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Economic Development Planning in Seattle:

A REVIEW AND ANALYSIS OF CURRENT PLANS AND STRATEGIES

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Executive Summary

The following report catalogs and reviews the plans and strategies of ten economic development and workforce development agencies and organizations in the State of Washington. This review provides a framework for analyzing the direct and indirect effects of these plans and strategies on the City of Seattle. Three themes provide an analytic lens for comparing and contrasting the roles of each entity:

- Business cluster development
- Approaches to coordinating economic development activity
- Collected economic development strategies and plans

The ten agencies and organizations reviewed here implicitly or explicitly organize their economic vitality efforts around **business cluster development**. Cluster development attempts to align geographically interconnected companies and institutions in a particular field. The cluster development strategies reviewed here include emphases on human capital and quality of life as primary factors in business and talent recruitment and retention. Section 1 reviews the critical role of clusters.

These emphases require **coordinated economic development activity** and include nested strategies that attempt to align both economic and workforce development plans at the city, regional, and state levels. Importantly, sectors and clusters relevant to Seattle's competitive advantage may not be relevant regionally or statewide. Section 2 describes how the selected agencies and organizations reviewed in this analysis provide a framework for drawing connections among development activities. The following factors will provide brief insight into each of the selected entities.

- 1) **Seattle Scope:** the direct or indirect relevance of strategies and plans to Seattle
- 2) **Convening and Coordinating Role:** how an entity may facilitate development
- 3) **Service Delivery:** the type and manner of direct service provided, if any
- 4) **Research, Information Sharing, Regional Promotion, and Strategy:** the organizational capacity for research, strategizing, and marketing

This section also describes the role of city government in the context of cluster development.

Finally, the collected economic development strategies and plans reveal how the convergence of these themes within the City of Seattle may provide resources, cultivate relationships, and expose strategic gaps useful for exploring how Seattle may leverage its unique competitive advantages.

Section 3 is a catalog and summary of strategic plans from each of the ten agencies and organizations highlighted in this document.

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Section 1: Charting Approaches to Ensuring Economic Vitality in Washington

Economic Development Planning in Seattle: A Review and Analysis of Current Plans and Strategies

was prepared for the inaugural meeting of the Seattle Economic Development Commission (Commission) by graduate student Seth McKinney of the Evans School of Public Affairs, University of Washington. Its intent is to lay initial groundwork for the deliberations of the Commission as members seek to lay out a blueprint for the future economic prosperity of Seattle.

This report offers an inventory of a wide range of existing economic development strategies articulated and implemented by ten local, regional, and state agencies and organizations. Since none of the strategies developed by other entities is focused entirely on Seattle's own opportunities and challenges, none can serve as Seattle's primary template going forward. Each, however, is the product of considerable efforts. **Individually and collectively, these inventoried reports can be mined for strategic focus and insights. Even more importantly, they summarize a number of existing efforts from which Seattle can benefit even more than it does presently.** These strategies and efforts are presented in section 3 of this report.

Meaningful strategies for economic vitality are wide-ranging, thus explaining the variety of approaches taken by the ten agencies and organizations. Their common interests and scopes of work span several critical issues rather than a single objective. Like the City of Seattle, they must attend to multi-dimensional interests as varied as the competitiveness of global corporations, access to the workforce of lower income citizens, quality of the business environment, infrastructure, and impact of slow national economic growth.

The agencies and organizations surveyed are:

- **Washington Department of Commerce**
- **Washington Economic Development Commission**
- **Washington Workforce Training and Education Coordinating Board**
- **Seattle Metropolitan Chamber of Commerce**
- **Workforce Development Council of Seattle-King County**
- **Port of Seattle**
- **Prosperity Partnership**
- **Seattle-King County Economic Development Council**
- **Downtown Seattle Association**

“The City, the Office of Economic Development (‘OED’) and the Commission can seek to prioritize Seattle’s economic development strategies, to support alignment with state and regional efforts, and to make certain that external resources are marshaled and strategies are integrated to serve the City’s companies and citizens.”

These entities differ in the geographical areas they serve, whether or not they are governmental, the extent to which they are funded to deliver services, the presence or absence of statutory authority, the extent of focus on strategic planning, and—in the case of associations like the Seattle Metropolitan Chamber of Commerce—the nature of their memberships.

Some, like the state's Department of Commerce, devise strategies while also managing a number of specific business and community assistance programs. The Washington Economic Development Commission is primarily a strategic planning agency, while the Washington Workforce Training and Education Coordinating Board has statutory authority to integrate state human capital investment. In its ties to the Puget Sound Regional Council, the Prosperity Partnership has connections to land use and transportation approaches, but has also formed considerable corporate partnerships to advance its economic development work. The Port of Seattle devises strategies that affect the economy and serves as the region's import/export hub.

The number of agencies and organizations seeking to increase economic vitality is even larger when one reviews organizations that focus on the competitiveness of single industry sectors (e.g. Washington Biotechnology and Biomedical Association) or on single competitiveness tools (e.g. Washington Council on International Trade).

The variety of organizations and agencies participating in shaping the economic future is both a strength and weakness in the effort to sharpen Seattle's own future economic development priorities. It represents strength because each entity brings something to the table that the city should recognize and utilize. It is a weakness because the wide variety of functions, governmental mandates, geographical service areas, and resources available could make it more difficult for the City of Seattle to determine where the greatest value can be found.

In the face of this complex picture, it should not be the city's function to become a general coordinator of these initiatives and strategies. Instead, **the city, the Office of Economic Development (OED), and the Commission can seek to prioritize Seattle's economic development strategies, support alignment with state and regional efforts, and make certain that external resources are marshaled and that strategies are integrated to serve the city's companies and citizens.**

It is not the intent of this initial survey to bring forth recommendations on how the Commission should accomplish these goals; however, **calling out some of the common themes identified by the report could serve as an important step to help the Commission determine the direction it wishes to take.**

The Critical Role of Clusters

The central element that connects the agendas of the ten agencies and organizations studied in this report is the indispensable role of economic clusters in determining where and how to deploy economic vitality efforts. Cities cannot know the potential of their economies without understanding the impact and elements of competitiveness within the core groups of companies and the array of services that surround them.

Elements of competitiveness vary across clusters and so too must the public/private responses that respond to competitiveness challenges. For instance, biotechnology companies participate in and benefit from the infrastructural investment in South Lake Union, information technology companies are leading the call for advancing graduate education in STEM fields, and at least some manufacturing companies worry about basic skill deficiencies in the entering workforce.

“The success of this Commission’s mission depends on the better integration of strategies within Seattle’s borders.”

As these agencies and organizations have identified key clusters, richer understanding of the elements of competitiveness has ensued. Leaders of companies have taken advantage of that understanding and have played a sharper role in developing partnerships with educational institutions and with the government. They have helped to define specific needs to be addressed and have

played a key role in structuring the response. For instance, many partnerships to increase the skills of the incumbent workforce take advantage of panels of business, labor, and educational leaders.

This cluster “overlay” is also critical in helping the Commission examine how the City of Seattle can address each of the economic vitality challenges that were called out by the mayor and City Council.

- Support for innovation: Seattle possesses rich concentrations of knowledge in a number of key economic sectors that provide a strong foundation for new ideas and growth.
- Development of a skilled and excellent workforce: Our residents deserve the opportunity to achieve their full potential and obtain the required skills to meet the needs of our economy and share in our prosperity.
- Regulatory process improvement: The city can play an important role in helping businesses thrive and grow by removing unnecessary hurdles.
- Establishment of economic benchmarks: The city will stay focused and make necessary course corrections by measuring and reporting on our progress.

In each case, the cluster's elements of competitiveness provide the context for the: 1) identification of new strategies for agencies and organizations; 2) deployment of agency and organizational resources; and 3) sharper integration of those resources within Seattle.

The cluster focus of these ten agencies and organizations implies actionable steps for the City of Seattle. Each organization focuses on a set of industrial clusters. The relevant action agendas and elements of competitiveness of these entities do not always align with the economic development activities and strategies most impactful for Seattle. In mapping the relevant strategies and initiatives, this report reveals the elements of competitiveness that each organization attends to within their respective cluster of interest.

As stated by the Washington State Workforce Training and Education Coordinating Board (Workforce Board)'s 2010 report, *Coordinating Workforce and Economic Development Around Strategic Industry Clusters*:

“Local WDCs and Associate Development Organizations (ADOs) ... have identified their own list of strategic clusters. Most of the regionally identified clusters overlap with strategic clusters identified by the state. Some also overlap with the WEDC-identified innovation clusters. In a few cases, the regional clusters are outside of those identified at the state level.”

The Commission's mission is to advance “a policy and regulatory environment that encourages innovation and supports business formation and growth, retention, and expansion.” **The success of the Commission's mission depends on better integration of strategies within Seattle's borders.** For example, a regional workforce effort to upgrade skills may be tied to another agency's effort within the same cluster to boost the development of new technology. Infrastructural investment for a targeted sector can spur innovation, or innovation and business expansion can depend on infrastructural investment.

TARGETED CLUSTERS

The following are clusters of consequence to Seattle, identified by one or more of the ten strategies inventoried here. The rationale for identifying a cluster may vary. One agency may identify a cluster more because of its promise going forward than its present level of success. Another may emphasize a cluster that has organized itself to respond collectively to certain elements of competitiveness, such as improved skills training.

Department of Commerce

While the Department of Commerce specifically calls for a sector focus for the state, it does not itself identify targeted clusters. Instead, it participates in the strategic planning and cluster identification efforts of the Workforce Board and the Washington Economic Development Commission.

Washington State Workforce Training and Education Coordinating Board

- Software/Computer Services (including programming)
- Aerospace
- Health Care
- Water Transportation (passengers and cargo)
- Scientific Research and Development
- Specialty Construction (such as utility, street/bridge)

Prosperity Partnership

- Aerospace
- Clean Technology
- Information Technology
- Life Sciences
- Logistics and International Trade

Workforce Development Council of Seattle-King County

- Information Technology
- Health Care
- Trade, Transportation, and Logistics (including maritime)
- Manufacturing (including aerospace)
- Construction (including energy efficiency)

Seattle-King County Economic Development Council

- Information Technology
- Aerospace
- Life Sciences
- International Trade/Logistics
- Clean Technologies

Downtown Seattle Association

- Global Health/Life Sciences
- Information Technology/Interactive Media
- Health Care Delivery
- Financial Services

Section 2: Coordination of Economic Development Activities

Within and outside of economic clusters, convening bodies play an important role in executing state, regional, and local economic and workforce development initiatives. **They also provide a useful categorical process for organizing and understanding the interactions between local, regional, and state development agencies.** The following section describes how the selected agencies and organizations reviewed in this analysis provide a framework for drawing connections among development activities. In addition to being conveners, these organizations often assume other responsibilities, augmenting and facilitating their overarching development goals through their convening capacity. This information may be useful to the Commission in examining the ways in which the City of Seattle can assemble other governments, agencies, and organizations where appropriate.

DEPARTMENT OF COMMERCE

Seattle's Scope

- Important to Seattle in support of local Associate Development Organizations (ADOs), Innovation Partnership Zones (IPZs), international trade for small and medium sized enterprises, and direct funding
- Contracts with local agencies and organizations

Convening and Coordinating Role

- Convenes "local, state, regional, and federal partners and stakeholders, public and private" to achieve the governor's economic priorities
 - Cluster focus
 - Workforce development through the Workforce Board as well as the Workforce Investment Act (WIA)

Service Delivery

- Contracts with local and regional economic and workforce development bodies
- Technical assistance/advising
- Funding

Regulatory and Statutory Authority

- Research, information sharing, regional promotion, and strategy
- Industry sector and competitive ranking research

WASHINGTON ECONOMIC DEVELOPMENT COMMISSION

Seattle's Scope

- Research and regulatory advising role

Research, Information Sharing, Regional Promotion, and Strategy

- Development of universal economic benchmarks

Service Delivery

- Technical assistance/advising (technology transfer and commercialization)

WASHINGTON STATE WORKFORCE TRAINING AND EDUCATION COORDINATING BOARD

Seattle's Scope

- Coordinates training with local agencies and businesses

Convening and Coordinating Role

- Manages and coordinates policy and planning for the workforce development system through WIA
 - Coordinates strategies with the City of Seattle and Seattle businesses to integrate skills training and job searches relevant to current and emerging clusters

Service Delivery

- Oversees a workforce development system that includes 18 education and training programs
- Funding

Research, Information Sharing, Regional Promotion, and Strategy

- Creates innovate methods of training for workers at all education levels and career stages
- Ensures efficient funding and workforce reporting

The Department of Commerce works closely with the Workforce Board to coordinate strategies for integrating skills training and job searches relevant to current and emerging clusters and for creating innovative methods of training for workers at all education levels and career stages.

WORKFORCE DEVELOPMENT COUNCIL OF SEATTLE-KING COUNTY

Seattle's Scope

- Convener and manager of WIA funds and WorkSource, the portal for accessing WIA programs
- In partnership with business and economic development, creates the Seattle-King County workforce development plan

Convening and Coordinating Role

- Collaborates with economic development entities to develop the workforce development plan

Service Delivery

- Provides training that aligns with industry skill demands and promotes individual self-sufficiency
- Expands opportunities for career exploration and planning

Research, Information Sharing, Regional Promotion, and Strategy

- Reveals skill gaps; identifies emerging clusters

PUGET SOUND REGIONAL COUNCIL: PROSPERITY PARTNERSHIP

Seattle's Scope

- Supports Seattle businesses and partners with city government to implement the Comprehensive Economic Development Strategy (CEDS) in Seattle
- Federal funding
- Aligns its statutory transportation and land use authority with economic development

Convening and Coordinating Role

- Convener and coordinator of regional economic development entities to implement and support CEDS

Research, Information Sharing, Regional Promotion, and Strategy

- Promotes the Puget Sound region as whole through research, analysis, and publishing of economic and workforce indicators

“The City is a central provider of resources and integrator of multiple other parties, including multiple City agencies.”

SEATTLE-KING COUNTY ECONOMIC DEVELOPMENT COUNCIL

Seattle's Scope

- Aligns five-year work plans with the policies and objectives of the Prosperity Partnership
- Business recruitment and retention
- Technical and analytical assistance for businesses
- Identifies emerging clusters

Convening and Coordinating Role

- Leadership and relationship coordination among business and regional economic resources
- Collaborates with regional economic development organizations

Research, Information Sharing, Regional Promotion, and Strategy

- Economic Impact Assessments
 - Marketing and communications

SEATTLE METROPOLITAN CHAMBER OF COMMERCE

The Chamber organizes an annual Regional Leadership Conference that brings together representatives from business, labor, and the environment to identify broad goals to support economic development for the region.

PRESENT INTEGRATION OF CLUSTER-FOCUSED ECONOMIC DEVELOPMENT EFFORTS

The role of government in general and of the City of Seattle in particular varies by the cluster that has been identified, the role the cluster plays in the city's economy, the specific strategies that have been selected, and the resources the city has available. This initial examination of the strategies of ten organizations and agencies demonstrates that **the city has placed itself in at least three distinct roles.**

1) The City of Seattle as convener and primary provider of resources:

In certain instances, the city is a central provider of resources and integrator of multiple other parties, including city agencies. For example, the city of Seattle has identified the film industry as an important set of economic activities. In 2009, the Washington State Film Office was incorporated into Washington Filmworks, creating a single organization to manage film production support and incentives statewide. Washington Filmworks offers extensive support to film productions, from recruitment to location scouting to financial incentives. The Office of Economic Development works closely with Washington Filmworks on films shot within Seattle and works with multiple city agencies to guarantee that filmmakers do not face unnecessary obstacles. OED issues \$25 film permits for the use of city streets, sidewalks, and public parking and provides parking passes for location scouting. The city's goal is to partner with the state to maximize filmmaking in Seattle.

2) The City of Seattle as facilitator and collaborator among a group of agencies and organizations:

In other instances, the City of Seattle plays a distinct role, but not the leading role, among a broader constellation of active agencies and organizations. Examples include the following: The State of Washington established the Life Sciences Discovery Fund to foster industry growth. The Washington Biotechnology and Biomedical Association advances industry efforts on multiple levels and supports business recruitment. The Downtown Seattle Association prioritizes the growth of life sciences in Seattle's downtown core and works to resolve obstacles.

In the face of these efforts, the City of Seattle has created public-private partnerships and made zoning changes as well as transit and utility investments to transform South Lake Union into a dense, urban neighborhood and employment center focused on the life sciences and other growth technology sectors.

3) The City of Seattle as a pioneer in cluster development:

In still other instances, the advancement of a cluster approach within Seattle's borders is complex, ever evolving, and requires continuous collaboration that is difficult to sustain. A look at the issues and efforts

important to the maritime industry is instructive on this point. Regulatory and infrastructure decisions are made at multiple levels of government on such matters as stormwater treatment, shoreline management, environmental remediation, zoning and land use rules, and maintenance of local and state transportation systems. Effective workforce development strategies also require a high level of cross-jurisdictional collaboration to have an impact, as exemplified by a cursory inventory of efforts currently underway:

"The advancement of a cluster approach within Seattle's borders is complex, ever evolving, and requires continuous collaboration that is difficult.

- The Prosperity Partnership and the Seattle-King County Economic Development Council are conducting a statewide economic impact analysis of the maritime industry.
- The Workforce Development Council of Seattle-King County is assembling a skills panel to study workforce supply, demand, and the skill sets required for maritime occupations.
- The Seattle Community College District is collaborating with the City of Seattle to conduct a gap analysis of existing training capacity.
- Vigor Shipyard and the Seattle Community College District are working together to deliver new training programs for their workers.
- The Chamber of Commerce has formed a roundtable of maritime employers.

It is of compelling interest to the City of Seattle, as home to a maritime industry, to think and act in a manner that maximizes benefit and minimizes resource loss to achieve a level of strategic integration.

Section 3: Mapping Economic and Workforce Development Strategies

The following section catalogs the economic development strategies as codified by the ten selected economic development organizations and agencies. The strategies have been summarized to underscore the elements of competitiveness. This inventory illustrates the convergence and divergence of each strategy and the significance to the City of Seattle's economic development. Reference to these strategies may reveal opportunities for strategic collaboration and/or gaps useful for informing Seattle's future economic strategy.

DEPARTMENT OF COMMERCE—STRATEGIC SUMMARY

Global Goals

- I. Competitiveness—Improve and communicate Washington's competitive advantages
 1. Increase Washington's competitiveness by:
 - a. Driving business recruitment
 - b. Publishing key business indicator scorecards
 2. Market Washington by:
 - a. Improving Department of Commerce websites and providing targeted economic development information
 3. Implement Department of Commerce export initiatives through:
 - a. \$60 million in export sales assistance
 - b. Focus on recruiting export businesses
- II. Education and Workforce Training—Improve education system to meet employer needs
 1. Increase Department of Commerce engagement by:
 - a. Deploying Workforce Investment Act (developed in response to Washington Economic Development Council [WEDC]'s research and advocacy)
 - b. Increasing employer input and involvement in state workforce training system
 - c. Integrating workforce development efforts/resources into business recruitment
- III. Efficient and Effective Regulation—Reduce time and costs associated with meeting regulatory requirements while maintaining regulatory benefits
 1. Improve state and local regulatory service delivery by:
 - a. Expanding integrated (e.g. streamlined/interagency/one-stop shop) online services
 - b. Creating interagency partnerships to improve efficiency

Specific Goals

- I. Community Capacity—Mobilize and enhance local assets that strengthen community ability to accommodate the global goals
 1. Improve stewardship of public resources
 - a. Increase efficiency/effectiveness, especially through Lean
 - b. Pursue Gates Foundation funding for homelessness/poverty programs
 2. Develop a shared vision of community capacity
 - a. Develop metrics for measuring community capacity (overlaps with WEDC)
 - b. Develop a tool to assess what constitutes a strong community (potentially overlaps with WEDC)
 - c. Focus policy and resources identified by needs-based assessments
- II. Sector Focus—Focus on high growth, high employment sectors
 1. Grow STEM jobs
 - a. Analyze Washington's competitive strengths and weaknesses to drive exports
- III. Small Business—Make Washington the best state in which to start and grow a small business
 1. Provide online information and tools
 - a. Improve websites (business.wa.gov)
 2. Improve access to credit
 - a. Implement small business credit initiative

WASHINGTON ECONOMIC DEVELOPMENT COMMISSION—STRATEGIC SUMMARY

- I. Provide leadership, guidance, and direction
 1. Provide leadership, guidance, and direction to the governor and legislature on a long-term and systematic approach to economic development
 - a. Research and recommendations
- II. A common set of outcomes and benchmarks
 1. Formulate a common set of outcomes and benchmarks for the economic development system as a whole and measure the state's economic vitality
- III. Public, private, and philanthropic sector roles and best practicesDefine public, private, and philanthropic sector roles and best practices, ensuring that Washington captures the next generation of technology investment and global market opportunities
 1. Define public, private, and philanthropic sector roles and best practices, ensuring that Washington captures the next generation of technology investment and global market opportunities
 2. R&D, Technology Transfer, and Commercialization
 - a. Entrepreneurs-in-Residence (EIRs)
 - b. Strategic Targeted Academic Research (STARS)—(elimination of funding expected)
- IV. Provide a forum
 1. Provide a forum for geographic and industry cluster “institutions for collaboration” to build stronger partnerships
 2. Collaboration/P3s/Interagency Integration/Innovation Partnership Zones (IPZ)/Streamlining Regulations

WASHINGTON STATE WORKFORCE TRAINING AND EDUCATION COORDINATING BOARD

- I. Multiple Pathways for First Careers
 1. Improve the availability and quality of career and education guidance for students in middle school, high school, and postsecondary institutions
 - a. Enhance career guidance for students
 - b. Partner with employers to help students explore careers and workplaces
 2. Identify, assess, and certify skills for successful careers
 - a. Increase workplace and life skills development for students
 - b. Increase the use of industry-based skill standards, assessments, and credentials
 3. Expand programs of study that bring together a sequence of career-focused courses starting in high school and extending through college
 - a. Expand the use of programs of study—a sequential, accessible road map of courses required for a career pathway
 - b. Improve the transfer of credits earned in a student's program of study
 4. Increase work-integrated learning
 - a. Increase the number and types of workplace experiences available to students and out-of-school youth
 - b. Bring more work experiences into the classroom by engaging employers and workers
 5. Improve student access and retention
 - a. Expand high school dropout prevention and retrieval programs
 - b. Increase non-traditional opportunities to obtain postsecondary certificates and degrees
 - c. Provide wrap-around and new models of support and employment services, including special services for diverse populations with multiple barriers to education and training
 6. Job search and first-career placement
 - a. Help students locate and land jobs; strengthen partnerships between the education and WorkSource systems to share job-finding information and resources
- II. Multiple Pathways for Employers and Workers
 1. Increase employer engagement with the workforce development system

- a. Improve outreach to employers
 - b. Engage employers in identifying skill standards and developing training programs that meet their standards
 - c. Increase industry involvement in work-integrated learning
 - d. Increase employer investment in workforce training
2. Promote economic development by connecting workforce development with job creation and growth
 - a. Provide and market business services to existing employers and those looking to relocate into the region
 - b. Invest in strategic economic opportunities; develop funding mechanisms to adequately resource and sustain high-demand occupational training
- c. Encourage and support entrepreneurship; offer entrepreneurial training and mentorship programs
3. Expand and support learning opportunities for workers at all stages of their education or career paths
 - a. Offer greater career and education guidance for adults
 - b. Increase the accessibility of training programs for adult workers and reduce the time it takes to complete training
 - c. Improve training for adult workers with barriers to advancement; increase use of programs such as I-BEST that integrate basic or developmental education with job skills training
 - d. Provide support services that fit the needs of diverse populations, including veterans returning to the civilian labor force and long-term unemployed workers
 - e. Offer bridge programs for adults with barriers to postsecondary education
 4. Improve job search and placement services for unemployed and underemployed workers
 - a. Improve the quality and speed of job matching and referrals between job seekers and employers with job openings
 - b. Make job search and placement assistance more widely known and available
- III. Washington's Workforce Development System is a Model of Accountability and Efficient Co-Investment
1. Strengthen performance accountability across all workforce development partners by focusing on employment and earnings outcomes
 - a. Lead a review in collaboration with all workforce partners to reconsider core measures for Washington's workforce system
 - b. Reduce administrative burdens and improve performance outcomes through a focus on outcome rather than input measures
 - c. Develop a unified plan for multiple federal workforce development programs
 2. Establish cost-effective, co-investment models across government funding streams and across the tri-partite spectrum (employer, worker, and government)
 - a. Reduce barriers to sharing or splitting funding across funding streams
 - b. Make routine the practices that leverage resources across agencies and enhance customer performance outcomes
 - c. Establish cost-sharing practices and policies that stretch public dollars to serve the largest number of participants and attain the highest performance outcome levels

PROSPERITY PARTNERSHIP

- I. Education and Workforce Development—Ensure residents have access to family wage jobs and employers have access to world-class talent
 1. Increase higher education enrollment capacity for degrees in high demand by established and growing industries
 - a. Raise awareness and support for a more sustainable and accountable higher education system
 - b. Increase high-demand degree capacity (including certain STEM degrees) at the state's two- and four-year post-secondary institutions
 2. Support regional initiatives that advance career development and planning to ensure that all students are on a pathway toward career-readiness through post-secondary education (defined as all types of education and training past high school)
 - a. Support initiatives such as High Skills High Wages, Excellent Schools Now, Eastside Pathways, the Community Center for Education Results, and other similar programs to strengthen the K-12 education system

- b. Implement state and local high school graduation requirements that are aligned with college entrance requirements and that provide a firm foundation in math and science competency
 - 3. Engage and collaborate with industries to identify and develop opportunities within and better alignment between education and workforce training programs and the skills needed for high-demand occupations
 - a. Facilitate partnerships between regional companies, apprenticeship programs, internship programs, workforce training programs, community and technical colleges, and four-year institutions to support courses and curricula that meet the needs of employees in high-demand fields
 - b. Identify skills needed for high-demand, non-STEM occupations in the maritime, aerospace, tourism, and transportation and logistics clusters
 - c. Collaborate with industries facing an aging workforce to work toward understanding and addressing the challenges of attracting and training the next generation of workers and ensuring that the skills of current workers are up to date
 - 4. Promote the central Puget Sound region as an attractive place for workers in high-demand occupations to live and work
 - a. Develop and implement a regional talent recruitment strategy
 - b. Include community and technical colleges and four-year education institutions in business recruitment and marketing materials and activities
 - 5. Improve the ability to retain existing talent studying in the region's educational institutions, serving at military installations, or visiting the region
 - a. Investigate improving transferability of training and skills in the military to Washington higher education institutions and civilian employer needs
 - b. Work on ways to address the high unemployment of veterans, including better connecting military bases and regional companies, creating a database of existing programs targeting employment for veterans, and seeking to connect civilian employers to resources regarding veterans in the workplace
 - 6. Analyze economic impact of education as an industry cluster
 - a. Convene a working group of education, industry, labor, and community members to study and then make a recommendation to the Economic Development District (EDD) board on whether to add education as a targeted industry cluster for the region
- II. Business Climate—Foster a regional business climate that supports new, high-quality investment and job creation
 - 1. Explore and learn about tools to support new economic development projects that attract and grow new business and investment
 - a. Explore the formation of a new private sector regional incentive “closing fund”
 - b. Convene a working group to explore, reach consensus, and develop action plans to support new economic development projects that attract and grow new business and investment
 - 2. Continue to support and strengthen the mission of military bases in the region
 - a. Advocate for establishing a state level office to serve as a liaison between the state and the military
 - b. Improve coordination of technical assistance to companies vying for and obtaining federal contracts
 - c. Work with regional partners to ensure Washington is prepared for any upcoming Base Realignment and Closure (BRAC) rounds
 - 3. Market and brand the region as an industry leader in aerospace and IT, as well as an emerging leader in clean tech, life sciences, and global health
 - a. Establish a regional aerospace marketing/branding consortium
 - b. Improve and expand regional IT marketing/branding activities
 - c. Implement the Washington Global Health Alliance work plan to establish the region as a center for global health innovation
 - 4. Leverage international connections to learn best practices that can be adapted to the Puget Sound region
 - a. Work with member regions to evaluate the International Regions Benchmarking Consortium program and plan for long-term sustainability

5. Position the Puget Sound region as a premier international logistics hub, business gateway, and tourist destination
 - a. Convene ports to identify key common infrastructure, funding, and legislation to increase regional competitiveness and develop joint initiatives
 - b. Convene a group of international trade stakeholders to review the upcoming Trade Development Alliance and Washington Council on International Trade's international competitiveness strategy to identify elements of regional economic significance to support
 - c. Leverage the marketing strategies of regional convention and visitors bureaus and the Washington Tourism Alliance to recruit businesses and talent to the region
 - d. Market Sea-Tacoma International Airport as an international hub for business and travel while supporting the Washington State Long-Term Air Transportation Study
 - e. Share information on the potential effects of reforming the Harbor Maintenance Tax to ensure Puget Sound competitiveness
 - f. Discuss possible EDD support for Washington Tourism Alliance legislative agenda
6. Expand and improve the programs and tools that help more firms export internationally, with a special emphasis on small, minority-owned, women-owned, and other underrepresented businesses
 - a. Convene maritime industries to ensure regional shipyards capture new shipbuilding and modification work of large catcher/processors and trawlers in order to expand and modernize
 - b. Conduct periodic seminars with companies in key industry clusters, including testimony from companies that have been successful at profiting from exporting
 - c. Develop a mentor-protégé program in which successful exporters work with small- and medium-sized companies desiring to get into the export game
 - d. Leverage partnerships with SBA Region 10 and the Small Business Development Centers in the four-county region
 - e. Identify and adapt best practices in export promotion from peer regions domestically and internationally
7. Improve coordination of government services and regulations relating to business and economic development
 - a. Develop a best practices database of local regulations and permitting in the region
 - b. Investigate streamlining opportunities for state SEPA and stormwater regulations for upgrades, enhancements, or other intensifications of existing manufacturing facilities
 - c. Support the renewal/continuation of tax credits for organizations involved in research and development
8. Support programs and tools that help small business and women- and minority-owned businesses thrive
 - a. Convene small business and women- and minority-owned business organizations to develop an action plan for supporting programs that will help these businesses thrive
- III. Entrepreneurship and Innovation—Ensure residents have access to family wage jobs and employers have access to world-class talent
 1. Improve SBIR/STTR, Defense Advanced Research Projects Agency (DARPA), and Advanced Research Projects Agency (ARPA) support programs and services for companies in the region
 - a. Explore the feasibility of forming an SBIR/STTR assistance center after reviewing best practices in other regions
 2. Increase industry-specific technical support for entrepreneurs and startup businesses in the region
 - a. Create a consumer-driven online entrepreneurship resource map and best practices database to consolidate, package, and market resources for entrepreneurs
 - b. Develop a marketing and public awareness campaign to heighten awareness of the benefits and opportunities connected with startups
 - c. Leverage existing programs that help companies grow and succeed by providing access to business development tools, marketing resources, and networking opportunities
 3. Expand capacity of existing commercialization efforts ,and increase the connection between these assets and industry businesses
 - a. Improve collaboration between businesses and the University of Washington (UW), Washington State University, and Innovate Washington Foundation to increase commercialization of university research
 - b. Execute the development of a Building Energy-Efficiency Testing and Integration (BETI) Center and Demonstration Network

4. Support continuation of procurement policies that focus on desired objectives and do not mandate the use of particular technologies
 - a. Monitor relevant state and local policy discussions regarding technology procurement policies; as necessary, educate policy-makers on this issue
 5. Analyze economic impact of innovative retail as an industry cluster
 - a. The Prosperity Partnership believes it would be valuable to explore the potential of establishing innovative retail as an industry cluster—convene a working group to study and then make a recommendation to the EDD board on whether to add innovative retail as a targeted industry cluster for the region
- IV. Infrastructure—Advance the region’s infrastructure to meet the demands of a globally connected modern economy
1. Maintain and improve the region’s physical infrastructure to support the needs of established and emerging industry clusters
 - a. Encourage and support the implementation of Transportation 2040
 - b. Educate leaders on the importance of a national freight strategy that meets the strategic interests of the Puget Sound region
 2. Improve methods for including economic development criteria in regional infrastructure evaluation programs
 - a. Continue to work with regional stakeholders to refine and prioritize scoring measures as part of Transportation 2040
 - b. Research criteria and tools for evaluating and describing economic development projects under consideration for public support
 3. Improve the jobs-housing balance in the region to minimize the effects of projected growth
 - a. Support the work of the Puget Sound Regional Council (PSRC)’s Growing Transit Communities Partnership to develop best practices that align regional transportation and land use investments and ensure that governments regionwide have access to this information
 4. Explore funding strategies for freight mobility projects
 - a. Convene ports, related industries, and local, regional, and state governments to identify aging port infrastructure regionwide and identify funding strategies
 - b. Work with partners on long-term funding for strategic freight mobility projects to ensure the efficient flow of goods from the region’s ports and airports
 - c. Convene a group of ports, related industries, and relevant local, regional, and state governments to develop an action plan to implement ESHB 1959, 2009 state legislation that identifies the ports of Seattle, Tacoma, and Everett (along with Vancouver) as facilities of statewide significance that should have compatible land use zoning with their respective cities
 - d. Continue support for efforts to secure state and federal financial assistance toward the completion of strategic regional freight projects, such as SR 509, SR 167 (Valley Freeway)/I-405, U.S. 2, SR 16/SR 3 (Gorst Improvements), and SR 704 (Cross-Base Highway)
 5. Support the development of information technology infrastructure to meet the continuously growing needs of consumers and businesses
 - a. Promote a regulatory climate that ensures continued investment and upgrades of IT infrastructure, with particular focus on connecting anchor institutions such as schools, libraries, and healthcare facilities
 6. Preserve and protect industrial and military lands from encroachment and incompatible uses in order to support the economy’s industrial base
 - a. Update PSRC’s Industrial Lands Inventory
 - b. Develop a regionwide strategy for industrial lands
- V. Quality of Life—Ensure a healthy and beautiful environment, vibrant and thriving communities, and a high quality of life for all the region’s residents
1. Protect the region’s natural environment and cultural amenities as key economic assets
 - a. Support and participate in the work of the Regional Open Space Strategy project, a UW-led collaborative effort
 - b. Support local jurisdictions in implementing transfer and purchase of development rights programs to ensure continued preservation of important habitat, farm, and forestlands

2. Support the development of affordable, vibrant, healthy, and safe communities for all residents
 - a. Support the work of PSRC’s Growing Transit Communities Partnership, which supports multijurisdictional planning to ensure that jobs and opportunities are closer to where current and future residents live
 - b. Update PSRC’s Regional Centers Report to develop a framework for sub-regional centers
 - c. Encourage local jurisdictions with regionally designated centers to develop or update their subarea plans
3. Promote scientific, cultural, and philanthropic organizations as a strategic economic advantage for the region
 - a. Support legislation that would authorize regions throughout Washington to establish Cultural Access Funds to increase access to the state’s scientific and cultural institutions for all residents

PORT OF SEATTLE—CENTURY AGENDA

Regional Initiatives

1. Strengthen access to global markets and supply chains for Northwest businesses
2. Make Washington a preferred destination for international travelers from countries incorporating direct flights
3. Establish an educational consortium to serve the needs of the maritime industry in workforce development, applied research, and business growth
4. Foster a coordinated effort among Puget Sound ports in support of Washington’s pursuit of a healthier Puget Sound

Strategies and Objectives

The Port of Seattle will use its real estate, capital assets, and financial capabilities to accomplish the Century Agenda. These are tools to thoughtfully steward, rather than areas well suited for specific 25-year goals.

- I. Position the Puget Sound region as a premier international logistics hub
 1. Grow seaport annual container volume to more than 3.5 million TEUs
 2. Structure a relationship with Washington ports to optimize infrastructure investments and financial returns
 3. Triple air cargo volume to 750,000 metric tons
 4. Triple the value of outbound cargo to over \$50 billion
 5. Double the economic value of the fishing and maritime cluster
- II. Advance this region as a leading tourism destination and business gateway
 1. Make Seattle-Tacoma International Airport the West Coast “Gateway of Choice” for international travel
 2. Double the number of international flights and destinations
 3. Meet the region’s air transportation needs at Seattle-Tacoma International Airport for the next 25 years and encourage the cost-effective expansion of domestic and international passenger and cargo service
 4. Double the economic value of cruise traffic to the State of Washington
- III. Use the Port of Seattle’s influence as an institution to promote small business growth and workforce development
 1. Increase the proportion of funds spent by the Port with qualified small business firms on construction, goods, and services to 40 percent of the eligible dollars
 2. Increase workforce training, job ,and business opportunities for local communities in maritime, trade, travel, and logistics
- IV. Be the greenest and most energy efficient port in North America
 1. Meet all increased energy needs through conservation and renewable sources
 2. Meet or exceed agency requirements for stormwater leaving Port-owned or operated facilities
 3. Reduce air pollutants and carbon emissions, specifically: reduce air pollutant emissions by 50 percent from 2005 levels, reduce carbon emissions from all Port operations by 50 percent from 2005 levels, and reduce aircraft-related carbon emissions at Seattle-Tacoma International Airport by 25 percent
 4. Anchor the Puget Sound urban-industrial land use to prevent sprawl in less developed areas
 5. Restore, create, and enhance 40 additional acres of habitat in the Green/Duwamish watershed and Elliott Bay

SEATTLE-KING COUNTY ECONOMIC DEVELOPMENT COUNCIL (EDC)

This Five-Year Business Plan has the following program areas: Business Development; Investor Relations; Marketing and Communications; Leadership, Staff, and Management System Development; and Financial Management and Revenue Diversification. Specific strategies and tactics for each program are outlined below.

I. Industry Cluster Development

1. Expand the business client outreach program and assign a business development manager for economic clusters, as prioritized in A Regional Economic Strategy for the Central Puget Sound Region (Regional Economic Strategy), developed by the Prosperity Partnership:
 - a. Information Technology
 - b. Aerospace
 - c. Life Sciences
 - d. International Trade/Logistics
 - e. Clean Technologies
2. Focus on two additional clusters:
 - a. Financial Services
 - b. Fashion and Apparel industry
3. Identify new clusters and develop appropriate strategies to maximize potential for:
 - a. Women- and Minority-Owned Businesses
 - b. Global Health and Philanthropy
 - c. Emerging Economic Sectors
4. Respond to economic opportunities for the region in industry clusters not specifically identified in the Regional Economic Strategy, but which bring value-added jobs and an increased tax base to the region
5. Counsel existing individual companies to mitigate local impediments to business retention and expansion and to leverage competitive advantages, including the promotion of import and export opportunities and resources
6. Connect target industry companies with relationships and resources in the region that are essential to economic growth and prosperity
7. Provide important target industry and economic base information to key community decision-makers
8. Enhance relationships with top consultants/brokers in key markets: New York, Chicago, Atlanta, San Francisco, San Jose, Los Angeles, San Diego, Boston, and Dallas
9. Host tours for relocation prospects and site decision-makers
10. Promote and advance regional economic development collaboration throughout the Puget Sound region
11. Collaborate with regional economic development organizations to convene site selector tours of the region and implement joint recruiting trips to strategic markets
12. Promote and advance regional economic development collaboration throughout the Puget Sound region through monthly meetings of regional EDC presidents and joint meetings of the regional EDC boards
13. Deploy Commuter Solutions program to deliver customized solutions for individual companies to manage workforce transportation issues
14. Proactively educate local government agencies on ways to enhance a business-friendly environment in King County and its 39 cities

II. Research and Economic Impact Assessment

1. Build and maintain a network of economic intelligence within the target industries to identify business expansion opportunities in King County and the Puget Sound region
2. Develop and maintain a comprehensive industry and economic database for the Puget Sound region
3. Expand lead generation, deep targeting research, and prospect management capacity for identified companies to expand regular contact in other domestic and international markets
4. Provide customized, current, and market-driven information to prospects and EDC investors
5. Upgrade analytical and presentation tools to ensure state-of-the-art, user-friendly formats
6. Maintain strong working relationships with national, state, regional, and local public officials and provide key data to policy-makers deliberating critical economic issues

WORKFORCE DEVELOPMENT COUNCIL OF SEATTLE-KING COUNTY (WDC)

The WDC advances its mission and works toward its long-term vision through strategic efforts in four action areas: WorkSource System, Youth Education and Employment, Sectors, and Think Tank

- I. WorkSource System Goal: Deliver effective training and employment services to meet the needs of employers and adult job seekers
 1. Provide services that align with industry skill demand and promote individual self-sufficiency
 2. Utilize principles of continuous quality improvement to ensure service quality and efficiency
 3. Assess and address the varied needs of a diverse regional population
 4. Identify best practices to improve customer outcomes and increase customer satisfaction
 5. Increase opportunities to align with partners in the broader workforce development community
- II. Youth Education and Employment Goal: Develop a future skilled workforce prepared to enter the region's high-demand career paths and to advance to self-sufficiency
 1. Increase multiple opportunities for career exploration and planning
 2. Engage employers to increase work-integrated learning and employment opportunities
 3. Develop programs that will enable youth, including those at risk or disconnected, to successfully enter the workforce
 4. Support retention in and completion of high school and other education programs
- III. Sectors Goal: Advance sector-based workforce development to support regional economic development and industry-responsive education
 1. Continue employer involvement in workforce planning and the development of workforce solutions
 2. Integrate workforce development with regional economic development efforts to enhance business retention and growth
 3. Lead efforts to respond to industry needs with sector-based solutions
- IV. Think Tank Goal: Educate workforce development stakeholders on regional workforce needs and innovate programs and policies to meet those needs
 1. Conduct research and analysis that identify regional workforce needs and highlight best practices to address these needs
 2. Inform public officials, business leaders, and community leaders of industry demand and labor supply issues and trends
 3. Advocate the region's perspective on workforce issues at the national policy level
 4. Innovate and evaluate pilot workforce solutions to meet emerging needs, publish results, and take to scale as appropriate

SEATTLE METROPOLITAN CHAMBER OF COMMERCE

Roles:

- I. Policy advocate and the only Chamber in the area that represents business at the city, regional, state, and federal levels
- II. Convener and coalition-builder around issues we all care about, from transportation to education to the environment
- III. One-stop shop for all of the tools businesses need to grow, from high-quality networking to employee benefits
- IV. Community partner and champion for the projects, initiatives, and people making our region globally competitive as well as a great place to live, work, and raise a family

Six business and economic development organizations are affiliated with the Chamber: **Alliance for Education, Economic Development Council, Leadership Tomorrow, Technology Alliance, Trade Development Alliance of Greater Seattle, and the Washington Council on International Trade**

CITY OF SEATTLE OFFICE OF ECONOMIC DEVELOPMENT

I. Innovate

1. Create attractive urban neighborhoods that can accommodate new jobs and businesses
 - a. Approve legislation to implement the South Lake Union Urban Center Plan in 2013
 - b. Partner with University District leaders to take advantage of the opportunities provided by light rail and the commercialization of groundbreaking research at the UW
 - c. Execute new plans to redevelop Yesler Terrace and the Central Waterfront
2. Launch an initiative to attract and support startup information technology companies
 - a. Better promote our technology community
 - b. Invest in the urban neighborhoods where innovative companies want to gather
 - c. Improve business assistance services
3. Pursue creative partnerships with the best proposals participating in the Industrial Development District program in partnership with the State of Washington and King County
 - a. Offer regulatory and policy flexibility, financial incentives, and/or workforce training to expand manufacturing and maritime industries
4. Build an energy efficiency sector in Seattle to export knowledge and products
 - a. Work with companies to develop pilot projects to achieve energy savings and link City Light financial incentives to buildings' energy performance
 - b. Support energy retrofits and help build a new clean energy industry that employs local workers
5. Continue to update city regulations to support job creation
 - a. Amend the fire code to support development of aboveground lab space in life sciences and global health industries
 - b. Partner with state, county, and city agencies to streamline the regulation and permitting of restaurants, bars, and cafés
 - c. Improve construction permitting across city departments to save time and improve transparency of decision-making

II. Educate

1. Implement the Families and Education Levy to prepare students for college and careers
 - a. Measure results by the percentage of students who are ready to succeed in school by kindergarten, proficient at reading and math during elementary school, graduate high school on time, and enroll in college
2. Successfully execute the Pathways to Careers initiative
 - a. Provide professional education and training that supports lifelong learning and skills acquisition for working adults
 - b. Partner with the Seattle Community College district to double the completion rate of professional and technical degrees as well as certificates in middle-wage occupations that are in high demand by employers in Seattle's industrial, business, logistics, and health care industries
 - c. Launch the Career Bridge program to help working adults with additional barriers, such as English language learners or those with criminal records, gain access to the Pathways to Careers initiative and obtain the skills they need to get better jobs
3. Partner with the Workforce Development Council of Seattle-King County to dramatically increase youth employment and internship opportunities in the private sector, starting in summer 2013

III. Build

1. Renew our infrastructure, enhance our quality of life, and create thousands of good jobs
2. Develop a high-speed, high-quality fiber optic broadband network in Seattle
3. Connect Seattle's neighborhoods with high-capacity transit, including rail, to provide residents and businesses with an affordable, reliable way to get around our city
4. Build a new North of Downtown substation and a South Lake Union network to provide reliable, clean electricity to the innovative high-tech and bio-tech businesses north of downtown
5. Work with City Light to develop and implement a smart grid system to help residents and businesses become energy efficient

6. Clean-up the Lower Duwamish Waterway in partnership with King County, Port of Seattle, and Boeing Company

IV. Partner

1. Continue the “Be Here, Get There” attendance campaign to improve classroom attendance
2. Partner with King County and Chris Hansen to build a new basketball and hockey arena
3. Work with businesses, builders, and Seattle Public Schools to find a location and partner on building a downtown school to serve the thousands of expected new families
4. Support the next generation of bicycle and pedestrian infrastructure to improve safety on our streets and continue to attract and retain skilled, creative employees for our local businesses
5. Partner with downtown businesses, residents, service providers, and city departments on the Center City Initiative to make downtown Seattle streets safer, inviting, and vibrant
 - a. The 2013-14 budget funds outreach and support services for people in need, hires more officers, and invests in making 3rd Avenue more pedestrian friendly
6. Work with stakeholders to update the Freight Master Plan, helping to provide mobility in a changing and growing city

DOWNTOWN SEATTLE ASSOCIATION (DSA)

Mission: To champion a healthy, vibrant urban core

- I. Economy: Increase economic competitiveness by attracting jobs, investment, and commerce
 1. Sector-Based Job Growth—DSA will work with partners, such as the city’s Office of Economic Development, Seattle-King County Economic Development Council, and the Puget Sound Regional Council to:
 - a. Document the economic impact and opportunities in these sectors
 - b. Convene sector representatives to identify barriers to growth in Downtown
 - c. Advocate for policies and programs that support growth in Downtown
 2. The four sectors for focus during the next several years are:
 - a. Global Health/Life Sciences
 - b. Information Technology/Interactive Media
 - c. Health Care Delivery—four hospitals and several large clinics are clustered on First Hill and Capitol Hill
 - d. Financial Services
 3. Sustainable Downtown—With its dense development, robust transportation options, and strong environmental ethic, Downtown Seattle is a leader in sustainability
 - a. DSA will identify projects and partners to further decrease Downtown’s carbon footprint and thereby improve our environment while extending this competitive advantage
- II. Urban Environment: Create a 24/7 urban experience that is inviting, clean, and safe for everyone
 1. Public Safety and Human Services—DSA will pursue a broader strategic alliance between the business community and human services partners to apply innovative strategies to this persistent problem and support evidenced-based programs proven to make a difference
 2. Metropolitan Improvement District (MID) Renewal—DSA will launch a two-year process to renew the MID by 2013 in order to continue its impressive 12-year history of services for Downtown
 3. Family- and Kid-Friendly Urban Core—DSA will convene Downtown families and develop a strategy to make Downtown more family- and kid-friendly for residents and visitors alike
- III. Transportation: Provide effective, safe, and reliable transportation options to and within Downtown
 1. Construction of the Viaduct Replacement Tunnel—DSA will continue to help move the bored tunnel project to completion to open up the waterfront for people, not cars, as an alternative that keeps traffic moving in the region and does not harm the Downtown economy and urban environment
 2. Circulation Between Neighborhoods—DSA will convene neighborhood and transit partners to develop a well-communicated navigation system
 3. Multi-Modal Access—DSA will champion resources to preserve all modes of transit and support commute reduction programs



EVANS SCHOOL OF PUBLIC AFFAIRS

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