



SAN ANTONIO ECONOMIC DEVELOPMENT FOUNDATION

ECONOMIC AND WORKFORCE DEVELOPMENT COMMITTEE
December 5, 2017

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Partnership Background

- In 2009, a Corporate Recruiting and Retention Committee provided recommendations to address the long-term strategic planning for the San Antonio region.
- FY 2011-2015 public/private partnership between the City and SAEDF, with the annual adoption of an Action Plan with implementation metrics:
 - **Recruitment.** Focus on core industries, targeted areas and emerging business sectors.
 - **Retention.** Implementation of a Business Retention and Expansion program (BRE).
 - **Marketing.** Creation of a collaborative and enhanced marketing plan.
 - **Strategic Plan.** Development of a comprehensive strategic plan for economic development.
- On January 5, 2016 the partnership was assessed and potential opportunities for enhancement.
 - Agreed upon job creation goals met and Strategic Plan complete
 - Strategic and tactical alignment needing improvement
 - Need additional private sector leadership and enhanced resource utilization.

SAEDF FY 2018 Agreement

- In FY 2018, SAEDF has enhanced:
 - SAEDF aligned to Targeted Industries and functional areas of recruitment, retention/expansion, entrepreneurial development, and workforce development.
 - Convening of economic development stakeholders and developing and executing tactics in collaboration with industry through the integration of workgroups.
- In FY 2018 SAEDF will continue to:
 - Provide economic development services with associated metrics.
 - Implement the San Antonio Trade and Investment Strategy.
 - Administer the agreement with the City's Texas/Japan Office.

SA Tomorrow Comprehensive Plan

- Jobs and Economic Competitiveness section of the SA Tomorrow Comprehensive Plan (**25-year plan**) guides economic development policy focused on geography, and targeted industry recruitment, retention/expansion, entrepreneurial development and workforce development.
- Forefront SA (**5-year plan**) strategic framework was developed in 2015 and outlines the overall economic development system. Renewed every five years (ending in 2020) and developed in congruence with SA Tomorrow.
- City Council annually adopts a \$500k economic development services agreement (**1-year Action Plan**) with SAEDF towards annual fulfilment of the Forefront SA plan.





HISTORY

Founded over 42 years ago, SAEDF is San Antonio's lead economic development entity charged with continued development and diversification of the San Antonio regional economy.

OUR VISION

Propel San Antonio's economy to the forefront of today's top performing cities.

OUR MISSION

Lead the development and diversification of the San Antonio regional economy through the location and expansion of quality employers and job producing investments.

FOREFRONT SA STRATEGIC FRAMEWORK



OPERATIONALIZING FOREFRONT SA



Coordination and Collaboration



Private Sector Leadership



Maximization of Resources



Agile Economic Development



Data Driven

STRATEGIC OBJECTIVES & ACTIVITIES

- **Business Attraction:** Strengthen the city's competitive position for job-producing investments within targeted industries, both domestically and internationally. *(Site Selection Services, Targeted Recruitment Trips, Familiarization Tour)*
- **Business Retention & Expansion:** Continue to build a world-class BRE program that provides local businesses the support to remain, grow, and prosper in San Antonio. *(Visits, Reverse BRE Visit, Data & Reporting)*
- **Entrepreneurial Development:** Develop a comprehensive program for entrepreneurial development, including: R&D, capital formation, market access, technology transfer, and business skills development. *(Coordination & Planning Alignment)*
- **International Relations:** Create globally-competitive programs and services that promote and attract foreign direct investment to San Antonio and South Texas. *(Foreign Direct Investment, Japan Office, Investment Promotion Forums, International Advisory Council)*
- **Workforce Development:** Cultivate and maintain a high-quality workforce development system in coordination with SA Works. *(Skills Gap Analysis, Training Provider Assessment, Quarterly Jobs Report, School-to-Career efforts)*
- **Marketing:** Collaborate and engage with key partners to expand awareness of the city, its assets, and its position globally, nationally, and locally. *(SA Brand Movement, Visit SA Alignment, Investor Growth Initiative)*

2018 PRIORITIES



Continuous Improvement



Regional Collaboration



International Economic Development

KEY PERFORMANCE INDICATORS

	Indicator	2017 Goals	Y-T-D	2018 Goals	2020 Aggregate Goals
Community Indicators	Gross Metropolitan Product	Baseline Year	#9	Tracking Indicators	#8
	Median Household Income	Baseline Year	#10		#9
	Unemployment Rate	Baseline Year	#4		#3
	Total Job Growth	Baseline Year	3%		3%
	Entrepreneurial Growth	#10	#6		#3
	Foreign Direct Investment*	\$162M*	N/A*	\$66M*	\$200M
Market Results	Local CAPEX	\$300M	\$245,607,000	\$350M	\$1.5B
	Target Sector Employment Growth (NAICS)	≥1%	N/A*	TBD	TBD
	Estimated Payroll by Target Sector Industries	\$20M	\$98,749,480	\$100M	\$450M
	Number of New Jobs	Total: 4,000 BRE: 2,400 REC: 1,600	Total: 3,510 BRE: 1,089 REC: 2,421	Total: 4,527 BRE: 1,811 REC: 2,716	Total: 20,000 BRE: 8,000 REC: 12,000
	TI (target industry)	TI: 1,600 (40%) BRE: 720 REC: 480	TI: 1,036 (30%) BRE: 739 REC: 297	TI: 1,931 (43%) BRE: 772 REC: 1,159	TI: 9,984 (50%) BRE: 3,994 REC: 5,990
	Other industries	Other: 2,400 (60%) BRE: 1,080 REC: 720	Other: 2,474 (70%) BRE: 350 REC: 2,124	Other: 2,596 (57%) BRE: 1,038 REC: 1,558	Other: 9,879 (50%) BRE: 3,952 REC: 5,927
	Number of New High Wage Jobs	15% (600)	28% (1,163)	42% (1,900)	45% (9,063)
Brand	Brand Awareness and Favorability	Awareness 63% Favorability 53%	Awareness 63% Favorability 53%	Awareness 67% Favorability 56%	Awareness 78% Favorability 66%
	Impact Score	N/A	N/A*	250M	1.5B
Workforce	Work-based Learning Opportunities	3,970	3,720	4,590	20K
	Post-Secondary Completions (TI)	6,900	N/A*	7,200	29,400

*Annual Metric

INDUSTRY ACTION PLANS



- Bioscience industry working group
- Events: Bio International Convention, RESI Conference, TX Healthcare Bio Summit
- Initiatives: Industry action plan, Metis Foundation Partnership, Improved market focus for recruitment efforts

Bioscience



CYBERSECURITY

- IT/Cybersecurity working group, Separation of IT/Tech and Cybersecurity industries
- Events: SA to DC, RSA Security Conference
- Initiatives: Industry Cluster Analysis, SA Municipal Security Ops Center, Cyber/Tech Supply-Demand Workforce Initiative w/Universities, Improved market focus for recruitment efforts

Cybersecurity



- Advanced Manufacturing & Aerospace industry working group, AMP Group,
- Events: SAE 2017 World Congress, FAB Tech, Japan Trade Mission
- Initiatives: Industry Impact Study, CAST Tech, AMT Program, Supply Chain Analysis

Manufacturing

INDUSTRY ACTION PLANS



- New Energy partner working group with CPS Energy, Advanced collaboration with Private Sector Partners
- Events: Distributech, Solar Power International, Mexico Mission Trip
- Initiatives: Co-op Partnership Forum

New Energy



- Aerospace working group with SA Chamber & Port San Antonio partnership
- Events: MRO Conference
- Initiatives: SACC Industry Analysis

Aerospace



- Coordination with CoSA Office of Military Affairs and SACC Military Affairs Council
- Initiatives: Programmatic support of transitioning veterans through SA Works

Military

NEXT STEPS



Execute Plans



Quarterly Performance Reporting



Regular EWDC Updates



OUR EXPERTISE IS IN COLLABORATION

AND WE NEED PARTNERS FROM ACROSS
THE PUBLIC AND PRIVATE SECTORS
TO DRIVE PROGRESS