

## Logistics & International Trade Cluster Initiatives

*Logistics & International Trade Initiative #1:*

COMMUNICATE A JOINTLY DEVELOPED LOGISTICS AND INTERNATIONAL TRADE MESSAGE

**Champion: Sam Kaplan**

**Organizational Home: Trade Development Alliance of Greater Seattle**

**Initiative Development Team Members:**

**Sam Kaplan\***, *Trade Development Alliance*  
 Julie Collins, *Port of Tacoma*  
 Mike Moore, *PMSA (with Cocker Fennessy, Inc.)*  
 Rich Berkowitz, *Transportation Institute*  
 Keith Orton, *City of Seattle*  
 Greg Shelton, *UW GTTL*

**Description & Motivation:**

Communicate the risks to and opportunities from the trade and logistics cluster to both decision makers and to the Puget Sound community in general. We will drive two trains simultaneously with one targeting decision makers and the other a more broad-based effort to raise awareness among the many constituent groups and general population making up our four-county region. The Communication Drum Roll will raise awareness of the infrastructure needs and how the cluster benefits the society socially, economically, environmentally and culturally, thus leading to an understanding that we need to preserve and expand upon these jobs. We need to tell a compelling story about this cluster to effect change that will enhance the cluster. The message will be honed in coming weeks and months but certainly the logistics part of the equation will communicate the understanding of the myriad services that participate in the transport of goods and services through our ports and airport. As capacity is reached on our transport systems, economic prosperity is endangered. At the same time, if we seize on the opportunities our role as an international gateway offers, we can increase our economic and social opportunities.

**Objective:**

The objective is two-fold: 1) generate support among decision makers for making the necessary investments and policy changes decided on by the Prosperity Partnership Trade and Logistics Working Group to preserve and grow this important industry and 2) to create an understanding among decision makers and the general public of the importance of this cluster which will lead to ongoing support for investments and policy prescriptions.

**Obstacles and Impediments Likely to Affect Implementation:**

We are but a small drop in a fast moving river of information, much of it produced by people unaware of the importance and complexity of the trade and logistics sector. We will need to leverage the many partners of the Prosperity Partnership to wade through this treacherous flow. Of course, we are also only a small bird in a large nest full of entities working to influence public and business leaders. Because the Prosperity Partnership is comprised of so many varied stakeholders in the region, the Communications Drum Roll can work to provide a consistent message for people to work through and gain access to resources that reach a wide audience—from newsletters to web sites to other means of communication. Lacking a large funding source for an expensive and comprehensive marketing campaign, consistency of message and leveraging of participating resources will be paramount.

<b>Funding:</b>
<p>Polling and massive advertising would require large amounts of funding. More targeted effort to multiplier organizations, use of web sites, blogs, company newsletters, etc. would allow for a more realistic amount of funding. Targeting groups that can influence leaders with control over the outcomes of the action items of the Working Group may be most efficient for the decision maker train. For the mass audience train, as noted above, consistency of message and leveraging of partners will be key.</p>

<b>Outcome/Results:</b>
<p>The purpose of the Communications Drum Roll is to build support for the action initiatives of the Trade and Logistics Cluster Working Group and to achieve a greater understanding of the importance of the trade and logistics cluster in the community at large. We will measure success in two ways. First, if the Trade and Logistics Working Group is successful in implementing its initiatives. Second, lacking funding for polling, we will measure our efforts to deliver information to the general public and subset audiences. We can determine if specific news stories/series were generated, how many speaking opportunities occurred, how many company newsletter articles were printed and in other ways.</p>

<b>Action Steps:</b>
1. Identify Audience, both decision makers and segmenting out the public into bite size pieces (NPR listeners, KVI listeners, environmental groups, labor, business people, etc.)
2. Develop Messages using the Trade Alliance’s Local Communications Plan messages. The Trade Alliance, under the direction of its Board, has for the past year been communicating messages similar to the Trade and Logistic Group’s probable messages. Last year, the Trade Alliance mailed out a Trade and Competitiveness kit to all the public officials in the Puget Sound region (including state legislators) as well as to all the Chambers in the region. This information is also posted on the Trade Alliance web site. It may be possible to merge the Working Group’s and Trade Alliance’s efforts.
3. Establish delivery mechanisms of messages
4. Implement delivery mechanisms
5. Evaluate success and determine next steps

<b>Timeline:</b>		
<i>Step</i>	<i>Key Person</i>	<i>Timeline</i>
1. TBD	TBD	TBD

*Logistics & International Trade Initiative #2:*

DEVELOP A SMALL BUSINESS AND ENTREPRENEURIAL SUPPORT NETWORK

**Champion: Ralph Ibarra**

**Organizational Home: To be determined**

**Initiative Development Team Members:**

**Ralph B. Ibarra\***, President, Marketeer Unlimited  
 Andreas Udbye, Executive Director, World Trade Center Tacoma  
 Tim Thomson, Chief Operating Officer, Port of Bremerton  
 Warren Gross, Managing Director & President, Export Finance Assistance Center  
 Bill Taylor, President, Renton Chamber of Commerce  
 Kevin Clegg, Business Development Specialist, Office of the Pierce County Executive  
 Daniel Seydel, Platinum Business Group LLC  
 Paul Sommers, Professor, Institute of Public Service and Albers School of Business  
 Tom McLaughlin, Partner, Tyee Partners LLC

**Description & Motivation:**

98 percent of exporting firms in the region can be classified as small businesses that typically employ less than 100 employees. Moreover, these businesses require access to world-class air, rail, sea, trucking and logistics support. First, the Small Business Support Network will endeavor to identify the prominent needs of small business with regard to **Access to Capital, Impact of Government Regulations, Workforce Development Requirements, Industry Trends, Knowledge of World Markets and Opportunities** and the **General Business Environment**. Second, a series of steps to be taken to defining solutions to these and other challenges identified will be proposed for implementation in concert with the Prosperity Partnership.

**Objective:**

The objective of the Small Business Support Network (SBSN) is to define readily available, cost-effective solutions for small firms engaged in logistics and international trade, for them to employ as a means to sustain and grow their businesses. It is anticipated that with the fulfillment of this Action Initiative Business Plan, job creation will occur and add to attaining the Prosperity Partnership’s goal of 100,000 extra jobs.

**Obstacles and Impediments Likely to Affect Implementation:**

**Access to Capital**

**Obstacle:** Industry consolidation has narrowed the number of banks that have an actual understanding of small business banking needs.

**Required:** Loans and lines of credit at affordable interest rates and terms favorable to small firms.

**Obstacle:** Small companies lack full understanding of the various sources of capital and financing for their businesses, especially the specific organizations and affiliates that have been created to provide capital; e.g. SBA Small Business Capital program, community-based organizations that “pool” that expose worthy small firms to investors, etc

**Required:** Education and instruction for small business on the different types of capital (equity vs. debt/borrowing), along with how to raise capital from private sources (family members, friends, etc.) in a fiscally and legally sound way.

**Obstacle:** Reluctance by the State Legislature to involve state funds in creative mechanisms to lower the cost of debt capital to qualified small businesses.

**Example:** The Washington State Linked Deposit Program, established by the 1993 Minority and Women-

**Obstacles and Impediments Likely to Affect Implementation:**

Owned Business Assistance Act, directs the State Treasurer to operate a program which links the deposit of state funds to loans made by financial institutions to qualified minority and women-owned businesses. The State's funds are used to encourage banks to lend private funds to these businesses. The program is authorized to invest up to \$50 million of the State's surplus funds. The banks in turn make loans to Washington State OMWBE certified minority and women-owned businesses. The deposit of state funds with a bank is done by purchasing a certificate of deposit (CD) in an amount equal to the dollar amount of the loan made to a certified firm. The CD may have a term up to five years. The interest rate charged to the minority or women-owned businesses receiving the loan are two percentage points below the market interest rate. The reduced rate on the invested CD is used to offset the two percent interest rate reduction afforded to the loan made to a certified firm. Pursuant to its enabling legislation, the LDP is scheduled to terminate under the Sunset Act in 2008, with a JLARC sunset review required in 2007.

Required: More Link Deposit Programs for qualified small firms and an increase in the ceiling of the program for certified firms to \$100 million.

Obstacle: Small trucking firms often do not have access to financing for their trucks and equipment at competitive rates.

Required: Custom tailored and cost-effective options to finance their business operations.

**Impact of Government Regulations**

Obstacle: Majority of elected officials do not fully comprehend the impact that public policy decisions they have made, or will make, are having on small firms and their employees.

Required: Deploy a systematic process to educate and inform elected office-holders of the desires, concerns and issues affecting small firms in logistics and international trade.

Obstacle: Small trucking firms are often burdened by rules and regulations from many different federal, state, and local jurisdictions.

Required: Special consideration from policy makers and enforcers of government regulations that apply to small owner-operator firms.

**Workforce Development Requirements**

Obstacle: Fixation by education system on instruction for jobs that require advance education to secure; e.g. biotechnology, computer science, engineering, etc.

Required: Courses of study that are directly relevant to fulfilling the employment needs of all facets of the logistics and international trade industry.

Obstacle: Lack of familiarity of community/technical college programs that offer relevant instruction and education available for small businesses.

Required: Outreach and marketing efforts by colleges in partnership with associations and programs that represent small business and historically underserved groups; e.g. minority-, women-, veteran, disabled, etc.)

Obstacle: Slow action by L&IT industry to respond to the changing demographic make-up and aging of the workforce.

Required: An all-inclusive campaign to enlarge the pool of candidates for jobs in the L&IT industry by recruiting from historically overlooked populations; e.g. minorities, women, veterans, disabled, etc.

Obstacle: Many small independent trucking companies are owned and operated by minorities and new immigrants that bring with them a different set of circumstances.

Required: Sources for culturally relevant, competent and responsive workforce development assistance geared for small truckers.

**Industry Trends**

Obstacle: Most small firms are too busy "making payroll" to devote time for public policy debates and active involvement in advocating for the logistics and international trade industry as a whole.

Required: A campaign to mobilize the logistics and international trade industry firms into a cohesive and proactive group.

Obstacle: No readily available resource for data and details about the existing conditions, external factors

**Obstacles and Impediments Likely to Affect Implementation:**

and future prospects for small firms in the logistics and international trade industry

Required: A comprehensive S.W.O.T (Strengths, Weaknesses, Opportunities, Threats) analysis on small firms, with communication of the results to policy makers and stakeholders for consideration and action.

Obstacle: Small owner-operator trucking firms now move the majority of cargo/containers among port facilities, terminals, distribution centers, etc. as independent contractors.

Required: A systematic approach to providing small business support services to these independents that is easily accessed and readily available.

**Knowledge of World Markets and Opportunities**

Obstacle: Most small firms are unaware of developed and emerging world markets and the business opportunities available.

Required: **Identify the ways small business currently uses to obtain market intelligence and access those means, along with introducing other business development practices.**

Obstacle: **No system in place to identify, solicit and recruit small firms to offer export-readiness assistance and other critical information.**

Required: A systematic approach to providing a suite of export assistance disciplines, financial tools, education about exporting, and to promote the benefits of making global commerce a part of a small firm's business model.

Obstacle: Small businesses with potential for success as exporters, lack a comprehensive understanding of the many proven resources available that can assist them to enter into the realm of global commerce.

Required: A promotional campaign to inform and educate small firms about the vast expertise available to them from all quarters; e.g. government agencies, educational institutions, trade groups, etc.

**General Business Environment**

Obstacle: Competing interests for limited resources and presence of mind with the public and business community at large.

Required: Greater cooperation and collaboration among the various types of businesses (small, medium and large) that operate within the logistics and international trade industry.

Obstacle: Many small firms do not have a complete understanding of small business assistance resources that are available to help them grow and prosper; e.g. workforce development, financing solutions, technical and management improvement, etc.

Required: A sustained drive to inform small firms of the numerous resources available to them to help them expand their businesses and add new jobs.

Obstacle: No discernable organized cadre of leaders from the logistics and international trade industry willing to form action groups to discuss and act upon efforts towards greater collaboration and cooperation with the public and business community at large.

Required: A campaign to recruit people and resources that will be dedicated to forming and sustaining an organization/association that will represent the specific desires, concerns and issues facing firms in the L&IT business sector.

Obstacle: Lack of training classes and programs that teaches the technicalities of exports, imports and trade regulations, which is an impediment for manufacturers and companies which might be potential exporters, but who feel they lack the confidence, knowledge and skills to proceed.

Required: Education and instruction for exporters and potential exporters to develop all elements of their business operations; e.g., capability, capacity, confidence, skills, access to resource, etc. These offerings should be developed in conjunction with community colleges, trade associations and other sources of expertise, available on a regular schedule and accessible throughout the Prosperity Partnership 4-county region.

**Funding:**

**Access to Capital**

Item:

**Funding:**

Cost:

Funding Sources:

**Impact of Government Regulations**

Item: Legislature Trade Day at Capital

Cost: \$1,000 for event expenses in Olympia

Funding Sources: SBSN Committee Contributions

**Workforce Development Requirements**

Item:

Cost:

Funding Sources:

**Industry Trends**

Item: Logistics & International Trade Show in Seattle

Cost: Fees and expenses to stage 2-day symposium and trade show

Funding Sources: Public and private

**Knowledge of World Markets and Opportunities**

Item: A cohesive and regular program of high quality international trade education classes and seminars to be held at three locations in the Puget Sound region. These classes should empower, equip and educate the participants to succeed in building and developing their businesses, as well as their personal careers. The main task will be for a coordinator to pull the elements together to offer a set of reasonably priced courses, starting in early 2006. A series of 4-5 courses should be held twice a year in three locations, for example Everett, Seattle/Bellevue and Tacoma/Bremerton. After completing the series of classes, the participants will earn a certificate/diploma. We foresee that the classes will be at an intermediate level, to provide value both to beginners and more experienced exporters, importers and service providers.

Cost: To develop, plan and promote the program will require the equivalent of 90 days of full time work for one person over a one-year period. In addition, there will be expenses related to the design and printing of brochures, plus any advertising/communications expenses. We think these administrative and promotional costs will be in the area of \$30,000 p.a. Having these fixed costs covered means that it is easier to charge the attendees only a nominal fee for the classes. Most of the course fees will go to cover the venues, any refreshments, course materials and any honorariums to the speakers. It is important that the classes are priced low enough to ensure accessibility and participation by many small businesses and entrepreneurs. The program planner can be housed with one of the trade promotional organizations in the area. It is important that this organizations takes ownership in and benefits from this initiative, otherwise it may be looked upon as a competitive threat or time waster by an organization, which is otherwise very busy and hard pressed to accomplish its established mission. (The \$30,000 will create motivation and accountability).

Funding Sources: The \$30,000 annual expense can be funded either by public funds or from corporate sponsorships. There may be one or more large corporations willing to participate as a sponsor to gain visibility and PR.

**General Business Environment**

Item: Staff time at economic development organizations (Cities, Counties, EDO's etc) to conduct outreach programs that identify, contact and inform small firms of the numerous resources available to them to help expand their businesses and add new jobs.

Cost: TBD

Funding Sources: All public, quasi-public and private organizations dedicated to the economic development of the Prosperity Partnership target area, in concert with all logistics and international trade associations and stakeholders.

Item: Education and instruction for exporters and potential exporters to develop all elements of their

<p><b>Funding:</b></p> <p>business operations.  <u>Cost:</u> TBD  <u>Funding Sources:</u> Initial funding from government sources with in-kind contributions and funds from private industry and other interested parties.</p>
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<p><b>Outcome/Results:</b></p> <p><u>Access to Capital</u></p> <p><u>Impact of Government Regulations</u></p> <p><u>Workforce Development Requirements</u></p> <p><u>Industry Trends</u></p> <p><u>Knowledge of World Markets and Opportunities</u>  <u>Item:</u> Obvious measures would be:</p> <ul style="list-style-type: none"> <li>• Class attendance</li> <li>• Number of candidates completing and receiving the diplomas</li> <li>• Results from follow-up survey of the attendees one year after completion of the courses (e.g., did they do more international trade, expand their business, hire more people, etc.)</li> <li>• Will colleagues of former students register to the classes?</li> </ul> <p><u>General Business Environment</u>  <u>Item:</u> Education and instruction for exporters and potential exporters to develop all elements of their business operations.  <u>Outcome/Results:</u> There are at least two ways to measure, one is easy to do and the other one very hard:  1. Activities based measures, for example, how many attended classes, how many utilized the resources, how many borrowed money, etc.  2. The hard one (especially with limited resources and tools) to measure is actual jobs creation as a result of these initiatives. Did our programs and assistance matter, or was it just the economy that improved? In rare cases, we have anecdotal evidence that directly links our programs to new jobs and sales made, but in most cases the link is at best murky. We have a sense that many of the exporters were well helped by the assistance and training we gave them, but was the purchase order they received 6 months later a result of it? We have to believe that our efforts and activities became an integral part of enabling the companies to grow their business.</p>
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<p><b>Action Steps:</b></p> <p>1. <i>What:</i> Education and instruction for exporters and potential exporters to develop all elements of their business operations.  <u>Action:</u> A systematic cataloging of education and instruction offerings already provided around the region; e.g. community colleges, universities, vocational schools, etc.  <u>Action:</u> Efforts to develop suitable programs and courses of study in collaboration with colleges, trade associations, and other sources of expertise.</p> <p>2. <i>What:</i> Obtain funding.  <u>Actions:</u> A course plan for 2006 needs to be developed (curriculum, instructors, locations, timing)</p>
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**Action Steps:**

Promotional materials need to be developed, designed and printed.  
 Registration and payment procedures need to be established.  
 All of this can be spearheaded by the paid coordinator mentioned above. This coordinator will work with and report to a five-person planning committee.

**Timeline:**

<i>Step</i>	<i>Key Person</i>	<i>Timeline</i>
1. Presentation on Entrepreneurial League System by Gregg A. Lichtenstein, Ph.D., President - Collaborative Strategies Cost: \$4500 plus expenses	Ralph Ibarra, facilitator Gregg A. Lichtenstein, Ph.D., President - Collaborative Strategies	This should occur in 4Q 2005 as a prelude to Articulation Phase efforts in 1 Q, 2006.
2. Articulation Phase of Entrepreneurial League System Cost: \$100K	Ralph Ibarra, facilitator Paul Sommers, co-facilitator Gregg A. Lichtenstein, Ph.D., President - Collaborative Strategies	This phase of the Entrepreneurial League System is to set the stage for full implementation of the ELS as the underpinning of Foundation Initiative #3 – New & Small Business Support: Nurture entrepreneurs and small businesses, with timetable TBD.
3. Full adoption of Entrepreneurial League System Cost: TBD	Ralph Ibarra, facilitator Paul Sommers, co-facilitator Gregg A. Lichtenstein, Ph.D., President - Collaborative Strategies	Full adoption of the Entrepreneurial League System will be driven by the finding from the Articulation Phase, with timetable TBD.

*Logistics & International Trade Initiative #3:*

ENHANCE FREIGHT MOBILITY THROUGH SECURING SUSTAINED FUNDING AND DEVELOPING TRANSPORTATION CHOKEPOINT SOLUTIONS

**Champion: M.R. Dinsmore and Tim Farrell**

**Organizational Home: Port of Seattle and Port of Tacoma**

**Initiative Development Team Members:**

**Pat Jones\***, *WA Public Ports Association*  
 Mike Moore, *Pacific Maritime Steamship Association*  
 Andrew Johnsen, *Burlington Northern Santa Fe Railroad*  
 Larry Pursley, *WA Trucking Association*  
 Dan Gatchet, *West Coast Trucking*  
 Julie Collins, *Port of Tacoma*  
 Ed Paskovskis, *Port of Everett*  
 Terry Finn, *Port of Seattle*  
 Geri Poor, *Port of Seattle*

**Description & Motivation:**

The efficient movement of freight, and specifically the transport of cargo to and from the ports in Puget Sound and around our region, is a critical factor in our ability to compete in the world economy. Currently, this efficient movement is hampered by congested highways, rail chokepoints, unfinished freight transportation routes and safety concerns. In the near future, the outlook is further complicated as the mainline railroad network reaches capacity.

- A) To maintain and grow our region as a logistics and international trade center, we must create a world class freight transportation infrastructure that responds efficiently to the needs of carriers, shippers and distributors. For public agencies to create that system, clear responsibilities and a source of predictable and consistent funding for the projects must be established on federal, state and local levels, which might further leverage private sources of funds.
- B) In the existing infrastructure system, transportation chokepoints prevent a smooth trip on the land side portion of the trade route. Many of these exist in the road system, while others exist in the rail system or private sector links of the chain. Reducing friction in the system will retain existing freight flows and attract new trade through our gateway.

**Objective:**

Funding and construction of key freight projects has a direct impact on the ability of the ports in the Puget Sound area to compete, as well as our ability to attract and retain logistics and distribution firms. If projects go unfunded and the ability to move cargo efficiently deteriorate, steamship lines and shippers will choose to move their cargo through other ports and distribution and logistics operations would migrate to more efficient regions. This will cause negative ripple effects and jobs would be lost. On the positive side, investing in the necessary transportation improvements will enable the region to continue to handle increased volumes, thus resulting in growth in international trade, strengthening of the PNW as a logistics center, and job growth.

- A) The first objective is to secure state legislative approval of a dedicated, sustained funding source for key freight-related projects. A directly related objective at the regional level is to secure a dedicated funding source through a new regional transportation funding package.
- B) The second objective is to develop and implement projects that reduce friction in the landside freight

**Objective:**

transportation system. The roadway improvements listed below offer multiple benefits and are necessary to increase freight mobility:

- (1) Prevent the loss of existing capacity
  - Alaskan Way Viaduct/Seawall (SR 99)
  - SR 520 Evergreen Point Bridge
  - I-5 pavement and ramp reconfiguration
  - SR 2 Trestle
- (2) Build additional road capacity and eliminate choke points and bottlenecks
  - Implement grade separation projects as prioritized by the FAST Corridor partnerships and the Washington State Freight Mobility Strategic Investment Board (FMSIB)
  - Improve port gateway connector roads
    - SR 167 in Pierce County between SR 509/Port of Tacoma and Puyallup
    - SR 519: Westbound Intermodal Access between interstate system and Port of Seattle terminals and state ferries
    - Spokane Street Viaduct
    - Portland Avenue from I-5 to the Port of Tacoma
  - Widen Snohomish County SR 9 (SR 522 to SR 92)
  - Upgrade inadequate federal highway interchanges on I-5, at Port of Tacoma Road, at I-90 and at SR 2
  - Construct Cross-Base Highway (SR 704)
- (3) Use Intelligent Transportation Systems (ITS) applications to increase roadway efficiencies
  - Commercial Vehicle Information System & Network (CVISN)
  - Freeway management systems (e.g., metered ramps, incident response, variable message signs)
  - Coordinated signal timing
- (4) Adopt congestion pricing (such as variable tolls; High Occupancy Toll (HOT) lanes; mileage taxes)
- (5) Ensure sufficient landside access for the region's high value air freight
  - Complete SR 518, eastbound third lane to I-5
  - Complete the I-5/SR 509 Congestion Relief project (King County) to improve northbound access to Sea-Tac Airport, connect Green River Valley's warehouse and distribution centers with marine ports, and relieve I-5 congestion
- (6) Protect and improve major truck routes at the local, regional and state level
  - Design and build facilities that can accommodate significant truck traffic (e.g., appropriate road geometry and materials)
  - Give safety priority to trucks and minimize the impact of other modes in heavy truck traffic areas (e.g., pedestrian and bicycle facilities outside of the right-of-way)
  - Provide adequate access to intermodal facilities, such as marine ports and rail intermodal yards, and manufacturing and industrial centers, such as the Green River Valley and the Frederickson Industrial Center

The following initiatives will address rail infrastructure and capacity needs:

- (1) Participate in the \$1.15 million rail study commissioned by the Legislature to ensure a focus on mainline freight rail needs.
- (2) Partner with the railroads on mainline and rail yard capacity needs, e.g., political support for appropriate public/private funding mechanisms for increased capacity for Class I railroads and for

<b>Objective:</b>
<p>increasing east/west capacity.</p> <p>(3) Facilitate negotiations between the Class I railroads for efficient joint operating agreements (co production), e.g., Green River Valley, Columbia River Gorge improvements, and passenger rail agreements—hold freight harmless in light of increasing passenger rail service.</p> <p>(4) Work to provide adequate off main line access to port facilities.</p>

<b>Obstacles and Impediments Likely to Affect Implementation:</b>
<p>(A) The most significant obstacle to implementation is the current funding climate at the local, state and federal levels. The needs simply outstrip available funds. The state failed to raise additional revenues during the 1990’s as the state’s population steadily increased and the stress on the transportation system became more critical. Additionally, voters have been leery of tax increases. Thus, there is a tremendous backlog of worthy (reference projects listed in Objectives section) transportation projects that are in need of funding.</p> <p>Overcoming this obstacle requires education and lobbying. This initiative must therefore be closely coordinated with Initiative 1: Create a logistics and international trade communication campaign. Traditionally, direct freight interests (truckers, ports, railroads, steamship association) have lobbied the state legislature and Congress for funds. The missing voice has been the broader constituency of stakeholders who will face adverse business impacts if these freight mobility projects are not funded.</p> <p>A political obstacle to be overcome is the likely perception that the proposed dedicated funding represents another fragmented “stovepipe” funding source. Rather than a fragmented program, what is proposed here is restoration of reliable state participation (through a dedicated source) in broader funding partnerships. (Multimodal funding from a small part of the Motor Vehicle Excise Tax and through the Freight Mobility Strategic Investment Board was instituted in 1999, but then was removed by the Legislature following a public initiative.) Reliable state funding for those projects showing public benefits would also enable the state to compete more effectively for possible federal funds. Freight projects are particularly complex in that they involve global supply chains reaching beyond the region and state, they involve public-private partnerships (e.g., the mainline rail systems are privately owned), and they involve travel modes not eligible for gas tax revenues (in addition to highways, there are marine, rail and air capacity bottlenecks). <i>This is not a short-term effort.</i></p> <p>B) “Obstacles and Impediments” to construction/implementation of the chokepoint relief projects include lack of funding in some cases, but extend to: aging infrastructure, insufficient public prioritization of freight needs, technological solutions not yet demonstrated widely, growth in freight volumes without concomitant capacity additions, and/or competition from new uses within a district/zone.</p>

<b>Funding:</b>
Funding through sustained sources at the state and regional level.

<b>Outcome/Results:</b>
<p>A) Designation of a sustained funding source at the state and regional levels. A related measurement will be whether the constituency supporting dedicated freight mobility funding has been broadened.</p> <p>B) Completion of the freight mobility roadway projects and rail initiatives identified above improving the velocity of freight movement.</p>

<b>Action Steps:</b>	
1. Focus efforts to garner support for freight mobility:	<ul style="list-style-type: none"> <li>a. Support and help guide the Governor’s Port and Economic Development Initiatives.</li> <li>b. Work with our cluster’s Initiative 1 sponsors to develop a campaign to support sustained funding for freight mobility at the regional and state level.</li> <li>c. Develop a coalition of stakeholders to lobby for sustained freight mobility funding during the 2006 legislature <i>and continue efforts initiated in 2005 (For the 2005 Legislative session, the four co-chairs of the Logistics &amp; International Trade cluster working group drafted and sent a letter to House and Senate transportation committees.)</i>.</li> <li>d. Work with public officials and others in the private sector to inform the general public of the importance of freight transportation to the vitality of the community and the importance of generating sufficient revenue to pay for improvements, preservation, and maintenance of transportation infrastructure.</li> <li>e. Continue interagency and public private coordination throughout the logistics chain, using forums such as the Freight Mobility Roundtable.</li> </ul>
2. Facilitate research to support freight mobility needs.	<ul style="list-style-type: none"> <li>a. Support the FAST Partnership’s efforts to refine and strengthen the coalition to complete existing FAST projects and identify new opportunities at the regional, state, and national level.</li> <li>b. Research implementation of Intelligent Transportation System (ITS) and congestion pricing applications in other freight communities and identify those solutions that could be viable in the Puget Sound region.</li> <li>c. Update the analysis of economic impacts of the international trade in Washington on local, state and national economies.</li> </ul>
3. Facilitate development of freight mobility projects for road and rail.	<ul style="list-style-type: none"> <li>a. For projects listed in Objectives above, facilitate design solutions and implementation.</li> <li>b. Develop mechanisms for identifying and prioritizing future needs.</li> </ul>

<b>Timeline:</b>		
<i>Step</i>	<i>Key Person</i>	<i>Timeline</i>
1.Focus freight community efforts.		By 2006 Legislative session
2.Facilitate research		By Feb 06
3.Develop projects	Lead agencies	Ongoing

<b>Other:</b>
Attachment: Letter to Legislature

## Attachment 1. Letter to Legislature

April 8, 2005

The Honorable Mary Margaret Haugen  
Chair, Senate Transportation Committee  
Washington State Senate  
PO Box 40600  
Olympia, WA 98504

The Honorable Ed Murray  
Chair, House Transportation Committee  
Washington State House of Representatives  
PO Box 40484  
Olympia, WA 98504

Dear Senator Haugen and Representative Murray:

Members of the Logistics & International Trade cluster working group of the Prosperity Partnership deeply appreciate your renewed efforts this year to provide adequate state-share revenues to meet acute unfunded needs of our transportation system. And we applaud again the significant down payment already approved last year (the Nickel Fund).

In terms of the performance of our regional and state economy, public and private stakeholders understand that a comprehensive transportation solution also includes predictable support for specific freight mobility partnerships. This means a state role in:

- Targeted *roadway* improvements (possibly through existing mechanisms),
- *Rail and maritime congestion* (funding sources other than the constitutionally restricted gas tax) where there is a clear public benefit,
- Necessary project funding *partnerships* for the above that include access to a *dedicated state funding source*.

The following comments expand on the situation calling for action, and our request.

First, as you may know the Prosperity Partnership was initiated late last year and now consists of over one hundred public and private entities. The Partnership is charged to develop and advance our central Puget Sound regional and state economy as a whole, within the context of vastly expanded competition that is global. We intend to do this in a way that examines specific business clusters and that champions our comparative advantages while also helping to address our most serious vulnerabilities. One of the resulting “flagship initiatives” affecting all business clusters in one way or another is the increasing difficulty in getting around.

Congestion affects both our employees and the variety of commercial carriers that have been called the “circulatory system of our economy.” All transport systems, highway, marine, rail and air, are impacted.

Second, and as part of a comprehensive and balanced strategy for transportation as it affects safety, mobility and the economy, the Partnership urges you to also consider the more strategic needs of freight mobility within and through our region and all of the state. Freight supply chains are very often interregional and global, as well as intermodal and public-private. The needed improvements for business often demonstrate clear and direct public benefit as well, and often require broadly supported funding partnerships in order to be accomplished. A premiere example is the nearly stalled Freight Action Strategy (FAST Corridor) serving our region, state and beyond. Nine of the 15 projects in the initial \$470 package are complete, but others remain.

*Predictable state participation in the needed project partnerships is essential to help leverage other public and private funds, and to ensure the more efficient sequencing of improvements and use of combined public funds.*

Third, in its Prosperity Partnership working sessions, the Logistics & International Trade Cluster Working Group (one of five initial pilot efforts) has noted both the enormous challenge (and benefit to freight) presented in our urban mega-corridors, and the interconnected maritime and rail congestion issues that we also experience as a Pacific Rim gateway state. We find now that all along the West Coast, maritime trade is redistributing itself away from landside congestion in southern California. Our trade numbers exceed by far the predictions of only a year ago. By sharing in prudent and urgent capacity and operational improvements we can avoid the political divide that is now evident in California between trade activities and the residents of impacted communities.

Based on the above considerations, and working from the broad perspective of our economy and jobs for our families, and to preserve environmental quality, the Logistics & International Trade cluster working group of the Prosperity Partnership encourages the Legislature to round out its courageous funding steps for transportation with the dedication of some predictable state funding for critically needed freight mobility strategic partnerships

Sincerely,

M.R. Dinsmore  
Chief Executive Officer, Port of Seattle  
Co-Chair, Logistics & International Trade Cluster

Tim Farrell  
Executive Director, Port of Tacoma  
Co-Chair

Bill Stafford  
President, Trade Development Alliance  
Co-Chair

**Andreas Udbye**  
**Executive Director, World Trade Center**  
**Tacoma**  
Co-Chair

cc: Senate Transportation Committee  
House Transportation Committee

*Logistics & International Trade Initiative #4:*

**CREATE A DOMESTIC LOGISTICS MISSION**

**Champion: Bill Stafford**

**Organizational Home: Trade Development Alliance of Greater Seattle**

<b>Initiative Development Team Members:</b>	
<b>Bill Stafford*</b> , Trade Development Alliance Port of Seattle Port of Tacoma	

<b>Description &amp; Motivation:</b>
Investments necessary to enhance our logistics infrastructure require actions by our national government or corporations located in other cities. Political and business leaders in states and cities beyond Washington form the hinterland of our port complex and are directly impacted by the quality of transportation infrastructure here in the Puget Sound region. They need to understand our ports could just as easily be named the “Port of Chicago” or “Port of Minneapolis” or “Port of Boise”.

<b>Objective:</b>
The domestic mission is essentially a lobby visit to influence decision makers and out of state customers to build support for the infrastructure investments needed to continue and expand capacity of our region as a gateway to their regions.

<b>Obstacles and Impediments Likely to Affect Implementation:</b>
The missions will require the commitment of senior officials for a one to two day trip at their expense. Doors will need to be opened to meet with the appropriate individuals or encourage participation at events arranged in other cities. Commitment from our senators or congressmen may be necessary to achieve access to correct decision makers. We will need to be aware of, and where appropriate, coordinate with, groups, organizations and companies involved in these issues. We also need to understand that we cannot lobby for something unless we are clear on what that “something” is.

<b>Funding:</b>
The presumption is that the individuals will pay for their own expenses, though some support will be needed for events (receptions) and materials.

<b>Outcome/Results:</b>
Policy changes or investments supporting the logistics cluster. For example, enhanced rail capacity to the Midwest. Support in the Midwest for our agenda with decision makers in Washington, DC.

<b>Action Steps:</b>
1. Select outcomes by Prosperity Partnership that require national action or action by companies in other cities.
2. Prepare visit materials, events, meetings, logistics and assemble the delegation.
3. Conduct visit.

<b>Timeline:</b>		
<i>Step</i>	<i>Key Person</i>	<i>Timeline</i>
1. Prosperity Partnership completes action plan.		June 2005
2. Plan reviewed for appropriate promotional/lobby visits.		June 2005
3. Target(s) selected and prioritized.		June 2005
4. Conduct visit organized by the Trade Development Alliance.		Sep/Oct 2005

<b>Other:</b>
The Trade Development Alliance will organize the visit using its delegation preparation expertise with assistance from a committee comprised of the Ports, Freight Mobility Roundtable and logistics sector representatives.

*Logistics & International Trade Initiative #5:*

USE THE REGIONAL LEADERSHIP CONFERENCE TO ADVANCE LOGISTICS AND INTERNATIONAL TRADE ACTION INITIATIVES

*-Completed-*

<b>Initiative Development Team Members:</b>
Maud Daudon*, <i>Seattle Northwest Securities Corporation</i> Charles Knutson, <i>Greater Seattle Chamber of Commerce</i>

<b>Description &amp; Motivation:</b>
How can we incorporate cluster themes and issues into the Leadership Conference agenda ? How can the Leadership Conference provide productive input into the cluster’s work program? How can the cluster’s work serve as a ‘built-in’ action item or deliverable of the Leadership Conference?

<b>Objective:</b>
The Greater Seattle Chamber of Commerce began sponsoring an annual Regional Leadership Conference in 1988 to bring together leaders from the public, private and independent sectors to address challenges facing our state. Past conferences have attracted 200-300 people and focused on such topics as housing affordability, transportation, the listing of the Puget Sound Chinook salmon under the Endangered Species Act, Washington’s Global Competitiveness, High Tech and the Research Industry. The conference is held every October in Vancouver, BC.

<b>Obstacles and Impediments Likely to Affect Implementation:</b>
The conference will be organized and implemented by the Greater Seattle Chamber of Commerce. We need the cluster’s input to optimize the conference agenda and we need help implementing action items that emerge from the conference.

<b>Funding:</b>
The Prosperity Partnership may wish to sponsor a portion of the conference.

<b>Outcome/Results:</b>
-Adequate incorporation of cluster goals into conference agenda. -Synergy between cluster and conference outcomes

<b>Action Steps:</b>
1. Maud Daudon and Tayloe Washburn (Conference Co-Chairs) and Charles Knutson (Seattle Chamber of Commerce Staff) to coordinate with Bill McSherry (Prosperity Partnership staff) on common goals, speakers and desired outcomes.

<b>Timeline:</b>		
<i>Step</i>	<i>Key Person</i>	<i>Timeline</i>
1. Meeting: Maud Daudon, Tayloe Washburn, Charles Knutson and Bill McSherry	Charles Knutson	Late March
2. Other meetings as necessary	Charles Knutson	March to October

*Logistics & International Trade Initiative #6:*

**ATTRACT FOREIGN DIRECT INVESTMENT**

**Champion: Bill Stafford**

**Organizational Home: Trade Development Alliance of Greater Seattle**

**Initiative Development Team Members:**

Andreas Udbye\*, *World Trade Center Tacoma*  
 Bill Stafford, *Trade Development Alliance of Greater Seattle*  
 Sam Kaplan, *Trade Development Alliance of Greater Seattle*  
 Bill Taylor, *Renton Chamber of Commerce*  
 Bruce Kendall, *Economic Development Board of Tacoma-Pierce County*

**Description & Motivation:**

Attracting Foreign Direct Investment (FDI) through intensive and well-organized efforts at recruiting and retaining foreign and international operations. We will capitalize on the region’s many competitive advantages and clusters, and ensure that they are communicated to prospective investors. FDI is a potent creator of commerce and jobs, especially investments in R&D, manufacturing, distribution and retail facilities.

If anything, today’s regional efforts at attracting FDI are anemic, sporadic and under-funded. Over the past five years, it is likely that most major new FDI has gone to other areas of the nation, particularly the sunbelt from California to Florida. Canada has also had some success in attracting foreign investors.

Multinational corporations utilize global production and distribution networks to optimize their productivity. The challenge is to get on their radar screen when site selections are made. We know we cannot compete when it comes to cheap labor, cheap land or low taxes, but our many competitive advantages may outweigh this for many types of operations:

- \* Strategic location
- \* Highly skilled and educated labor force
- \* Good infrastructure (marine, rail, road and air)
- \* Well developed clusters (aerospace, software, engineering, wood products, food products)
- \* Population with relatively high purchasing power

The arguments for coming here are well established and well known locally, but very few overseas decision makers have had much exposure to and been educated about our region.

What we are fishing for are foreign investors committed to establishing facilities here that will add incremental jobs and revenues to the region. Some mergers and acquisitions may fall into this category (as long as a company isn’t purchased just to be shut down or moved), as well as investments in real estate, if the properties are developed. Thus, the quality and motivation behind each FDI are important for the end result.

In a globally competitive world, we have competitors everywhere, and many of them are very good at marketing themselves as FDI destinations. There are many good European examples, and in the U.S. states like Florida, Texas and Ohio have deliberately and successfully invested in FDI recruiting. California is starting to wake up again, and a good example is Los Angeles County’s “China Opportunity Fund” (see attached press release).

We are finding that many competing regions of the world, whether here or abroad, are much more inclined and able to spend public funds on promoting trade and investments. They are proactively

**Description & Motivation:**

marketing themselves.

The falling value of the American dollar is making it more attractive for foreign companies to purchase assets in the U.S. It is also cheaper to produce here now than just a few years ago.

Immigration rules will also determine how easy it is for foreign entrepreneurs to relocate and establish their businesses here. Such immigrants are very potent jobs creators, and they are eager to move to and set up shop in the U.S. because of our lifestyle, democracy, freedom and ease of doing business. For example, we know that the ultimate goal of many highly educated Indians is to move to America and become a successful entrepreneur here.

**Summary:**

1. We want FDI because it creates new jobs.
2. We have many competitive advantages.
3. In a competitive world, we need to communicate these competitive advantages to potential investors.
4. The region needs to come up with and fund a marketing program for attracting FDI.

**Objective:**

The FDI initiative aims to attract investment capital from foreign and/or international companies or entrepreneurs. It is likely that the investments that are easiest to attract (the low hanging fruit) will be in our established clusters, as the region already possesses many competitive advantages in these.

The initiative aims at enabling and empowering the various agencies and organizations (CTED, EDC's, Chambers, trade development organizations, trade associations, ports, etc.) to prioritize FDI, as well as finding ways for them to get the right information, education and staffing to pursue the hunt for foreign dollars and entrepreneurs. In short, the "sales people" need to be equipped with the right tool boxes.

**Obstacles and Impediments Likely to Affect Implementation:**

1. We need to know where we are before we decide where to go. There is a need for a study of what is happening and who is currently doing what when it comes to FDI attraction in WA State. Various agencies need to be surveyed, and statistics on FDI need to be found.
2. There is an element of competition between the various EDC's and agencies. Some of this is healthy, but when it comes to FDI attraction it may be counter productive. Can the counties' EDC's, Economic Development Departments, Cities and Chambers see a bigger picture and the benefits of cooperating within the region?
3. We are all on shoe-string budgets, and FDI attraction may be considered an exotic activity with a low priority.
4. How decentralized should the region's FDI attraction effort be? If one agency were in charge, would that provide sufficient funding and concentration to make a difference?

**Funding:**

For this initiative, we are talking about funding for promotional and various recruiting activities. Too early to establish targets or budgets.

**Outcome/Results:**

We need help from the State and Federal Reserve Bank to track FDI in the four county region. The

<b>Outcome/Results:</b>
success of a FDI campaign can take many years (5 +) to measure.

<b>Action Steps:</b>
1. Establish a task force with 6 – 8 members from various organizations (State, EDCs, etc.) to analyze where we have been, where we are, and what our competitors are doing. Some of the work may be farmed out to a graduate student (like the 1992 report written for TDA)
2. We need to encourage the state to make sure there is funding in CTED’s international budget for at least one full time FDI specialist.
3. WEDA and other associations for EDC’s need to feature expert speakers and programs on FDI.
4. A full day FDI educational seminar should be arranged within 2005.
5. Private sector participants should be included (real estate and business brokers, bankers, venture capital providers, CPAs, attorneys)

<b>Timeline:</b>		
<i>Step</i>	<i>Key Person</i>	<i>Timeline</i>
1. Establish FDI task force	Andreas Udbye/Bill Stafford	April 2005
2. Initiate study	Task force, with help from UW	Summer 2005
3. Plan full day FDI seminar	Task force, with help from private sector	Fall 2005
4. Recommendation of structure and funding needs	Task force	Fall 2005

<b>Other:</b>
The Prosperity Partnership should consider hiring or assigning a staff member focusing on FDI attraction.

*Logistics & International Trade Initiative #7:*

STAGE AN EXPORT PROMOTION SYMPOSIUM FOR SMALL AND MEDIUM-SIZED BUSINESSES

**Champion: Andreas Udbye**

**Organizational Home: World Trade Center Tacoma**

**Initiative Development Team Members:**

**Bill Stafford\***, *Trade Development Alliance*  
**Andreas Udbye\***, *World Trade Center Tacoma*

**Description & Motivation:**

The Greater Seattle area is the most trade-oriented region in the United States. In King County alone, small and medium-sized businesses comprise nearly 70 percent of employment and are the main target companies for export promotion activities. The King County Office of Business Relations and Economic Development obtained a U.S. Economic Development Administration (EDA) grant and a subsequent grant extension to hold two Export Promotion Symposia. The Trade Alliance and other groups, including the World Trade Center Tacoma, assisted in the organization or marketing of these events. This symposium and effort could be expanded to the four-county region with smaller events held in different parts of the region.

The Symposium’s goal is to encourage and motivate local companies to begin exporting or expand their current level of exports in order to grow the Puget Sound region’s economic base and create jobs. The Symposium (1) emphasizes the fundamental key to exporting is to get an order, (2) outlines the significant financial contributions -- increased sales, improved cash flow, higher margins and greater net income -- exporting can make to a company and (3) demystifies and debunks the prevailing thinking among small firms that exporting is too difficult and costly. The 2005 Symposium, targeting companies throughout King County, drew approximately 150 attendees, while the 2004 Symposium, targeting companies in southwest King County, drew approximately 100 attendees.

As part of its Export Promotion activities, King County created an Export Mentor Program matching experienced exporters with companies wanting to develop exporting strategies for their firms. The mentor-protégé pairs work together over the course of a year to develop a viable exporting plan for the protégé company. At year’s end, the protégé company should have plans in place to begin exporting.

In this action initiative, we would work to continue to expand the King County program to the four-county region. We would also create a web-based resource guide for how to export building on existing web information already out there.

**Objective:**

The objective is to expand the King County program to all four counties so as to encourage and assist more companies throughout the entire metropolitan region to export. The Export Promotion Program will further solidify this important industry cluster, bring more customers to the Ports, utilize associated export support and service companies, and contribute to balanced trade flows.

**Obstacles and Impediments Likely to Affect Implementation:**

In the past this initiative was funded partially by an EDA grant. It may be possible to continue the program without the grant. Program required staff time of King County Economic Development office,

<b>Obstacles and Impediments Likely to Affect Implementation:</b>
Trade Alliance and others. Because King County laid the groundwork for the program, it may be possible to continue with a reduced level of funding.

<b>Funding:</b>
It is not too expensive since we charge for people to attend the program. In the past, King County has attracted corporate sponsors to defray costs.

<b>Outcome/Results:</b>
Success in this program is indicated by the number of attendees at each Export Promotion Symposium as well as positive testimonials from event attendees about event content and networking opportunities. For the Mentor Program, success is indicated by the number of mentor-protégé matches, by the number of protégé companies that develop viable exporting plans, and by the number of protégé companies that begin exporting.

<b>Action Steps:</b>
1. Identify implementers for four counties.
2. Identify potential funding sources: Federal or private grant, corporate sponsorship, registration fees, pro bono services.
3. Begin implementing Symposium program: timeline, venue, format, agenda, materials, speakers, target audience, PR program, advertising, registration, feedback. For the Mentor Program, market and advertise the program, find suitable mentors, match mentor and protégé companies, coordinate mentorship activities.
4. Measure effectiveness of program.

<b>Timeline:</b>		
<i>Step</i>	<i>Key Person</i>	<i>Timeline</i>
1. TBD	TBD	TBD

**L&IT Initiative 7a. Export & Import Skills Development: International Trade Resource Classes (*subcomponent of #7*)**

**Initiative Development Team Members:**

**Andreas Udbye\***, *World Trade Center Tacoma*  
 Bill Stafford, *Trade Development Alliance of Greater Seattle*

(More resources from educational institutions and other nonprofits or public agencies will be involved in the planning and implementation).

**Description & Motivation:**

This initiative will ensure that businesses in a five-county region (Snohomish, King, Pierce, Kitsap and Thurston) have local access to a high quality, reasonably priced series of training classes to enhance their skills and start developing the confidence and ability to export and import.

For 2006, we will offer an “International Trade Resource Class” twice during the year in each of the five counties. This will be a 3-hour, intensive roadmap for individuals and businesses to orient themselves and be able to find the right resources and contacts they need to get started or proceed. The class will focus on where to look to find the right organizations, persons and information for moving ahead. The format and curriculum will be built around a hypothetical sales transaction, and will guide the student through a logical and chronological cycle from initiating the sales and marketing efforts to the collection of payment and follow-up sales. For example, who can help you with the business plan and formulating your export strategies, where do you find information on export restrictions, who can assist in shipping the product, which banks should I talk with, etc. In short, the class does not aim to explain to the students the difference between FOB or CIF; rather it points them to which sources of information (websites, books, organizations, individuals) they should use to find out.

This intensive class will also include written materials presented in a ring binder.

We will partner with institutions in the five counties that can provide us with suitable venues for this class. Likely partners include the Ports of Everett, Seattle, Bremerton and Tacoma, as well as educational institutions with proper classrooms and available parking. The classes will be offered both in the spring and the fall of 2006 in the following areas: Everett, Seattle/Bellevue, Tacoma, Bremerton and Olympia. We foresee that the attendance fee will be around \$50 per person, including materials. This is reasonable enough for companies to be able to send several members from their management and sales & marketing staffs. The class will also appeal to entrepreneurs, service providers, non-profits and public agencies.

The class will be taught by two experienced and knowledgeable instructors, and the curriculum will undergo constant updating and improvement.

This series of classes will enable budding exporters (and importers) to make major progress in building their skills and perspective. It will enhance their confidence and ability to perform tangible, profitable transactions.

**Objective:**

The objective is to educate and orient new and expanding exporters and importers on how to get started and where to go for relevant information and assistance. We will help them break down perceived barriers to international trade. This stimulus will enable them to buy and sell internationally, which will stimulate the economy and create new jobs. The target is SME’s, but staffs of large companies will also benefit from this intensive course.

<b>Objective:</b>
An added benefit is that the resources described in the course will be predominantly locally based organizations and companies. For example, local bankers and freight forwarders will be recommended to the students, which will help grow the business of Puget Sound’s service sector.

<b>Obstacles and Impediments Likely to Affect Implementation:</b>
Although we will be charging a course fee from the students, the main challenge will be to find base financing to help defray the costs of planning and developing the curriculum, as well as properly promoting the classes to the community. Both monetary and in-kind support are necessary. We believe the classes will be self-sustaining after a year, but in 2006 we may need up to \$25,000 in initial start-up financing to get the ball rolling.
We believe the easy part will be to get support and access to free venues (classrooms) from our partnering organizations. Many of the organizations will also help us spread the word about these classes.

<b>Funding:</b>						
<table> <tr> <td>Planning and developing format and curriculum:</td> <td>\$15,000 (one-time cost)</td> </tr> <tr> <td>Designing, printing and distributing course brochures:</td> <td>\$10,000 (annual cost)</td> </tr> <tr> <td>Implementing 10 training classes per year (materials, Instructors’ fees, transportation, refreshments):</td> <td>Self-sustained, paid from course fees collected</td> </tr> </table>	Planning and developing format and curriculum:	\$15,000 (one-time cost)	Designing, printing and distributing course brochures:	\$10,000 (annual cost)	Implementing 10 training classes per year (materials, Instructors’ fees, transportation, refreshments):	Self-sustained, paid from course fees collected
Planning and developing format and curriculum:	\$15,000 (one-time cost)					
Designing, printing and distributing course brochures:	\$10,000 (annual cost)					
Implementing 10 training classes per year (materials, Instructors’ fees, transportation, refreshments):	Self-sustained, paid from course fees collected					
Summary: We request to have the initial expenses (estimated at \$25,000 max.) covered by the Partnership and/or sponsors from the private or public sector.						

<b>Outcome/Results:</b>
<ol style="list-style-type: none"> <li>1. Course attendance</li> <li>2. Student poll right after the course</li> <li>3. Follow-up survey with former students one year after completion (to assess effect and activity level)</li> <li>4. Annual surveys of organizations referred to in the course materials</li> <li>5. Growing or declining course participation</li> </ol>

<b>Action Steps:</b>
1. Fall 2005: Curriculum and format fully developed (for 2006 series)
2. Fall 2005: Initial selection of 2 instructors
3. Fall 2005: Finalize financing of the courses
4. Late fall 2005: Develop and print promotional materials
5. Early 2006: Produce course materials
6. Spring 2006: First series of the resource class in five counties
7. Fall 2006: Second series of the resource class in the five counties

<b>Timeline:</b>		
<i>Step</i>	<i>Key Person</i>	<i>Timeline</i>

<b>Timeline:</b>		
<i>Step</i>	<i>Key Person</i>	<i>Timeline</i>
1. Planning and development	Andreas Udbye, WTC Tacoma	Fall 2005
2. Marketing	WTC Tacoma and partners	Winter 2005-6
3. Course implementation	WTC Tacoma, instructors and partner	Spring and fall 2006
4. Surveys	WTC Tacoma	Each class and 2007

*Logistics & International Trade Initiative #8:*

LINK WITH *SEATTLE 2010* ACTION PLAN, WHICH LEVERAGES REGIONAL OPPORTUNITIES DURING THE 2010 WINTER OLYMPIC GAMES IN VANCOUVER, BC

**Champion:** Bill Stafford

**Organizational Home:** Trade Development Alliance of Greater Seattle

**Initiative Development Team Members:**

**Bill Stafford\***, *Trade Development Alliance*

Keith Orton, *City of Seattle*

Robert Marcovitch, *K2 Sports*

**Description & Motivation:**

The 2010 Winter Olympic Games in Vancouver, BC will include at least 13 sports, 2,500 athletes, 5,000 media representatives, 10,000 volunteers and approximately 250,000 visitors. As the closest major metropolitan area to Vancouver, the Puget Sound region will likely serve as a secondary point of access for athletes, officials and visitors, a source of procurement and subcontracting opportunities for the Vancouver Organizing Committee and a focus of increased media attention as the Winter Games approach.

**Objective:**

The objective is to optimize the potential economic benefits for the Puget Sound Region resulting from our close proximity to the 2010 Winter Games in Vancouver, BC, while building lasting business relationships with partners in the Vancouver/British Columbia region. It will boost economic development by publicizing procurement and subcontracting opportunities for local businesses and by leveraging the 2010 Winter Games to increase promotion of a number of key sectors in the regional economy, such as the following:

**Environmental/Sustainability Sectors:** BC officials have referred to the 2010 Games as the “Sustainability Olympics” and will use the event to highlight sustainable technologies, practices and policies. Globe 2006 and 2008 will likely be linked to the Winter Games sustainability effort.

**Sports Related Sectors:** sports equipment, apparel, sports medicine and health services related to winter sports and Olympic competition.

**Agriculture, Wine and Food Sectors:** Participants in the TDA Study Mission to Barcelona heard about Barcelona’s “Mediterranean Diet” strategy for promoting agricultural products. The TDA has proposed a local version of this strategy focusing on the health benefits of a “Puget Sound Diet” (Pacific Northwest Diet?) that would focus on local wines, fresh agricultural products, fish, Pike Place Market and its network of suppliers, local restaurants and related businesses and sectors.

**Obstacles and Impediments Likely to Affect Implementation:**

There may be a perception that it is too early to focus on activities related to the 2010 Winter Olympic Games. There may also be a lack of awareness of the potential synergies of cross-sector cooperation regarding the promotional opportunities linked to Games. Coordination across sector lines and within the region will require public-private leadership and collaboration.

<b>Funding:</b>
Funding requirements have not yet been developed for this initiative. Some action items may be implemented by partner organizations within the scope of their present work plans and budgets. Additional private sector and public sector funding may be needed.
<b>Outcome/Results:</b>
Cooperation across sectors and region wide will yield greater economic opportunities for local businesses through higher visibility in international markets, exposure to new partners and potential customers, and greater access to sub-contracting and procurement activities in Vancouver and British Columbia.
<b>Action Steps:</b>
<p>1. <i>What:</i> Participation in Globe 2006: Every other year, Vancouver hosts an international trade fair with an environmental sector focus. Since the Vancouver Games will have a “sustainability” theme, the Globe events could be used to promote environmental sectors in the region in conjunction with the 2010 Games. Will explore taking an exhibit booth and perhaps helping to organize a panel.  <i>Who:</i> TDA, City of Seattle, Greater Seattle Chamber of Commerce (Resource Venture), and perhaps additional organizations.  <i>When:</i> Preparations will need to begin immediately for the Globe 2006, which will be held in March in Vancouver, BC.</p>
<p>2. <i>What:</i> Provide matchmaking and other assistance for events such as a potential exhibit of ski equipment from a museum in Norway that help build Puget Sound’s reputation as a center for winter sports and outdoor recreation.  <i>Who:</i> TDA, private sector manufacturers and retailers of equipment and apparel for winter sports, and other potential partners such as the Museum of History and Industry and Nordic Heritage Museum.  <i>When:</i> Potential exhibit in 2008 or 2009.</p>
<p>3. <i>What:</i> Utilize the International Press Center to promote specific sectors compatible with the theme of the 2010 Winter Games. The International Press Center Seattle was founded to help international journalists develop positive stories about the Greater Seattle region. The Center is managed by the Trade Development Alliance on behalf of its partner organizations within the Puget Sound region.  <i>Who:</i> TDA and its partner organizations.</p>
<p>4. <i>What:</i> Target outbound business and study missions to regions with an interest in winter sports and outdoor sports and recreation.  <i>Who:</i> The TDA organizes an annual spring study mission and a fall trade mission, which could be designed to further the region’s objectives related to the 2010 Games.  <i>When:</i> Annual study mission each spring and annual trade mission each fall.</p>
<p>5. <i>What:</i> Work with the State of Washington 2010 Committee to inform local businesses about procurement and subcontracting opportunities related to the 2010 Winter Games; add procurement information related to the 2010 Games to the TDA website, and help promote 2010-related procurement seminars in the region and state.  <i>Who:</i> The TDA and its member organizations, State of Washington (CTED).  <i>When:</i> Ongoing</p>

**Action Steps:**

6. *What:* Coordination with the Seattle Vancouver Committee, the State Task Force on the 2010 Games, and other 2010 efforts in the region and state to optimize the economic benefits for the Puget Sound region.  
*Who:* The TDA and its partner organizations.  
*When:* Ongoing.

**Timeline:**

<i>Step</i>	<i>Key Person</i>	<i>Timeline</i>
1. Participation in Globe 2006	Bill Stafford/Keith Orton	Commitment to be made by July, 2005
2. Matchmaking and other assistance for exhibits and other 2010 related events.	Bill Stafford, Robert Marcovitch, Keith Orton	Ongoing.
3. Utilizing International Press Center	Sam Kaplan, TDA	Ongoing
4. Targeting outbound missions	Bill Stafford, TDA	Ongoing
5. Assisting with procurement, subcontracting seminars, events; adding procurement information to TDA web site.	Sam Kaplan, TDA	Ongoing
6. Coordination with local, regional and state-wide 2010 efforts.	Bill Stafford, TDA, Keith Orton,	Ongoing.