



Getting economic development right

Metaphors: The power of alignment

History: Accepting what we already know

Commitment: What role do you choose?



“Why birds fly in a V-formation”

“Now the first extreme close-up of birds flying in a V formation is providing some answers. (The) birds time their wing beats so precisely that they continually catch the up-wash left behind by the moving wings of the guy or gal ahead. That means a bird regulates its stroke so its own wingtips trace the same path in the sky as the bird in front. If a bird happens to get a little closer to or farther from the bird it’s following, it instantly adjusts its wing beat accordingly, the researchers report in this week’s *Nature*.”



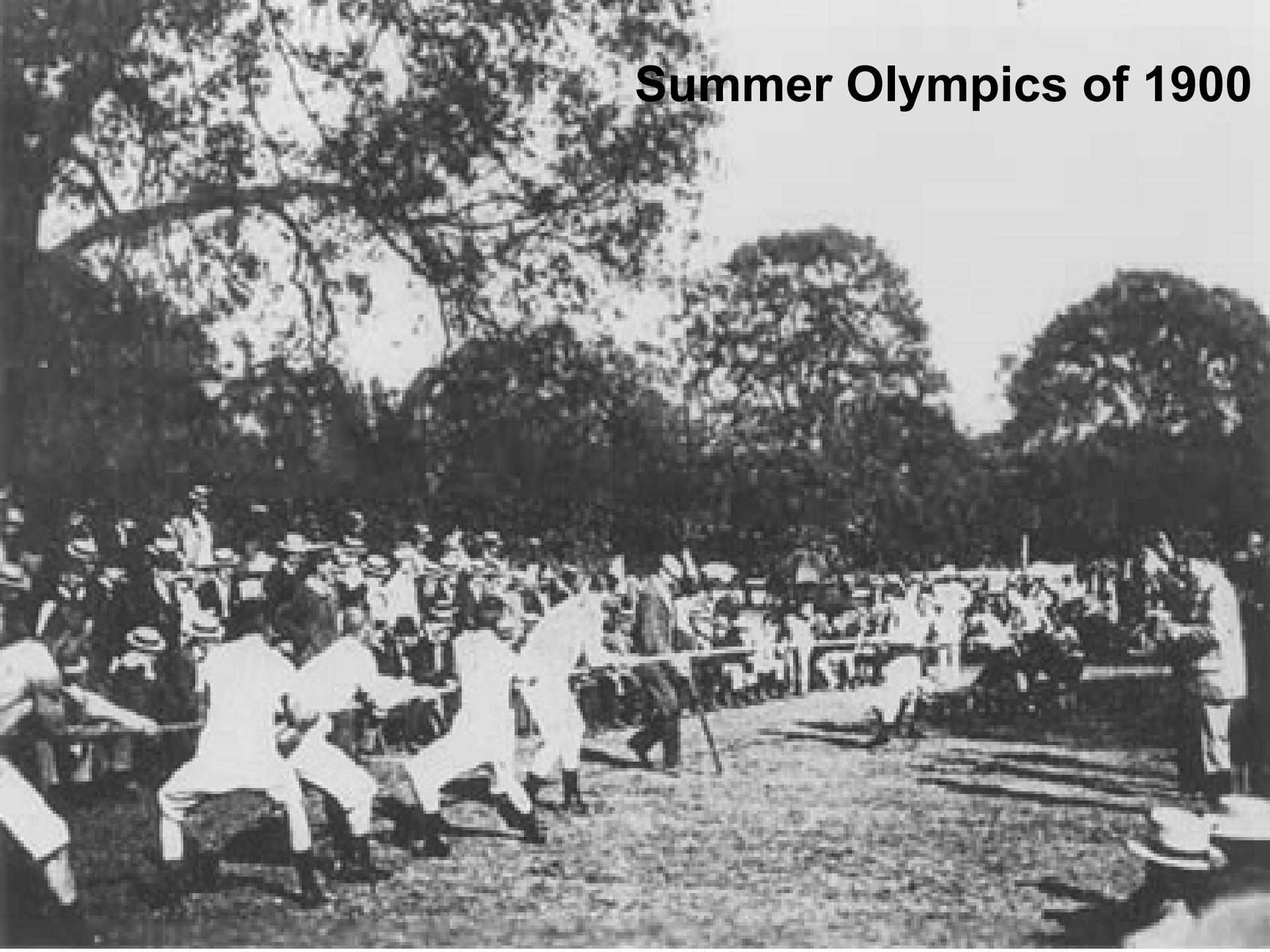








Summer Olympics of 1900



Summer Olympics of 1904



Summer Olympics of 1908





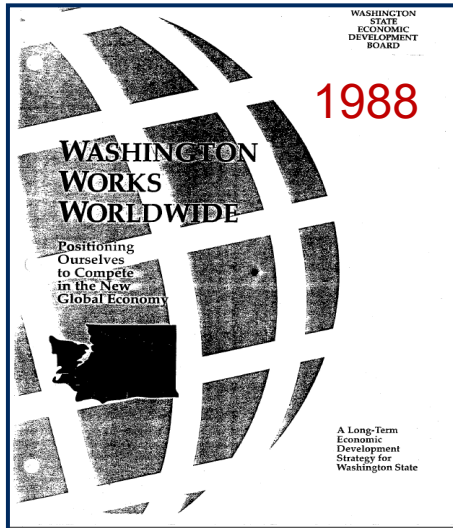


Metaphors: The power of alignment

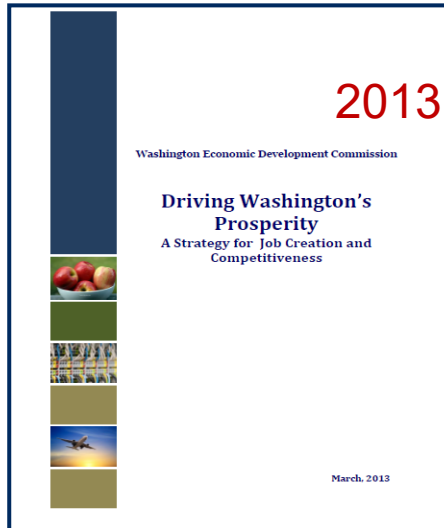
- Conditions to win:
 - Same rope
 - Same direction
 - Same time
- Collaborating to win:
 - Coordination AND
 - Cooperation



History: Accepting what we already know



Overview



Situation

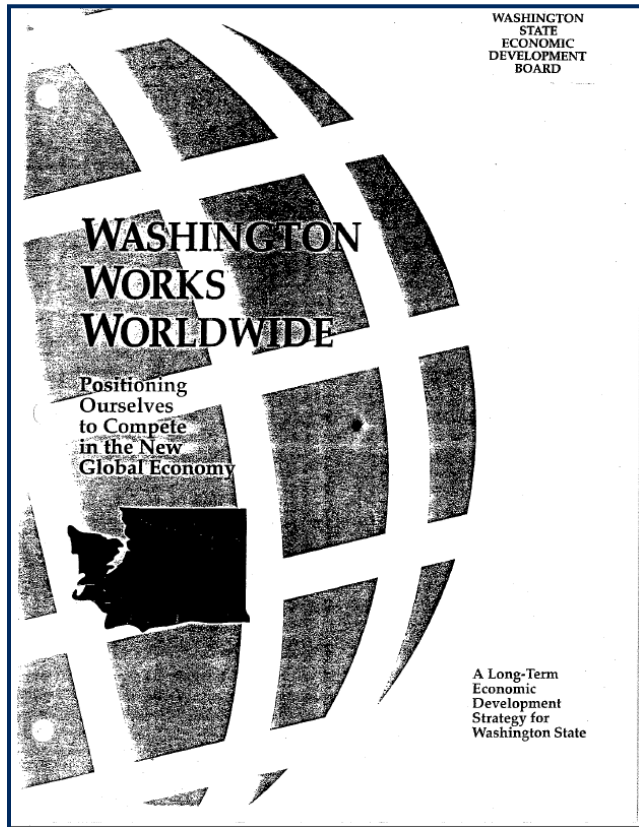


Recommendations



January 1988

Washington State Economic Development Board, chartered by statute in 1985 to **help legislators create a long-term economic development strategy**



- Vol. 1: Challenges and Opportunities in the Global Economy
- Vol. 2: The Washington State Economy: An Assessment of Its Strengths and Weaknesses
- Vol. 3: Washington's Distressed Areas: Recommendations for Economic Recovery
- Vol. 4: Citizens Choose the Future
- **Vol. 5: A Long-Term Economic Development Strategy for Washington State**

January 1988

“The globalization of the economy has ushered in **a new epoch of intense international competition**. Fueled by the worldwide proliferation of education, capital, information, and the new microelectronic technologies, the new international economic competition challenges the United States, not only in international markets, but also in America’s domestic market.”



January 1988



“A combination of factors – falling world commodity prices; the rising value of the U.S. dollar; maturing foreign economies – brought the harsh realities of the new global economy to Washington State...

Unemployment grew, personal income declined, welfare caseloads increased... The state needs to re-evaluate the basis of its economy if it is to be competitive in the future.”

January 1988

“The Board’s recommendations have three main goals:

- To maintain and **enhance Washington’s quality of life**, its people, communities and natural environment;
- To **develop a more competitive business climate** by developing the state’s capital foundation and reforming its tax system and regulatory functions; and
- To **create the technological, information, and physical infrastructure** to assist Washington’s businesses and workers to compete in the global economy.”



“The Board believes that...”

- Supporting a highly skilled workforce yields competitive edge.
- The state should strengthen entrepreneurship and economic development at the local level.
- New financing vehicles can support innovation in new and small businesses.
- State tax structure inhibits economic growth and should be re-balanced to be a neutral factor in business investment decisions.
- Well-funded tech transfer from State research to commercial efforts is critical.
- Timely market info and export assistance are needed by small and medium-sized firms.
- Life’s quality requires protective laws but relief from the cost and burden of regulation is critical to a better business climate.
- The state should boost investment in the physical infrastructure that supports all commerce.

January 1988



“Achievement of the Board’s long-term strategy **may take two decades of cooperation and collaboration among the state’s institutions** – between the private and public sectors, between labor and management, and between education and business. It is **an ambitious strategy, not for the faint-hearted or narrow-minded. It requires Washingtonians to rethink the future.**”

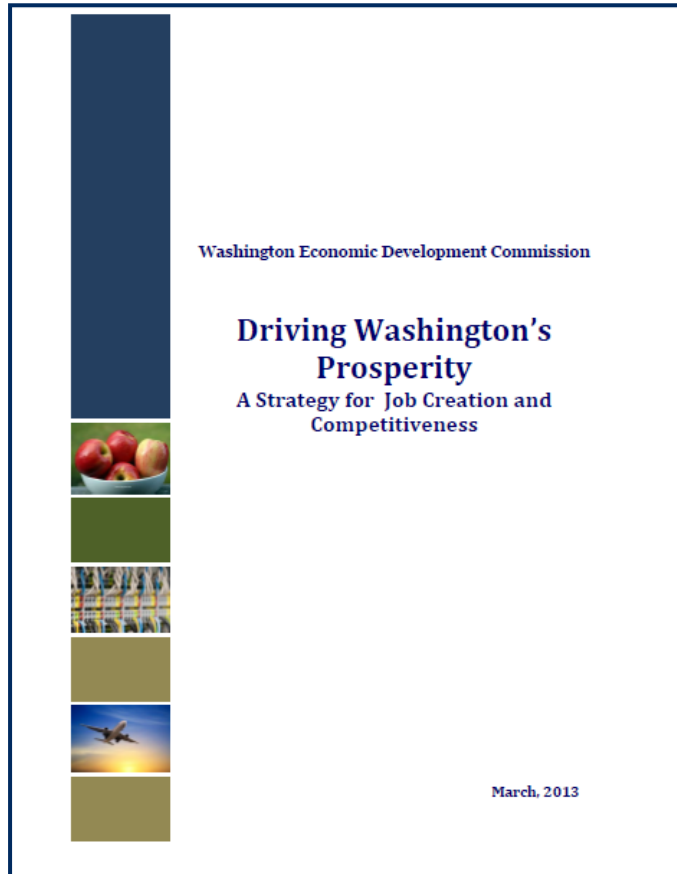


“Last year we said:
‘Things can’t go on like
this,’ and they didn’t --
they got worse.”

Will Rogers



March 2013



Washington Economic Development Commission, chartered by statute in **2008** to create a comprehensive statewide strategy to guide the Governor and Legislature on long-term and systematic approach to investing in:

- Economic development;
- Infrastructure;
- Workforce training;
- Small business assistance;
- Technology transfer; and
- Export assistance.

March 2013



“We must do better. Washington is among the most innovative regions in the world, home to forward-thinking firms and a magnet for creative talent. However, **the overall pace of job recovery from the Great Recession is tepid** and unemployment levels remain unacceptably high.”

March 2013



“Our state is at a critical juncture. There are clear signs that our economy is starting to recover... However, the long term outlook is still uncertain and **the overarching imperative for accelerating the economic recovery and job creation is implementation of an integrated and comprehensive strategy** for sustained growth...”

March 2013

“...The Commission identified five key drivers for ensuring job creation and competitiveness:

- Make talent a top priority;
- Invest in entrepreneurship;
- Connect through reliable infrastructure;
- Regulate in the smartest ways; and
- Expand international business.”



“The Commission finds that...”

- By transforming our economic development model and the policies that drive it, we can take advantage of immediate opportunities and position our state for long-term growth.
- This transformation requires a thoughtful approach to setting priorities in a time of fiscal constraints – so that we don’t overlook fundamentals of long-term prosperity.
- Transformation also requires collaboration among business, government, research and education; policy creativity; and strong leadership.
- We need an innovation ecosystem – an economic environment which strategy, collaboration, creativity, and leadership coalesce to help grow businesses – and jobs.”



“The architecture of the innovation ecosystem must be driven by private-sector jobs, and fueled by investment in innovation, new workforce skills, modern infrastructure, smart regulation, and exports. This **requires a fundamental reset of policy** focused on the talent we need, innovating in high-potential areas, producing and manufacturing more of what we invent, and exporting more.”

“What has changed is that nothing has changed... That’s what has made me more unhappy than everything else.”

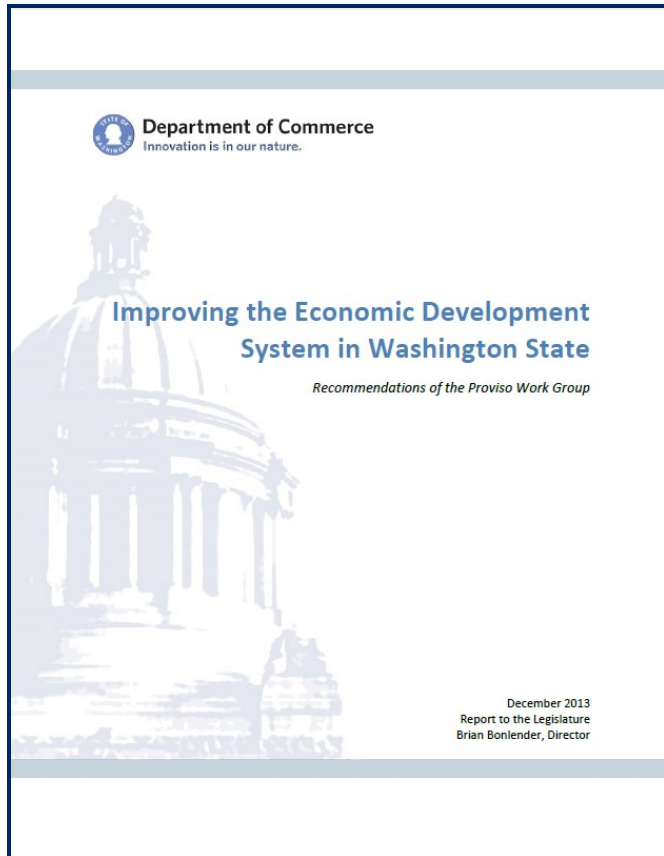
Willie Nelson



January 2014

Washington Economic Development Proviso Work Group, chartered by the legislature in 2013 to recommend:

- Changes to the WEDC’s purpose and source and amount of funding;
- Objective benchmarks and outcome-based **performance measures for evaluating state investments** in economic development;
- High priority **regulatory reforms to foster a favorable business climate** for long-term private sector job creation and competitiveness; and
- Organizational **roles, responsibilities and structures to strengthen** cohesive planning, streamline execution, and improve outcomes.



January 2014

“Washington can gain more from its investments in economic development... leveraging of resources... to **improve how the state’s economic development efforts are prioritized, aligned and supported.** Washington can achieve a more sustainable system that yields substantially better outcomes via better coordination and representation among all stakeholders.”



January 2014



“Disparate effort across agencies and organizations as well as variable and unpredictable degrees of support hinder optimum performance.”

“Regulatory processes impose significant costs on doing business in Washington and influence investment behavior, location decisions, start-up activity, expansion, and hiring.”

January 2014

“...The Work Group identified four success factors as necessary for a robust, reliable and high-impact economic development system:

- Goals are easily understood and broadly supported;
- Initiatives are well-aligned and highly leveraged for meaningful impact;
- Institutional frameworks are durable and enable responsiveness to change; and
- Performance is transparent, accountable and measurable at all points.



“The Proviso Work Group finds...”

- There is a real opportunity to establish a dynamic, progressive, and high impact economic development system that is:
 - **Responsive** to local, regional and statewide interests;
 - Fosters coordination and **alignment** of efforts for optimum effect; and
 - Helps **continuously improve** the state’s enabling systems.
- A **Washington Prosperity Council** is needed to durably:
 - **Engage professionals** from economic development and private-sectors from across the state;
 - **Show cohesive leadership**, chaired by Governor, staffed by Commerce;
 - **Review, recommend, and report** on statewide strategies; and
 - **Advise and support** enabling systems and initiatives.

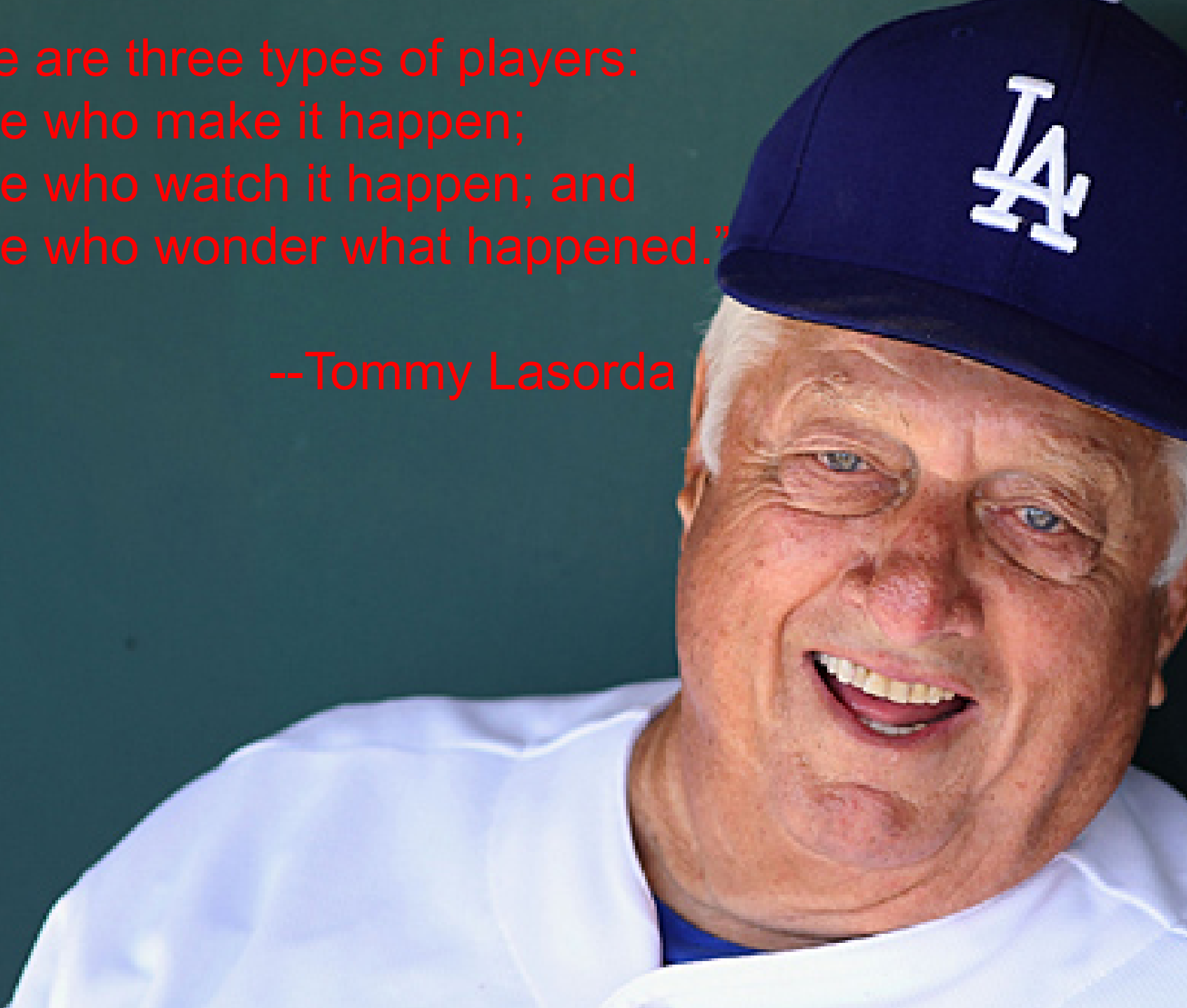
Commitment: What role do you choose?



Getting economic development right...

“There are three types of players:
-Those who make it happen;
-Those who watch it happen; and
-Those who wonder what happened.”

--Tommy Lasorda



Get economic development right!

Help make it happen...

Advocate shared purpose

Engage as a willing and able participant

Lead as a facilitator

