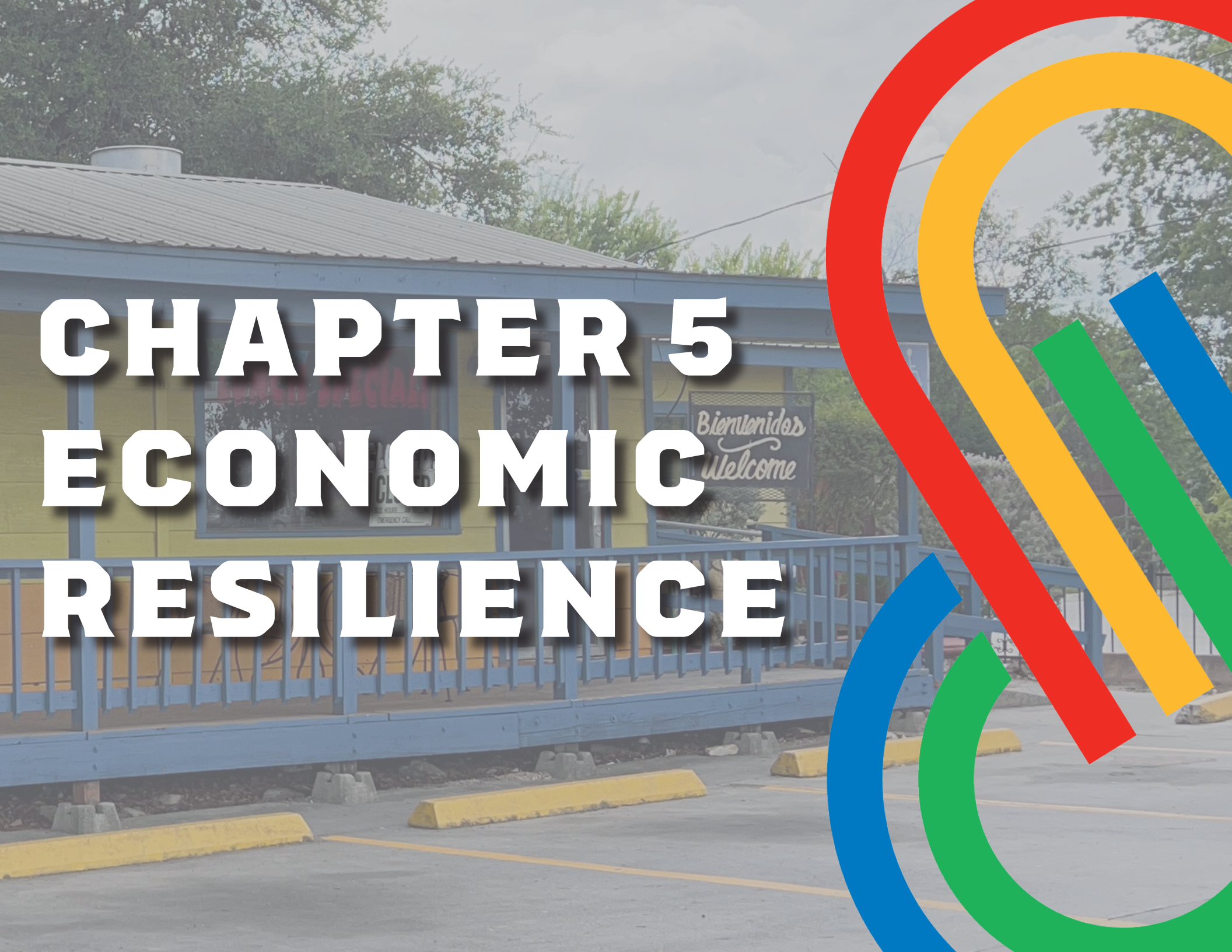

Additional
Parking
In
Rear
MENUDO, TORTAS
PES, HUARACHES
AND MORE...



CHAPTER 5 ECONOMIC RESILIENCE

Economic Resilience

This section is intended to identify key issues and trends that will assist in aligning future land use planning, economic development initiatives, and long-term fiscal sustainability. Communities across the San Antonio region face challenges in managing growth, and Converse is no exception. Like many suburban cities, Converse has limited capacity to influence the timing and character of growth through annexation, which creates both opportunities and constraints as the City works to provide infrastructure and maintain quality services while keeping tax rates affordable.

Future land use policies and economic development strategies that are too restrictive could limit Converse's ability to respond to unforeseen opportunities that may ultimately benefit the community. A central challenge facing Converse, as with many communities, is balancing near-term development pressures with longer-term goals such as tax base diversification, locally owned business growth, and recruitment of employers that provide stable jobs.

Because this is a comprehensive plan, the focus is on equipping Converse to make informed decisions about land use and economic development that are consistent with community priorities. This plan considers the interplay between fiscal health, land use efficiency, and the capacity of infrastructure to serve new development. The Converse Economic Development Corporation has emphasized the importance of business retention and expansion while also seeking to attract new investment to the community.

Economic development is also a cornerstone of resilience. A strong, diverse, and inclusive economy provides the resources and adaptability needed to face disruptions and support recovery. Communities with a healthy mix of industries, locally owned businesses, and workforce opportunities are better positioned to absorb economic shocks, such as job losses or supply chain interruptions, without affecting the core stability of the City.

This analysis builds on those efforts by identifying the most significant land use and economic development trends shaping Converse's future. The findings summarized here provide the foundation for the Comprehensive Plan and the Future Land Use Map, ensuring that Converse is well positioned to manage growth in a way that supports community character, fiscal responsibility, and economic opportunity.

The subsequent sections of this chapter are as follows:

- Why Economic Resilience Matters
- Current Economic Development initiatives
- Socio-economic Analysis
- Future Demand Analysis
- Recommendations



Small Pad Commercial Converse

Why Economic Resilience Matters

Economic resilience is about how well Converse can handle change and keep moving forward. As the community grows, the City has to balance household needs, business opportunities, and long-term costs. A resilient economy means residents have access to jobs, businesses can adapt, and the City can deliver the services people rely on without overextending its resources.

Supporting Local Prosperity

Local businesses and jobs are the backbone of Converse's economy. When residents can find work close to home and businesses have room to grow, the City benefits from a stronger tax base and households benefit from more stability. Supporting prosperity at the local level helps keep money circulating in the community.

Diversifying Opportunities

Communities that depend on a single industry or type of business can be more vulnerable to downturns. By encouraging a mix of retail, service, industrial, and knowledge economy jobs, Converse can create more options for residents and reduce the risk of major disruptions.

Growth and Mobility

A resilient economy depends on how people and goods move. When businesses are well connected to neighborhoods, roads, and transit options, it's easier for residents to reach jobs and for businesses to reach customers. Aligning growth with mobility and land use reduces costs for the City and creates a stronger foundation for long-term economic activity.

Investing in Workforce and Skills

Economic resilience is not just about attracting jobs but also about preparing residents to fill them. Building partnerships with schools, training programs, and regional employers ensures the local workforce has the skills to adapt as industries change. A flexible workforce makes the community more competitive and more resilient to disruption.

Strengthening Overall Resilience

Economic stability supports other parts of community resilience. A strong economy generates tax revenue to fund police, fire, and parks. It creates local jobs that reduce commuting stress and environmental impacts. It also gives the City options for reinvestment in infrastructure and other quality of life improvements.



Healthy Main Street Example

Current Economic Development Initiatives

Economic development activity in Converse is coordinated through the City and the Converse Economic Development Corporation (EDC), with support from regional and state partners. These efforts are intended to guide both near-term business recruitment and long-term fiscal sustainability. As population growth continues in Bexar County, Converse faces the challenge of expanding its local employment base while ensuring that land use decisions align with infrastructure capacity and community priorities. The City's role is largely centered on land use regulation, infrastructure provision, and policy direction, while the EDC focuses on business recruitment, retention, and support for local enterprises. Regional and county partners provide additional resources such as workforce development programs, site selection support, and financial incentives. Together, these entities form the framework through which Converse manages economic development and evaluates opportunities for investment.

Local economic development efforts are supported by the Converse Economic Development Corporation (EDC) and several other partner organizations.:

- City of Converse
- Bexar County
- Bexar County Economic & Community Development
- Greater SATX Regional Partnerships

FY 2023–2024 Work Plan

This plan lays out the City's priorities for the year, with a focus on economic development and community investment. It includes efforts to bring quality jobs to Converse, support existing businesses, and ensure new development is backed by the right infrastructure. Marketing and communications are also a part of the plan, aimed at raising the City's profile and showing that Converse is ready for investment.

SizeUp Converse

SizeUp Converse gives local businesses access to market research tools that are often out of reach for small firms. Business owners can use it to compare their performance to similar companies, identify competitors, and find opportunities to reach new customers. Overall, this initiative helps reduce the barrier to entry for small businesses looking to invest in Converse.

Business Resources & Support

Converse provides support across many areas of business activity, including financing, marketing, and data tools, as well as assistance with permits, licensing, zoning, and codes. Services also cover business planning, product development, technical assistance, and legal support. In addition, the City offers programs for minority-, woman-, and veteran-owned businesses and invests in workforce training and education.



Northeast Lakeview College

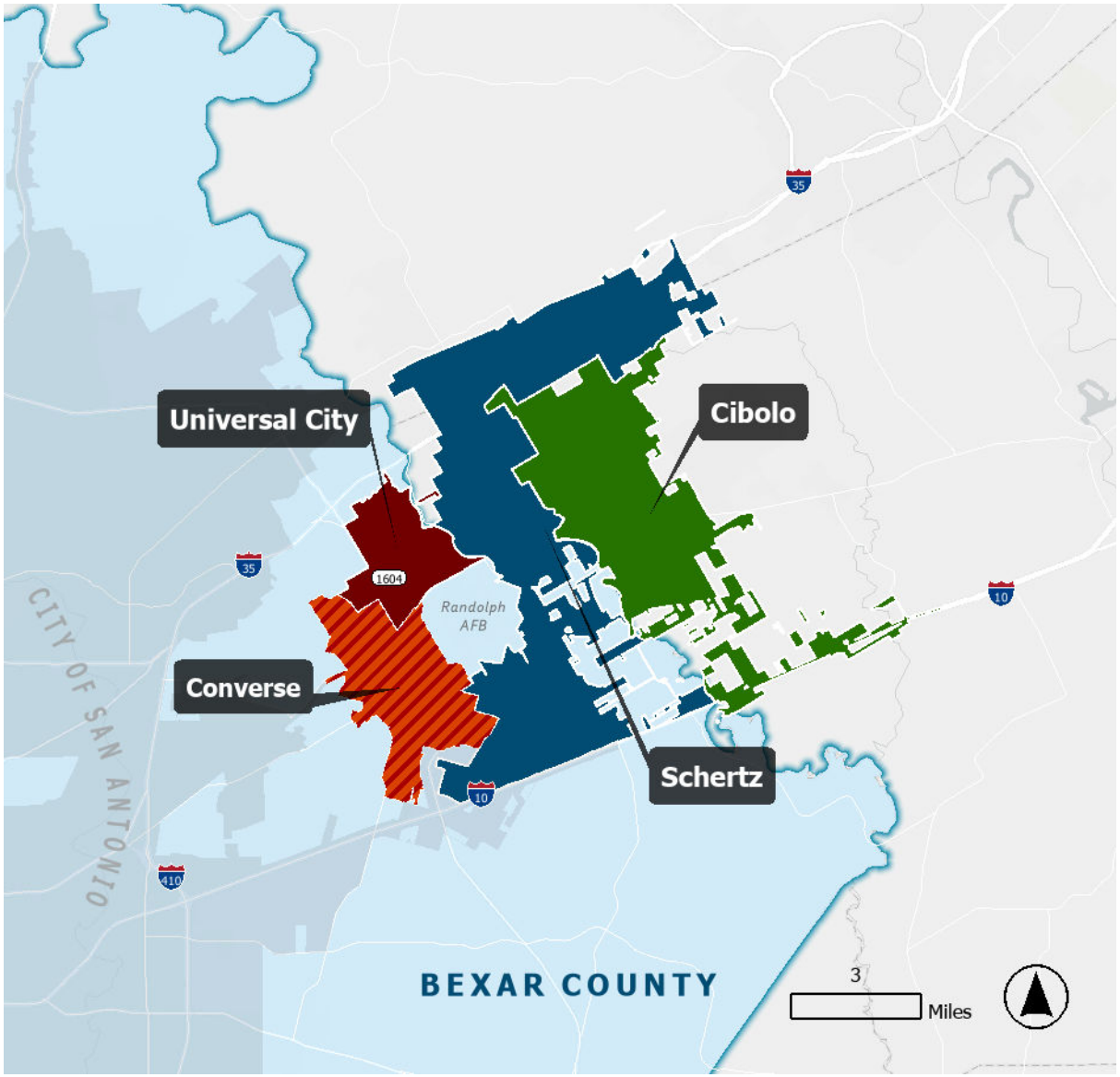
Comparison Geographies

This analysis uses a set of nearby communities to provide context for Converse's economic position and growth patterns. In addition to Converse, the comparison geographies include Universal City, Schertz, and Cibolo.

These cities share proximity to Randolph Air Force Base and are part of the same northeast Bexar County growth corridor between I10 and I35, making them useful benchmarks for evaluating economic resilience and competitiveness.

Looking beyond the immediate area, Bexar County and the broader San Antonio metropolitan region are also used in certain comparisons. These geographies provide perspective on countywide and regional trends, while helping highlight how Converse's performance fits within the larger market. These comparison geographies provide a balanced picture of Converse's role in the region and create a framework for evaluating how the City's economy is performing relative to its peers.

Map 15. Converse and Comparison Geographies



Socio Economic Analysis

The City of Converse has established itself as a suburban community that combines affordability with accessibility, making it an attractive destination for both families and businesses. TxDOT's planned improvements to Loop 1604 between FM 78 and Interstate 10 will further strengthen Converse's connectivity within the San Antonio region. At the same time, the Converse Economic Development Corporation (Converse EDC) is working to diversify the local economy and attract new quality-of-life projects. The Socioeconomic Analysis examines key demographic and economic trends in Converse and Bexar County, offering insights that will guide the city toward a stronger, more sustainable future.

Population

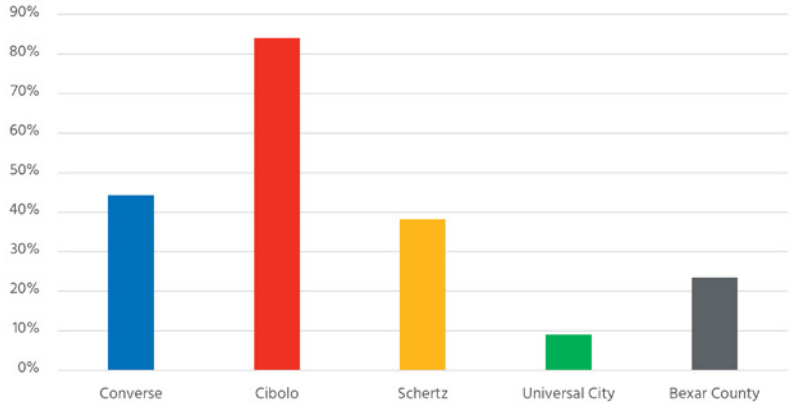
The City of Converse is one of the most populous cities in Bexar County. Since 2010, Converse's population has increased by 14.6 percent, adding more than 9,600 new residents. The 2024 population estimate for Converse is 31,400 residents. Converse has consistently represented roughly 1.5 percent of Bexar County's overall population. As a point of reference, Bexar County's population expanded by 23.5 percent over this period. Converse's population growth is above the city of Schertz but well behind the much faster growing city of Cibolo.

Over the next five years, ESRI projects that Converse will add about 1,000 new residents, reflecting a compound annual growth rate of roughly 0.58 percent. By 2030, the City's population is expected to surpass 33,000. Even at this moderate pace, continued growth will generate increased demand for local goods and services.

Age

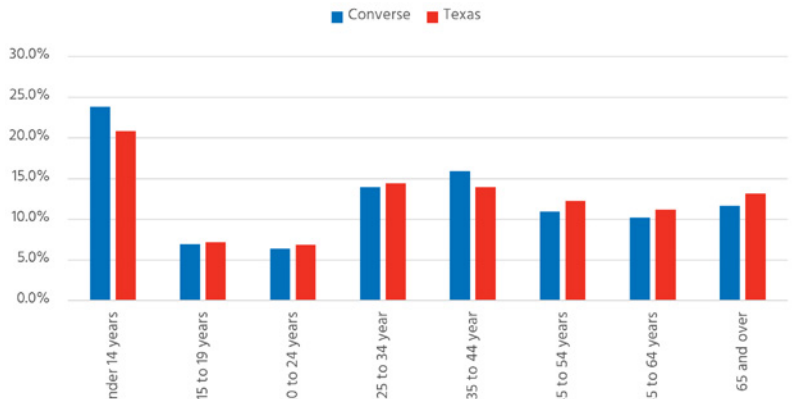
Converse's age distribution closely mirrors that of Bexar County; however, it has a slightly higher proportion of residents under the age of 14. As of the most recent data, individuals in this age group comprise approximately 23.9 percent of Converse's population, compared to 20.7 percent for Bexar County. The City's median age is 33.9 years, significantly younger than the Texas median of 35.5 years. The age distribution in Converse has remained relatively stable over the past decade, suggesting sustained appeal as a location for young families.

Figure 11. Population Growth Rates (2010 to 2024)

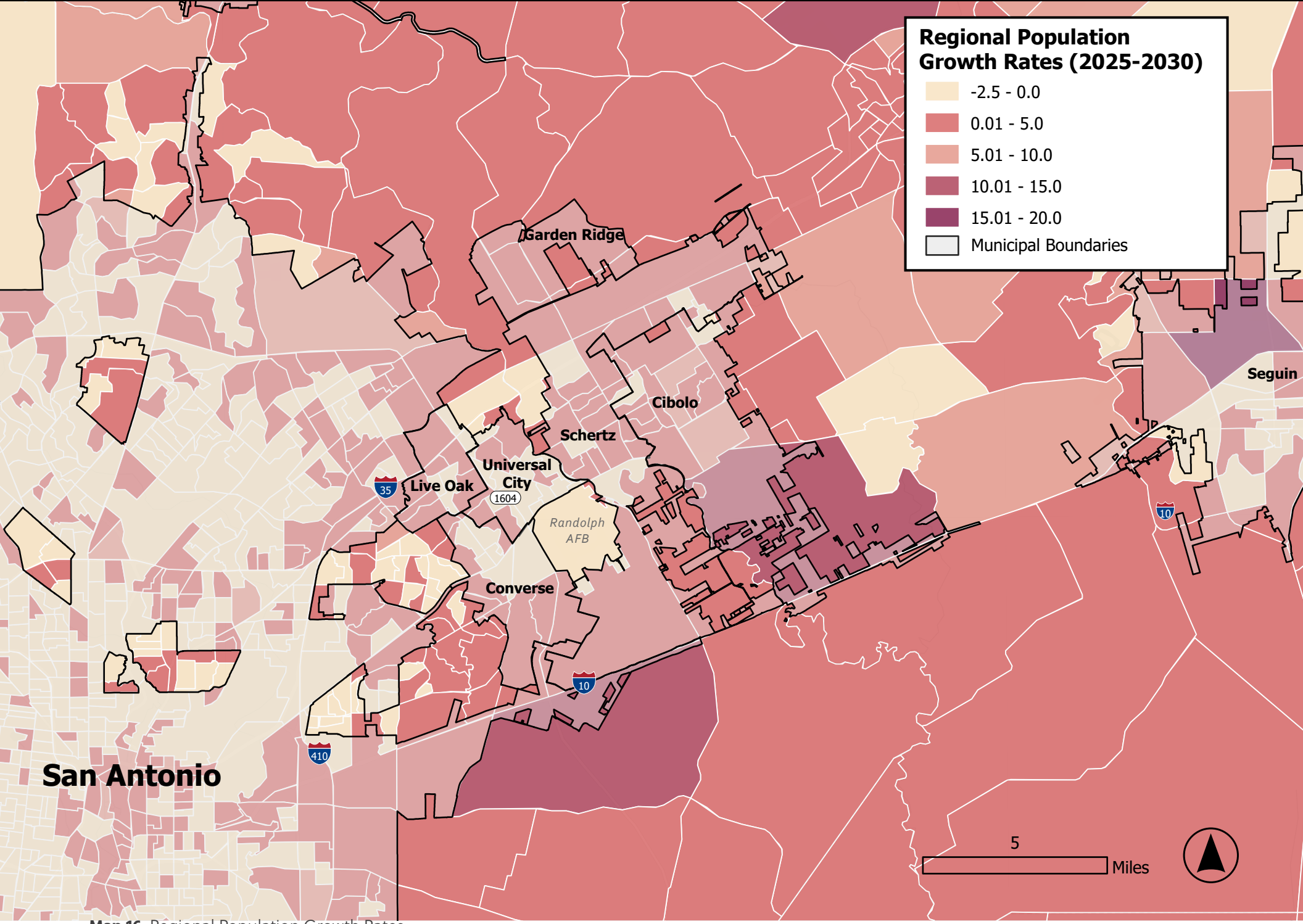


Source: U.S. Census Bureau

Figure 12. Age Distribution (2023)



Source: U.S. Census Bureau - American Community Survey (ACS) 5-Year Estimates



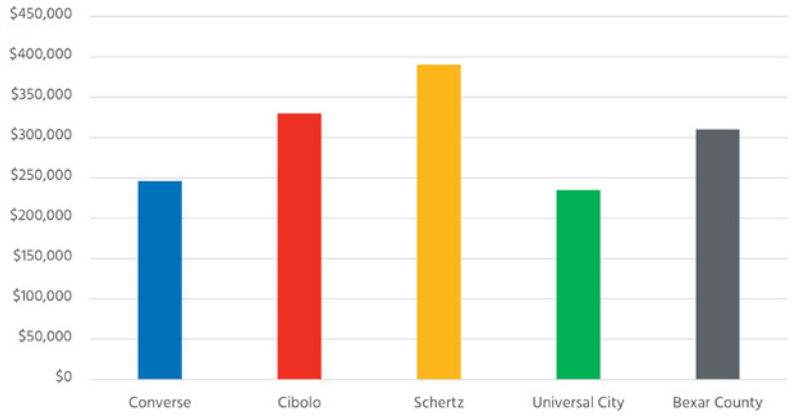
Map 16. Regional Population Growth Rates

Residential Real Estate

New single-family housing developments in Converse have generally tracked with population growth. Since 2010, the city has issued building permits for approximately 228 new single-family units per year. Over the past five years, the average construction value for these homes has been $170,000. Market data from Redfin indicates that the median home sales price in Converse has declined significantly from over $300,000 in 2022 to approximately $250,000 in 2025. Much of this decline can be attributed to the increase in mortgage interest rates.

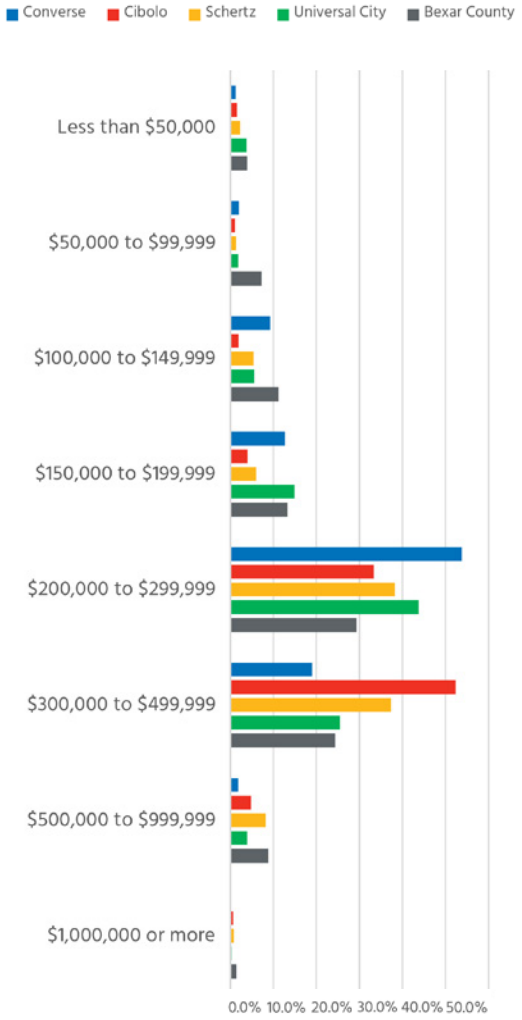
Converse's housing remains relatively affordable compared to peer communities in the region. However, over 87.0 percent of the housing stock in Converse is single-family detached homes. About 25.0 percent of homes are renter-occupied versus 40.9 percent for Bexar County. Relative to regional peer communities, Converse has a shortage of homes costing over $300,000. Looking forward, Converse should continue to be an affordable location within the San Antonio region.

Figure 13. Regional Median Home Sales Price (July 2025)



Source: U.S. Census Bureau - American Community Survey (ACS) 5-Year Estimates

Figure 14. Value of Owner-Occupied Housing Units (2023)



Source: U.S. Census Bureau - American Community Survey (ACS) 5-Year Estimates

Labor Force Participation

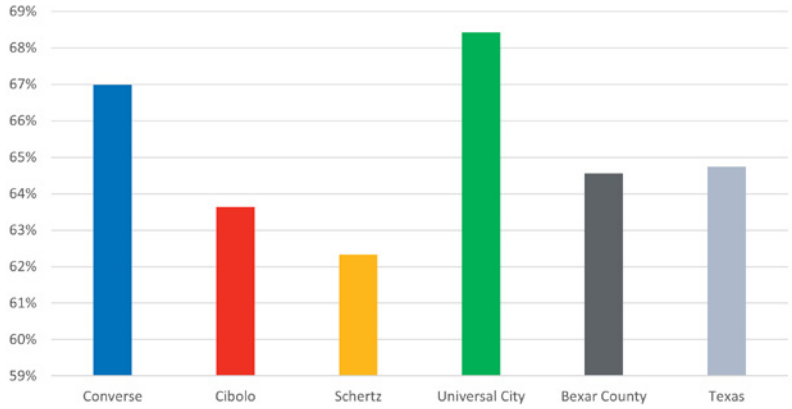
The number of Converse residents in the labor force has increased over the past decade at a faster pace than overall population growth. According to the Texas Workforce Commission, 15,211 Converse residents were active in the labor force in 2024.

The City's unemployment rate stood at 4.1 percent, well below the peak rate of 8.3 percent in 2010. With a substantial portion of the population under the age of 19, Converse possesses a sizable long-term labor pool. Realizing this potential, however, will depend on the availability of quality employment opportunities and targeted workforce development initiatives to equip future workers with the necessary skills.

Another metric used to evaluate the health of a labor market is the share of local jobs held by residents. This can be evaluated using two statistics: 1) the % of Converse residents who work in the city and 2) the % of overall jobs in the city held by Converse residents. In 2023, less than 20.0 percent of Converse residents indicated they worked at a job within their place of residence. This implies about 11,000 residents commute outside the city each day for work.

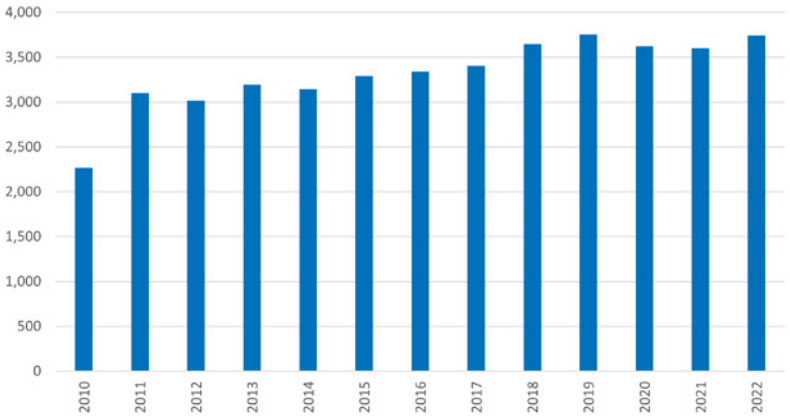
Based on data from the US Census Bureau LEHD program, 90.0 percent of employees at Converse-based businesses (or 3,000 workers) commute to the city each day for work. This indicates Converse-based businesses can draw upon a regional labor market without overly relying on existing residents. An economic development opportunity for Converse is to better align the skill sets of its residents with the needs of the businesses choosing to locate in the City.

Figure 15. Percentage of Working Age Residents in the Civilian Labor Force (16 Years and Over) (2023)



Source: U.S. Census Bureau - American Community Survey (ACS) 5-Year Estimates

Figure 16. Total Jobs Based in Converse



Source: U.S. Census Bureau - Longitudinal Employer-Household Dynamics

Employment

Where Residents Work

According to U.S. Census data for full-time workers aged 16 and over, about 25 percent of Converse residents are employed in the Educational Services, Health Care, and Social Assistance sector. This concentration is expected given the presence of the Judson Independent School District.

The local workforce is also well represented in higher-wage industries such as Professional, Scientific, and Technical Services, Finance and Insurance. By contrast, Converse residents appear to be underrepresented in the Manufacturing and Construction sectors. About 500 residents or 3.4 percent of the total Converse labor force reported working for the armed forces. Looking forward, Converse has an opportunity to create development sites tailored to the industry sectors in which its residents are employed.

In 2023, 13.1 percent of Converse residents worked from home. This is a similar percentage to the averages for Bexar County and several peer cities. Although the COVID-19 pandemic accelerated the shift toward remote work, particularly in rural and suburban communities, the trend has begun to reverse as more employers mandate partial returns to the workplace.

Figure 17. Full time, Year-Round Civilian Employed Population 16 years and over by Industry

Industry	Converse	Bexar County	Texas
Agriculture, forestry, fishing and hunting, and mining	0.4%	1.0%	2.7%
Construction	4.8%	8.5%	9.1%
Manufacturing	7.7%	6.5%	10.0%
Wholesale trade	2.1%	2.2%	2.9%
Retail trade	14.6%	10.3%	9.6%
Transportation and warehousing, and utilities	7.4%	5.5%	6.9%
Information	2.8%	1.8%	1.7%
Finance and insurance, and real estate and rental and leasing	8.5%	10.4%	7.9%
Professional, scientific, and management, and administrative and waste management services	10.8%	13.0%	12.9%
Educational services, and health care and social assistance	23.8%	23.5%	21.2%
Arts, entertainment, and recreation, and accommodation and food services	4.8%	7.4%	5.7%
Other services, except public administration	3.9%	4.1%	4.2%
Public administration	8.4%	5.9%	5.0%

Source: U.S. Census Bureau - American Community Survey (ACS) 5-Year Estimates

Converse Based Employment

Total employment at businesses located within Converse has grown steadily over the past decade. As of 2022, Converse-based employers supported approximately 3,700 jobs. Between 2012 and 2022, local businesses added an estimated 725 new jobs, representing a growth rate of 32.0 percent. This rate of job growth has outpaced the City's overall population growth during the same period, indicating a strengthening local employment base and increasing economic activity within the city limits.

A location quotient (LQ) is an analytical statistic that measures a region's industrial specialization relative to the United States. An LQ is computed as an industry's share of total regional employment divided by the industry's share of the national total employment. Using employment data from ESRI, it was possible to compute Converse's LQ. Converse has relatively strong concentrations in Retail Trade; Transportation & Warehousing; Educational Services; and Food Services & Drinking Places.

Figure 18. Converse Industry Clusters Location Quotient (2024)

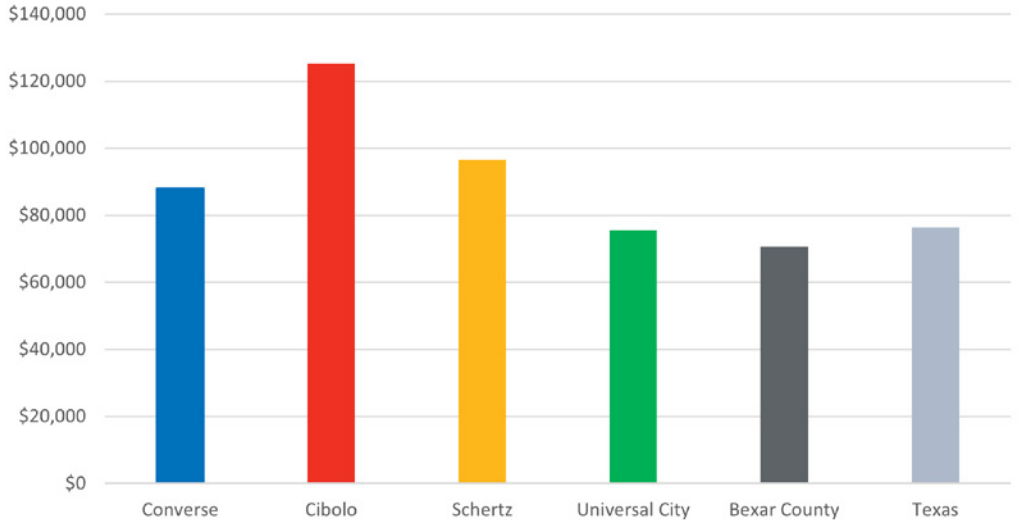
Description	Location Quotient
Agriculture, Forestry, Fishing & Hunting	0.00
Mining	0.04
Utilities	0.00
Construction	1.01
Manufacturing	0.59
Wholesale Trade	0.73
Retail Trade	2.23
Transportation & Warehousing	1.12
Information	0.33
Finance & Insurance	0.34
Real Estate, Rental & Leasing	0.89
Professional, Scientific & Tech Services	0.30
Management of Companies & Enterprises	0.00
Administrative, Support & Waste Management Services	0.35
Educational Services	1.62
Health Care & Social Assistance	0.69
Arts, Entertainment & Recreation	0.84
Accommodation & Food Services	1.29
Accommodation	0.00
Food Services & Drinking Places	1.49
Other Services	1.06
Public Administration	0.60

Source: U.S. Census Bureau - American Community Survey (ACS) 5-Year Estimates

Wages & Income

Similar to other communities in northern Bexar County, Converse's wage and income levels remain above countywide averages. In 2023, the City's median household income was about $88,000, compared to $76,300 for Texas as a whole. Converse's per capita income, however, was $35,311 – below the statewide average of $39,446. Taken together, wage, income, and unemployment statistics point to Converse as a stable community where residents earn wages broadly in line with regional averages.

Figure 19. Median Household Income (2023)

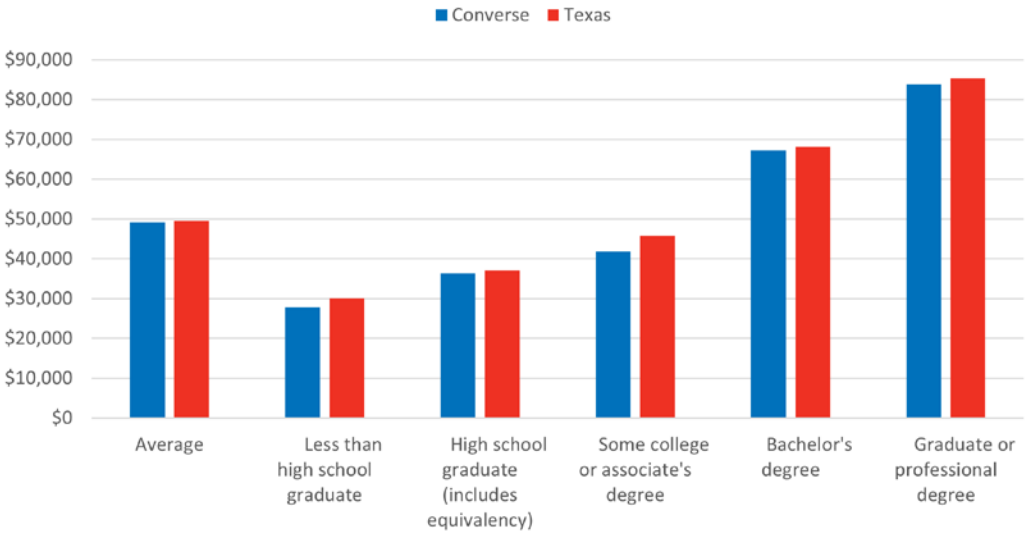


Source: U.S. Census Bureau - American Community Survey (ACS) 5-Year Estimates



Attainable Multi-family Housing Converse

Figure 20. Converse Median Earnings by Educational Attainment (2023)



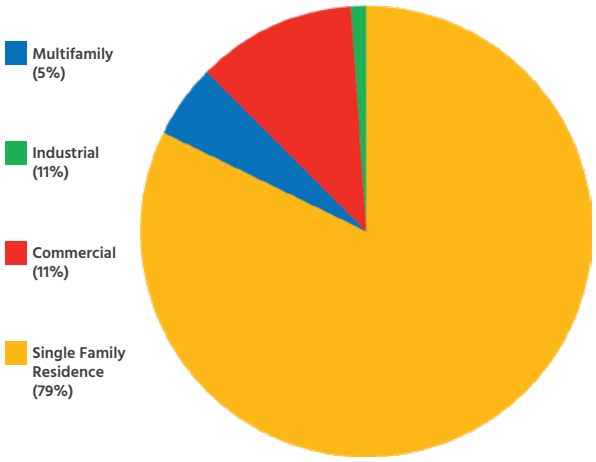
Source: U.S. Census Bureau - American Community Survey (ACS) 5-Year Estimates

Tax Revenue

The General Fund serves as the primary operating fund for the City of Converse, supporting essential municipal services and accounting for all financial resources not assigned to other specific funds. For Fiscal Year 2025, General Fund revenues should be approximately $20.0 million. Property taxes represent approximately 47.0 percent of the General Fund's budgeted revenues. Sales tax accounts for 29.8 percent of the General Fund, making it the second-largest revenue source. Converse will need to aggressively recruit new property and sales tax generators to expand General Fund resources.

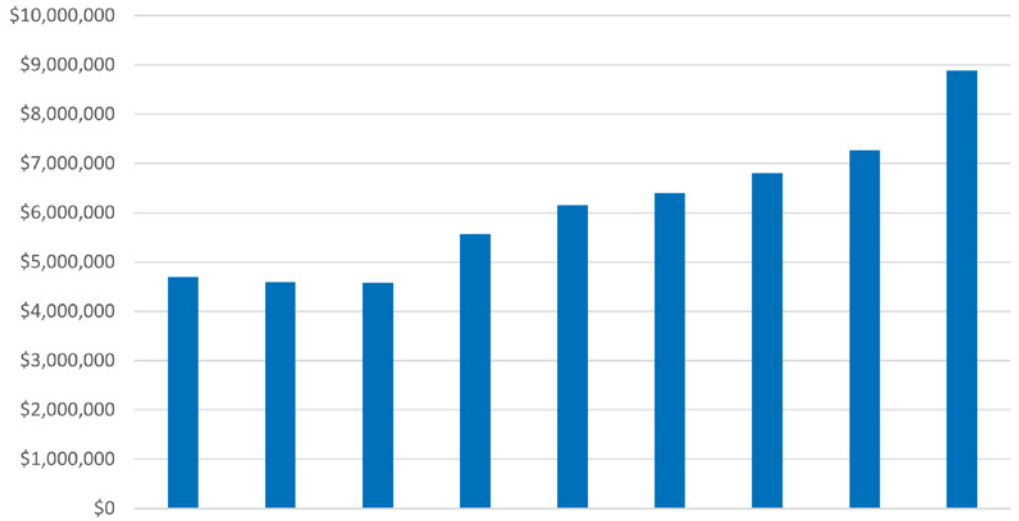
Based on a review of property tax data from the Bexar Appraisal District, almost 80.0 percent of the property tax base in Converse is single-family residential. This is much higher than the Bexar County value of 56.0 percent. Given these differences, Converse should continually evaluate the highest and best use of undeveloped and underdeveloped land.

Figure 23. Taxable Value by Land Use



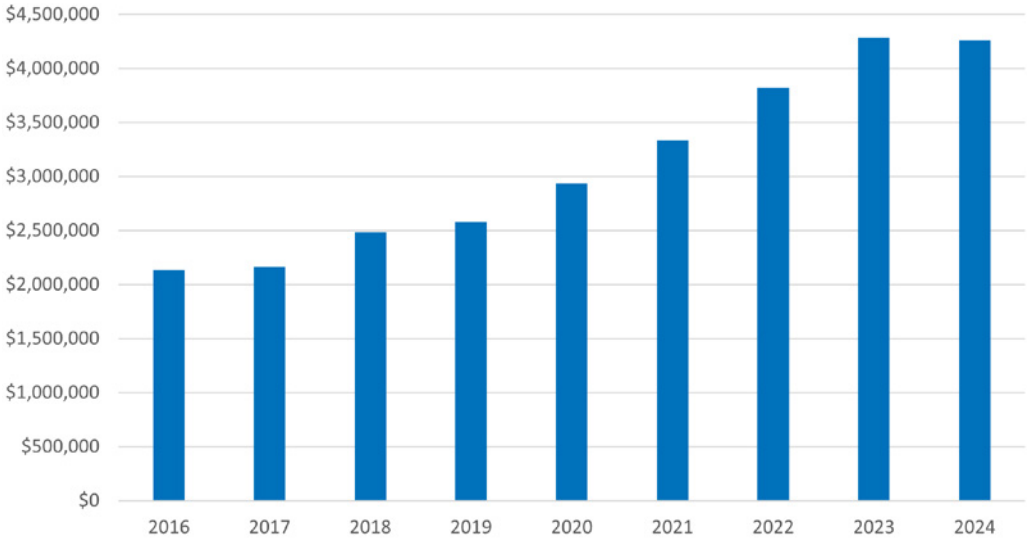
Source: Bexar County Appraisal District

Figure 21. Converse Property Tax Revenue by Fiscal Year



Source: U.S. Census Bureau - American Community Survey (ACS) 5-Year Estimates

Figure 22. Converse Sales Tax Revenue by Fiscal Year



Source: U.S. Census Bureau - American Community Survey (ACS) 5-Year Estimates

Future Demand

According to demographic forecasts from the Alamo Area Metropolitan Planning Organization, Converse and the surrounding area are expected to gain 10,000 new residents and 6,000 new jobs by 2050. While not all of this growth will occur within Converse's city limits, these projections highlight a significant opportunity for the community.

To capture its share, Converse must proactively invest in infrastructure, advance workforce development strategies, and prepare development-ready sites. Success will depend on coordinated efforts among economic development partners to align local assets with regional labor market trends and employer needs.

An ESRI retail demand forecast projects rising consumer demand in Converse, particularly in dining, entertainment, and general retail. While the City's strategic location is a clear advantage, capturing this demand will require the availability of suitable commercial sites.

To fully leverage projected growth, Converse should prioritize expanding its retail and commercial property base through infrastructure investment, targeted incentives, and public-private partnerships. Increasing the supply of market-ready sites will strengthen the City's competitiveness in attracting new businesses.

Figure 24. : Converse Retail Demand Outlook for Key Sectors

Sector	2025	2030	Projected Growth
Apparel and Services	$24,329,789	$28,091,684	$3,761,895
Entertainment & Recreation	$38,715,763	$44,730,850	$6,015,087
Food	$111,983,117	$129,218,512	$17,235,395
Food at Home	$70,767,288	$81,622,322	$10,855,034
Food Away from Home	$41,215,829	$47,596,190	$6,380,361
Health			
Nonprescription Drugs	$1,946,327	$2,246,531	$300,204
Prescription Drugs	$3,692,652	$4,248,676	$556,024
Eyeglasses and Contact Lenses	$1,169,604	$1,350,349	$180,745
Household Furnishings and Equipment			
Household Textiles	$1,174,304	$1,354,445	$180,141
Furniture	$9,061,488	$10,466,097	$1,404,609
Rugs	$356,197	$411,684	$55,487
Major Appliances	$5,194,878	$6,001,802	$806,924
Housewares	$922,234	$1,064,419	$142,185
Luggage	$754,729	$870,715	$115,986
Telephones and Accessories	$231,920	$267,997	$36,077

Source: ESRI

Strategies

The following recommendations build on the "big ideas" introduced in the visioning chapter of this plan. They focus on how Converse can shape both its physical environment and its economic strategies to create a more connected, resilient, and attractive community. Each recommendation identifies a strategy that can help align public and private investment with the City's broader vision.

Focus on the highest and best use of undeveloped land along Loop 1604.

TxDOT's planned improvements to Loop 1604 and the completion of the I-35 NEX Program should improve access to and from Converse. Many of the City's largest undeveloped tracts of land are long the Loop 1604 corridor. The City and Converse EDC should focus on attracting projects that increase tax revenue, create jobs, and enhance quality of life.

The challenge will be prioritizing long-term, transformative developments over short-term opportunities that may not align with the City's future goals outlined in the Comprehensive Plan.

Support the redevelopment of older properties throughout the city.

Converse is home to a variety of new and old businesses located throughout the city. In a growing community, economic development efforts tend to focus on attracting new businesses. However, older shopping and retail centers should be redeveloped and enhanced.

The Converse EDC and the City should continually reevaluate what level of incentives are needed to upgrade existing businesses, older shopping centers, and the complete redevelopment of larger sites. As part of this strategy, Converse EDC should have discussions with property owners regarding redevelopment opportunities.

Develop a concentration of retail, restaurant, and entertainment businesses in the core of the city.

Converse lacks a traditional downtown characterized by a concentration of commercial businesses. Additionally, the city is landlocked and surrounded by neighboring communities of similar size and built environment.

The absence of a historic or destination district presents a significant challenge in establishing a recognizable brand and attracting visitors from outside the area. Converse should prioritize the long-term development of an arts and entertainment district within the City's core. Such an initiative would serve as a cultural and social hub, enhancing the quality of life for residents while also positioning the city as a more attractive destination for visitors.

Update Converse's incentive guidelines and policies to align with the new Comprehensive Plan.

Converse has already adopted key economic development tools such as a dedicated economic development sales tax. While Texas offers a wide array of incentive options, each tool comes with specific legal and financial constraints that limit its application.

To maximize the effectiveness of these incentives and ensure a coordinated approach, Converse's economic development partners should align their strategies and collaborate on unified guidelines and policies. This coordination will help stretch limited public resources and increase the overall impact of the City's economic development initiatives. In addition, these new guidelines should take into consideration the vision and goals of the new comprehensive plan.