

# Seattle Economic Development Commission

CITY OF SEATTLE OFFICE OF  
ECONOMIC DEVELOPMENT

April 2014

Inaugural Year Report



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## Seattle Economic Development Commission Roster, Inaugural Year, March 2013

**Chris DeVore** – Partner, Founders’  
Co-op and TechStars, Seattle  
(Commission Chair)

**Dr. Jill Wakefield** – Chancellor,  
Seattle Colleges (Commission  
Vice-Chair)

**Maud Daudon** – President  
and CEO, Seattle Metropolitan  
Chamber of Commerce

**David Freiboth** – Executive  
Secretary Treasurer, King County  
Central Labor Council in Seattle;  
Vice President, Washington State  
Labor Council, AFL-CIO

**Christine Hanna** – Co-Founder,  
Co-Director, Seattle Good  
Business Network

**Tanya Jimale** – President and  
CEO, JTS

**Rob Mohn** – President, RAM  
Columbia, LLC

**Alan Nay** – Founder, World  
Famous

**Sarah H. Patterson** – MHA,  
FACMPE, Executive Vice  
President and Chief Operating  
Officer, Virginia Mason Medical  
Center

**Michael Rawding** – Principal,  
Deerhorn Advisors

**Chris Rivera** – President,  
Washington Biotechnology and  
Biomedical Association (WBBA)

**Brad Tong** – Principal, Shiels,  
Obletz, Johnsen, Inc. (SOJ)

**Ken Willman** – Chief Legal  
Officer, Russell Investments

**Tay Yoshitani** – CEO, Port of  
Seattle

**Michael Young** – President,  
University of Washington

PHOTOS, front cover (left to right): Rachel White, Impact Hub Seattle, Howard Frisk, Tim Thompson, Howard Frisk. Back cover: 206inc.



## Background

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In 2013, the City of Seattle brought together leaders from variety of sectors to shape the inaugural year of Seattle's Economic Development Commission (EDC). The Commission's primary purpose is to provide expertise outside government from industry, labor, civic and education leaders to inform the City's economic decision-making and help in the execution of major initiatives essential to the achievement of a long-term economic development agenda. The work of the EDC serves to advise the Mayor, the City Council, and the community on the development of plans, policies, regulations, and strategies that have substantial impact on creating and maintaining an economy in Seattle that is resilient, sustainable and equitable. This new Commission was established in December 2011 and officially

empaneled in March 2013. (See Appendix A for a list of the inaugural members of the EDC.)

The initial charge of the Commission was to establish a strong vision that advances the economic vitality in Seattle, encouraging innovation and supporting business formation, retention and expansion. Of particular concern was attention to the role of the City of Seattle and outcomes of shared prosperity, economic diversity and next generation infrastructure. The EDC is intended to bridge the work of the City of Seattle with the efforts and commitment of the private and larger civic sector. This report outlines the vision and recommended initiatives that the EDC believes – through the combined work of City government and other sectors – can bring significant and meaningful change to ensure a vibrant and equitable economic future for Seattle.

## Vision and Foundational Areas Development

The main responsibility of the Economic Development Commission is to help the people who run the City of Seattle partner more effectively with those who lead and represent the businesses, workers, and major institutions that together comprise the economy. The result of this partnership, as outlined in this report, will be the development and advancement of a vision and a set of sustained actions that strengthen Seattle's economic competitiveness and improve the lives of the people who live and work in our city.

The Commission has spent the last year examining the strengths and weaknesses of Seattle's current economic conditions and, as directed by the Council and Mayor, has identified the most effective ways the Commission itself can make a difference. Their work this past year has resulted in a:

- ▶ Long term **vision** for Seattle's economy that recognizes the core values that distinguish us and provides common ground for working together to overcome our differences and accomplish great things



PHOTO: 206inc.



- ▶ **Framework** for evaluating and setting priorities on the issues that need attention, and the investments of time and money we need to make to achieve the vision
- ▶ Set of **initiatives** and immediate steps that the Commission will take to move us in that direction

The EDC built its first steps on examination and robust discussion of the current economy in Seattle, as well the Commissioners’ expertise and vision for the future of our city. A research document, *Economic Development Planning in Seattle: A Review and Analysis of Current Plans and Strategies*, was compiled for the EDC by the Evans Schools of Public Affairs at the University of Washington as a foundation for this exploration. The UW study reviewed all the economic development initiatives underway across the various industry sectors and at various levels of government with the aim of advising the Commission how it could best add value to this complicated environment. The study concluded that the Commission can play a valuable role in prioritizing Seattle’s economic

## We envision 2024 Seattle as the place where...

1. We value and strengthen a **diverse ecosystem** of businesses and industries creating a resilient economic landscape.
2. **Seattle ideas and goods** meet social, cultural, and market needs around the globe.
3. We actively cultivate, grow and attract **entrepreneurial ideas**. Strong and creative ideas from here, or from anywhere on the globe, find an open and supportive environment for creating robust business ventures and jobs. We provide pathways to success at all scales, from the individual enterprise to our most globally recognized companies.
4. We capitalize on the **intersection of sectors**, strategically building collegial and creative connections between the private sector, government, and education.
5. We have a deep, broad and flexible **pool of talent**, both home grown and attracted from afar.
6. We have leading **primary, secondary and post-secondary education opportunities** cultivating skills and creativity in alignment with current and future workforce needs, creating opportunities for meaningful social mobility for all Seattle residents.
7. Our commitment to our **natural, built and cultural environment** makes this an extraordinary place to live, work, educate and prosper.
8. Our **city government is wholly invested in advancing this vision**, identifying and enacting policies, projects and opportunities to support the economic health of Seattle, a high quality of life and a thriving middle class.
9. Our leadership and prosperity contributes to and supports the **economic vibrancy of Washington State**.

## The Economic Development Commission will help Seattle accomplish this 10-year vision by...

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- ▶ **Telling the story:** Sharing Seattle's economic vision and strengths
- ▶ **Simplifying:** Identifying opportunities to improve policies and regulatory functions
- ▶ **Analyzing:** Surfacing and investigating economic strategies that can benefit our city and all its residents, and elevating economic data and concepts in civic conversation
- ▶ **Accelerating:** Encouraging city government, the private sector and education to collaborate in developing priorities, creating new opportunities and overcoming challenges together
- ▶ **Leading:** Influencing and driving effective action towards this vision for Seattle

development strategies, collaborating with state and regional partners, and organizing resources and strategies so they are positioned to serve the City's business community and residents. The resulting ten-year vision statement reflects the EDC's diverse perspectives and concerns.

### Four Foundational Areas

This vision statement led to the emergence of four EDC "foundational areas" which the Commission defined as a framework which city government, industry, labor, and educational partners should continually use to evaluate existing conditions and invest resources in supporting Seattle's economic development over the next ten years. In July and August 2013, the Commission convened a series of discussions with diverse groups of thought leaders to look more deeply and inform the EDC work with these four foundational areas (see Appendix B for a list of discussion participants).

The four EDC Foundational Areas are:

- 1 **Innovation Ecosystem:** True of virtually every sector, Seattle's continued growth will be spurred through the dynamic "ecosystem" of research, invention, commercialization, production, skilled workers, and a supportive regulatory environment. We must continue to invent and generate ideas and



PHOTO: Lydia Daniller

**Vision 2024**

*We value and strengthen a diverse ecosystem of businesses and industries, creating a resilient, economic landscape.*

**We must continue to foster and welcome new ideas and ambitions in Seattle.**

goods that meet local and global demand and leverage all the elements in our innovation ecosystem.

**Example:** *In Cleveland, manufacturing is a priority again and they have created a new ecosystem of firms, labor, universities, and new business associations, such as their “Manufacturing and Advocacy and Growth Network”, to retool their factories focusing on research and development of new products and export.*

- 2 Talent and Creativity:** Our opportunity economy must create and support a diverse array of education options that cultivate skills and thinking that meets current and future business needs and that sets pathways for social mobility. We must continue to foster and welcome new ideas and ambitions in Seattle.

**Examples:** *New York City has executed aggressive plans to attract world-class technology universities to provide a platform for generations of talent development and growth; Houston is helping integrate new immigrants into the local economy with assistance in accessing low cost business financing, education, child care and health care.*

- 3 Infrastructure and the Built Environment:** Seattle's economy requires us to invest in the underlying infrastructure that supports reliable delivery of municipal utility services and efficient and sustainable movement of people, goods, and ideas by air, rail, sea and land to reach local, national and global markets. Our economy also requires a commitment to “place-making”, creating livable neighborhoods characterized by safety, affordability, walkability, authenticity, and connections to jobs, schools, recreation, and services.

**Examples:** *Denver, Los Angeles, Miami, and Dallas have all made significant investments in transformative infrastructure: state-of-the-art transit to ensure mobility, modernization of port and freight facilities, and expansion of broadband to enhance connectivity. Inner-city Atlanta has seen recent growth in residents and retail activity around its existing base of research universities, healthcare complexes, and clusters of technology and creative firms.*

- 4 Cultural and Social Environment:** Seattle is a vibrant, urban place with natural, artistic and cultural amenities that enrich our lives. A flourishing and diverse civic and cultural environment impacts where workers choose to live and make their mark. Finding ways to build and support our social



PHOTO: Kathryn Barnard Photography

and creative assets is integral to the quality of life for residents as well as a boon that brings us visitors from around the globe. We can support efforts to connect the talents of local artists to enhance the value of local products and services.

**Example:** *Culinary artists in Brooklyn are opening new restaurants, butcheries, and food production and processing facilities, meeting the growing demand for locally produced foods and creating an incubator for culinary quality, craftsmanship, and artistry.*



## Discussion Participants

The Commission's work on vision and the foundational areas was also informed through guidance from a leading national community development investment organization and a recent landmark economic study on social mobility and income inequality. Presentations and discussions were held with representatives of:

**Living Cities**, a collaborative of the nation's leading foundations that offers policy guidance and invests millions of dollars to help cities rethink public systems and connect people to opportunity, presented the importance of strong, high-level, cross-sector collaboration in supporting opportunity-rich, thriving, and globally competitive cities. They offered the Commission five essential principles of successful civic collaboration:

- ▶ Clear definition of the mission and results you are trying to achieve
- ▶ Agreement on the milestones and data points to track results
- ▶ Right set of diverse stakeholders involved from the outset
- ▶ Diligence to avoid parochial thinking and narrow interests, especially when adaptive leadership is

necessary to address problems with no obvious solution

- ▶ Sufficient dedication of backbone staffing to move the collective work forward

**The Equality of Opportunity Project**, a joint initiative of Harvard University and the University of California at Berkeley, compared rates of upward social and income mobility across the major metropolitan areas. Seattle was identified as a leading city in its ability to move individuals up the income ladder: on average, poor children in Seattle (those who grew up in the 25th percentile of the national income distribution) do as well financially when they grow up as do middle-class children (those who grew up at the 50th percentile) from Atlanta. The researchers noted strong alignment between their findings and the Commission's proposed framework – in particular, “Talent and Creativity” and the focus on improving educational opportunities; “Infrastructure and the Built Environment” with its emphasis on connecting people to job centers; and “Social, Civic, and Cultural Environment” which recognizes Seattle's strong civic and cultural assets.



PHOTO: Jennifer Richard Photography

## Ten-Year Initiatives

The Commission has identified three initiatives and action areas as transformative, achievable and measurable for Seattle. In shaping these initiatives, the EDC considered the values stated in the vision and the four foundational areas described above. Additionally, the Commission was attentive to other criteria: Is this initiative ambitious in scale, requiring involvement of the public and private sectors to succeed? Is it realistic to assume that with persistence and the right partnerships the Commission can make progress and achieve results? Does this initiative enjoy commitment and likely involvement of multiple Commissioners and other civic leaders? Each of the three initiatives, and the related action areas, has met these criteria.

### *Initiative 1: Improve social mobility through access to college and career*

The changing nature of regional and global labor markets, the high dependence of employers on recruitment of talent from outside the region, and the critical role education plays in promoting social and economic mobility make the development of locally grown talent the most important economic development challenge facing our region.

- ▶ Long-term economic advancement and social mobility requires helping people obtain skills that are relevant to the labor market.
- ▶ The investments we make must aim toward getting people degrees and credentials beyond high school.
  - Success is not only high school graduation but attainment of at least an industry recognized credential, such as welding, maintaining financial records, operating a crane, or drawing blood from a patient.

#### **Vision 2024**

*Seattle ideas and goods meet social, cultural, and market needs around the globe.*



PHOTO: Rachel White



- The ultimate goal is to get as many advanced degrees in science, technology, engineering, and mathematics.

*The Commission will work with the University of Washington, Seattle Community College District, and others to research and recommend an approach to local financing of Seattle students completing a degree or credential at any college or university in Washington.*

**We need more advanced degrees in science, technology, engineering and mathematics.**

## *Initiative 2: Advance our infrastructure and built environment as economic catalysts*

Seattle's economic success requires thoughtful planning and investment in the quality of the places we live, work, and gather as well as the roads, bridges, and ports that connect us to each other and the world.

### ► **Envision and intentionally create great urban centers and neighborhoods:**

The City plays an essential role in facilitating and shaping how our urban centers and neighborhoods grow and maintain their authenticity. We must get better at how we imagine, plan, permit and execute on the visions for these unique neighborhoods so that we are responsive to the profound demographic, environmental, and technological changes shaping our future.

*The Commission will complete a comparative analysis of the regulatory and decision-making environments of Seattle and its peer cities. This will enable a careful examination of the way Seattle envisions, plans, permits and executes on investments that shape the built environment so that Seattle's economy is sustainable and equitable, and its neighborhoods beautiful and inspiring.*

### ► **Build an efficient transportation system and inviting open space in Center City:**

Downtown Seattle and its adjoining neighborhoods will experience unprecedented construction activity over the next 10 years – the Alaskan Way Viaduct Replacement and Central Waterfront Redevelopment are the most visible of the major projects that will impact and transform the Center City. Major, non-transportation related projects will also have a profound impact on downtown, such as construction of the City Light substation in Denny Triangle and the new Amazon buildings in South Lake Union.

*The Commission will organize briefings and convene discussions to better understand the magnitude of the coming investments and provide support for their successful completion. The Commission's role will include pushing decision-makers and key constituencies to make choices about priorities, and advocating for adequate funding to grow transit ridership and ensure major projects are fully realized, such as*



PHOTO: Christopher Neilson



PHOTO: Katherine B. Turner, University of Washington

*renewal of “Bridging the Gap” and a proposed ‘local improvement district’ to help fund the waterfront redevelopment.*

► **Maximize the University District as the region’s next innovation**

**hub:** Seattle’s urban centers and neighborhood commercial districts are one of its most valuable economic assets, and they will increasingly be seen as job centers where innovation occurs and talented people reside and congregate. The University District is undergoing tremendous changes and Seattle has an immediate opportunity to leverage its proximity to the University of Washington and help create the region’s next major hub for innovation and technology.

*The Commission will focus attention and support on the opportunity to create a commercial district that consciously approaches future development – residential, office, retail, cultural, infrastructure, and open space – through the lens of stimulating the exchange of ideas and innovation in the fields of art, culture, and commerce. The presence of the University of Washington, strong collaboration of neighborhood leaders, future arrival of light rail, and commitment of multiple City Departments provide a rare opportunity for success. Near term actions will focus on approval of new urban design guidelines and recruitment of early stage technology entrepreneurs to the district.*

### *Initiative 3: Build strategically on our economic strengths*

Seattle is blessed with physical assets and intangible characteristics that throughout our history have contributed to the existence of a highly diverse and adaptive economy. These attributes have resulted in resilient industries that send goods and ideas around the globe and pioneering entrepreneurs who eschew conventions and aspire to make the world a better place.

► **Tell Seattle’s compelling economic story – “We make things that**

**change the world”:** Seattle is recognized for the global impact of its ideas and our community ably sheds light on its success stories. There is a need to do a better job reminding ourselves and others that Seattle is an amazing place with a rebellious, independent streak, gifted with natural beauty, global brands, and a penchant for attracting young, tech-savvy, creative talent. We need to craft a narrative centered on a “spirit of invention” and the impact of our ideas.

*The Commission will partner with the local creative industry and with broader business organizations to create a community-driven public relations campaign, centered on a multi-media, “open-source” effort that more effectively highlights our diverse economic sectors and raises Seattle’s profile regionally and across the globe.*

**Seattle is an amazing place with a rebellious, independent streak, gifted with natural beauty, global brands, and a penchant for attracting young, tech-savvy, creative talent.**

- ▶ **Maintain our strength in manufacturing and maritime:** Manufacturing, maritime and logistics have long been a key part of Seattle’s economy, accounting for about 22% of Seattle’s workforce. In 2008, the industrial sector accounted for \$6.1 billion in taxable sales, generating 36% of Seattle’s total retail tax revenue and 38% of the B&O tax revenue. Challenges facing our maritime and industrial community include developing talent, navigating government regulations, freight mobility, and decreasing availability of land.

*The Commission will actively support efforts to develop and execute a long-term maritime and industrial investment strategy that addresses the infrastructure, talent, and regulatory needs of these industries, with the objective of maintaining critical economic diversity and balance for our economy.*

- ▶ **Assert Seattle’s role as a global leader in knowledge economy:** Seattle’s continued growth will be spurred through a dynamic “ecosystem” of research, invention, and commercialization and by cultivating a culture of public-private partnership that embraces a broad spectrum of innovation sectors such as information technology, interactive media, life sciences, and creative industries like film, music, art, and theatre. Active efforts to support the formation of new companies will continually refresh our economy and maintain our recognized leadership in this area.

*The Commission will work with the City and industry partners on efforts to address major issues that impact innovation companies, including general business support, marketing Seattle as a destination for technology talent and incentivizing new technology investments. One of the first projects will be execution of StartupSeattle, an effort lead by OED and local technology startup leaders.*

- ▶ **Harness our talent in social entrepreneurship:** Social entrepreneurship is the process of pursuing transformational solutions to deeply entrenched social problems, drawing upon appropriate thinking from both the business and nonprofit worlds. Seattle has seen an explosion of social entrepreneurship in the healthy competition to address our most challenging problems. There is a need to create more opportunity for our deep creative and entrepreneurial talent and socially progressive culture to design and deliver solutions to our community’s most intractable issues.

**Manufacturing, maritime and logistics have long been a key part of Seattle’s economy, accounting for about 22% of the Seattle’s workforce.**

**Vision 2024**

*We actively cultivate, grow and attract entrepreneurial ideas. Strong and creative ideas find an open and supportive environment, and we provide pathways to success at all scales.*



PHOTO: Lydia Daniller



PHOTO: Jenny Crooks

*The Commission will partner with entities such as Impact Hub Seattle, City Club and others to create new approaches that connect entrepreneurial talent, social advocates, and policy makers and encourages them to conceive, test, fund, and scale new social ventures.*

- ▶ **Issue papers** were developed and vetted with EDC Commissioners and other community leaders for each of the three initiatives and its related action areas. These brief papers include an exploration of the rationale and need, and a look at the current status of action in this area. Initial milestones and potential actions were also considered. Each initiative and action area was also examined for its relationship to the four foundational areas to ensure alignment with one or more areas (see Appendix C for a Summary Grid of Initiatives and Appendix D for Issue Papers).

## **Sharing the work of the Economic Development Commission**

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The promise of the EDC lies in its ability to link the work of the City of Seattle with the private, labor, civic and education sectors. The vision and foundational areas provide a coherent and focused pathway that reflects good thinking from multiple perspectives, all in service of the economic future of our city and residents. The initiatives recommended by the Commission rely on the work of multiple parties to succeed. A critical step lies ahead for the second year of the EDC: Sharing the work accomplished to date so that a broad range of entities, within and outside of City government, can identify how to align their efforts.

A number of tools have been developed to assist in disseminating this information in addition to this report. They include:

- ▶ **A Report to the Community** that provides a summary overview of the Commission and its work
- ▶ **An animated motion graphic** to serve as the entry point to a dedicated public EDC website and for use by EDC members as they share the work of the EDC in the community

As of the writing of this report, the website provides basic information with additional interactive features under construction.

These tools are an integral aspect of the Commission's work as they reflect the need for the larger community to connect and build on the initiatives and actions. Individual commissioners, present and future, are key players in sharing and disseminating this information, and will rely on the website to support their work.

## Next Steps

In 2014, the Commission will shift from its initial phase of discovery, analysis, and agenda setting related to Seattle's economic health to a phase of expanded engagement, information sharing, and early action. The following bullets, organized according to the key roles the Commission has identified for itself under the charge it received by the Mayor and Council, summarize the 2014 work plan of the Commission:

- ▶ **Accelerating and Leading** to encourage collaboration, spur action, and at times provide direct leadership to catalyze that action. Specifically:
  - Analyze, develop and issue recommendations on how to improve social mobility by eliminating financial barriers to college and career education for all Seattle students and workers
  - Complete a comparative analysis of Seattle's current planning capabilities and permitting and regulatory processes with other cities around the world and issue recommendations on how to improve the way Seattle envisions, plans, permits and executes investments in its infrastructure and its commercial districts
  - Launch a formal partnership that engages and channels Seattle's strengths in Social Entrepreneurship to identify innovative solutions to at least one complex economic challenge
- ▶ **Simplifying and Analyzing** to inform the civic conversation and identify new opportunities:
  - Organize public briefings and discussions to improve public understanding of and accelerate decision-making on investments necessary to ensure mobility of people and goods and create attractive and authentic spaces for people to live, work and recreate in the center city
  - Support establishment of new urban design guidelines and recruitment of early stage technology entrepreneurs to the University District
  - Offer direct support for the Mayor's summit on Maritime and Manufacturing Industries and successful execution of the direct actions that emerge from it
  - Provide support for the successful launch of **StartupSeattle**, an effort lead by OED and local technology startup leaders to increase the number of successful IT startup companies in Seattle and connect more Seattle youth to career opportunities within the industry
- ▶ **Telling the story** so people within Seattle and those in the region and around the world have a better understanding of Seattle's dynamic economy:

**In 2014, the Commission will shift to a phase of expanded engagement, information sharing, and early action.**

### **Vision 2024**

*We capitalize on the intersection of sectors, strategically building collegial and creative connections between the private sector, government, and education.*



PHOTO: Lydia Daniller

**EDC commissioners want to tell the story so people within Seattle and those in the region and around the world have a better understanding of Seattle's dynamic economy.**

- Create and activate a community-driven public relations campaign that highlights Seattle's economic strengths and accomplishments

Upon release of their report, the Commission will have formally completed its initial charge. As envisioned by the legislation that originally authorized the Commission, the Mayor and Council will reappoint continuing members and appoint new Commissioners to oversee the work of the Commission. This step will enable the Mayor, Council, and community to assemble of the right mix of leaders and skill sets to advance the vision, framework and work plan identified in this report.

In addition to organizing around the work plan, the new Commissioners will actively engage and inform the public on the issue of Seattle's long term economic health. They will accomplish this through a variety of approaches including: public meetings structured to invite public input, expert analysis, and progress updates on the work plan outlined earlier in this report. At the end of the year, the Commission will also issue an annual report that will include:

- ▶ A set of indicators that benchmark Seattle's economic health, looking at measures of both productivity and equity
- ▶ An update on progress the Commission has made on its initiatives
- ▶ A summary of new challenges and opportunities

**Vision 2024**

*We have a deep, broad and flexible pool of talent, both home-grown and attracted from afar.*



PHOTO: Lydia Daniller



## Conclusion

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In March 2013 the political leadership of the City of Seattle gathered a group of leaders and asked them to spend a year evaluating Seattle's economic health and recommend actions the civic leaders can take to nurture a strong and sustainable economy with broadly shared prosperity. The Commissioners represented a broad array of industries, both large and small, as well as workers and educators. Their deliberations drew upon the advice of outside experts, consultation of their peers, and the wisdom of their own experiences. This report summarizes the Commission's year of deliberation, offers a vision for Seattle's economic health and prescribes roles and actions the Commission will undertake to achieve the vision.

At the heart of the Commission's recommendations is the recognition of an independent and pioneering spirit that contributes to the remarkable depth and diversity of Seattle's economic strengths. Relative to other places, Seattle is a city of people unbound by conventions who aspire in their daily life to create solutions that benefit the world. This refrain was heard often whether it be from artists, entrepreneurs, or workers in the fields of music, manufacturing, health or retail.

This spirit is bolstered by the magnificence of the city's natural environment and strength of its human

built institutions. Our mountains and sea inspire our imaginations and engage our bodies. Our perch across the Pacific Ocean from Asia opens our eyes to the world. Our public and private institutions of education and research are on the cutting edge of human discovery.

Even with these assets, Seattle still experiences all the problems and inequities that exist in every other economy. Too many people who live here are locked out of prosperity. Our natural ecosystems are suffering from global climate change and our waters are fouled with toxic runoff. Our political systems are often stalemated and incapable of imagining, designing, permitting, and executing solutions to our most challenging problems.

Drawing upon Seattle's assets and with an eye toward its challenges, the Commission will shift its focus in the year ahead from deliberation and analysis to leadership and action. This shift will take the form of inviting feedback to its observations and recommendations, forming work groups to advance those recommendations, seeking out new ideas and perspectives, and increasing public awareness of Seattle's economic strengths and weaknesses and the Economic Development Commission's unique role is addressing them.



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## Appendix A – Commissioners and Staff

### Seattle Economic Development Commission Roster, Inaugural Year, March 2013

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- ▶ **Chris DeVore** – Partner, Founders' Co-op and TechStars, Seattle (Commission Chair)
- ▶ **Dr. Jill Wakefield** – Chancellor, Seattle Colleges (Commission Vice-Chair)
- ▶ **Maud Daudon** – President and CEO, Seattle Metropolitan Chamber of Commerce
- ▶ **David Freiboth** – Executive Secretary Treasurer, King County Central Labor Council in Seattle; Vice President, Washington State Labor Council, AFL-CIO
- ▶ **Christine Hanna** – Co-Founder, Co-Director, Seattle Good Business Network
- ▶ **Tanya Jimale** – President and CEO, JTS
- ▶ **Rob Mohn** – President, RAM Columbia, LLC
- ▶ **Alan Nay** – Founder, World Famous
- ▶ **Sarah H. Patterson** – MHA, FACMPE, Executive Vice President and Chief Operating Officer, Virginia Mason Medical Center
- ▶ **Michael Rawding** – Principal, Deerhorn Advisors
- ▶ **Chris Rivera** – President, Washington Biotechnology and Biomedical Association (WBBA)
- ▶ **Brad Tong** – Principal, Shiels, Oblatz, Johnsen, Inc. (SOJ)
- ▶ **Ken Willman** – Chief Legal Officer, Russell Investments
- ▶ **Tay Yoshitani** – CEO, Port of Seattle
- ▶ **Michael Young** – President, University of Washington

### Office of Economic Development Staff working with the EDC, March 2013 to February 2014

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**Steve Johnson, Director**

**Brian Surratt**

**Karl Stickel**

**Tina Vlasaty**

**Nancy Yamamoto**

**James Kebblas**

**Danielle Hursh**

### Meeting Facilitator and Project Advisor

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**Claudia Bach, AdvisArts Consulting**

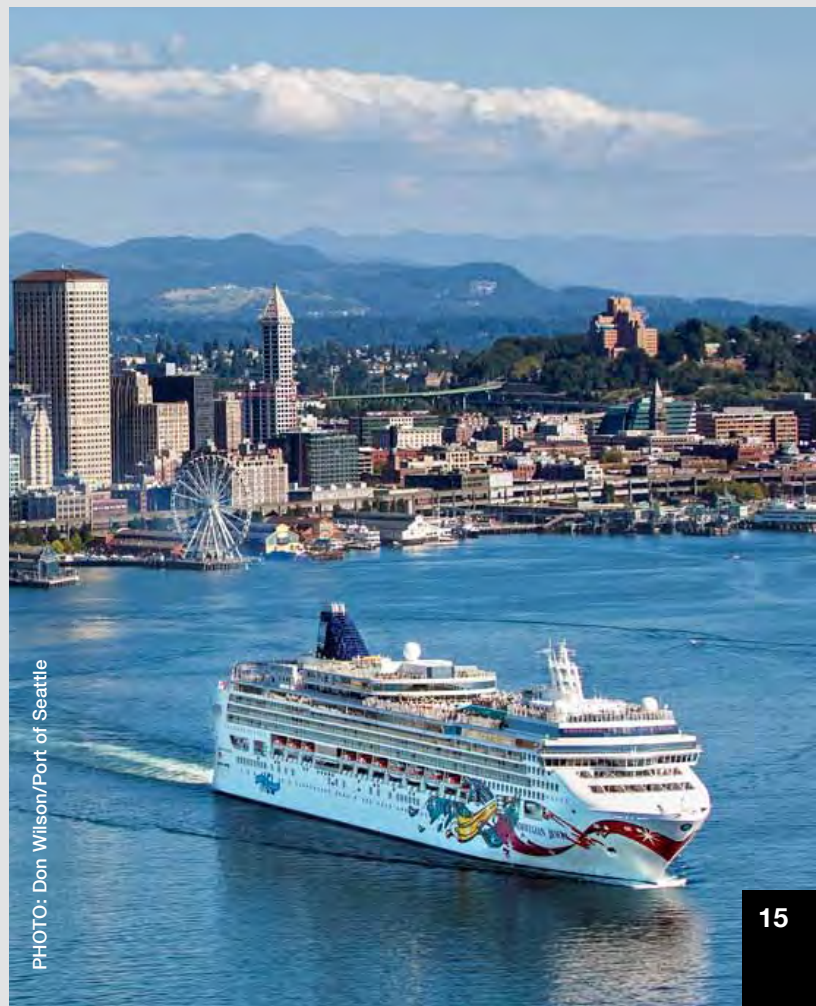


PHOTO: Don Wilson/Port of Seattle

## Appendix B – Foundational Area Discussion Participants, September/October 2013

### Talent & Creativity

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**Andrew Lofton** – Seattle Housing Authority

**Leslie Haynes** – Seattle Colleges District

**Dana Riley Black** – Institute for Systems Biology

**Steve Hill** – Seattle Colleges District Trustee

**Charissa Raynor** – SEIU Healthcare NW Training Partnership

*EDC Hosts: Jill Wakefield and Chris Rivera*

### Innovation Ecosystem

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**Rahul Sood** – Microsoft

**Jill Nishi** – Gates Foundation

**Taylor Washburn** – Northeastern University Seattle

**Ruben Ortega and Darcy Nothnagle** – Google

**Marc Cummings** – Battelle/Pacific Northwest National Laboratories

**Chris Wheaton** – EnerG2

**Walt Townes** – Retail Lockbox

*EDC Hosts: Chris DeVore and Maud Daudon*

### Infrastructure & Built Environment

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**Joe Fugere** – Tutta Bella

**Warren Aakervik** – Ballard Oil

**Jordan Royer** – Pacific Merchant Shipping Association

**Tom Byers** – Cedar River

**Jamie Cheney** – Commute Seattle

**Rich White** – Boeing

**Marni Heffron** – Heffron Transportation

**Charlie Howard** – Puget Sound Regional Council

**Dave Gering** – Manufacturing Industrial Council

**Quang Nguyen** – Seattle Chinatown ID Preservation and Development Authority

**Dave Freiboth** – King County Labor Council and EDC Commissioner

*EDC Hosts: Tay Yoshitani and Rob Mohn*

### Social & Cultural Environment

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**Riz Rollins** – KEXP

**Sue Sherbrooke** – YWCA

**Diane Douglas** – City Club

**John Nesholm** – Seattle Opera

**Ethan Stowell** – Ethan Stowell Inc.

**Paul Matthaues** – Digital Kitchen

**Randy Engstrom** – City of Seattle's Office of Arts and Culture

**Kyla Fairchild** – No Depression Americana

**Tracey Wickersham** – Visit Seattle

**Jason Lajeunesse** – Capitol Hill Block Party

**Kerry Murphy** – 206 inc.

*EDC Host: Alan Nay*



# Appendix C – Summary Matrix of EDC Initiatives

## Seattle Economic Development Commission Initiatives

Over the next ten years, the Seattle Economic Development Commission will help Seattle accomplish this vision by telling the story; simplifying, analyzing, accelerating and leading.

### Criteria for Action

Relevant	Impact	Achievable	Leadership	Measurable
Fulfills the vision statement; is consistent with the role of the Commission; and aligns with the adopted framework.	Ambitious in scale with transformative results. Requires involvement of the Commission in order for initiative to be accomplished.	Realistic to assume that with persistence and the right partnerships the Commission could make progress and achieve results.	Enjoys direct involvement and sustained commitment of multiple Commissioners, and other civic leaders.	Clear milestones or metrics that demonstrate progress and success.

Initiative	Action Areas	Goal: What is advanced or transformed?	Key Year 1 Milestone	EDC Foundational Area(s)			
				Innovation Ecosystem	Talent Creativity	Built Environment Infrastructure	Social Cultural Environmental
Improve social mobility through access to college and career	Access to college and career for all Seattle residents	Develop and advance an approach to local financing of Seattle students completing a degree or credential at any college or university in Washington State	Research and recommend a local financing proposal that is effective, affordable and acceptable to the community				
Advance our infrastructure and built environment as economic catalysts	Envision and create great urban centers	Create effective systems to execute investments responsive to the profound demographic, environmental, and technological changes shaping our future	Complete a comparative analysis of the regulatory and decision-making environments of Seattle and its peer cities				
	Understand magnitude of the coming infrastructure investments and identity advocacy opportunities for adequate funding to support implementation	Establish clear vision and support for an integrated Center City multi-modal transportation and open space plan with the funding to execute fully	Understand magnitude of the coming infrastructure investments and identity advocacy opportunities for adequate funding to support implementation				
	Maximize the University District as the region's next innovation hub	Invest in the University District, one of Seattle's most vibrant and eclectic neighborhoods, to emerge as the region's next major innovation and tech hub	Develop urban design guidelines framing future land use changes, development, and public space opportunities in the U-District				

## Appendix C – cont'd

### Criteria for Action (Cont'd)

Initiative	Action Areas	Goal: What is advanced or transformed?	Key Year 1 Milestone	EDC Foundational Area(s)			
				Innovation Ecosystem	Talent Creativity	Built Environment Infrastructure	Social Cultural
Build strategically on our economic strengths	Tell Seattle's economic story: "We make things that change the world"	Seattle is recognized for the global impact of its ideas and our community ably sheds light on its success stories	Develop and execute multi-media, "open-source" campaign that cuts across multiple economic sectors				
	Maintain our strength in manufacturing and maritime	Execute a long-term maritime and industrial investment strategy, maintaining critical economic diversity and balance for our economy	Establish task force and develop workplan addressing incentives, regulatory processes, freight mobility, and workforce needs				
	Assert Seattle's role as a global leader in the knowledge economy	Develops culture of public-private partnership that embraces innovation and the knowledge economy as critical to our economic future	Execute the StartupSeattle initiative, an effort lead by City of Seattle and local tech leaders to support startup tech companies				
	Harness our talent in social entrepreneurship	Create a civic platform connecting Seattle's creative and socially progressive talent to design and deliver solutions to our community's most intractable issues	Create partnerships to identify the most compelling social issues and design a framework to evaluate and test social ventures				



PHOTO: GeekWire

### Initiative 1: Improve social mobility through access to college and career

**Rationale: The changing nature of regional and global labor markets, the high dependence of employers on recruitment of talent from outside the region, and the critical role education plays in promoting social mobility make the education and development of locally grown talent the most important economic development challenge facing our region. Consider the following:**

- ▶ Labor markets are demanding that workers possess increasing skills and competencies at all employment levels. This trend is expected to accelerate as projections show that more than two-thirds of all employment in the state will require some college education or more by 2018.
- ▶ The Boston Consulting Group recently completed an analysis for the Washington Roundtable that estimated there are 25,000 unfilled jobs in the state as a result of the job skills gap.
- ▶ Approximately 92,000 Seattle residents between 18 and 50 years old do not currently attend college and have not achieved a credential or degree beyond high school. With roughly only half of high school graduates from our region directly enrolling and persisting in college, those numbers will continue to increase.
- ▶ Individuals who complete a degree or credential beyond high school earn more, are healthier, and are more likely to stay employed than those who do not. The “tipping point” research shows significant economic benefits begin to materialize upon completion of 45 credit hours and attainment of a credential with labor market significance. The benefits continue to increase steeply upon attainment of a bachelor’s degree and beyond.
- ▶ Our state ranks 49th in per student funding in higher education from 2000 to 2012, and the state’s share of the cost of instruction for baccalaureate degrees at public institutions has declined from 72% to 33%.
- ▶ In the last 10 years, tuition at Washington’s community and technical colleges has more than

Labor markets are demanding that workers possess increasing skills and competencies at all employment levels.



PHOTO: Jennifer Richard Photography

doubled rising at more than three times the rate of consumer inflation. Many Seattleites continue to struggle to afford rising tuition, and student loan debt is rising to alarming levels reducing disposable income and affecting local economic growth.

### Vision 2024

*We have leading education opportunities cultivating skills and creativity in alignment with current and future workforce needs, creating opportunities for meaningful social mobility for all Seattle residents.*

### **Action Area: Access to college and career for all Seattle residents**

Given the alarming divestment of funding in education by state and federal governments and rising tuition costs, the Commission recommends that Seattle identify and authorize local funding sources to help close the financial gap for students who otherwise would not be able to go to college.

**Goal:** Develop and advance an approach to local financing of Seattle students completing a degree or credential at any college or university in Washington, resulting in greater rates of college completion and a higher percentage of home grown talent meeting the needs of local employers.

**Commission Leadership Role:** An immediate one year goal is to partner with the University of Washington (UW) and the Seattle Community College District to research and recommend an approach to local financing that is effective, affordable and acceptable to the community. Key considerations in achieving the one-year milestone include:



PHOTO: Seattle Colleges

## Appendix D – cont'd

- ▶ Engage the Seattle School District to identify incentives that will encourage greater levels of achievement and advancement at all levels of primary and secondary education
- ▶ Consider financial assistance for adults who need professional or technical education and training to advance their career and fill jobs in demand by local employers
- ▶ Explore new ways to inform prospective students, workers, and parents about college financing options to help them make financially-sound choices
- ▶ Consider scholarship programs, paid internships and work-study, mentoring, and student loan repayment as possible elements of the recommended program
- ▶ Identify ways to leverage both new public and private sources funding

### Vision 2024

*Our commitment to our natural, built and cultural environment makes this an extraordinary place to live, work, educate and prosper.*

## Initiative 2: Advance our infrastructure and built environment as economic catalysts

**Rationale: Major urban areas are experiencing dramatic demographic, cultural, technological, and environmental shifts that will only continue to accelerate in the decades to come:**

- ▶ Cities are projected to absorb an additional 2.4 billion people by 2050, representing 7 in 10 of the earth's inhabitants.
- ▶ Climate change necessitates radical adjustment in lifestyle, energy choices, and modes of transportation.
- ▶ Technological innovations, such as the smart phone, have disrupted how business and government function.
- ▶ Innovators and workers will gravitate to those cities that offer the most economic, educational, and family opportunities, and the most attractive and stimulating built environment.

Seattle's long-term economic success requires thoughtful planning and investment in the quality of the places we live, work, and gather as well as the critical infrastructure that connect us to each other and the world. Our urban centers and neighborhoods are some of our most valuable economic assets, and they will increasingly



PHOTO: Startup Weekend

be seen as job centers where innovation occurs and talented people live and work. We must get better at how we imagine, plan, permit and execute on the visions for these unique neighborhoods. Opportunities range from an innovation hub that capitalizes on the presence of the UW to providing jobs, housing and cultural institutions that reflect the diversity present in the neighborhoods of Othello and Rainier Beach in Southeast Seattle.

### ***Action Area 1: Envision and create great urban centers***

The City of Seattle should reexamine existing government processes and develop more rapid and effective responses to the forces that will apply increasing pressure on the Seattle's economic, social, environmental, and cultural health. Reimagined government capabilities and processes will promote better integrated planning and permitting for private development in conjunction with public investments in transportation, utilities, and open space.

At their best, modern cities will increase human connection, encourage creativity, and dramatically reduce human impact on the health of the planet. The mechanisms for moving from conception to action should also better integrate separate processes for preserving the city's historic buildings, accommodating the growth of Seattle's educational and medical institutions, and promoting design excellence in both the private and public domains.

**Goal:** Seattle will have effective and resilient systems in place to plan and execute the investments necessary to respond to the profound changes shaping the future of our city.

**Commission Leadership Role:** Work with City agencies to carefully examine the way Seattle envisions, plans, permits and executes investments that shape the built environment so that Seattle's economy is sustainable and equitable, and its neighborhoods beautiful and inspiring. Achievable first year accomplishments include:

- ▶ Complete a comparative analysis of the best practices of peer cities around the globe with Seattle's current planning capabilities and permitting and regulatory processes
- ▶ Identify clear and actionable recommendations for initial improvements based on findings of the comparative analysis



PHOTO: Tim Thompson



**Action Area 2: Build an efficient transportation system and inviting open space in the Center City**

Downtown Seattle will experience unprecedented construction activity over the next 10 years – the Alaskan Way Viaduct Replacement and Central Waterfront Redevelopment are the most visible of the major projects that will transform the Center City. Major, non-transportation related projects will also have a profound impact on downtown, such as construction of the City Light substation in Denny Triangle, the new Amazon buildings in South Lake Union, and the proposed “Lake to Bay Loop” connecting Lake Union to Elliott Bay.

The Downtown Seattle Association and Seattle Department of Transportation (SDOT) have initiated work to understand the scale of construction activity coming to the Center City and are developing strategies to support the implementation of these projects including:

- ▶ Identification of opportunities to ensure consistency with the existing freight, transit, bicycle, and pedestrian master plans, address gaps between projects, and advance improvements to better integrate construction activities

Downtown Seattle will experience unprecedented construction activity over the next 10 years.



PHOTO: Mayor's Office

- ▶ Development of construction coordination, mitigation strategies and information tools to help downtown stakeholders through the ongoing and upcoming construction

**Goal:** Seattle has a clear vision and support for an integrated Center City multi-modal transportation and open space plan with the funding sources in place to execute it fully.

### Vision 2024

*Our city government is wholly invested in identifying and enacting policies, projects and opportunities to support the economic health of Seattle, a high quality of life and a thriving middle class.*

**Commission Leadership Roles:** Effective implementation of the Center City's major infrastructure projects requires a clear understanding of existing projects, future plans, and funding mechanisms. Immediate opportunities for the Commission to understand the magnitude of the coming investments and support their execution include:

- ▶ Comprehensive briefing(s) from SDOT and others on the major projects shaping the Center City, including the Central Waterfront Redevelopment, street car expansion, the “Lake to Bay Loop” etc.
- ▶ Advocacy for adequate funding to grow Center City transit ridership and ensure major projects are fully realized, such as renewal of “Bridging the Gap” (the local transportation levy which expires in 2016) and a proposed downtown ‘local improvement district’ to help fund the waterfront redevelopment



### **Action Area 3: Maximize the University District as the region's next innovation hub**

The University District (U District) is undergoing tremendous change and represents an immediate opportunity for action. A neighborhood consensus has emerged to make the U District more attractive to entrepreneurs and major employers engaged in innovation enterprises that leverage the UW's presence and will stimulate the neighborhood's and the region's economic base. Several efforts have aligned to drive the opportunity to transform the U District:

- ▶ **Light Rail:** Sound Transit plans to open a new U District station by 2021. 12,300 daily boardings are expected through the station, representing a critical regional connection to the deep talent pool of UW students and faculty.
- ▶ **New Urban Design and Planning:** Between now and the U District station opening, the City will initiate a new "Urban Design Framework" for the U District which will guide revisions to its Comprehensive Plan policies, zoning regulations, and infrastructure investments.
- ▶ **The UW and "Tomorrow's University Today":** In 2012, the UW announced a major initiative – "Tomorrow's University Today" – aimed at advancing their teaching, research and service to meet the major challenges of the 21st century. Major elements of the initiative include continuing to create opportunities for entrepreneurship by stimulating public/private partnerships, supporting student innovation, launching a venture fund to commercialize ideas, and doubling the number of new companies spun out by the UW.

**Goal:** The U District, one of Seattle's most vibrant and eclectic neighborhoods, will emerge as the region's next major hub for innovation and technology.

**Commission Leadership Role:** Connect with the University District Leadership Partnership, a leadership group representing business and property owners, human services organizations, neighborhood activists, and the UW to encourage investment for a more vibrant, innovative, and diverse U District:

PHOTO: University District Livability Partnership



The University District is undergoing tremendous change and represents an immediate opportunity for action.

The EDC will establish a vision to guide land use changes, development and public space.

- ▶ Establish a vision to guide land use changes, development, and public space; specifically, follow-up the Urban Design Framework with environmental analysis and legislation that supports the U District's vision for vibrant, innovative activity and allowing a diversity of building forms from lower residential to high rise towers (especially near the transit station) with design standards to support neighborhood character
- ▶ Attract businesses, major institutions, and employers that support business mix goals with a specific focus on technology and knowledge companies, entrepreneurs, and start-ups
  - Conduct further research and analysis in partnership with the UW to determine how other districts near universities have successfully attracted businesses and employers
  - Conduct commercial office analysis so property owners better understand current market and opportunities for growth, with a specific lens on opportunities for innovative companies and start-ups to locate near the UW
  - Connect entrepreneurs who are closely associated with the UW with property owners that have space to accommodate early-stage and growing technology companies



PHOTO: 206inc.

### Initiative 3: Build strategically on our economic strengths

**Rationale: Seattle has made things that have changed the world: Boeing 737s, \$3 cups of coffee, Kindles, Jimi Hendrix and Macklemore, malaria vaccines, and much more. We have to remind ourselves and others that our economy is one of remarkable diversity that includes global brands, deep cultural and economic ties to Asia, the Pacific Northwest's most active industrial waterfront, a socially-conscious entrepreneurial class, and covetous ability to attracting young, tech-savvy, and creative talent.**

Despite being home to the nation's largest online retailer, the world's largest philanthropy, and Alaska's fishing fleet, and consistently rated as one of America's most desirable places to live, work and play, most of the country (and the world) does not fully appreciate what makes Seattle a great place for talent and investment. Seattle needs to leverage and reinvest in our economic strengths and take pride in our economic story, reminding others why they should bring their ideas and businesses to our community.

#### **Action Area 1: Tell Seattle's compelling economic story – “We make things that change the world”**

The recent depiction of Amazon's Jeff Bezos's purchase of The Washington Post by several national and international news outlets (most notably MSNBC, CNBC, The Guardian) as a major coup by “one of Silicon Valley's most admired and respected figures” is a perfect example of Seattle's lack of clear and consistent identity.

Seattle has a “*spirit of invention*”, a unique cultural quality that has played an important role in the creation of products, artists and ideas that have changed the world. We need to craft a narrative centered on this “spirit of invention” and the impact of our ideas. But in order for the narrative to be successful it has to be more than a tagline—it must be a compelling story that rings true to all that hear it. A successful narrative is simple; it does not advertise to an audience—it engages and creates advocates; it builds connections and urges people to act. The narrative must help local entrepreneurs generate excitement and secure resources to grow their ideas; help larger companies convince prospective talent to move to the region; and instill a true sense of pride among Seattleites who love living in our region and are proud of our companies and what they represent.

**Goal:** Seattle is recognized for the global impact of its ideas and our community ably sheds light on its success stories.



**A successful narrative is simple; it does not advertise – it engages and creates advocates.**

**Commission Leadership Role:** Partner with the local creative industry and broader business organizations to create a community driven public relations campaign, centered on a multi-media, “open-source” effort that highlights our diverse economic sectors, raising Seattle’s profile to where it belongs among America’s great cities for people with big ideas and ample opportunity to make things that impact the world.

### ***Action Area 2: Maintain our strength in manufacturing and maritime***

Manufacturing, maritime and logistics have long been a key part of Seattle’s economy, accounting for about 22% of the Seattle’s workforce and is critical to our continued economic diversity. In 2008, the industrial sector accounted for \$6.1 billion in taxable sales, generating 36% of Seattle’s total retail tax revenue and 38% of the B&O tax revenue. Five areas are particularly primed for deeper attention and investment:

- ▶ **Advanced manufacturing:** The combination of technical talent and a rich mix of manufacturers set the stage for continued growth and innovation – the application and integration of composite materials is an area of particular strength and opportunity for Seattle.



- ▶ **Shipbuilding:** Seattle is home to some of the most successful shipbuilders on the West Coast, including Vigor and Kvichak Marine – the demand for shipbuilding and vessel refurbishment is strong and expected to increase as the United States fishing fleet is replaced.
- ▶ **Trade and Logistics:** One of America's strongest regional trade economies, more than one in four Seattle jobs are tied to trade and logistics. The Port of Seattle looks to grow its container volume from 2 million "Twenty Foot Equivalent Units" (TEUs) today to 3.5 million and triple annual air cargo over the next 25 years.
- ▶ **Fishing:** The North Pacific fishery is the best stewarded in the world and its fishing fleet, which calls Seattle home, constitutes one-half of America's total catch.
- ▶ **Emerging sectors:** Light urban manufacturing (e.g. apparel, accessories, furniture, print, 3D production) and food/beverage production are growing and experiencing high job growth rates. They provide fertile ground for entrepreneurs – especially among women and immigrant communities – expand our cultural identity and community pride, and can grow job opportunities in disadvantaged neighborhoods.

Challenges facing Seattle's maritime and industrial community include:

- ▶ **Talent:** Demand for trade skills such as welding and machine operation is high; the aging workforce and fewer young people pursuing maritime and industrial jobs are major concerns.
- ▶ **Regulations:** Lack of clarity in the regulatory environment prevent many firms from reinvesting.
- ▶ **Traffic and real estate:** Increased congestion and decreasing availability of industrial land are impediments to growth.
- ▶ **Macroeconomic trends:** Industrial firms are reinventing themselves to remain competitive through continuous innovation in manufacturing capabilities.
- ▶ **Economies of scale:** Small firms, especially in the emerging sectors, face additional challenges of distribution, affordable space, and growth capital.

**Goal:** Seattle will develop and execute a long-term maritime and industrial investment strategy, with the objective of maintaining critical economic diversity and balance for our economy.

Seattle is home to some of the most successful shipbuilders on the West Coast.



PHOTO: Bron Edwards

**Commission Leadership Role:** Form a multi-disciplinary task force from the manufacturing, maritime and industrial business sectors to work with the City, Port of Seattle, King County, and Washington state to develop a comprehensive strategy, recommendations and action items focused on the following areas:

### Vision 2024

*Our leadership and prosperity contributes to and supports the economic vibrancy of Washington State.*

- ▶ Incentives for industrial business expansion within Seattle’s industrial areas that will increase sustainable family-wage jobs and promote investment and reinvestment
- ▶ Policies to better reflect the needs of modern industrial businesses, promote compatible land-use development, reduce zoning uncertainty and streamline permitting process time
- ▶ Review of water, electricity and stormwater regulations and new course for stewardship that meets a high standard of environmental protection, provides regulatory certainty, and cost effective compliance
- ▶ Transportation improvements that support more efficient movement of freight
- ▶ Increase public awareness of the value that the maritime and manufacturing sectors provide to our economy, community resilience, and cultural identity
- ▶ Identify collaborative opportunities to alleviate common challenges of economies of scale (e.g. through shared facilities and equipment, repurposing/revitalization of underutilized space, pooled demand)
- ▶ Awareness of and means of access to maritime and industrial jobs for younger generations and other job seekers



PHOTO: Impact Hub Seattle



### ***Action Area 3: Assert Seattle's role as a global leader in the knowledge economy***

Seattle has significant assets that continue to make this region a destination for knowledge workers and high technology companies. Internationally recognized industry icons are headquartered here and have spun off hundreds of new businesses, the UW churns out ideas, our leading global health and life science organizations are working to eradicate infectious diseases, Facebook and Google continue their expansion, and our vibrant neighborhoods are magnets for talent and technology firms.

Supporting the innovation and knowledge economy, which includes a broad spectrum of sectors such as information technology, the life sciences, and creative industries, is key to Seattle's long term economic growth and prosperity. For every technology job, five additional jobs are created, resulting in a significant ripple effect through the economy. In 2013, the Progressive Policy Institute identified Seattle as the 7<sup>th</sup> leading location for technology jobs—between 2007 and 2012, technology related jobs grew 13.5% in Seattle, while non-technology jobs declined -2.9% during the same period.

What Seattle lacks in large measure are “mid-sized” companies and organizations across the range of knowledge companies. These mid-sized companies represent the most promising vehicles for significant job creation and their growth constitutes important critical mass and long-term economic stability. For example, San Francisco, which has a much greater number of mid-sized knowledge firms, is the leading technology center in the country and grew technology jobs nearly 52% since 2007. To cultivate an environment for innovation and build much needed depth in the technology sector, the City and the broader innovation and knowledge community need to make investments and establish a series of action items, including positioning Seattle as destination for knowledge talent and incentivizing new technology investments.

What Seattle lacks in large measure are “mid-sized” companies and organizations across the range of knowledge companies.

**Goal:** Seattle develops a culture of public-private partnership that embraces innovation and the knowledge economy as critical to our economic future.

**Commission Leadership Role:** One of the first projects will be partnering with the City and local technology startup leaders in the execution of StartupSeattle:

PHOTO: Startup Weekend



- ▶ **Startup Business Support:** Partner with early stage business development organizations such as Northwest Entrepreneurial Network, SURF Incubator, TechSTARS, Geekwire and others to support and establish StartupSeattle.com as the “single point of contact” for information on business services, funding, professional development, and networking events
- ▶ **Expanding Opportunities in Technology:** Partner with Startup Weekend, Code.org, Student RND, and others to increase high school student access to experience in the technology startup sector and provide new opportunities for developing talent in this field
- ▶ **Technology Industry Partnerships:** Work with Microsoft, Amazon, and Google to leverage existing services that support qualifying startup businesses, which provides important incentives and resources for emerging companies to locate and grow in Seattle and expands the business network for these larger companies

Our city has the talent and networks to promote social innovation as an emerging sector.

### ***Action Area 4: Harness our talent in social entrepreneurship***

Seattle has seen an explosion of social entrepreneurship, which is the process of pursuing transformational solutions to deeply entrenched social problems, drawing upon thinking from both the business and nonprofit worlds. Our city has the talent and networks to promote social innovation as an emerging sector:

- ▶ The UW’s Foster School of Business, Seattle Pacific University, and the Bainbridge Graduate Institute have special focus on social enterprise and entrepreneurship.
- ▶ Several local social enterprises, with for-profit arms and social goals, address important social concerns, including Stockbox Grocers (getting healthy food to food deserts),



PHOTO: Impact Hub Seattle

Microryza (crowd-funding for science research), and Zeno: Explorations in Math (education).

► Several potential platforms exist that can help bring together Seattle’s most creative thinkers, successful and socially conscious entrepreneurs, and policy makers including:

– *Center for Impact and Innovation:* Impact Hub Seattle, the Bainbridge Graduate Institute, and Social Venture Partners teamed up to launch the Center in Pioneer Square, which houses one of the largest concentrations of social entrepreneurs in the country.

– *City Club Seattle:* A leading civic non-profit connects citizens, leaders, experts and policy-makers connect people and ideas together to address critical Seattle regional issues.

**Goal:** Seattle will create a dynamic civic platform that leverages our deep creative and entrepreneurial talent and socially progressive culture to design and deliver solutions to our community’s most intractable issues.

**Commission Leadership Role:** An immediate first year milestone would be partnering with entities such as Impact Hub Seattle and City Club to create the most effective approach to engaging social entrepreneurs:

- Identify the areas of most interest and concern through a series of focused conversations (i.e. an ‘applied’ version of *TED Talks*), connecting creative and entrepreneurial talent, social advocates, and policy makers
- Design a framework that takes the ideas and creates opportunities to develop, test, fund, and scale social ventures



The EDC and its partners will design a framework for developing, testing and funding social ventures.

# Seattle Economic Development Commission

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