



**City of Seattle**  
Office of Economic Development

**Seattle Economic Development Commission**

*Tuesday, June 24, 2014 – 1:00pm to 3:00pm*

Host: Seattle Impact HUB, 220 2<sup>nd</sup> Ave S., Seattle, WA 98104

Commissioners Present: Chair: Chris DeVore, Vice Chair: Jill Wakefield. Shaiza Damji, Maud Daudon, Dave Freiboth, Rob Mohn, Alan Nay, Julie Pham

Staff and Guests: Randy Hodgins (from the University of Washington representing Michael Young); Dan Burke (from the Port of Seattle representing Tay Yoshitani); George Allen (Seattle Chamber of Commerce); Steve Johnson, Tina Vlasaty, Karl Stickel, Michael McVicker, Roque Deherrera, and Nancy Yamamoto (Office of Economic Development)

Facilitator: Claudia Bach, AdvisArts.

**Welcome** – Chris DeVore welcomed the Commissioners to the EDC meeting and provided an overview of the next four meetings. Chris noted the EDC is now fully-formed with a clear vision and work groups with an established set of initiatives. He stated that the presentation at the end of today's meeting was focused on the importance of including data and metrics in measuring the EDC's work, impact, and success.

Chris noted that by the September meeting the work groups will have advanced their work on their individual initiatives and will have identified policy issues to bring to the full EDC for consideration. Additionally, all Commissioners should have had opportunities to share the EDC's work with constituents and colleagues. By November, first year goals should be substantially complete and the EDC will focus on refreshing its workplan. By the February 2015 meeting, the EDC will have determined its metrics and measurements and be able to summarize the second full year of work for the commission. Chris then turned it over to Steve Johnson, Director of the Office of Economic Development, for some introductory comments.

**Purpose and Meeting Overview** – Steve Johnson highlighted the agenda for today's meeting, reiterated where the EDC is in the process, and what was to be accomplished today. Steve started by mentioning the EDC appointments and transitions. John Schoettler of Amazon has been recommended for appointment, though was unable to attend this meeting, and an individual has been identified for the final EDC seat and more information will be forthcoming. He announced the nomination of Chris DeVore and Jill Wakefield to continue as Chair and Vice-Chair, respectfully, for another year. Maud Daudon seconded and supported the nomination. The Commissioners unanimously supported Chris and Jill's continued service in these roles.

**Linked Work in the Community** – Steve introduced the value of linking the EDC's vision and work to other initiatives already occurring in the community and nationally. He asked Chris DeVore, Jill Wakefield, and Maud Daudon to speak to a few of these connections.

Chris DeVore highlighted the connection with City Age and Living Cities. City Age, held in Seattle, and his attendance at a Living Cities forum in New York on behalf of EDC, provided an opportunity to see alignment on the EDC's focus on cities and city regions as drivers of



**City of Seattle**

Office of Economic Development

economic change. The issue of how a city can successfully brand itself was a focus of City Age and in alignment with some of EDC's "telling our story" concerns. Living Cities sees the work the EDC is doing as providing a national leadership example and will continue to track our progress with interest.

Jill Wakefield highlighted the connection to Pathways to Careers which seeks to get low-to-middle income folks to family wage jobs. She specifically discussed the planned opening of the former Pacific Medical Building in Fall 2015 as a new addition to the Seattle Colleges network. The building will host a combination of education classes and training courses focusing on low-skill jobs. The current push is towards integrated training and job opportunities in the health care sector. This model, however, is transferable to other employment sectors.

Maud Daudon highlighted the Chamber of Commerce's work with Global Cities and Brookings. Maud mentioned three key areas that emerged from the Boston Consulting Group's (BCG) benchmarking report: the Puget Sound region falling short on necessary STEM (Science, Technology, Engineering, and Mathematics) degrees, noting that approximately 25,000 STEM jobs remained unfilled in the region; the fact that Seattle has very low levels of direct foreign investment; and the current limits on Seattle's global brand. She shared information on the eight national and international peer cities that were part of this benchmarking study and the metrics involved in the methodology. The Chamber is currently fundraising to help address these issues and gathering support and engagement from the private sector.

**EDC Communications Toolkit Updates** – Alan Nay presented the EDC website, currently under development, as a smart, sophisticated, and forward-thinking tool. He noted the site's vertical design and where to find additional details. Steve described the website as a communications tool for Commissioners.

Tina Vlasaty and Julie Pham introduced components of the "Ambassador Tool Kit." Tina introduced the Executive Summary document (a summary of the EDC's inaugural year for wide distribution), circulated copies, and noted that OED can print additional copies if needed. Julie presented the EDC PowerPoint presentation and accompanying talking points that are available to Commissioners to utilize in individual presentations to their networks. The purpose of the presentation is to introduce what the EDC is about and what its high-level initiatives and vision for the long term. Tina stated the PowerPoint presentation is a template that can be customized to audiences as Commissioners see fit. Tina noted Karin Zaugg Black from OED is available to help Commissioners customize the presentations, and Karin will be contacting each Commissioner in July to discuss individual network opportunities. Tina reiterated that when each Commissioner presents to his/her networks, it expands understanding of the work and purpose of the EDC and connects it to the Commissioner's day-to-day work.

Jill Wakefield noted the Commissioners' individual presentations are one way the EDC can show that it owns the work. Steve Johnson stated that the message Commissioners should deliver is that the EDC is where we get together to ensure issues are addressed and connections get made. Tina noted the presentation erred on the side of being overly broad so Commissioners could fill in details as it relates to their individual work. She also reminded Commissioners to work with Karin for support with talking points. Claudia Bach noted the



**City of Seattle**

Office of Economic Development

Annual Report is out in the community and hoped the Commissioners would start getting questions about the EDC and feel they have the tools to answer them.

**EDC Work Groups**

Steve Johnson introduced the EDC work group updates noting the EDC was intended to be an opportunity to identify issues with long-term meaningful impact. Steve said the work groups are the first step; the EDC will need to figure out how best to operate in the future, and it can adjust as necessary. Steve asked the work group leaders to provide a progress report and identify any key issues for broader discussion with the EDC.

The EDC Work Group Leads gave a brief update on their respective work group's progress:

**Work Group 1:** Improve social mobility through access to college and career – *Access to college and career for all Seattle residents*. Commissioners: Michael Young and Jill Wakefield (Leads), Dave Freiboth, Tanya Jimale

*Update:* Jill Wakefield started by mentioning the Seattle Central Foundation's "Seattle Promise" as a way to increase college completion and increase homegrown talent. She noted it could serve as a model for a broader initiative. She mentioned that President Young requested his staff to review financial aid policies and research to help frame the issue with an expected report back in September. Randy Hodgins noted the research group is meeting again July 7<sup>th</sup>.

Conversation continued between Jill, Randy, Steve, and Alan regarding the development of a program that may not be able to fund 100% of need but may be able to best incentivize those who would not otherwise pursue, nor be able to finance, a 2-year or 4-year degree or a career credential. This group also noted the program should be designed with links to the local economy to ensure successful job placement and continued economic growth. The conversation ended with the question of how to get local Seattle Public Schools involved in the planning and execution of such a program and other ways to leverage impact and fill in gaps.

**Work Group 2:** Advance our infrastructure and built environment as economic catalysts – *Envision and create great urban centers, and Build an efficient transportation system and inviting open space in the Center City*. Commissioners: Rob Mohn and Shaiza Damji (Leads), Maud Daudon

*Update:* Shaiza Damji reported that the group is primarily focused on identifying the challenges the city faces around growth, determining peer cities for best practice references, and using the City's Comprehensive Plan lens as reference. At a tactical level, the group is partnering with the Chamber of Commerce on permit streamlining and began to work on adding additional group members, as appropriate. In addition to the EDC Commissioners, the work group has the Executive Director of the Planning Commission, the Deputy Director and Land Use Director from the Department of Planning and Development, and the Chamber of Commerce serving as members.

The group would like input on which cities Seattle should be compared to, with respect to growth and the built environment, beyond Portland, OR, and, possibly, Vancouver, BC. To inform its work, the group seeks to identify 3-5 comparable cities that best match Seattle's



**City of Seattle**

Office of Economic Development

boundary constraints, single-family home neighborhoods, and stage of development. The Commissioners suggested Vancouver should still be included and also suggested Minneapolis-St. Paul, Boston, San Francisco, and Amsterdam, for an international comparison. The Chamber of Commerce's BCG Report concluded Boston and San Francisco were most like Seattle and the Commissioners agreed some overlap between the BCG Report and the selected cities would be favorable. Shaiza said they will report back on the work group's proposed cities, selection criteria, and resource identification at the next EDC meeting. She also mentioned that this strategic work timing aligns well with the work with the Chamber of Commerce on the permit streamlining component.

**Work Group 3:** Advance our infrastructure and built environment as economic catalysts – *Maximize the University District as the region's next innovation hub* & Build strategically on our economic strengths – *Assert Seattle's role as a global leader in the knowledge economy.*  
Commissioners: Chris DeVore and Chris Rivera (Leads), Michael Young

*Update:* Chris DeVore provided the update noting the degree of activity underway in the U-District with new developments emerging rapidly, including Seahawk's quarterback, Russell Wilson, bringing his foundation to an office space above Shiga's Imports on the Ave. He noted the difference between the EDC's perspective and other efforts underway and the complimentary synergy that can result because of the EDC's economic development focus. Chris stated there is a need to balance the technology sector improvements with those of the life science sector. The group is working with the Department of Planning and Development, the business community, and the neighborhood on understanding the implications of potential land-use changes. Chris mentioned the urgency about getting feedback to the City by this fall, as changes to the zoning will happen next summer 2015. Clear goals from the EDC can help make this a dynamic laboratory for a diversified innovation hub.

**Work Group 4:** Build strategically on our economic strengths – *Tell Seattle's economic story: "We make things that change the world" and Harness our talent in social entrepreneurship.*  
Commissioners: Alan Nay and Tanya Jimale (Leads), Julie Pham, Maud Daudon

*Update:* Alan Nay and Julie Pham emphasized the need for the Commissioners to be able to tell the EDC's story and receive input during both formal events and casual conversation. The work group's informal goal is to begin hearing the EDC's messaging from local CEOs and other community leaders and then support or seed a campaign that is formed throughout the private sector.

Maud stated the Brookings Global Cities initiative has overlap with this work group, and the EDC's messaging should include a focus on what global corporations need to know about Seattle in order to build and improve its global identity. Steve suggested the work group focus on how economic leaders tell their stories and on integrating and synthesizing multiple perspectives.

**Work Group 5:** Build strategically on our economic strengths – *Maintain our strength in manufacturing and maritime.* Commissioners: Dave Freiboth and Tay Yoshitani (Leads), Christine Hanna, Julie Pham



**City of Seattle**  
Office of Economic Development

*Update:* Dave Freiboth provided insights on the manufacturing and maritime industry in Seattle. He noted that individuals in these industries often feel they receive little respect and that few people understand these industries or pay adequate attention to them. Noting the industry is a significant part of Seattle's economy, Dave said the work group's challenge was to increase participation from industry leaders and move away from the industry's inclination to look only at short-term issues.

Dave stated he believed Mayor Murray understood the importance of this industry and his administration recognized the need for it to succeed, noting the Mayor's recent "Maritime and Manufacturing Summit" as an example. Dave mentioned his work on the Summit's work group and explained they were reviewing land-use policies, freight mobility, telling the industry's story, workforce development policies, and how to share best practices. He saw opportunities for overlap between these two work groups.

**Guest Presentation: Evaluating Collective Impact** – Fay Hanleybrown, Managing Director, FSG

Steve introduced Fay Hanleybrown who joined the meeting via Skype and her presentation was projected in the room. Fay spoke about evaluating collective impact. Her presentation focused on different categories of problems (simple, complicated, complex), the five conditions of collective impact (common agenda, continuous communication, shared measurement system, mutually reinforcing activities, and backbone function), provided sample learning questions for the group to consider, and reviewed key takeaways (embed evaluation in the initiative's DNA, set reasonable expectations, be thoughtful about evaluation partners).

A key example the Commissioners noted from Fay's presentation was a Calgary initiative focused on homelessness. In discussing impact measurement, that initiative's partners recognized they were individually measuring 10,000 different data points. After meeting together, they narrowed it down to eight common measurements. Tina commented that as the EDC work groups develop individual measures, the Commissioners should think about how we can best align broad metrics.

**Next Steps** – Chris DeVore asked that in preparation for the next full EDC meeting, each work group compile possible measures and metrics which would be used to develop collective impact measures for the full EDC. He also noted that the next meeting in September would include a presentation from the Kauffman Foundation.

**Adjournment**

- Chris and Steve thanked Christine Hanna and Seattle Impact HUB for hosting today's meeting.
- Chris DeVore adjourned the meeting at 3:02pm.

Next Meeting is September 30<sup>th</sup>, 1 to 3pm, with lunch preceding. Host information to follow.