

2013

INTERNATIONAL ECONOMIC  
DEVELOPMENT COUNCIL  
**EXCELLENCE**  
IN ECONOMIC DEVELOPMENT  
**AWARDS**

**GOLD**



**Creating a Boundless Economy in a Borderless World:  
The City of Austin's International Economic Development Strategy  
2012-13 Implementation Report**

Economic Development Department



AUSTIN



This implementation report on the International Economic Development Strategy is based on the text of the original plan document, and alterations to that original document are denoted with asterisks and/or font of this dark orange shade. This implementation report demonstrates outcomes over 2012 and 2013 for key initiatives with narratives and photographs.

Please note that the Economic Development Department (EDD) of the City of Austin was formerly known as the Economic Growth and Redevelopment Services Office (EGRSO), and references to the former name of the department have been replaced throughout the original document.

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## Partners

The following organizations are partnering with the Economic Development Department on one or more of the initiatives described in this plan. We are grateful for their support and look forward to working with each of them as we implement our strategic plan.

Texas Governor's Office of Economic Development and Tourism  
Austin Area Translators and Interpreters Association  
Austin Asian American Chamber of Commerce  
Austin Community College  
Austin Convention and Visitors Bureau  
Austin Technology Council  
Austin Sister Cities International  
Capital City African American Chamber of Commerce  
Camino Real District Export Council  
Circuit of the Americas  
Immigrant Services Network of Austin  
International Trade Center at the University of Texas at San Antonio  
Interpuerto Parque Logístico (San Luis Potosí, Mexico)  
GlobalAustin  
Greater Austin Chamber of Commerce  
Greater Austin Hispanic Chamber of Commerce  
Laredo Development Foundation  
North America's Supercorridor Coalition, Inc.  
Port of Corpus Christi  
University of Texas at Austin International Student and Scholars Services Office  
United Nations Association, USA- Austin Chapter  
U.S. Department of Commerce's Austin U.S. Export Assistance Center  
*\*Look for new partners in each strategic outcome section*



City of Austin Economic Development Director Kevin Johns and staff accept the Gold Award in the Response to Globalisation Category from the International Economic Development Council in Philadelphia, Oct 2013.

## Vision

The City of Austin aims to become the most livable and best managed city in the country. The Economic Development Department's international economic development activities contribute to the City vision by fostering a robust economy with strong connections to the global marketplace.

## Mission Statement

The Department's international economic development activities will strengthen Austin as a world-class business city where trade, finance, technology and a diverse population enable local businesses to thrive in the global economy.

## Goals

1. Create jobs at all income levels and increase the tax base for the City of Austin through increased global trade and foreign direct investment.
2. Foster Austin's international reputation as a multicultural city with world-class talent, excellent quality of life, and a friendly business climate for international investors.
3. Strengthen the City of Austin's ties to international cities and international business associations to engage in more productive economic development partnerships and bilateral trade relationships.

## Major Goals Progress Report

### **Goal 1: Create jobs at all income levels and increase the tax base for the City of Austin through increased global trade and foreign direct investment.**

Over 2012 and 2013, the City of Austin has been implementing the multi-pronged approach to creating jobs and increasing the tax base through international economic development outlined in this plan. A primary focus for the Economic Development Department has been empowering Austin's small businesses in all sectors to take advantage of growth opportunities in international markets.

Since the execution of the International Economic Development Strategic Plan, the Department has enhanced its educational opportunities through the International Trade Education Series and expanded its reach to provide new audiences with trade education. These partnerships include a new annual class on exporting in the creative sector co-hosted by the Cultural Arts Division's Take it to the Next Level series, a Governor's Small Business Forum focused on global business, and an export course offered at the annual career expo hosted by the Multi Ethnic Chamber Alliance.

The Economic Development Department has also developed opportunities for small businesses to meet potential international clients. The Department's Memorandum of Understanding with BONUS Creative Week MX allowed for four creative and digital media companies to travel free of cost to this Mexico City creative sector conference in November 2013. The Department has also opened doors for Austin companies through its official Friendship City partnership with the London Borough of Hackney. For example, the Department's membership in the Hackney pop-up space BL-NK provides Austin companies with free access to co-working office space that can be used as a home base of operations while on business in London.

Samsung has increased foreign direct investment by \$3.4B since 2011. The Department has signed agreements for multiple firm expansions that will serve international customers from their Austin location. These expansions include homegrown multinational National Instruments' choice to add 1,000 employees in Austin over site competitor Penang, Malaysia and Visa's creation of a global information technology center with 794 new jobs in Austin. In March of 2012, Apple announced plans to create 3,635 jobs at an Americas Operations Center. These three deals will result in investments totaling over \$380 million in the City of Austin.

In the final two years of the plan, the Department will continue to pursue opportunities for local companies to learn about trade opportunities. The

Economic Development Department is currently collecting survey responses from the business community which will allow the department to create demand-driven, targeted virtual networking opportunities with international partners. The Department will also add additional industry-specific classes to the International Trade Education Series, including a course on exporting in the food industry.

**Goal 2: Foster Austin’s international reputation as a multicultural city with world-class talent, excellent quality of life, and a friendly business climate for international investors.**

Austin’s brand is reaching ever further beyond US borders. In 2012, the first Formula 1™ US Grand Prix at Austin’s Circuit of the Americas brought an estimated \$191 million in global media exposure. Hackney, Austin’s Friendship City, recently hosted the 2nd annual “Hackney and Austin Love-In” for Hackney tech companies featuring Austin food and music during Internet Week Europe. In October 2013, Forbes ranked Austin as one of the top 10 cities worldwide for entrepreneurs. The business and leisure travel to and from Europe and Mexico led to announcements of new non-stop air service to London and Mexico City in 2013.

The Economic Development Department is furthering this success by exporting a central element of Austin’s brand: music and culture. Austin Music Ambassadors have traveled across the world to 6 countries and the Department helped to launch the ListentoAIR website and app which has allowed listeners in over 60 countries to stream an Austin music-only radio station. A signature delegation gift designed by one of Austin’s creative companies reflecting Austin’s iconic skyline, music scene, and tech culture has been provided to dozens of international dignitaries. The Economic Development Department has also revised the official Key to the City to include unique Austin elements such as the Congress Avenue bats. With these items, Austin’s international visitors and hosts during international trips abroad now receive a ceremonial gift that reflects Austin’s identity.

To ensure that Austin’s positive international reputation is sustained and successfully translated into a positive experience for international and exporting firms, the Department also invests in developing Austin’s next generation of talent. The Economic Development Department has been identified as the lead department for the City of Austin’s Imagine Austin comprehensive plan implementation efforts in the workforce development, education, and small business arenas. In addition to providing ongoing support for adult workforce training and STEM education through Skillpoint Alliance and the Austin Technology Council, the Economic Development Department has implemented programming to increase the global savvy of the local workforce. This programming has included two workshops for high school students on

international careers and enhancing a community college international business class through real world business connections in the Export Partners program. In 2013, the Department created the International Welcome Program, recognized nationally as a model for orienting new immigrants to the city. With this program, the Department is also joining a national movement of immigrant welcoming communities that attract and retain a diverse workforce with language and cultural skills that help local businesses succeed.

Looking forward, the Economic Development Department will expand its activities that strengthen Austin's cosmopolitan identity and the awareness of this identity abroad. The Economic Development Department has evaluated the pilot implementation of the International Welcome Program, Careers in a Changing World Workshop, and Export Partners and will be refining its programming approach to expand the reach of these talent attraction and development programs. Now that the Creative Cities Program has been revived by UNESCO, Austin will also be pursuing an official recognition from this international body of Austin's status as one of the world's most creative communities. Building on the success of the Music Ambassadors, an expanded Creative Ambassadors program will also be launched in early 2014. The Economic Development Department also plans to expand the reach of its partnership with The House of Songs to include exchanges with new countries; discussions are currently being held in the Netherlands, Ireland, Wales, Japan, Kenya, and Mexico.

**Goal 3: Strengthen the City of Austin's ties to international cities and international business associations to engage in more productive economic development partnerships and bilateral trade relationships.**

The City of Austin has 12 Sister Cities and 4 Friendship Cities which represent strong official ties to global counterparts on every inhabited continent. The Economic Development Department has also joined the International Association of Science Parks and Areas of Innovation (IASP) which links the City to over 128,000 science and tech companies worldwide. The Economic Development Department was the first city to join the group as a full member, representing a new era for the network which officially changed its name shortly thereafter to include "Areas of Innovation." Through The Economic Development Department's membership in IASP, the City has had the opportunity to host an international workshop with the group and involve IASP members in a virtual trade mission. The City has also gained visibility in this international network as a pioneer in supporting innovation and received multiple tech-focused foreign delegations as a result.

The Economic Development Department has also capitalized on its membership in the International Economic Development Council (IEDC). Department staff has made multiple presentations before the IEDC's membership at conferences



and joined its Economic Development Research Partners. This International Economic Development Strategic Plan was recognized by the IEDC with the Gold Award for Responding to Globalization in 2013.

Additionally, strategic partnerships have emerged in regions with significant economic and trade potential for Austin, including Brazil, Mexico, and Canada. Through its contract with the Economic Development Department, the Capital City African American Chamber of Commerce traveled to Brazil on three separate occasions in 2012 and 2013 and formed an official partnership with Zumbi Dos Palmares, an Afro-Brazilian university in São Paulo. A first-of-its-kind Music City Alliance was formed in Summer 2013 between Austin and Toronto, Canada. The alliance is a public-private partnership involving City Council, City staff, and private industry leaders in both cities, and Austin has already received music delegations during SXSW and ACL Fest in 2013. Through a July 2013 Memorandum of Understanding with BONUS Creative Week MX, the first creative industries forum in Latin America, the Economic Development Department is developing trade opportunities for Austin creative businesses and creating a platform for Mexico City's creative businesses to learn about opportunities for expansion into Austin.

In 2014 and 2015, the Economic Development Department will look to form additional partnerships in communities with industry strengths and trade opportunities that complement Austin through IASP and other international connections. The Economic Development Department anticipates that the Friendship City relationship with Hackney will become a full Sister City relationship in 2014. This partnership will continue to promote tech and creative collaboration and exchange between the two cities, with particular focus on Hackney House Austin during SXSW and AustinFest Hackney near the Digital Shoreditch tech conference.

### **2012-2013 International Highlights:**

- The Economic Development Department assisted 116 international delegations: 1,858 total individual delegates in FY2013.
- Four Austin companies reported plans to expand to the UK following a Department-organized virtual trade mission and subsequent traditional trade mission.
- Through the Department's MOU with BONUS Creative Week MX, SXSW is expanding its international influence.
- The Circuit of the Americas F1™ US Grand Prix increased international ticket sales in 2013. The Department cosponsored a UK Trade & Investment event in 2013 showcasing F1™ technology.
- Samsung foreign domestic investment has climbed to \$13B.
- Apple chose to establish its Americas Operations Center, a hub for international services, in Austin.
- Two new non-stop international flights have been announced.

## Executive Summary

Austin, Texas is rapidly emerging as an international city. Over one million international business and leisure travelers come through our doors each year,<sup>1</sup> in addition to over 100 official delegations. The city's leadership in green energy, creative industries, entrepreneurship, and high-tech cluster development has shaped Austin's international reputation, bringing people from all over the world to learn from the Austin model. And Austin businesses are taking advantage of international market opportunities: approximately \$10 billion in products are exported from the metro region annually.<sup>2</sup>

With this foundation in place, now is the time for Austin to maximize its global economic potential. The recession of 2008-09 demonstrated that the domestic market alone cannot provide the stability needed for a city's long-term economic growth. Austin must strengthen ties to developed and emerging markets abroad in order to create a resilient local economy that can withstand ebbs and flows in the national economy. Austin businesses must be knowledgeable about accessing international markets, be able to leverage existing connections between Austin and international cities, and be preceded by an awareness abroad of Austin's strengths.

Enabling local businesses to expand their export sales can be a catalyst for local job creation and retention. A 2010 Brookings Institution study found that increasing U.S. exports holds the potential to create a significant number of good-paying jobs, and that export-related jobs offer good wages at all education levels.<sup>3</sup> Exports strengthen businesses by diversifying revenue sources and market risk, expanding sales potential (95% of the world's consumers live outside the United States<sup>4</sup>), and stabilizing seasonal markets and sales fluctuations. An effort to enhance local export potential is well-aligned with the movement at the federal level to increase U.S. exports. President Obama has set a goal of doubling U.S. exports by 2015 and launched the National Export Initiative within the U.S. Department of Commerce to help achieve this goal.

<sup>1</sup> Anders, Helen. Austin, San Marcos make pitches to lure more international tourists. Austin American-Statesman. May 5, 2011. Available from: <http://www.statesman.com/business/austin-san-marcos-make-pitches-to-lure-more-1488532.html>

<sup>2</sup> Export Nation: Profile for Austin-Round Rock, TX MSA. Metropolitan Policy Program at the Brookings Institution. 2010. Available from: [http://www.brookings.edu/~media/Files/rc/reports/2010/0726\\_exports/0726\\_exports\\_profiles/AustinTX.pdf](http://www.brookings.edu/~media/Files/rc/reports/2010/0726_exports/0726_exports_profiles/AustinTX.pdf)

<sup>3</sup> Istrate, Emilia, Jonathan Rothwell, and Bruce Katz. Export Nation: How U.S. Metros Lead National Export Growth and Boost Competitiveness. Metropolitan Policy Program at the Brookings Institution. July 2010. Available from: [http://www.brookings.edu/~media/Files/rc/reports/2010/0726\\_exports/0726\\_exports\\_istrate\\_rothwell\\_katz.pdf](http://www.brookings.edu/~media/Files/rc/reports/2010/0726_exports/0726_exports_istrate_rothwell_katz.pdf)

<sup>4</sup> 2011 National Export Strategy: Powering the National Export Initiative. Trade Promotion Coordinating Committee. June 2011. Available from: <http://trade.gov/publications/pdfs/nes2011FINAL.pdf>

Austin's small business community has also expressed a need for more services related to reducing export barriers. In 2010, the City of Austin Small Business Development Program completed a survey of 381 local small businesses on global trade. Only 14% of respondents reported any current export activity. More than 40% of those not currently involved in trade reported "some interest" or more in exporting their goods and/or services abroad. Barriers to exporting reported by these businesses included a lack of marketing knowledge, lack of capital, and lack of a business plan.

As we engage further in international economic development, Austin must remain conscious of the human side to economic growth. Austin has long benefited from the wealth of talented individuals it has been able to nurture, attract, and retain. To become a truly international economy we must continue to cultivate talent with an increased focus on developing multicultural literacy and international business acumen. We need to develop these skills within K-12 education to ensure Austin's next generation is prepared to succeed in the new global economy. We must also continue to welcome new international residents, as their presence greatly enriches our community. For example, Austin's immigrants are a boon to our innovation economy: 24% of Austin's start-ups are founded by foreign-born entrepreneurs.<sup>5</sup>

Austin must position itself as an attractive location for foreign direct investment. The importance of foreign direct investment for Austin is evident in the ongoing investment by South Korean firm Samsung Electronics in our city, bringing its **total investment in Austin to over \$13.0 billion**.<sup>\*</sup> The number of foreign company inquiries about relocating to Austin has risen in recent years—FY2011 saw 23 inquiries. It is vital that the City be thoroughly prepared to respond efficiently to these companies and to provide them with high-quality materials that accurately represent the high quality of city service they can expect when doing business here.

Austin is well-positioned to become a world-class business city, as it can already boast world-class talent, amenities, and innovative businesses. The City of Austin's Economic Development Department (EDD) can accelerate Austin's global ascent by connecting stakeholders, disseminating information, and leveraging partnerships.

The Department has a history of engaging with community partners to further our mission, and we will do so again in the implementing this strategic plan. The following organizations will partner with the Economic Development Department on one or more of the initiatives in this plan:

<sup>5</sup>Wadhwa, Vivek. Foreign-Born Entrepreneurs: An Underestimated American Resource. The Kauffman Foundation. 2009. Available from: <http://www.kauffman.org/entrepreneurship/foreign-born-entrepreneurs.aspx>

<sup>\*</sup>December 2013 update

The Department will continue to bring additional community partners into the process as this strategic plan evolves over the next three years. The organizations listed on page 4 will partner with the Economic Development Department on one or more initiatives in this plan. Without them, our work would have a far more limited impact on our city. The Department has also reached out to other City departments—including the Austin Public Library, Austin Police Department, Austin Energy, and Austin-Bergstrom International Airport—and plans to leverage existing City resources to implement its international economic development activities.

In the pages that follow, the Department presents its detailed strategic plan for creating local economic activity through global opportunities and connections. The Department's 11 overarching strategies to reach our international economic development goals are:

1. Stimulate local economic growth by increasing exports from Austin businesses and encouraging import substitution.
2. Increase the international presence of Austin's creative industries.
3. Increase the logistics and distribution activity occurring within the City of Austin.
4. Encourage foreign direct investment.
5. Spur interest in international business within the next generation.
6. Promote Austin's brand and economic strengths internationally.
7. Make Austin a more welcoming, hospitable city for international residents.
8. Capitalize on the over 100 incoming delegation visits received annually to create strategic international partnerships.
9. Enhance international networking opportunities in targeted industries.
10. Formulate international economic development partnerships in target markets.
11. Enhance the responsiveness of economic development policy to global market conditions.

## Global Business Recruitment and Expansion Division Background

The Global Business Recruitment and Expansion Division (GBRE) resides within the City of Austin's Economic Development Department (EDD) and includes seven significant international functions:

- 1) organizing incoming international delegation visits;
- 2) coordinating the Sister Cities Program;
- 3) providing international trade education courses for small businesses;
- 4) counseling local companies interested in expanding abroad;
- 5) facilitating business partnerships through community outreach;
- 6) recruiting international companies to expand or relocate to Austin; and
- 7) attracting logistics, distribution and light manufacturing to the industrial zoned areas near the Austin-Bergstrom International Airport.


Other Economic Development Department divisions also contribute to international economic development efforts:

- The Music Division promotes local musicians and the Live Music Capital of the World brand globally through its Export Austin Music Initiative and Live Music to the World program.
- The Small Business Development Program helps international companies establish businesses in Austin.
- The Cultural Arts Division identifies opportunities for Austin's creative community and creative industries to connect with international markets.

The original international strategic plan united these activities into a single set of goals and strategic directions in 2012. Existing programs and initiatives were enhanced and combined with new activities to strengthen and grow the Economic Development Department's international economic development efforts. This 2013 year-end report illustrates how a great variety of the international strategies have been implemented with specific outcomes.

## Strategic Implementation

<b>Strategy 1</b>	<b>Stimulate local economic growth by increasing exports from Austin businesses and encouraging import substitution.</b>
Related Goal:	#1: Create jobs at all income levels and increase the tax base for the City of Austin through increased global trade and foreign direct investment.
<b>Action Items</b>	
<b>1.1</b>	<b>Create a new series of industry-specific export courses within the International Trade Education Series.</b>
Description:	The Economic Development Department will continue to offer its International Trade Education Series, with the addition of a new set of courses focused on specific industries (e.g., Exporting Your Professional Services, Exports in the Clean Tech Industry, Exporting Agricultural Products). These courses will address industry-specific export challenges and opportunities. They will also promote exports from industry sectors that may not otherwise be aware of the international potential of their business (e.g., the creative industries). Offering industry-specific courses will also allow for targeted marketing and outreach efforts, which will lead to increased attendance for the International Trade Education Series.
Timeline Goal:	Courses to begin in Calendar Year 2012.
Partners:	Austin U.S. Export Assistance Center, International Trade Center at the University of Texas San Antonio
<b>1.2</b>	<b>Encourage international business education programs to work with local businesses to create export plans.</b>
Description:	The Economic Development Department will encourage international business education classes to focus class projects on local businesses and their exportable products. Local international business students can gain hands-on experience by working with Austin companies to help develop a product export plan. Students' work will help accelerate a company's export readiness.
Timeline Goal:	First class working with local businesses in Spring 2013.
Partners:	Camino Real District Export Council, Austin U.S. Export Assistance Center

1.3	<b>Organize virtual trade missions.</b>
Description:	<p>The Economic Development Department will organize virtual trade mission events for Austin companies to connect with companies and professional organizations overseas via video chat at a low cost. Based on interest, introductory virtual trade missions may be paired with physical trade missions to enhance the productivity of the companies' time spent abroad.</p>  <p>IASP's UK Science Park Association participated in the Virtual Trade Mission with Austin companies. Jan 2012.</p>
Timeline Goal:	First virtual trade mission held in Spring 2012.
Partners:	Greater Austin Chamber of Commerce, Austin Asian American Chamber of Commerce
1.4	<b>Organize annual export trade missions.</b>
Description:	<p>A trade mission is an effective business tool for companies looking to expand into other markets. The Economic Development Department will coordinate mission-related meetings and logistics on behalf of participating businesses so they may focus on business goals to maximize results.</p>
Timeline Goal:	First trade mission held in 2013.
Partners:	Austin U.S. Export Assistance Center, Greater Austin Chamber of Commerce, Texas Governor's Office of Economic Development and Tourism, Austin Convention and Visitors Bureau, Greater Austin Hispanic Chamber of Commerce, Capital City African-American Chamber of Commerce, Austin Asian American Chamber of Commerce
1.5	<b>Promote export finance resources to local businesses.</b>
Description:	<p>Businesses engaged in global commerce need capital to grow and expand into foreign markets. The Economic Development Department will facilitate access to capital to assist local international businesses that desire to enter into the global marketplace and increase sales. The Department will refer these businesses to qualified resources for providing the working capital financing, accounts receivable financing, and market access grants.</p>
Timeline Goal:	Ongoing

<b>1.6</b>	<b>Host regular networking mixers with local business representatives engaged in global commerce.</b>
Description:	The City of Austin will encourage import substitution by connecting executives of Austin-based large firms, particularly those engaged in global commerce, with like industry or sub-sector local business representatives to inform executives of local supply chain options.
Timeline Goal:	First event held in Fall 2012.
Partners:	Greater Austin Chamber of Commerce, GlobalAustin

### Strategy 1 Outcomes

- Organized virtual trade mission with the UK in January 2012. Four participating companies reported plans to expand to the UK following this virtual trade mission and subsequent physical trade mission.
- Launched a survey to determine country-specific and industry-specific interest in future virtual trade missions in December 2013
- Participated in a six-delegate export and exchange mission to Digital Shoreditch in the Borough of Hackney, London, in May 2013
- Organized a trade and investment mission with five digital media and creative industries companies and the Greater Austin Hispanic Chamber of Commerce to BONUS Creative Week MX in Mexico City in November 2013
- Added “Exporting as a Creative Professional” seminar to the International Trade Education Series schedule in 2012 and 2013
- Organized an “Exporting Your Services” seminar at the August 2013 Multi Ethnic Chamber Alliance Career Expo
- Assisted in recruiting five small businesses to work with ACC’s International Business Institute students to develop export plans in the Fall 2013 Export Partners program
- Co-organized the 2013 Governor’s Small Business Forum: Texas Global Business Summit which attracted over 100 attendees, and featured an Alternative Trade Payments panel
- Joined the BL-NK temporary co-working and event space in Hackney as a business member, enabling Austin businesses traveling to London to utilize the space as a “home away from home” office space
- Promoted multiple international export trade mission opportunities organized by external parties such as the US Department of Commerce through a monthly newsletter
- Hosted the IASP North American Division Workshop in April 2013 with attendees representing technology parks and companies in China, Canada, Qatar, and Mexico. Workshop included a venture capital pitch session with the Texas Entrepreneur Network

#### New Partners

- UK Trade and Investment (UKTI)
- Austin Community College’s International Business Institute
- BONUS Creative Week MX
- Hackney Council
- Consulate of Mexico



Strategy 2	Increase the international presence of Austin’s creative industries.
Related Goals:	<p>#1: Create jobs at all income levels and increase the tax base for the City of Austin through increased global trade and foreign direct investment.</p> <p>#2: Foster Austin’s international reputation as a multicultural city with world-class talent, excellent quality of life, and a friendly business climate for international investors.</p>
<b>Action Items</b>	
2.1	<b>Pursue Designation of Austin as a UNESCO Creative City.</b>
Description:	<p>The UNESCO Creative City designation would internationally recognize Austin for its prominence in the creative sector. The UNESCO designation would provide a branding opportunity for Austin in its publications and other media. In addition, as a member of the Creative Cities Network, Austin will have opportunities for joint creative industry development with other member cities. The Economic Development Department will seek community input prior to submitting an application for the creative city designation to ensure that the application submitted to UNESCO is representative of the local creative community.</p>
Timeline Goal:	TBD due to budget issues within UNESCO (the Creative Cities program is not currently funded).
Partners:	United Nations Association, USA- Austin Chapter
2.2	<b>Establish a Creative Ambassadors Program.</b>
Description:	<p>This program will designate Austin artists (including but not limited to: musicians, visual artists, filmmakers, and performing artists) who are traveling overseas—either independently or as part of a City-sponsored trip—as Creative Ambassadors for the City. The goal of the Creative Ambassadors Program will be to open new avenues of dialogue and opportunity between Austin’s creative community and untapped markets worldwide. The Economic Development Department will send an Austin artist-designed gift with each ambassador to give to their hosts on behalf of the City.</p> <p><i>Note: This action will be primarily led by the Cultural Arts Division, with Music Ambassadors being handled by the Music Division.</i></p>
Timeline Goal:	Ongoing



Music Ambassador Walter Tragert in Oita, Japan. Oct 2013.

2.3	<b>Implement the Export Austin Music Initiative.</b>
Description:	<p>The Export Austin Music Initiative is designed to create new revenue streams and promote Austin musicians on a local, national and global level. This initiative will use the web to showcase Austin artists' biographies, photographs, video performances and booking information. The online videos will feature live performances produced by the City of Austin, providing music businesses with a packaged representation of Austin's musician talent pool. A live music guide, online artist directory and smartphone app will broaden the scope of the Austin music industry to cities worldwide.</p> <p><i>Note: This action will be under the purview of the Music Division.</i></p>
Timeline Goal:	Ongoing
2.4	<b>Promote international exchange opportunities to Austin's creative community.</b>
Description:	<p>Several existing international exchange opportunities for artists and arts organizations are available through the U.S. State Department's Bureau of Educational and Cultural Affairs, including <i>Art in Embassies</i>, <i>Museum and Community Collaborations Abroad (MCCA)</i>, <i>Performing Arts Initiative</i>, and <i>Visual Arts Initiative</i>. These programs can provide local artists with international exposure, as well as opportunities to create cross-cultural partnerships and educational programs, leading to increased awareness of Austin's creative reputation abroad.</p> <p><i>Note: This action will be led by the Cultural Arts Division.</i></p>
Timeline Goal:	Ongoing
<b>Strategy 2 Outcomes</b>	
<ul style="list-style-type: none"> <li>- Sent six Music Ambassadors to perform abroad and promote Austin's music industry. Music Ambassadors performed at the Oita Yumiero Music Festival in Japan, the Adelaide Festival in Australia, and the International Folk Alliance Conference and Lunenburg Folk Festival in Canada. Ambassadors met with foreign government officials and held cultural exchange events including a drum workshop and a children's music workshop</li> <li>- A Creative Ambassadors Program open to artists of all disciplines will be launched in January 2014 for up to 4 creative ambassadors per year</li> <li>- The Cultural Arts Division lists international opportunities – such as artist residencies, fellowships, art fairs, and educational programs – as well as opportunities offered by the State Department in its twice-monthly newsletter which reaches over 1000 subscribers. The newsletters are also archived online</li> <li>- During the 2012 and 2013 “Exporting as a Creative Professional” seminars, attendees were given information about State Department programs, trade fairs, and other international opportunities for artists</li> <li>- Launched the online music streaming service ListentoAIR website and app, which showcases Austin bands. ListentoAIR.com has had over 750,000 streams in over 60 countries</li> <li>- Partnered with The House of Songs (THOS) in July 2012 to pair Austin songwriters with musicians from partner countries such as Denmark, Sweden, and Canada to work together, co-writing for two-week sessions. Since the beginning of The Economic Development Department's partnership, THOS has served an audience of 14,000 and held 80 showcases featuring local and international co-writers. At least one cowrite being performed every night, somewhere in the world, because of The House of Songs</li> </ul>	

- Placed 1,500 Live Music Venue Guidebooks, developed in partnership with FirstLive Guide, in cabs, hotels, restaurants, and music stores throughout Austin to promote live local music to domestic and international tourists
- UNESCO has reactivated the Creative Cities Program. The Economic Development Department will begin forming a committee in 2014 for application to the program in 2015.

New Partners

- House of Songs
- Austin Independent Radio
- FirstLive Guide

Additional Related Outcomes

- Austin-Toronto Music City Alliance, a public-private partnership to accelerate the music industry in both cities, established in Summer 2013

<b>Strategy 3</b>	<b>Increase the logistics and distribution activity occurring within the City of Austin.</b>
Related Goal:	#1: Create jobs at all income levels and increase the tax base for the City of Austin through increased global trade and foreign direct investment.
<b>Action Items</b>	
<b>3.1</b>	<b>Work to improve transportation of cargo and freight to/through/from Austin, with a focus on cargo/freight from Mexico and Asia.</b>
Description:	The Economic Development Department will work to improve transportation flows of cargo and freight in Austin to enhance the efficiency with which goods travel to our citizens, and to and from our manufacturers. The Department will work to develop a more complete understanding of the global system of maritime, air, rail, and road cargo transport that bring goods to and from Austin in order to better optimize our local transportation infrastructure.
Timeline Goal:	Ongoing
<b>3.2</b>	<b>Pursue partnerships with other ports.</b>
Description:	By securing Memorandums of Understanding with sea and inland ports in Texas and abroad, more products can be routed through Austin, creating jobs for hard-to-employ individuals in the logistics and distribution sectors.
Timeline Goal:	Ongoing
Partners:	Laredo Development Foundation, Port of Corpus Christi, Interpuerto Parque Logistico (San Luis Potosí, Mexico)


<b>3.3</b>	<b>Provide education and outreach to logistics and distribution stakeholders.</b>
Description:	By providing timely and relevant information on City of Austin efforts to encourage redevelopment at or near ABIA, the Economic Development Department can continue to forge strong partnerships with executives from the City of Austin’s Aviation, Transportation, and Austin Energy departments; plus federal and regional officials; and external stakeholders such as the University of Texas at Austin, Texas A&M University, Texas Department of Transportation, and the private sector.
Timeline Goal:	Ongoing
Partners:	North America’s Supercorridor Coalition, Inc.
<b>3.4</b>	<b>Recruit logistics, distribution, and light manufacturing companies at or near Austin-Bergstrom International Airport (ABIA), and provide “one stop shop” service for prospects.</b>
Description:	Distribution and logistics may create significant jobs in the local community and strengthen Austin’s international trade competitiveness. The Economic Development Department will seek out and meet business prospects to provide timely, relevant information on land use and availability, incentives and potential partnership opportunities by investing at or near ABIA. Efforts will be coordinated with appropriate City staff (the Economic Development Department, Austin Energy, Aviation, etc.) and the private sector (real estate brokers, etc.).
Timeline Goal:	Ongoing
Partners:	Greater Austin Chamber of Commerce


## Strategy 3 Outcomes

- Joined and remained active in the North American Strategy for Competitiveness (NASCO), the trade association for Canada, USA, Mexican interests in trade, workforce, security, and logistics
- Co-hosted NASCO's regional meeting in September 2013, featuring keynote speaker Caroline Mays, the first statewide freight coordinator for the Texas Department of Transportation, who educated attendees on the Texas Freight Advisory Committee and other efforts to create Texas' first integrated, multi-modal freight plan, including sea, land, road, rail, air, pipeline, border crossings
- Participated in the inaugural meeting of the "NASCO Cities Committee" where members developed outline for a 2014 forum for government officials to share best practices in supporting freight movement and trade.
- Developed and distributed marketing materials to support expansion/investment in SE Austin, including \$400 million of TXDOT investments in ABIA area
- Gave five speeches to area business groups (ex. realtors, bankers) on importance of global trade network to Austin economy
- Assisted the UT-Center for Electromechanics (CEM), Sandia and Oak Ridge National Laboratories, Northrop Grumman, and Novati, Inc. (local manufacturer) and others submit a \$70M proposal on August 29, 2013 to form a Wide Bandgap Advanced Manufacturing Innovation Institute to the Department of Energy. The Economic Development Department coordinated a support letter from Mayor Leffingwell and key area businesses as well as drafting workforce development aspects of the grant proposal
- Supported the Greater Austin Chamber of Commerce's efforts to encourage Del Valle ISD to adopt a Freeport tax exemption
- Assisted in retaining and recruiting companies to the ABIA area

### New Partners

- Austin Regional Manufacturers Association
- The North America's Supercorridor Coalition, Inc. has changed its name to the North American Strategy for Competitiveness (NASCO)
- Greater Austin Chamber of Commerce
- Private companies

Strategy 4	Encourage foreign direct investment.	
Related Goal:	“#1: Create jobs at all income levels and increase the tax base for the City of Austin through increased global trade and foreign direct investment.	
<b>Action Items</b>		
4.1	<b>Support efforts by local chambers of commerce and the State of Texas to recruit international firms to Austin.</b>	
Description:	<p>The Economic Development Department will support the efforts of the Greater Austin Chamber of Commerce, the State of Texas, and minority and ethnic chambers to recruit international firms to the City of Austin, by partnering on recruitment events and providing incentive packages to prospects when eligible.</p>	 <p style="text-align: center;">UKTI-City of Austin delegation in London. Jan 2012.</p>
Timeline Goal:	Ongoing	
Partners:	Texas Governor’s Office of Economic Development and Tourism, International Trade Center at the University of Texas San Antonio, Greater Austin Chamber of Commerce, Greater Austin Hispanic Chamber of Commerce, Capital City African-American Chamber of Commerce, Austin Asian American Chamber of Commerce	
4.2	<b>Designate qualified census tracts as Targeted Employment Areas (TEAs) for the United States Citizenship and Immigration Service (USCIS) EB-5 Immigrant Investor Program.</b>	
Description:	<p>The City of Austin can open the door for foreign capital to flow into areas of the city in particular need of investment dollars and jobs by designating high unemployment areas within the city as TEAs. Foreign investors can qualify for an EB-5 visa with investment of \$500,000 that creates 10 jobs within a TEA. In the state of Texas, mayors and county judges are responsible for designating TEAs. If an area is not designated as a TEA, the threshold for an EB-5 qualifying investment in that area is \$1,000,000. The Economic Development Department and local partners will educate the public on the EB-5 program and the location of TEAs within the City of Austin.</p>	
Timeline Goal:	Ongoing	
Partners:	Greater Austin Chamber of Commerce	

4.3	Generate interest in Austin’s investment opportunities from Formula 1 attendees.
Description:	<p>The City of Austin will embark on a coordinated effort to highlight foreign direct investment opportunities in arts, music, film, gastronomy, recreation, targeted industry sectors and other local businesses to potential high-level investors visiting Austin for the Formula 1 race.</p>  <p>Welcome reception at Austin City Hall as part of the inaugural year of F1™ at the Circuit of the Americas. Nov 2012.</p>
Timeline Goal:	Ongoing
Partners:	Circuit of the Americas

**Strategy 4 Outcomes**

- April 2013 Invest in Texas mission and seminars in Germany and the UK
- Fall 2013 SelectUSA Summit in Washington, DC with FDI prospects
- Presented the Austin tech ecosystem to 11 UK tech companies during the Tech in Texas Webinar in October 2013
- Regularly respond to inquiries from foreign prospects and entrepreneurs
- Mapped 13 individual census tracts in 2012 and 20 census tracts in 2013 as TEAs for the EB-5 Immigrant Investor Program
- In November 2013, City Council authorized expanded research into the federal EB-5 Immigrant Investor Program
- Hosted receptions for the Formula1™ event in November 2012 and November 2013
- Held two “Preparing for the 2012 Formula 1™ Grand Prix” workshops and one webinar on the topic for small businesses, which included information on bridging the cultural divide with international customers and surveyed local businesses for the 2012 Formula 1™ US Grand Prix to measure the impact of the race
- The Greater Austin Hispanic Chamber of Commerce hosted Capital de las Oportunidades Forums to attract Mexican investors to the Austin market in 2012 and 2013

Additional Related Outcomes

- British Airways and Aeromar non-stop air service to London and Mexico City
- International ticket sales for the 2013 Formula1™ U.S. Grand Prix up 80% in 2013 over 2012 sales, according to the Austin Business Journal

New Partners

- Greater Austin Asian Chamber of Commerce (the new organization that formed from the merger of our previous partner, the Austin Asian American Chamber of Commerce, with another organization)

Strategy 5	Spur interest in international business within the next generation.	
Related Goal:	#1: Create jobs at all income levels and increase the tax base for the City of Austin through increased global trade and foreign direct investment.	
<b>Action Items</b>		
5.1	<b>Bring together institutes of higher education (e.g., University of Texas, Austin Community College, etc.), business stakeholders, and middle and high schools to create international business programming for young students.</b>	
Description:	<p>The Economic Development Department will convene local stakeholders to create international business education programming for middle and high school students. This effort will help develop the next generation talent necessary for Austin to remain competitive in a global economy.</p>	 <p>Students practice inter-cultural skills during lunch at the Careers in a Changing World Workshop. Dec 2012.</p>
Timeline Goal:	Program established by Fall 2013.	
Partners:	Austin Community College, Camino Real District Export Council	
<b>Strategy 5 Outcomes</b>		
<ul style="list-style-type: none"> <li>- Held two Careers in a Changing World workshops at McCallum High School and St. Edward’s University for high school students with presentations on international career paths and study abroad opportunities</li> <li>- The Camino Real District Export Council replicated the Careers in a Changing World workshop in San Antonio in May 2013</li> </ul>		



<b>Strategy 6</b>	<b>Promote Austin’s brand and economic strengths internationally.</b>
Related Goal:	#2: Foster Austin’s international reputation as a multicultural city with world-class talent, excellent quality of life, and a friendly business climate for international investors.
<b>Action Items</b>	
<b>6.1</b>	<b>Create promotional materials that provide information about Austin’s investment opportunities and business climate targeted at international investors.</b>
Description:	Promotional materials highlighting Austin can be distributed during trade missions, by partner organizations, and to incoming delegations. Through an existing contract agreement with the Austin Area Translators and Interpreters Association, these materials will be translated into the primary language of the incoming delegation’s country of origin or trade mission destination.
Timeline Goal:	Ongoing
Partners:	Greater Austin Chamber of Commerce, Austin Area Translators and Interpreters Association
<b>6.2</b>	<b>Utilize our 12 Sister City and 3 Friendship City relationships to raise awareness of Austin’s industries and business climate internationally.</b>
Description:	Sister and Friendship City relationships raise an awareness of Austin’s attractiveness as a business and tourist destination within each partner city. This awareness is achieved by marketing efforts of local Sister/Friendship City committees abroad and by facilitating exchanges that bring international visitors to Austin to experience the city first-hand.
Timeline Goal:	Ongoing
Partners:	Austin Sister Cities International
<b>6.3</b>	<b>Support the attraction of international conferences of key industry players, high-level executives, and location decision-makers.</b>
Description:	Austin’s attractiveness as a place to live and do business is evident to visitors, and bringing large numbers of high-level business people to the city for conferences will help to spread the word in international business communities about the city’s strengths. The Economic Development Department will support the Austin Convention and Visitors Bureau’s efforts to attract international conferences and encourage the bureau to target conferences that will draw key decision-makers in their recruitment efforts.
Timeline Goal:	Ongoing
Partners:	Austin Convention and Visitors Bureau
<b>6.4</b>	<b>Coordinate the addition of foreign languages to targeted City signage.</b>
Description:	The Economic Development Department will coordinate with ongoing wayfinding projects to encourage the addition international signage and foreign language signage that will direct international visitors to Austin’s tourist and business destinations (for example: the University of Texas at Austin campus, the South Congress shopping district, the Sixth Street entertainment district, and future designations such as an international finance district). The addition of foreign languages to City signage will promote an image of Austin as an international city, demonstrate hospitality toward Austin’s international visitors, and direct more international tourists to local retail and restaurant establishments.
Timeline Goal:	Ongoing

<b>6.5</b>	<b>Implement the Live Music to the World Program.</b>
Description:	Live Music to the World is a program centered around the donation of musical instruments and recording equipment to foreign countries each year. This philanthropic mission is designed to help provide quality musical instruments and recording equipment to countries/cities that do not have such resources. The aim is to establish working partnerships and to promote lasting music export and exchange relationships while promoting the Live Music Capital of the World brand on a global level. <i>Note: This action will be under the purview of the Music Division.</i>
Timeline Goal:	Ongoing

### Strategy 6 Outcomes

- Created a USB “Key to the City” and promotional case with investment information targeted at international firms
- Translated Austin Fact Sheets into 7 languages. Translated fact sheets were placed on City website and distributed to visiting delegations.
- Translated EDD’s map of qualified TEAs for the EB-5 program into Mandarin
- Hosted the IASP North American Division Workshop in April 2013 with attendees representing technology parks and companies in China, Canada, Qatar, and Mexico
- Developed an Austin promotional video centered around Austin’s Sister City of Xishuangbanna, China for the Chinese market
- Redesigned the ceremonial Key to the City to feature the Austin skyline, Lady Bird Lake, and the Congress Avenue bats
- Commissioned nine local arts companies to design signature gifts for international delegations
- Translated Department staff business cards into seven languages
- New Friendship City partnership formed with Siem Reap, Cambodia. The partnership will focus on culture and tourism in addition to economic development, education, and environmental sustainability
- Assisted 17 Sister Cities delegations in FY 2013

<b>Strategy 7</b>	<b>Make Austin a more welcoming, hospitable city for international residents.</b>
Related Goal:	#2: Foster Austin’s international reputation as a multicultural city with world-class talent, excellent quality of life, and a friendly business climate for international investors.
<b>Action Items</b>	
<b>7.1</b>	<b>Create a Welcome Guide for international new residents.</b>
Description:	A Welcome Guide publication would serve as a local resource for new immigrants to thrive in the city. The guide would be distributed to the general public and human resource professionals for the recruitment of top international talent.
Timeline Goal:	Full guide published by Summer 2015.
Partners:	Greater Austin Chamber of Commerce, GlobalAustin

<b>7.2</b>	<b>Host regular Austin 101 Orientation sessions for new immigrants.</b>
Description:	In collaboration with other City of Austin departments and outside organizations such as GlobalAustin, these sessions will provide new immigrants with the knowledge needed to navigate Austin's major institutions, such as the school system and law enforcement. In addition, attendees will be provided with information about resources available to them such as the public libraries and community health clinics. These sessions will help new immigrants to more easily transition to life in Austin and avail themselves of the resources offered by the City.
Timeline Goal:	First session held in early 2012.
Partners:	GlobalAustin, Austin Sister Cities International, University of Texas at Austin International Student and Scholar Services Office, Immigrant Services Network of Austin
<b>7.3</b>	<b>Establish a mentoring program to link new immigrant families with "Austin Ambassadors" through local organizations.</b>
Description:	The Economic Development Department will recruit locally-based cultural and international organizations to join the Austin Ambassadors Program. Participating organizations will be encouraged to identify 1-3 potential volunteers (individuals or families within their organization) to serve as a resource for information about life and culture in the United States and Austin for new immigrants. Volunteers will help answer questions, organize outings in Austin, and link new immigrants with resources and amenities. The Economic Development Department will promote the program and direct new immigrants to appropriate Ambassador Organizations. This program will allow new immigrant families to quickly feel at home in Austin and become engaged, productive citizens.
Timeline Goal:	Launch program by early 2013.
Partners:	GlobalAustin, Austin Sister Cities International, University of Texas at Austin International Student and Scholar Services Office
<b>7.4</b>	<b>Partner with local non-profits to create an online portal of resources for international residents.</b>
Description:	The City of Austin will partner with non-profit organizations to create an online international resource portal. Due to a City of Austin (CoA) policy regarding external links, it is not feasible to host such a site on the CoA website. This portal will provide access to all of Austin's international resources, improving the effectiveness of the international non-profit and business community. The website will also serve as a one-stop resource for international residents and other Austinites interested in international events.
Timeline Goal:	Launch website by Fall 2013.
Partners:	GlobalAustin

## Strategy 7 Outcomes


- Held three Welcome to Austin Orientation Sessions in 2013, with language access provided to speakers of English, Spanish, Mandarin and Korean
- InternationalAustin.org website launched in February 2013
- Weekly emails announcing international events from InternationalAustin.org began in October 2013
- Twenty-two community groups are now participating as International Welcome Ambassador Organizations
- Matched 12 international newcomers from France, Mexico, S. Korea, Taiwan, China, Belgium, Ecuador, Germany, India, Poland, and the UK with International Welcome Ambassadors
- NYC's Office of the Mayor invited EDD to speak about the International Welcome Program at the April 2013 Convening of Cities on Immigrant Integration
- Joined the Welcoming Cities and Counties Initiative to connect with peers in municipal government working to create more welcoming communities for immigrants
- Launched Austin's Welcoming Cities Initiative at the 2013 September Concert

### New Partners

- Welcoming America

<b>Strategy 8</b>	<b>Capitalize on the over 100 incoming delegation visits received annually to create strategic international partnerships.</b>
Related Goal:	#3: Strengthen the City of Austin's ties to international cities and international business associations to engage in more productive economic development partnerships and bilateral trade relationships.
<b>Action Items</b>	
<b>8.1</b>	<b>Organize meetings for visiting delegations with potential partners and business representatives.</b>
Description:	Based on staff research, the Economic Development Department will schedule meetings for incoming delegations with potential partners and business representatives interested in expanding to the country or region of the delegation. These meetings will create access to foreign markets for local businesses and strengthen target industries by facilitating global partnerships that will give Austin businesses an edge over their competitors.
Timeline Goal:	Ongoing
Partners:	Greater Austin Chamber of Commerce, Texas Governor's Office of Economic Development and Tourism
<b>Strategy 8 Outcomes</b>	
<ul style="list-style-type: none"> <li>- The Economic Development Department sponsored the November 2013 UKTI GREAT Tech Rally and networking reception featuring UK companies McLaren Applied Technologies and Truphone in Austin</li> <li>- Assisted 116 total international delegations, representing 1,858 individual delegates, in FY2013</li> </ul>	

<b>Strategy 9</b>	<b>Enhance international networking opportunities in targeted industries.</b>	
Related Goal:	#3: Strengthen the City of Austin’s ties to international cities and international business associations to engage in more productive economic development partnerships and bilateral trade relationships.	
<b>Action Items</b>		
<b>9.1</b>	<b>Join and actively participate in select international associations in targeted industries.</b>	
Description:	<p>The Economic Development Department will join and actively participate in international associations that offer networking opportunities for Austin businesses and/or the Department staff to connect with potential overseas partners.</p> <p>Right: The Economic Development Department hosted the International Association of Science Parks North American Division Workshop in April 2013. Austin has been a pioneer in recognizing the value for cities in networking through international associations and was IASP’s first “Area of Innovation” when the organization expanded their membership with the new category.</p>	
Timeline Goal:	Ongoing	
Partners:	Austin Technology Council	
<b>Strategy 9 Outcomes</b>		
<ul style="list-style-type: none"> <li>- Became the first Area of Innovation to be a full member in the International Association of Science Parks and Areas of Innovation (IASP)</li> <li>- IASP member UK Science Park Association Board participated in 2012 UK Virtual Trade Mission</li> <li>- Hosted the IASP North American Division Workshop in April 2013 with attendees representing technology parks and companies in China, Canada, Qatar, and Mexico</li> <li>- Presented Economic Development Department’s international economic development strategy in an Ignite session at the 2013 IEDC Annual Conference</li> </ul> <p>New Partners</p> <ul style="list-style-type: none"> <li>- International Economic Development Council</li> <li>- International Association of Science Parks and Areas of Innovation</li> </ul>		

<b>Strategy 10</b>	<b>Formulate international economic development partnerships in target markets.</b>	
Related Goal:	#3: Strengthen the City of Austin's ties to international cities and international business associations to engage in more productive economic development partnerships and bilateral trade relationships.	
<b>Action Items</b>		
<b>10.1</b>	<b>Proactively establish international partnerships with cities complementary to Austin in target export markets (i.e., BRICS countries).</b>	
Description:	The Economic Development Department will work with local citizens knowledgeable about target export market countries (see Appendix A) to identify cities abroad with similar industries and goals as Austin. The Department will seek to establish international partnerships through Memoranda of Understanding in the target cities to work toward mutual goals, such as increasing bilateral trade and establishing economic development exchanges.	
Timeline Goal:	First partnership established by Winter 2012.	
Partners:	Capital City African American Chamber of Commerce	
<b>10.2</b>	<b>Leverage external resources to send at least one City representative to one Sister City each year.</b>	
Description:	<p>City delegations to our Sister Cities will enhance and strengthen our partnerships, and reciprocate Sister City visits to Austin to ensure their continuation. The Economic Development Department will use program funding to leverage external funds that enable a City representative to travel to one Sister City each year on a rotating basis. The representative will develop business-to-business connections and discover opportunities for additional partnerships. If feasible, these visits can be in conjunction with Economic Development Department's trade missions (see Item 1.4).</p>	 <p>Presentation on Austin-Hackney relationship at Digital Shoreditch Conference in Hackney. May 2013.</p>
Timeline Goal:	First visit held during 2013.	
Partners:	Austin Sister Cities International	
<b>10.3</b>	<b>Regularly communicate with existing Sister City and Friendship City committees to ensure that they are engaging in economic development efforts.</b>	
Description:	The Economic Development Department staff will continue to work with these volunteer committees to emphasize their potential to generate economic development benefits for the City and the importance of this role.	
Timeline Goal:	Ongoing	
Partners:	Austin Sister Cities International	

## Strategy 10 Outcomes

- Council Member Kathie Tovo led a delegation to Sister City Xishuangbanna in April 2013
- Capital City African American Chamber of Commerce (CCAACC) led three missions to Brazil 2012-2013
- CCAACC signed an MOU with Zumbi Dos Palmares in Sao Paolo, resulting in CCAACC president Natalie Cofield teaching a course at the university in Summer 2013
- MOU established between Austin Energy and Alliander in the Netherlands for smart cities collaboration and exchange
- EDD Staff participated in delegation visits to Sister City Angers and Friendship City Hackney in April-May 2013
- ASCI Outreach Committee formed to raise awareness of the Sister Cities Program and develop marketing materials in Fall 2013.
- “Economic Development Roadmap: Ideas for Sister Cities Committees” document developed and shared with ASCI in August 2013
- Organized “Austin Welcomes the World” concerts at City Hall with artist selections from our sister cities during SXSW 2012 and 2013
- EDD partner The House of Songs hosted delegations from Friendship City Hackney and Sister City Angers in 2013

<b>Strategy 11</b>	<b>Enhance the responsiveness of economic development policy to global market conditions.</b>
Related Goal:	All 3 goals; enhances effectiveness of all initiatives within the plan.
<b>Action Items</b>	
<b>11.1</b>	<b>Create a Capital Markets Advisory Group.</b>
Description:	The Department will hold semi-annual meetings to gather feedback and guidance from local business leaders to cultivate international programs and services. The creation of this group will establish an open line of communication with top business leaders in the Austin marketplace. The group will serve as a sounding board for the Economic Development Department, enable programs to be more responsive to market conditions, and assist in attracting foreign direct investment.
Timeline Goal:	First meeting held in Fall 2012.
Partners:	Greater Austin Chamber of Commerce
<b>Strategy 11 Outcomes</b>	
- To better reflect community interests and the broader scope of the group, a “Global” Markets Advisory Group formed. Its eight members discussed the Economic Development Department’s international economic development strategy in October 2012.	

## Appendix A: Target Markets for Partnerships

Country	Anticipated Industry Focus
Brazil	High-Tech; Digital Media
Russia	Energy Efficiency; Smart Grid
India	Automotive; Professional Services
China	Creative Industries; Biosciences
South Africa	IT; Software; Wireless



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