



16-1119 - Final 2 5 16 SAEDF Economic Development and Strategic Plan Implementation

San Antonio Economic Development Foundation
(SAEDF)/ City of San Antonio (COSA)

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BACKGROUND

Introduction

The 2016 Economic Development and Strategic Plan Implementation Agreement (Implementation Agreement) between the City of San Antonio Economic Development Department (EDD) and the San Antonio Economic Development Foundation (SAEDF) outlines performance metrics and coordination enhancements called for in Forefront San Antonio: The San Antonio Strategic Plan for Economic Development.

The intent of this Agreement is to formalize a collaboration model, ensure *Targeted Industry*¹ leadership is secured, and to maximize allocated economic development resources; the core focus continues to be: 1.) securing foreign and domestic job-producing investments from recruited companies, 2.) supporting local expansions and 3.) imaging/marketing of San Antonio as a progressive, well-educated city attractive to foreign and domestic business investments.

The scope, metrics and deliverables contained in this Implementation Agreement are congruent with SA Tomorrow, the City of San Antonio Comprehensive Plan and the SA2020 Vision Plan, which secured public input and direction from residents, community stakeholders, business and other partners throughout the community. Studies and Publications that serve as guiding documents for this Implementation Agreement are the 2014 Trade and Investment Strategy, the 2015 Cybersecurity Industry Market Study, The SA2020 Talent Pipeline Study and other community-wide studies speaking to targeted industries, or economic development goals and tactics.

This Implementation Agreement structures, drives action and measures the annual development and execution of tactics that align with the Vision, Mission, Goals and Objectives of the Strategic Plan. The San Antonio Strategic Plan for Economic Development authored by Deloitte Consulting and released in 2015 is implemented on the behalf of the community by the Strategic Plan Coordinating Council (CC) with the support of the San Antonio Economic Development Foundation (SAEDF) under the name Forefront San Antonio. Forefront San Antonio is intended to remain in effect between 2015 and 2020.

Vision, Mission, Goals, and Objectives

VISION: By 2020, San Antonio will consistently rank among the top 10 for the Milken Institute's Best Performing Cities with a goal of being ranked #5 or better in 2020.

MISSION: The Strategic Plan for Economic Development will move the community forward collectively under one vision. It will propel the San Antonio area to an economically healthy and prosperous future by advancing the economic development effort-and-delivery system and maximizing the community's assets to spur innovation and accelerate economic competitiveness in targeted industries.

¹ Terms italicized and capitalized are defined in Appendix A.

GOALS AND OBJECTIVES:

Goal I. Business Attraction: Strengthen the city to compete for job-producing investments within targeted industries, both domestically and internationally.

Objective 1.1: Increase aggregated employment in targeted industries at a rate 5% higher than that projected by the Bureau of Labor Statistics and the Texas Workforce Commission for San Antonio.

Goal II. Business Retention and Expansion (BRE): Continue to build a world class BRE program that provides local businesses the support to stay, grow and prosper.

Objective 2.1: Increase employment in targeted industries at a rate 5% higher than that projected by the Bureau of Labor Statistics and the Texas Workforce Commission for San Antonio.

Goal III. Entrepreneurial Development: Develop a complete program for entrepreneurial development, including R&D, capital formation, market access, technology transfer and business skills development.

Objective 3.1: Increase San Antonio's rate of new entrepreneurs (the percent of the adult population who become entrepreneurs) and startup density (startup firms per 100,000 residents) at a rate 5% higher than linear projections created using current and historical data from the Kauffman Index of Startup Activity.

Goal IV. Workforce: Cultivate and maintain a high quality workforce system

Objective 4.1: By 2020, San Antonio will enhance and align workforce capabilities with the needs of existing/prospective employers by increasing educational partnerships and by increasing 5% in stackable credentials and completed certificate programs and number of Targeted Industry employers per year receiving workforce assistance.

Goal V. Collaboration: The community will continue to collaborate on the Strategic Plan, setting timelines for updates, measuring success, re-evaluating processes and defining future directions of the plan.

Objective 5.1: Progress and impact of economic development efforts are benchmarked and measured, and best practices are reported through 2019 while maximizing accountability and coordinated service delivery.

Guiding Principles

Coordination and Collaboration: Economic development is a team sport and requires consensus, clear direction, and an action bias. This agreement provides for both short-term tactic development and funding as well as longer-term initiative development tying together multiple annual work plans. The community must engage in a means of economic development coordination to facilitate private sector collaboration towards consistent and aggressive action towards each of the community's economic development goals.

Private Sector Leadership: Private Sector Leadership is key to the success of any economic development strategic plan and plays a key role in determination of goals, objectives, strategies and tactics. This agreement will pilot a means by which our community secures and enacts direction from *Targeted Industries* through the Coordinating Council (CC), San Antonio Economic Development Foundation, and the Economic Development Delivery System (EDDS).

Maximization of Resources: Investment of public economic development dollars are focused on the highest and best use in securing new jobs and investment in targeted industries. This agreement seeks to ensure dollars are focused on Targeted Industry Initiatives and leveraged through short and long-term coordinated planning and execution of tactics leveraging and driving all State, Federal, foundation and industry dollars available towards accomplishment of the community's economic development goals.

Agile Economic Development: Economic development tactics and initiatives must be fluid and flexible and continuously improve based on opportunities that occur at the speed of business and focus on continuous improvement.

Data Driven: The City of San Antonio is committed to ensuring all strategies and tactics are based on timely and relevant data both to inform action as well as measuring progress in meeting community objectives.

Governance

Implementation and monitoring of *Forefront San Antonio* shall fall under the oversight of the San Antonio Coordinating Council and led by the Mayor of San Antonio and Bexar County Judge.

All tactics and strategies will continue to be evaluated and approved by the Coordinating Council and SAEDF Executive Committee and be reflected in a semi-annual update to *Forefront San Antonio* which will be made available to elected officials and business leaders.

Service Area

For purposes of SAEDF activities funded by the City, services will be delivered for the principal benefit of the area and residents within the boundaries of City of San Antonio in effect during the contract period. The City acknowledges that SAEDF also has obligations to Bexar County, CPS Energy, SAWS, and private sector member companies.

SECTION I: ROLE AS CONVENER

1.1. Convene Collaboratives

Per the intention of Forefront SA and the Guiding Principles of this Plan it is the desire of the City to formalize the *Economic Development Delivery System* and the coordination of *Economic Development Partners* through the following activities:

- a) **Dedicated Staffing:** SAEDF shall provide staffing to coordinate with EDD and the Coordinating Council to monitor and implement the Forefront San Antonio effort.
- b) **Convene Collaboratives:** SAEDF shall, in partnership with the City of San Antonio, convene *Collaboratives* (as defined in Appendix A) in person or virtually through use of platforms such as Socialcast with the intent of creating consistent collaboration and coordination in pursuit of Forefront San Antonio goals.
 - i. **Goals of Collaboratives:** *Collaboratives* shall be convened on a monthly basis to 1.) discuss identification, creation, or improvement of Forefront San Antonio tactics 2.) identify Targeted Industry tactics on which to collaborate, and 3.) identify and leverage funding opportunities for new and existing tactics.
 - a. *Collaboratives* for which SAEDF **does not** serve as Implementor are as follows:
 - 1) **Entrepreneurial Development:** SAEDF shall, for the Entrepreneurial Development Collaborative, **at a minimum** secure on-going and planned Target Industry initiatives supporting the community's entrepreneurial development goal in coordination with the Lead Organization.
 - 2) **Human Capital:** SAEDF shall, for the Workforce Development Collaborative, **at a minimum** secure on-going and planned Target Industry initiatives supporting the community's entrepreneurial development in coordination with the Lead Organization.

1.2 Support Targeted Industry Liaisons

Per Forefront SA and the Guiding Principles of this Plan it is the desire of the City to formalize Targeted Industry Private Sector leadership in the provision of the economic development services through the following activities:

- a.) **Educate Private Sector Leaders:** SAEDF, in coordination with *Industry Liaisons* and COSA, shall support communication to industry stakeholders how existing programs are operated and opportunities to enhance local tactics.
- b.) **Industry Coordination:** SAEDF shall provide a forum for *Industry Liaisons* to update and request assistance of each *Collaborative* with specific short, mid, and long term tactics and monthly briefings.
- c.) **Industry Liaison Initiatives:** SAEDF shall accept *Industry Liaison Initiatives* in the form of resource requests that:

- i. Materially meet the performance metrics outlined in the Economic Development and Strategic Plan Implementation Agreement.
 - ii. Have been vetted through one or more *Collaboratives* for matching dollars or other funding options.
 - iii. Total no more than \$50,000 per initiative, total of up to a cumulative value of \$100,000 during the term of the agreement, and are available in budgeted line item categories of the approved SAEDF operational budget.
 - iv. Are summarized into an *Economic Development Program Model Canvas* (Appendix B) and provided to SAEDF and presented to the Collaboratives for discussion and leveraging of resources.
- d.) **Resource Allocation:** SAEDF shall, for those Industry Liaison Initiatives, provide resources, present to the SAEDF Executive Committee and provide a response within 60 days of submission to the appropriate Collaborative.

1.3 Update the Strategic Plan for Economic Development

Per Forefront SA and the Guiding Principles of this Plan it is the desire of the City to formalize consistent communication of progress, tactics and opportunities for community investment to business leaders through the following activities:

- a.) **Intent of Forefront SA:** SAEDF shall, in partnership with the Coordinating Council, draft the Forefront SA plan with the intent of making clear to Targeted Industry leaders how each of the *Collaboratives* is working towards serving their industry and meeting community goals.
- b.) **Bi-Annual Updates:** SAEDF shall, in partnership with the Coordinating Council, update the Implementation Plan bi-annually to reflect *Industry Liaison* Initiatives supported in each of the *Collaboratives* and any improvements made to *Core Industry* tactics.
- c.) **City Council Presentations:** SAEDF shall, in partnership with the Coordinating Council, present the status of Forefront SA at the request of the City of San Antonio's Economic Development Department to City Council and/or the Economic and Human Development Committee.

SECTION II: ROLE AS IMPLEMENTOR

This agreement represents continued focus on marketing for global industry recruitment and expansion operations with enhancements outlined in the Strategic Plan. It focuses on providing a consistent structure for economic development collaboration that will ensure the community consistently integrates target industry private sector leadership and continuously pursues state, federal, and other resources to further scale economic development efforts in San Antonio. It consists of tactics to secure new Target Industry and Core Industry jobs and investment, is

measured by the metrics outlined in Section III of this agreement, and is segmented into the following activities.

2.1 Industry Recruitment

Targeted Industry Recruitment consists of tactics to secure *Core* and *Targeted Industries* and is segmented into the following activities:

- a) **Marketing:** SAEDF shall continue a general Culture of Business branding campaign to tell San Antonio's education story, as well as other location advantages (low cost to do business, financial incentives, low cost of living, etc.). In addition:
 - i. **SAEDF Marketing Committee:** SAEDF shall provide for an EDD representative to serve on the SAEDF Marketing Committee.
 - ii. **Unifying Brand:** SAEDF shall, by the end of the year, submit a workplan to unify San Antonio's brand identify across economic development related entities.
 - iii. **Targeted Industry Marketing Metrics:** SAEDF shall describe its efforts in marketing *Targeted Industries* before the end of the term of the agreement.
 - iv. **Industry Liaison Marketing:** SAEDF shall engage and execute Industry Liaison branding and marketing tactics developed in conjunction with Industry Liaisons.
 - v. **Foreign Market Campaigns:** SAEDF shall develop a media campaign highlighting San Antonio as a destination and implement material improvements to their website and develop campaigns through social media, inSA website, trade publications and in-country business-related newspapers.
- b) **Domestic Recruitment:** SAEDF shall recruit companies seeking to expand, consolidate, or relocate within the United States within *Targeted Industries*.
 - i. **Marketing Trips:** SAEDF shall report to the City of San Antonio all planned and completed marketing and outreach trips.
 - a. Reports shall include: location, SAEDF staff person, as well as type of industries contacted and number of meetings.
 - ii. **Convention Visitor's Bureau Coordination:** SAEDF will also coordinate activities with the CVB to leverage one (1) convention to organize a meeting/tour with corporate representatives attending conventions in San Antonio given that there are at least two

conventions within a Targeted Industry in a given year.

- iii. **Site Consultant/Industry Expert Tour:** SAEDF shall secure and coordinate location consultants and/or industry experts specializing in targeted industries for one (1) site/asset tour of San Antonio.
 - a. SAEDF shall conduct a pre and post visit survey to gauge familiarity and sentiment towards San Antonio.

- c) **Foreign Recruitment:** SAEDF shall implement the applicable Foreign Direct Investment (FDI)-related recommendations found in the 2015 San Antonio Trade and Investment Strategy to increase FDI in San Antonio's *Targeted Industries*. SAEDF shall conduct the following activities to implement the Investment Missions:
 - i. **Japan Consulting Agreement:** SAEDF shall administer the agreement with Hiro Watanabe and the Texas/Japan Office. As set forth in Section VIII below, the City is responsible for the \$90,000 under the Consulting Agreement with the Texas/Japan office, payable upon execution of the Economic Development Services agreement.

 - ii. **Investment Missions:** SAEDF shall coordinate all logistics to support Investment Missions to Japan and one additional target country.
 - a. Arrange, as needed, all one-on-one meetings in-country with identified target companies.
 - b. Coordinate all marketing and promotional materials in support of the Investment Mission.

 - iii. **Single Location Promotion:** Organize one Single Location Promotion for companies in *Targeted Industries* at U.S. Embassies and all updated collateral materials included on USBs.

 - iv. **Industry Liaison Investment Mission Support:** SAEDF shall support tactics developed in conjunction with Industry Liaisons.

 - v. **International Stakeholders Committee:** SAEDF shall present to the International Stakeholders Committee as needed on the status of on-going initiatives and direction on future engagements.

 - vi. **Global Business Competitiveness Council:** SAEDF shall present to the Global Business Competitiveness Council as needed on the status of on-going initiatives and performance of the overall community FDI strategy and tactics.

- d) **Prospect Management:** SAEDF shall provide hosting and site selection assistance for prospective foreign and domestic companies providing options and information on all areas of the City and, when appropriate, an emphasis on

targeted areas of the City and County.

- i. **Single Point of Contact:** SAEDF shall act as the single point of contact for all recruitment prospects ensuring they are provided an overview of doing business in San Antonio and advised of available incentives, provided an incentive application, and connected with the appropriate local members of the economic development team.
- ii. **Foreign Representative Hosting:** SAEDF shall coordinate with San Antonio foreign representatives to schedule and facilitate one-on-one and small group meetings with companies in *Targeted Industries*.
 - a. Prepare and distribute briefing materials for delegates in preparation for one-on-one meetings.

2.2 Industry Retention and Expansion

The goal of Targeted Industry Retention and Expansion is to avoid job loss, capture future growth, become more aware of the industry locally, domestically and globally, and encourage corporate leaders to be more involved in the community. It consists of tactics to retain and expand Core and *Targeted Industries*, is measured by the metrics achieved in Section III of this agreement, and is segmented into the following activities.

- a) **Staffing:** SAEDF shall allocate a Vice President for the coordination and implementation of the Business Retention and Expansion (BRE) program.
- b) **Corporate Engagement:** SAEDF shall coordinate visits by representatives of the Recruitment and Retention Collaborative to five (5) companies with a headquarter presence in San Antonio and one (1) company visit with a headquarter presence outside of San Antonio.
 - a. SAEDF shall coordinate one (1) CEO-level headquarter visit with the Mayor (at the headquarters location or in San Antonio) unless waived by EDD in writing due to scheduling or other conflicts beyond the control of SAEDF.
 - b. SAEDF shall provide an assessment of key customers, supplier recruitment targets, their respective industries and any challenges they are facing (such as workforce, infrastructure, and/or permitting).
 - c. SAEDF shall, in their quarterly reporting narrative, list company contact and indicate what technical assistance was provided to the company.
 - d. SAEDF shall provide their quarterly report to the appropriate *Collaborative* for any needed discussion or group action.

- c) **Major Employer Engagement:** SAEDF shall coordinate visits by representatives of the Recruitment and Retention Collaborative to five (5) companies employing over three hundred (300) (representing an Exceptional Project per the City of San Antonio Tax Abatement Guidelines) in San Antonio or Extraterritorial Jurisdiction (ETJ) Area.
 - a. SAEDF shall, in collaboration with the BRE Team, submit a list of fifteen (15) potential targets no later than the first quarter of the agreement term or as agreed to by SAEDF and the City of San Antonio.
 - b. SAEDF shall provide an assessment of key customers, supplier recruitment targets, their respective industries and any challenges they are facing (such as workforce, infrastructure, and/or permitting).
 - c. SAEDF shall, in their quarterly reporting narrative, list company contact and indicate what technical assistance was provided to the company.
 - d. SAEDF shall provide their quarterly report to the appropriate *Collaborative* for any needed discussion or group action.

- d) **Foreign Owned Engagement:** SAEDF and the BRE Team shall coordinate visits by representatives of the Recruitment and Retention Collaborative to five (5) foreign owned companies in San Antonio.
 - a. SAEDF shall provide an assessment of key customers, supplier recruitment targets, their respective industries and the challenges they are facing (such as workforce, infrastructure, and/or permitting) and decision factors in choosing San Antonio.
 - b. SAEDF shall, in their quarterly reporting narrative, list company contact and indicate what technical assistance was provided to the company.
 - c. SAEDF shall provide their quarterly report to the appropriate *Collaborative* for any needed discussion or group action.

- e) **Targeted Industry Engagement:** SAEDF shall coordinate visits by representatives of the Recruitment and Retention Collaborative to twenty-five (25) Target Industry companies in San Antonio. With no less than five (5) from each Targeted Industry
 - a. SAEDF shall provide an assessment of key customers, supplier recruitment targets, their respective industries and the challenges they are facing (such as workforce, infrastructure, and/or permitting) and decision factors in choosing San Antonio.
 - b. SAEDF shall, in their quarterly reporting narrative, list company contact and indicate what technical assistance was provided to the company.

- c. SAEDF shall provide their quarterly report to the appropriate *Collaborative* for any needed discussion or group action.

SECTION III: METRICS AND DELIVERABLES

3.1 Implementor Deliverables:

- a.) SAEDF shall present an unformatted Excel Spreadsheet listing the detail of each of the following metrics as well as aggregated information presented in the following format:

Industry Recruitment Goals

Marketing Efforts	
Target Industry Marketing Engagements	10
Core Industries Marketing Trips	15
Total	25
Foreign Investment Missions	3 (included)
Single Location Promotions	6

Qualified Prospects	
Bio/Healthcare	10
Transportation Manufacturing (Aero, etc)	15
Cybersecurity/IT	15
New Energy	7
Core Industries	73
Total	120
International Prospects (12 of 120 Total)	12

Number of Projects Recruited	
Bio/Healthcare	1
Transportation Manufacturing (Aero, etc)	2
Cybersecurity/IT	2
New Energy	1
Core Industries	10
Total	16
International Projects	2

Number of Jobs Recruited	
Bio/Healthcare	200
Transportation Manufacturing (Aero, etc)	200
Cybersecurity/IT	100
New Energy	200

Core Target Industries	1,900
Total	2,600

Recruitment Payroll	
Estimated New Payroll	\$88M
New High-Wage Jobs (defined in Appendix A)	1,000

Industry Retention Goals

BRE Prospects	
Total Target Industry BRE Prospects	8
Total Core Industry BRE Prospects	5
Total BRE Prospects	13

BRE Engagements	
Corporate Engagement Visits	5
Major Employer Engagement	5
Foreign Owned Engagement	5
Target Industry Engagement (If possible, 5 from each Industry (Aerospace disaggregated))	25
Core Industry Visits	40
Total BRE Visits (non-duplicated)	80

BRE Projects	
Total Target Industry BRE Projects	5
Total Core Industry BRE Projects	5
Total BRE Projects (Expansion/Location)	10

BRE Jobs Supported	
Total Target Industry BRE Jobs	300
Total Core Industry BRE Jobs	700
Total BRE jobs	1000

BRE Payroll	
Estimated New Expansion Payroll	\$34M
New High-Wage Jobs (as defined in Appendix A)	300

SAEDF / City Contract Budget (Fiscal Year 2015-2016)

Income		
City Contract	\$590,000	
Total Income		\$590,000
Operating Expenses		
Staff Expenses		\$238,000
Salaries (2 FTEs)	\$195,000	
Taxes (FICA, Medicare, FUTA, SUI)	\$17,000	
Benefits (Insurance, 401K)	\$26,000	
Prospect and Marketing Expenses		\$293,000
Advertising	\$60,000	
Public Relations	\$38,000	
Electronic Tools (Web site)	\$9,000	
Brochures IPAK & Exec. Summary, etc.)	\$9,000	
Consulting (Annual wage study & other studies)	\$33,000	
Computer expense / Xceligent / GIS	\$10,000	
Prospect expenses	\$20,000	
Travel	\$24,000	
Japan/Texas Office Agreement	\$90,000	
Administrative/Other Expenses		\$59,000
Trade Association Dues (TexasOne)	\$11,000	
Audit / Accounting	\$5,000	
Contract Accounting	\$2,000	
Rent & Services	\$13,000	
Telephone	\$3,000	
Postage / Delivery	\$1,000	
Supplies	\$2,000	
Copying / Printing	\$3,000	
PEO	\$3,000	
Insurance	\$5,000	
Fund Reserves (2%)	\$10,000	
Miscellaneous Overhead	\$1,000	
Total Operating Expenses		\$590,000
Net Cash		\$0

Note: City Income includes \$90,000 for continued funding of the Texas/Japan office.

APPENDIX A: Definitions

Economic Development Collaborative(s): A group of public sector entities and partners that specializes in one or of the direct service provision elements of: Recruitment, Expansion, Entrepreneurial Development, Workforce Development or Collaboration. The role of the collaborative is to plan and execute short and long term tactics and strategies in support of Industry Liaisons. At a minimum Collaborative stakeholders represent 1.) a material public or public/private investment that can be leveraged and 2.) that have direct contact with the business community in providing one or more services in the interest of securing new targeted industry jobs and investment.

Economic Development Delivery System (EDDS): the continuous improvement process by which the San Antonio Economic Development Foundation coordinates public sector stakeholders in the five service delivery areas for collaboration with Industry Liaisons contracted to educate and secure direction from targeted industry leaders.

Economic Development Partners: Partners who's coordination is required to leverage resources, expertise, such as: City and County leadership and economic development departments, local chambers, trade associations, Alamo Colleges, Workforce Solutions Alamo, Texas Research and Technology Foundation, Texas Workforce Commission, Free-Trade Alliance, Governor's Office, the Economic Development Administration, the Department of Labor, higher education, media, and many others.

Economic Development Program Model Canvas: the economic development program model canvas consists of nine-categories describing programs or initiatives including: key activities, key partners, key outcomes, and costs and funding sources. The purpose of the canvas is to clearly and comprehensively explain all the elements of a program or initiative and identify areas for improvement through collaboration.

Estimated New Payroll: the estimated total payroll of all companies assisted by the SAEDF. Not all companies assisted will report total new payroll. For those companies where total payroll is not communicated in writing SAEDF will perform the following calculation (Total Jobs X Average Estimated Wage).

Forefront San Antonio: The San Antonio Strategic Plan for Economic Development authored by Deloitte Consulting and released in 2015 which is executed through an Implementation Agreement by the San Antonio Economic Development Foundation on behalf of the City of San Antonio.

High Wage Jobs: Performance Metric which measures the success of efforts towards raising the Median Income in San Antonio. High Wage Jobs are the number of jobs whose earnings are above the average of the last four quarters of the Bexar County Average Weekly Wage as reported by the TWC. This data is collected by securing written communication from companies that have been provided technical assistance by SAEDF.

Industry Liaisons: Designated individuals under contract with the City of San Antonio or validated by industry leaders, the Coordinating Council and the SAEDF Executive Committee. Industry Liaisons are contractually obligated to communicate the functions of the EDDS to industry and provide strategy and tactic proposals to the EDDS from the represented Targeted Industries. Current Industry Liaisons include BioMedSA and Cybersecurity San Antonio.

Industry Liaison Initiatives: an initiative that is identified and driven by the Industry Liaison to create or refine Collaborative tactics and that may require asset allocation. Example: Cybersecurity Industry Liaison requests funding for development of collateral marketing material for a specific industry segment from Canada.

Targeted Industry(ies): Healthcare/Biosciences, Aerospace and Transportation Manufacturing, Information Technology/Information Security and New Energy industry subsectors as determined by the March 2013 Deloitte Target Cluster SWOT Analysis and Economic Development Scan and the SA2020 *Targeted Industries*.

Core Industry(ies): Financial and Professional Services Operations, Distribution, and sectors have well-established infrastructure, supply lines, and labor force pipelines in place to be successful and continue to grow.

Premium Job Projects: economic development projects that are not captured in the targeted industries but provide jobs 150% of the Bexar County Average weekly Wage.

Economic Development Program Model Canvas: A tool used to identify nine categories that comprehensively explain the elements of a proposed tactic or strategy for evaluation by the Collaboratives and the SAEDF Executive Committee.

APPENDIX A: ECONOMIC DEVELOPMENT PROGRAM MODEL CANVAS