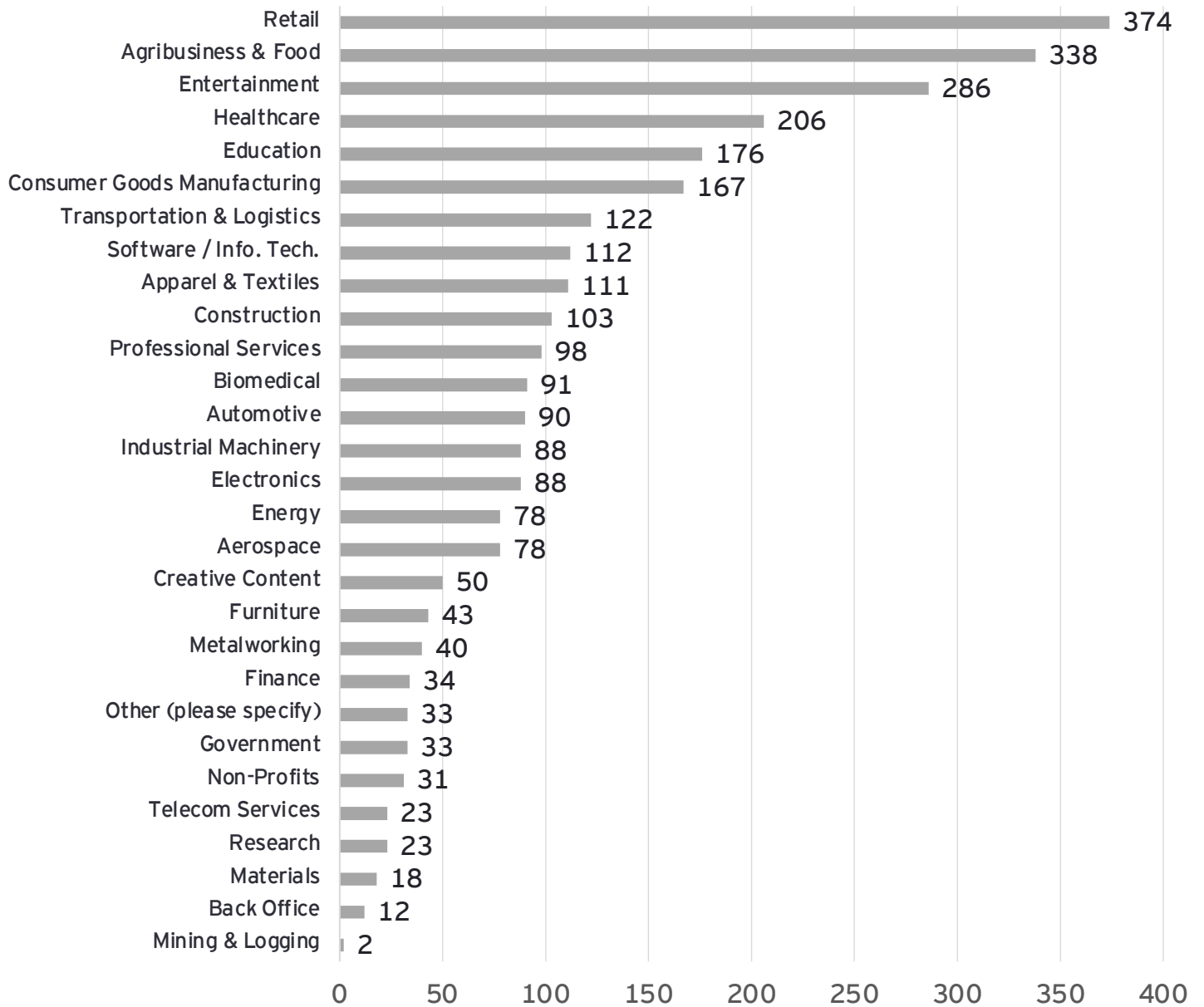
What should be Seguin's top economic development priorities for the next three years?  
(Please pick up to 3)



Source:  
Seguin Community Survey

# Survey data

Please pick three (3) industries from the list below that you think are a good fit for the Seguin economy:



Source:  
Seguin Community Survey

# Survey data

Name two (2) specific things Seguin leaders can do to make the community a better place for residents.



Source:  
Seguin Community Survey, 2023

Most frequently mentioned topics

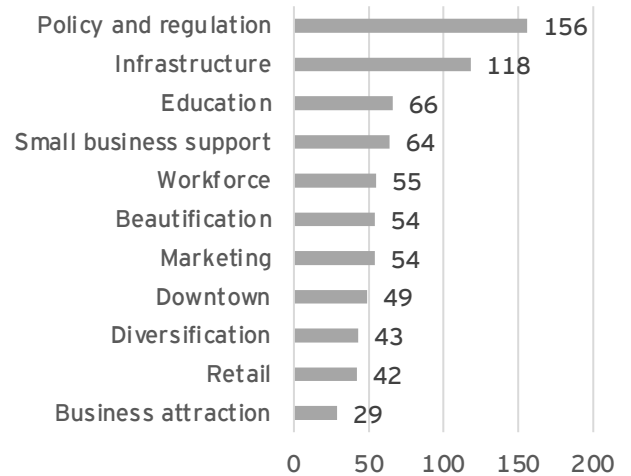


Name two (2) specific things Seguin leaders can do to make the community a better place for businesses.



Source:  
Seguin Community Survey

Most frequently mentioned topics

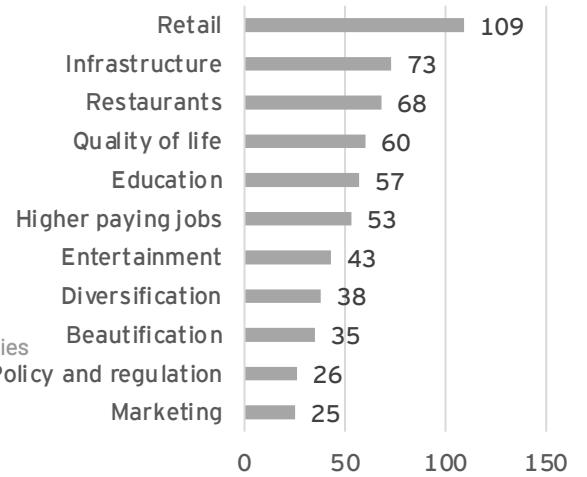


# Survey data

If you had a magic wand, what one change would you make to improve Seguin's economic future?



Most frequently mentioned topics



Source:  
Seguin Community Survey, 2023



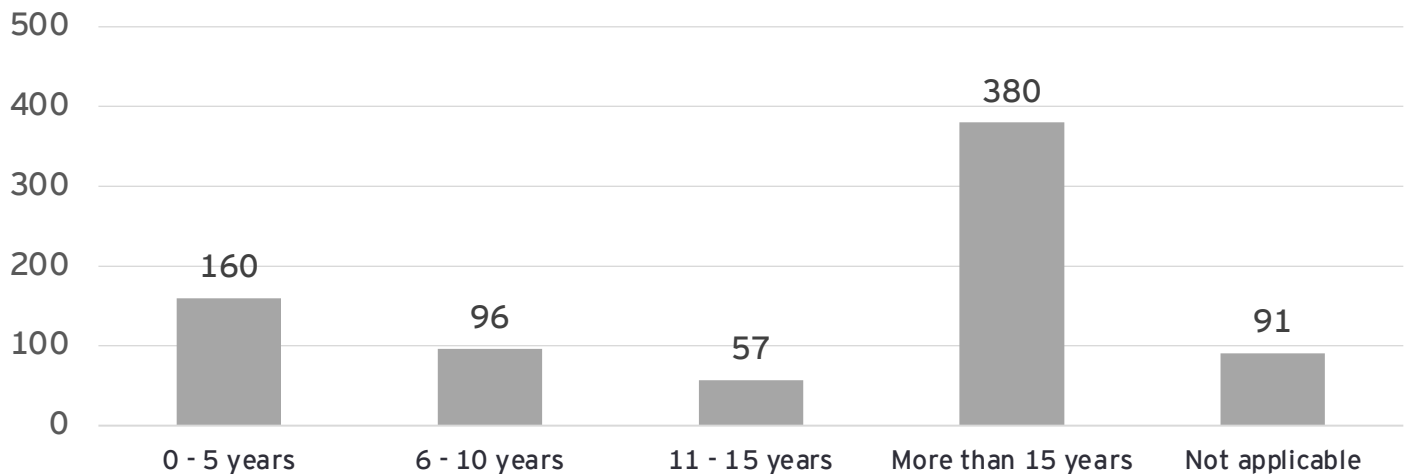
# Survey data

Do you live in Seguin?



Source:  
Seguin Community Survey, 2023

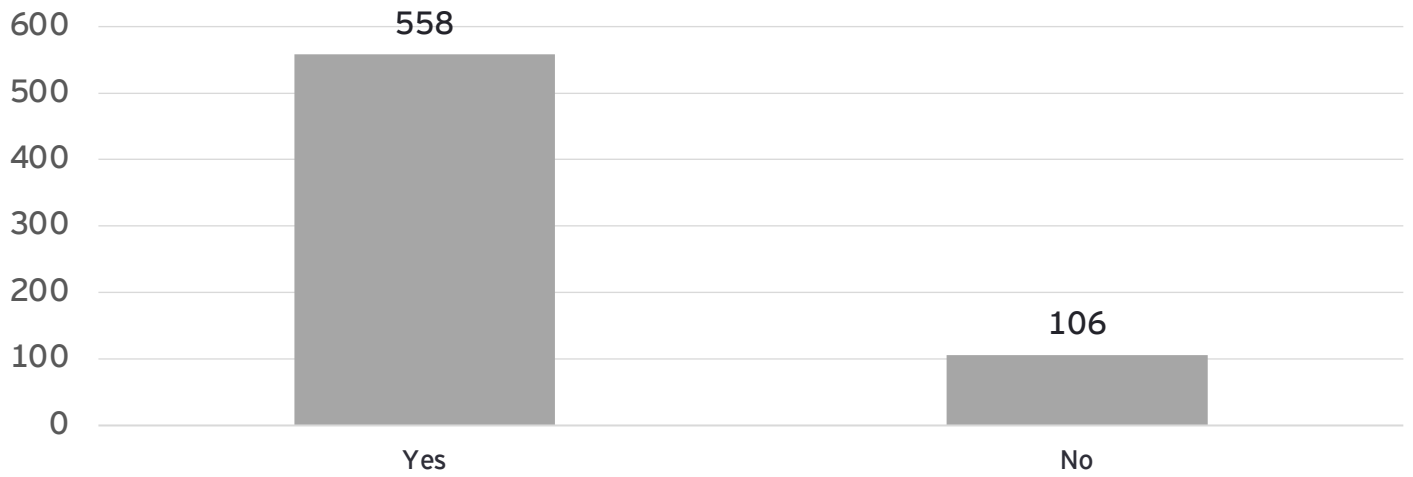
If yes, how long have you lived in Seguin?



Source:  
Seguin Community Survey

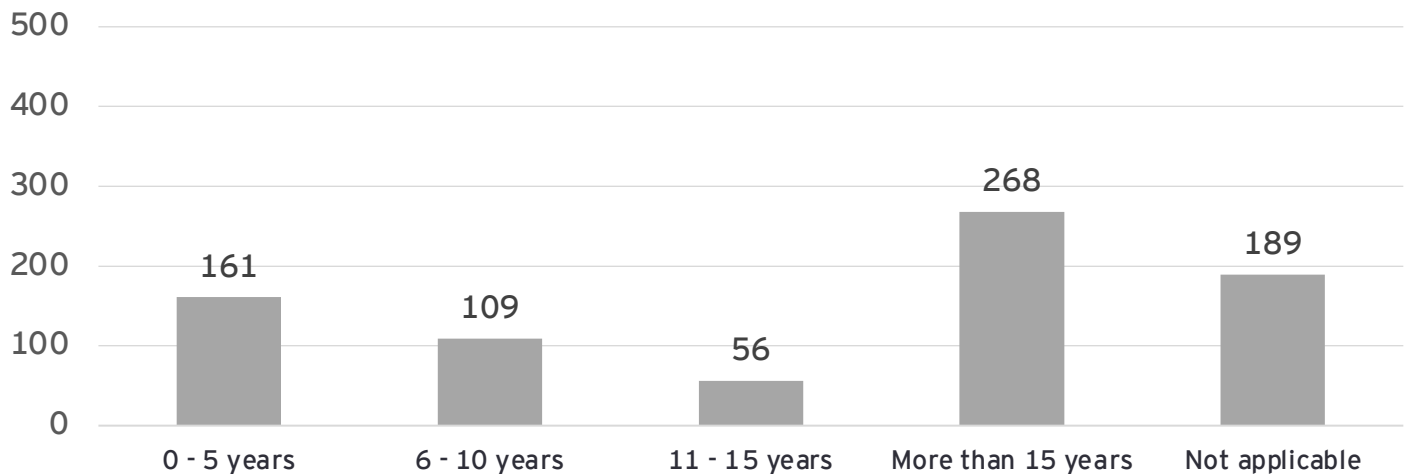
# Survey data

Do you work in Seguin?



Source:  
Seguin Community Survey, 2023

If yes, how long have you worked in Seguin?

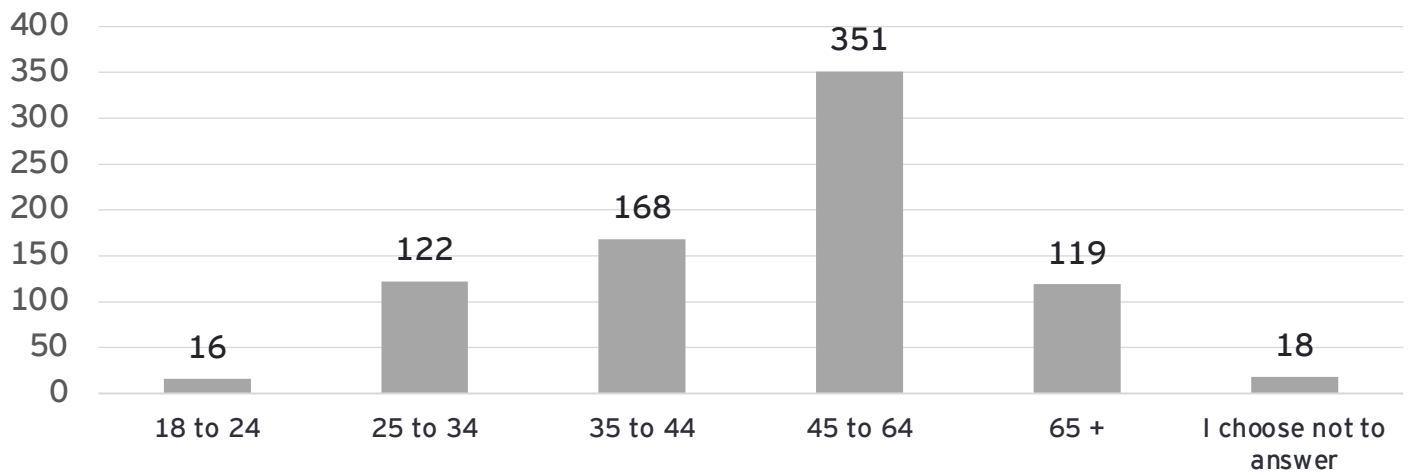


Source:  
Seguin Community Survey



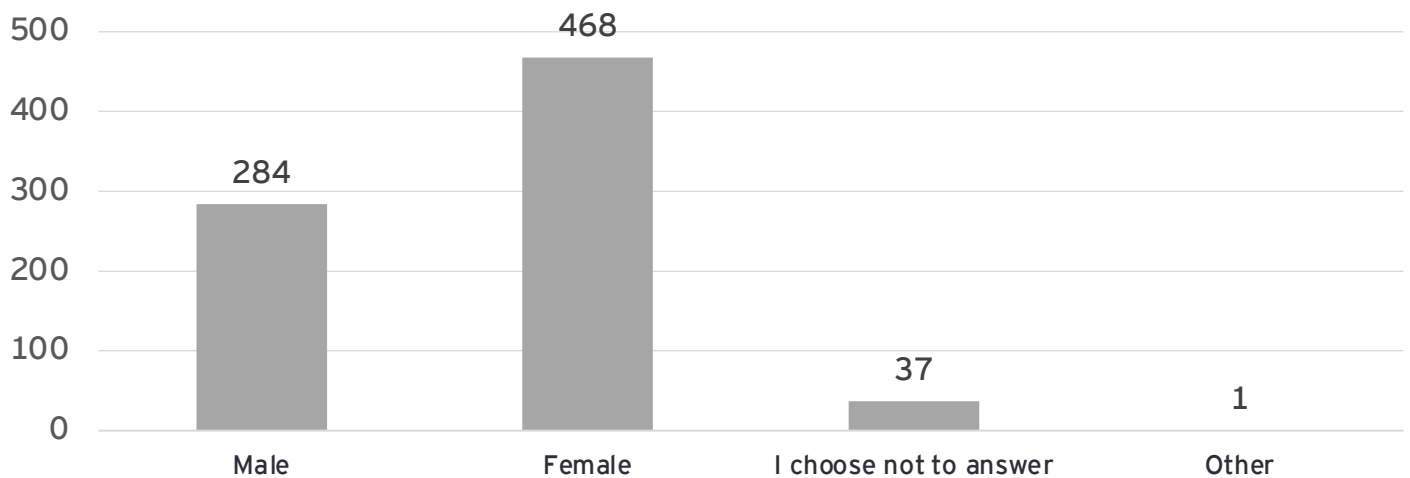
# Survey data

What is your age range?



Source:  
Seguin Community Survey, 2023

What is your gender?

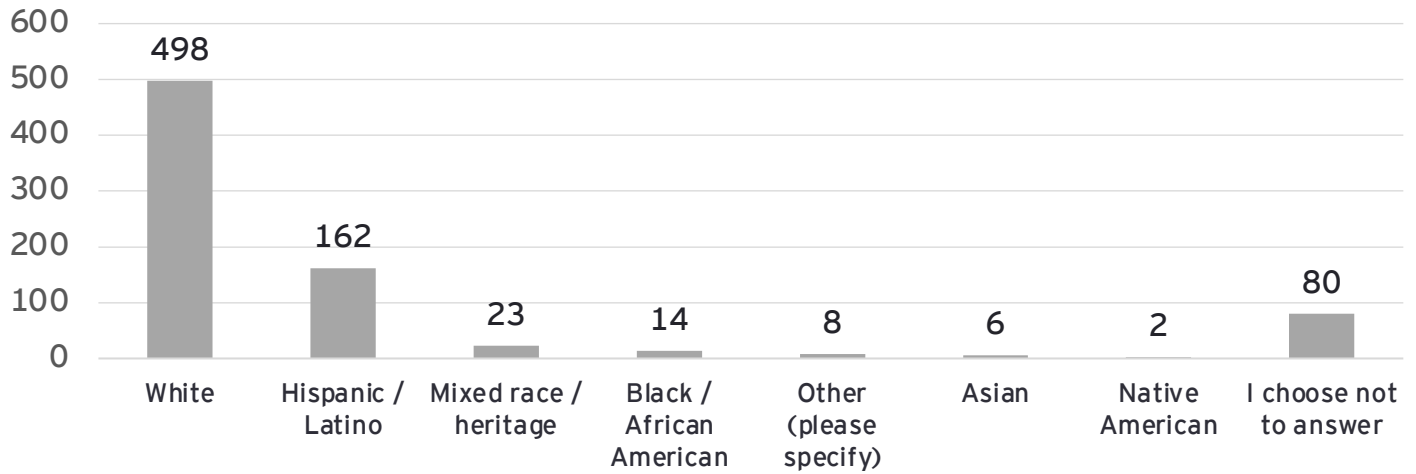


Source:  
Seguin Community Survey



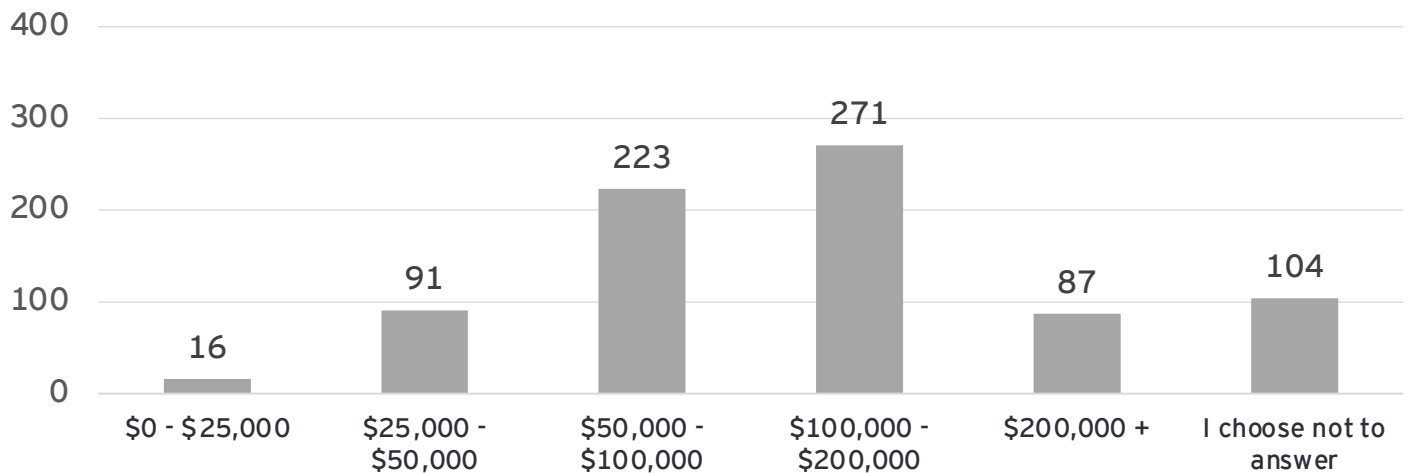
# Survey data

What is your race?



Source:  
Seguin Community Survey, 2023

In what range is your household income?



Source:  
Seguin Community Survey



A photograph of a blue tractor in a workshop. A person is working on a large tire on the left side of the tractor. The background shows various tools and equipment in a well-lit industrial setting.

## Appendix III: Targeted industry data

This data appendix contains information specific to Seguin's new targeted industries, including advanced manufacturing, automotive, smart systems technology, and targeted retail. This section includes full charts for the data points referenced through the introduction and targeted industry profiles.

Sources for the information include the US Census, Lightcast, IBIS World, Site Selection magazine and select EY publications. Detailed employment data is from Lightcast, an industry and workforce data modeling company.

In all contexts, the data is the most recently available at the time of this report's production.

# Targeted industry NAICS

## Advanced Manufacturing

- ▶ 3251 - Basic Chemical Manufacturing
- ▶ 3252 - Resin, Synthetic Rubber, and Artificial and Synthetic Fibers and Filaments Manufacturing
- ▶ 3259 - Other Chemical Product and Preparation Manufacturing
- ▶ 3261 - Plastics Product Manufacturing
- ▶ 3262 - Rubber Product Manufacturing
- ▶ 3271 - Clay Product and Refractory Manufacturing
- ▶ 3272 - Glass and Glass Product Manufacturing
- ▶ 3279 - Other Nonmetallic Mineral Product Manufacturing
- ▶ 332 - Fabricated Metal Product Manufacturing
- ▶ 333 - Machinery Manufacturing

## Automotive

- ▶ 33591 - Battery Manufacturing
- ▶ 3361 - Motor Vehicle Manufacturing
- ▶ 3362 - Motor Vehicle Body and Trailer Manufacturing
- ▶ 3363 - Motor Vehicle Parts Manufacturing

## Smart Systems Technology

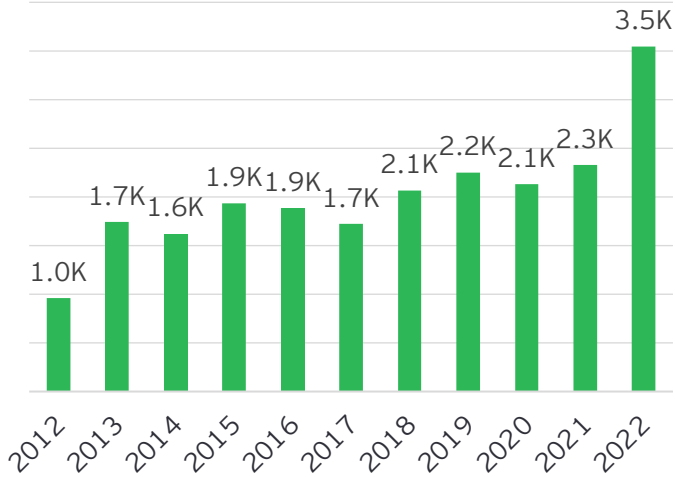
- ▶ 334 - Computer and Electronic Product Manufacturing
- ▶ 3364 - Aerospace Product and Parts Manufacturing
- ▶ 3353 - Electrical Equipment Manufacturing
- ▶ 33592 - Communication and Energy Wire and Cable Manufacturing
- ▶ 33593 - Wiring Device Manufacturing
- ▶ 33599 - All Other Electrical Equipment and Component Manufacturing
- ▶ 54133 - Engineering Services
- ▶ 5415 - Computer Systems Design and Related Services
- ▶ 54171 - Research and Development in the Physical, Engineering, and Life Sciences

## Targeted Retail

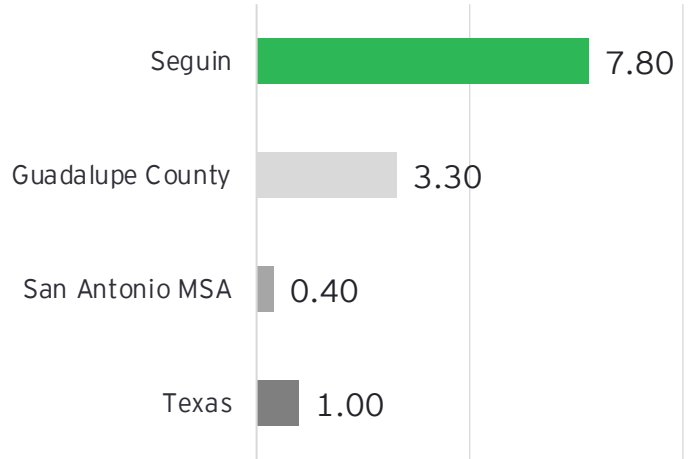
- ▶ 444 - Building Material and Garden Equipment and Supplies Dealers
- ▶ 4451 - Grocery Stores
- ▶ 4452 - Specialty Food Stores
- ▶ 449 - Furniture, Home Furnishings, Electronics, and Appliance Retailers
- ▶ 455 - General Merchandise Retailers
- ▶ 456 - Health and Personal Care Retailers
- ▶ 458 - Clothing, Clothing Accessories, Shoe, and Jewelry Retailers
- ▶ 459 - Sporting Goods, Hobby, Musical Instrument, Book, and Miscellaneous Retailers
- ▶ 7224 - Drinking Places (Alcoholic Beverages)
- ▶ 722511 - Full-Service Restaurants

# Advanced manufacturing

Advanced Manufacturing employment, Seguin, 2012 - 2022

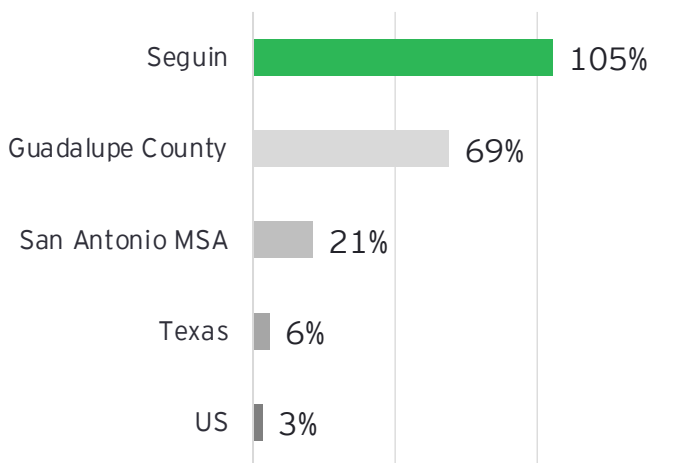


Advanced Manufacturing location quotient, 2022

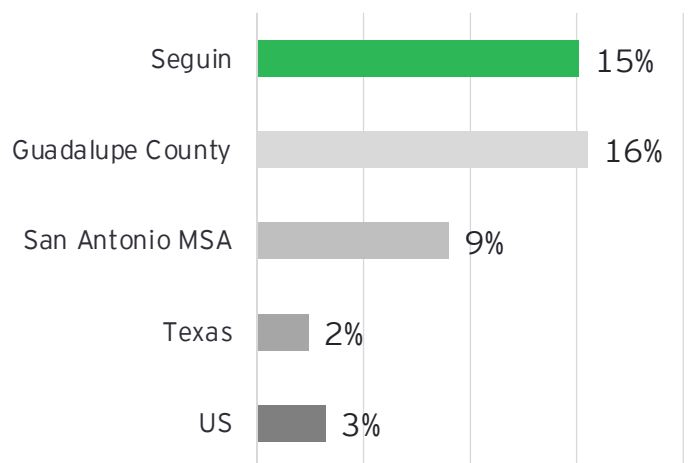


Source: Lightcast and EY

Advanced Manufacturing employment growth, 2017 - 2022



Advanced Manufacturing forecast growth, 2023 - 2028

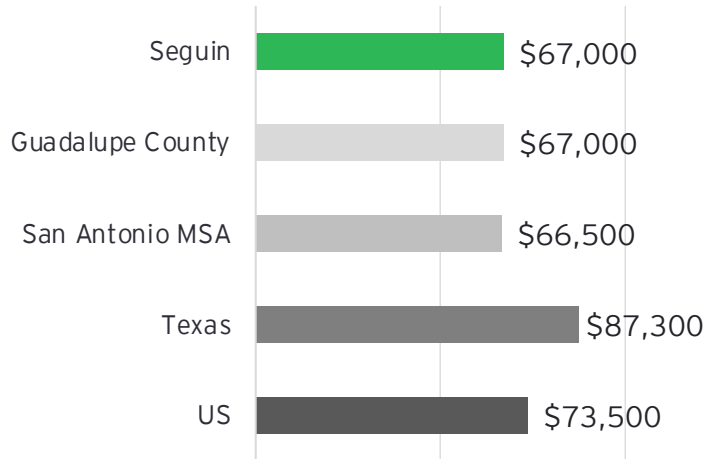


Source: Lightcast and EY

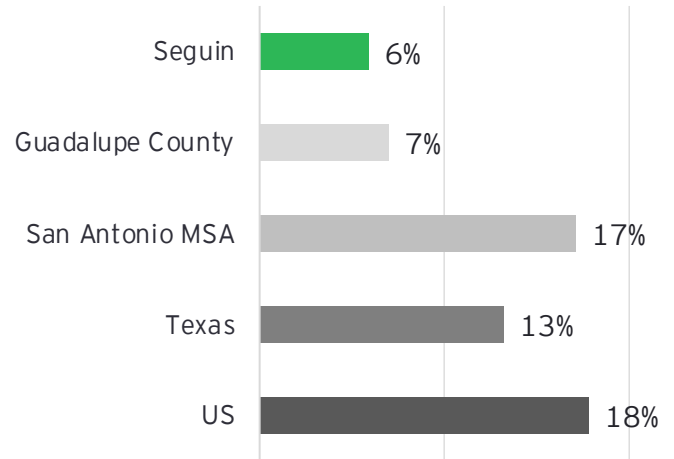


# Advanced manufacturing

Advanced Manufacturing average annual wage, 2022



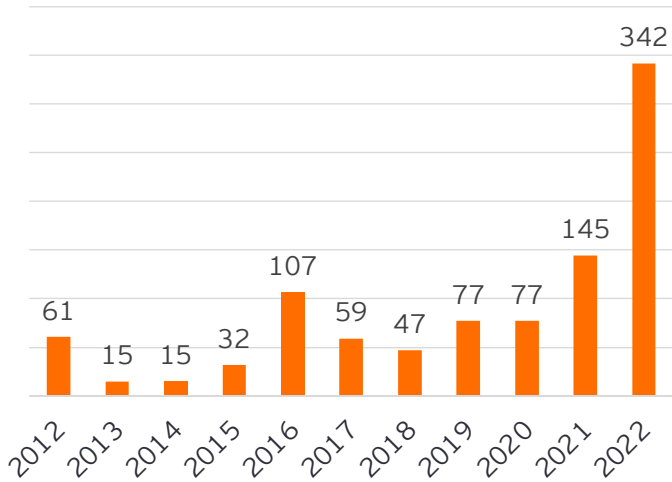
Advanced Manufacturing average annual wage growth, 2017 - 2022



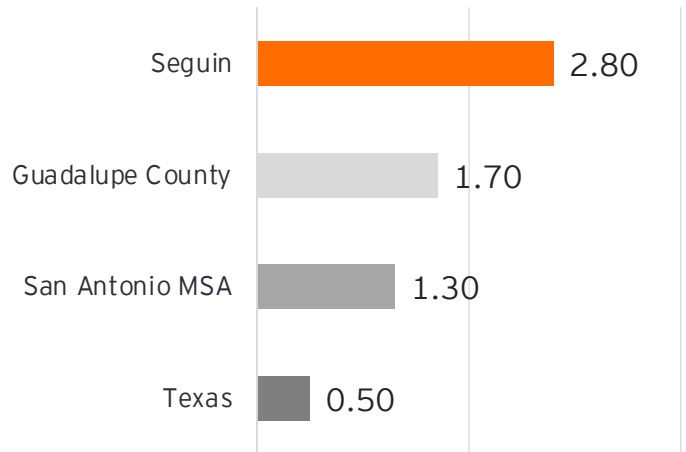
Source:  
Lightcast and EY

# Automotive

Automotive employment, Seguin, 2012 - 2022

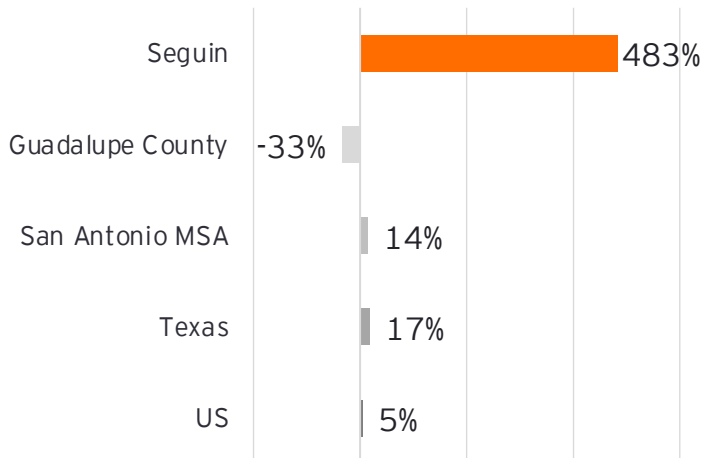


Automotive location quotient, 2022

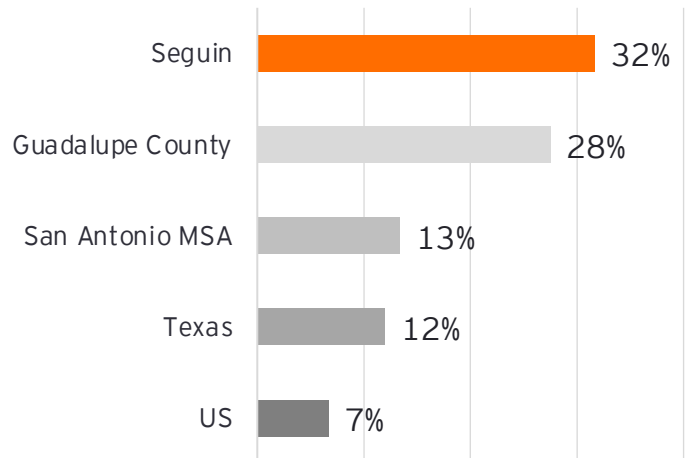


Source:  
Lightcast and EY

Automotive employment growth, 2017 - 2022



Automotive forecast growth, 2023 - 2028

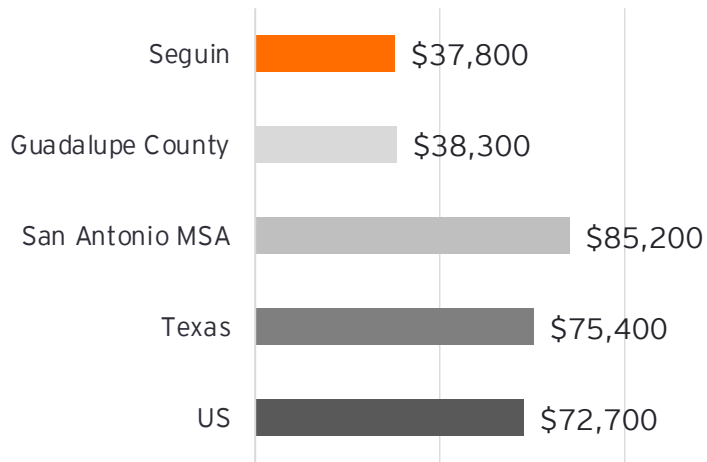


Source:  
Lightcast and EY

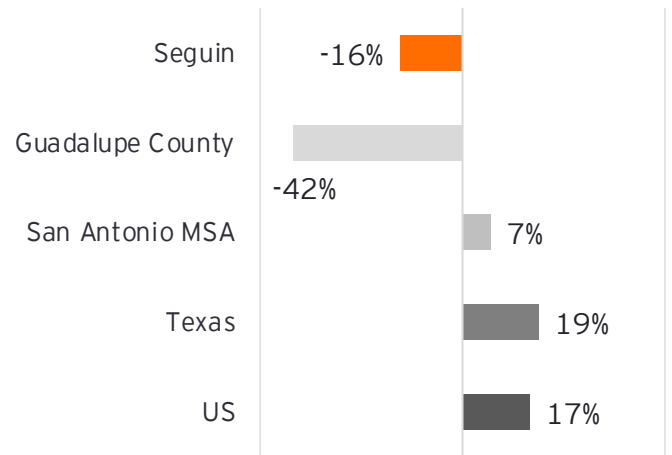


# Automotive

Automotive average annual wage, 2022



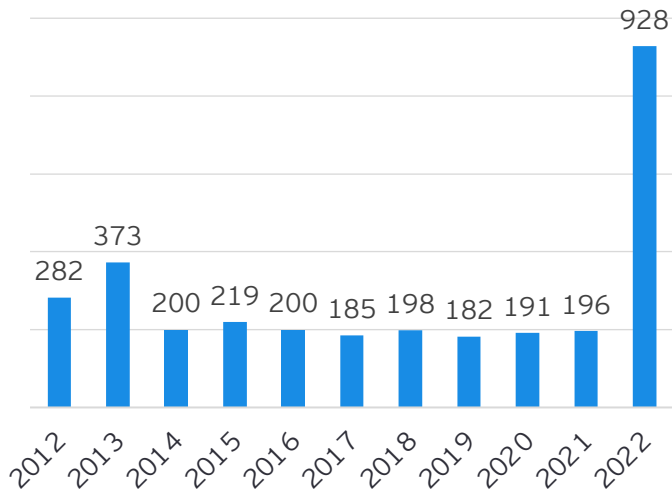
Automotive average annual wage growth, 2017 - 2022



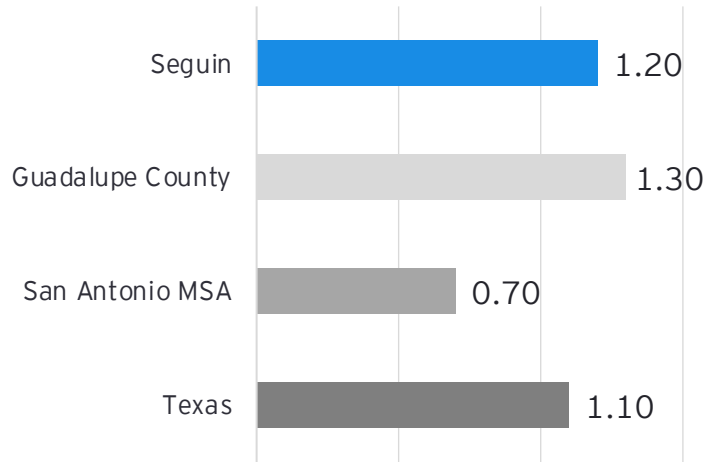
Source:  
Lightcast and EY

# Smart Systems Technology

Smart Systems Technology employment, Seguin, 2012 - 2022

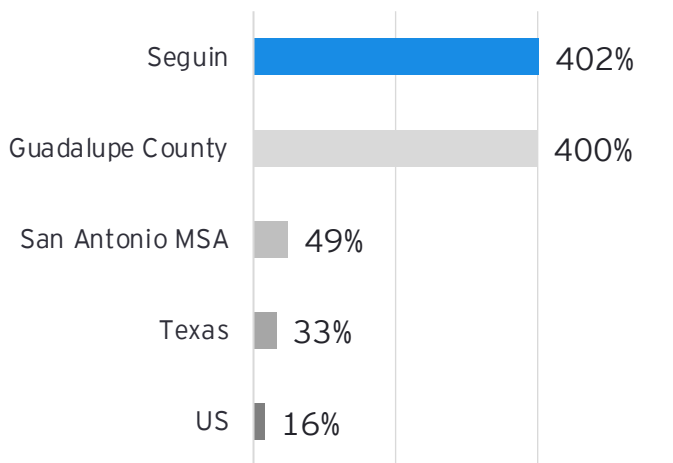


Smart Systems Technology location quotient, 2022

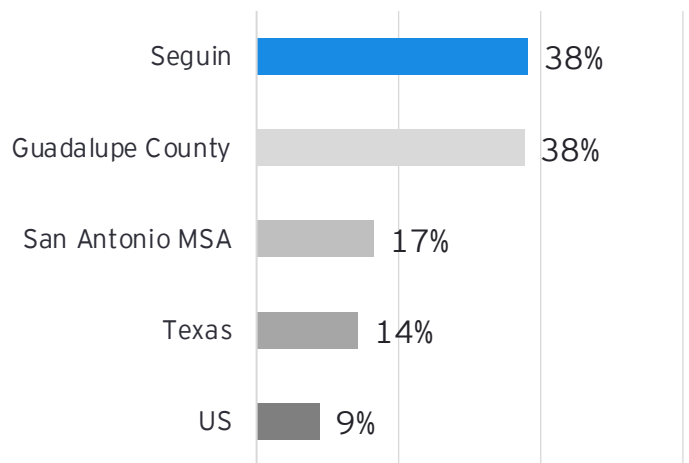


Source: Lightcast and EY

Smart Systems Technology employment growth, 2017 - 2022



Smart Systems Technology forecast growth, 2023 - 2028

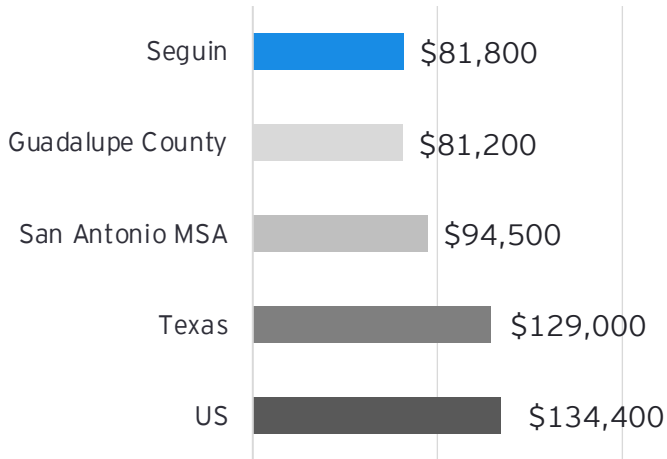


Source: Lightcast and EY

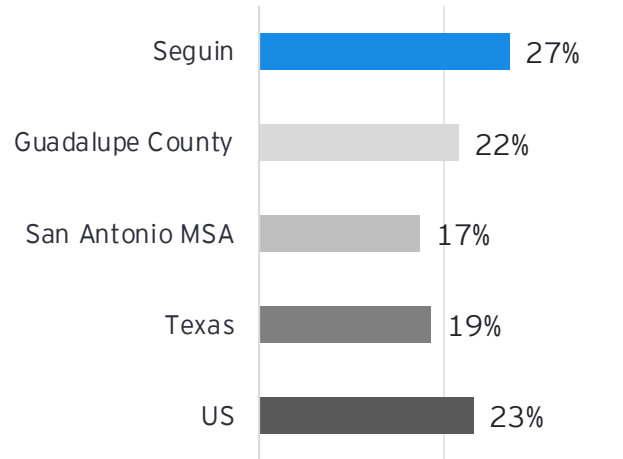


# Smart Systems Technology

Smart Systems Technology average annual wage, 2022



Smart Systems Technology average annual wage growth, 2017 - 2022

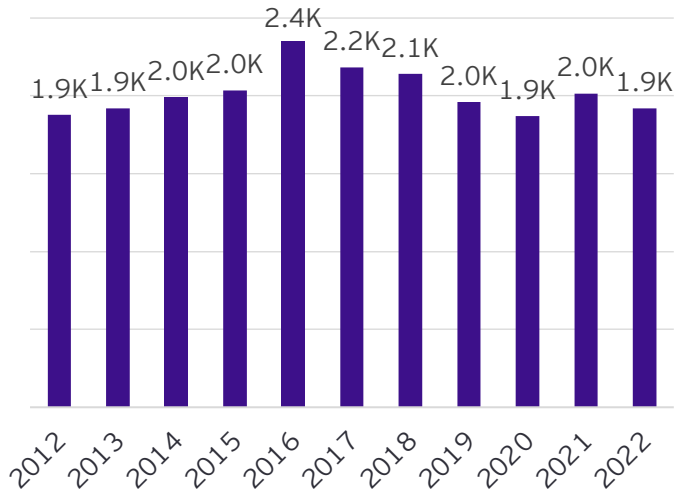


Source:  
Lightcast and EY

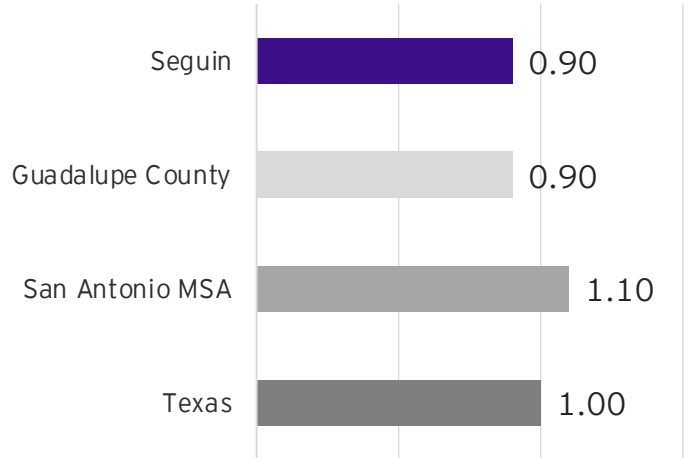


# Targeted Retail

Targeted Retail employment, Seguin, 2012 - 2022

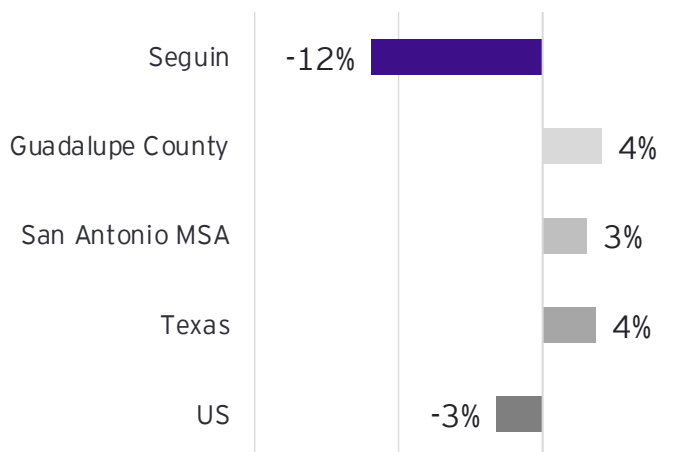


Targeted Retail location quotient, 2022

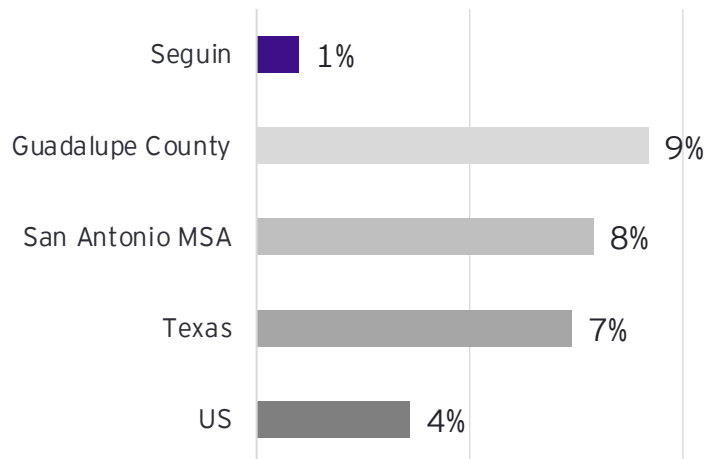


Source:  
Lightcast and EY

Targeted Retail employment growth, 2017 - 2022



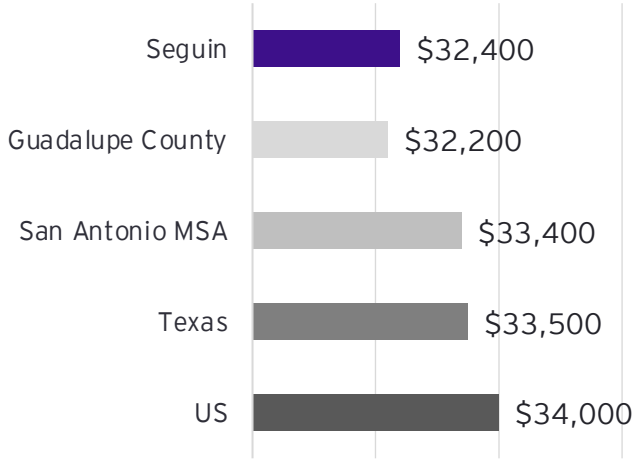
Targeted Retail forecast growth, 2023 - 2028



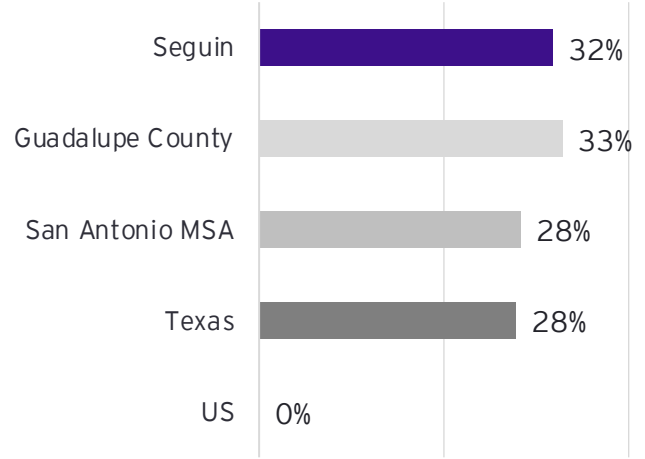
Source:  
Lightcast and EY

# Targeted Retail

Targeted Retail average annual wage, 2022



Targeted Retail average annual wage growth, 2017 - 2022



Source:  
Lightcast and EY



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