

ANNUAL

2017

REPORT



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**ECONOMIC
DEVELOPMENT
BOARD** TACOMA
PIERCE COUNTY

2017 EDB INVESTORS

Thank you, Compete Every Day Forever Investors

TOP PRIVATE

CHI Franciscan Health
MultiCare Health System
Columbia Bank
Benaroya Companies
Boeing
KeyBank
Milgard Manufacturing
Wells Fargo
U.S. Bank
Heritage Bank
The News Tribune
Puget Sound Energy
DaVita
Coordinated Care
General Plastics
State Farm
Targa Sound Terminal

PUBLIC

Bates Technical College
City of Auburn
City of DuPont
City of Fife
City of Gig Harbor
City of Lakewood
City of Puyallup
City of Sumner
City of Tacoma
City of University Place
Clover Park Technical College
Pierce College
Pierce County
Port of Tacoma
Sound Transit
State of Washington
Tacoma Community College

Tacoma Public Utilities
UW Tacoma

PRIVATE

Absher Construction
AHBL
Architects Rasmussen
Triebelhorn
Bargreen Ellingson
BCRA
BNY Mellon
BPI Medical
Broadway Center for the
Performing Arts
Brown & Brown of
Washington
Burkhart Dental Supply
Business Examiner
CalPortland
Carlisle Construction
Materials
Catalyst Workplace
Activation
CBRE
Commencement Bank
Concrete Technology
First Citizens Bank
Gordon Thomas Honeywell
Harborstone Credit Union
Hollander Investments
Innova Architects
James Hardie
JayRay
Jesse Engineering
JPMorgan Chase
Kaiser Permanente
Kidder Mathews
Korsmo Construction
Korum Automotive Group

Ledger Square Law
Merit Construction
Moss Adams
Murray Pacific
Neil Walter Company
Northwest Door
Pacific Lutheran
University
Parametrix
Patriot Fire Protection
Pease Construction
Point Ruston / MC Real
Estate Consultants
Propel Insurance
Rush Companies
SAFE Boats International
Schnitzer Steel
SeaTac Packaging
Selden's Home
Furnishings
Simon Johnson
Sitts & Hill Engineers
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Sound Credit Union
Tehaleh by Newland
Communities
TrueBlue
Tucci & Sons
University of Puget
Sound
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Washington Federal
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Western Institutional
Review Board

Why We Do What We Do

The EDB is in the job and wealth creation business. The more high-wage jobs and wealth-creating companies in Tacoma-Pierce County, the better the quality of life and the greater the job and career opportunities for our citizens.

Retaining and recruiting primary businesses is how we compete every day.

Primary businesses export a product or service out of Tacoma-Pierce County and import new dollars into the local economy, thereby “growing the wealth pie.” That wealth energizes the local community through employee wages and purchases from suppliers who employ additional people.

Primary businesses typically pay higher wages than other businesses because higher value goods and services are produced and sold. In short, primary businesses are the fundamental building blocks of high-wage job creation.

The competition is fierce. Tacoma-Pierce County faces regional, national and global competition to keep its existing firms, as well as recruit new firms to the Tacoma-Pierce County market.

THE LAST FIVE YEARS: 2013–2017

Because most deals take well over a year to conclude, the EDB measures its results in five-year increments. The EDB’s \$114:1 return on its investors’ dollars from 2013–2017 is indicative of the strength of its recruitment and retention programs.

JOBS RECRUITED AND RETAINED



WAGES AND SALARIES GENERATED



PRIVATE CAPITAL INVESTMENT



INDUSTRIAL REVENUE BOND FINANCING



EDB REVENUE



RETURN PER \$1
EDB INVESTMENT



Trends in 2017

GLOBAL INTEREST

The EDB continues to work with international firms. Companies based in Canada, China, Japan, and Western and Eastern Europe are considering expanding here.

LOGISTICS

A driving factor in choosing the right location comes with looking at the logistics associated with a company's overall operation. Whether it is access to a deep-water port, proximity to an international airport, or linkage to a rail line, connectivity is a key site selection factor.

WORKFORCE CERTAINTY

Companies are focused on the availability of a skilled workforce within a strategic geographical location. Companies want assurance they can attract and hire skilled workers within a reasonable commute time to maximize productivity and employee retention.

At the end of 2017, the EDB had 24 active recruitment cases in the pipeline, representing over 2,000 potential new jobs in advanced manufacturing, high-tech storage and distribution, clean tech manufacturing, aerospace, precision components, and distribution. The EDB continues to work directly with companies, consultants, and partners to provide the insight and information businesses want to make their expansion or location decisions. Companies sometimes evaluate expansion options for many months—or even years—before committing to a project.

Eighteen other recruitment cases were closed during the year. These projects did not get traction for a variety of reasons: they located elsewhere or delayed or cancelled their plans. Location decisions are based on a variety of factors: transportation, workforce, taxes, business climate, and incentives.

The EDB works directly with businesses, consultants, site selectors and other decision makers to provide insight and information on: demographics, tax structure and incentives, education and training, connections with the labor market and hiring, utilities, transportation, available facilities, cost of living, housing, cultural and recreational amenities, and contact with local authorities. Factors influencing site decisions vary broadly—even within industries—and the EDB's assistance is customized and tailored to each client's needs and interests.

The EDB teams with property developers and real estate brokers, the Port of Tacoma, Tacoma Public Utilities, Puget Sound Energy, education and training resources, elected officials and staff from cities and Pierce County, Washington State Department of Commerce and others on recruitment efforts. Our professional partners' responsiveness and proven ability to deliver are critical components of each successful recruitment.

Key Recruitment Projects

FIBRO CORP—PROJECT FIBRO **70 Jobs, \$1 Million Investment**

Fibro Corp, a Chinese company that produces innovative fiber-molded packaging and fiber-molding machinery, chose the former Parker Paint site in Tacoma to locate closer to customers and the Port of Tacoma for future growth. Other factors in the decision to locate in Tacoma were the availability of skilled labor and attractive electricity rates. Connections were made with the City of Tacoma, Tacoma Public Utilities, ResCare, Goodwill of the Olympics and Rainier Region and the Minority Business Development Agency to ensure a smooth transition. The EDB worked closely with Impact Washington and the City of Tacoma to recruit this client.

ASSOCIATED MATERIALS—PROJECT GOLDFINCH **100 Jobs, \$8 Million Investment**

Associated Materials, a leader in the exterior building products industry, explored new locations for its operations after being forced to vacate its plant in Bothell. Decision factors included supply chain costs, available qualified workers and operating costs. Associated Materials selected a site in Fife. The EDB worked with the City of Fife and the company to get the project permitted and underway. An open house for current employees was successfully planned with community partners. The Puyallup Chamber, Tacoma-Pierce County Chamber, Fife-Milton-Edgewood Chamber, Pierce Transit and Travel Tacoma all welcomed them to Pierce County. The facility opened in late 2017 and employs 100 people.

AMAZON—PROJECT HQ2

In September, Amazon released an RFP for a second corporate headquarters in North America, which would hire upwards of 50,000 new full-time employees and include capital expenditures of \$5 billion. The search brought over 50 Pierce County leaders together to collaborate on what became the Tacoma/South Sound response.

The EDB contracted with DCI and JayRay to assist with the development of the Tacoma/South Sound response, which met all the RFP requirements. The contents of the proposal and the relationships strengthened across the South Sound are applicable to other EDB recruitment projects and will be useful in our pursuit of technology companies, big and small.

The Broadway Center's historic Pantages Theater hosted the "Connections That Deliver" press conference, with partners Congressman Derek Kilmer, County Executive Bruce Dammeier, and Tacoma Mayor Marilyn Strickland proudly assisting in the send-off of the final product.

The Tacoma/South Sound HQ2 response garnered considerable media attention, earning over 130 North American media mentions running the gamut from GeekWire to Fortune.com.

Class A Office Development

A LONG-RANGE STRATEGY

2017 marked the launch of the EDB's Class A office strategy. An expanding Class A office market will provide for growing employment opportunities in technology, health services and administration, finance, and other careers. This recruitment effort, working in conjunction with our public and private partners, seeks to expand the office market in Tacoma and Pierce County through new office developments and targeted tenant recruitments.

The strategy has five goals in four areas:

Goal 1: Pursue structural changes through the initiation of State and local legislative actions designed to incentivize, reform, or to remove disincentives to investment and development activity.

Goal 2: Work with property owners and developers to build new Class A office buildings or significantly expand or renovate existing buildings.

Goal 3: Continuously recruit investors to the Pierce County market.

Goal 4: Continuously recruit Class A office tenants to the Pierce County market.

Goal 5: Use existing and creative approaches that seek to improve the perception of the Pierce County office marketing and reinforce the positive aspects of the Pierce County brand.

Leveraging our collective efforts to improve the quality of life for Pierce County residents through job creation is an important mission for the EDB, and for all our partners. Improving the Pierce County economy in general and improving the Class A office market specifically

will add employment opportunities and diversify our regional economy.

SUPPORTING HB 1495

House Bill 1495 would create a statewide local incentive option for office development outside of King County. It provides cities of a certain size with local options to incentivize the development of commercial office space in urban centers with access to transit, high capacity transportation systems, and other amenities. The goal of the bill is to encourage office development and job creation. It does not require any State funding.

The legislation passed both chambers in 2017, but did not make it through reconciliation in time for adoption. It has been reintroduced by Rep. Jake Fey for the 2018 session.

ADDING TOOLS IN 2018

Significant work was done in 2017 to prepare for our proactive recruitment efforts in 2018. We invested in business intelligence and data systems, improved recruitment-related content on our web site and collateral materials, and used other lead generation techniques.

UW TACOMA LAW SCHOOL

The EDB continued its partnership with the University of Washington to launch a J.D. program at the University of Washington Tacoma. The feasibility study required by the America Bar Association was completed in December 2016 and the initial focus on creating a pre-law program has been successful. Ongoing funding for the pre-law curriculum is expected in 2018 and the UW Tacoma Law team is working with the Legislature on next steps.

Strengthening Existing Businesses

The EDB's Business Retention and Expansion (BRE) program, directly engages local primary businesses that are most involved in growing, strengthening and diversifying the Pierce County economy. Because approximately 80% of new jobs are generated by existing businesses, the BRE program is a significant priority in the EDB's Compete Every Day Forever work plan.

A wide array of products and services are produced by the businesses the EDB met with, including financial and professional services, advanced materials manufacturing, aerospace and maritime manufacturing, environmental consulting, metal fabrication, construction, information technology, logistics and trade, and health care services.

In 2017, the EDB's BRE program met with 168 Pierce County companies, which represented 39,680 jobs. Participating companies received 377 unique referrals to meet challenges related to workforce, financing, permitting, tax credits, lean manufacturing, energy assistance, exporting, and more. In addition, the EDB conducted dozens of additional meetings to provide follow-up services and to discuss specific business and community development proposals.

In most cases, the companies the EDB contacted needed some sort of assistance that will affect their bottom line. Consistently, the BRE visits exposed firms to opportunities to save money and be more competitive. The visits establish or invigorate a long-term relationship that will provide an early warning if a company needs extra assistance.

The EDB continued to strategically partner with several municipalities, including the Cities of Tacoma, Gig Harbor, Lakewood, Fife, Sumner, Puyallup and DuPont as well as the Port of Tacoma, Pierce County, Tacoma Public Utilities and Puget Sound Energy on targeted outreach to business retention and expansion clients all over Pierce County.

The BRE program is successful in reaching primary firms for two reasons: access to the CEOs, presidents and general managers of client firms; and great partnerships with local jurisdictions and referring agencies.

INDUSTRIAL DEVELOPMENT REVENUE BOND FINANCING

The EDB staffs the public Economic Development Corporation of Pierce County (EDCPC) that is authorized to issue tax-exempt industrial development revenue bonds in the county. This below-market rate financing is an incentive tool available to manufacturers and processors. The EDCPC has issued more than \$307 million in financing for more than 40 Pierce County projects during the last 30 years, helping businesses create or retain nearly 7,300 jobs.

In 2017, the EDB responded to four new inquiries from businesses seeking information about bond financing requirements with one open project in process. We anticipate the number of inquiries to increase as interest rates are expected to rise in 2018.

Key BRE Projects

INFOBLOX

80 High-Tech Jobs

When Silicon Valley-based Infoblox was seeking to establish a new Center of Excellence and Hiring Hub, it considered 12 communities across the nation. The site selection criteria focused on areas with higher education institutions that produce qualified computer engineering graduates, were close to established tech companies, and offered an affordable cost-of-living for its employees. The City of Tacoma, the EDB and community partners warmly welcomed 15 of Infoblox's employees during a relocation event showcasing the community. The EDB and Department of Commerce worked with Infoblox on a successful grant application for the Governor's Strategic Reserve Fund. The company nearly doubled its employee count from its initial staff of 45 people to 80 FTEs by the end of 2017 and plans to expand its headcount to as many as 200 by the end of 2018. This project will be highlighted during future recruitment trips to attract technology companies and investments.

JAMES HARDIE

Growing from 100 to 235 Employees

James Hardie, a national leader in building products materials, selected Frederickson, Pierce County, WA as the site of its first US expansion in over ten years. The company is in the midst of a complete modernization and retrofitting of its existing 305,000 SF manufacturing plant and a new 220,000 SF addition. The EDB and Pierce County Economic Development assisted with site and permitting requirements along with connecting the company to local workforce development partners Bates Technical College, Impact Washington, Invista Performance

Solutions, ResCare Workforce Services, Tacoma Community House, United Way of Pierce County, and WorkForce Central. The company accessed training programs, candidate pipeline sources, and recruiting and hiring events, James Hardie is in the process of doubling its workforce from 100 to 235 employees by the end of 2018.

WILCOX FAMILY FARMS

The EDB, in partnership with the Department of Commerce and Impact Washington, helped Wilcox Family Farms win a Work Start grant from the Governor's Strategic Reserve Fund to train new and current workers in lean enterprise principles and food safety. Wilcox Family Farms is a fourth generation, family-run business that has grown more than 10 percent annually in recent years, adding new lines and new employees. The grant will help the company keep pace with modern and sustainable farming practices while remaining competitive.

EDB PARTNERS ESSENTIAL TO SUCCESS

City of Auburn, City of DuPont, City of Fife, City of Gig Harbor, City of Lakewood, City of Milton, City of Puyallup, City of Sumner, City of Tacoma, City of University Place, Impact Washington, Invista Performance Solutions, Pierce County, Port of Tacoma, Tacoma Public Utilities, Puget Sound Energy, Workforce Central, Pierce Transit, Sound Transit, Community and Technical Colleges, Public and Private Universities, State of Washington, Tacoma-Pierce County Chamber, Other Chambers, Small Business Development Center, Small Business Administration, the Offices of Congressmen Derek Kilmer, Adam Smith and Denny Heck, and the Offices of Senators Patty Murray and Maria Cantwell

PROTECTING JOBS AND THE ENVIRONMENT

PUGET SOUND ENERGY'S LNG FACILITY

PSE began construction of a \$310 million Liquefied Natural Gas facility at the Port of Tacoma. Maritime vessels that switch from diesel to LNG reduce their greenhouse gases more than 30% and dramatically reduce particulate emissions. In addition to helping local employers like TOTE remain competitive and maintain hundreds of family-wage jobs, the Tacoma LNG facility will create an estimated 250 construction jobs, 18 permanent jobs, and 425 indirect jobs. The EDB's work in 2017 to support PSE's LNG facility, advocating for regulations that protect jobs and the environment alike, will continue in 2018.

PLACE FOR JOBS

The Place for Jobs coalition launched in May with a capacity crowd of 130. The Place for Jobs represents a broad set of community interests and promotes engaging in conversations with business and civic leaders about the importance of preserving a variety of family-wage jobs in Pierce County. The coalition mobilizes its members throughout the year to engage in discussions around proposed interim regulations affecting Tacoma's industrial zones. The Tacoma-Pierce County Chamber and EDB were the catalysts in launching this effort.

LEGAL MATTERS

The EDB takes our natural environment, quality of life and good jobs very seriously, as do the companies with which we work. Protection of these values is one of the reasons the EDB participated in lawsuits over two ballot measures that would have required a public vote on some industrial projects. The EDB joined the Port of Tacoma and Tacoma-Pierce County Chamber in these lawsuits. Courts across the country have deemed measures like these this illegal and the EDB was thankful when a judge in Pierce County Superior Court invalidated them. The case is currently under appeal.

TRADE SHOWS

Industry trade shows and conferences provide the opportunity to network with a targeted audience of companies and to discuss the benefits of doing business in this area. In 2017, the EDB attended the Paris Airshow and met with more than 30 firms over four days. EDB President Bruce Kendall, County Executive Bruce Dammeier, and CHI Franciscan Foundation President Greg Unruh led the South Sound effort and came home with several leads. They travelled as part of the official Washington State delegation. The EDB also attended the Aerospace Futures Alliance annual meeting and the Pacific Northwest Aerospace Alliance annual conference and provided attendees with key economic data.

MAJOR EMPLOYERS LIST

The EDB published its 2017 Major Employers List, featuring companies that have 100 or more full-time-equivalent employees in Pierce County. The 248 employers on the list represented over 166,000 jobs, up roughly 5,000 over 2016. Additionally, the 2017 list included a sampling of 60 mid-sized primary businesses, a sector which employs thousands of people across the region.

TEAMWORK

The EDB's Teamwork newsletter was distributed by US Mail to 2,750 people and electronically to 2,150 local, national, and international leaders each month. Averaging 25.4%, the open rate of the electronic version was twice the industry standard.

MEDIA ATTENTION

The largest source of media attention was related to the HQ2 response, which generated high earned media value across North America. The Japan Times, the largest English-language newspaper in Japan and the Japanese partner to The New York Times, featured Pierce County prominently in its October special edition showcasing economic development opportunities in the American Northwest. The EDB partnered with organizations across the state to generate and promote positive news stories about Wilcox Family Farms, Revalerio, RAIN Incubator, NewCold, Infoblox, The Northwest Seaport Alliance, and companies on its Major Employers List.

The EDB refreshed its print and online materials throughout the spring, beginning with an updated logo at the March 2017 Annual Meeting, a crisp social media presence starting in April, and its new website in May. The new website had over 5,000 unique visitors while social media platforms' impressions numbered over 21,000.

Three Investor Briefings were hosted by EDB Investors. Brown & Brown showed off their new offices at the Horizon Pacific Center, Newland Communities gave a tour of Tehaleh, and the Port of Tacoma provided an overview of The Northwest Seaport Alliance's activities.

The EDB is a principal funder of South Sound Together, a regional initiative focused on elevating the awareness of the quality of life and jobs in the South Sound. South Sound Together launched its hugely successful "South Sound Proud; Live Like the Mountain Is Out" campaign in March, engaging tens of thousands of people through guerilla and conventional marketing. Alaska Airlines used the open-source slogan for its "Fly Like The Mountain Is Out" campaign.

Members of the EDB staff gave presentations across Pierce County, speaking about issues that affect our region's economy with multiple Rotary chapters and Chamber functions, South Sound Military-Community Partnerships, Commercial Real Estate Women, Tacoma planning commission and city council meetings, among others.

December 31, 2017

STATEMENT OF FINANCIAL POSITION

ASSETS	UNRESTRICTED	TEMPORARILY RESTRICTED	TOTAL
Cash and cash equivalents	\$ 1,519,091	\$ –	\$ 1,519,091
Certificates of deposit	600,856	–	600,856
Accounts receivable – government contracts	130,322	–	130,322
Accounts receivable – related party	3,109	–	3,109
Contributions receivable, net	999	1,603,828	1,604,826
Accounts receivable – other	–	–	–
Prepaid expense	4,204	–	4,204
Office furniture and equipment, at cost, net of accumulated depreciation	24,679	–	24,679
Total assets	<u>\$ 2,283,259</u>	<u>\$ 1,603,828</u>	<u>\$ 3,887,087</u>
LIABILITIES			
Accounts payable	\$ 6,012	\$ –	\$ 6,012
Accrued liabilities	3,799	–	3,799
Total liabilities	<u>9,811</u>	<u>–</u>	<u>9,811</u>
NET ASSETS			
Unrestricted	2,273,448	–	2,273,448
Temporarily restricted	–	1,603,828	1,603,828
Total net assets	<u>2,273,448</u>	<u>1,603,828</u>	<u>3,877,277</u>
TOTAL LIABILITIES AND NET ASSETS	<u>\$ 2,283,259</u>	<u>\$ 1,603,828</u>	<u>\$ 3,877,087</u>

STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS

Year Ended December 31, 2017

SUPPORT AND REVENUE	UNRESTRICTED	TEMPORARILY RESTRICTED	TOTAL
Service revenue	\$ 722,676	\$ –	\$ 722,676
Contributions	–	145,769	145,769
In-kind contributions	22,000	–	22,000
Net assets released from restrictions	659,700	(659,700)	–
Total revenue and other support	<u>1,404,376</u>	<u>(513,931)</u>	<u>890,445</u>
EXPENSES			
Personnel	930,652	–	930,652
Campaign	8,948	–	8,948
Marketing costs	211,410	–	211,410
General and administrative	293,110	–	293,110
Rent	49,463	–	49,463
Total expenses	<u>1,493,584</u>	<u>–</u>	<u>1,493,584</u>
OTHER INCOME			
Annual meeting and events	110,579	–	110,579
Interest income	2,427	–	2,427
Other income	1	–	1
Total other income	<u>113,007</u>	<u>–</u>	<u>113,007</u>
CHANGE IN NET ASSETS	23,799	(513,931)	(490,132)
NET ASSETS, beginning of year	<u>2,249,650</u>	<u>2,117,759</u>	<u>4,367,409</u>
NET ASSETS, end of year	<u>\$ 2,273,448</u>	<u>\$ 1,603,828</u>	<u>\$ 3,877,277</u>

STATEMENT OF CASH FLOWS

Year Ended December 31, 2017

CASH FLOWS FROM OPERATING ACTIVITIES

Change in net assets	\$ (490,132)
Adjustments to reconcile change in net assets to net cash from operating activities:	
Provision for allowance and discounts of contributions receivable	(86,269)
Depreciation	5,731
Change in assets and liabilities	
Accounts receivable – government contracts	40,791
Contributions receivable	600,200
Accounts receivable – other	–
Prepaid expenses	(300)
Accounts payable	(8,431)
Accrued expenses	(20,431)
	<hr/>
Net cash from operating activities	41,158
	<hr/>

CASH FLOWS FROM INVESTING ACTIVITIES

Purchase of fixed assets	(19,881)
Certificates of deposit redeemed	(742)
	<hr/>
Net cash from investing activities	(20,623)
	<hr/>
INCREASE IN CASH AND CASH EQUIVALENTS	20,535
CASH AND CASH EQUIVALENTS, January 1, 2017	1,498,556
	<hr/>
CASH AND CASH EQUIVALENTS, December 31, 2017	\$ 1,519,091
	<hr/>

2017 EXECUTIVE COMMITTEE



CHAIR
Kari Scott
Wells Fargo Bank



IMMEDIATE PAST CHAIR
Bev Losey
Brown & Brown of Washington



Bruce Dammeier
Pierce County Executive



Terry Jones
U.S. Bank



Marilyn Strickland
City of Tacoma Mayor



VICE CHAIR
Greg Unruh
Franciscan Foundation



Jason Whalen
Ledger Square Law



John Wolfe
Port of Tacoma and The Northwest Seaport Alliance



David Zeek
The News Tribune

EDB Staff



Bruce Kendall
President & CEO



Jenn Adrien
Vice President Communications



Sarah Bonds
Vice President Business Recruitment



Deborah Kelly
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Jamie Lombardini
Accountant



Maddie Merton
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Dan Trimble
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Pierce County Executive

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City of Tacoma Mayor

Mark Sturgis
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Steve Sugg
City of University Place

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Puget Sound Energy

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David Zeeck
The News Tribune

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