



Brookings Global Cities Initiative (GCI)

Economic and Workforce Development Committee | February 6, 2018

Alex Lopez | Assistant Director, Economic Development Department



Agenda

- Background on Brookings Collaborations
- Market Prioritization Process
- Categories, Factors, and Rankings
- Next Steps



Global Cities Initiative | San Antonio

- | | |
|------|--|
| 2012 | First engagement with GCI and selected to develop an Export Strategy |
| 2013 | San Antonio Export Strategy |
| 2014 | Invited to be part of Trade & Investment Strategy pilot |
| 2015 | San Antonio Trade & Investment Strategy |
| 2017 | San Antonio selected as one of eight to participate in the development of a market prioritization framework by Brookings |
| 2018 | Present findings of the market prioritization framework analysis. Brookings to produce a summary report, toolkit with data sources, and proposed matrix. |



Challenge

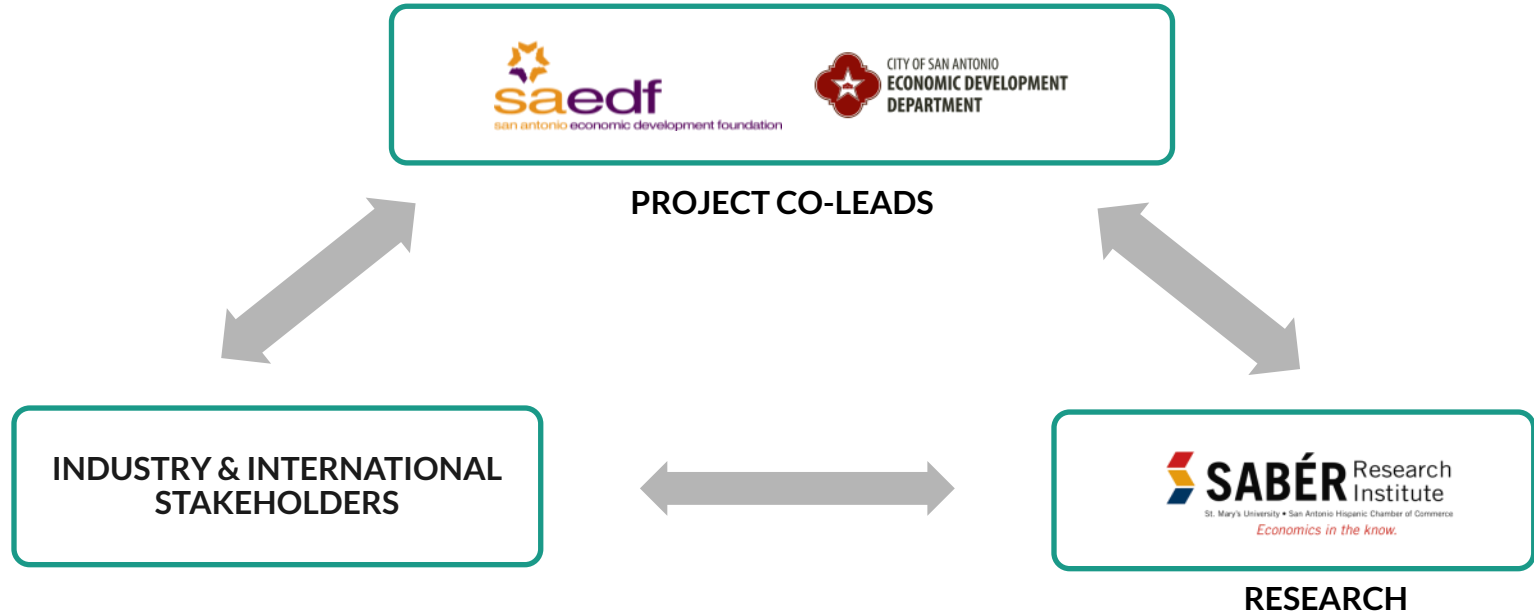
Foreign direct investment and exports present substantial economic opportunities, but we lack the specificity to target our strategies and limited resources in a meaningful way.

Goal

Identify metros for growth that yield measurable outcomes and guide resource allocation, time and focus.

- Industry-led
- Promote industry cluster development

Application Team



Process | Market Prioritization Framework



Cluster Analysis | San Antonio

Identify industry specialization and demonstrate how it is nationally distinct, innovative and unique. Factor in global demand, industry trends and local company make-up and behavior.

Industry Cluster Links | Global

Global network and sector analysis of existing and potential markets.



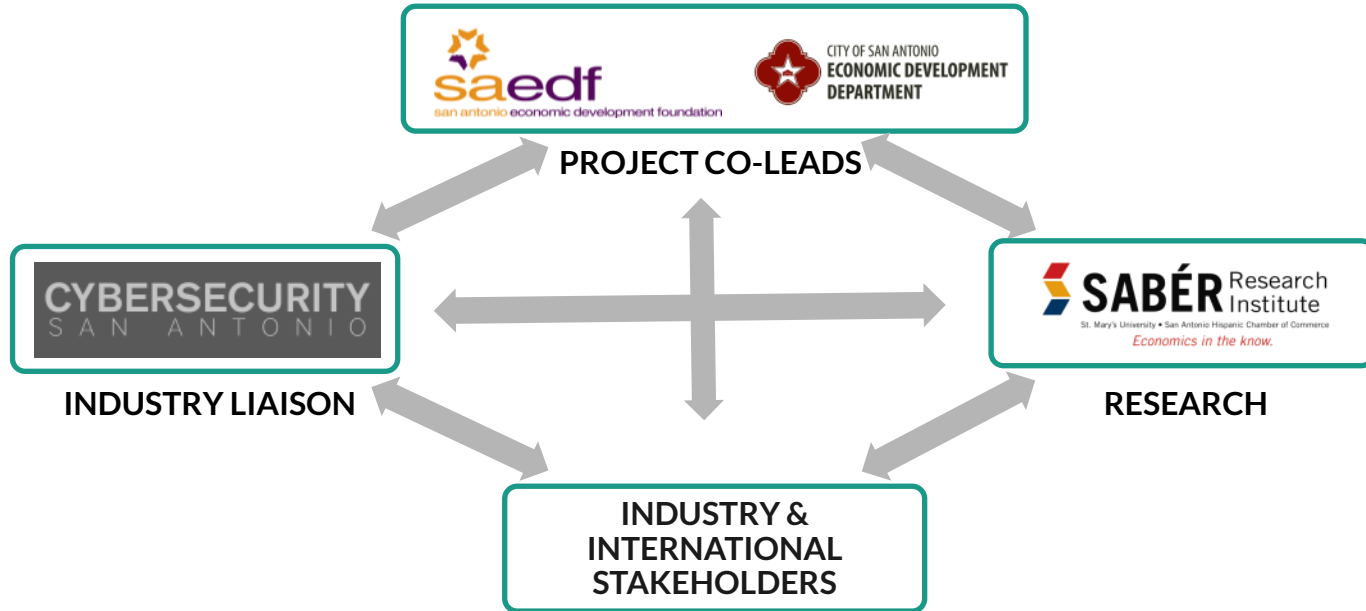
0
3



Connectivity | Metro to Metro

Macro-economic factors, geographic distance and soft connectivity.

The Team





01 Cluster Analysis | San Antonio

THE TASK

- Define and demonstrate that industry specialization is a top prospect for future growth.

THE RESPONSE

- Cybersecurity - nationally distinct housing an emerging cluster of activity that came out of a strong and long-standing federal security / intelligence sector



Industry-Specific Goal

Identify metros for cybersecurity ecosystem growth that yield measurable outcomes and guide resource allocation, time and focus.

Strategy

Apply quantitative and qualitative data to prioritize foreign markets, at the metro level, around three core areas of engagement:

- export of cybersecurity products and services from San Antonio;
- foreign direct investment (FDI) attraction; and
- strategic collaboration and innovation exchanges.



02 Industry Cluster Links | Global

THE TASK

- Identify the markets that show potential for economic linkages with cybersecurity.

THE RESPONSE

- Matrix developed to attain overview of existing and new markets pulling in trade and investment data as well as initial connectivity / soft data.



03 Connectivity | Metro to Metro

THE TASK

- Further assess foreign markets based on macroeconomic, political, and cultural factors.

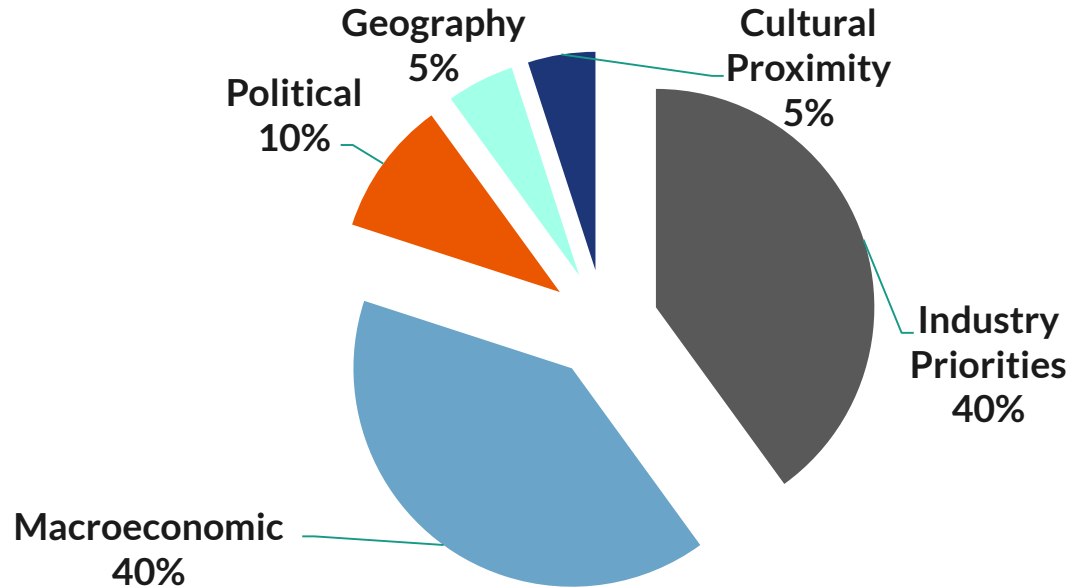
THE RESPONSE

- Matrix expanded to include additional macroeconomic factors, along with geography and cultural proximity.

03 Connectivity | Metro to Metro

[illegible]

Matrix Categories & Weights





Industry Priorities | 40%

Macroeconomic	FDI & Export	Interest Level	Market Presence
IMF Classification	FDI into TX	Local Interest in Market	Existing Cyber Cluster
	FDI into San Antonio	Awareness of SA cyber	Number of FOEs in TX
	US Export into Country	Overall Market Priority	
	Country's Import Value		
	Country's Export Value		



Macroeconomic Factors | 40%

**Exchange Rate
Stability**

**Exchange Rate
Change**

**Country GDP
Growth**

**Country GDP
Growth Forecast**

FTA/BIT

Ease of Business

**Metro GDP
Growth**



Political Factors | 10%

Political Priority	Connections / Relations
Allies (NATO and Non-NATO)	Official Relations
Mutual Military Defense Treaty	Non-Formal Partnerships
Foreign Diplomat Representation	Student Exchanges
International Relations	Past Missions
	Foreign Community / Chamber Associations
	International Relations



Geography | 5%

Flight Distance

Number of Flights

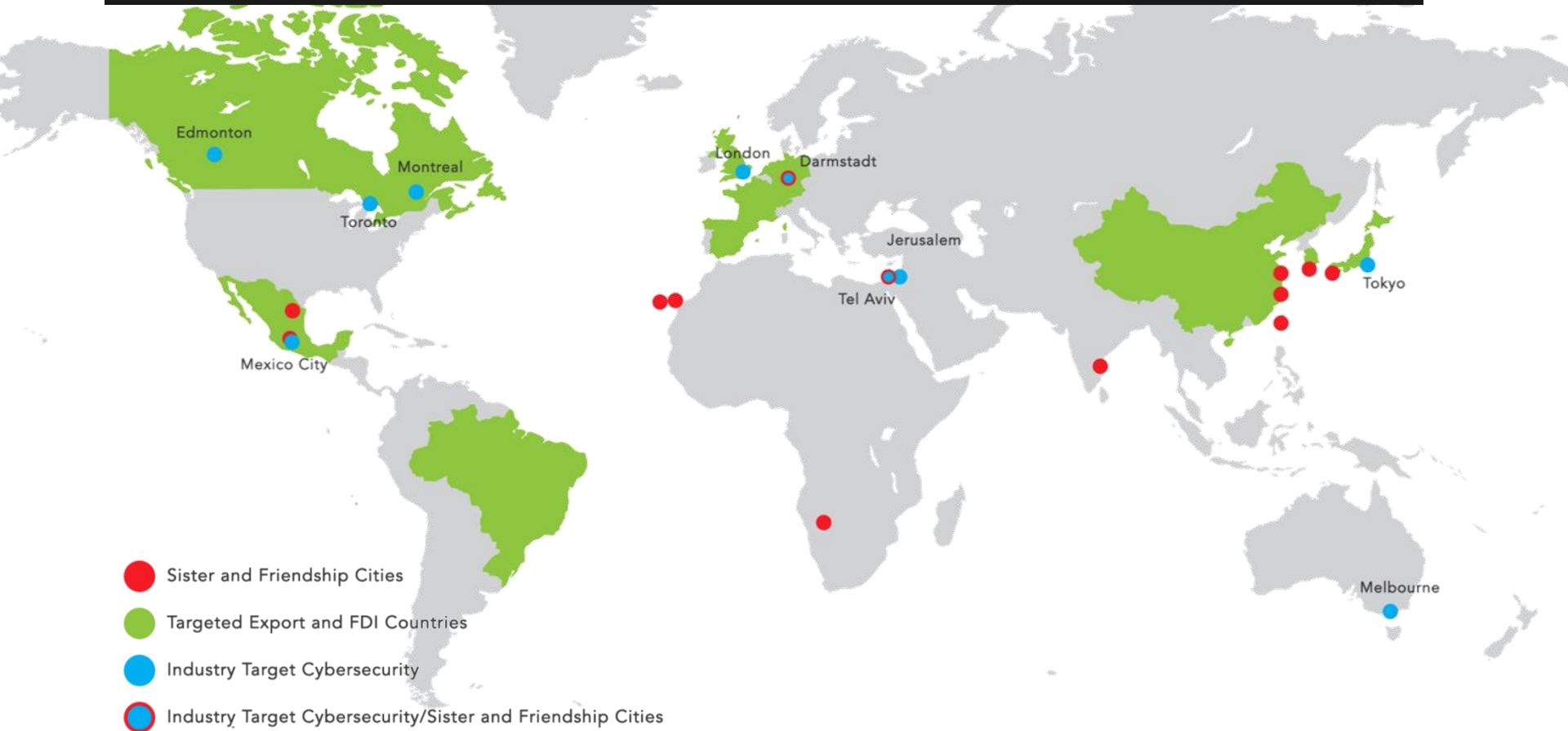
Cultural Proximity | 5%

Foreign Students
& Faculty Staff

Foreign Born
Population

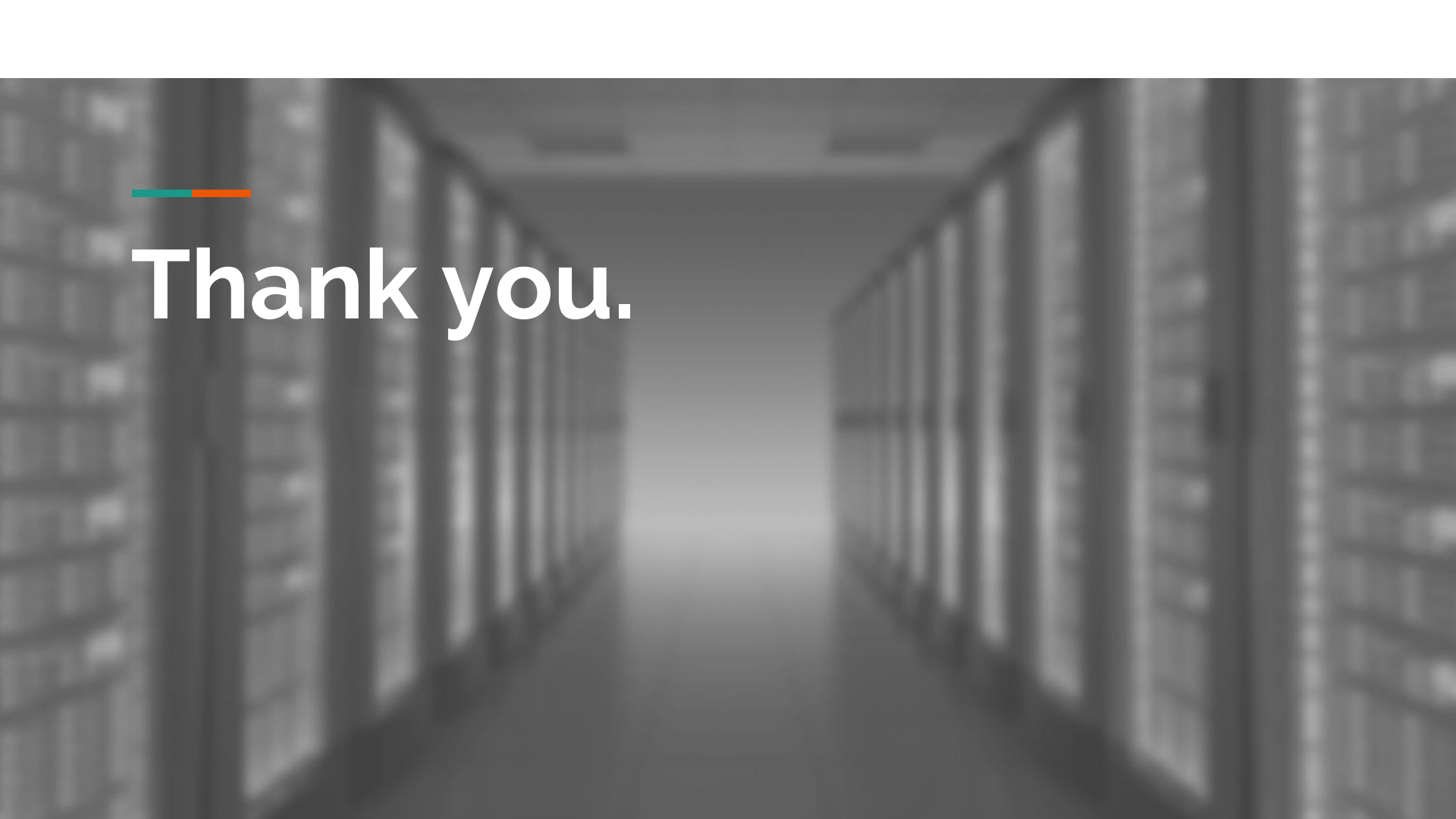
English
Proficiency

All Combined (100%) | The Top Ten



Next steps

- Brookings releases summary report and toolkit
 - City review and application
 - Partner agreements
 - Industry collaborations
-



Thank you.