

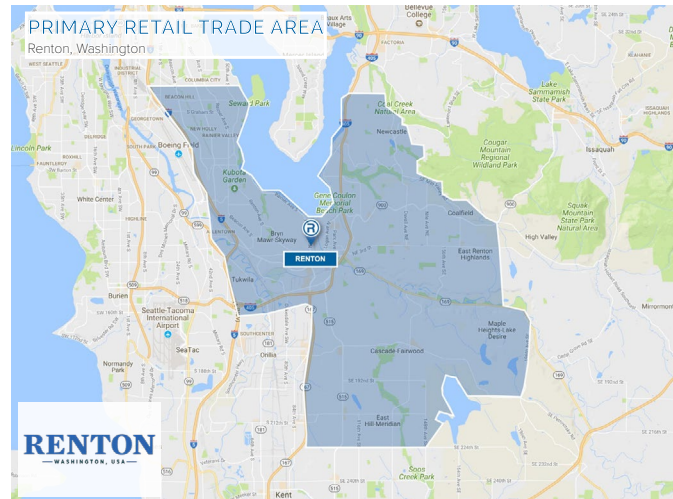


Economic Development Partnership Program Evaluation



DISCUSSION DRAFT

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Community Attributes Inc. tells data-rich stories about communities that are important to decision makers.

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Grant Program Overview

The Economic Development Partnership Program was developed in 2016 by Port of Seattle to facilitate growth in business, jobs and economic activity in participating municipalities in King County. A comparison of the Port of Seattle's Economic Development Program with other federal, state and local grant programs shows that the program is distinctive in the region in both its approach and mission, with the following attributes:

- The program is open to all cities in King County except Seattle.
- The awards are non-competitive, and the allocation of funds is based on the city's population. Each city may receive between \$5,000 and \$65,000.
- Cities are required to invest at least 50% of the grant value in their own funds, either in money or in-kind contributions.
- Projects should be integrated with the city's economic development strategy and support the Port's Century Agenda goals.
- The Port established a set of eligible project activities from business recruitment to tourism development and funds cannot be used for capital projects.
- Cities are encouraged to form partnerships by contracting with local non-profits, private or public organizations or other cities to enhance project impact.

2017-2018 Grant Program Cycle

Over the last two years of the EDP program, the Port awarded around \$1.8 million in grants to cities in King County. For the 2017-2018 grant cycle year:

- 30 of the 38 cities in King County applied for funding and entered into a contractual agreement with the Port of Seattle
- Approximately \$839,000 of the total Port of Seattle \$990,000 allocated funds was claimed and expended by cities

- An additional \$660,000 was spent in matching funds by the participating cities, which represents 20% more than the funds allocated initially
- Half of the participating cities implemented wayfinding projects or projects that support tourism, 12 cities completed marketing projects and 11 cities implemented business assistance, recruitment or retention projects
- Most cities completed their projects on time except for 4 cities that indicated their projects or parts of their projects would extend into next year
- Of the 30 participating cities, 29 completed the final reporting required by the Port of Seattle.

Program Outcomes

Cities that used Port of Seattle EDP grants to implement business assistance, retention and recruitment projects expect that in the long-term the projects will have the following benefits:

- Promote entrepreneurship and small business growth
- Attract foreign investment
- Diversify the local economy
- Recapture spending within the city
- Support development of local supply chains; and
- Ultimately create jobs and increase economic activity.

In the short-term, these projects helped cities get a better understanding of their local businesses, their offerings, needs and challenges and improve communication with the business community. The projects also successfully generated leads for business recruitment and provided education, training and other support to small businesses and start-ups.

Cities also used Port of Seattle EDP grants to fund planning and feasibility studies designed to help guide future economic development efforts,

address questions of feasibility associated with city and community desires, and provide data needed for future efforts. Cities emphasized the importance of having a robust public and stakeholder engagement program for these projects to help translate stakeholder needs into organizational goals and creates the basis for effective strategy development.

The cities that used the Port's EDP program funds for marketing efforts intended to increase awareness of local city assets and improve the image of their City. The main goals of the marketing projects are to attract visitors, investors, businesses and residents. Participating cities learned that marketing and data and analytics are powerful tools. The projects in this category emphasized the importance of marketing for cities that wish to be competitive and make use of their advantages to increase job opportunities, business revenues and tourism opportunities.

Cities that invested in wayfinding and tourism projects aimed to create visible navigational systems that guide visitors and residents to key city destinations within the city; market cultural, historical or outdoor assets; and increase awareness of the city as a destination for developers, residents and visitors. Most wayfinding projects implemented by the participating cities in the Port of Seattle EDP program are one element of a larger placemaking strategy focused on building inclusive, healthy, functional and productive cities.

City website updates and development projects allow cities to provide stakeholders of all types (businesses, residents, tourists) with current information about the City. The projects enable cities to use the power of data to enhance collaboration among government, business, education and other organizations to improve how people work, live, and interact and to make their city more attractive for business investments.

Recommendations

The following are recommendations for the Port's EDP program design and performance supported through findings from the evaluation:

- Consider new grant funds allocation approach, such as capping awards at \$50,000 instead of \$65,000 and use the added funding to offer competitive grants for cities seeking to implement competitive projects.
- Provide impact measurement support by establishing criteria for when evaluation is warranted, establishing evaluation priorities and working with grantees to define and agree measurable outcomes and indicators of progress and success.
- Vary reporting requirements with grant amount by introducing some flexibility in reporting to benefit smaller cities and working more closely with smaller cities to provide support on grant administration and reporting.
- Facilitate more topical discussions between cities and between cities and the Port of Seattle to provide a frame of reference for future undertakings by municipalities, increase collaboration between the cities and their staff and elevate the overall economic development activity in the region.
- Adjust grant timelines to allow for better project planning, especially for larger scale projects that cities can complete in stages over several grant cycles.

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Background & Purpose



Port of Seattle

In 2016 the Port of Seattle established an economic development fund for King County cities to advance regional economic growth and the Port's Century Agenda. The Port's goals with the grant program are to facilitate growth in business, jobs and economic activity in participating municipalities.

The Port of Seattle commissioned an objective assessment and evaluation of the impact of the Port's Economic Development Partnership (EDP) program on local and regional economies. The purpose of the evaluation is to get a better understanding of the ways in which the EDP program helps advance local economic development throughout King County and the region.

This report outlines the elements of the evaluation process, criteria and metrics used in evaluating projects, provides a detailed description of the

EDP program and summarizes the findings from the evaluation of the 2017-2018 Economic Development Partnership Program cycle.

Methods

The evaluation of the Port of Seattle's EDP program was guided by an evaluation framework that considered the desired outcomes of each stakeholder: the Port of Seattle and the participating jurisdictions. The framework was developed through discussions with Port staff and Port Commissioners and focused on both process – how a project was implemented and delivered, and impact – the project's results.

This study used data and information from the Port of Seattle about their EDP program, from the final grant reports submitted by participating cities to the Port of Seattle, from interviews conducted with cities staff and from secondary research.

Organization of Report

This report is organized as follows:

- **Program Evaluation Framework.** Includes a description of the steps taken in the evaluation process and the evaluation criteria and metrics used.
- **Port of Seattle EDP Program Profile.** Provides an overview of the EDP program, with a focus on project goals and objectives, format and how the program compares to other grant programs in the country. Also includes a summary of participating cities projects.
- **Evaluation Outcomes.** Includes a discussion of the outreach process, key findings from the evaluation by project category and general key findings.
- **Recommendations and Conclusions.** Provides recommendations for the Port's program design and performance based on the evaluation results.

Program Evaluation Framework

The evaluation of the Port of Seattle EDP program addresses whether the program achieving its goals to facilitate growth in business, jobs and economic activity in participating municipalities. This requires an understanding of the program’s intent, an approach to measuring its accomplishments and benchmarks for comparison. The evaluation process for this study addresses the following:

- What will be evaluated?
- What is the purpose of the evaluation and what are the desired outcomes?
- What evidence will be used to indicate the impact of the projects funded through the EDP program?
- What are the measurable outcomes and key indicators of city projects success?
- How does the EDP program compare to other economic development grant programs?
- What conclusions and recommendations about program design and performance are justified based on the evaluation results?

Evaluation Process Overview

The evaluation process includes the steps described in this section.

Engage Stakeholders

Port of Seattle staff, Port Commissioners and grantees are the key stakeholders representing different interests for this study and were engaged as part of the evaluation process. Tasks include the following:

- Establish evaluation outcomes and objectives through interviews with Port of Seattle staff and Port Commissioners.
- Interview grantees to collect data and information needed to evaluate the impact of their 2017–2018 projects.

Profile the Program

Using information provided by the Port of Seattle about the EDP program, the grant program profile explains what the program is trying to accomplish and how it fits into the larger organizational and community environment. This step also focuses on the specific projects implemented by the cities funded through EDP grants, to illustrate the projects’ core components and elements and ability to produce change. Tasks include the following:

- Identify the goals, activities and resources of the Port’s EDP program for evaluation purposes and to enable comparisons with other economic development grant programs.
- Determine how the program advances Century Agenda goals.
- Provide a brief comparison of the EDP program to other economic development grant programs.

Gather Evidence

Data and information collected by the Port of Seattle and through interviews with grantees are the main sources of evidence for the evaluation. Tasks include the following:

- Gather and review data and information collected by Port of Seattle on number of grantees, dollars granted, type of projects and other descriptors.
- Review final grant reports to acquire an understanding of the type of city projects funded, project outcomes and data available to measure the impact of the Port’s EDP program.
- Interview grantees to collect data and information needed to evaluate the impact of their 2017–2018 projects.

Analysis and Recommendations

A set of criteria and metrics help assess the impact of the Port's Economic Development Partnership (EDP) program on local and regional economies. Where possible, impacts are quantified using metrics such as the number of new jobs created, new money attracted to the local economies and more. Projects are grouped in categories based on the type of initiatives funded and a summary of impacts by category is provided.

Evaluation Criteria and Metrics

The following evaluation criteria provide the basis on which achievements and impacts of the programs funded by the Port of Seattle Economic Development Partnership (EDP) Program are assessed:

1. Performance of the project
2. Project context
3. Impact on economic development

Performance of the Project

Project performance is assessed in terms of measures of project activities such as:

- Need or the extent to which the project addresses a problem or opportunity.
- Progress towards project objectives or the extent to which project objectives were met (both short-term and long-term objectives will be considered).
- Implementation of project activities and achievement of expected outcomes.
- Financial accountability.

Project Context

The project context is assessed in terms of strategic fit or the extent to which the project objectives are consistent with a city's economic development strategy or a city's vision for economic growth.

Impact on Economic Development

The impact on economic development is assessed in terms of measures of project impacts such as:

- Quantitative metrics, for example the number of new jobs created, new investment in the local economy, number of individuals impacted etc.
- Qualitative measures, for example changes in target population behavior, changes in community norms, policies and practices, changes in quality of life etc.

Overview of EDP Program

The Port of Seattle’s Economic Development Partnership (EDP) program aims to fill a very specific need in the direct funding of economic development projects administered by individual cities and towns across King County. At the same time, the partnerships this program establishes will help advance the Port’s strategic “Century Agenda” objectives by advancing business development, job creation, and community revitalization region-wide.

The Port’s EDP program was established in response to a perceived gap in the availability of direct grant funding for economic development projects and programs outside of Seattle in King County. While the Port has had a large impact on the greater Seattle economy – including through sponsorships, memberships, and contracting – it had contributed less to the other cities and towns in King County whose economies are inextricably linked to that of Seattle’s and the region’s.

Project Objectives

The primary objective of the Port’s Economic Development Partnership Program is to help advance regional economic vitality and equity through focused partnerships with the 39 cities of King County. Direct Port grants made to partner cities, combined with required matching funds or in-kind contributions, will be used to plan and implement projects and programs aimed at expanding local businesses and industries, growing employment – especially middle-income and livable wage jobs, and revitalizing King County’s local communities.

By partnering and contracting directly with King County cities on specific economic development program implementation, the EDP Program also promotes the Port of Seattle’s Century Agenda vision of adding 100,000 jobs through Port-led and -assisted economic growth. The Program feeds directly into Century Agenda strategies to:

- Position the Puget Sound region as a premier international logistics hub;
- Advance this region as a leading tourism destination and business gateway;
- Promote women and minority business enterprise (WMBE) growth; small business growth; and workforce development; and
- Anchor Puget Sound urban-industrial land use to prevent sprawl in less developed areas.

Program Set-up

The grant funding is available to 38 cities in King County and is awarded on a \$1 per capita formula. Awards are capped at \$65,000 with a minimum of \$5,000 for small cities. Grant funds require a 50 percent match of dollars or in-kind resources. Cities may contract with local non-profits to deliver projects or manage initiatives and may collaborate or aggregate regionally to enhance impact or outcomes.

Port Economic Development Partnership Programs can be used to support the following economic development activities:

- Business recruitment initiatives designed to attract new companies to a region or city
- Small business development (including incubator/accelerator projects)
- Industry retention and expansion assistance (ex. Maritime, Aerospace, etc.)
- Tourism development
- Downtown revitalization
- Commercial or industrial property development
- Other community or economic development projects that support new investment and job creation.

Comparison with Other Programs

The Port of Seattle’s Economic Development Program is distinctive in the region in both its approach and mission. Several similar federal, state, and local programs are described below and compared to the EDP to provide further context for the Programs’ structure, efficacy, and reach.

US Economic Development Agency (EDA) – Public Works & Economic Adjustment Assistance Grants

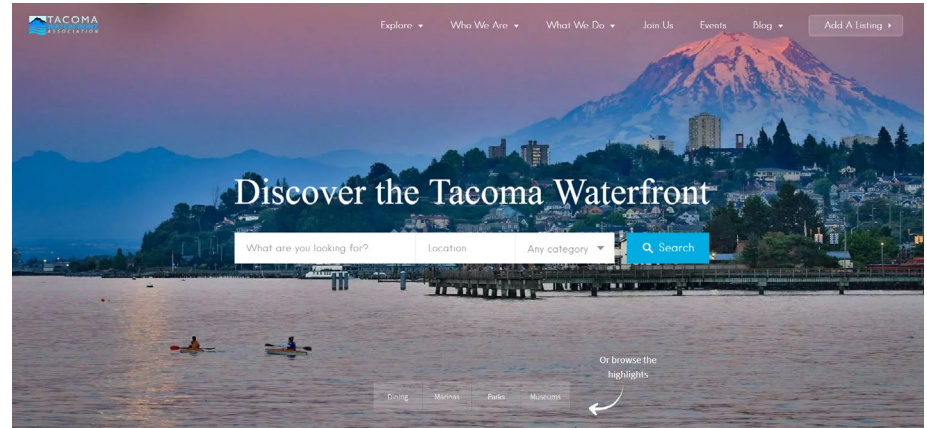
EDA solicits applications from applicants in rural and urban areas for construction, non-construction, technical assistance, and revolving loan fund projects under EDA’s Public Works and EAA programs. Grants are made to local, county and state governments, universities, and non-profit organizations, and awards range from \$100,000 to \$300,000. Applicants must demonstrate the economic development need for the project, their capability to complete the project, the fit with EDA funding priorities and the economic impacts of the project. This program differs from Port of Seattle’s EDP program in that it is a large-scale network of federal programs that target distressed communities, it is competitive in nature and proposed projects must satisfy regional eligibility requirements set by EDA.

US Department of Housing and Urban Development (HUD) / Washington State Department of Commerce (DOC) – Community Development Block Grants (CDBG)

Community Development Block Grants offered by HUD and Washington State DOC fund local community development and infrastructure and are largely used at the discretion of state and local governments and their sub-grantees. The grant amounts are awarded based on allocation formulas that prioritize distressed communities and grants must principally benefit low- and moderate-income persons. The CDBG program funds a wide range of activities including: sewer, water, streets and other infrastructure; community facilities; economic development, local micro-enterprise

assistance programs; housing rehabilitation, infrastructure in support of affordable housing; planning; public services. *This program differs from EDP in that it is a primary federal funding instrument targeted to distressed communities and can be used for a wider array of projects at the discretion of the grantee; grantees can also partner with non-eligible entities known as “sub-grantees”.*

Port of Tacoma – Local Economic Development Investment Fund



Port of Tacoma, Tacoma Waterfront Association

Similar to Port of Seattle’s EDP Program, the Port of Tacoma’s Local Economic Development Investment Fund (LEDIF) is a community economic development grant fund aimed at supporting an array of infrastructure, community revitalization, marketing, and employment / business growth projects and programs in local Pierce County communities. *While structurally similar to EDP in its target of all local communities and intended projects, unlike the EDP the annual budget for this program is \$250,000 and no grantee match is required – it may even be used to help local jurisdictions fulfill matching requirements to receive a larger grant.*

City of Seattle – Neighborhood Matching Fund (NMF)



City of Seattle, Image from “Get To Know Our Neighborhood Matching Fund” video

Seattle’s NMF was created to provide matching dollars for neighborhood improvement, organizing, or projects developed and implemented by community members. NMF requires a match with contributions from the community as volunteer time, donated materials, donated professional services, or cash. Neighborhood groups, community organizations, informal groups, and business groups may apply. NMF funds projects which must: directly involve community members; create community improvements; be free and open to all; be feasible and ready to begin within 1-2 months; demonstrate community match; occur within Seattle; and, not have received NMF funding within the last two years. *Like POS’s EDP, this program supports community development, though much less explicitly focused on economic development, and requires a financial or in-kind match of grantees. The program also funds neighborhood organizing and sub-municipal groups, activists, and organizations.*

Whatcom County – Economic Development Investment Program

The Economic Development Investment (EDI) Program provides financing for public facilities (e.g. roads and bridges, water and sewer facilities, electricity etc.) through very low interest loans, grants, or a combination of both. Applicants must be a public entity or local government, such as the county, cities, port, a Planned Unit Development, water and sewer, and other districts. The goal of the program is to assist in financing public facilities that stimulate private investment, are required by businesses to create or retain jobs, and facilitate the expansion, retention or attraction of businesses in Whatcom County. *Unlike EDP, this is a narrowly focused grant and loan program aimed primarily at infrastructure development required to support regional economic activity.*

US Economic Development Agency (EDA) – University Center Economic Development Program

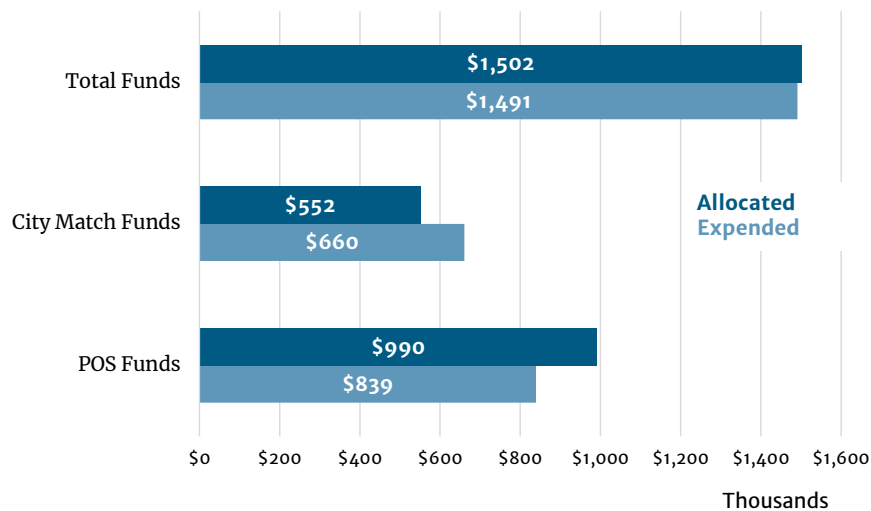
EDA’s University Center (UC) Economic Development Program makes the resources of universities available to the economic development community, including specialized research, outreach, technology transfer, and commercialization capabilities, as well as faculty expertise and laboratory facilities. The UCs are required to devote most of their funding under this program to respond to technical assistance requests originating from organizations located in the economically distressed portions of their service regions. Most UCs focus their efforts on assisting local governments and nonprofits in planning and implementing regional economic development strategies and projects. *In the Puget Sound region, the University of Washington was first funded as a UC in 2017, with a \$100,000 grant supporting the CoMotion collaborative innovation hub; this is a unique program oriented around technical assistance provision to distressed communities.*

Summary of City Projects

For the 2017–2018 Economic Development Partnership Program cycle, the Port of Seattle made available around \$990,000 to the 38 cities in King County, up from around \$960,000 in the previous program year. Of the 38 cities, 30 applied for funding and entered into a contract with the Port. The cities that did not apply for the program in 2017–2018 were: Algona, Beaux Arts Village, Black Diamond, Clyde Hill, Hunts Point, Medina, Milton and Yarrow Point. Approximately \$839,000 of the total allocated funds was claimed and expended.

Approximately \$660,000 was spent in total match funds by the 30 participating cities in the 2017–2018 EDP program year, which represents 20% more than the funds allocated initially. 12 cities spent more of their own funds than budgeted either due to cost overruns or because they recognized the value of the projects and were willing and able to invest more.

Exhibit 1. EDP Program Allocated and Expanded Funds, 2017–2018



Sources: Port of Seattle, 2018; Community Attributes, 2018.

For the purpose of the evaluation, all projects undertaken in 2017–2018 were classified under six different categories based on the type of economic development activities undertaken. Several city projects crossover into multiple categories.

- Business Assistance/Recruitment and Retention: 11 cities;
- Planning/Feasibility Studies: 7 cities;
- Marketing: 12 cities;
- Tourism/Wayfinding: 15 cities;
- Website Development/Enhancement: 3 cities;
- Workforce Development: 1 city.

Exhibit 2. Awarded and Expanded Funds by City, 2017-2018

| | POS Funds Allocated | POS Funds Expended | City Match Funds Allocated | City Match Funds Expended | Total Allocated | Total Expended |
|--------------------|----------------------------|---------------------------|-----------------------------------|----------------------------------|------------------------|-----------------------|
| Algona | \$5,000 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Auburn | \$65,000 | \$65,000 | \$50,500 | \$65,979 | \$115,500 | \$130,979 |
| Beaux Arts Village | \$5,000 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Bellevue | \$65,000 | \$49,116 | \$33,750 | \$32,106 | \$98,750 | \$81,222 |
| Black Diamond | \$5,000 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Bothell | \$26,860 | \$26,860 | \$13,430 | \$17,807 | \$40,290 | \$44,667 |
| Burien | \$50,000 | \$50,000 | \$25,000 | \$39,334 | \$75,000 | \$89,334 |
| Carnation | \$5,000 | Not Available | \$11,500 | Not Available | \$16,500 | Not Available |
| Clyde Hill | \$5,000 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Covington | \$16,000 | \$13,051 | \$8,000 | \$6,525 | \$24,000 | \$19,576 |
| Des Moines | \$30,800 | \$30,800 | \$30,800 | \$54,685 | \$61,600 | \$85,485 |
| Duvall | \$7,425 | \$7,425 | \$3,712 | \$7,425 | \$11,138 | \$11,138 |
| Enumclaw | \$11,400 | Not Available | \$5,705 | Not Available | \$17,105 | Not Available |
| Federal Way | \$65,000 | \$58,503 | \$32,500 | \$41,007 | \$97,500 | \$99,510 |
| Hunts Point | \$5,000 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Issaquah | \$34,500 | \$27,220 | \$17,250 | \$13,686 | \$51,750 | \$40,906 |
| Kenmore | \$22,320 | \$22,320 | \$11,160 | \$13,695 | \$33,480 | \$36,015 |
| Kent | \$65,000 | \$65,000 | \$32,500 | \$32,500 | \$97,500 | \$97,500 |
| Kirkland | \$65,000 | \$65,000 | \$32,500 | \$28,280 | \$97,500 | \$93,280 |
| Lake Forest Park | \$26,000 | \$26,000 | \$26,000 | \$118,649 | \$52,000 | \$144,649 |

Exhibit 2. Awarded and Expanded Funds by City, 2017-2018 Continued

| | POS Funds Allocated | POS Funds Expended | City Match Funds Allocated | City Match Funds Expended | Total Allocated | Total Expended |
|---------------|--------------------------------|-------------------------------|---------------------------------------|--------------------------------------|------------------------|-----------------------|
| Maple Valley | \$24,700 | \$24,700 | \$24,700 | \$27,538 | \$49,400 | \$52,238 |
| Medina | \$5,000 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Mercer Island | \$23,660 | Not Available | \$11,830 | Not Available | \$35,490 | Not available |
| Milton | \$5,000 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Newcastle | \$11,000 | \$11,000 | \$5,500 | \$7,000 | \$16,500 | \$18,000 |
| Normandy Park | \$6,420 | \$5,681 | \$3,010 | \$2,841 | \$9,730 | \$8,522 |
| North Bend | \$6,570 | \$6,570 | \$4,265 | \$6,384 | \$10,835 | \$12,954 |
| Pacific | \$6,835 | \$6,797 | \$3,418 | \$3,403 | \$10,253 | \$10,200 |
| Redmond | \$60,560 | \$47,354 | \$30,280 | \$21,358 | \$90,840 | \$68,712 |
| Renton | \$65,000 | \$65,000 | \$32,500 | \$32,500 | \$97,500 | \$97,500 |
| Sammamish | \$61,250 | \$61,250 | \$30,625 | \$31,043 | \$91,875 | \$92,293 |
| SeaTac | \$27,810 | \$27,810 | \$13,905 | \$13,905 | \$41,715 | \$41,715 |
| Shoreline | \$54,990 | \$36,986 | \$28,995 | \$19,195 | \$83,985 | \$56,181 |
| Skykomish | \$5,000 | \$5,000 | \$5,000 | \$5,000 | \$10,000 | \$5,000 |
| Snoqualmie | \$10,000 | \$10,000 | \$5,000 | \$5,000 | \$15,000 | \$15,000 |
| Tukwila | \$19,540 | \$13,160 | \$9,770 | \$6,780 | \$29,310 | \$19,940 |
| Woodinville | \$11,570 | \$11,570 | \$8,500 | \$6,800 | \$20,070 | \$18,370 |
| Yarrow Point | \$5,000 | \$0 | \$0 | \$0 | \$0 | \$0 |
| TOTAL | \$990,210 | \$839,173 | \$551,605 | \$660,425 | \$1,502,116 | \$1,490,886 |

Exhibit 3. Participating cities by project category, 2017-2018

| | Business Assistance, Recruitment & Retention | Planning & Feasibility Studies | Marketing | Tourism & Wayfinding | Website Enhancement | Workforce Development |
|------------------|----------------------------------------------------|--------------------------------------|-----------|-------------------------|------------------------|--------------------------|
| Auburn | ✓ | | | | | |
| Bellevue | ✓ | | ✓ | | | |
| Black Diamond | | | | | | |
| Bothell | | ✓ | | | | |
| Burien | | | | ✓ | | |
| Carnation | | | | ✓ | | |
| Covington | | | | ✓ | | |
| Des Moines | | ✓ | | | | |
| Duvall | | | | ✓ | | |
| Enumclaw | | | | ✓ | | |
| Federal Way | ✓ | | ✓ | | | |
| Issaquah | ✓ | | ✓ | ✓ | ✓ | |
| Kenmore | ✓ | ✓ | ✓ | ✓ | | |
| Kent | | | | | | ✓ |
| Kirkland | ✓ | ✓ | ✓ | | | |
| Lake Forest Park | | ✓ | | | | |
| Maple Valley | | ✓ | ✓ | ✓ | | |

Exhibit 3. Participating cities by project category, 2017-2018 Continued

| | Business Assistance, Recruitment & Retention | Planning & Feasibility Studies | Marketing | Tourism & Wayfinding | Website Enhancement | Workforce Development |
|---------------|-----------------------------------------------------------------|---------------------------------------------------|------------------|-------------------------------------|--------------------------------|----------------------------------|
| Mercer Island | | | | ✓ | | |
| Milton | | | | | | |
| Newcastle | | | | ✓ | | |
| Normandy Park | | | ✓ | | | |
| North Bend | | | | ✓ | ✓ | |
| Pacific | ✓ | | | | | |
| Redmond | ✓ | | ✓ | | | |
| Renton | ✓ | | ✓ | | | |
| Sammamish | | | ✓ | | | |
| SeaTac | ✓ | | | ✓ | ✓ | |
| Shoreline | ✓ | ✓ | | | | |
| Skykomish | | | | ✓ | | |
| Snoqualmie | | | ✓ | ✓ | | |
| Tukwila | | | ✓ | | | |
| Woodinville | | | | ✓ | | |
| Total | 11 | 7 | 12 | 15 | 3 | 1 |

Outreach Process

For the 2017–2018 Economic Development Partnership Program cycle, participating cities were required to complete projects and submit all invoices, the final project report and supporting materials by November 1, 2018.

At the time of writing this study, only one of the 30 participating cities had not submitted a final report to the Port of Seattle and 4 cities indicated their projects or parts of their projects would extend into next year. All delayed projects are wayfinding signs and more details are provided below:

- Carnation – The project was delayed until after major road construction is complete in the second quarter of 2019.
- Enumclaw – The city experienced delays due to difficulty getting approval for the design of the signs from the City council. Signage will be installed in January of 2019.
- Mercer Island – The city experienced difficulties with the project timeline due to limited staff and the lack of economic development expertise. All work to fabricate and deliver signs funded through this project is expected to be complete by December 31st 2018 and signage will be installed in January of 2019.
- SeaTac – The project is scheduled for completion in early 2019. Due to permitting challenges, the signage will be installed in January of 2019.

Community Attributes contacted all participating cities to conduct interviews to better understand the effectiveness of the Port’s EDP program in helping cities accomplish their economic development priorities. Interviews were completed with 27 of the 30 participating cities. The Cities of Carnation, Duvall and Enumclaw did not respond to the interview request.

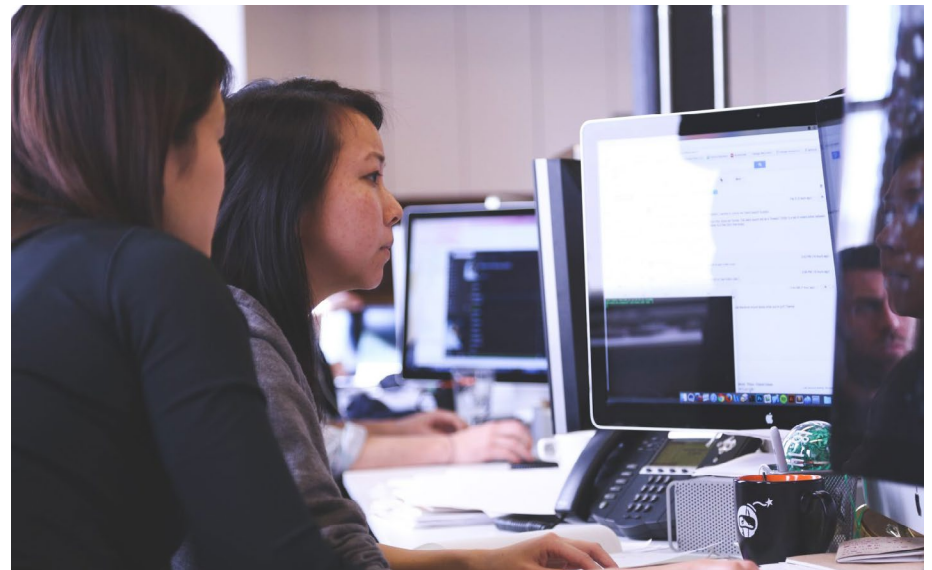
Our team reviewed the final project reports submitted to the Port of Seattle for each city prior to the interview. We reviewed project goals and objectives, project performance against these objectives, any information

provided on economic development impacts of the project and identified any information gaps to be addressed in the interviews. Discussions with cities were focused around the motivation and need for the project, strategic context, measures of success and cities’ experience with the Port’s EDP program. Appendix B includes the evaluation interview guide with the questions that were asked during our discussions.

Findings by Project Category

Business Assistance, Recruitment and Retention

Auburn, Bellevue, Federal Way, Issaquah, Kenmore, Kirkland, Pacific, Redmond, Renton, SeaTac, Shoreline



Startup 425, Image from Startup425.org

Many cities implemented projects aimed at promoting entrepreneurship and small business growth in their city. Some cities leverage partnerships between cities or with local Chambers of Commerce and educational

institutions to design and provide the content most highly desired by their small business community.

Startup 425 is an example of such an initiative aimed to encourage creativity, innovation, and entrepreneurship opportunities across Eastside communities of Bellevue–Redmond–Kirkland–Issaquah–Renton. As part of Startup 425, the City of Bellevue organized a set of seven workshops that expanded finance education and access to capital for participating businesses and two export development workshops designed to support startups with limited export experience.

Other cities such as Auburn and Renton offered training, counseling and other entrepreneurial support to promote education, encourage networking and facilitate access to resources for startups and small businesses. In addition to yielding new business opportunities for the local community, these projects also helped promote diversity. Through their Small Business Incubator program, the City of Auburn was able to provide support for women and minority owned businesses in the City.

Diversifying the local economy with a focus on specific industries was another outcome of cities implementing business assistance, recruitment or retention projects under the Port’s EDP grant program. The City of Federal Way developed an innovative business recruitment program targeting businesses and organizations in international trade, specifically groundside air freight and marine cargo, and international relations. The program works directly toward economic development priorities outlined in the city’s plans and was also motivated by the opportunity to support Port of Seattle lines of business in international trade.

Cities such as Auburn and SeaTac used some of the funds provided by the Port to encourage local business development and interaction, recapture spending within the City and increase demand for commercial and office space and tax revenue. The City of SeaTac identified a novel opportunity to use their EDP grant to assist local businesses. They directly outreached to nearly half of all commercial businesses in the City to develop a profile and database of all local businesses for the purposes of expanding local supply

chains. They realized that businesses did not have the time or resources to seek out local businesses for supplying, sourcing, or logistics relationships, and that default use of outside vendors further afield was a significant constraint in many cases.

Several cities (Pacific, Shoreline) implemented projects to help them acquire a better understanding of the local business inventory and the specific needs and challenges of the business community. This will allow cities to tailor their business recruitment and retention efforts and better design economic development strategies.

The City of Pacific created a database of 248 confirmed local businesses organized by industry with contact information and identified key industry clusters within the city. In the City of Shoreline, a home-based business research and survey was funded by the 2018 EDP grant to help the city design appropriate outreach and support services, ultimately creating a home-based business service program to encourage businesses to grow and thrive.

The common goal of all cities that used the 2018 EDP grant funds for business assistance, recruitment or retention projects was to increase economic activity, generate new business opportunities and create new jobs. The Cities of Kirkland, Bellevue and Redmond formed a partnership called Innovation Triangle (IT) dedicated to promoting the Eastside region as a destination for ICT businesses. The goal for the projects implemented by these cities under the Innovation Triangle umbrella and funded through the 2018 EDP grant was to increase ICT jobs regionally, each city recognizing that businesses located in one city will benefit and utilize the amenities of the entire Innovation Triangle region.

Most cities participating in the EDP program indicated that business recruitment is a long-term project. While the timeframe for the grant is one year, the task of cultivating relationships continues beyond the timeframe of the grant. Additionally, the success of the projects cannot yet be measured as it takes long-term commitment to recruit companies

to a city. Grantees felt strongly that the opportunity to build relationships and generate leads through Port grant funds was extremely valuable for achieving success in long-term business recruitment goals.

Planning & Feasibility Studies

Bothell, Des Moines, Kenmore, Kirkland, Lake Forest Park, Maple Valley, Shoreline



City of Kirkland Marina Feasibility Study

Port of Seattle EDP grants were used to fund market and financial feasibility studies for the Marinas in the cities of Des Moines and Kirkland, visioning studies for Lake Forest Park town center and specific areas in the cities of Bothell and Shoreline, a lands capacity report in Kenmore and a market demand study in Maple Valley. Cities using Port of Seattle funds to invest in planning and feasibility studies noted that these projects are designed to help guide future economic development efforts, address questions of feasibility associated with city and community desires, and provide data needed for future efforts.

The City of Maple Valley hired a consultant to produce a hotel market

demand study to understand the feasibility of future hotel development. While the study found that there is not sufficient demand to adequately support a lodging facility in Maple Valley, the study data helped to direct the city to future actions such as working to increase employment base and focusing tourism efforts on areas of strength such as outdoor recreation.

Cities indicated expected economic development impacts from these studies include:

- Enhance business expansion and job growth opportunities and support the life sciences and other high technology sectors; create a mixed-use neighborhood which offers housing, services, and the types of amenities that attract and retain life science companies and their employees (Bothell).
- Encourage private development, generate economic activity in an underused area and enhance city revenues (Des Moines).
- Facilitate business recruitment and marketing efforts through better information and data about the city (Kenmore).
- Increase tourism opportunities (Kirkland and Maple Valley).
- Guide future redevelopment and create a people-oriented town-center; improve mobility, provide more housing alternatives and enhance community facilities for civic gatherings (Lake Forest Park).
- Help differentiate the city-owned right-of-way in Downtown Ridgecrest from the City's other neighborhood centers, attract more visitors, and encourage visitors to linger and visit other neighborhood establishments along the corridor (Shoreline).

In some cases, Port of Seattle grant funds directed towards planning studies have also helped the cities surface unforeseen outcomes. For example, the Canyon Park visioning effort completed by the City of Bothell revealed a high need for shared laboratory space in the city for small start-up companies to develop their concept without the high costs of installing a laboratory.

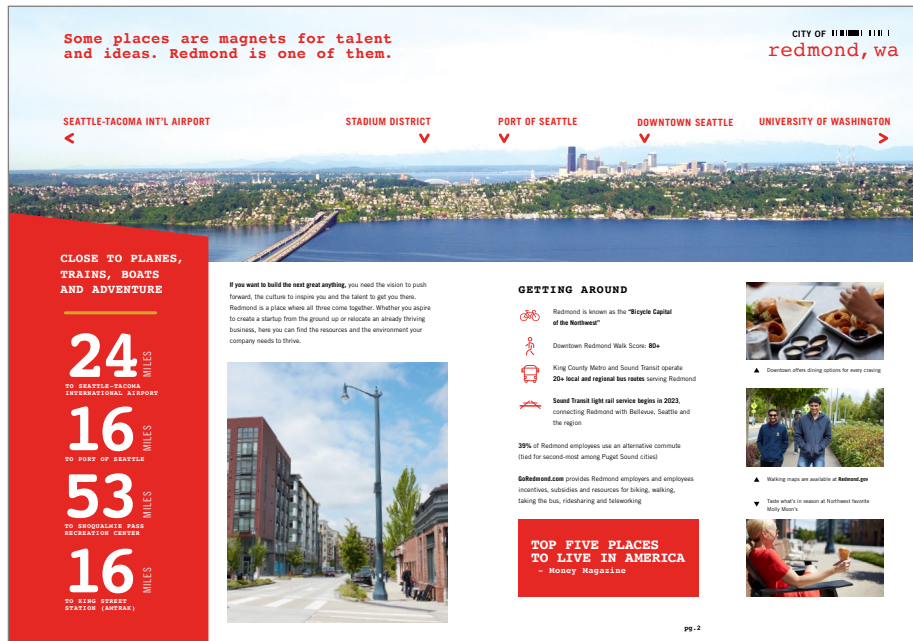
In the City of Shoreline, EDP funds were used to develop a community vision for a key corridor in its underserved Ridgecrest section, including

a number of “quick wins” for visible improvement of the public realm. However, the planning process itself revealed a much stronger appetite for larger-scale public intervention in the area. As a result, City staff is now exploring a broader planning and development intervention in the area and methods by which they could be funded.

Some cities also mentioned as a key result the continuing collaboration that was formed through public and stakeholder engagement. The City of Bothell indicated the City has maintained an open dialogue with the business community after the completion of the Canyon Park Vision. As a result, companies felt comfortable approaching the city to discuss expansion, identify issues with permitting and seek assistance.

Marketing

Bellevue, Federal Way, Issaquah, Kenmore, Kirkland, Maple Valley, Normandy Park, Redmond, Renton, Sammamish, Snoqualmie, Tukwila



City of Redmond Economic Viability Brochure

The cities that used the funds for marketing efforts intended to increase awareness and improve the image of their City. Cities reported that developing professional marketing materials allowed them to share information on the specific topics more nimbly and facilitated greater responsiveness on the part of the cities in addressing the questions and opportunities of potential leads, partners, visitors and businesses.

The Port of Seattle EDP grant allowed the City of Redmond to build and improve on their city-centric marketing materials that can help promote Redmond at trade shows or other events. The City of Tukwila created a one-page sheet to be used for marketing and promoting the Tukwila International Boulevard District to potential developers, non-profits and governmental agencies. Normandy Park produced a diorama at SeaTac International Airport to market the city to visitors from all over US and other parts of the world.

The cities believe that investing in the city’s perception benefits the City’s existing businesses and attracts new businesses. According to the Cities of Bellevue and Kirkland, Port of Seattle grant funding has been the seed for the growing work of the Innovation Triangle. Port funding has helped build a brand for the region and generate professional marketing collateral. These efforts have led to continuing conversations with businesses for recruitment. The metrics quantifying the impact of these efforts are currently limited to the number of prospects and leads generated and conversations facilitated. However, the partners hope that over the long-term this joint effort will lead to job growth within the region.

Several cities have focused their marketing efforts on specific industries, with a focus on increasing industry job opportunities, business revenues and/or education and training opportunities. The City of Kenmore used the Port of Seattle grant to promote their craft brewing industry and increase the visibility of these small businesses. The City of Issaquah developed marketing materials and a brand for the Sports Medicine Innovation Partnership Zone, to position Issaquah as the sports medicine epicenter.

Tourism & Wayfinding

Burien, Carnation, Covington, Duvall, Enumclaw, Issaquah, Kenmore, Maple Valley, Mercer Island, Newcastle, North Bend, SeaTac, Skykomish, Snoqualmie, Woodinville



City of Duvall Signage, Image from Mountains to Sound Greenway

Cities that invested in wayfinding projects aimed to create visible navigational systems that can guide visitors and residents to key city destinations within the city; market cultural, historical or outdoor assets; and increase awareness of the city as a destination for developers, residents and visitors. Most wayfinding projects implemented by the participating cities in the Port of Seattle EDP program are one element of a larger placemaking strategy.

The City of Covington successfully completed a Street Pole Banner Program as one element of the City's Town Center Plan. The City anticipates that the street pole banner project will turn into a full program that will be integrated into their community relations and marketing objectives. Similarly, the City of Newcastle's new vision for its Downtown identified

gateway signage as a priority for the area. The City's wayfinding project has also inspired the intention for an arts and culture plan for Newcastle.

Properly designed and strategically planned wayfinding systems help facilitate cities' civic brands and reinforce positive brand messages. Concurrent with the development of the City of Burien's Downtown Mobility Study, the City launched a rebranding and marketing evaluation which resulted in a new City logo and new branding guide. These were integrated into the design of the new wayfinding signs funded through the EDP program to establish a unified signage system which projects a consistent image of the City.

Cities indicated that from an economic development perspective, the wayfinding projects supported by the EDP program will encourage exploration, promote active transportation and stimulate economic growth in the long-term. Clear, well-designed wayfinding systems can attract commercial developers, jobs and employers who value the workforce and life style that a multi-modal, mixed-use urban space creates.

Some cities used the grant funding available to them to encourage tourism in the city or the region. The City of Issaquah used their grant funds to support the creation of Visit Issaquah, which will help increase their capacity to track tourism metrics and the success of tourism investments over time. Woodinville created a mural to raise awareness of the historic and economic assets of the City and improve visitor experience.

The City of Maple Valley geared their tourism efforts towards designing a Visitors Guide for distribution throughout the region and placing advertisements in regional tourism publications. Maple Valley wanted to increase the regional visibility of their assets from an economic development and tourism perspective.

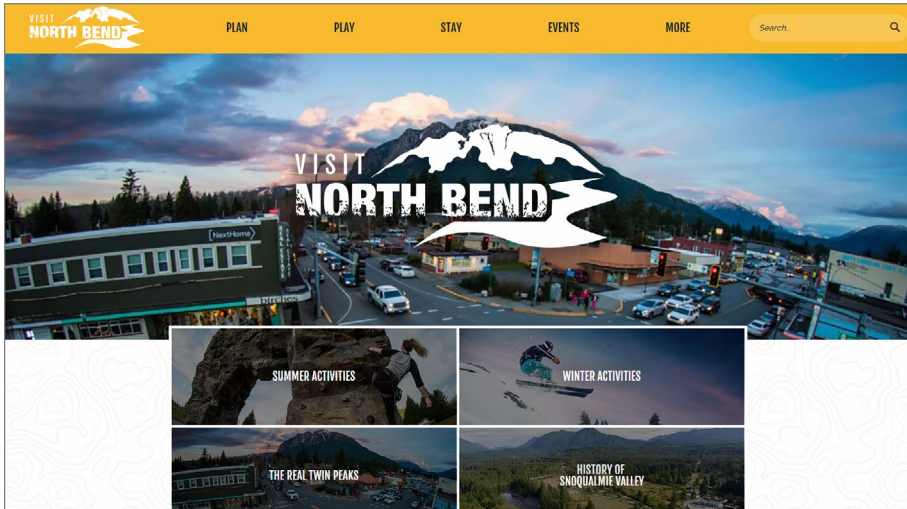
Cities emphasized the importance of civic outreach and local and regional partnerships for the success of their projects. Mercer Island's project was born out of community conversations on the need for wayfinding signage for bicyclists, which ultimately highlighted the fact that there was no existing wayfinding signage to direct drivers to the Town Center. During

the process of designing the wayfinding signage, City staff worked with their Chamber of Commerce as well as the small business community.

Snoqualmie Valley is a cooperative effort between the Valley's towns – Duvall, Carnation, Fall City, Snoqualmie and North Bend – coordinated by the Mountains to Sound Greenway Trust in partnership with business and community leaders from across the Valley. During the 2017-2018 grant year, funds awarded to the City of Duvall and Snoqualmie were used to strengthen a unified approach to tourism in the Valley and create valuable resources for visitors and residents.

Website Enhancement

Issaquah, North Bend, SeaTac



City of North Bend Visitor Website: discovernorthbend.com

Website updates and development projects allow cities to provide stakeholders of all types (businesses, residents, tourists) with current information about the City. The City of Issaquah used part of the Port's EDP grant to update the City's Economic Development profile to include economic development data on demographics, education, workforce, economic sectors and quality of life. Similarly, the City of North Bend

updated relevant demographic and business information for use on the City's website and with prospective developers and businesses.

North Bend's website development project was part of a larger effort to rebrand the city as an outdoor destination, increase year-round tourism and support local businesses. The City created a new visitor website in line with the City's vision and brand, to help inform visitors of tourism opportunities in North Bend.

The cities indicated that having easily accessible data on their websites:

- Supports the economic development, marketing and promotion efforts of the cities.
- Increases the regional appeal to the business community and highlights local businesses and establishments for tourists travelling to the area.
- Supports organizations and companies in their site location and operation expansion decisions within the region.

Workforce Development

Kent



City of Kent Advanced Manufacturing Training Center

The City of Kent used their Port of Seattle grant funding to operationalize a long-term conversation with AJAC about the lack of training programs in Kent, one of the most highly concentrated manufacturing areas. The funding allowed them to support AJAC in creating a training center and encouraged conversations about educational programs serving the global trade and supply chain management sector and occupations. The City of Kent noted that the project served their own economic development goals related to workforce development, as well as the long-term interests of the Port of Seattle particularly in career connected learning.

Findings & Recommendations

Findings

The following are findings about the overall success and the participating cities' experience with the Port of Seattle EDP program.

Benefits of EDP Program Funding

- Cities often use the funds provided by the Port of Seattle as seed money for projects that would not have been possible otherwise, which is a powerful tool for them to achieve their economic development goals. The funds often support innovative efforts that are outside the general economic development activities for the cities.
- Some cities found that the projects undertaken with Port of Seattle funds generated follow-up ideas, or the projects received enough traction to continue with or without future Port grant funding.
- Many smaller cities said that the increased capacity was a huge benefit of the program. Some of the smaller cities have limited or no economic development staff and the grant allowed them to expand their resources.

Projects Outcome Measurement

- Developing a tradition of high-quality evaluations of economic development programs is work in progress in the economic development world. Assessment of a program effectiveness requires the evaluator to distinguish changes due to the program from changes due to nonprogram factors, anticipate and measure program impacts before they are realized and invest resources in designing and implementing an effective monitoring and evaluation process.
- Many projects undertaken with Port of Seattle grant funds have long-term objectives, which are hard to measure in the short-run.
- Most projects are not designed to be “one-off” products and are part of ongoing city planning efforts. This makes it more difficult to isolate the impacts of these specific projects from the other planning and economic development efforts of the cities.
- Some projects are among the first economic development efforts

undertaken by cities and the cities do not have a method in place to measure the desired outcomes.

- All projects would require city staff to conduct monitoring and evaluation which requires additional human and capital resources that are not always available to cities. When it comes to choosing between the doing and the tracking, cities always prioritize the doing.

Implementation Challenges

- Some cities found that their projects are dynamic, subject to their City Council's priorities or extended time requirements for partner agencies and organizations. As a result, some cities had to change the projects funded after the grant period started or often required longer timeframes than originally anticipated. Learning to better predict timeframes was a lesson learned for some cities.
- Several cities pursued different sub-projects with their EDP grants. While some managed to implement all of them successfully, some found that one or two projects was ideal for their capacity and more than two became challenging to manage and coordinate.

Partnerships

- The Port of Seattle grant program has been invaluable to cities to invest in local and regional partnerships.
- Cities noted that partnering with other cities and organizations had two main benefits: it allowed cities to connect with other cities in the region and create partnerships that can be leveraged for future initiatives and pooling resources allowed cities to offer services they wouldn't be able to fund alone.

EDP Program Process Feedback

- Cities interviewed often mentioned that the flexibility in the funding provided by the Port of Seattle allowed them to complete their projects despite challenges with timelines and shifting priorities.

- Other commonalities amongst cities’ experience included the desire for a dedicated “point person” within the Port with whom they could check in and / or direct questions about the process.
- Several grantees also indicated that having extra time for certain projects with extra-jurisdictional permitting involved – such as signage or other transportation corridor related work – would be very helpful.
- Cities frequently mentioned they appreciated the opportunity to hear about the projects that other cities invest in at the meetings organized by the Port of Seattle. Cities requested that the Port of Seattle host additional meetings for city staff to learn from each other and from the economic development expertise of Port of Seattle staff. This was also mentioned as an opportunity for the cities to stay engaged with the Port of Seattle throughout the grant funding cycle.
- One city mentioned that they felt that the Port of Seattle grant program is an effective way for the Port of Seattle to increase their own exposure as a regional agency outside of the communities most directly served by the airport and seaport.

Recommendations

All cities greatly appreciate the Port’s Economic Development Partnership Program, as it increases their capacity to implement new projects and create lasting results over time. The following are recommendations for potential changes to the program based on findings from the evaluation and discussions with participating cities.

Consider new grant funds allocation approach.

The Port of Seattle might consider a new approach to allocation of program funds. For example, one city suggested a competitive pool of funds for cities seeking to implement larger scale initiatives.

The Port could cap the awards at \$50,000 instead of \$65,000 and use the added funding to offer competitive grants for larger projects. Introducing

competitiveness can also help increase accountability and improve success of the projects funded.

Provide impact measurement support.

Most cities measure outcomes in terms of direct project deliverables, for example number of website visits or number of companies attending a business training session (rather than economic impacts). Cities mentioned that impact measurement is difficult as projects have long-term benefits and additional city resources are required to measure the impact.

In order to better measure the impact of the EDP program, the Port should consider prompting cities to think about how to measure outcomes and impact of their project from the application stage. Early in the grant proposal process, the Port could work with grantees to define and agree on these indicators of progress and success. For projects seeking to accomplish similar outcomes, the Port could consider creating a common set of metrics to measure collective impact.

Vary reporting requirements with grant amount.

Some cities mentioned they found the level of reporting required disproportionate to the amount of funding provided, necessitating a lot of time and resources to complete. The program could introduce some flexibility in reporting to benefit smaller cities and prevent reporting from becoming an administrative disincentive to participation in the program.

The Port of Seattle could work more closely with smaller cities throughout the grant process, by monitoring grant performance through regular check-ins with a focus on the metrics and reporting requirements and providing guidance and support with administration and reporting.

Facilitate more countywide discussions.

Most cities indicated they have benefited from learning about what other cities are doing with Port funding but felt there was a need for more focused discussion and collaboration between cities.

The Port should consider facilitating more topical meetings with interested cities to provide a frame of reference for future undertakings by municipalities, increase collaboration between the cities and their staff and elevate the overall economic development activity in the region.

Adjust grant timelines.

Several cities indicated that longer term funding arrangements or some assurance that the program will continue in the next year would allow for better project planning, especially for larger scale projects that cities can complete in stages over several grant cycles.

Appendix A – Evaluation Interview Guide

Introduction

The Port of Seattle commissioned Community Attributes Inc. to conduct an objective assessment and evaluation of the impact of the Port’s Economic Development Partnership (EDP) Program on local and regional economies. The purpose of the evaluation is to better understand the ways in which the EDP program helps advance local economic development throughout King County and the region. As part of this evaluation, the Port would like us (Community Attributes) to interview representatives from cities who received grant funding through the Port’s EDP Program.

As a participant in the Port’s EDP program, your input is crucial to understanding the effectiveness of the program in helping cities like yours accomplish their economic and tourism development priorities. Your thoughts on the topic are important and we would appreciate your participation. The interview will last no more than an hour and be conducted at your convenience. As we go through the interview, please let me know if there is anything that you would like to be kept confidential.

Thank you in advance for your time and consideration.

Questions

Section A. Project Performance

- Your city received a grant in 2017 through the Port of Seattle EDP Program for [Insert project or initiative]. What problem or opportunity does your city’s project or initiative address?
- Please summarize the objectives of the project or initiative you implemented as a result of grant funding received through the Port of Seattle EDP program? If applicable, please describe objectives in a measurable format.
- To what extent were the project objectives achieved at the time of completion of the project?

- Does the project have any long-term objectives, and do you anticipate whether these will be met?

Section B. Project Context

- How does the project fit within the city’s strategic agenda? For example, does the project help meet specific objectives in the city’s economic development strategies and plans?
- If applicable, how does the project support diversity, small business growth and workforce development?
- If applicable, how does the project advance your city and wider region as a business gateway and/or tourism destination?

Section C. Impact on Economic Development

- What were the outcomes of your city’s project? If applicable, please provide specific measures for the project’s outcomes, for example:
- Facilities and equipment (e.g. amount of new space developed, value of new equipment purchased)
- Events, networking, referrals (e.g. number of conferences, showcases, outreach events etc. held, number of participants)
- Mentoring, coaching and training (e.g. number of firms/individuals receiving assistance, number of training/skills assistance sessions held)
- Innovation and technology (e.g. number of new technologies licensed or commercialized, measures of improved innovative capacity)
- Economic development and growth (e.g. number of new jobs created, increase in business revenues, new investment attracted)
- Please describe any new partnerships formed or new funding attracted through this project.

Section D. Port of Seattle EDP Program Feedback

- Please describe lessons learned from this project in terms of what worked and what did not work.
- How did the grant received through the EDP program make a difference in achieving project outcomes?
- Would the project objectives have been met through other means without the grant?
- Please provide any suggestions on improving the Port of Seattle EDP program.

Appendix B – City Economic Profiles

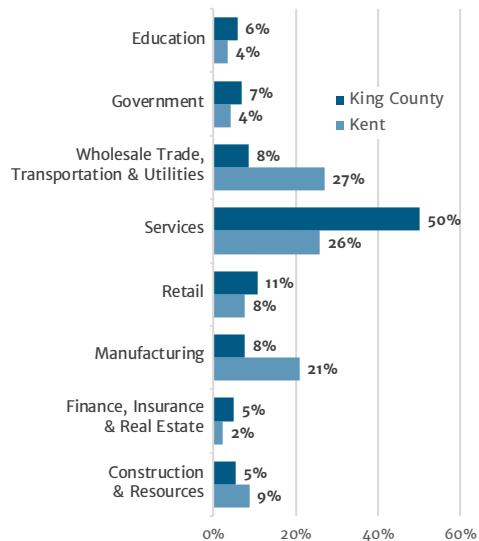
Appendix B: City Economic Profiles includes completed profiles for three cities. Profiles for all participating cities will appear in the final Economic Development Partnership Program Report. Each city economic profile contains a project summary, project economic performance, project context, and economic impacts description.

Kent Economic Profile

Population, 2018: **128,900**

Jobs to Housing Ratio, 2018: **1.55**

Employment by Industry, Kent and King County, 2018



About Kent

- Located in the Kent Valley, the fourth largest manufacturing and distribution area in the United States, generating one-eighth of the state's GDP.
- Kent's concentration of over 50 aerospace companies are sharing their expertise with an emerging private space industry.

Grant Information

Port Funds: **\$65,000**

City Funds: **\$32,500**

Total Funds Spent: **\$97,500**

Project Performance

Project Need

Conversations with the Aerospace Join Apprenticeship Committee (AJAC), the Center for Advanced Manufacturing (CAMPS) and educational institutions in the area helped the City of Kent identify a **gap in training programs for careers in manufacturing and logistics** in Kent and the Kent Valley.

Project Objectives

The initial project designed by Kent had several objectives:

- Increase knowledge, credential completion and job placement among low-income residents and youth in Kent.
- Establish a local training and educational facility for serving area manufacturers and identify ways to provide tuition free training.
- Create a strategy for attracting more Kent youth and preparing them for careers in manufacturing and logistics.
- Develop a program design and implementation strategy for an apprenticeship pathway in logistics.

Project Outcomes

The City of Kent project resulted in the following outcomes:

- **Advanced Manufacturing Prep Training Center (AMP).** The Center opened in December of 2017 and acts as a manufacturing training hub for students, job seekers and businesses.
- **Logistics Services.** AJAC met with five manufacturing employers in South King County to understand their

workforce training needs related to logistics and supply chain management. AJAC identified logistics as an opportunity area for developing a program to transition workers from shop floor manufacturing into higher skilled and higher paying back office jobs.

- **Kent Valley Global Trade and Supply Chain Management Study.** The City of Kent contracted Community Attributes Inc. in partnership with the Center of Excellence for Global Trade and Supply Chain Management to conduct a study of the economic impact of and career pathways in the Global Trade and Supply Chain Management industry in Kent Valley.

Financial Accountability

Overall funding for this project was \$97,500. Of this \$65,000 was funded by the Port of Seattle grant and \$32,500 were provided in matching funds by the City of Kent. The City of Kent indicated that the 'seed' funding provided by the Port of Seattle helped advance an idea that would not otherwise be easily funded and is advancing the City's workforce development initiatives.

Project Context

Strategic Fit

The project implemented by the City of Kent with Port funds supports strategies in the City's Economic Development Plan, more specifically: **facilitate workforce training, development and higher education opportunities and strengthen and diversify the advanced manufacturing cluster in Kent.**

POS Century Agenda Goals

The project helps advance the Port of Seattle's objectives to **expand workforce training, jobs and career pathways** in port related industries such as construction, logistics for local communities and **build a talent pipeline** focused on youth career development. AJAC, the main partner in this project, is actively working to increase access to jobs and apprenticeship pathways available in manufacturing and the construction trades for **opportunity youth**.

Economic Development Impacts

Quantitative Metrics

- **Train low-income South King County residents** to create a steady supply of qualified workers eager to pursue careers in aerospace and advanced manufacturing.
- **Create new job opportunities** and retain and expand manufacturing and logistics workforce in the Kent Valley.

Qualitative Measures

- Develop career pathways that can help fill the gap between warehousing-related jobs and production-related jobs within manufacturing firms.
- Create partnerships between government, the business community, workforce development and educational institutions to advance career connected learning in South King County.

Collaborative Partnerships

Several partnerships were formed or enhanced through this project's efforts:

- The AMP Center established a new partnership with Seattle Jobs Initiative and received funding from JP Morgan Chase as part of their career ready program.
- The AMP Center has led to conversations between AJAC and Renton Technical College (RTC) about establishing the center as an RTC training outpost.
- Employers in the Kent Valley are expressing increased interest in partnering with AJAC through the AMP Training Center.
- AJAC is partnering with Orion to create and host a short-term training on supplier basics.

Suggestions to Improve POS EDP Grant Program

Overall feedback on the program was overwhelming positive, particularly focusing on the flexibility of the funding, allowing the City to pursue ambitious and innovative projects that have long-term benefits for the region. The City noted it is difficult to track outcome metrics once the project is complete when working with a partner. Some partner organizations are too small to have funding for tracking outcome metrics.

Project Highlights

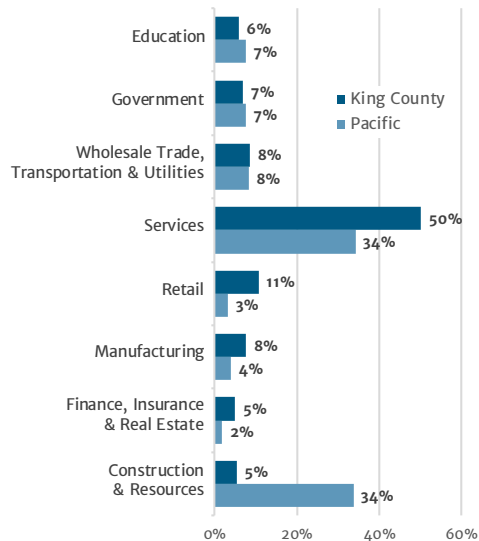
- **203 participants** received advising or training services through community outreach and the AMP Training Center programs.
- **25 youth** have been engaged in AMP training.
- **9 employers** in the Kent Valley hired or placed into apprenticeship around **25 students** from the AMP programs.
- **15 employers** invited to join an Employer Advisory Board for the AMP Training Center.

Pacific Economic Profile

Population, 2018: **6,915**

Jobs to Housing Ratio, 2018: **0.39**

Employment by Industry, Pacific and King County, 2018



About Pacific

- Home to commuters who work in nearby cities as well as many small businesses.
- Approximately 10% of the city's area is part of the Sumner-Pacific Manufacturing Industrial Center (MIC).

Grant Information

Port Funds: **\$6,797**

City Funds: **\$3,403**

Total Funds Spent: **\$10,200**

Project Performance

Project Need

The City of Pacific wanted to **understand the types of businesses** established in the city to inform their economic strategies aimed at retaining such businesses and recruiting new ones. Having more data and information on all the city's commercial and industrial businesses can help the city **attract new companies** by showcasing the competitive advantage of Pacific by business type.

Project Objectives

The main goal of this project was to recruit new companies and retain existing businesses. The project had three objectives:

- Inventory all commercial and industrial businesses in the city and categorize them by industry using NAICS and SIC classifications.
- Identify events, such as regional and national tradeshows, where city leaders could interact with local businesses.
- Connect with businesses inventoried.

Project Outcomes

The outcomes from this project were as follows:

- **A database of 248 confirmed businesses** in the City of Pacific organized by industry with contact information.
- **Update to the business license data collection** to request the NAICS and/or SIC code.

- **A list of business events or other networking opportunities** where the City can support business retention and expansion efforts.
- Business outreach program that included an on-line survey for businesses, press releases and social media posts, direct mail sent to all inventoried businesses and interviews and in-person visits with businesses.
- The Mayor will meet with business owners at a **morning coffee gathering** on the 4th Tuesday of each month to learn about the business climate in the City and methods to retain businesses.

Financial Accountability

The project had a total budget of \$10,200, of which almost \$6,800 represented Port of Seattle funds. The City was planning to recruit an intern from University of Washington to complete the work but was unable to fill the position. As a result, the City contracted with a consultant to complete the project.

Project Context

Strategic Fit

The City of Pacific mentioned that the project addresses several policies in their **Comprehensive Plan** that support better communication with local businesses and understanding of their challenges and concerns.

POS Century Agenda Goals

The City of Pacific encourages **small business growth** through their business recruitment strategies informed by this project. Pacific indicated that the City's industrial area is made up of smaller parcels suitable for businesses in other areas of the Puget Sound seeking moderate expansion. By relocating or expanding to Pacific, these businesses would create more **family wage jobs**.

Economic Development Impacts

Quantitative Metrics

- In the long-term, this project has the potential to **generate new business opportunities and create new jobs**. The business inventory is a resource that all businesses can use to learn about other business in the area. The City of Pacific mentioned the project supports symbiotic connections, where if one company locates to Pacific that might attract another company from a related or supporting industry.
- This project helped **identify leads and prospects for business expansion and retention**. However, business recruitment is a long-term project and the task of cultivating relationships is expected to continue beyond the timeframe of the grant.

Qualitative Measures

- The business research undertaken helped identify key industry clusters within the city and gave the city a better understanding of business concentrations.
- The results of the business interviews allowed the development of a preliminary economic development SWOT matrix for the City of Pacific.

- The project helped kick-off a long-term dialogue with local businesses that can guide future retention and expansion strategies.
- The business outreach helped identify some concerns and areas of improvement for the local business climate.

Collaborative Partnerships

As part of this project, the City is pursuing partnerships with several organizations to assist businesses from Pacific and neighboring communities with networking: Auburn Area Chamber of Commerce, Economic Development Board of Tacoma & Pierce County, Economic Development Council of Seattle & King County and BisNow.

Suggestions to Improve POS EDP Grant Program

The City had no suggestions for improving the program and found it easy to work and communicate with the Port staff throughout the grant period.

Project Highlights

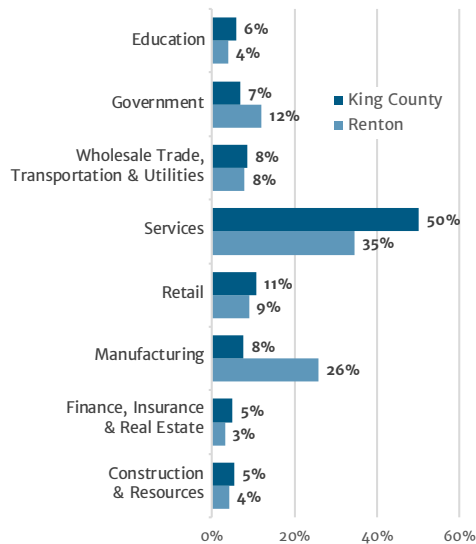
- **248 businesses** inventoried and classified by industry.
- **13 in-person interviews** conducted with local businesses from the City's top industry clusters.
- **21 businesses** participated in the on-line business retention and expansion survey, representing 8% of the inventoried businesses.
- **9 businesses** identified as potential for expansion and 11 interested in follow up meetings with City and/or Port.

Renton Economic Profile

Population, 2018: **104,100**

Jobs to Housing Ratio, 2018: **1.45**

Employment by Industry, Renton and King County, 2018



About Renton

- Manufacturing, aerospace, professional services, destination retail, healthcare and technology provide a strong economic base.
- Part of Renton's City Center is a designated Regional Growth Center and is expected to grow significantly in the next 20 years.

Grant Information

Port Funds: **\$65,000**

City Funds: **\$32,500**

Total Funds Spent: **\$97,500**

Project Performance

Project Need

The City of Renton's project supported by Port of Seattle EDP program focused on the Downtown and Sunset neighborhoods. These areas were identified by the City as the two **high-priority community development areas**, based on more than 50% of the population having low or moderate income. The City recognized the **need for healthy and happy communities** as the key economic driver for these areas.

Project Objectives

The project designed by the City of Renton had the following objectives:

- Business recruitment focused on retail establishments and restaurants.
- Downtown branding and promotion to drive positive awareness of the City's downtown.
- Public art installations and tactical place-making activities to encourage tourism and generate community pride.
- Training and assistance to attract new businesses.

Project Outcomes

- **Marketing research, retail training and promotion.** Identified Renton's key retail districts, opportunities for retail and existing retail gaps.
- **Downtown revitalization.** Organized seminar for downtown businesses and property owners focused on retail best practices. Implemented a small façade

improvement program to improve aesthetics of retail storefronts. Carried out downtown branding and promotion.

- **Sunset Shines marketing campaign.** Marketed the commercial district along Renton's Sunset Boulevard.
- **Entrepreneurial support.** Partnered with Startup 425 and MindShare, a co-work space in Downtown Renton, to promote education for entrepreneurs and small businesses in the City and to encourage new creative businesses and start-ups in downtown Renton.

Financial Accountability

The project had a total budget of \$97,500. Of this, \$65,000 was supplied by the Port, and \$32,500 was matched by the City. There were no variances in spending from budgeted amounts.

Project Context

Strategic Fit

The City of Renton has done extensive **community planning** for the Downtown and Sunset neighborhoods. The City developed a **City Center Community Plan** in 2011 to provide a strategy to stimulate economic development, improve the livability of the neighborhoods, preserve the City Center's unique identity and create community character. The Plan established a list of strategies for the City to implement over the 20-year horizon of the plan. The Port of Seattle grant allowed Renton to achieve some of these strategies.

POS Century Agenda Goals

- The City of Renton's project supports the Port of Seattle strategy to promote **small business growth** by providing education, training and financial assistance.
- The project also serves **economically disadvantaged communities** in Renton (Downtown and Sunset) by encouraging significant private investment in mixed-use multi-family buildings and new restaurants and businesses.
- The project encourages **tourism** and promotes Renton as a destination through a focus on art as a placemaking strategy.

Economic Development Impacts

Quantitative Metrics

In the long-term, the project is expected to **attract new businesses and visitors** to Renton, which will **support the local community, provide jobs, attract skilled workers, and generate capital investment.**

- As a result of the active recruitment of retailers and developers initiated through economic development marketing, ongoing conversations are taking place with seven national brands not currently in the Renton market.
- The project initiated a partnership with a co-work space in Renton that the City is planning to grow and use as a resource and attractor for small businesses and start-ups to the area.

Qualitative Measures

- Strengthen partnerships and communication with the business community.
- Engage the community, bring people together and generate community pride.

- Increase business acumen, success rates and stability of Renton's downtown businesses.
- Create a brand for Renton downtown as an arts center and a retail tourist destination.

Collaborative Partnerships

- The City's strengthened partnership with downtown merchants, Renton Chamber of Commerce, the Renton Downtown Partnership has led to efforts to create a community-wide calendar of events and additional partner marketing materials.
- The project's focus on public art has encouraged the Renton Municipal Arts Commission to seek out additional opportunities to work with neighborhoods and local artists to support more community art projects and placemaking efforts.
- The City will continue to partner with Startup 425 to encourage entrepreneurship and offer regular trainings, workshops and mentor programs for small businesses.

Suggestions to Improve POS EDP Grant Program

The City was pleased with the ease of grant management and the flexibility of the program. The extended timeline was greatly appreciated. The regular check-ins and reports throughout the grant cycle helped the City keep their records up to date.

Project Highlights

- **53 retailers and restaurants** identified for recruitment to Renton.
- **30 small businesses and property owners** attended the Downtown Business & Property Owners Seminar.
- **Over 1,000 fliers** distributed promoting public events that showcase downtown merchants and restaurants.
- **21,200 households** were reached with downtown event listing through utility bill mailings.
- The Small Business Saturday event attracted more than **1,000 shoppers** and tree light attendees to downtown Renton. The Renton wine walk showcased **11 unique small businesses** and more than **12 local wineries.**
- **Two mural projects** completed on buildings in downtown Renton.
- **10 workshops** with small businesses and startups held in Renton.