

Attachment 1

Principles, Priorities, and Actions for Economic Renewal and Development for the City of Seattle

Quality of Life

A livable city requires that we retain and improve the character of Seattle, our neighborhoods, our environment, and our vibrant arts and music scene. The City's long term economic development strategies will be integrated with the values and goals expressed in the City's Comprehensive Plan. Building local capacities for economic production and innovation will be a key priority.

Policy Priority: Support community development that improves neighborhoods, encourages citizen and business engagement, and helps to lift people out of poverty.

Hospitable and Responsive Business Climate

The city supports and welcomes business development. The City supports pro-active policies that retain and create employment, businesses, industry sectors, and innovation in Seattle. We will respond quickly to issues and concerns raised by the business community. City policies, strategies, and programs will support job retention, job creation, education, training, and placement.

Policy Priorities:

- Foster economic development and renewal that assists in improving the overall health of the City's economy.
- Develop policies, strategies, and programs that support job retention, job creation, education, training, and placement.

Resilient and Sustainable Local Economy

A local economy that provides sustainable livelihoods is the foundation for a healthy city. A resilient economy will include a diverse set of business sectors and a wide range of businesses from small to large. The City's economic development policies will support and encourage family-wage green careers and jobs, a transformation to a more green economy, and climate-friendly, high employment businesses and industries. We will strive to maximize sustainability and minimize negative environmental impacts. Our strategies will support the City's goals related to carbon emissions reductions. We will develop policies, strategies, and programs that improve neighborhoods, encourage citizen and business engagement, and help to lift people out of poverty.

Policy Priorities:

- Align the City's policies, actions and budget actions with the principles for economic development.
- Protect what is working well in Seattle now while striving to increase our ability to create a resilient and sustainable local economy.
- Support and encourage green careers and jobs, a transformation to a more green economy, and climate-friendly, high employment businesses and industries.

Infrastructure Investment

The City will encourage investments in infrastructure that facilitate vibrant businesses and neighborhoods; take into account the movement of goods and the needs of the region; respond to economic opportunities; assist in adaptation to climate change; support transit, bicycling and walking; and address the emerging needs of the green economy.

Policy Priorities:

- Support critical public safety and infrastructure investments.
- Support transit and transit oriented development.

Collaboration and Civic Leadership

The City will provide leadership for economic development and will work collaboratively with business, education, labor, and community partners to provide information, create policies, identify challenges, and develop and implement collective actions. The City will coordinate and collaborate with others in the region to support the regional economy and regional partnerships.

Policy Priorities

- Create new partnerships between educational institutions, business, civic organizations, non-profits, labor, funders, and government that assist in short term economic renewal and longer term efforts to fulfill the principles.
- Support existing local and regional economic development strategies and programs.

Educated Workforce

Maintaining and expanding an educated workforce is key to a healthy local economy. The City will work with educational institutions and civic partners to ensure successful education outcomes at all levels, and align workforce development programs with business needs where appropriate.

Policy Priority: Build and leverage partnerships with businesses, the School District, community colleges, technical education programs, universities and non-governmental agencies to identify strategies for increasing high school graduation rates, college readiness, college continuation and completion, workforce training, internship/apprenticeship opportunities, and entrepreneurial opportunities.

Adaptive Strategies

The City is committed to reducing vulnerability to changing economic and social conditions and the impacts of global climate change. We will accomplish this through the identification of policy directions, strategic investments and opportunities that increase the capacity for collaborative problem solving and response.

Policy Priority: Identify and develop opportunities to utilize flexible voluntary programs based on performance-based standards instead of mandated, prescriptive regulations.

Framework for Actions in 2011:

- 1. Provide services that focus on the specific needs of small and medium-sized businesses.**
- 2. Enhance communication between business sectors and the City on policy issues.**
- 3. Identify and implement near-term actions and policies that assist in economic renewal and a hospitable business climate.**
- 4. Strengthen existing partnerships and build new partnerships that enhance the economic climate in Seattle and the region.**
- 5. Support on-going efforts to set the groundwork for green economic development.**

Goal 1: Provide Services that focus on the specific needs of small and medium sized businesses.

ACTIONS:

1. Promote the Office of Economic Development's (OED's) "GrowSeattle.com" business assistance website and enhance its ability to be a single point of entry for businesses seeking information and assistance on how to start, stabilize or grow a business in Seattle (implementation timeline: immediate).

2. Through the “GrowSeattle.com” website and other means, work with the federal and state governments, university and community colleges and other organizations to market new and existing programs that support small business development and help budding entrepreneurs develop business and marketing plans (immediate).
3. Explore private or non-profit sector interest in the development of incubator space for small businesses in downtown Seattle or neighborhood commercial districts (2011).

Goal 2: Enhance communication between business sectors and the City on policy issues.

ACTIONS:

1. Use Citywide Business Advocacy Team and OED’s business outreach program to identify specific regulations that are barriers to business development and advocate for appropriate revisions to improve Seattle’s business climate (by mid-2011).
2. Create an Economic Development Commission to identify areas where the City creates obstacles to economic development, develop sector-specific strategies where rapid job growth is possible that complement and implement the work of regional economic development organizations, and recommend policy and programmatic changes that will foster jobs and economic development (summer 2011).

Goal 3: Identify and implement near-term actions and policies that assist in economic renewal and the promotion of a hospitable business climate.

ACTIONS:

1. Review City Light rate structures to ensure that costs are appropriately allocated among classes and that true marginal costs are recognized. Review the methodology for allocating net wholesale revenue credits, consider revising the division of costs between demand and energy charges, recommend changes in rate design that will more appropriately reflect marginal cost and consider reinstating interruptible rates as a demand management tool (2012).

2. Through community partnerships expand the neighborhood business district buy local (“Only in Seattle”) marketing campaign started in 2010 (spring 2011).
3. Provide more easily accessible information on City websites to assist low-income residents in accessing utility assistance programs (2011).
4. Take City actions to support moving forward on the SR 99 and SR 520 replacement projects, the Alaskan Way Seawall, Sound Transit II, and replacing the South Park Bridge (2011 and beyond).
5. Focus local transportation funding on and consider additional funding opportunities for construction-ready City transportation projects, including improvements in bicycle and pedestrian facilities, the Linden Avenue Main Street, and Bridging the Gap infrastructure repair programs (2011-2012).
6. Continue to improve the City’s overall “Business Climate”, focusing on business retention and expansion. Through OED’s business outreach program identify competitive advantages for locating in Seattle and design strategies that capitalize on these advantages (2011).
7. As part of 2011 contracts focused on tourism, support the development of a tourism focused business improvement district to promote Seattle as a destination and explore opportunities to better target the City’s tourism funding to address specific niche markets (spring 2011).
8. Continue to address public safety and civility issues in the Downtown Urban Center (2011-2012).
9. Evaluate the SODO North Sub-Area jobs strategy by researching ways to increase job density in the half mile area around the SODO station, determine market demand for industrial research and development space, and identify actions to improve freight and pedestrian mobility and connect with ‘eco-industrial’ infrastructure efforts (2011-2012).
10. Work with Seattle Public Schools, the University of Washington, and the Seattle Community Colleges to support state funding for effective basic education and higher education (ongoing).

11. Work with the new Freight Advisory Board to develop a new Freight System Plan. Also work with the three Borads (Freight, Bike, Pedestrian) to seek ways to reduce conflicts and seek common grounds on various transportation policies, plans, and projects (end of 2011 – future)

Goal 4: Strengthen existing partnerships and build new partnerships that enhance the economic climate in Seattle and the region.

ACTIONS:

1. Work with the Puget Sound Regional Council (PSRC) and the Prosperity Partnership to implement sector-specific strategies that promote long-term economic prosperity for the City and region and jobs for our residents (ongoing).
2. Increase cross-jurisdictional collaboration through the Puget Sound Regional Council Regional Food Policy Council to identify economic development strategies that support the local food economy (2011-2012).
3. Work with business, the Seattle School District, community colleges, the University of Washington, and community partners to set high school graduation, college readiness, and college continuation and completion goals for Seattle, and identify ways the City of Seattle can support meeting these goals (2011-2012), including advancing a Families and Education Levy to the November 2011 ballot that is data-driven and evidence-based (spring 2011).
4. Work with Seattle Community Colleges and the Seattle School District to create programs that link students to job training programs for high school credit (2011-2012).
5. Continue to expand the City's partnerships and products to increase the availability and access to capital to local and independent businesses building on OED's diverse business finance tools, such as the Grow Seattle Fund, partnerships using CDBG funds and New Markets Tax Credits (2011-2012).
6. Support Seattle Community Colleges in their efforts to build partnerships with local businesses and immigrant communities (ongoing).

7. Support the University of Washington and the Technology Alliance in their technology transfer joint venture (2011-2012).

Goal 5: Support on-going efforts to set the groundwork for green economic development.

ACTIONS:

1. Consider implementation of City Light's community solar campaign to help foster energy self-sufficiency and stimulate solar energy related businesses (2011-2012).
2. Work with City Light, Puget Sound Energy, the Office of Housing, and the Office of Sustainability and Environment to determine barriers to converting oil heat furnaces to natural gas or other cleaner and more efficient heating systems, and develop strategies to address this (2011 – future).
3. Collaborate with Community Power Works on energy efficiency improvements for small commercial projects, including independent grocery stores (2011-2012).
4. Work with community partners to develop opportunities for increasing healthy food production, distribution, and marketing. Work with PSRC to explore support for specialty food manufacturers and a partnership on a certification program (2011-2012).
5. Work with PSRC to develop long-range plans for creating an improved distribution infrastructure related to the food system, including exploring product aggregation for distribution (2011-2012).
6. Work with PSRC to develop an export strategy for green building technology (2011-2012).
7. Explore creating Eco Industrial Districts by identifying one or more areas of industrial lands, creating a land use package that continues industrial zoning and adds eco-industrial concepts, creating an Eco-Industrial Hub, and initiating a Planned Action EIS. Create improved government processes for industrial development of industrial lands, best practices for energy efficiency and pollution prevention, a more efficient and equitable program for managing storm water runoff, and incentives for private sector investments and clustering of industries. Take advantage of the Zero Waste

Initiative to stimulate recycling and waste reduction enterprises and the use of waste materials for locally sourced inputs (2011-2012).

8. Create a carbon neutrality strategy that achieves the City's carbon reduction goals while supporting businesses in reducing their carbon footprint and creating new opportunities for technology export (hardware, software, and consulting) around carbon reduction (2011-2012).

Additional opportunities for consideration and action as resources become available. These include:

1. Consider revising 'change of use' regulations to reduce impediments to the reuse of vacant commercial spaces, including SEPA regulations that require environmental review for changes of use in existing structures (2011-2012).
2. Where consistent with State law, explore increasing SEPA thresholds and streamlining SEPA requirements when regulatory standards can be adopted that provide similar environmental protections (2011-2012).
3. Explore adding an industrial option to DPD's green permitting program to streamline permitting requirements for qualifying industrial facilities (2011-2012).
4. Evaluate how the Major Institution Master Plan (MIMP) process can be streamlined (future, pending resources) without negatively impacting the public's role in the process, including:
 - a) Consolidating of MIMP procedural steps;
 - b) Where feasible, making any related legislative (landmark designation,, sky bridges, right of way vacations) and quasi-judicial decisions in conjunction with the MIMP process;
 - c) When located in an urban village or urban center, allowing Major Institutions to set parking requirements that are consistent with those for other permitted non-residential uses; and
 - d) Revising the City Light policy that prohibits an institution from using an existing transformer to serve development across a public right-of-way.
5. Explore expansion of Seattle's successful outreach program through People Point to sign residents up for federal food assistance and other federal and state benefits (SNAP) (2011-2012).
6. Explore creating a Procurement Technical Assistance Center to foster local sourcing of government procurement and business-to-business procurement. Examine opportunities for City sponsorship of collective purchasing cooperatives and getting

anchor institutions, such as the University of Washington, Starbucks, and Amazon to lead in local sourcing (2011-2012).

7. Explore creating an entrepreneurial education and business support program at the Georgetown Campus of South Seattle Community College with an emphasis on green jobs training and small business services in energy efficiency, building sustainability, and Brownfield remediation (to be determined).
8. Explore opportunities for increasing the availability of commercial kitchens to stimulate urban entrepreneurship related to food production, such as using kitchens at community centers or schools (2011-2012).
9. Explore creation of a “Seattle Certified Green” Label and marketing campaign to spur exports of green technologies (2011-2012).
10. Enhance the visibility of the Seattle Public Library’s critical role as a provider of job search resources and training opportunities and resources for entrepreneurial development (2011-2013).
11. Explore opportunities for linking the support services that community-based organizations and the City of Seattle provide to low-income adults who are enrolled in job training programs at the Seattle Community Colleges (2011-2012).