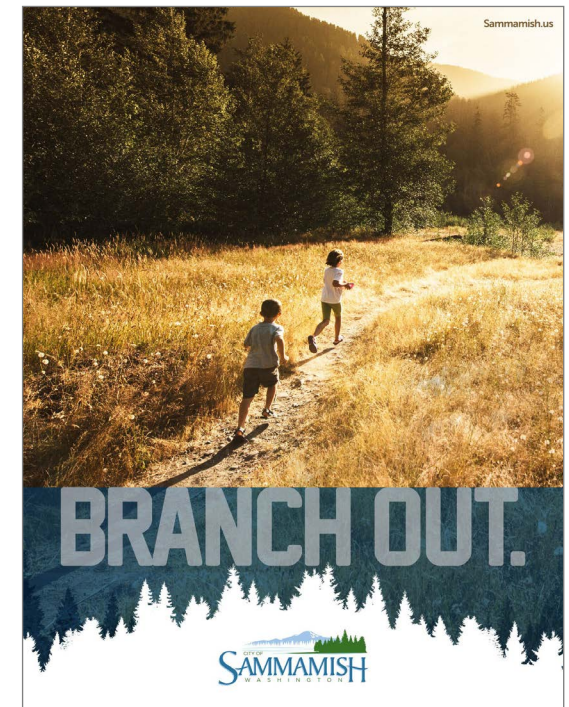
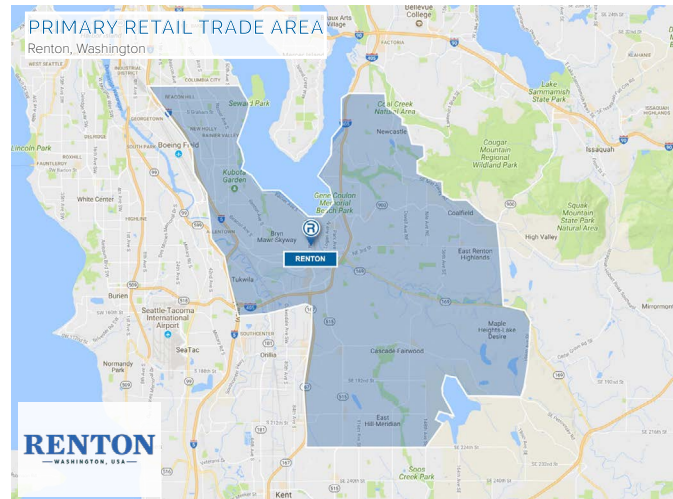




Economic Development Partnership Program Evaluation

December 20, 2018



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

President & CEO

Chris Mefford

Project Manager

Madalina Calen

Analysts

Michaela Jellicoe

Maureen McLennon

Bryan Lobel

Designers

Maeve Rogers Edstrom

Maureen McLennon

500 Union Street, Suite 200

Seattle, WA 98101

206.523.6683

www.communityattributes.com

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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 \$657,000 was spent in matching funds by the participating cities, which represents 19% 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.
- All 30 participating cities 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 by employing other metrics than cities' population to allow smaller cities to implement larger scale initiatives.
- 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.
- **Appendix A—Evaluation Interview Guide.** Features the questions covered in interviews with city representatives.
- **Appendix B—City Economic Profiles.** Includes individual summaries of each city's project, as informed by the respective city's report and interview.

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, or number of individuals impacted, etc.
- Qualitative measures, for example changes in target population behavior, changes in community norms, policies and practices, or changes in quality of life.

The city profiles provide data on local economies to show local economic context for project impacts (Appendix B).

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

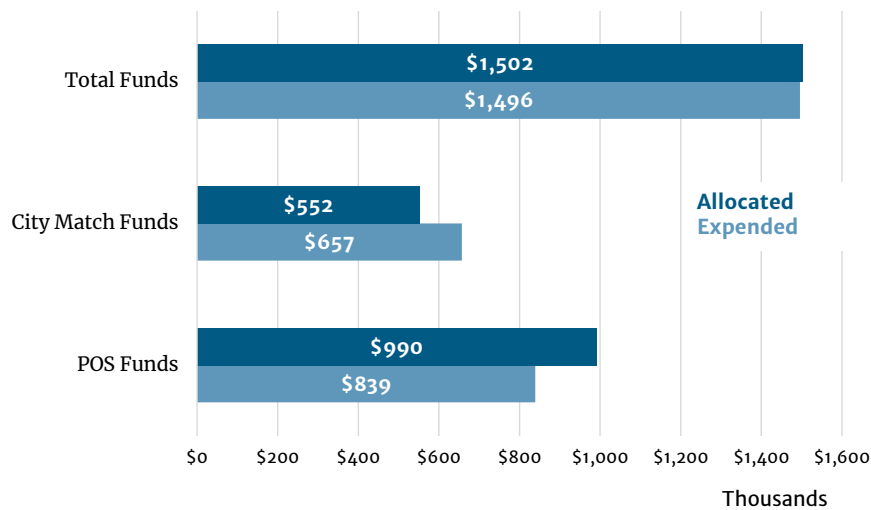
EDA’s University Center (UC) Economic Development Program makes the resources of universities available to the economic development community, including specialized research, outreach, technology transfer, and commercialization capabilities, as well as faculty expertise and laboratory facilities. The 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 \$657,000 was spent in total match funds by the 30 participating cities in the 2017–2018 EDP program year, which represents 19% more than the funds allocated initially. 11 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	\$3,712	\$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	\$10,000
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	\$656,712	\$1,502,116	\$1,495,886

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	✓		✓			
Bothell		✓				
Burien				✓		
Carnation				✓		
Covington				✓		
Des Moines		✓				
Duvall				✓		
Enumclaw				✓		
Federal Way	✓		✓			
Issaquah	✓		✓	✓	✓	
Kenmore	✓	✓	✓	✓		
Kent						✓
Kirkland	✓	✓	✓			
Lake Forest Park		✓				
Maple Valley		✓	✓	✓		
Mercer Island				✓		

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

	Business Assistance, Recruitment & Retention	Planning & Feasibility Studies	Marketing	Tourism & Wayfinding	Website Enhancement	Workforce Development
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, all but one of the 30 participating cities had submitted a final report to the Port of Seattle, and four 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.

Interviews with participating cities provided a better understanding of the effectiveness of the EDP’s program in helping cities accomplish economic development priorities.

The final project reports submitted to the Port of Seattle for each city provided project goals and objectives, project performance against these objectives, and information on economic development impacts of the project. Discussions with cities were focused around the information gaps, motivation and need for the project, strategic context, measures of success and cities’ experience with the Port’s EDP program. Appendix A includes the evaluation interview guide with the questions that were asked during our discussions.

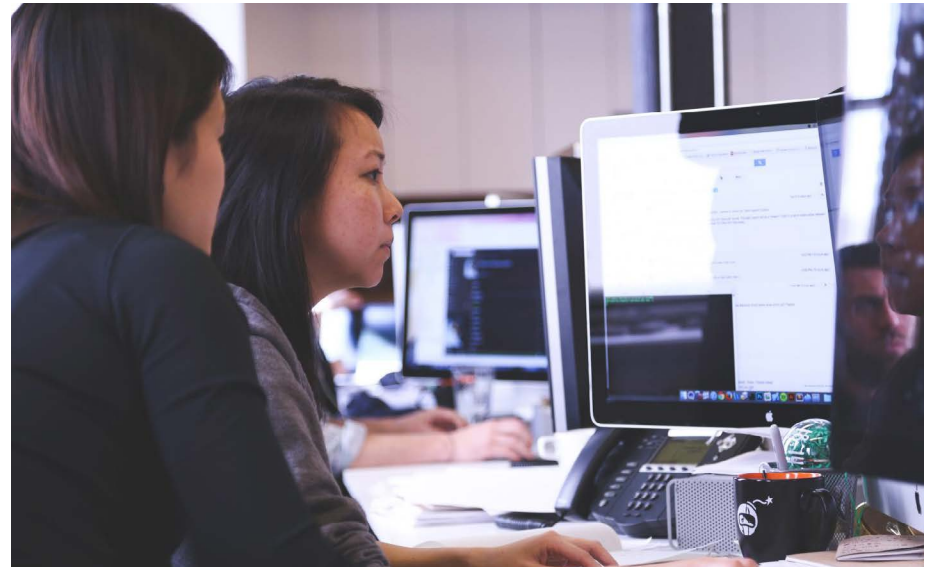
Findings by Project Category

Business Assistance, Recruitment and Retention

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

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.

Entrepreneurship and Small Business



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.

Economic Diversification

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.

Local Business Development

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.

Promotion & Recruitment

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.

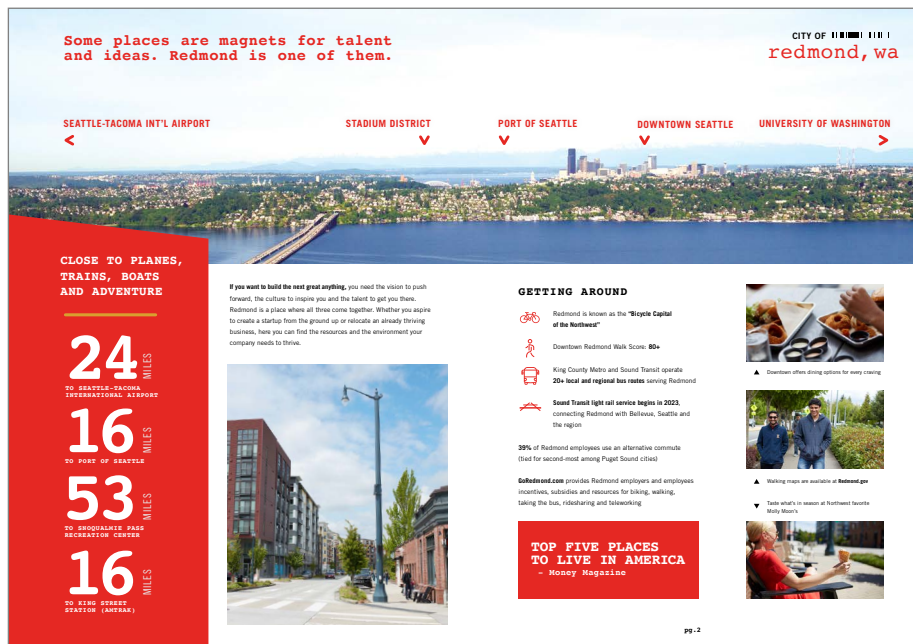
In the **City of Shoreline**, EDP funds were used to develop a community vision for a key corridor in its underserved Ridgecrest section, including a number of “quick wins” for visible improvement of the public realm. However, the planning process itself revealed a much stronger appetite for

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.

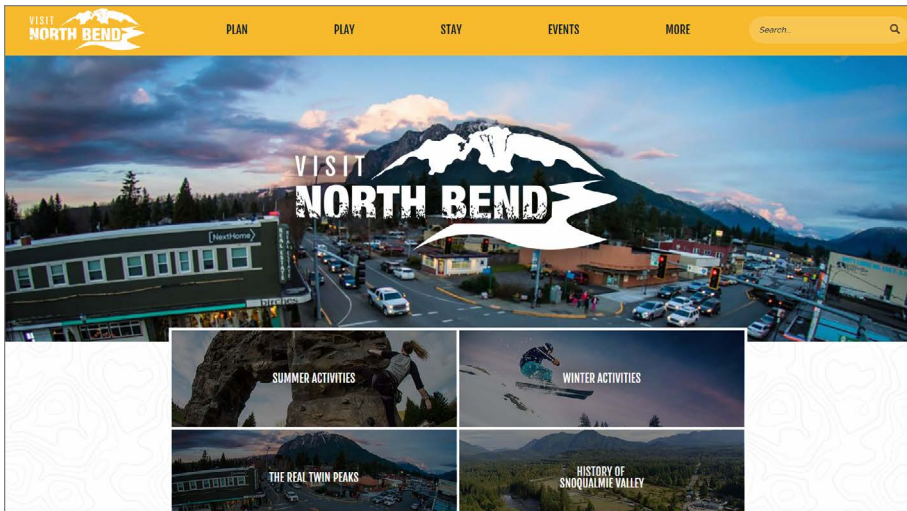
Cities emphasized the importance of civic outreach and local and regional partnerships for the success of their projects. **Mercer Island's** project was born out of community conversations on the need for wayfinding signage for bicyclists, which ultimately highlighted the fact that there was no

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 **practice of high-quality evaluation** of economic development programs is work in progress in economic development. Assessment of 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, are subject to their City Council's priorities or require 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.

Several cities suggested the Port of Seattle might consider a new approach to allocation of program funds other than population. For example, one city suggested a competitive pool of funds for cities seeking to implement larger scale initiatives. Introducing competitiveness can also help increase accountability and improve success of the projects funded. Another

city indicated a grant allocation method similar to the Port’s Tourism Marketing Support Program, which matches the awardee’s invested funds up to a certain amount.

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.

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

CITY OF AUBURN

Business Assistance, Business Recruitment and Retention

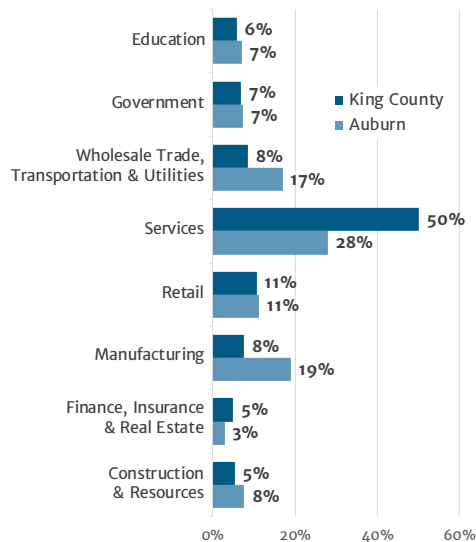


Auburn Economic Profile

Population, 2018: **80,615**

Jobs to Housing Ratio, 2018: **1.49**

Employment by Industry, Auburn and King County, 2018



About Auburn

- Situated near the major north-south and east-west regional transportation routes and the Ports of Seattle and Tacoma.
- Evolved from an agricultural community in the 1960s to a manufacturing and distribution center today.

Grant Information

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

City Funds: **\$65,979**

Total Funds Spent: **\$130,979**

Project Performance

Project Need

The City of Auburn's grant with Port of Seattle addresses Auburn's primary goal to **create employment opportunities** for its residents, and to **encourage businesses to start, stay, and grow** in the City. The project addresses the following needs and opportunities:

- The City's Buy Local program addresses **retail sales leakage**. The program allows businesses to search for local suppliers in Auburn.
- Auburn's Ten-Year Economic Development Strategic Plan recommends a business incubator to **accelerate business growth and success, create new jobs and diversify the City's industrial base**.

Project Objectives

Port funds build on work completed by Auburn in 2016-2017 as follows:

- Continue to raise awareness of local products, local production and sales opportunities, tourism retail and services.
- Advance the goal of promoting small business growth and workforce development.
- Help companies in Auburn and increase middle-wage jobs.

Project Outcomes

- Improved Auburn's **business licensing process** and populated the **Buy Local database** real-time data.
- Launched **marketing campaign** to build awareness of the database.

- Partnered with several organizations such as Green River College, King County Library and Business Impact Northwest to deliver day-to-day management, programming, increase membership and support operations for the **Incubator**.
- Other Incubator outcomes such as the ability to document job creation, capital invested, salaries paid, and revenues earned are being pursued as a long-term goal.

Financial Accountability

The project had a total budget of \$115,500, with \$65,000 obtained through the Port of Seattle EDP Program. The total actual funds spent were approximately \$131,000, with \$15,500 more invested by the City of Auburn. The City recognized the value of the Port's economic development program and has gone beyond the required match in support of the initiatives implemented.

Project Context

Strategic Fit

In 2016, the City of Auburn approved an **economic development strategic plan** to guide the City's activities and investment over the next decade. The strategic plan builds on the work done for the Imagine Auburn comprehensive plan and addresses four focus areas: Delivery, Product, Place and Messaging. Within the Delivery focus area, the plan identified as a strategic action **launching and managing a business incubator**.

POS Century Agenda Goals

The project allows the City of Auburn to **encourage diversity** through the business incubator program. Business Impact NW, a member of the incubator, provides business consultation for women and minority owned businesses. The business incubator also helps **promote small business growth and workforce development** in the region. Green River College offers Small Business Development Education, training and counseling as part of the incubator program.

Economic Development Impacts

Quantitative Metrics

- **Generate new business opportunities, promote small business growth and create new jobs.** The incubator has grown from zero members to eleven since its opening in June 2017 and has had two successful graduates in the last six months. One of the graduates is a bio digester manufacturer who moved in their own manufacturing facility and has over \$3 million in sales per year and exports its products outside the US.
- **Encourage small business growth, increase local spending and create partnerships across the community.** Around 4,800 local businesses are featured on the BuyLocalAuburn.com website. The City indicated they have recently noticed an increase in sales tax revenues in the food and beverage area, but it is difficult to isolate the impact of the Buy Local database from other factors that could have led to the increase.

Qualitative Measures

- Incubator provides members with access to a professional and technical knowledge network, coaching, technical assistance, consulting and on-site workshops and business seminars.
- The Buy Local database allows businesses to take ownership of their data, updates automatically and can easily be maintained up to date. It provides the city with accurate data that can be used as a marketing tool and a communication tool with local businesses.

Collaborative Partnerships

- The City partnered with Green River College to create and deliver programming events and resources for Auburn's business incubator.
- The City partnered with 3NO Networking to organize weekly networking events for incubator members.
- Other organizations the City collaborated with during the project include Auburn Area Chamber of Commerce, Auburn Downtown Association, Auburn's Tourism Board.

Suggestions to Improve POS EDP Grant Program

The City of Auburn values the fact that the program allows each jurisdiction to follow their economic development agenda and design a project that meets their specific city needs. Auburn suggested that it might be useful to create a competitive pot for cities that are looking to undertake a larger program that would require more funding than currently available based on the allocation of grants by population.

Project Highlights

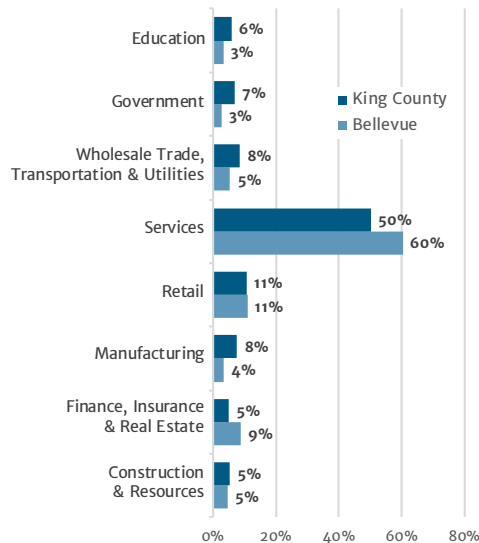
- The Auburn Small Business Incubator has **11 members and 2 successful graduates.**
- Over **4,750 local businesses** have an online presence and are represented on the BuyLocalAuburn.com website.
- Print ads promoting the Buy Local database reached over **45,000 homes** via the Auburn Magazine.
- The digital ad campaign for the Buy Local database had over **six million views** at the end of September and is expected to end in October with over **eight million views.**

Bellevue Economic Profile

Population, 2018: **142,400**

Jobs to Housing Ratio, 2018: **2.24**

Employment by Industry, Bellevue and King County, 2018



About Bellevue

- International business center with 45 corporate headquarters and over 70 international businesses.
- The economic output of the Innovation Triangle was estimated at nearly \$48 million, with the information technology sector accounting for almost half.

Grant Information

Port Funds: **\$49,116**

City Funds: **\$32,106**

Total Funds Spent: **\$81,222**

Project Performance

Project Need

The City of Bellevue’s project funded through the Port of Seattle EDP program seeks to diversify the City’s economy through investment in **small-scale firms, international markets and the tourism and visitor industry**. The project addresses the following needs and opportunities:

- Bellevue, Kirkland and Redmond identified potential for more **growth in the technology sector**. The cities formed the Innovation Triangle initiative to promote the Eastside to foreign companies looking to the United States for business opportunities.
- The City of Bellevue benefits from the strength of its Information Technology Cluster. However, the City considers that dependency on this cluster is also a weakness to be guarded against and identified the need to **diversify its economy**.

Project Objectives

Port funds build on work completed by Bellevue in 2016–2017 as follows:

- Provide business support to startups to go from idea to a working business in a successful sustainable manner and facilitate access to international markets and investment.
- Continue to promote the Eastside as an innovation and technology center in order to attract international companies and foreign-direct investment to the area.
- Attract visitors from Seattle and other parts of the region to Bellevue and develop the City’s creative economy.

Project Outcomes

- **Startup 425 Global Passport**. Two export development workshops for startups with limited export experience and a delegation for mid-stage startups to Mobile World Congress in Barcelona, Spain.
- **Startup 425 Small Business Finance Workshops**. A set of seven workshops for small businesses to expand finance education and access to capital opportunities.
- **Innovation Triangle Marketing and Business Development**. An improved program website, a program Facebook page and refined marketing collateral for use at trade shows and events. The City also implemented the first stages of a scalable social media engagement strategy that supports target sector recruitment activities.
- **Select USA Conference and Trade Show**. A business recruitment effort in Washington, D.C. to market and promote the area to companies exploring investment in the US.
- **Bellwether (Arts Week)**. Marketing and graphic design materials for the annual, multidisciplinary arts festival produced by the City of Bellevue.

Financial Accountability

The Port of Seattle awarded just over \$49,000 to the City of Bellevue, with additional funds available to expand upon approved projects up to a maximum of \$65,000. An additional \$32,000 was spent from the City’s own funds. The City spent just over \$81,200 in total, realizing cost savings for all approved projects from the estimated amounts given during the grant application phase.

Project Context

Strategic Fit

The project helps meet specific desired outcomes from the City of Bellevue's **Economic Development Plan** such as a strengthen and diversify the City's economic base and create an easy and attractive place to do business. The project is also in line with the following direct economic development strategies from the Plan: cultivate Bellevue's next generation of technology entrepreneurs and strengthen Bellevue's tourism and visitor cluster.

POS Century Agenda Goals

Many of the City of Bellevue programs that were funded through the Port of Seattle grant have **social equity outcomes** and benefited women, minorities and persons of color. Innovation Triangle cities indicated that **diversity** can increase innovation and collaboration and **inclusivity** helps recruit talent for the region's technology sector.

Economic Development Impacts

Quantitative Metrics

- Increase economic activity, generate **new business opportunities** and create **new jobs** through business recruitment, business support to startups and small businesses, and marketing.
- Increase **export opportunities** and attract **international investment**.
- Increase the **number of visitors** to Bellevue and grow the city's **creative economy**.

Qualitative Measures

- Create branding for the region and professional

marketing collateral which can be leveraged to attract federal or state funding for future initiatives.

- Raise the profile of the Innovation Triangle region as a premier location for technology companies.

Collaborative Partnerships

- Valuable partnerships established with Washington State Department of Commerce, the Trade Development Alliance (now Greater Seattle Partners), Greater Seattle SCORE, the King County Library System, Funding Quest.
- The cities of Bellevue, Kirkland, Issaquah, Redmond and Renton agreed to formalize the Startup 425 partnership through an interlocal agreement and in the future, management of the program will rotate amongst the partners.
- The Innovation Triangle partnership between Bellevue, Kirkland and Redmond has facilitated collaboration on other economic development issues such as transportation and smart mobility. Before the end of 2018, the partners will sign a memorandum of understanding to formalize the partnership.

Suggestions to Improve POS EDP Grant Program

The City of Bellevue indicated they value the meetings organized by the Port of Seattle with all participating cities to share ideas, best practices and opportunities for partnerships. The following were suggested as potential improvements:

- Online invoicing and reporting or at a minimum, standardized documents.
- Opportunities to better leverage leftover grant capacity.
- Longer term funding arrangements or assurances of the continuation of the program to allow long-term planning.

Project Highlights

- More than **70 leads and prospects** cultivated over the course of three years of engagement in Select USA.
- More than **80 business development meetings** conducted over four days by the Startup 425 delegates.
- Over **30 companies** interested in locating an office in the region met with the Startup 425 team.
- **51 paid registrations** for the Small Business Finance Workshops.
- **1,200 users** for the Innovation Triangle website, a growth of around 73% over 2018.
- **66 artists** featured during Bellwether 2018, of which **44%** were women and **24%** identified themselves as belonging to a historically-underrepresented minority.

CITY OF BOTHELL

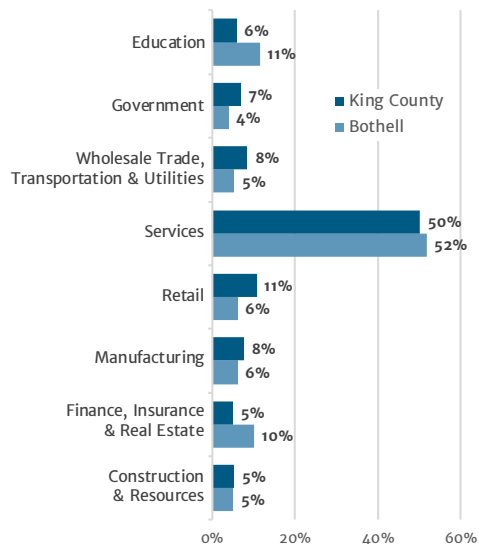
Planning & Feasibility

Bothell Economic Profile

Population, 2018: **45,260**

Jobs to Housing Ratio, 2018: **0.88**

Employment by Industry, Bothell and King County, 2018



About Bothell

- Center for high tech and bio tech employment, including the Biomedical Manufacturing Innovation Zone and home of University of Washington Bothell.
- Canyon Park has 10,000 jobs today and a potential to grow to 16,000 jobs by 2030.

Grant Information

Port Funds: **\$26,860**

City Funds: **\$17,807**

Total Funds Spent: **\$44,667**

Project Performance

Project Need

The grant from Port of Seattle for the City of Bothell helped establish a vision for the designated Canyon Park Regional Growth Center (RCG) as part of an update of its Subarea Plan. The project addressed the following needs and opportunities:

- Retain the Puget Sound Regional Council (PSRC) VISION 2040 designation of Canyon Park as an RCG after changes to the criteria for designation made by PSRC.
- Understand how the Plan update will accommodate the City's growth targets through mixed use residential and retail development.
- Ensure that any strategies designed for Canyon Park RGC complement rather than compete with the City's downtown.

Project Objectives

- Enhance and facilitate business expansion and job growth opportunities within Canyon Park.
- Advance transportation solutions for the area.
- Foster economic growth, specifically in the biomedical manufacturing sector.
- Transition from a traditional business park to a mixed-use urban development.

Project Outcomes

- **Canyon Park RCG Vision report** which includes land use development strategies, planned transportation projects and prioritization of these projects in a preliminary capital improvement program.

- **Assistance to companies** desiring to expand their operations.
- Continuing **collaboration with stakeholders**.

The project also had several unexpected outcomes:

- Approval of a \$300k State Legislature budget proviso for Cascadia College to convene a task force with the University of Washington-Bothell and the representatives from the Canyon Park biomedical industry cluster. The College shared half of the proviso with the City of Bothell for the next phase of the Canyon Park RGC Update.
- The City learned of the high need for shared laboratory space for life science companies and is exploring ways to provide support.

Financial Accountability

The project had a total budget of approximately \$40,300, of which \$26,900 represented Port of Seattle funds and \$13,400 was the City of Bothell contribution. The actual spending was higher than budgeted as the City invested close to \$17,800, for a total of around \$44,700 funds spent in 2017-2018 grant cycle. The City utilized its planning staff to complete some elements of the Vision because consultant funds were limited.

Project Context

Strategic Fit

The project fits well within the City's strategic agenda:

- Bothell Canyon Park was designated as an RGC by PSRC through the adoption of the 1995 update of **VISION 2020** (updated later to **VISION 2040**).

- Both **VISION 2040** and **Transportation 2040**, call for focusing growth management and transportation strategies on regionally designated centers.
- Planning for Canyon Park is primarily the responsibility of the City of Bothell which included the Canyon Park Subarea Plan as an element of its **Imagine Bothell Comprehensive Plan**.

POS Century Agenda Goals

This project supports the Port's Century Agenda goals in several ways:

- Aims to **create new jobs**, provide small companies with the support needed to grow and expand.
- The Vision supports the creation of **affordable housing** and a **mix of employment opportunities** requiring a range of experience levels and skills.
- While not directly targeted to **tourism**, the international aspect of the businesses located in Canyon Park helps put the City of Bothell on the map.

Quantitative Metrics

- Attract **capital funding for transportation projects** identified in the Vision.
- Increase **employment and business investment** in the life sciences and other high technology sectors in Canyon Park
- Create **housing** and increase the number of **retail and services establishments** in Canyon Park
- Improve **quality of life** of current and future residents and bring economic growth to the City.

Qualitative Measures

- Strengthen collaboration with stakeholders such as the business community and transportation agencies. As a result of the relationships formed through the visioning effort, a number of companies approached the City in 2018 to discuss expansion, identify issues with permitting and get assistance.

Collaborative Partnerships

This project helped strengthen partnerships with Transit Agencies, WSDOT, Snohomish County Economic Alliance, the Chamber of Commerce, University of Washington Bothell and business and property owners in the area. These partnerships facilitated significant economic development opportunities including expansion of several life science companies located in Canyon Park.

Suggestions to Improve POS EDP Grant Program

The City of Bothell project was a planning project with a heavy economic development component. The City suggests focusing the Port's EDP program on planning items dedicated to the direct economic development portion of a planning activity. The City also indicated that reporting took a lot of time to complete and the effort felt disproportionate to the amount of funding received.

Project Highlights

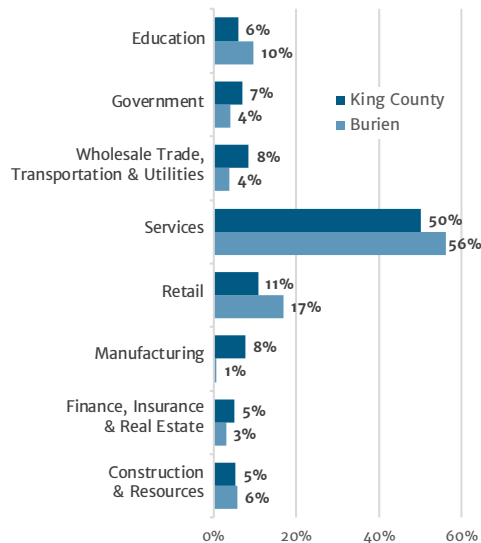
- As a result of the city's **business recruitment efforts**, several companies located in Canyon Park are expanding their square footage (Seattle Genetics and Lockheed Martin).
- Juno Therapeutics, which was recently acquired by Celgene, will remain in the City and is undertaking a **\$2.5 million renovation**.
- The City has had a number of conversations with other companies desiring to expand their operations. For example, the Economic Development Council of Seattle and King County is partnering with the City of Bothell to assist PharmaIN with their expansion search.
- **\$300,000 State Legislature budget proviso** awarded to Cascadia College to support the life science industry.
- The City received several pre-applications for **residential developments** in the Canyon Park area.

Burien Economic Profile

Population, 2018: **51,850**

Jobs to Housing Ratio, 2018: **0.59**

Employment by Industry, Burien and King County, 2018



About Burien

- Incorporated in 1993, Burien is a young city built from a 100-year-old waterfront community on the Puget Sound.
- The downtown is noted for boutique retail, professional personal services and a number of ethnic restaurants serving a segment of the population in South King County.

Grant Information

Port Funds: **\$50,000**

City Funds: **\$39,334**

Total Funds Spent: **\$89,334**

Project Performance

Project Need

The City of Burien’s grant with Port of Seattle addresses the following needs and opportunities:

- The City’s **Downtown Mobility Study** identified wayfinding as a priority to make downtown Burien **more accessible and improve its development potential**. The study suggested creating branded wayfinding signs throughout downtown to better orient visitors to available parking and other amenities, while reinforcing Burien’s unique character.
- Burien recently invested **\$200 million in a new town square**. Most people coming to Burien were missing the downtown, so the City saw the project as an opportunity to call attention to these significant investments.

Project Objectives

The project’s objective was to implement a downtown wayfinding signage system which will create a walkable, multimodal environment as identified in the City’s Downtown Wayfinding Signage Plan.

Project Outcomes

The POS grant program funded the creation and installation of a **wayfinding signage system in downtown Burien** that includes 25 vehicular directional signs and 12 public parking signs designed to facilitate access to shopping, dining, recreation, entertainment and available parking for visitors to downtown Burien.

Financial Accountability

The project had a total budget of \$75,000, of which \$50,000 are Port of Seattle funds and the remaining \$25,000 represents the City match amount required by the grant. The total actual funds spent by the city were higher than the amount allocated initially by approximately \$14,300, bringing the final project expenditure to \$89,300. The City acknowledged the value of the project and indicated that the project would not have been possible without the POS funding.

Project Context

Strategic Fit

- **Burien’s Downtown Mobility Study** identifies a comprehensive downtown wayfinding system as a strategy to encourage “park once – shop twice” behavior and improve connectivity between downtown destinations.
- The City launched a **rebranding and marketing evaluation** concurrent with the Mobility Study, which resulted in a new City logo and new branding guide. These were integrated into the design of the new wayfinding signs to establish a unified signage system which projects a consistent image.
- Through the **Downtown Wayfinding Signage Plan** the City established a structured and focused process for implementing wayfinding. City staff together with an

advisory committee established clear sign goals, developed wayfinding concepts and final designs and established a list of key destinations within and near the Burien Downtown area to inform sign locations.

POS Century Agenda Goals

- **36 of the 37** signs installed are in a Washington State Department of Commerce designated **Opportunity Zone**, a distressed or underserved community.
- Many of the signs are also in a HUD Qualified Census Tract, a census tract in which at least 50% of the households have an income less than 60% of the Area Median Gross Income (AMGI), as defined by the Census Bureau.
- The City indicated that many of their local restaurants are growing from **minority populations** and as small businesses they do not have marketing budgets. The signs are helping attract visitors, drive more traffic and generate more business.

Economic Development Impacts

Quantitative Metrics

- The city indicated that creating a positive parking experience and multimodal experience increases the appeal of a public space and can lead to **30% more repeat visits**.
- Increase **local business revenue** by guiding more customers to businesses and organizations in Burien. For example, Burien has a diverse growing restaurant scene that can attract visitors that arrive at SeaTac and stay near the airport.
- Attract **commercial developers, investors and employers** who value the atmosphere and workforce that a multimodal, mixed-use urban space can create.

Qualitative Measures

- Help shape the identity of place and contribute significantly toward the satisfaction of visitors and community pride among residents. By directing visitors off the main arterials and guiding them into the downtown core, the wayfinding system can economically activate the area for visitors and residents.
- Make information more accessible to visitors and enhance the visitor's experience.
- Enhance Downtown's pedestrian environment and increase mobility within downtown as well as to and within other areas of Downtown.

Collaborative Partnerships

The successful implementation of the project was a result of, amongst other things, the involvement of the community. A stakeholder steering committee was formed which included members of the Burien Business and Economic Development Partnership, Burien Planning Commission, Burien Arts Commission, business leaders, graphic designers and downtown residents. Community outreach, which also included two open houses and an online survey, allowed the design and placement of the signage to reflect the needs and desires of the community.

Suggestions to Improve POS EDP Grant Program

Burien indicated they value the opportunity to share ideas and knowledge and learn about what the other cities in the EDP program are doing. They are aware the Port is working to facilitate more meetings for this purpose.

Project Highlights

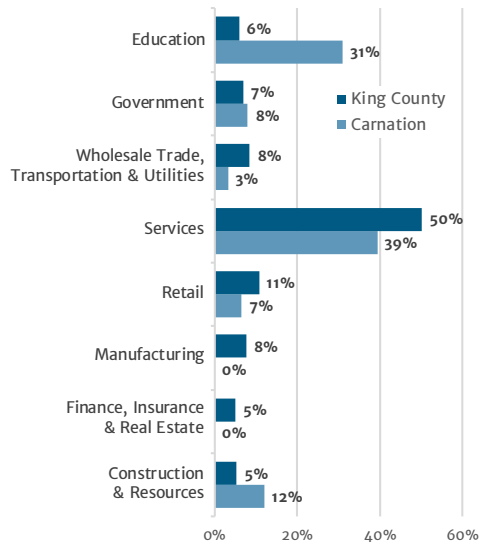
- **25 vehicular directional signs and 12 public parking signs** installed which will be seen by thousands of cars each day.
- **36 of the 37 signs** installed in a designated "Opportunity Zone".
- Signs support community-based assets such as the **Burien Actor's Theater** which brings about 3,109 people to Burien per year and generates roughly **\$141,000 in economic activity**.

Carnation Economic Profile

Population, 2018: **2,155**

Jobs to Housing Ratio, 2018: **0.89**

Employment by Industry, Carnation and King County, 2018



About Carnation

- One of the most productive agricultural regions in the Northwest, framed by the Cascade foothills and located where the Tolt and Snoqualmie Rivers meet.
- The city combines a beautiful rural environment with close proximity to urban growth centers (30 minutes from Bellevue).

Grant Information

Port Funds: **Not Available**

City Funds: **Not Available**

Total Funds Spent: **Not Available**

Project Performance

Project Need

Information not available in the final report (City staff was not available for an interview).

Project Objectives

The City of Carnation’s Gateway/Wayfinding Signage project funded through the Port of Seattle EDP program aims to:

- **Increase visibility** of the entrance to the City’s Farmers Market and the vendor village organized for 4th of July and Christmas celebrations.
- Help local vendors and merchants maintain **fiscal viability** and ensure a **thriving downtown business district**.
- Promote events and increase pedestrian activity.

Project Outcomes

The project aims to install **2 banner poles as wayfinding markers** to which the City can attach temporary artwork and/or banners to promote special/seasonal events to the community. The project has not been completed and banners will be installed in 2019.

Financial Accountability

The project had a total budget of \$16,500, of which \$5,000 are Port of Seattle funds and the remaining \$11,500 represents the City match amount, which is significantly higher than the 50% match required by the grant. The funds have not been spent on this project due to delays experienced with project completion. The city expects the project to perform within the original agreed budget.

Project Context

Strategic Fit

The Carnation Downtown Gateway Finding is part of a bigger project, the **redevelopment of downtown** which involves a 4 block rebuild of the Tolt Avenue Carnation Business District Reconstruction. The Gateway Banner Poles are being installed as part of the **Tolt Avenue/CBD Project** which has funding from Washington State Transportation Improvement Board (TIB), DOE, WSDOT and PSE, combined with the City’s local funds and the EDP grant from the Port.

POS Century Agenda Goals

This project indirectly supports the Carnation Farmers Market which accepts Supplemental Nutrition Assistance Program (SNAP)/Electronic Benefit Transfer (EBT). SNAP/EBT are Washington State Department of Social and Health Services (DSHS) programs that help **low income people** make ends meet by providing monthly benefits to buy food.

Economic Development Impacts

Quantitative Metrics

The project has not been completed and information is not available on quantitative impacts at this point.

Qualitative Measures

Once completed, the project is expected to enhance the promotion/visibility of the City of Carnation Farmers Market and raise awareness of its food access programs offered in partnership with the Washington State DSHS.

Collaborative Partnerships

Information not available in the final report (City staff was not available for an interview).

Suggestions to Improve POS EDP Grant Program

Information not available in the final report (City staff was not available for an interview).

Project Highlights

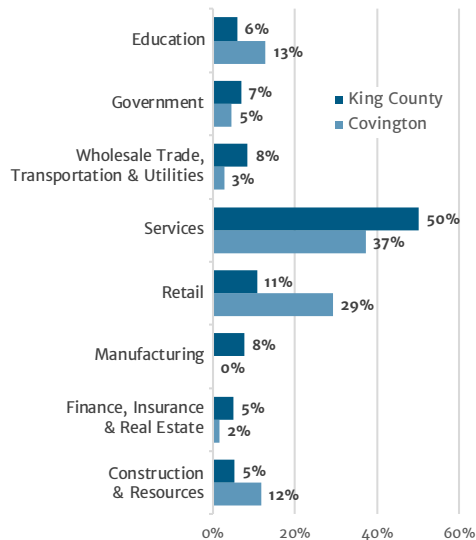
- The project has not been completed and information is not available on project highlights at this point.

Covington Economic Profile

Population, 2018: **20,080**

Jobs to Housing Ratio, 2018: **0.71**

Employment by Industry, Covington and King County, 2018



About Covington

- A hub for retail businesses, Covington's retail trade area serves a population of about 100,000.
- Covington has been number one city in sales tax growth in Washington State for seven straight years.

Grant Information

Port Funds: **\$13,051**

City Funds: **\$6,525**

Total Funds Spent: **\$19,576**

Project Performance

Project Need

The City of Covington's grant with Port of Seattle allows the City to develop a **sense of place** and **identify the downtown area**. With its birth as an unincorporated community crossroads, Covington naturally evolved as a retail shopping area oriented to vehicular travel and was not developed with complete transportation systems or a true downtown.

Project Objectives

The project funded through the POS grant aimed to:

- Identify main areas of commerce, communicate important messages to the public, and provide much needed life to the downtown.
- Create a **downtown image** that is cohesive and mature and improve awareness of Covington as a destination/location for developers, residents and visitors.

Project Outcomes

- Covington installed **80 street pole banners** with graphics which promote the City's new brand along the busiest corridors of the downtown area.
- Although not directly associated with the project's objectives, the City also updated their **sign code** to allow street pole banners in Covington and **secured additional funding** from the City's budget for maintenance and upkeep of the banners.

Financial Accountability

The total budget for this project as outlined in the contractual agreement with the Port of Seattle was \$24,000, of which the Port grant represents \$16,000 and Covington City matching funds represent \$8,000. The actual spending was almost \$4,500 under the planned budget, mainly because printing and material costs were lower than expected. The City ran out of time to order additional banners and fulfill some of that funding.

Project Context

Strategic Fit

The Street Pole Banner Program is one element of the larger **Town Center Plan**. The Plan aims to develop a sense of place, identify the downtown area and highlight the city's assets. Streetscape improvements such as the banner program are regarded as part of a larger new town center development strategy to attract new development to Covington.

POS Century Agenda Goals

By helping create a place where people want to live and work, this project indirectly **supports local businesses** in Covington by maintaining and attracting labor force and **increasing job opportunities**.

Economic Development Impacts

Quantitative Metrics

- Attract **new development** to Covington and support the City’s vision as a healthcare center, venue for higher education and entertainment hub for Southeast King County.

Qualitative Measures

- Improve the aesthetics of the main “strip” and demarcate to the public the boundaries of the new town center development as it comes together.
- Create a cohesive downtown area that residents and visitors know by name and geography and they choose to frequent.

Collaborative Partnerships

The project was mainly accomplished internally by city staff with the help of a consulting firm on the design of the street pole banners. The City indicated that in the future they would consider working with the Chamber of Commerce and involving the business community more to reflect their vision for the city.

Suggestions to Improve POS EDP Grant Program

The City appreciates the ability to talk with Port staff when needed and receive guidance when necessary. The alignment of the project timelines to better match the City’s budget cycles was acknowledged as a useful change to the EDP program.

Project Highlights

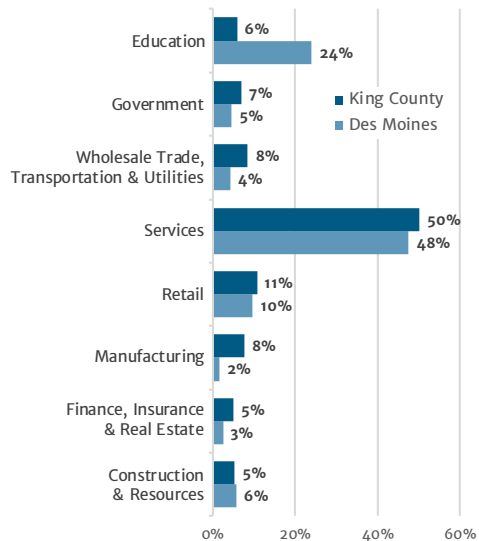
- **80 street pole banners installed** visible on Kent Kangley Road/272nd Street which experiences about **38,400 car trips daily**, and on Covington Way which experiences over **12,000 car trips daily**.

Des Moines Economic Profile

Population, 2018: **31,140**

Jobs to Housing Ratio, 2018: **0.51**

Employment by Industry, Des Moines and King County, 2018



About Des Moines

- Located just west of the Green River Valley, the 4th largest warehouse and distribution center in the U.S. and the 2nd largest manufacturing center on the West Coast.
- Home to a variety of businesses ranging from boat repair to software development.

Grant Information

Port Funds: **\$30,800**

City Funds: **\$54,685**

Total Funds Spent: **\$85,485**

Project Performance

Project Need

The City of Des Moines’s grant with Port of Seattle addresses the following needs and opportunities:

- As the only Marina between Seattle and Tacoma, the City’s Marina is currently **underdeveloped**. Capital investment to date is around \$10 million and future costs of capital projects needed to maintain integrity of the Marina infrastructure are estimated at over \$16 million.
- The City indicated significant **increased demand for downtown and Marina development**.
- The Marina can capitalize on the **increased consumption demand from the Des Moines Creek Business Park**. The Park is expected to create 4,000 new jobs in the city which can fuel development of the Marina. The City also worked with Metro Transit to ensure connectivity of the Business Park and the Marina District through the introduction of a new shuttle service.

Project Objectives

Port funds build on work completed by Des Moines in 2016-2017 as follows:

- Identify phasing options for Marina redevelopment and establish feasible design and feasible finance options.
- The contractual agreement for the 2018 grant also included expansion of the downtown parking study undertaken in 2017 to analyze parking demand in the evening and late-night hours.

Project Outcomes

The following were outcomes of the work funded through the Port of Seattle grant:

- **Updated market analysis**, including economic and demographic analysis, regional and local demand drivers and land use considerations for the Marina.
- **Stakeholder engagement**, including walking tours with City Councilors and members of the development community.
- Identification of **three development scenarios**, including a concept plan for publicly-accessible stairs that would connect the Marina to downtown Des Moines.
- **Financial analysis** on the different development scenarios.
- **Strategy for early-phase development** of the Marina. The City chose not to complete the parking study scoped originally and indicated parking is less of a concern as they are looking to create a pedestrian friendly environment and provide alternatives to driving.

Financial Accountability

The total budget for this project as outlined in the contractual agreement with the Port of Seattle was \$61,600, of which the Port grant represents \$30,800 and Des Moines City matching funds represent another \$30,800. Total spending by the City was around \$55,000, around 79% more than originally budgeted.

Project Context

Strategic Fit

The Marina development has been at the forefront of the City's economic development strategies:

- The City's Economic Vitality Vision Statement reflects a commitment to facilitating development of the marina district.
- The 2015 Des Moines City Council strategic objectives include finalizing a Marina Business Plan, creating and implementing a financial sustainability plan for the Marina and ensuring the infrastructure is in place to support its development.

POS Century Agenda Goals

The project is in alignment with the Port's goals related to job creation and positioning the region as a leading tourism destination.

Economic Development Impacts

Quantitative Metrics

- Encourage **private development**, generate economic activity in an underused area and enhance **city revenues**. There is an opportunity to develop various land uses on the Marina given prevailing demand and supply trends and the site's location. The strongest regional trends are for residential and hotel uses.
- Attract both **local citizens and tourists** by enhancing the marina as a destination location and revitalizing the City's waterfront.
- Attract **additional investments** from the state and from land conservation and community building organizations. For example, Forterra partnered with the City to buy land in the Marina District to

expand the city's parks and open spaces, preserve the property and ensure that the site was not redeveloped in a manner that would further limit public access and views of Puget Sound.

Qualitative Measures

- Development of the Marina has the potential to incorporate public amenities (i.e. Marina Steps, enhanced plaza), with the opportunity to enhance connectivity between the Marina, downtown, and Beach Park.

Collaborative Partnerships

The city partnered with external consultants, engaged with key stakeholders such as City councilors and members of the development community to complete Phase 2 of the Marina feasibility study. Des Moines also emphasized the importance of their work with Metro Transit to create multi modal transportation options for the Marina.

Suggestions to Improve POS EDP Grant Program

The City indicated that without support from the Port they would not have had the resources to move forward with Phase 2 of this study. The City believes economic development should be cooperative and appreciates the non-competitive nature of this project. The City suggested the Port should consider increasing the allocated amount per capita to allow cities to implement larger scale initiatives.

Project Highlights

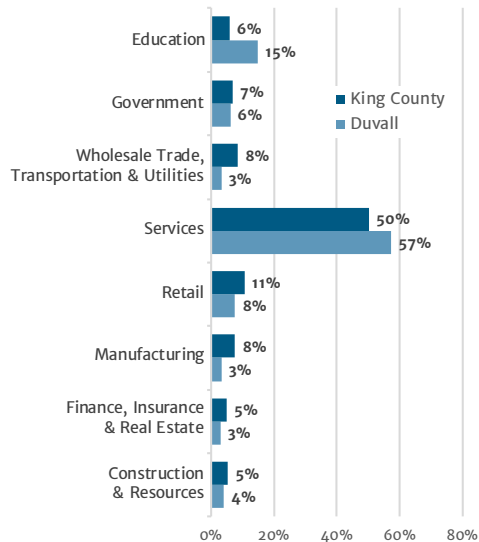
- **3 development** scenarios identified for the Marina.
- Over **200 members** of the community provided input into the preferences for land uses and locations in an around the Marina.
- Tours offered to over **12 developers** and business owners who have expressed potential interest in development at the Marina.
- **420,000 vehicles** entered the marina last year, according to the City of Des Moines.

Duvall Economic Profile

Population, 2018: **7,655**

Jobs to Housing Ratio, 2018: **0.51**

Employment by Industry, Duvall and King County, 2018



About Duvall

- Popular city for commuters given its proximity to major cities and its affordable housing costs.
- The Snoqualmie Valley Trail is a 30+ mile regional trail that meanders along the Snoqualmie River from Duvall to North Bend.

Grant Information

Port Funds: **\$7,425**

City Funds: **\$3,712**

Total Funds Spent: **\$11,138**

Project Performance

Project Need

The City of Duvall’s grant with Port of Seattle addresses the **lack of a unifying approach to tourism and visitor engagement** in the Snoqualmie Valley. The project is also in accordance with the City’s goals to:

- Turn Duvall into a regional destination for visitors.
- Leverage Duvall’s most important assets such as rural landscape, character and quality of life to sustain economic vitality.

Project Objectives

The main objective of the project is to promote Duvall as a great place to enjoy the outdoors and to continue to build a connected local economy in the Snoqualmie Valley. More specific project objectives include:

- Showcase the many activities in the City of Duvall.
- **Promote McCormick Park** and draw more visitors to the park.
- Highlight the City’s **art scene**.
- Market and promote Duvall in partnership with **Savor Snoqualmie** and the Chamber.

Project Outcomes

There were three main outcomes from this project:

- **Snoqualmie Valley Arts & Culture Brochure Map**. Serves as a guide to arts and culture in the Valley.

- **Snoqualmie Valley Trail Wayfinding in McCormick Park**. Sign installed to direct Snoqualmie Valley Trail visitors to the park.
- **Self-guided Art Walking Tour in Downtown Duvall**. An interactive itinerary that leads people on a journey throughout the city exploring public art.

Financial Accountability

The project had a total budget of \$11,138, of which \$7,425 represented Port of Seattle funds. There were no significant deviations from the budget. The map and the sign elements of the project came slightly under budget, so the funds were re-allocated to the promotion of Duvall activities and events on the Savor Snoqualmie website and on social media.

Project Context

Strategic Fit

One of the goals of the City of Duvall’s **Economic Development Strategic Action Plan** is to maximize the City’s potential as an interregional tourism destination by collaborating with other Valley cities. Similarly, the Economic Development Element of the City’s **Comprehensive Plan** includes as a policy collaboration with other Snoqualmie River Valley cities, to boost the Valley’s tourism draw through unified marketing.

POS Century Agenda Goals

The project is in alignment with the Port’s goal to position the region as a **leading tourism destination**.

Economic Development Impacts

Quantitative Metrics

- Expand Duvall's **effective trade area** by drawing more residents and visitors to the historic downtown and **increasing revenues** for downtown merchants.
- Facilitate navigation to cities and destinations in the area and therefore **increase visitation** to these cities and destinations.

Qualitative Measures

- **Facilitate collaboration** between the cities of Snoqualmie Valley and foster long-term relationships which can be leveraged for other economic development initiatives.
- Promote the **local food and farms, arts and culture, heritage, outdoor activities, and independent businesses** of the Snoqualmie Valley.

Collaborative Partnerships

- The City worked closely with Valley historical societies and heritage organizations as well as arts groups to develop the content for the art and heritage brochure and map.
- The City also worked with the other cities in the Snoqualmie Valley and collaborated with chambers of commerce, farm organizations, downtown merchants' associations, public land managers and recreation organizations.

Suggestions to Improve POS EDP Grant Program

The City indicated it would benefit from meetings with Port of Seattle staff prior to the start of the program to collaborate on strategy for the project and brainstorm ideas.

Project Highlights

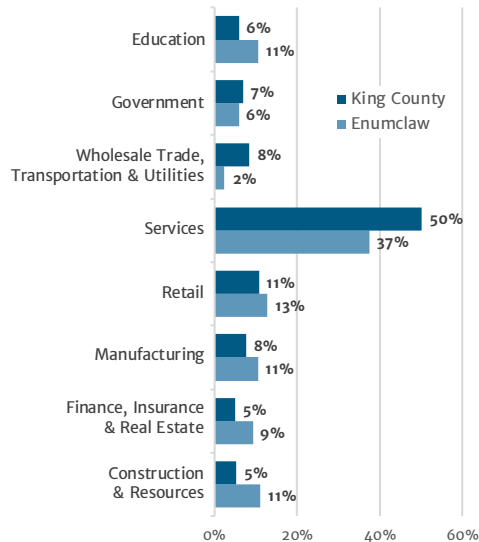
- **12,000 copies** produced of the Snoqualmie Valley Arts & Culture Brochure Map.
- Wayfinding sign installed on the **Snoqualmie Valley Trail** which coordinates with signs installed in the previous year and facilitates navigation for visitors to **McCormick Park**.
- **Mobile friendly self-guided walking tour** in downtown Duvall to explore the City's public art.

Enumclaw Economic Profile

Population, 2018: **11,660**

Jobs to Housing Ratio, 2018: **1.05**

Employment by Industry, Enumclaw and King County, 2018



About Enumclaw

- Surrounded by agricultural production and forest production rural zones, giving it a unique setting with separation from neighboring urban city boundaries.
- Home to the Enumclaw Expo Center, which serves as a popular venue for King County Fair, Seattle Scottish Highlands Games, Olympic Kennel Club and other events.

Grant Information

Port Funds: **Not Available**

City Funds: **Not Available**

Total Funds Spent: **Not Available**

Project Performance

Project Need

The City of Enumclaw’s grant with Port of Seattle aims to **attract new businesses and visitors to the city**. The City identified that current inadequate signage negatively impacts visitation by tourists and the direct economic benefit to the city’s business community.

Project Objectives

The project funded through the POS grant had the following objectives:

- **Business attraction and downtown revitalization** to increase number of business visits and create new jobs.
- **Tourism promotion** to increase the number of visitors and create destination shopping.

Project Outcomes

The City of Enumclaw is working to design and purchase **wayfinding signs and holiday decorations** for their historic Downtown. The city experienced delays due to difficulty getting approval for the design and placement of the signs from the City Council. Signage will be installed in January of 2019.

In the long-term the City hopes to add **additional signage** on SR 410 and other roads within Enumclaw, promoting visibility and visitation to downtown. The City may also partner with the Chamber of Commerce and consider decorations for future festive events.

Financial Accountability

The project had a total budget of \$17,105, of which Port of Seattle grant funding represents \$11,400 and City matching funds represent \$5,705. The project has not yet been completed and information on actual spending is not available.

Project Context

Strategic Fit

Enumclaw City Council created the **Tourism Advisory Board** consisting of the Chamber of Commerce, City Council, business leaders and visitor centers representatives. The City indicated that the Board endorsed the project as being congruent with the City’s strategies for **economic revitalization** and priorities for **tourism promotion**.

POS Century Agenda Goals

The project is in alignment with the Port’s goal to position the region as a **leading tourism destination**. The goal of the Tourism Advisory Board is to promote Enumclaw as a well-serviced, small town “basecamp” to world-class outdoor recreational areas and hyper-local experiences.

Economic Development Impacts

Quantitative Metrics

Once complete, the City of Enumclaw's project is expected to economically activate the area by bringing in **business activity and creating new jobs.**

- The **wayfinding system** will give travelers **better visibility** to the downtown and available parking, **encouraging retail spending** among the businesses located downtown.
- The **seasonal lighting and decorations** will create **off-season tourism opportunities and bring in more visitors** during the Fall and Winter season. Approximately 3,000 people from all over the Puget Sound region attend the City's Holiday parade annually.

Qualitative Measures

Information not available in the final report (City staff was not available for an interview).

Collaborative Partnerships

The City partnered with the Chamber of Commerce in the execution of this project. Enumclaw also hired a vendor to produce professional signage and installation.

Suggestions to Improve POS EDP Grant Program

No suggestions for improvements provided in the final report (City staff was not available for an interview).

Project Highlights

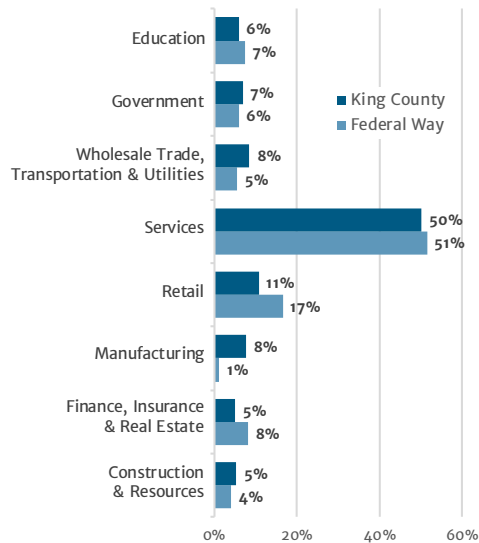
- The project has not been completed and information is not available on project highlights at this point.

Federal Way Economic Profile

Population, 2018: **97,440**

Jobs to Housing Ratio, 2018: **0.81**

Employment by Industry, Federal Way and King County, 2018



About Federal Way

- Located along the Interstate 5 corridor, close to Sea-Tac International Airport, the ports of Seattle and Tacoma, and within easy reach of Olympia.
- Home to prominent regional, national and international businesses, such as the Fortune 500 Kiewit Bridge and Marine company.

Grant Information

Port Funds: **\$58,503**

City Funds: **\$41,007**

Total Funds Spent: **\$99,510**

Project Performance

Project Need

The City of Federal Way’s grant with Port of Seattle addresses Federal Way’s primary goal to **diversify its employment base** and increase the overall number of jobs to improve the balance between jobs and households in the City.

Project Objectives

This project builds on work from 2016–2017 as follows:

- Continue to identify and review additional businesses and organizations involved in **international trade** or engaged in international relations.
- **Recruit new businesses** or organizations yielding new jobs.
- Illustrate international trade, business ventures and investment opportunities in Federal Way and the region.

Project Outcomes

Outcomes both expected and unexpected associated with this effort include:

- **Business Recruitment Leads Identification and Contact.** Identified and researched 400 businesses engaged in international trade and organizations involved in international relations and selected 100 businesses and organizations for direct outreach. Overall, 85 of the 100 contacts identified have been contacted.
- **Site Selector Outreach.** Attended the Site Selection Consultants Guild meeting in Seattle and reached out to the list of nearly 50 members to provide direct marketing materials developed in 2016–2017.

- **Business Retention.** A total of 23 existing companies engaged in international business or relations were contacted to address retention-related needs.
- **Host the Foreign Consulates Association Forum (FCAF).** Hosted the inaugural forum attended by representatives from nearly 40 foreign consulates serving the Puget Sound and the State of Washington.
- **Direct marketing materials and video for Federal Way’s Sister Cities (Hachinohe and Donghae) visits.** Completed the marketing materials translated into Japanese and Korean, including info sheets and video translation of the production “Federal Way, Centered on Global Opportunities.” Additionally, developed briefing papers on the sister cities used by the Federal Way delegations.
- **Research and Infographic Development.** Interns hired for outreach conducted research into U.S. development policy and finance. They summarized this research in a briefing on pending legislation and impact on the Puget Sound and Federal Way. The interns created an infographic on Federal Way and international trade.

Financial Accountability

The project had a total budget of \$97,500, of which \$65,000 represented Port of Seattle funds. The project total cost was around \$99,500, of which \$58,500 was contributed by the Port of Seattle and \$41,000 was contributed by the City of Federal Way. Overall the total amount spent of grant funds was approximately \$6,500 less than originally projected. This occurred because the City of Federal Way was able to find a lower cost vendor for video production.

Project Context

Strategic Fit

This project incorporates goals of the city's Economic Development element of the **Comprehensive Plan** and the **Economic Development Strategy**. More specifically, these goals are: to create a more diverse and sustainable economy and produce solutions to attract and retain businesses, jobs and investments.

POS Century Agenda Goals

The project is in alignment with the Port's goals related to **job creation**, workforce development and positioning the Puget Sound region as a premier **international logistics hub**.

- Through its focus on business recruitment in the international trade sector, the project aims to create new jobs and enhance the business lines of the Port of Seattle.
- By attracting research and educational institutes involved in training programs, the project will support workforce development in the air cargo and maritime industries.

Economic Development Impacts

Quantitative Metrics

- Enhance the overall economy, **attract business**, create **new jobs**.
- Support **private investment** and development of buildings in Federal Way through attraction of new tenants.
- Enhance the **bottom line of the lines of business for the Port**.

Qualitative Measures

- Create a more diverse and sustainable economy that ensures equity for residents today and tomorrow.

Collaborative Partnerships

Federal Way worked and continues to work with foreign consulates, WTA of Seattle & Tacoma, WA State, Ports of Seattle and Tacoma, and ancillary entities toward international trade industry business recruitment. The City had help from the Small Business Development Center (SBDC) at Highline College in preparing and building capacity for the FCAF event.

Suggestions to Improve POS EDP Grant Program

Federal Way would suggest more focus within the EDP Program on direct business recruitment and feels there is tremendous unmet potential for other cities to do work in the international trade and relations field.

Project Highlights

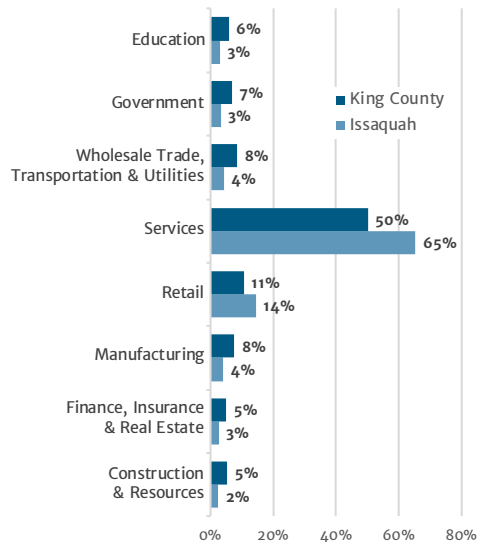
- **400** international trade business and organization recruitment leads identified, and 85 contacts made.
- **2 businesses** expressing interest in Federal Way and scheduling follow-up meetings, which could yield 250 to 1,000 jobs.
- Direct marketing materials distributed to over **50 national site selection consultants**.
- **40 consulates** and over 150 individuals representing foreign organizations participated in the Foreign Consulates Association Forum.
- **23 existing local businesses** contacted to discuss business retention.

Issaquah Economic Profile

Population, 2018: **37,110**

Jobs to Housing Ratio, 2018: **1.52**

Employment by Industry, Issaquah and King County, 2018



About Issaquah

- Issaquah offers 2,000 acres of park, 200 miles of trails and proximity to regional destinations: Seattle, SeaTac, and the Port.
- Home to Costco's corporate headquarters, Microsoft, Siemens, GE-Healthcare and thousands of entrepreneurs.

Grant Information

Port Funds: **\$27,220**

City Funds: **\$13,686**

Total Funds Spent: **\$40,906**

Project Performance

Project Need

The City of Issaquah designed five distinct projects to be undertaken with the support of Port of Seattle EDP funding. These projects address the City's economic development goals to **improve the business climate** for existing and relocating businesses, promote the **benefits of doing business in Issaquah**, diversify the local economy and **expand the city's tourism opportunities**.

Project Objectives

The City of Issaquah projects had the following objectives.

- **Tourism and Branding.** Increase tourism and attract visitors from outside the region to Issaquah.
- **Chamber University.** Educate local business on how to enhance and promote their business products and services.
- **Mobile World Congress.** Educate and encourage local businesses to enter the global market and successfully expand their footprint.
- **Website Enhancement.** Build tools for promoting Issaquah.
- **Sports Medicine Innovation Partnership Zone (IPZ).** Recruit targeted business in the IPZ sector.

Project Outcomes

Objectives and outcomes associated with this project shifted over time in response to new opportunities within the target areas and changing City Council priorities.

- **Tourism and Branding.** Issaquah supported the Visit Issaquah Board of Directors in hiring a full-time Executive Director. Additionally, supported the Pro Volleyball Tournament held at Lake Sammamish State Park by developing a traffic plan, and the Geo-Coinfest.
- **Chamber University.** Issaquah supported the Chamber of Commerce in delivering a series of courses by providing funding to secure the venue, offer refreshments and provide compensation for guest speakers.
- **Mobile World Congress.** This project was cancelled, and no funding was used as there were insufficient participants.
- **Website Enhancement.** Updated the Economic Development Profile to include economic development data on the City's website.
- **Sports Medicine Innovation Partnership Zone.** Funds were used to have staff join the Seattle Sports Commission to leverage contacts in Sports Medicine and increase access to other programs in the region. Money was also used to plan the 2019 Sports Medicine Conference to be held in Issaquah (with additional funding from WA DOC), develop a brand, image and logo for the Sports Medicine IPZ and produce a Sports Medicine Video.

Financial Accountability

The total budget for this project was \$51,750. Among these funds \$34,500 were Port of Seattle grant funds and \$17,250 were City matching funds. Total actual spending was less than originally budgeted, with \$27,220 utilized from the contracted Port of Seattle grant funds and \$13,686 invested

by the City. The Chamber of Commerce did not require as much funding as planned, and the Startup 425 project was cancelled. Overall, the project came in under budget by \$10,844.

Project Context

Strategic Fit

The needs and opportunities for these projects were informed by the City's Economic Development Strategic Plan four core areas: 1) successful business environment; 2) promote value proposition; 3) workforce development and 4) vibrant community. The City is currently working on a Citywide Strategic Plan and completed a broad engagement process. Some of the findings from the engagement also helped inform elements of Issaquah's project with Port of Seattle.

POS Century Agenda Goals

The project is in alignment with the Port's goal to position the region as a **leading tourism destination**. The City encourages small business growth through their business recruitment strategies.

Quantitative Metrics

- **Tourism and Branding.** Attract visitors to Issaquah and increase local spending by holding world-class events.
- **Chamber University.** Increase economic activity through business support for startups and local businesses.
- **Website Enhancement.** Increase awareness and availability of information on Issaquah to attract private investment.

- **Sports Medicine Innovation Partnership Zone.** Increase economic activity by promoting Issaquah-based sports medicine businesses.

Qualitative Measures

- **Tourism and Branding.** Market Lake Sammamish Park as a premier event center.
- **Website Enhancement.** In the long term, this effort promotes economic development activity happening in Issaquah.
- **Sports Medicine Innovation Partnership Zone.** Increase awareness of Issaquah-based sports medicine companies. Secure Issaquah's position as a hub for sports medicine. Increase awareness of the Innovation Partnership Zone among regional and national providers.

Collaborative Partnerships

Issaquah City staff joined the Seattle Sports Commission as a marketing tool. The City also worked closely with Chamber and the Washington Department of Commerce as part of this project and developed a stronger connection with AVP.

Suggestions to Improve POS EDP Grant Program

Issaquah found it difficult to earmark money for specific events a year in advance and found they could use more flexibility in articulating how they will spend the money.

Project Highlights

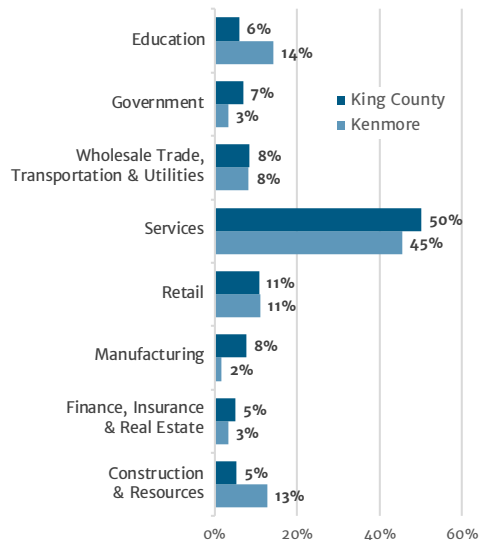
- **7,500 attendees** at the AVP Pro Volleyball tournament at Lake Sammamish State Park.
- According to the Seattle Sports Commission the AVP Pro Volleyball tournament has an estimated economic impact of **\$847,000**.
- Geo-Coinfest had **1,300 attendees**. More than **25 countries** were represented, and more than **150 hotel room nights** were booked.
- Chamber University had attendance of **60-70 people, and more than 49 different businesses** were represented at the workshops.
- Attendance to the 2019 Sports Medicine Conference is anticipated to be **500 - 1,000**.
- Issaquah staff joined the **Seattle Sports Commission**.

Kenmore Economic Profile

Population, 2018: **22,920**

Jobs to Housing Ratio, 2018: **0.40**

Employment by Industry, Kenmore and King County, 2018



About Kenmore

- Kenmore is home to incredible parks, a burgeoning craft-beer community, Bastyr University —the top natural medicine university and research institute in the country—a historical golf course, and water activities along its 7.8 miles of shoreline.

Grant Information

Port Funds: **\$22,320**

City Funds: **\$13,695**

Total Funds Spent: **\$36,015**

Project Performance

Project Need

The City of Kenmore’s grant with Port of Seattle addresses the following needs and opportunities:

- Repeat the success of the Business Acceleration Training Program funded by the Port in 2016–2017. The program allowed the City to establish **relationships with local businesses**, attract **new incubator members** and support **small business growth**.
- Accomplish projects that the City cannot fund without external support such as the craft brewing industry promotion. The City has been working with breweries to identify their needs and wanted to continue to engage these businesses, provide support and **promote the local craft brewing scene**.
- The City updated their **Economic Development Strategy** and the Commercial Land Capacity report was identified as a useful addition to the strategy scope. The upcoming **Growth Management Act** also required Buildable Lands inventory updates.

Project Objectives

The City of Kenmore had three objectives for their Port of Seattle grant.

- **Business Acceleration Training.** Support local business development and growth.
- **Craft Brewing Industry promotion.** Support and promote Kenmore’s growing craft brewing scene.
- **Commercial Land Capacity Report.** Promote office and commercial development.

Project Outcomes

Key outcomes related to project objectives include:

- **Business Acceleration Training.** The City of Kenmore offered two series of six sessions each in business accelerating training to local businesses. These training sessions reached 16 local businesses, including both new businesses and businesses with 80 years of history.
- **Craft Brewing Industry promotion.** The City of Kenmore designed street banners and worked with local brewers on the design of the custom banners. The City also designed and fabricated wayfinding signs to be installed on the Burke Gilman Trail indicating the nearby craft brewing amenities.
- **Commercial Land Capacity Report.** The City of Kenmore worked with Community Attributes Inc. to prepare an update to their commercial land capacity report.

Financial Accountability

The project had a total budget of \$33,480, with \$22,320 obtained through the Port of Seattle EDP Program. Total actual spending was \$36,015, of which the Port of Seattle grant represented \$22,320 and City of Kenmore provided a 61% match or \$13,695.

The original budget allowed for consultant costs of \$20,000 for the Business Acceleration Training, but due to lower than planned business participation the final cost was \$17,500. Costs for the banner and wayfinding signage differed from the original estimates due to quantities, and the consultant costs for the Commercial Land Capacity report exceeded the original estimates by \$1,300.

Project Context

Strategic Fit

The Land Capacity Report informed Kenmore's upcoming, required Buildable Lands Capacity reporting and supplemented the City's updated **Economic Development Strategy**. Both Craft Brewing Industry support and business incubation were part of the updated Strategy recommendations.

POS Century Agenda Goals

The City encourages progress towards a key Port goal—**small business growth**—through their business recruitment strategies.

Economic Development Impacts

Quantitative Metrics

- Increase **viability of local businesses** through business accelerating training sessions.
- Increase **economic activity** by promoting the city's **craft breweries**.
- Encourage **commercial development** in Kenmore by identifying commercial land use growth opportunities.

Qualitative Measures

- The wayfinding signage and street banners have made the area known as Brew Row more noticeable to travelers on the Burke Gilman Trail and on SR 522.
- The data contained in the Commercial Land Capacity report is helping Kenmore to promote the city through marketing materials. The City is meeting with publications and editorial boards to highlight Kenmore's progress and development opportunities, highlighted by the report's data.

Collaborative Partnerships

The City indicated that some key strategic business / organizational partnerships are emerging with the incubator that are currently confidential. The City developed and strengthened inter-departmental cooperation, and existing relationships with outside consultants and design vendors, and its own home-grown craft brewery industry.

Suggestions to Improve POS EDP Grant Program

- Kenmore indicated they found it challenging to complete three projects this year and for future grant cycles they would probably limit it to two projects: a large project and a small project works well.
- The City also indicated it was strategic for the Port to curate supporters throughout King County as a way of broadening provision of constituent service.
- Clear deadlines and the shift to a calendar year format aligning with City budgets was helpful.

Project Highlights

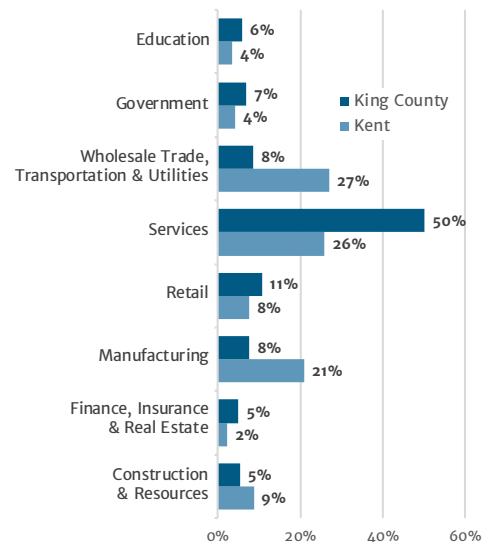
- **Twelve sessions** of Business Acceleration Training served **16 local businesses**.
- 5 businesses joined the Kenmore Business Incubator.
- Custom designed **street banners** call attention to Kenmore's growing craft brew scene.
- Wayfinding signage featured on the Burke Gilman trail to **promote local breweries**.
- A **Commercial Land Capacity Report** for business recruitment and marketing purposes.

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. There were no variations in spending from the contracted amounts. 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

Feedback on the program was very 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. As a challenge, 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

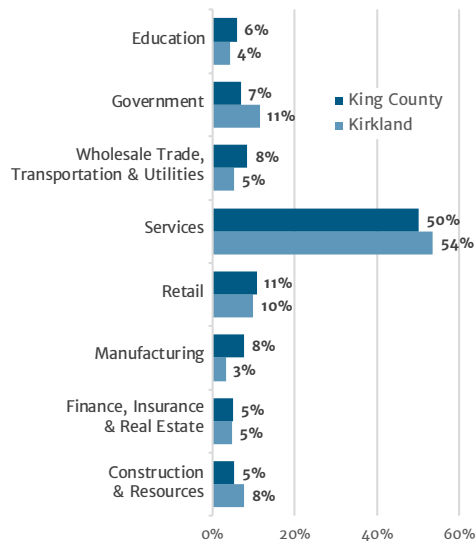
- **203 participants** received advising or training services through community outreach and the AMP Training Center programs.
- **25 youth** have been engaged in AMP training.
- **9 employers** in the Kent Valley hired or placed into apprenticeship around **25 students** from the AMP programs.
- **15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

Kirkland Economic Profile

Population, 2018: **87,240**

Jobs to Housing Ratio, 2018: **1.21**

Employment by Industry, Kirkland and King County, 2018



About Kirkland

- Located east of Seattle on Lake Washington, Kirkland offers a competitive business climate, easy access to the region's highways and skilled workforce.
- Major employers include Google, Nintendo, PACCAR's Kenworth Truck Company, Astronics, WB Games, and Wave Broadband.

Grant Information

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

City Funds: **\$28,280**

Total Funds Spent: **\$93,280**

Project Performance

Project Need

The City of Kirkland's grant with Port of Seattle builds on the work completed in 2016-2017 with Port funds and addresses the following needs and opportunities:

- Many local businesses have identified the **Kirkland Marina** as catalytic and a **key economic development opportunity**. Approximately 85% of the boats that visit the marina come from outside the region and average expenditure per transient boat visit is \$150.
- The Innovation Triangle is a valuable partnership between Bellevue, Redmond and Kirkland devoted to **promoting the Eastside communities as a technology and innovation center**. The partnership is based on the understanding that all three cities will benefit when a business locates in any one of the cities. Additionally, the partnership creates a far-reaching and attractive brand to promote nationally and internationally.

Project Objectives

The City of Kirkland's project funded through the Port of Seattle EDP program aims to:

- Market and promote the Innovation Triangle as a technology and innovation center to global technology companies exploring investment in the U.S.
- Support the relocation and growth of international technology companies to the Innovation Triangle.

- Provide additional transient moorage to boost the economic vitality of downtown Kirkland.
- Develop and implement tools needed to assist with business recruitment and retention efforts.

Project Outcomes

- **City of Kirkland Marina Park Moorage Financial Feasibility Study**. The financial feasibility study addressed several scenarios combining different funding options to assess whether the proposed marina enhancements would pay for themselves or would require subsidization.
- **City of Kirkland Competitive Benchmarking Study or "Kirkland Works" refresh**. The benchmarking study compared the tax environment for businesses in Kirkland to the cities of Bellevue, Bothell, Issaquah and Redmond and described the City's efforts to respond to the needs of developers and brokers regarding zoning flexibility and permitting efficiency.
- **Innovation Triangle and Kirkland business recruitment activities**. The City of Kirkland contracted a leads generation entity to develop 14 leads in the ICT cluster and hold a comprehensive training session to focus on prospecting tools, outcome measurement, CRM system management and cultural awareness. The City also developed marketing collateral to promote the city and the Innovation Triangle region and attract new companies.

Financial Accountability

The total budget for this project was \$97,500, of which \$65,000 were Port of Seattle funds and \$32,500 were City

match funds. While some funds were reallocated between the different elements of this project, total spending was the same as budgeted.

Project Context

Strategic Fit

Kirkland's project funded through the Port of Seattle EDP program supports many of the economic development goals and policies from the **City's Comprehensive Plan**, including: support activities that retain and expand existing businesses; promote Kirkland as a visitor and entertainment destination; foster a culture of creativity, entrepreneurship and innovation.

POS Century Agenda Goals

The City encourages **small business growth** through their business recruitment, business assistance and marketing strategies.

Economic Development Impacts

Quantitative Metrics

- Increase **the number of businesses, the number of jobs created, company revenues and the City's tax base** by recruiting firms within the ICT sector.
- Increase **tourism** and support the **development of the downtown core** through marina improvements and provide safe, sustainable recreational opportunities for guests and residents.
- **Encourage development** by responding to the needs of developers and brokers, corporate decision-makers and site selectors.

Qualitative Measures

- Increase awareness of **economic opportunities** offered in Kirkland, such as the City's innovation-oriented economy.
- Discover **business opportunities** in developing markets.
- Develop relationships with **international ICT companies**.

Collaborative Partnerships

Through the Innovation Triangle and Startup 425, the project helped strengthen strategic partnerships between the cities of Bellevue, Kirkland, Redmond, Issaquah and Renton that can be leveraged for other economic development initiatives.

Suggestions to Improve POS EDP Grant Program

The City indicated the grant application process was streamlined and straightforward and the timelines were well-communicated. Kirkland found the meetings with all participating cities very useful for collaborative problem solving, sharing best practices and facilitating partnerships. The City would appreciate longer time period for execution of grant-funded projects.

Project Highlights

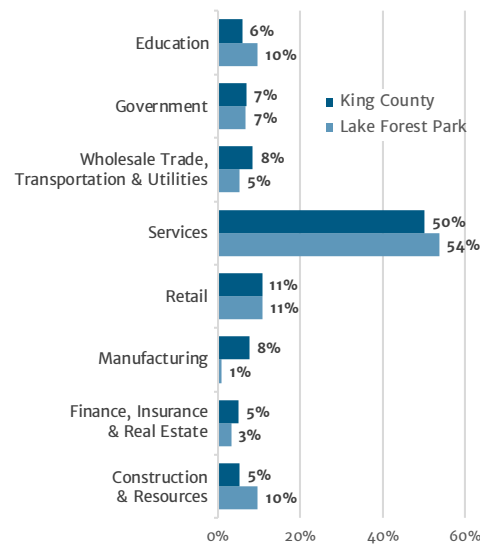
- The Kirkland Marina study found that permanent tenants spend approximately **\$2,600 per year per boat** in the City.
- The Kirkland marina study estimated the **economic impact of transient moorage** development alternatives for the marina can provide between **\$16.6 million and \$19.9 million** and **permanent moorage** development alternatives can provide between **\$5.6 million and \$6.5 million**.
- The City distributed the City of Kirkland Competitive Benchmarking Study to a list of more than **70 real estate brokers** in the Eastside.

Lake Forest Park Economic Profile

Population, 2018: **13,090**

Jobs to Housing Ratio, 2018: **0.30**

Employment by Industry, Lake Forest Park and King County, 2018



About Lake Forest Park

- Lake Forest Park was incorporated in 1961 and is located at the north edge of King County, bordered by several major cities like Seattle and Shoreline.
- Known as home to Third Place Books, a new and used bookstore that hosts a wide variety of community events in their Commons.

Grant Information

Port Funds: **\$26,000**

City Funds: **\$118,649**

Total Funds Spent: **\$144,649**

Project Performance

Project Need

Port of Seattle EDP grant funds supported the development of a **Town Center Vision plan** in the City of Lake Forest Park. This project addressed the following needs and opportunities:

- Plan for future **Sound Transit** investments in Bus Rapid Transit and a new park and ride facility in Lake Forest Park.
- Conduct extensive public outreach and engagement to develop a Vision for the **redevelopment of the Town Center**.
- Coordinate with a private owner of a significant proportion of Town Center property who is evaluating the potential for redevelopment at the site.
- Develop **updated land use codes** to facilitate the improvement of the Town Center and encourage economic development within the Center.

Project Objectives

The project funded through the POS grant aimed to:

- Engage the Lake Forest Park community, business owners and Sound Transit to guide the vision for redevelopment of the Town Center to maintain the community resource and encourage business growth.
- Guide the update to land use codes to facilitate the redevelopment of the Town Center and ensure that regulations are not a barrier for redevelopment.

- Encourage mixed-use and transit-oriented development within the City of Lake Forest Park, with the objective of encouraging economic development as well as providing housing and transit alternatives.

Project Outcomes

- **Development of the Town Center Vision document** which will help guide the development of new and updated land use codes, promote mixed-use development to replace an aging shopping center, provide transit alternatives in coordination with ST3 objectives, while maintaining the vibrant community resource that the Town Center currently provides.
- Hosted **more than 30 meetings** reaching a diverse set of **stakeholders**. Feedback from these meetings were incorporated into the Vision, enhancing community support for the plan.
- **Transportation analysis** associated with this project has led the City to seek \$1.6 million in funding from Washington State to develop a grade separated crossing of SR 522 to connect the Town Center site with the Burke-Gilman Trail, supporting non-motorized transit and recreation and increasing public safety.

Financial Accountability

The total budget for this visioning effort was \$52,000. The Port of Seattle grant contributed \$26,000 and the City of Lake Forest Park also contributed \$26,000. The actual spending was significantly higher than the contracted amount, as the City invested almost \$93,000 more than budgeted, bringing the total project cost to \$144,649.

Project Context

Strategic Fit

The Town Center Vision project fits neatly with the goal in the **Lake Forest Strategic Plan** to provide a safe mobility system encouraging transit connectivity. The project is also in accordance with the City's goal of creating **community vitality** by maintaining “vibrant business districts where people can gather, engage and grow together.”

The implementation of the Town Center Vision will be closely coordinated with the recommendation of other City plans, including the Safe Highways, Safe streets, and Town Center Connections projects.

POS Century Agenda Goals

The City of Lake Forest Park sees the Town Center redevelopment project as an opportunity to **enhance business growth and workforce development**, in alignment with the Port of Seattle's Century Agenda Strategy 3, by providing additional mixed-use development for businesses, and affordable housing for the City's workforce. The project also expands housing choices and encourages the development of **affordable housing** options integrated with market rate housing, for seniors, young families and workers.

Economic Development Impacts

Quantitative Metrics

- Increase **mobility options** through access to ST3 light rail expansion and incorporate park and ride facility in the Town Center.
- Encourage development of a housing mix, including **affordable and market rate housing**.

Qualitative Measures

- Develop a people-oriented Town Center that provides civic gathering facilities for the City to engage with the community and best serves the needs of current and future generation Lake Forest Park citizens.

Collaborative Partnerships

This project provided opportunities for collaboration with Sound Transit, Town Center business and property owners, as well as the Lake Forest Park community.

As a result of the City's close coordination with shopping center owners for this project, they have expressed an increased interest to explore how to reposition the center in this market and conduct a leakage analysis to determine the amount of consumer dollars that could be captured.

Suggestions to Improve POS EDP Grant Program

Overall, feedback on the grant program was positive. The City suggested that providing the reporting requirements upfront in the grant-making process could help cities understand the requirements of the grant better. The flexibility of funding and reporting was appreciated.

Project Highlights

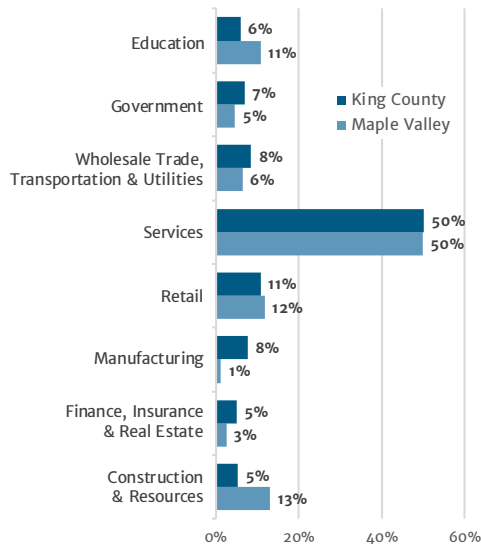
- Hosted more than **30 outreach meetings and workshop sessions** to gather input from the community, shopping center owners, Sound Transit and other interested parties.
- More than **250 members of the public** attended and participated in the Community Design Workshop sessions.
- Transportation analysis associated with this project has led the City to seek **\$1.6 million in funding from Washington State** to develop a grade separated crossing of SR 522 to connect the Town Center site with the Burke-Gilman Trail.

Maple Valley Economic Profile

Population, 2018: **25,280**

Jobs to Housing Ratio, 2018: **0.49**

Employment by Industry, Maple Valley and King County, 2018



About Maple Valley

- Since its incorporation in 1997, Maple Valley’s population has more than doubled.
- Maple Valley has nearly tripled the square footage of commercial buildings since incorporation and is expecting continued demand for commercial development.

Grant Information

Port Funds: \$24,700

City Funds: \$27,538

Total Funds Spent: \$52,238

Project Performance

Project Need

The City of Maple Valley’s project funded with the support of Port of Seattle addresses the City’s need to **enhance Maple Valley’s visibility to businesses and visitors** in the following ways:

- Showcase the city’s assets, including recreational amenities, school districts, workforce development initiatives, and available employment land to increase regional visibility as a destination.
- Understand the market demand for hotel development within the regional context.

Project Objectives

Port of Seattle funds were used to build on the investments made in 2016–2017 as follows:

- **Enhance visibility** of Maple Valley recreational amenities to travelers through the development of a visitor’s guide and regional advertisements.
- Encourage local and other businesses to locate in Maple Valley by developing an **Economic Development Sales Kit** to increase visibility among real estate developers and site selectors.
- Develop a baseline understanding of the **market demand for hotel development** within Maple Valley.

Project Outcomes

- Distributed the **Maple Valley Visitor’s Guide** throughout South Seattle and placed advertisements in the Puget Sound Business Journal, Visit Seattle and the Washington State Visitors Guide to market recreational amenities.
- Connected with real estate developers and site selectors through the **Economic Development Sales Kit**.
- Developed tourism marketing materials that can be used long-term to increase visitation.
- Produced a **Hotel Market Demand Study**, which illuminated insufficient demand to support lodging development, and highlighted tasks and needs to support future hotel development, including increased employment within the City.
- Secured an invitation to the **Hotel Investment Forum** as an avenue to build relationships with hotel and lodging developers for future hotel development opportunities.

Financial Accountability

The City’s project had a total budget of \$49,400, of which \$24,700 represented Port of Seattle Funds and the other \$24,700 represented City match funds. The City of Maple Valley ended up contributing \$27,538 due to higher than expected costs for the Visitors Guide and advertising. The total project cost was just over \$52,000.

Project Context

Strategic Fit

The 2016–2017 investments created the **Economic Development Manager** position and informed the Economic Development Element of the City’s **Comprehensive Plan**, which guides the economic development activities of the City. Additionally, this project fits within the City’s **Strategic Priorities and Economic Development Recommendations** to advance economic development as a City priority, as well as encourage employment growth and attract new employers.

POS Century Agenda Goals

The City of Maple Valley’s long-term goals of **increasing tourism and business growth** are in alignment with the Port’s Century Agenda Strategies two and three, focused on advancing the region as a leading tourism destination and promoting small business growth and workforce development.

Economic Development Impacts

Quantitative Metrics

- Encourage **business development** by connecting with commercial real estate developers and site selectors to promote Maple Valley.
- **Increase visitation** to the City of Maple Valley.
- In the long-term, the City is looking to **secure a hotel investor** or an independent hotel developer to build lodging units in Maple Valley.

Qualitative Measures

- Increase the visibility of Maple Valley’s recreational assets and amenities throughout the region. In the long-term, the City would like Maple Valley to become the mountain biking destination in the Puget Sound region.
- Promote Maple Valley’s quality of life investments to generate residential, visitor and economic growth.

Collaborative Partnerships

The Economic Development Sales Kit facilitated new connections with commercial real estate developers and site selectors.

Suggestions to Improve POS EDP Grant Program

The City of Maple Valley suggested the following for program improvement:

- Having a detailed list of the types of projects that fit within the parameters of the grant funds.
- A forum through which the completed projects can be shared with the Port of Seattle Commission in-person, such as an open house or an existing meeting
- Educational sessions throughout the funding cycle as a way for the cities to stay engaged with the Port of Seattle and learn best practices from the Port and each other.
- Smaller cities to have funding available that is distributed based on grant submissions, similar to the tourism grant program, as a way to help smaller cities fund larger projects.

Project Highlights

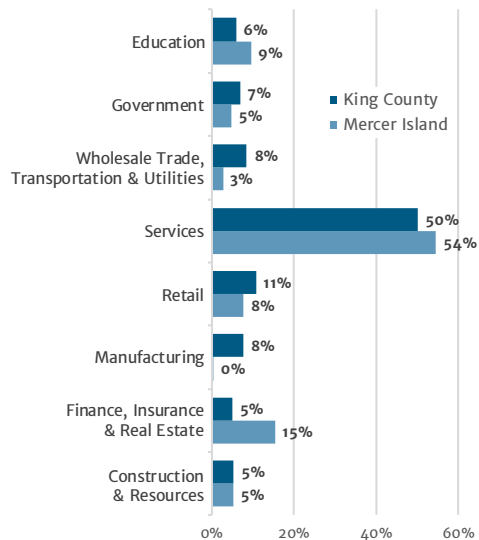
- A total of **20,000 Visitors Guides** printed, with 17,000 distributed to date.
- **250 Economic Development Sales Kits printed.** The sales kit has brought the City into contact with commercial real estate developers and site selectors with which they did not previously have a connection.
- The Puget Sound Business Journal, in which an advertisement was placed, has **paid circulation of 18,310, 742,292 web visits and 37,835 newsletters.**

Mercer Island Economic Profile

Population, 2018: **24,270**

Jobs to Housing Ratio, 2018: **0.65**

Employment by Industry, Mercer Island and King County, 2018



About Mercer Island

- The City of Mercer Island is the only City in King County located on an island.
- With easy access to both Seattle and Bellevue and top-rated school districts, Mercer Island is considered a desirable residential community.

Grant Information

Port Funds: **Not Available**

City Funds: **Not Available**

Total Funds Spent: **Not Available**

Project Performance

Project Need

The City of Mercer Island, primarily a residential community, has limited economic development resources. The project was informed by the investments in 2016–2017 and the following needs and opportunities:

- With the planned Sound Transit light rail station, the City sees an opportunity to **direct future pedestrian traffic** to the Town Center.
- The I-90 Trail is a gateway to Mercer Island for bicyclists and the City has identified an opportunity to **guide bicycle traffic** to the Town Center.
- Over the past five years there have been changes to the Town Center, with the redevelopment of single-family lots into mixed-use development, presenting an opportunity to **promote visitation to the local businesses and attractions** in the Town Center.

Project Objectives

The City Wayfinding program designed by the City of Mercer Island had the following objectives:

- Promote and market Mercer Island assets including businesses, parks and other community activities.
- Prepare for the opening of the Sound Transit light rail station in 2023 by directing riders to the services available in the Town Center.
- Increase the frequency of visitors to the Town Center from the planned light rail station.
- Support local business development and growth.

Project Outcomes

- Designed **16 wayfinding signs** to increase traffic to the Town Center among pedestrians, bicyclists and drivers.
- Designed **4 Town Center Directory signs** for walkers and bikers.
- Continued **collaboration with small businesses** within the City.
- The project has not been completed and fabrication and delivery of signs is expected in January 2019.

Financial Accountability

The Port of Seattle committed \$23,660 to the project, and the City of Mercer Island committed \$11,830 in matching funds, for a total project budget of \$35,490. Final spending and any variation between the planned spending and actual spending will be available when the project is complete.

Project Context

Strategic Fit

The Mercer Island City Council, through communications with the Chamber of Commerce and the Port of Seattle, identified a need for wayfinding signage to help direct vehicle, pedestrian and bicycle traffic to the Town Center. The Wayfinding program was referenced in the City’s **Comprehensive Plan - Land Use Chapter**, the **Pedestrian and Bicycle Facilities Plan** and the **Transportation Improvement Plan (TIP)**.

POS Century Agenda Goals

By helping to increase the visibility of the small businesses in the Town Center and help them reach a broader audience, this project aligns with the Port of Seattle Century Agenda Strategy three to **promote small business growth**.

Economic Development Impacts

Quantitative Metrics

Once complete, the City of Mercer Island's project is expected to:

- Increase the **number of visitors** to the small businesses in the Town Center.
- Increase frequency of use of the services and products offered by Town Center businesses which can result in **increased business revenues**.

Qualitative Measures

- Demonstrate to current and future businesses the City's support for the services that they provide and their willingness to undertake projects supportive of business objectives.

Collaborative Partnerships

This project was primarily supported by City of Mercer Island staff. The project did provide the City the opportunity to engage the local Chamber of Commerce and small businesses in the Town Center in the design of the wayfinding signage.

Suggestions to Improve POS EDP Grant Program

The City of Mercer Island is small and has limited staff resources and economic development expertise, but they appreciate all opportunities to enhance their economic development efforts. The City suggested the following would be helpful:

- Access and assistance with resources to help work through some of the nuances associated with economic development.
- Establishment of partnerships with neighboring communities for these types of projects.

Project Highlights

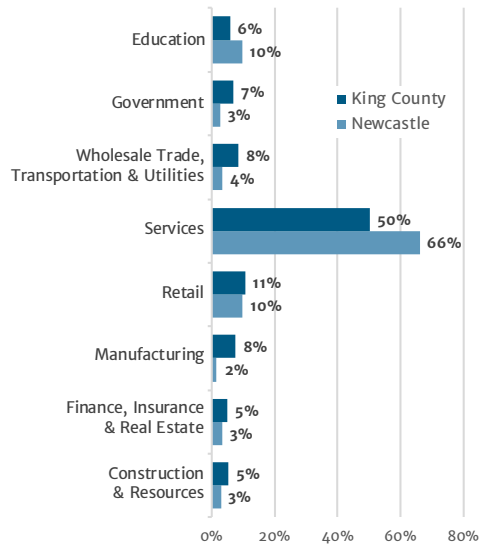
- **3 small businesses** engaged in a focus group to guide wayfinding signage design.
- **16 wayfinding signs** designed for drivers.
- **4 Town Center Directory signs** designed for walkers and bikers.

Newcastle Economic Profile

Population, 2018: **12,410**

Jobs to Housing Ratio, 2018: 0.45

Employment by Industry, Newcastle and King County, 2018



About Newcastle

- Once a mining area, Newcastle is now a suburban, residential community with a core retail center in the middle of the city.
- Many multifamily, mixed use projects are under construction in Newcastle, including the Newcastle Commons community, the largest development in the city's history.

Grant Information

Port Funds: **\$11,000**

City Funds: **\$7,000**

Total Funds Spent: **\$18,000**

Project Performance

Project Need

The City of Newcastle's project funded with support from Port of Seattle addresses the need to create and enhance Newcastle's **sense of place** and **unify its divided downtown** by installing gateway signage along its major arterial. Coal Creek Parkway is a major, high-volume regional arterial corridor in Newcastle with a commercial center that attracts customers from outside the city limits. However, Coal Creek Parkway divides Downtown Newcastle and limits connectivity between the west side of Downtown and Newcastle Commons, a new mixed-use development under construction.

Project Objectives

The City's project aimed to achieve the following objectives:

- Help Newcastle residents, visitors and investors understand the history of the city, its commercial potential and boundaries.
- Announce an entry into Newcastle and establish a stronger sense of place and community identity for the City.

Project Outcomes

- Newcastle worked with an external consultant, businesses and Newcastle Chamber of Commerce to develop a theme for the sign. Design conceptions also reflect observations from the Downtown Strategic Plan (Newcastle's 2016-2017 POS EDP grant-supported project), and the consultant's own analysis and impressions of the City's built and natural environment.

- The City Council's approval of the design concepts for **gateway signage** was required. After considering Council feedback, a revised design was presented to the Council in October, addressing many of their comments. The Council then confirmed to move the gateway sign design project forward under the 2019 CIP project proposal.

Financial Accountability

The total budget for the City's gateway signage project was \$16,500. The Port of Seattle grant contributed \$11,000 and the City of Newcastle contributed \$5,500. The total spending for the project amounted to approximately \$18,000, with the City investing \$1,500 more than originally budgeted.

Project Context

Strategic Fit

The City of Newcastle had created a new vision for its Downtown – the **Downtown Strategic Plan** – an effort supported by the POS EDP 2016-2017 grant. Identified priorities include Coal Creek Parkway Streetscape Improvements and Gateway Signage. While this project addresses the gateway / placemaking signage component, wayfinding signage will comprise a later phase. The elements and modules of the gateway sign will be used elsewhere for consistent look and feel. This work will dovetail with a potential future art and culture plan for the City of Newcastle.

POS Century Agenda Goals

Although the project does not directly address POS Century Agenda Goals, it has the potential to **attract visitors** to Newcastle, **encourage development** and **improve the aesthetics** of the community.

Economic Development Impacts

Quantitative Metrics

- An iconic, welcoming gateway designed as a playful “Kodak moment” intended to draw passers-through into the commercial heart of Newcastle, and to **encourage investment downtown**.
- The city will not be tracking qualitative data to measure the direct impact of the sign but will monitor new space development and new business development via business licenses.

Qualitative Measures

- This project helps create a sense of place downtown - the gateway sign design honors the history and creates a sense of identity and arrival into Newcastle welcoming visitors, shoppers, and residents.
- Signage will help gradually transition the area into an attractive, and desirable transportation and pedestrian-oriented urban setting where people live, work, shop, are entertained, and can recreate.

Collaborative Partnerships

The City worked closely throughout this project with the Newcastle Chamber of Commerce. Working with the Newcastle Historical Society, the City recently created and installed historical signage that identifies and creates an association with the city’s history.

Suggestions to Improve POS EDP Grant Program

Newcastle got a late start on the grant application process and due to staff changes both at the Port of Seattle and the City, Newcastle struggled with some of the planning language and elements. They did not know who to reach out to at the Port for support. One suggestion would be to check in with grantees periodically, and to have a “point person” at the Port for guidance. A longer grant period would be helpful.

Project Highlights

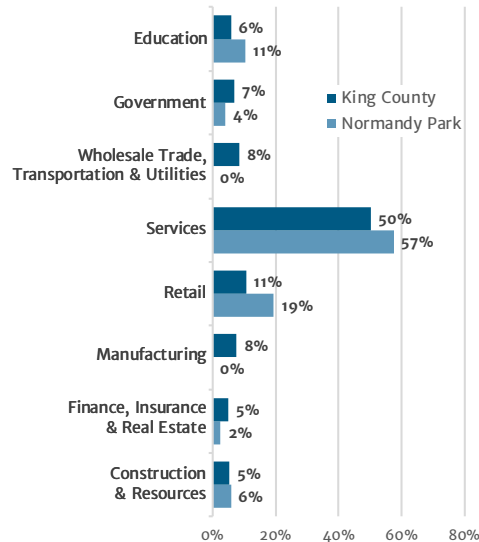
- **Gateway sign** that serves as a good preface to **attract potential customers** to Newcastle businesses and **create pride of ownership** for residents and businesses.

Normandy Park Economic Profile

Population, 2018: **6,595**

Jobs to Housing Ratio, 2018: **0.28**

Employment by Industry, Normandy Park and King County, 2018



About Normandy Park

- Normandy Park is a residential community located along Puget Sound with convenient access to Seattle and the SeaTac International Airport.
- First Avenue South, the city's only major arterial, offers office and retail space and options for mixed use redevelopment.

Grant Information

Port Funds: **\$5,681**

City Funds: **\$2,841**

Total Funds Spent: **\$8,522**

Project Performance

Project Need

The City of Normandy Park's grant with Port of Seattle addresses Normandy's Park goal to market the city as an eco-tourism destination. Normandy Park has numerous waterfront parks and is situated close to the airport. The Port of Seattle extended an offer to members of the Soundside Alliance (of which Normandy Park is a member) to use advertisement space within the airport free of charge.

Project Objectives

- Attract **potential visitors** through airport advertising locations.
- Add contacts to Normandy Park **mailing list** for information about visiting, residing in, and doing business in Normandy Park.

Project Outcomes

- The City created **advertising materials** for reserved advertising locations within Sea-Tac Airport.
- **Raised awareness** of Sea-Tac airport travelers of close-by locations for **eco-tourism** in Normandy Park's several natural marine and riverine open space parks.
- The **project campaign called "Center of Calm"** had over 830 individuals that participated and were redirected to www.VisitNormandyPark.com. Almost two thirds of those individuals visited at least one or more pages on the site. All participants in the campaign were instantly emailed information about visiting, living in, and doing business in Normandy Park.

Financial Accountability

The total budget for this project was \$9,730, with \$6,420 from Port of Seattle and \$3,010 in matched funds from Normandy Park. The total expenditure for the project was less than expected, with \$5,681 utilized from the grant and \$2,840 invested by the City of Normandy Park.

Project Context

Strategic Fit

This campaign highlights Normandy Park as a relaxing and beautiful destination close to the airport with potential for eco-tourism. The project fits into the City's **long-range plan of increasing awareness, supporting residential and business relocation**. The campaign content itself fits with the City's goal of supporting a boutique hotel and environmental tourism.

POS Century Agenda Goals

Marketing Normandy Park as a tourism destination fits into the Port's strategic goal of **supporting tourism to the area**, specifically through nearby **Sea-Tac airport**.

Quantitative Metrics

- In the long-term, the marketing campaign is expected to **promote eco-tourism, generate new business opportunities** and **create new jobs**.
- Increase visits to Normandy Park's tourism website.
- **Support recruitment efforts** aimed at starting a boutique hotel near the waterfront.

Qualitative Measures

- Market the region in productive and innovative way and help place Normandy Park on the map.

Collaborative Partnerships

Partnered with Soundside, a consortium of cities in South Seattle near the airport. The Port offered Soundside members the opportunity to use advertising space in the airport, free of charge. The City was able to leverage the two opportunities (the advertising space from the Port and the grant funding) together for this project.

Suggestions to Improve POS EDP Grant Program

The EDP program allowed this City to take on projects that would not have been possible without the support.

Project Highlights

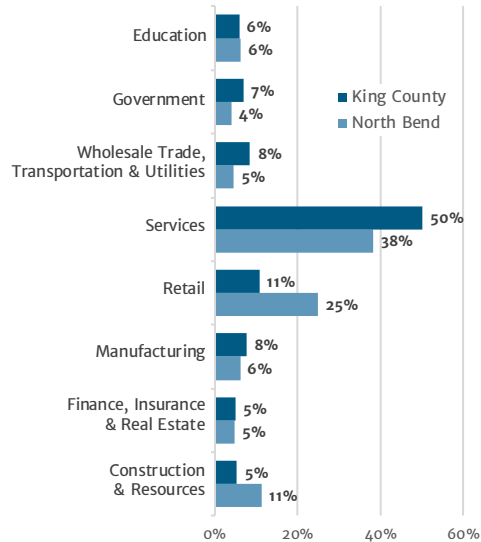
- **831** unique individuals texted the word "Tranquil" and participated in the marketing campaign.
- **523** of those individuals visited at least one or more pages on the City's tourism site.
- **63%** of those who engaged with this campaign were from all parts of the U.S.

North Bend Economic Profile

Population, 2018: **6,825**

Jobs to Housing Ratio, 2018: **1.22**

Employment by Industry, North Bend and King County, 2018



About North Bend

- The city is popular for many recreational activities given its location close to Snoqualmie Pass and the Cascade Mountains.
- The city is perhaps most famous for its huge factory mall with over 50 outlet shops.

Grant Information

Port Funds: **\$6,570**

City Funds: **\$6,384**

Total Funds Spent: **\$12,954**

Project Performance

Project Need

The City of North Bend’s grant with the Port of Seattle addresses the following needs and opportunities:

- The City of North Bend is situated close to many **year-round outdoor recreation activities**, including hiking, snow-sports, kayaking, and more. The City already draws international visitors for these activities and would like to capitalize on this opportunity. In order to support other adventure tourism efforts, the City needed to create an online presence to highlight tourism opportunities in the area.
- The City identified that visitors that come to enjoy outdoor activities in and around North Bend do not always venture into the downtown core. The City determined that **increased signage** between the major Snoqualmie Valley trailhead to the downtown would increase patronage at the City’s many downtown businesses.

Project Objectives

- Attract visitors and direct residents to North Bend tourism assets through marketing of the City’s vision and brand.
- **Improve wayfinding signage** to guide residents and visitors to North Bend’s Historic downtown from the regional Snoqualmie Valley Trail.

Project Outcomes

- The City created a **new visitor website** that highlights opportunities both in and around North Bend.

- **New signage between the Snoqualmie Valley Trailhead** connect visitors and residents to the local economy. This signage, created in conjunction with other cities in the Snoqualmie Valley, unifies visitors’ experiences within the region.

Financial Accountability

The project had a total budget of \$10,835, of which \$6,570 represented Port of Seattle funds and \$4,265 were City match funds. Total spending for the project was \$12,954, comprised of \$6,570 in Port funds, and \$6,384 matched by the City. As the costs of sign fabrication and installation were higher than expected, the City ended up providing more funds than anticipated to the wayfinding signage program.

Project Context

Strategic Fit

The City’s project is part of a larger city effort to accomplish the City’s strategic goals of increasing outdoor recreation tourism and business development:

- The City is involved in a **year-long rebrand** that will position North Bend as an **outdoor destination**. This rebrand capitalizes on the City’s many outdoor assets, including river access, trails, and proximity to winter sports over the I-90 Pass. The goals of the rebrand include increasing year-round tourism and business development. By leveraging the Port grant, North Bend was able to supplement the rebrand with a website and wayfinding system.

- The City seeks to capitalize on **outdoor-based visitor traffic by increasing wayfinding signage** from the trail heads to the downtown area. Similarly, the new DiscoverNorthBend website is positioned to showcase the outdoor activities and **local establishments in North Bend**.
- Other projects underway include a non-stop bus ride from Seattle's Capitol Hill to a North Bend trail head, a new tap-room with food trucks and rooftop seating, a wine bar. The City is working with current and prospective businesses to identify needs and increase business incentives. The City has also partnered with Mountains to Sound Greenway to use \$300,000 in funds to create a new trailhead on Mt. Si for rock-climbing opportunities. To draw visitors from around the region, North Bend increased the number of events featuring local businesses and music throughout the year.

POS Century Agenda Goals

Marketing the City as an outdoor recreation destination fits with the Port's strategic goal of advancing the region as a local tourism destination.

Quantitative Metrics

- **The uniform signage program connects the communities of Duvall, Carnation, Fall City, Snoqualmie, and North Bend.** This connected outdoor visitor experience, combined with the recreation-focused visitor website, is expected to improve visitor experience, encourage repeat visits and stimulate the local economy.

Qualitative Measures

- The City runs a monthly **business outreach meeting** to connect businesses with the local government. These meetings allow the City to be in close contact with business owners and determine the impact of these projects on existing businesses.

Collaborative Partnerships

Collaborative partnerships were established with multiple organizations, the Economic Development Commission (EDC), Mountains to Sound Greenway (MSG), and cities of the Snoqualmie Valley. All partnerships were successful, and the City plans on collaborating again with these organizations in the future.

Suggestions to Improve POS EDP Grant Program

No suggestions for improvement were made. The City indicated they found the meetings the Port of Seattle has been hosting extremely helpful for sharing ideas and knowledge.

Project Highlights

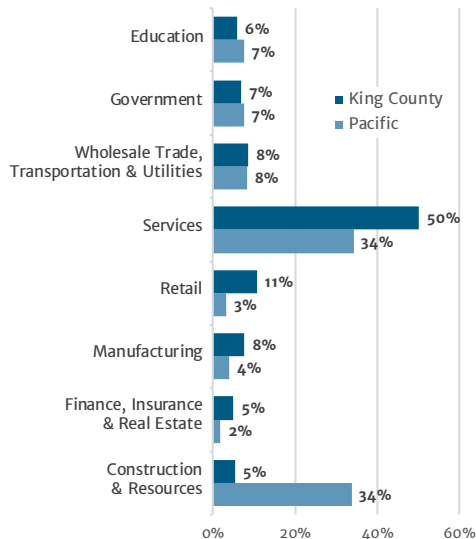
- Created new website: **DiscoverNorthBend.com.**
- Increase in visitors to North Bend between 2017 and 2018.
- 85% of visitors to the North Bend Visitor Center are from **out of town.**
- **15%** of out of town visitors are flying or driving from **within the U.S.**
- **15%** of out of town visitors are **international visitors.**

Pacific Economic Profile

Population, 2018: **6,915**

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

Employment by Industry, Pacific and King County, 2018



About Pacific

- Approximately 10% of the city's area is part of the Sumner–Pacific Manufacturing Industrial Center (MIC), an important regional warehousing, transportation, distribution, and logistics hub.

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. There was no variation in total spending from the contracted amount. 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

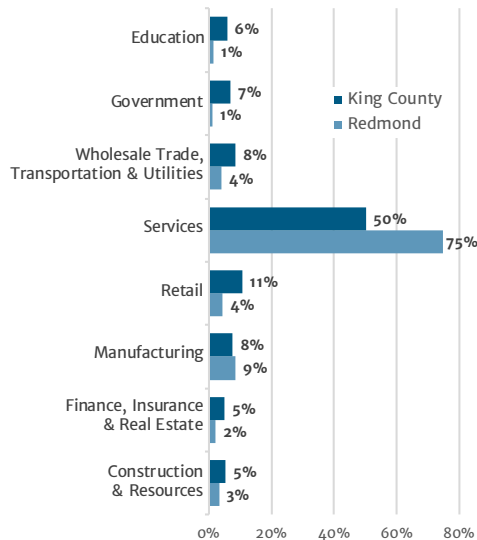
- **248 businesses** inventoried and classified by industry.
- **13 in-person interviews** conducted with local businesses from the City's top industry clusters.
- **21 businesses** participated in the on-line business retention and expansion survey, representing 8% of the inventoried businesses.
- **9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

Redmond Economic Profile

Population, 2018: **64,050**

Jobs to Housing Ratio, 2018: **3.39**

Employment by Industry, Remond and King County, 2018



About Redmond

- Redmond is home to prominent high-tech companies, such as Microsoft, Nintendo and AT&T.
- Redmond is nicknamed the “Bicycle Capital of the Northwest” because of its annual bike race in the city.

Grant Information

Port Funds: **\$47,354**

City Funds: **\$21,358**

Total Funds Spent: **\$68,712**

Project Performance

Project Need

Business recruitment and retention in the information and technology (ICT) sector is part of the economic development strategy and plan for Redmond. Having professional marketing pieces and attending regional conferences support the City’s image and reach. City leadership wanted to **participate in the Innovation Triangle**, but without the grant would not have been able to dedicate funds to the collaboration. The grant funding allowed Redmond to **build relationships** with other cities on the Eastside and develop leads for new business.

Project Objectives

- Attract new companies to Redmond, with an emphasis in the software, interactive media, and space business clusters.
- Brand the City of Redmond and the Innovation Triangle as a location for technology investment.
- Update and enhance City’s marketing and economic development visualizations used to tell the City’s unique story as an innovative community to businesses desiring to relocate or expand.

Project Outcomes

- Contracted with OneRedmond, Redmond’s public-private nonprofit economic development organization to conduct lead generation and branding services.
- Supported OneRedmond’s **attendance at three conferences**. These conferences offered opportunities for

OneRedmond representatives to make connections with potential business leads.

- Additionally, the City was able to **create new and update existing marketing materials**. This included the rebuild of the OneRedmond website, create a marketing video that highlights Redmond’s technology sector and life style, data update to existing marketing materials, creation of a new marketing brochure: “How to start a successful business in Redmond” and creation of Redmond Relocation Guide through OneRedmond.

Financial Accountability

The project had a total budget of \$90,840, of which \$60,560 represented Port of Seattle funds and \$30,280 were City match funds. Total spending on this project was \$68,712, including \$47,354 from the Port, and \$21,358 matched by the City. Associated funds from the Port of Seattle grant for the Sound Transit project were not used because the project was not far enough along to provide details needed to complete the project during this grant cycle.

Project Context

Strategic Fit

Business recruitment and retention is part of the economic development strategy and plan for Redmond. The City’s focus is building on the technology sector and commercial space that already exists in Redmond. Both the **conference attendance and marketing material updates** support other efforts for business development.

POS Century Agenda Goals

Redmond's projects align with Century Agenda Goals by **supporting business development efforts** for the Eastside region. By participating in Innovation Triangle projects, Redmond **extended the reach of the region**. The City views the Innovation Triangle's work as complementary to Greater Seattle Partners.

Economic Development Impacts

Quantitative Metrics

- **Recruit and attract technology sector businesses** by generating leads for potential investment. **Several leads were made at the interactive media events.** One is an expansion for a San Francisco-based company. Another is a company looking to relocate from San Diego.

Qualitative Measures

- **Respond to inquiries from developers and investors more quickly**, efficiently, and in a unified way because they have access to updated and professional marketing materials.
- Strengthen partnerships with **OneRedmond** and the **Innovation Triangle**.

Collaborative Partnerships

Redmond leveraged its **strong partnership with OneRedmond** and strengthened its partnership with the Innovation Triangle. The Innovation Triangle partnership has led to collaborative relationships between partnering cities, as opposed to competitive.

This attitude change has already had a tremendous impact. For example, the City of Bellevue was recently approached by a business owner in Redmond who was considering relocating to Bellevue. Rather than capitalizing on the opportunity directly, Bellevue notified OneRedmond and Kirkland to work together for a solution. Redmond City Council is now excited to participate in partnerships with the Eastside cities through the Innovation Triangle in the future.

Suggestions to Improve POS EDP Grant Program

This grant program has been invaluable to the City's efforts in establishing regional partnership programs and attending industry-focused events to build relationships for long-term economic development initiatives. The changes that the Port has already made to the program, such as timing of the grant cycle and flexibility with due dates, have been helpful.

Project Highlights

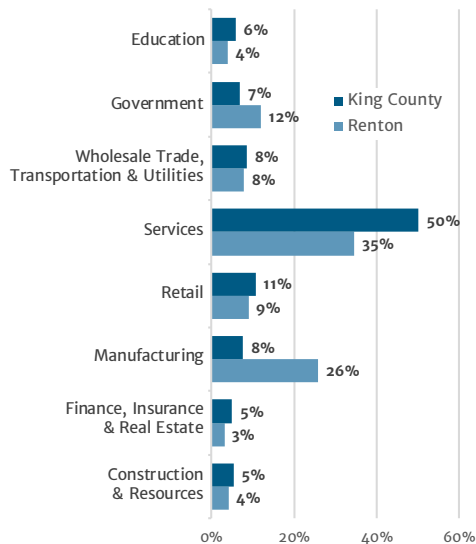
- Funded OneRedmond's attendance at DICE, GDC, and New Space conferences.
- **100** Relocation Guides distributed to potential businesses through OneRedmond.
- **250** Economic Development Guides distributed.

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

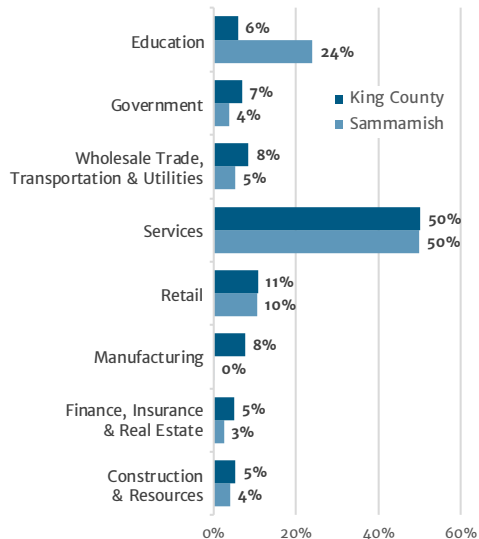
- **53 retailers and restaurants** identified for recruitment to Renton.
- **30 small businesses and property owners** attended the Downtown Business & Property Owners Seminar.
- **Over 1,000 fliers** distributed promoting public events that showcase downtown merchants and restaurants.
- **21,200 households** 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.

Sammamish Economic Profile

Population, 2018: **63,470**

Jobs to Housing Ratio, 2018: 0.31

Employment by Industry, Sammamish and King County, 2018



About Sammamish

- A family-oriented community, with most local households made up of families living in single family homes with incomes over \$100,000.
- The City has attracted an educated, unique workforce that is heavily employed in the region's thriving technology sector.

Grant Information

Port Funds: **\$61,250**

City Funds: **\$31,043**

Total Funds Spent: **\$92,293**

Project Performance

Project Need

The City of Sammamish's branding project supported by the Port of Seattle EDP program was a direct recommendation of the Economic Development Strategic Recommendations study.

- The study completed by the City with 2016–2017 Port grant funds found that only **4% of Sammamish employed residents currently work in Sammamish**, though these resident workers are talented and educated.
- The study identified the **City's unique geographic setting and the talented resident base** as an economic strength and an opportunity to keep workers in Sammamish.

Project Objectives

- Develop a distinctive brand and marketing strategy for the City that promotes Sammamish as a great place to live, work, play and do business.
- Create actionable strategies for implementing and promotion the City's new brand.

Project Outcomes

The rebrand project had two major phases, with deliverables in each phase.

- **Phase 1: Research and Outreach.** This phase included stakeholder interviews and focus groups boosted by surveys to Sammamish stakeholders, the community at large and external perceptions.

- **Phase 2: Creative Work.** Using feedback from Phase 1, this phase resulted in an updated City Logo and branding standards and strategies to implement the new brand. Marketing materials were created to promote the Town Center, community events, the City's park systems and Sammamish in general.

A long-term desired outcome of the branding project is to create a Public Relations plan and comprehensive media strategies, and potentially add economic development strategy component to City strategy documents.

Financial Accountability

The project had a total budget of \$91,875, of which \$61,250 represented Port of Seattle funds and the remainder \$30,625 were City matching funds. Total expenditures for this project were \$92,293, with the City spending \$417 more than originally budgeted. Although the total budget was not exceeded by much, there were variances in spending from contracted amounts for individual project elements and funding was reallocated between these elements:

- The consultant cost \$4,000 more than described in the contract. At the time of signing the contract, the City did not know the exact consulting fee.
- The contract did include money for printing and materials which the city did not achieve before the grant due date. This work will be happening in the next few months with city funds.

Project Context

Strategic Fit

In 2017, the City updated their economic and demographic profile to inform strategic recommendations for future economic development efforts. The **Economic Development Strategic Recommendations** document proposed engaging in a re-branding and marketing effort for the City to capitalize on the City's location and local talent. The work completed with the Port funds was also recommended by the City's **Communications Strategy**.

POS Century Agenda Goals

The City's project fits in with the Port of Seattle's goals by supporting **business development, job growth** and creation of a healthy community that fosters an **equitable social environment** and supports **viable economic development**.

Economic Development Impacts

Quantitative Metrics

- Attract and retain high quality businesses in Sammamish.
- Support existing local businesses by promoting them to both residents and visitors.
- Draw more visitors to Sammamish.

Qualitative Measures

- First cohesive City brand since incorporation in 1999 and recognizable marketing materials that project the image of a diverse, modern and vibrant city.
- Develop interest in developing the Town Center further and provide Town Center developers with a base to create their own branding and marketing materials.

Collaborative Partnerships

This project strengthened the City's relationship with the Chamber of Commerce, created new connections with business owners, developers, artists, historians and environmentalists. The stakeholder engagement provided the city with valuable feedback to target their marketing to attract the demographics most interested in Sammamish.

Suggestions to Improve POS EDP Grant Program

Overall, the Partnership program is very well run. The simplicity of the program made it a very positive experience for the City. One challenge the City encountered with the program was completing the projects within the allotted time. Any opportunities to build in additional time to complete the grant work would be greatly appreciated.

Project Highlights

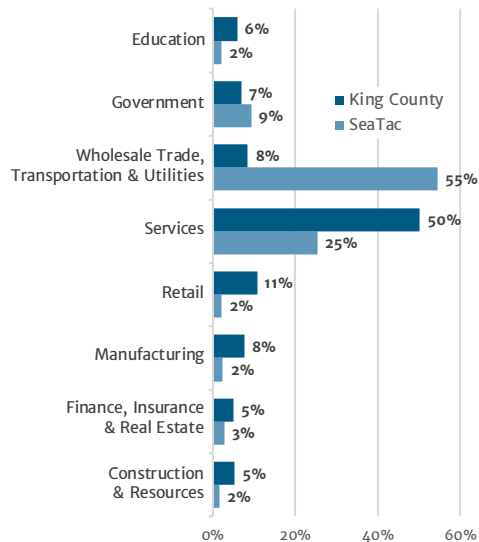
- **83 respondents** for the Sammamish stakeholder survey, 360 respondents for the community survey and more than 200 respondents for the external perceptions survey
- **14 strategies** the city can use to put the new brand for Sammamish into action.

SeaTac Economic Profile

Population, 2018: **29,130**

Jobs to Housing Ratio, 2018: 3.03

Employment by Industry, SeaTac and King County, 2018



About SeaTac

- Businesses in the City of SeaTac are located at the crossroads of regional transportation and the center of regional hospitality.
- Sea-Tac International Airport is an economic driver and a stimulus for private sector growth serving around 47 million passengers in 2017.

Grant Information

Port Funds: **\$27,810**

City Funds: **\$13,905**

Total Funds Spent: **\$41,715**

Project Performance

Project Need

The needs for the City of SeaTac’s project funded through the Port of Seattle EDP program were varied:

- Wayfinding signage to the airport and local hotels was needed to help **improve travelers’ experience and navigation** along two main arterial gateways through the city (Project C).
- Current and accurate demographic and business information was required to support organizations and companies in their decision-making process regarding **site location and expansion** in and around SeaTac (Project B).
- The City also identified the need to **connect local businesses** to each other for procurement to supplant, where possible, the use of entities outside the City (Project A).

Project Objectives

As such, the objectives of this year’s grant funded efforts were three-fold:

- **Project A – Business Synergy Program.** Identify small business needs and opportunities and establish a local business-to-business network.
- **Project B – Demographic Information.** Update the City’s demographic and business information on the City’s website to support economic development efforts and boost regional appeal to the business community.

- **Project C – Community Art & Wayfinding.** Create a plan and design for wayfinding signage to assist visitors to the City in getting to the airport, area hotels and other local amenities.

Project Outcomes

- **Project A – Business Synergy Program.** Business outreach survey and a Business Synergy Report completed.
- **Project B – Demographic Information.** Updated demographic and business information added to City website.
- **Project C – Community Art & Wayfinding.** Designs finalized for 8 proposed sign fixtures to aid travelers and visitors to better find their way to Sea-Tac International Airport and other related amenities. The scope of this project was extended to include signs on additional road entrances to the airport. The project is scheduled for completion in early 2019.

Financial Accountability

Total budget for this project was \$41,715, made up of \$27,810 in Port funds and \$13,905 in matching funds. The City of SeaTac is contributing an additional estimated \$15,000 outside of the contracted required match to enable the completion of the expanded Wayfinding project. Specifically, it will pay for sign installation.

Project Context

Strategic Fit

SeaTac is planning a specific economic strategy outside of the **Comprehensive Plan's Economic Vitality** element as a result of this work. The City is exploring how to use the data, outreach, and findings from this project to inform such a strategy.

POS Century Agenda Goals

- The City of SeaTac's business support efforts are in alignment with the Port's Century Agenda Strategy promoting **small business growth**.
- Collaborating with partner organizations on the wayfinding project sparked conversations regarding broader transportation and logistics topics. The timing of these interactions aligned well with the **Port's Sustainable Airport Master Plan** process.
- Throughout the Business Synergy outreach, the City contacted multiple **economic and socially-disadvantaged business owners**. Consequently, SBDC StartZone program staff were introduced into the conversations to assist.

Economic Development Impacts

Quantitative Metrics

- Promote **small business growth**, increase economic activity, generate **new business opportunities** and **increase city revenues**.

Qualitative Measures

- Strengthened business community partnerships, collaboration opportunities, and identified infrastructure improvement needs.

- Support organizations and companies in their decision-making process, especially in regard to site location and operation expansion within the region, by providing accurate and current demographic and business data.

Collaborative Partnerships

- The Business Synergy Program Phase 1 engaged the business community and created opportunities to evaluate sustainability planning and explored facility planning on a broader level.
- Collaborated with Seattle Southside Regional Tourism Authority, WSDOT, King County Signage Teams and Port of Seattle Signage & Graphics Team and Economic Development Staff on place-making and wayfinding.

Suggestions to Improve POS EDP Grant Program

The City has provided the following lessons learned from the project:

- Sharing of information on projects that have been completed by grant recipients in the past can help save time and resources, reduce duplication efforts and elevate the overall economic development activity in the region.
- Focus on only one project with a defined completion schedule that can be better managed.
- Communication and regular follow-up are critical for successful completion.

Project Highlights

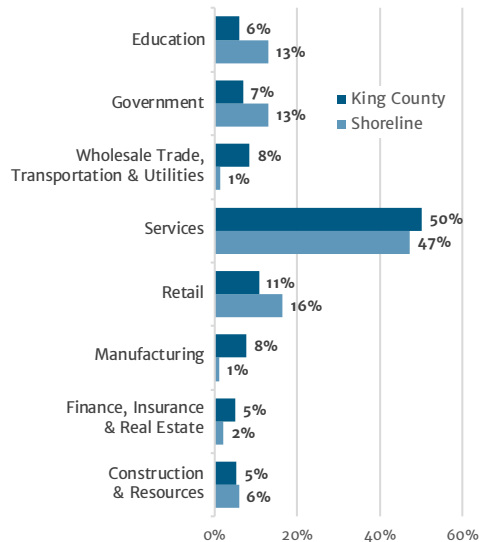
- Approximately **300 businesses contacted**, 250 business site visits performed, and more than 50 written survey responses collected.
- **3,000 copies of the Business Synergy Report Phase 1** distributed to surveyed businesses and the larger professional community.
- Updated demographic and business information provided inputs to about more than **20 business retention analyses**.
- More than **50 community members** participated in open house and community outreach events for the wayfinding project.
- **50% of the 47 million airport travelers** use private or rental vehicles to get to the airport so 8 proposed sign fixtures will be completed and installed in 2019 to improve travelers' access to the airport.

Shoreline Economic Profile

Population, 2018: **55,730**

Jobs to Housing Ratio, 2018: 0.70

Employment by Industry, Shoreline and King County, 2018



About Shoreline

- Primarily a residential community with more than 70 percent of the households being single-family residences.
- Transit access is a top priority in Shoreline, with two future light rail stations coming in 2023.

Grant Information

Port Funds: **\$36,986**

City Funds: **\$19,195**

Total Funds Spent: **\$56,181**

Project Performance

Project Need

The need for the City of Shoreline’s project with Port of Seattle was multidimensional and driven by Shoreline’s desire to **transition from a Seattle bedroom community to an employment center.**

- Shoreline wanted to further build upon the work completed with the Port’s 2016-2017 grant and continue to develop the SeaSound Media Campus project.
- The City felt the need to better understand and develop targeted supports for its local business sector.
- The City felt that urban design interventions in its Downtown Ridgcrest would directly drive economic development in the area.

Project Objectives

- **SeaSound Media Campus.** Facilitate development of a SeaSound Media Campus that would be designed for the local production of movies, television shows, commercials, and gaming content.
- **Home-Based Business Research & Survey.** Learn about Shoreline home-based businesses, profile their needs, and then create programming that encourages them to grow and thrive.
- **Downtown Ridgcrest Workshop & Vision Plan.** Improve the city-owned right-of-way in Downtown Ridgcrest with designs ultimately funded through the Shoreline’s capital improvement program.

Project Outcomes

- **SeaSound Media Campus.** Discussions are underway

between the City, the State Department of Social and Health Services, the State Department of Natural Resources, and leadership in the State Legislature to locate a job-center on surplus property.

- **Home-Based Business Research & Survey.** Shoreline identified more than twice as many home-based businesses than originally estimated. The research and survey findings helped the City develop priorities and programs for local business support and are targeting implementation in 2019.
- **Downtown Ridgcrest Workshop and Vision Plan.** The Plan identified quick-win improvements as well as long-range public works projects to reshape the public realm in Downtown Ridgcrest and surrounding areas.

Financial Accountability

The project had a total budget of almost \$84,000, of which \$55,000 are Port of Seattle funds and the remaining \$29,000 represents the City match amount required by the grant. However, only part of the Port funds and City match made available for these projects was used, more specifically \$36,986 in Port funds and \$19,195 in matching City funds. This was due to change in State policy which resulted in the SeaSound Media Campus being put on hold until late 2018 when it was restarted with new partners and a new potential location.

Project Context

Strategic Fit

The City of Shoreline City Council established a goal of

developing a state-of-the-art campus for the media industry in the Pacific Northwest. The goal of economic development in Shoreline is captured by the concept of place making which for Downtown Ridgecrest is focused on creating identity, encourage walkability and provide needed goods and services.

POS Century Agenda Goals

- **SeaSound Media Campus.** Serve as a career option for graduates of creative programs at the Shoreline Community College.
- **Home-Based Business Research & Survey.** The diversity of local businesses identified prompted staff to explore translation services, outreach plans and other methods to better engage and support these businesses.
- **Downtown Ridgecrest Workshop and Vision Plan.** An economically disadvantaged community that has not seen any investment during the current real estate development cycle.

Economic Development Impacts

Quantitative Metrics

- **Attract domestic and foreign capital investment and encourage non-residential development.**
- **Expand the City's industry base and create new and better jobs.**
- **Grow Shoreline's creative economy.**
- **Generate content that highlights the Puget Sound region and make the region a more attractive tourist and business destination.**

Qualitative Measures

- **SeaSound Media Campus.** Partners and potential tenants expressed interest in the project and are in contact with the City to explore a more formal partnership and workplan in 2019.
- **Home-Based Business Research & Survey.** Interest in commercial property, lease rates, and networking opportunities has led City staff to begin the process of developing an inventory of commercial vacancies and rents and to explore an event series aimed at small and home-based businesses.
- **Downtown Ridgecrest Workshop & Vision Plan.** The City is exploring funding internally and outside the City to pursue the projects identified.

Collaborative Partnerships

- **SeaSound Media Campus.** Interest and continuing engagement come from local media, Washington Film Works, SIFF Executive Director Sarah Wilke, Shoreline Community College, local filmmaker and potential tenant Shep Films, feature film producer Larry Estes, and others. Working closely with Washington State DNR and State Health Labs.
- **Home-Based Business Research and Survey.** 2019 implementation will happen either directly by or in partnership with the Shoreline Chamber of Commerce.
- **Downtown Ridgecrest Workshop and Vision Plan.** The project sparked an ongoing constructive dialogue with neighborhood business community leadership.

Suggestions to Improve POS EDP Grant Program

The City of Shoreline suggested the Port's EDP Program could be more targeted to support underserved communities.

Project Highlights

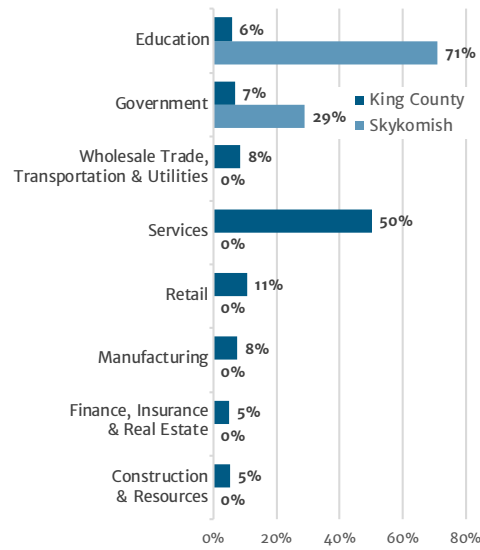
- **1,264 licensed home-based businesses** identified in the City of Shoreline.
- **16 in-depth key person interviews** were conducted.
- Meetings, site visits, and a workshop **with 38 residents of the neighborhood** were conducted, resulting in a plan identifying "quick-win" improvements to the public realm.

Skykomish Economic Profile

Population, 2018: **205**

Jobs to Housing Ratio, 2018: **0.26**

Employment by Industry, Skykomish and King County, 2018



About Skykomish

- Incorporated in 1909 as a booming railroad and logging town centered around the Great Northern Railway.
- Today a community popular for its outdoor recreational activities and tourism industry.

Grant Information

Port Funds: **\$5,000**

City Funds: **\$5,000**

Total Funds Spent: **\$10,000**

Project Performance

Project Need

The historic Town of Skykomish is situated at the gateway to the Cascade Mountain Range and 16 miles west of Stevens Pass Ski Area. The Town is the closest stopping point for services, but the town’s limited retail and dining opportunities and lack of visibility are barriers in attracting more visitors.

Tourism is a key contributor to the City’s economy but access to **historical information about the City is limited**. The City of Skykomish’s grant with the Port of Seattle addresses the City’s need to capitalize on its local assets to support future growth and development.

Project Objectives

The project aims to create a comprehensive **recreational and historical tourism signage system** to help increase visibility for the community. Port funds build on work completed by Skykomish in 2016–2017 as follows:

- Finalize the **tourism kiosk** which includes information about the town, history, parks and trails and was started with funds from the previous grant cycle
- **Install historic signage** to guide tourists to attractions showcasing the unique character of the town and its boom-style architecture

Project Outcomes

The City only partly realized the objectives of this project by completing the kiosks. Some design work was done for the signs but due to limited staff and resources no signs were installed.

Financial Accountability

This project had a total budget of \$10,000, of which half were Port funds and the rest were city match funds. The budget was intended to cover development of all elements of the initial scope of work. However, after purchase of kiosks, no additional budget was left for design and printing of pamphlets as identified in the scope of work.

Project Context

Strategic Fit

- The Community-Defined Vision for the Future of Skykomish determines that the town needs to “**reference the unique history of the town and its character maintained in new development**”. In line with the Vision, the project funded by the Port of Seattle references the history of Skykomish and **directs visitors to historic points of interest** in and around the community.
- The City is currently working on an Economic Development Strategy and one of the recommendations in developing the plan is to install supporting signage to direct people to specific attractions, support the town’s brand and existing businesses.

POS Century Agenda Goals

The project supports tourism and is part of the Town's strategy to promote Skykomish as a gateway to adventure, history and nature.

Quantitative Metrics

If the city follows up on their plans to complete this project in the future, the project can **enhance historic and recreational tourism activities** and support **local businesses** through an increase in **visitor spending**.

Qualitative Measures

Once completed, the project can strengthen the economic vitality of the community through **informational signage** to **direct tourists** to historically significant features of the town.

Collaborative Partnerships

The City attempted to engage the Historical Society, business and property owners and the Chamber of Commerce but was not able to get the support needed.

Suggestions to Improve POS EDP Grant Program

Skykomish indicated they could have used more time to complete the project.

Project Highlights

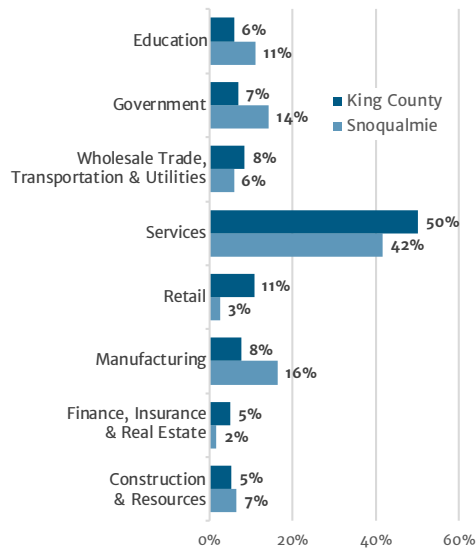
- The project outcomes have been partly accomplished and there are no significant impacts to highlight at this stage.

Snoqualmie Economic Profile

Population, 2018: **13,450**

Jobs to Housing Ratio, 2018: **0.91**

Employment by Industry, Snoqualmie and King County, 2018



About Snoqualmie

- Snoqualmie has grown from just over 1,500 residents in 1990 to nearly 13,000 in 2015.
- The home of Snoqualmie Falls, the 2nd most visited attraction in Washington, with almost 2 million visitors each year.

Grant Information

Port Funds: **\$10,000**

City Funds: **\$5,000**

Total Funds Spent: **\$15,000**

Project Performance

Project Need

The City of Snoqualmie identified several needs and opportunities to be addressed through the City's project with the Port of Seattle:

- Determine ways to **collaborate with Snoqualmie Valley cities** on a unifying approach to tourism.
- Leverage **Snoqualmie Falls**, the City's main attraction, to introduce visitors to other parts of the City and Valley.
- Create **tourism opportunities** during the **shoulder season**.

Project Objectives

- Promote the Snoqualmie Valley as a tourist destination.
- Encourage local spending and increase awareness of local businesses.

Project Outcomes

- Updated and printed **20,000 copies** of the Snoqualmie Valley Trail Map & Brochure that helps connect visitors and residents to the trail, to the communities along the trail and to the many destinations surrounding the trail.
- Produced the **2018 Locals' Guide** showcasing the favorite restaurants, shops and destinations of Valley's residents selected through a survey of residents' preferences.
- Led a series of **Locals' First Campaign** to promote local businesses and Valley-produced products.

- Implement two **Snoqualmie Valley Wine Trains** in the shoulder season which included stops at three museums, food from local farms and five local wineries.
- Fabricate **two wayfinding signs** to be installed on the Snoqualmie Valley Trail.

Financial Accountability

The project had a total budget of \$15,000, of which \$10,000 were Port funds and the rest were City match funds. There were no significant variations from the budget.

Project Context

Strategic Fit

Around 100 individuals representing businesses and other organizations through the Snoqualmie Valley met through the winter of 2016 and identified four ways to attract more visitors from outside the Valley: outdoor recreation, farm and culinary, cultural heritage and local art.

POS Century Agenda Goals

The project supports the Port's strategic objective to advance the region as a leading tourism destination.

Quantitative Metrics

- Increase in the number of residents and visitors drawn to and through the historic downtowns of Snoqualmie Valley cities.
- **Increase in revenue for businesses** located in the Valley.

Qualitative Measures

- **Strengthen partnerships** between cities in the Snoqualmie Valley which can be leveraged for other economic development initiatives.
- Increase awareness of the unique features of the Valley beyond the Puget Sound Region.

Collaborative Partnerships

The City of Snoqualmie formed many collaborative partnerships as part of this project. In addition to working with the **cities of the Snoqualmie Valley** and the **Mountains to Sound Greenway Trust**, the City also worked with chambers of commerce, farm organizations, downtown merchants' associations, public land managers, recreation organization, and heritage and arts groups.

The success of the project, some of these partners are interested in further expanding the scope of the Savor Snoqualmie Valley program to include tour series, website upgrades, and arts activities. The Northwest Railway Museum has taken the initiative and is offering wine train events independently.

Suggestions to Improve POS EDP Grant Program

The City indicated that the support from the Port of Seattle helped form the Savor Snoqualmie Valley initiative and obtaining funding from other sources would have been more difficult. They consider the EDP program to be easily accessible in comparison to other state or federal grant programs which are competitive and infrastructure oriented. In addition, the program allowed the city to implement trial projects with 'seed' money that have the potential to become self-sustaining if successful (e.g. Wine Trains).

The City of Snoqualmie suggested they would like to meet with a Port of Seattle representative before the beginning of the grant cycle to get assistance with planning and strategizing for the project, discuss expectations and have the benefit of the Port's view on economic development.

Project Highlights

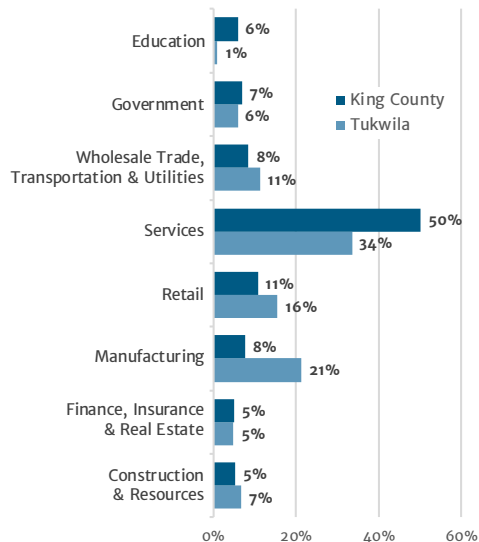
- **5,000 copies** distributed of the Snoqualmie Valley Trail Map & Brochure.
- **10,000 copies** distributed of the Locals' Guide.
- **300 tickets sold** for the Wine Trains events.
- **25,000 social media impressions** for the Locals First campaigns.
- **Three more wine train events** scheduled for the future.

Tukwila Economic Profile

Population, 2018: **19,800**

Jobs to Housing Ratio, 2018: **6.05**

Employment by Industry, Tukwila and King County, 2018



About Tukwila

- Anchored by Westfield Southcenter, Tukwila offers many shopping and dining options, with over 100,000 visitors daily.
- Over 2,200 businesses in a variety of sectors such as retail, aircraft components, health care, food manufacturing, and information services.

Grant Information

Port Funds: **\$13,160**

City Funds: **\$6,780**

Total Funds Spent: **\$19,940**

Project Performance

Project Need

The City of Tukwila’s project funded through the Port of Seattle EDP program addresses the following needs and opportunities:

- The City of Tukwila **lacked marketing collateral** to promote the Tukwila International Boulevard (TIB) District to developers or prospective businesses interested in locating in the area. The TIB is part of an Opportunity Zone designated by the federal government and has high investment potential.
- The City of Tukwila identified an opportunity to **use social media and visuals as an economic development marketing tool** to showcase the City as a fun and friendly destination, an inclusive community for visitors and businesses.

Project Objectives

The project funded through the POS grant aimed to:

- Create a brand for Tukwila as a place where people live, work, shop and dine. As part of this larger goal, the project aimed to sell the vision of a new Tukwila International Boulevard (TIB) District to potential developers, non-profits and governmental agencies.
- Promote the City to potential conventions and events, specifically Comic Cons and other “nerd” and “geek” related events. Initially, Tukwila was going to produce a general video to promote the Southcenter area for overall economic development potential. However, City staff

determined the marketing video aimed at tourist events could have a bigger impact. The City modified the scope of its grant award, with permission from the Port.

Project Outcomes

- **One-page sheet** to be used for **marketing** and promoting the Tukwila International Boulevard District to interested parties.
- **A marketing video** aimed at tourist events. The Tourist Video featured Star Wars Storm Troopers working in jobs throughout the City.
- **Two animated bumpers** which will be used to promote the City in future videos.
- A portfolio of **professional photos** that can be used by City staff at various events, for promotional materials or any other purposes.

Financial Accountability

Initially the Port of Seattle allocated \$19,540 in grant funds for the City of Tukwila project and the City budgeted \$9,770 of its own funds, for a total project budget of \$29,310.

Actual costs came in lower than expected, specifically for the graphic design work and printing. The City requested less funds than outlined in the contract and spent in total \$19,940, of which \$13,160 were Port funds.

Project Context

Strategic Fit

The TIB is a big part of the City's economic development objectives. The City of Tukwila adopted the **Tukwila International Boulevard District Element** of the **Comprehensive Plan** in 2015. Now in 2017, the Congress for New Urbanism is partnering with the City of Tukwila to assist in an implementation plan for the neighborhood. The TIB has attracted millions of dollars in public investment in the past several years and the aim of this project is to draw private investment to the area.

POS Century Agenda Goals

The City of Tukwila is one of the most **diverse cities** in the state. For example, 70 languages are spoken in the Tukwila school districts. All projects undertaken by the City have a diversity and inclusion focus.

Parts of the TIB area are part of a **federally designated urban renewal area**. Additionally, parts of TIB are part of four federally recognized opportunity zones, which promote investment in distress areas.

Economic Development Impacts

Quantitative Metrics

- **Promote and attract investment** in distressed areas of the City.
- Attract more conventions and events which will bring in **more visitors** and show that Tukwila is a 'nerd' place and therefore a good location for tech businesses.

Qualitative Measures

- Increase awareness and improve the image of Tukwila as a place where people want to live, work and dine.
- Business outreach and relationship development.

Collaborative Partnerships

Work on the marketing video involved business outreach and relationship building:

- The City of Tukwila engaged with eight businesses when producing the video. The businesses appear in the final video which lets people know of all the great jobs in the city.
- The City collaborated with a production company and City staff had the opportunity to develop skills in managing video production and creation which can benefit them for future City projects.

Suggestions to Improve POS EDP Grant Program

Tukwila supports the modification of the dates to be consistent with city budget cycles. The City indicated it might be useful to extend the project timeline to two years, so the cities could undertake larger projects with two-years' worth of funds. Tukwila also suggested considering other criteria than population for allocation of grant funds.

Project Highlights

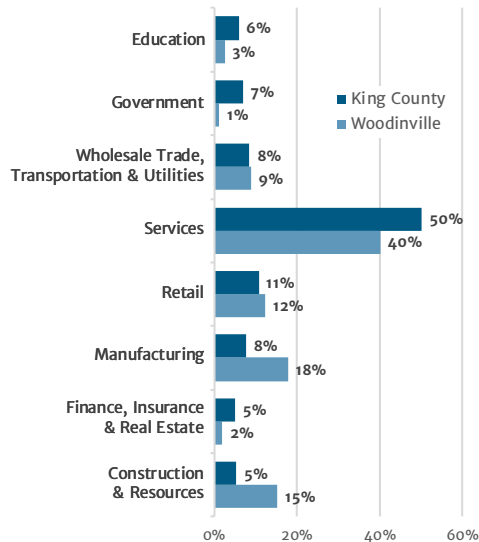
- **Marketing collateral** to promote the City of Tukwila and attract new business.
- Staff **skill development** in managing video production and creation.

Woodinville Economic Profile

Population, 2018: **11,830**

Jobs to Housing Ratio, 2018: 2.68

Employment by Industry, Woodinville and King County, 2018



About Woodinville

- One of King County's newest cities incorporated in 1993.
- No business and occupation tax, free business registration and a per capita sales tax revenue ranked 6th in Washington state.

Grant Information

Port Funds: **\$11,570**

City Funds: **\$6,800**

Total Funds Spent: **\$18,370**

Project Performance

Project Need

The City of Woodinville's project supported by Port of Seattle EDP program came about as part of the discussion on downtown placemaking and what makes people want to live, work and play in Woodinville.

- In 2017, the city, with funding support from the Port of Seattle, surveyed local citizens, visitors, and business owners to understand the biggest **challenges and opportunities the wine and tourism industry faces** and what interventions are necessary to improve Woodinville's **tourism industry**. One of the study's findings was that **street beautification**, such as public art and murals, can support the growth in tourism in Woodinville and help promote the area.
- Currently there is no welcome piece to signal the arrival into Woodinville or its downtown, celebrate the city's industrial and agricultural city and promote its booming tourism economy. As part of the city's reinvestments into its downtown, the city wanted to **improve the gateway entrance to Woodinville**.

Project Objectives

The project designed by the City of Woodinville had several objectives:

- Develop a **vibrant downtown environment** and visitor experience.
- Develop the experience of Woodinville through **distinct community placemaking** and marketing of tourism offerings.

Project Outcomes

- The City organized a **community-wide paint day event** to paint two trestle murals. In addition to **270 volunteers**, several Chamber of Commerce members and business owners participated in this project.
- The **murals** visible to 40,000 vehicles entering and exiting the city each day serves as a **promotional draw for tourism** and creates a welcoming environment for visitors.

Financial Accountability

The City budgeted a total of \$8,500 to the project and the Port of Seattle provided \$11,570 in grant funds, for a total project budget of \$20,070. Actual spending was around \$1,700 below budget, with the City's responsibility at 59% of grant funding.

Project Context

Strategic Fit

The project is part of the city's **long-range vision of downtown**, as described in:

- Port of Seattle funded Wine and Tourism Study (2017)
- Downtown Streetscape Master Plan (2012)
- Downtown Little Bear Creek Corridor Master Plan (2008)

POS Century Agenda Goals

The project expands on the current wine and tourism sector in Woodinville and is in alignment with the Port's goal to position the region as a leading tourism destination. The City is also working to make the downtown and other areas of the city more welcoming and friendlier to everyone and encourages diversity.

Economic Development Impacts

Quantitative Metrics

- Create a **welcoming environment for visitors** and encourage tourism.
- **Attract private investment** and redevelopment in nearby underutilized or vacant properties.
- **Bring jobs into the city** by engaging artists or other crafts or trades people to improve public spaces.

Qualitative Measures

- Create a more visually appealing town and shape the way people see and feel about Woodinville.
- Create civic and community pride by incorporating community participation.
- Add to the art and cultural heritage of the city.
- Foster business and community partnerships.

Collaborative Partnerships

The City partnered with the Chamber of Commerce, Woodin Creek Residential Village, TRF Property Management and others to build relationships and engage the business community for the project and improve the visitor experience in Woodinville.

Suggestions to Improve POS EDP Grant Program

The City suggested the Port should consider different methods for allocating the grants other than population to make more funds available to smaller cities and allow them to plan for larger scale projects.

Project Highlights

- **Two murals** visible to nearly 40,000 vehicles entering and existing the city each day.
- The Community Paint Day attracted a total of **270 volunteers** who worked together for a total of almost **420 volunteer hours**.