

RESOLUTION NO. 1689

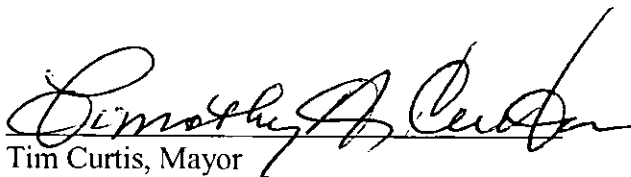
A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF FIFE, PIERCE COUNTY, WASHINGTON AUTHORIZING THE CITY MANAGER TO EXECUTE AN AGREEMENT TO INVEST ANNUALLY IN THE ECONOMIC DEVELOPMENT BOARD OF TACOMA – PIERCE COUNTY PROGRAM OF WORK 2016-2020 “COMPLETE. EVERYDAY. FOREVER”

WHEREAS, the City has historically utilized the services of the Economic Development Board of Tacoma – Pierce County (“EDB”) to provide services related to promoting economic development within the City of Fife; and

WHEREAS, the Council supports the EDB’s proposed work plan for 2016-2020 that was submitted to the City Council at its August, 2015 study session, a copy of which is attached hereto as Exhibit 1 (“EDB Work Plan”); now, therefore,

BE IT RESOLVED that the City Manager is authorized to enter into an agreement with the EDB in which the City commits to pay \$15,000 per year for calendar years 2016- 2020 in order for the EDB to carry out the commitments contained in the EDB Work Plan. Each payment shall be made before the end of the second quarter in each of the 5 years, so long as the EDB provides a written report to the City Council demonstrating what progress has been made in implementing the EDB Work Plan to date. If the EDB Work Plan has been implemented in accordance with the schedule set forth in the EDB Work Plan, then the voucher to pay the respective annual payment shall be approved by the City Council.

ADOPTED by the City Council at an open public meeting held on the 27th day of October, 2015.


Tim Curtis, Mayor

Attest:

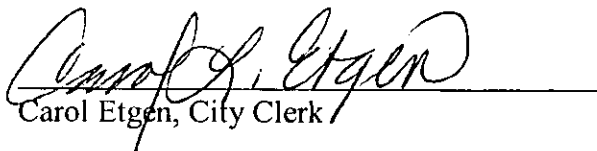

Carol Etgen, City Clerk

EXHIBIT "A"

TO

**AGREEMENT TO INVEST ANNUALLY IN THE ECONOMIC DEVELOPMENT BOARD FOR
TACOMA-PIERCE COUNTY PROGRAM OF WORK 2016-2020**

Economic Development Board for Tacoma-Pierce County

Approved Program of Work

2016 – 2020

VISION 2040

TACOMA-PIERCE COUNTY IS THE MOST ATTRACTIVE LOCATION IN THE PACIFIC NORTHWEST FOR LOCAL,
NATIONAL AND GLOBAL BUSINESS INVESTMENT AND JOB CREATION

MISSION **COMPETE EVERY DAY FOREVER – THE EDB GROWS PRIMARY BUSINESSES BY WORKING WITH ITS PARTNERS TO SPUR PRIVATE CAPITAL INVESTMENT AND JOB CREATION IN TACOMA-PIERCE COUNTY**

Five Year Goals

1. Direct Jobs: 3,220 at or Above Average County Wage (\$44,541)
 2. Private Capital Investment: \$400,000,000
3. Direct Jobs By Cluster: 50% of Total Recruited/Retained-Expanded Jobs
4. Cluster Acceleration Teams: Aerospace, Health Services, Trade and Logistics, Cyber Security/Information Assurance
5. Companies Recruited and Companies Retained/Expanded: 35 Companies
 6. EDCPC Industrial Revenue Bond Financing: \$20,000,000
 7. EDB Revenue: \$6,600,000



**ECONOMIC DEVELOPMENT BOARD
FOR TACOMA-PIERCE COUNTY**

May 22, 2015

Work Program Details

STRATEGIES, OBJECTIVES, TACTICS	WHO	FREQ	PRODUCT	DUE	PROCESS METRICS
1 - RETAIN and EXPAND PRIMARY COMPANY JOBS Business Retention & Expansion (BRE)					
Objective A: BRE -- Program Structure					
1. Assess and rank target company list (BRE candidates – top 250)	VP recommends, CEO approves	On-Going	Work Plan	Annually	Create top 250 list
2. Assign critical criteria (bellwether, importance, etc.)					
3. Design & implement a results based reporting structure					
4. Determine research funding support as necessary for decision making					
Objective B: BRE – Company Targets and Cases					
5. Conduct confidential firm visits (w Partners as necessary)	VP lead with CEO and Exec Committee support	Monthly – Exec Committee	Staff action plan; record of visits planned/actual; Sales Force data; BRE wins / losses (lessons learned)	On-Going	180 unique, confidential company visits per year
6. Face-to-face Q&A (offer assistance, referrals, develop case work)					Target firms receive at least one annual visit
7. Assess probability of success (Low = 0.1; High = 1.0)	Board regular updates	Quarterly – Board			For target firms with HQs outside Pierce County, the HQ will receive a visit, phone call or other method of communication annually
8. Check any connections to Exec Com/Board/Investors					360 information referrals per year
9. Get feedback from BRE targets (how did we do?)					Average of all wages/salaries of closed cases greater than Pierce County average \$44,541

STRATEGIES, OBJECTIVES, TACTICS	WHO	FREQ	PRODUCT	DUE	PROCESS METRICS
<p>Objective B: Company Targets and Cases</p> <ul style="list-style-type: none"> 6. Work proactive target list 7. Work reactive inquiries and leads 8. Assess probability of success (Low = 0.1; High = 1.0) 9. Check any connections to Exec Com/Board/Investors 10. Get feedback from targets (how did we do?) 	SVP	On-Going	Case work; contact list; Sales Force data	On-Going	25 targets per year
<p>Objective C: Spur Class A Office Development</p> <ul style="list-style-type: none"> 11. Work with property owners, developers, jurisdictions and potential tenants to develop Class A office space to meet market demand 12. Identify and alleviate impediments to Class A office growth 	<p>Staff develops plan, approved by CEO (Recruitment/Retention jointly)</p> <p>Implements plan w owners, developers, tenants</p>	On-Going	Site plans / strategies	Annual	15 site plans/strategies developed and implemented (3 per year)
<p>Objective D: National/Global Strategy</p> <ul style="list-style-type: none"> 13. Craft global recruitment initiative (Asia, Europe focus) 14. Craft national recruitment initiative 15. Coordinate with Cluster Teams as necessary 16. Document and report status and outcomes 	EDB senior staff CEO; board updates	On-Going	Action plan	On-Going	<ul style="list-style-type: none"> 2 domestic recruitment/site selector trips per year 2 international trips per year
<p>Objective E: Cluster Acceleration Integration</p> <ul style="list-style-type: none"> 17. Check firm targets for linkages to cluster plans 18. Determine points of leverage with cluster teams 	EDB Staff and Exec Committee / Cluster Acceleration Team Executive	Monthly	Enhanced value due to teamwork, learning	As/when needed	N/A
<p>Objective F: Industrial Revenue Bond Financing</p> <ul style="list-style-type: none"> 19. Market industrial development revenue bond program 20. Staff the Economic Development Corporation of Pierce County (EDCPC) 	SVP and VP shared	As needed	Bond financing	As needed	Bond approval process applied

STRATEGIES, OBJECTIVES, TACTICS	WHO	FREQ	PRODUCT	DUE	PROCESS METRICS
Objective C: Institution Building 9. Identify and analyze opportunities to grow world class economic development assets in the South Sound (e.g., Law School, Health Research Consortium, etc.) 10. Implement institution building strategies as determined by cluster leadership	Cluster Acceleration Team Executive and EDB staff	Per the cluster team's work program	For approved initiatives, progress reports and results	Annually	Flexible and varied
Objective D: Performance & Reports (Work The Plan) 11. Schedule task and activities per timeline 12. Connect with EDB staff on problems/seize opportunities 13. Launch the plan w/EDB staff assistance as appropriate 14. Report results	Cluster Acceleration Team Executive and EDB staff	Per the work program	Plans/Actions to enhance job, wealth creation in the cluster	Per board approved program timeline	SMART plan vs. actual
4 - MARKETING & COMMUNICATIONS					
Objective A: Vision/Mission Deployment 1. Use web, social media, traditional media, and speeches to spread the vision across Pierce County and beyond 2. Craft supporting materials describing the vision/mission	Marketing VP, CEO, Board Members, Staff	On-Going	Website, Social Media touches; Ancillary Materials	2Q 2016 Website re-launch; 3Q 2016 Social Media re-launch	Weekly website postings; monthly mailed and emailed newsletter; positive story placement across various media
Objective B: Vision Alignment with Partners/Community 3. Encourage partners and community members to embrace the vision	Marketing VP, CEO, Board Members, Staff	On-Going	Touches	On-Going	Bi-monthly CEO and board member meetings with partners
Objective C: Marketing Tacoma-Pierce County 4. Communicate Pierce County's great economic development opportunities to target audiences, internal and external	Marketing VP, CEO, Board Members, Staff	On-Going	Touches	On-Going	Website, social media, newsletter, media placement
5- ADMINISTRATION					
Objective A: Maintain & Produce EDB Mo/Qu/An Dashboard 1. Place metrics Dashboard on website/lobby (daily reminder) 2. Coordinate timely updates with retain/recruit staff 3. Populate other goal vs. actual measures as available 4. Disseminate to board and investors	Office Manager, Other staff	Quarterly	Dashboard	Quarterly	N/A
Objective B: Prepare Annual Budget 5. Adjust budget annually according to work program priorities	CEO, Exec Com, Board	Annually	Approved budget	Annually	Begin September, complete November

DEFINITIONS

CLUSTER ACCELERATION TEAMS

Clusters are geographically specific groups of interconnected companies. By clustering near each other, businesses can increase their productivity, accelerate innovation, and stimulate new business formation. Regions with fully developed clusters have higher levels of job creation, higher wages, and higher levels of wealth creation than regions without well-integrated clusters. At the apex of the cluster are (a) lead firms that export products or services outside the region. A network of (b) supplier firms and partners provide raw materials, components, parts and specialized services to the lead firms. Supporting both the lead firms and the suppliers/partners are (c) the foundations of the economy, including educational institutions, governments, technology infrastructure, other physical infrastructure,

access to capital, tax and other business climate policies, and quality of life/social capital. The EDB's cluster teams, in working groups of five to eight C-level executive volunteers and subject matter experts, create a goal and work plan to achieve concrete results to strengthen (aka accelerate) the cluster. With oversight by the board of directors and assistance by EDB staff, the plan should be started and completed within an 18-24 month timeframe. Cluster team executives sign an agreement to partner with the EDB consistent with operating guidelines.

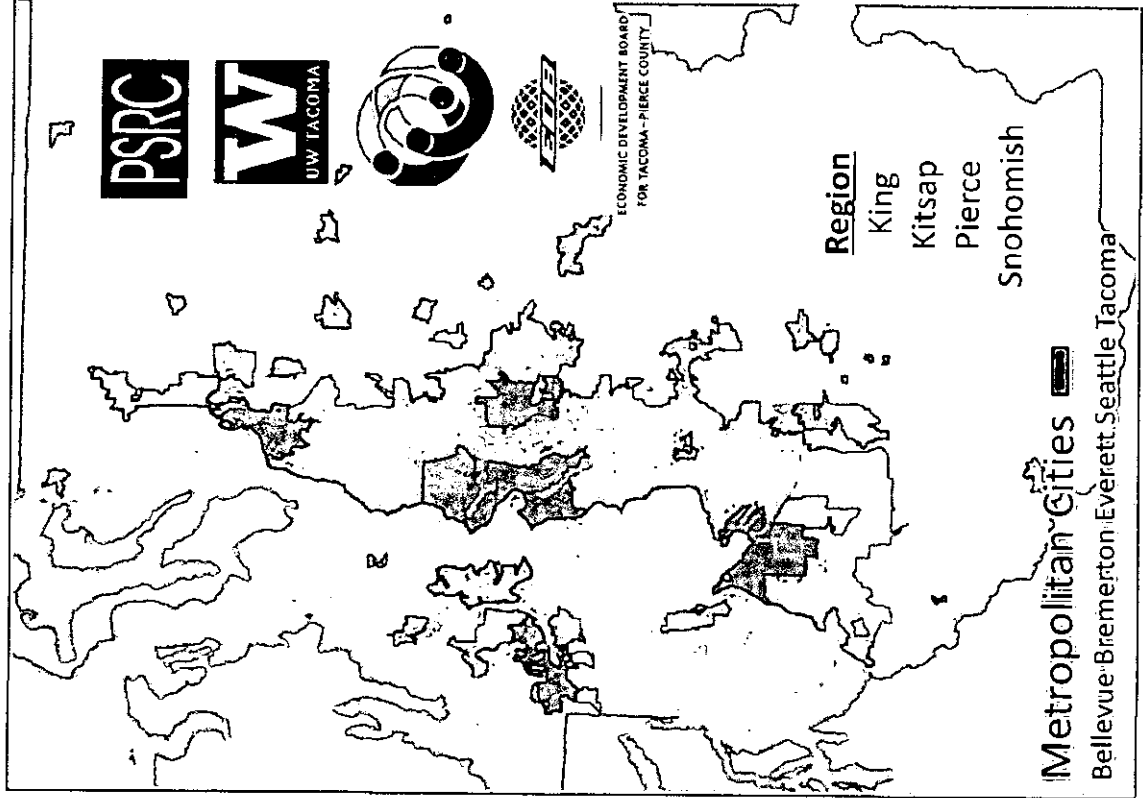
Cluster team leaders are provided opportunities to report on activities and outcomes to the EDB's board and investors.

EDB PARTNERS

Our partners are essential to business recruitment and retention/expansion success across the South Sound. Key partners include:

City of Auburn	Community and Technical Colleges	Sound Transit
City of DuPont	Four year universities PLU UPS UWT WSU	State of Washington
City of Fife	Impact Washington	Tacoma Public Utilities
City of Gig Harbor	NW Trade Adjustment Assistance Center	Tacoma Regional CVB
City of Lakewood	Pierce County	Tech Resources for Engineering Efficiency
City of Milton	Pierce Transit	WA Aerospace Partnership
City of Puyallup	Port of Tacoma & Seaport Alliance	WA Econ Dev Association (WEDA)
City of Sumner	Procurement Technical Assistance Center	WA State Department of Commerce
City of Tacoma	Puget Sound Energy	WorkForce Central – Business Connection
City of University Place	Puget Sound Regional Council	World Trade Center Tacoma
Town of Steilacoom	Puyallup Tribe of Indians	Pierce County Legislative Delegation
Broadway Center for the Performing Arts	Real Estate Developers and Brokers	US Congressional Offices
Chambers of Commerce	Small Business Administration	US Senate Offices
Citizens for a Healthy Bay	Small Business Development Center	

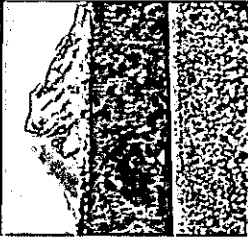
APPENDIX: EDB Program Of Work Reference Information



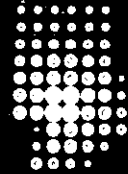
Compete Every Day Forever (2016-2020)

Region Employment By Cluster	A
Region Employment By Occupation	B
Region Aerospace Cluster	C
Region Transportation/Logistics Cluster	D
Region Maritime Cluster	E
Region Military Cluster	F
Region Tourism & Visitor Cluster	G
Pierce County Industry Sectors	H
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Regional Growth (2040) 4 Counties/5 Cities	J
Pierce County Inflow / Outflow (2011)	K
Pierce County Inflow / Outflow Detail (2011)	L
UWT Context For Development (Dr. A. Modaires)	M
Pierce County & Tacoma Population Growth 1970-2010	N
Seattle And Tacoma Patterns Of Population Growth 1970-2010	O
Pierce County Population By Age Groups 2000-2013	P
Washington State Veteran Population 2000-2020	Q
Washington State Latino Population 1970-2010	R
Puget Sound Median Household Income (2012 Five Year Est.)	S
Puget Sound % Population 25+ B.A. Attainment (2010)	T
Puget Sound Area Comparative Employment Shares (2008)	U
Pierce County Employment And Revenue % By Sector (2008)	V
UWT Technology Industry Summary Remarks (2015)	W
UWT Point Of View - Academia Asset	X

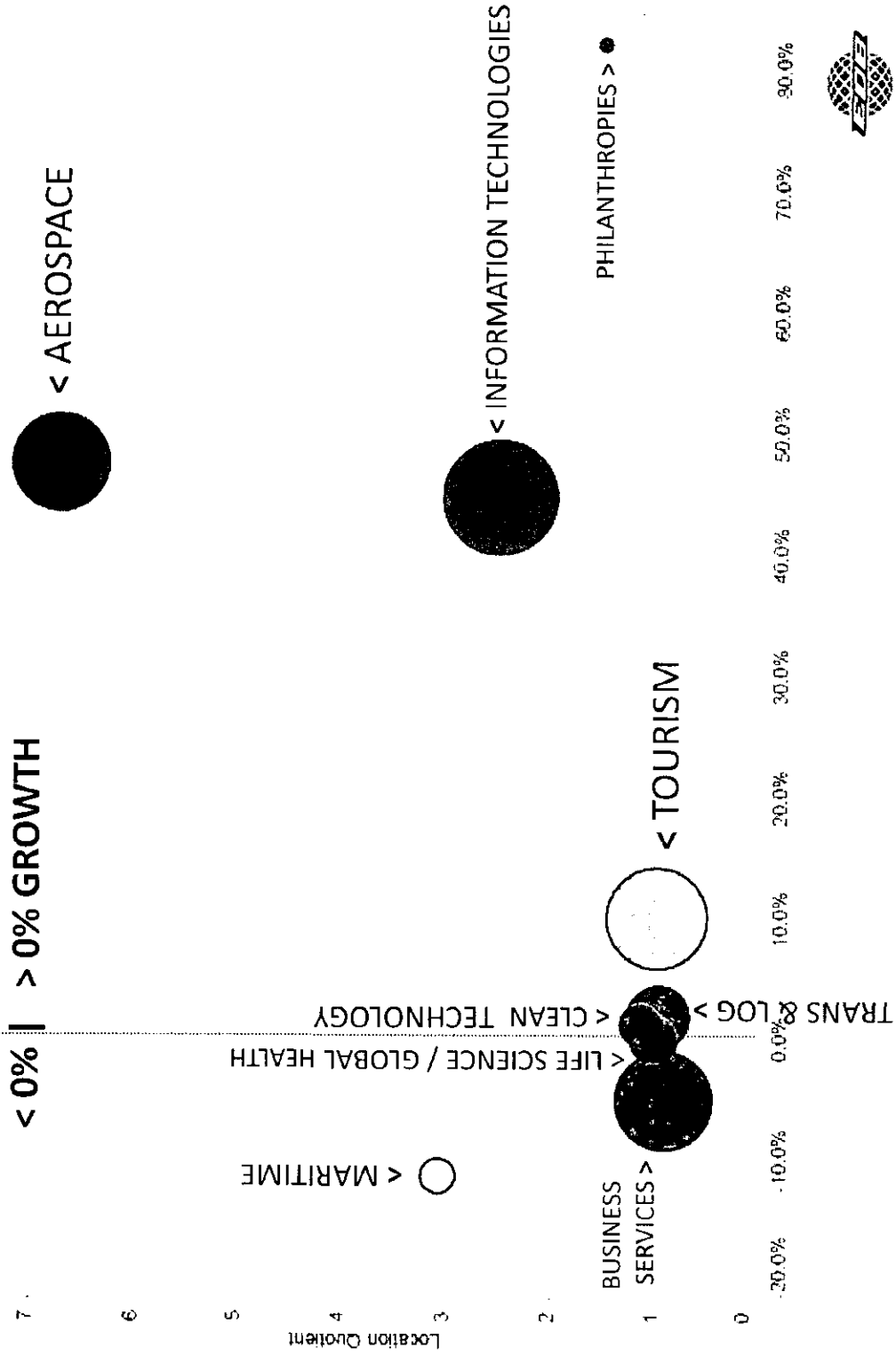
Region Employment By Cluster (2013) - % Change In Growth Since 2005



Region
King
Kitsap
Pierce
Snohomish



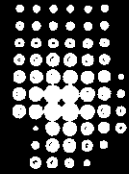
PSRC



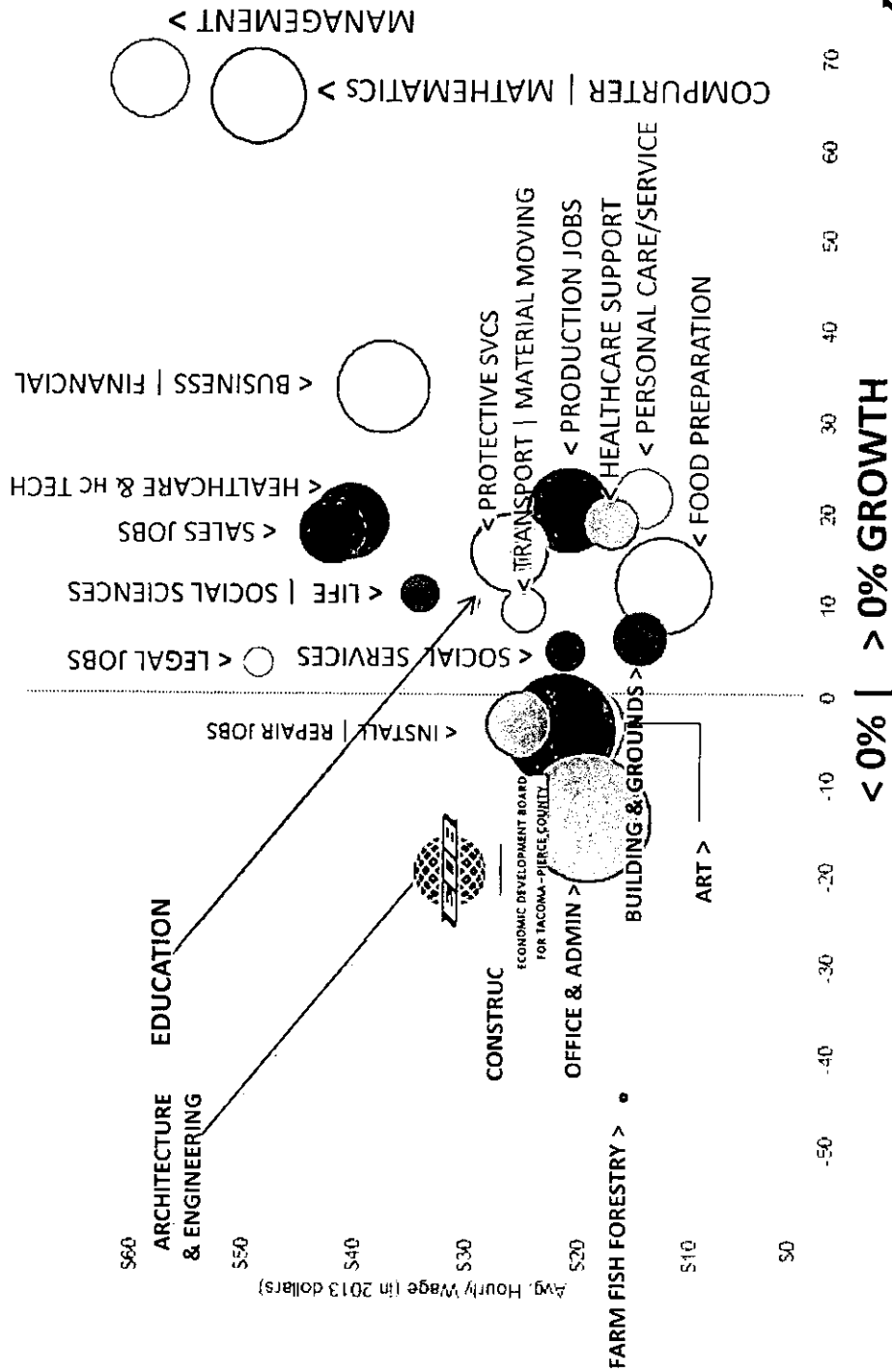
Region Employment by Occupation (2013) – % Change In Growth Since 2005



Region
King
Kitsap
Pierce
Snohomish



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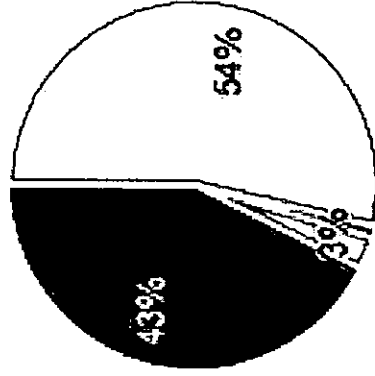
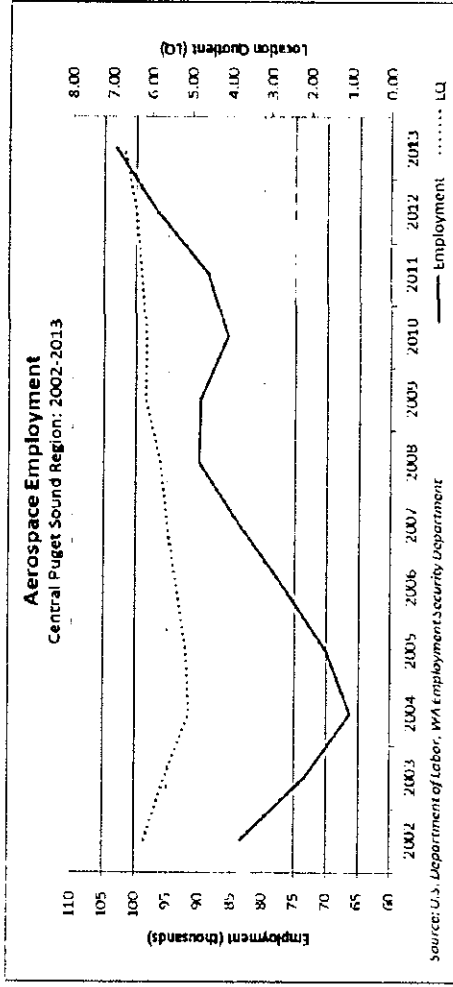


ECONOMIC DEVELOPMENT BOARD
FOR TACOMA-PIERCE COUNTY

Region Aerospace Cluster (2002-2013)

2013 Regional Employment Estimate: 103,210

Location Quotient: 6.71



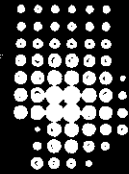
□ King □ Pierce
■ Kitsap ■ Snohomish

Occupation	%
Production	30%
Architecture & Engineering	20%
Business & Financial Operations	13%
Computer & Mathematical	9%
Administrative Support	7%
Installation, Maintenance and Repair	6%
Management	5%
Sales	4%
Transportation	4%
Other	2%

Subsector	%
Aircraft Manufacturing	97%
Instrumentation	3%
Missile & Space	<1%



Region
King
Kitsap
Pierce
Snohomish



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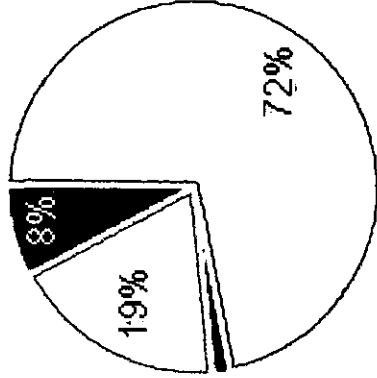
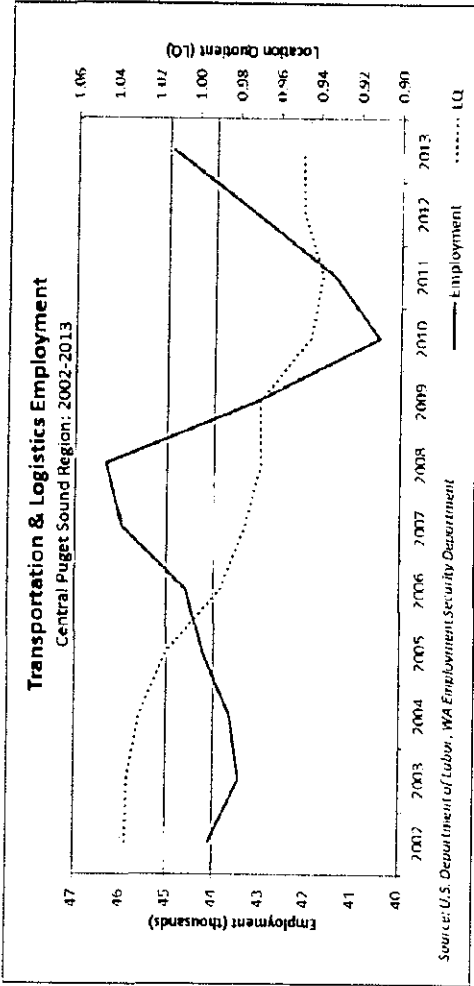


ECONOMIC DEVELOPMENT BOARD
FOR TACOMA-PIERCE COUNTY

Region Transportation & Logistics Cluster (2002-2013)

2013 Regional Employment Estimate: 44,936

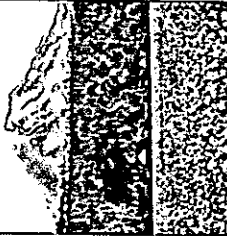
Location Quotient: 0.95



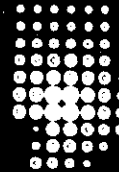
□ King □ Pierce
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Occupation	%
Transportation	62%
Administrative Support	17%
Installation, Maintenance & Repair	7%
Other	7%
Management	4%
Sales	3%

Subsector	%
Land Freight Transportation	60%
Air Transportation	25%
Warehousing & Storage	15%



Region
King
Kitsap
Pierce
Snohomish



PSRC

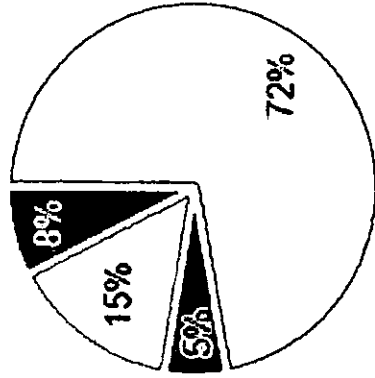
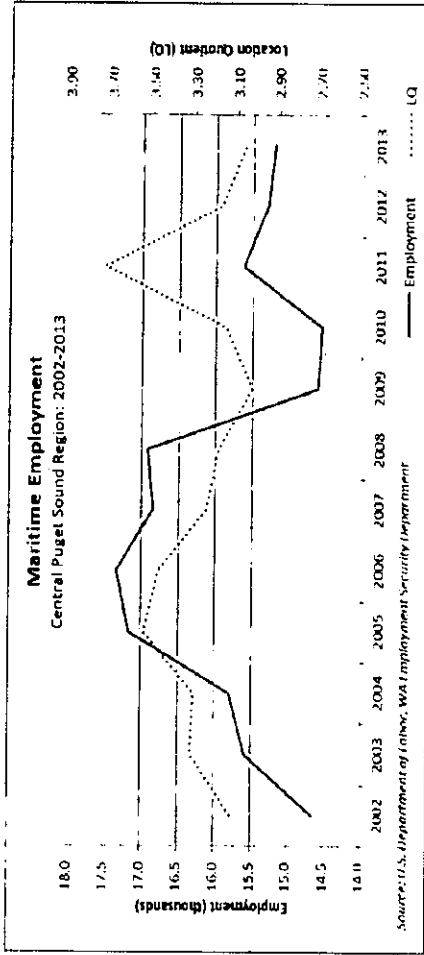


ECONOMIC DEVELOPMENT BOARD
FOR TACOMA-PIERCE COUNTY

Region Maritime Cluster (2002-2013)

2013 Regional Employment Estimate: 15,207

Location Quotient: 3.06



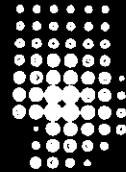
King Pierce
 Kitsap Snohomish

Occupation	%
Transportation	39%
Production	16%
Administrative Support	12%
Farming, Fishing & Forestry	7%
Sales	7%
Other	7%
Installation, Maintenance & Repair	5%
Management	4%
Business & Financial Operations	3%

Subsector	%
Fishing & Processing	46%
Marine Cargo Transportation & Handling	34%
Shipbuilding & Repair	20%



Region
 King
 Kitsap
 Pierce
 Snohomish



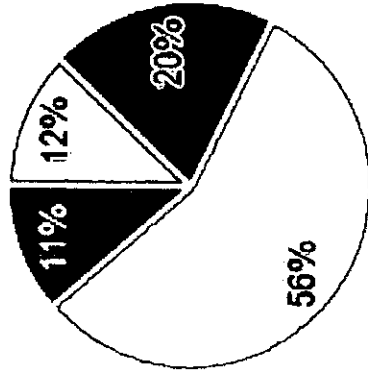
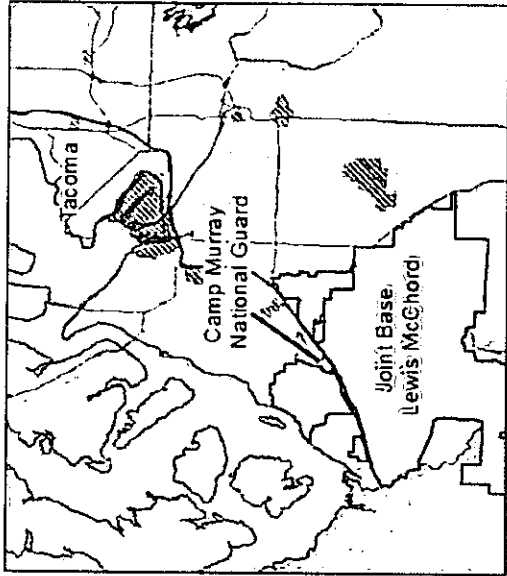
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FOR TACOMA-PIERCE COUNTY

Regional Military Cluster (2013)

2013 Regional Employment Estimate: 84,043



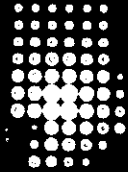
King Pierce
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Occupation	%
Active Duty	59%
Contractor	29%
Reserve	12%

Note:
Employment data for Pierce County uses different parameters than data for military installations.



Region
 King
 Kitsap
 Pierce
 Snohomish



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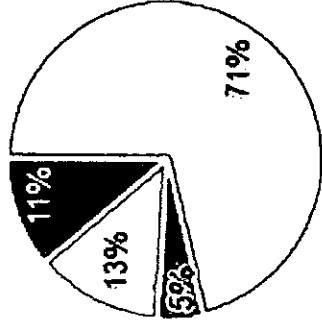
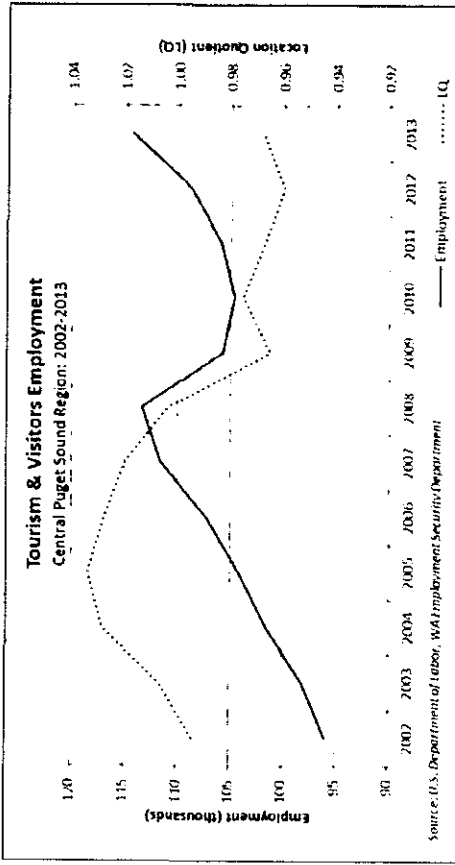


ECONOMIC DEVELOPMENT BOARD
FOR TACOMA-PIERCE COUNTY

Regional Tourism & Visitors Cluster (2002-2013)

2013 Regional Employment Estimate: 114,395

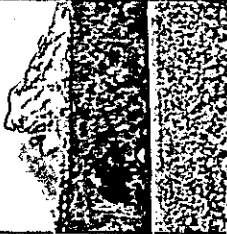
Location Quotient: 0.97



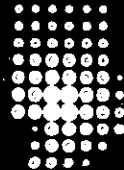
King Pierce
 Kitsap Snohomish

Occupation	%
Food Service	69%
Other	9%
Personal Care	6%
Building Maintenance	5%
Administrative Support	4%
Sales	4%
Management	3%

Subsector	%
Restaurants & Bars	48%
Arts, Culture & Sports	23%
Lodging	12%
Recreation	8%
Travel Services	4%
Casinos	3%
Water Passenger Transportation	3%



Region
 King
 Kitsap
 Pierce
 Snohomish



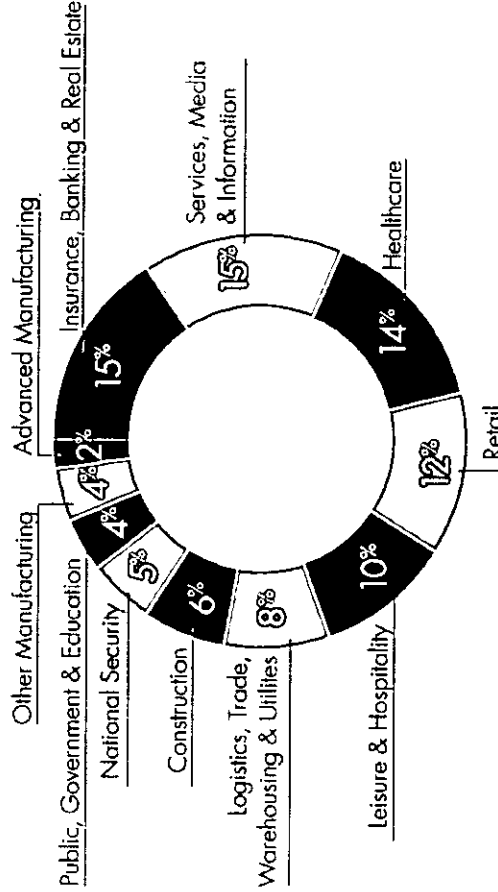
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ECONOMIC DEVELOPMENT BOARD
FOR TACOMA-PIERCE COUNTY

Pierce County Industry Sectors (2013)

INDUSTRIES IN PIERCE COUNTY Percentage of Employees



MAJOR EMPLOYERS LISTED BY INDUSTRY

Insurance, Banking & Real Estate	State Farm Insurance	Columbia Bank	Regence BlueShield
Services, Media & Information	Comcast	Waste Connections	TrueBlue, Inc.
Healthcare	MultiCare Health Systems	Franciscan Health Systems	Group Health Cooperative
Retail	Fred Meyers	Walmart	Safeway
Leisure & Hospitality	Emerald Queen Casino	Hotel Murano	BJ's Bingo
Construction	National Security	Joint Base Lewis McChord	
Public, Government & Education	Local Public Schools	Washington State	Pierce County Government
Other Manufacturing	Millgard Manufacturing	Simpson	Manke Lumber Company, Inc
Advanced Manufacturing	The Boeing Company	Toray Composites, Inc	Air Aerospace
Logistics, Trade, Warehousing & Utilities	Gordon Trucking	McLane Northwest	Interstate Distributor Company



ECONOMIC DEVELOPMENT BOARD
FOR TACOMA-PIERCE COUNTY

Pierce County Future Growth & Earning Potential (2013)

Aerospace Manufacturing

Occupation	Average Wage	Education	10 yr Growth %
Assembler	\$30,995	High School	2.1%
CNC Programmer	\$54,153	Some College/AA	9.7%
Engineer	\$100,453	Some College/AA	1.8%
Machinist	\$51,602	Some College/AA	3.0%
Manufacturing/Production	\$30,894	High School	4.2%
Quality Assurance/Inspector	\$47,785	High School	1.3%
Tool Maker	\$60,553	Some College/AA	2.2%

Construction

Occupation	Average Wage	Education	10 yr Growth %
Carpenter	\$44,994	High School	2.1%
Construction Laborer	\$47,820	High School	2.4%
Construction Manager	\$101,636	Some College/AA	1.7%
Electrician	\$54,377	Some College/AA	3.0%
HVAC Mechanic/Installer	\$49,721	High School	3.5%
Operating Engineer	\$69,032	Some College/AA	3.1%

Healthcare

Occupation	Average Wage	Education	10 yr Growth %
Diagnostic Medical Sonographer	\$75,500	Some College/AA	25.7%
Home Health Aide	\$26,523	High School	29.7%
Medical Assistant	\$35,337	High School	1.4%
Registered Nurse	\$75,657	Some College/AA	1.1%



High School/GED



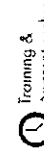
Certificate



Some College/AA



Bachelor Degree or Higher



Training & Apprenticeship

Information Technology

Occupation	Average Wage	Education	10 yr Growth %
Computer System Analyst	\$85,017	Some College/AA	13.7%
Computer Network Support Specialist	\$55,402	Some College/AA	19.7%
Computer User Support Specialist	\$54,021	Some College/AA	14.7%

Leisure, Hospitality & Retail

Occupation	Average Wage	Education	10 yr Growth %
Customer Service Rep	\$36,932	High School	25.7%
Food Service Manager	\$56,710	Some College/AA	1.8%
Retail Sales Person	\$27,187	High School	8.7%

Logistics, Trade & Warehousing

Occupation	Average Wage	Education	10 yr Growth %
Labor and Material Movers	\$30,637	High School	1.9%
Tractor-Trailer-Truck Operators	\$43,885	Some College/AA	2.2%
Packer and Packager	\$25,088	Some College/AA	1.9%

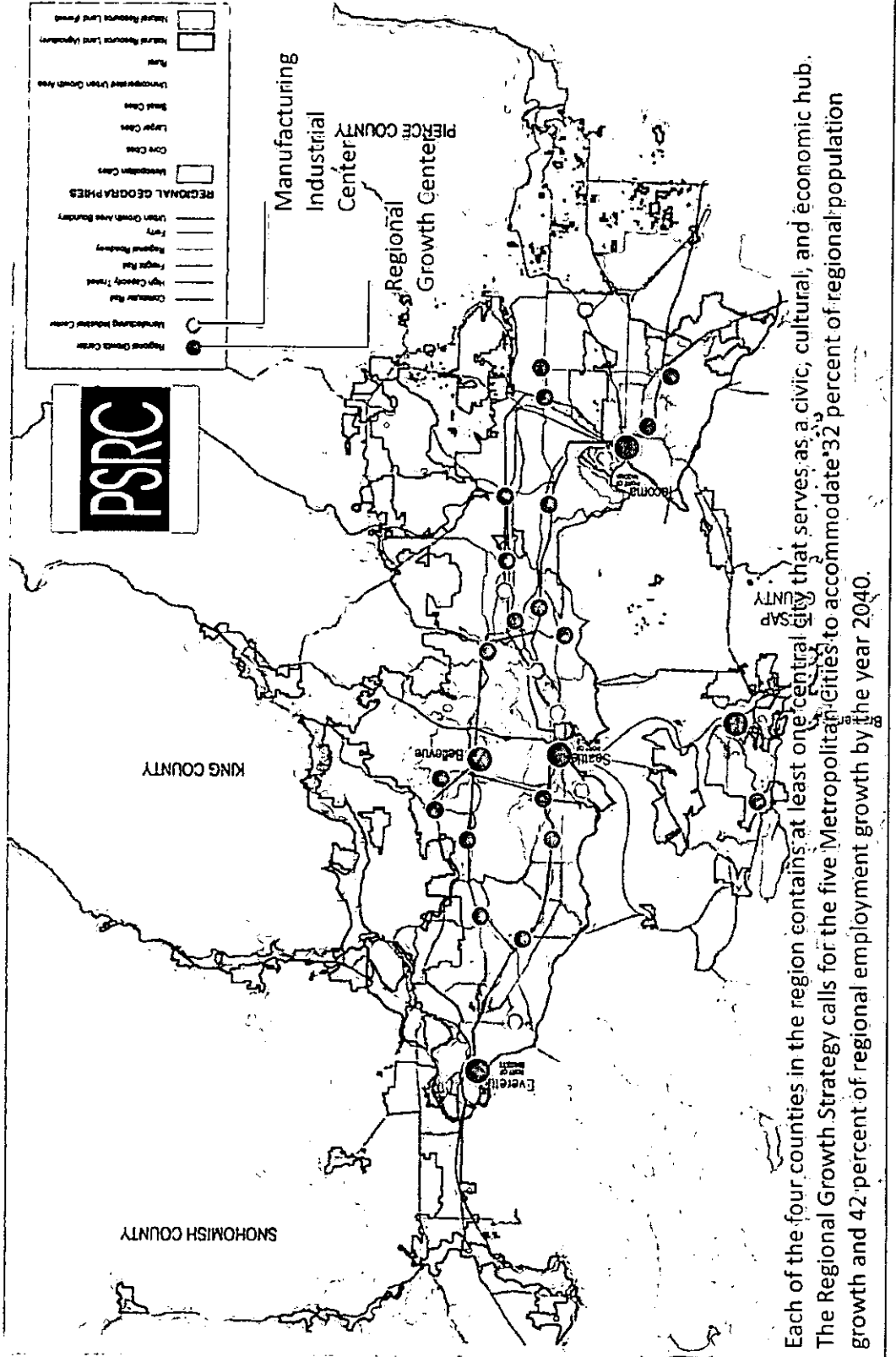


Note: Education attainment reflects actual job posting requirements or the reality of the education level of successful candidates for these openings.



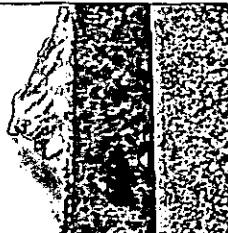
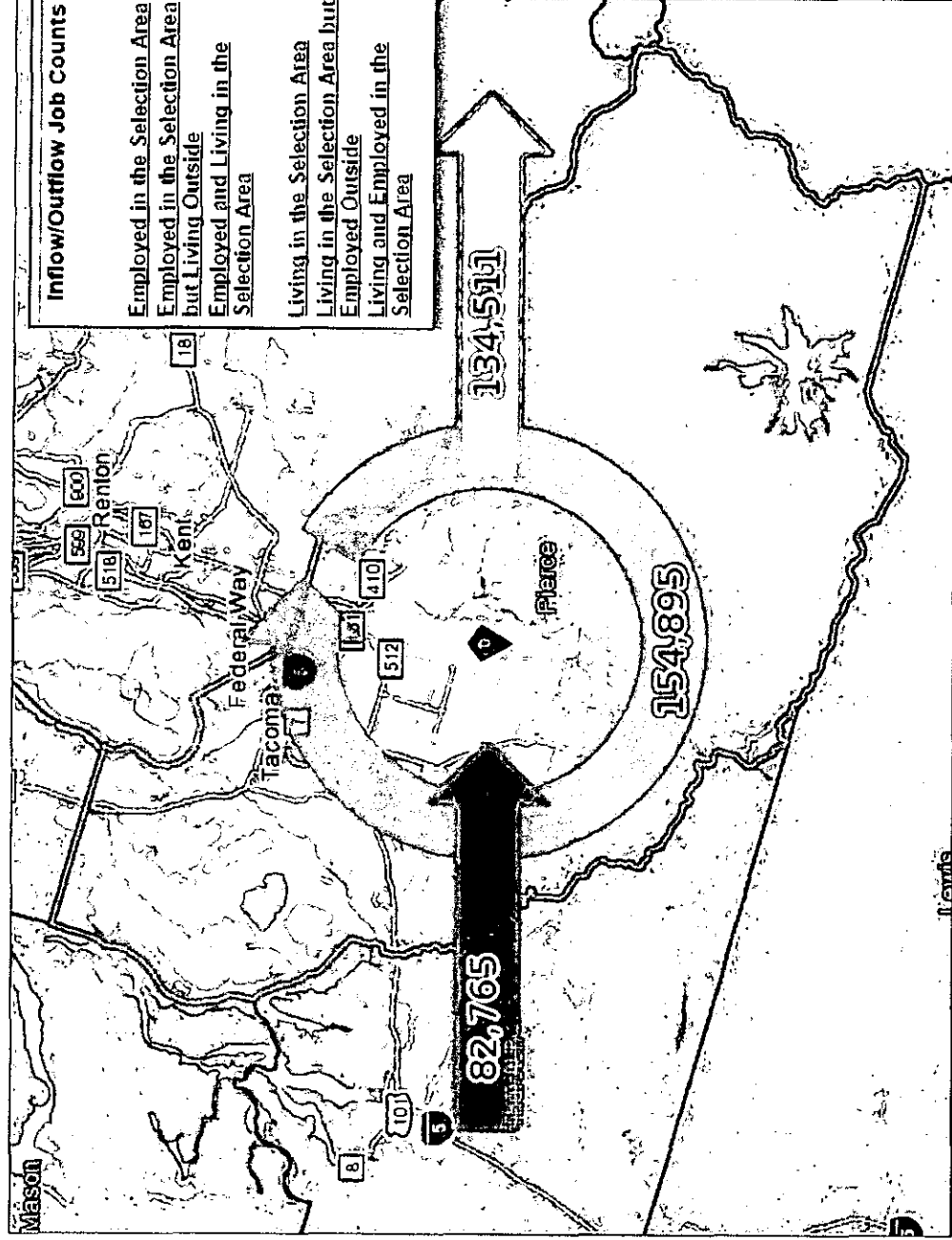
ECONOMIC DEVELOPMENT BOARD
FOR TACOMA-PIECE COUNTY

Regional Growth Central Puget Sound – Vision 2040

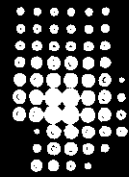


Each of the four counties in the region contains at least one central city that serves as a civic, cultural, and economic hub. The Regional Growth Strategy calls for the five Metropolitan Cities to accommodate 32 percent of regional population growth and 42 percent of regional employment growth by the year 2040.

Pierce County Inflow/Outflow (2011)



- Region**
- King
- Kitsap
- Pierce
- Snohomish



PSRC



ECONOMIC DEVELOPMENT BOARD
FOR TACOMA--PIERCE COUNTY



Inflow/Outflow Report

Selection Area Labor Market Size (Primary Jobs)

	2011	
	Count	Share
Employed in the Selection Area	237,660	100.0%
Living in the Selection Area	289,406	121.8%
Net Job Inflow (+) or Outflow (-)	-51,746	-

In-Area Labor Force Efficiency (Primary Jobs)

"Workers" residing in Pierce County (regardless of job location)

	2011	
	Count	Share
Living in the Selection Area	289,406	100.0%
Living and Employed in the Selection Area	154,895	53.5%
Living in the Selection Area but Employed Outside	134,511	46.5%

In-Area Employment Efficiency (Primary Jobs)

	2011	
	Count	Share
Employed in the Selection Area	237,660	100.0%
Employed and Living in the Selection Area	154,895	65.2%
Employed in the Selection Area but Living Outside	82,765	34.8%

Outflow Job Characteristics (Primary Jobs)

Pierce county residents working outside of Pierce County

	2011	
	Count	Share
External Jobs Filled by Residents	134,511	100.0%
Workers Aged 29 or younger	29,987	22.3%
Workers Aged 30 to 54	80,021	59.5%
Workers Aged 55 or older	24,503	18.2%
Workers Earning \$1,250 per month or less	21,643	16.0%
Workers Earning \$1,251 to \$3,333 per month	43,335	32.2%
Workers Earning More than \$3,333 per month	69,633	51.8%
Workers in the "Goods Producing" Industry Class	25,375	18.9%
Workers in the "Trade, Transportation, and Utilities" Industry Class	37,750	28.1%
Workers in the "All Other Services" Industry Class	71,386	53.1%

Inflow Job Characteristics (Primary Jobs)

Pierce county workers who reside outside of Pierce County

	2011	
	Count	Share
Internal Jobs Filled by Outside Workers	82,765	100.0%
Workers Aged 29 or younger	19,872	24.0%
Workers Aged 30 to 54	46,486	56.2%
Workers Aged 55 or older	16,407	19.8%
Workers Earning \$1,250 per month or less	16,088	19.4%
Workers Earning \$1,251 to \$3,333 per month	30,482	36.8%
Workers Earning More than \$3,333 per month	36,195	43.7%
Workers in the "Goods Producing" Industry Class	11,085	13.4%
Workers in the "Trade, Transportation, and Utilities" Industry Class	25,910	31.3%
Workers in the "All Other Services" Industry Class	45,770	55.3%

Interior Flow Job Characteristics (Primary Jobs)

Pierce County residents who work in Pierce County

	2011	
	Count	Share
Internal Jobs Filled by Residents	154,895	100.0%
Workers Aged 29 or younger	32,739	21.1%
Workers Aged 30 to 54	88,725	57.3%
Workers Aged 55 or older	33,431	21.6%
Workers Earning \$1,250 per month or less	30,316	19.6%
Workers Earning \$1,251 to \$3,333 per month	58,177	37.6%
Workers Earning More than \$3,333 per month	66,402	42.9%
Workers in the "Goods Producing" Industry Class	19,322	12.5%
Workers in the "Trade, Transportation, and Utilities" Industry Class	28,386	18.3%
Workers in the "All Other Services" Industry Class	107,188	69.2%

Pierce County Inflow/Outflow Detail (2011)

UWT URBAN STUDIES DATA

Context for Development

Ali Modarres

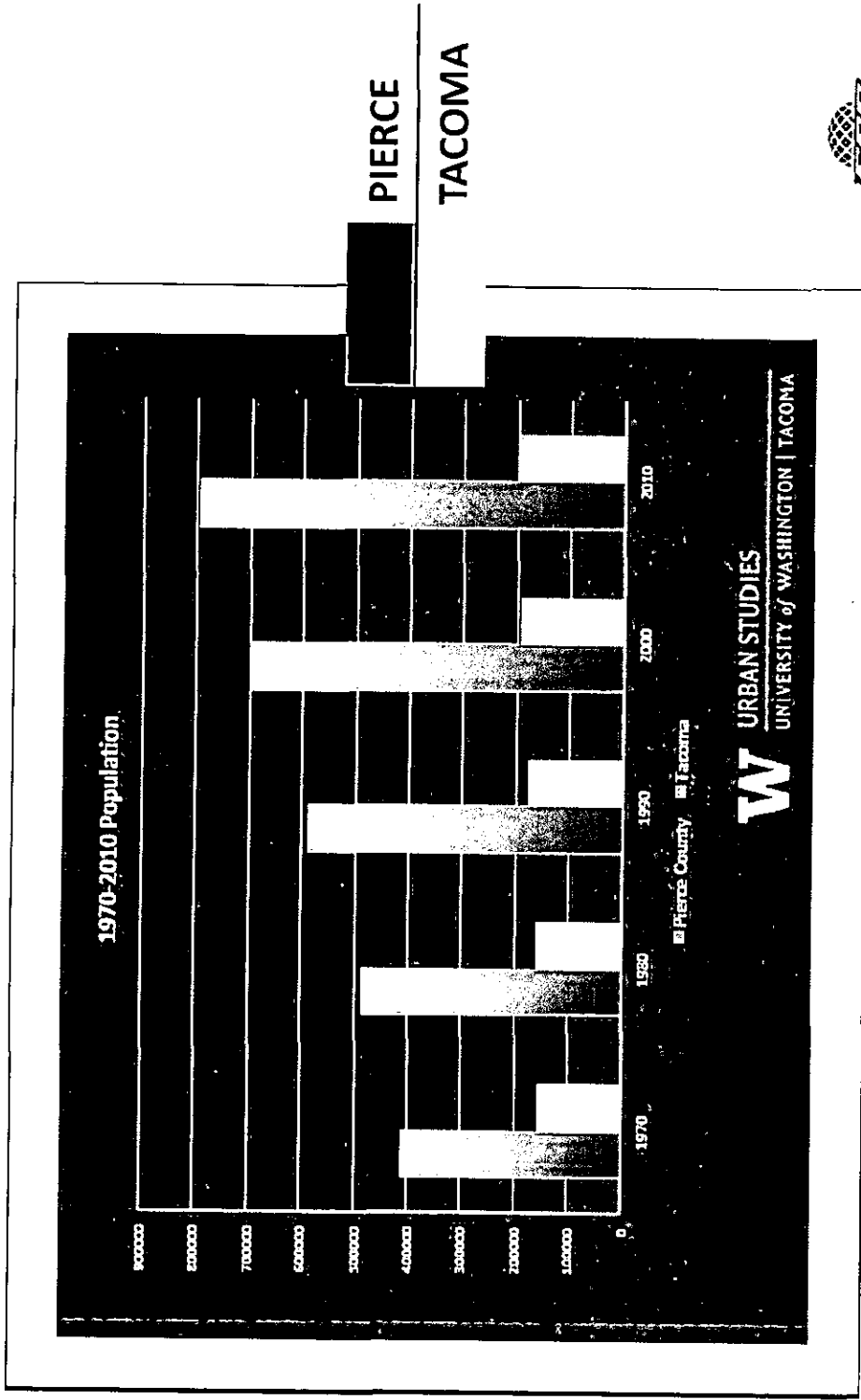
W URBAN STUDIES
UNIVERSITY of WASHINGTON | TACOMA



ECONOMIC DEVELOPMENT BOARD
FOR TACOMA-PIERCE COUNTY

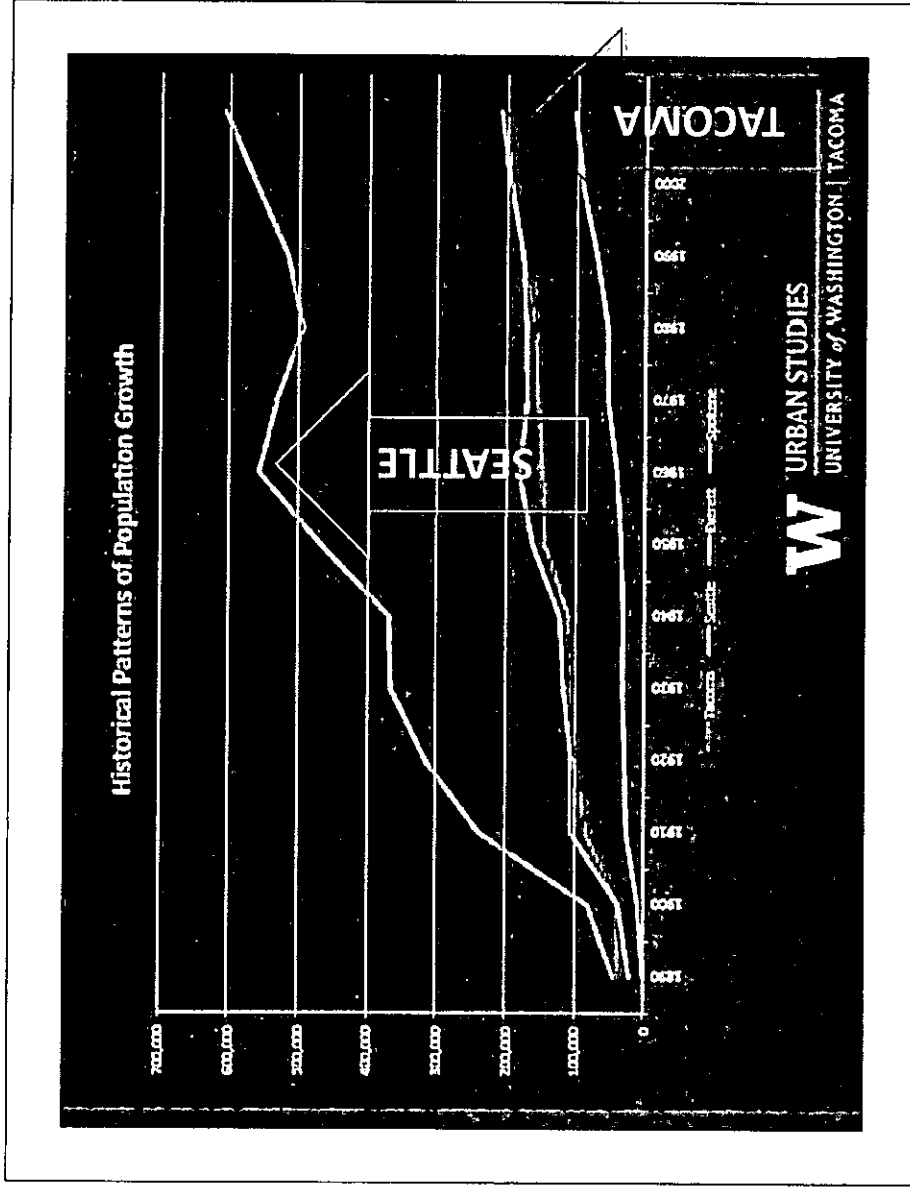
UWT Reproduced For EDB April 2015 – APPENDIX M

PIERCE COUNTY & TACOMA POPULATION GROWTH 1970-2010



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FOR TACOMA-PIERCE COUNTY

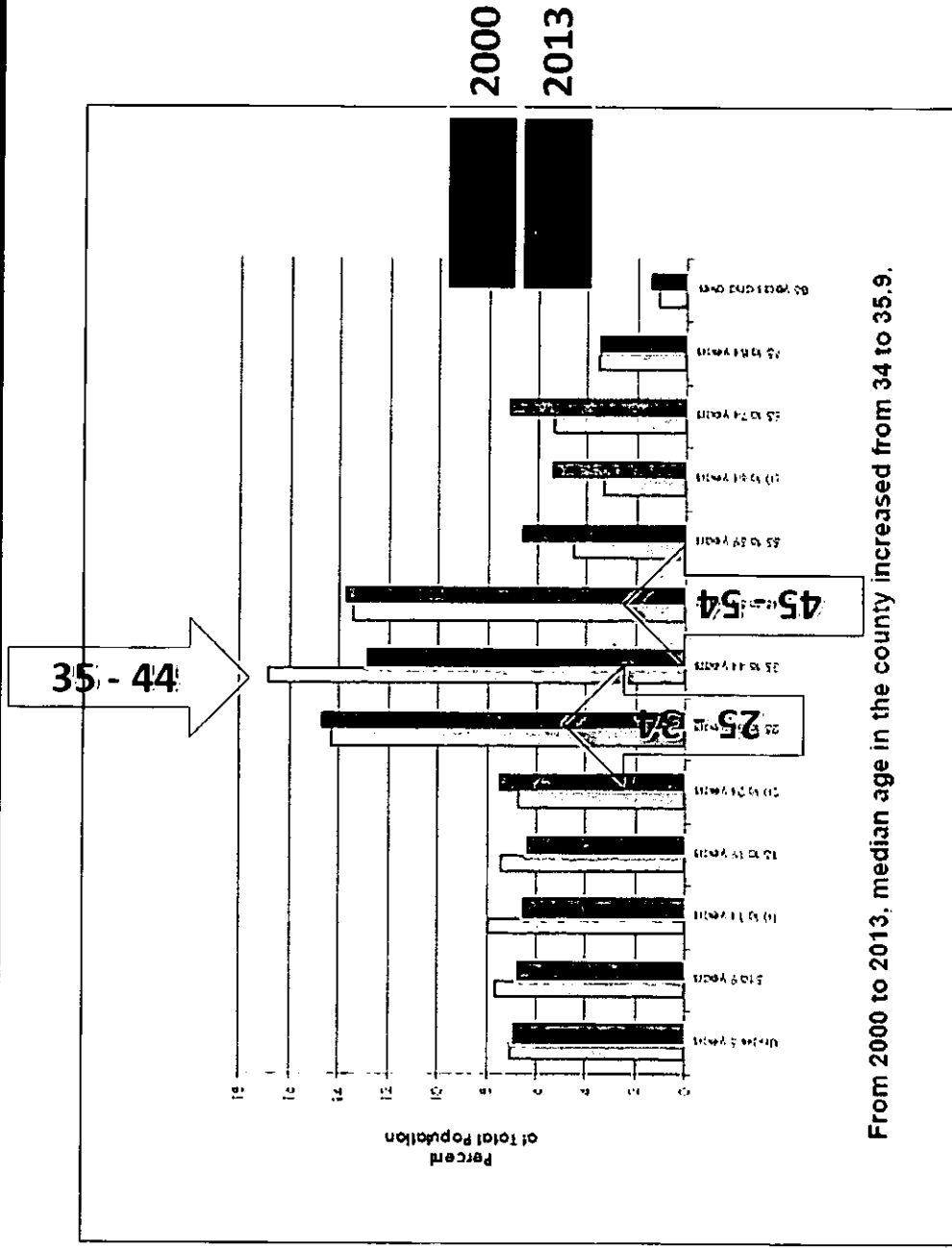
SEATTLE AND TACOMA PATTERNS OF POPULATION GROWTH 1970-2010



ECONOMIC DEVELOPMENT BOARD
FOR TACOMA—PIERCE COUNTY

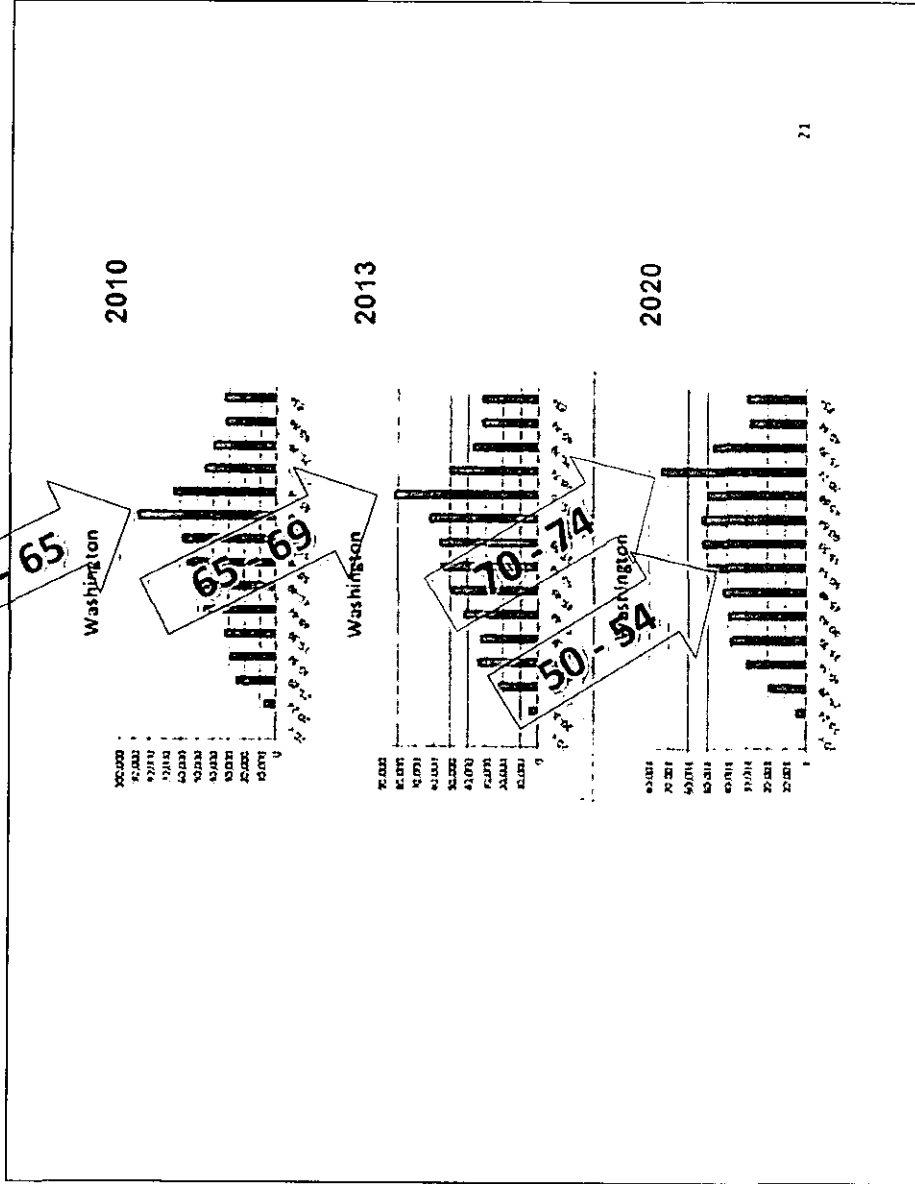
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PIERCE COUNTY POPULATION BY AGES GROUPS 2000-2013

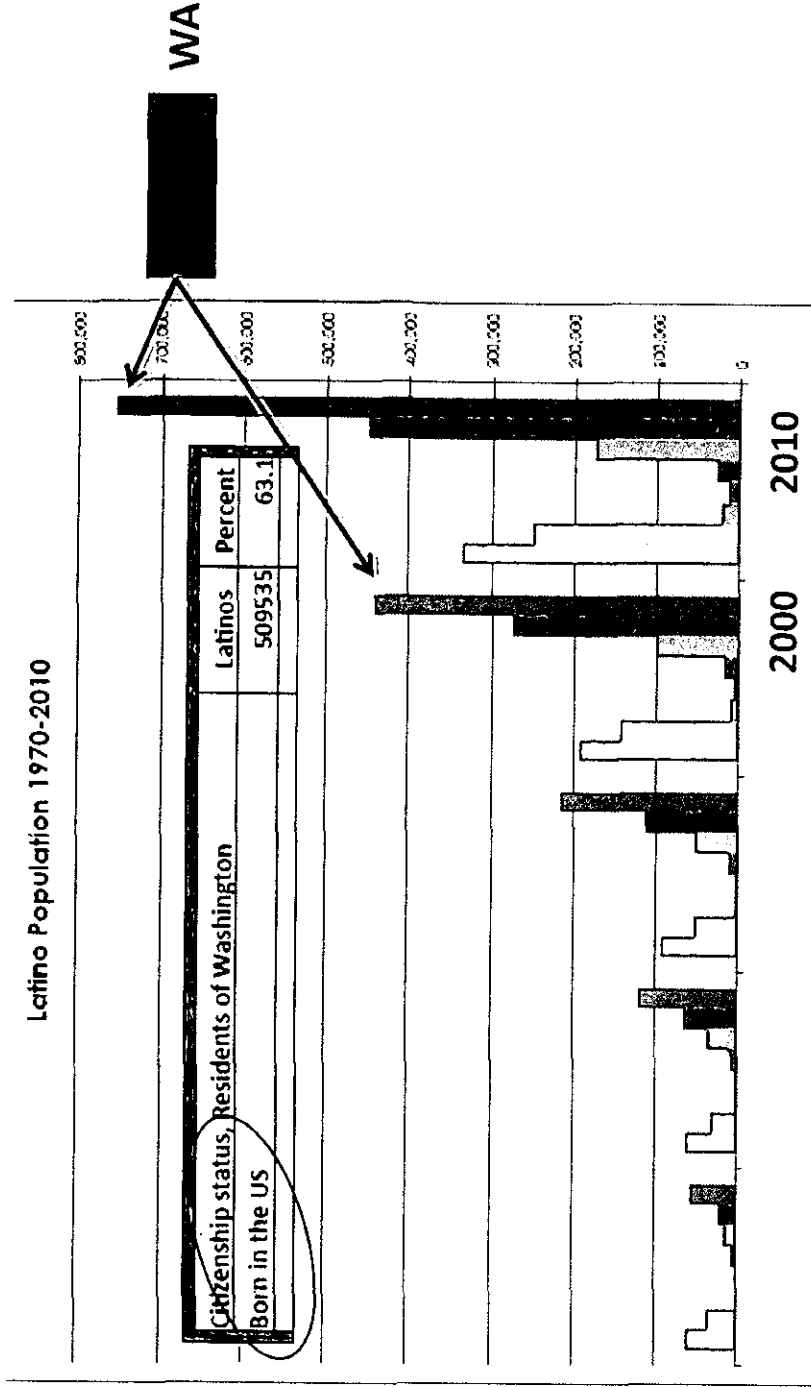


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WASHINGTON STATE VETERAN POPULATION 2000-2020

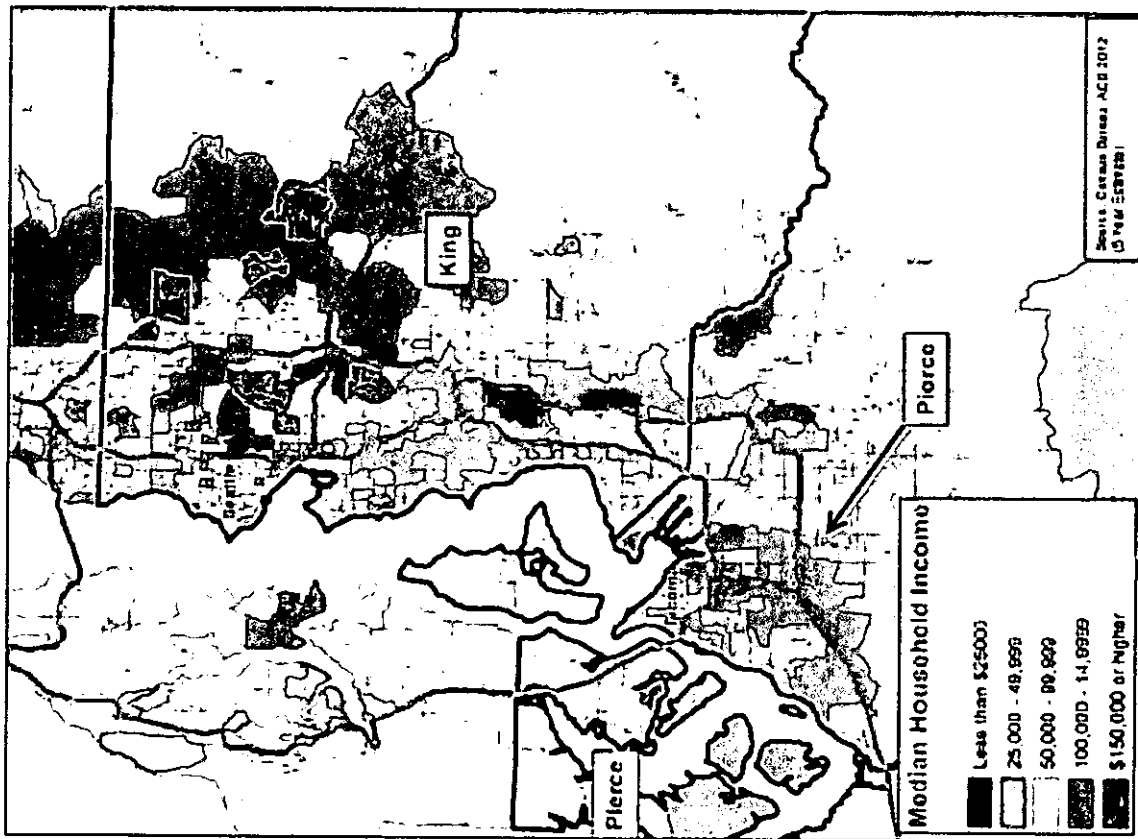


WASHINGTON LATINO POPULATION (1970 - 2010)



ECONOMIC DEVELOPMENT BOARD
FOR TACOMA-PIERCE COUNTY

MEDIAN HOUSEHOLD INCOME (2012 FIVE YEAR ESTIMATE)

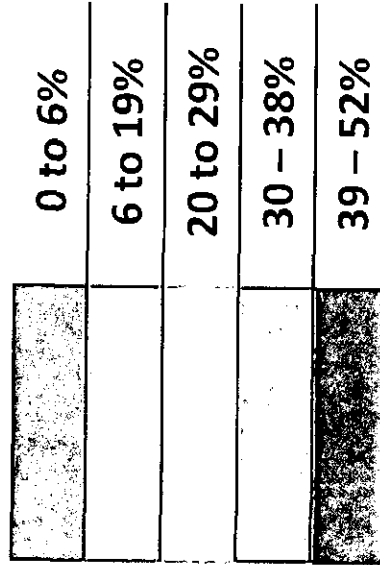
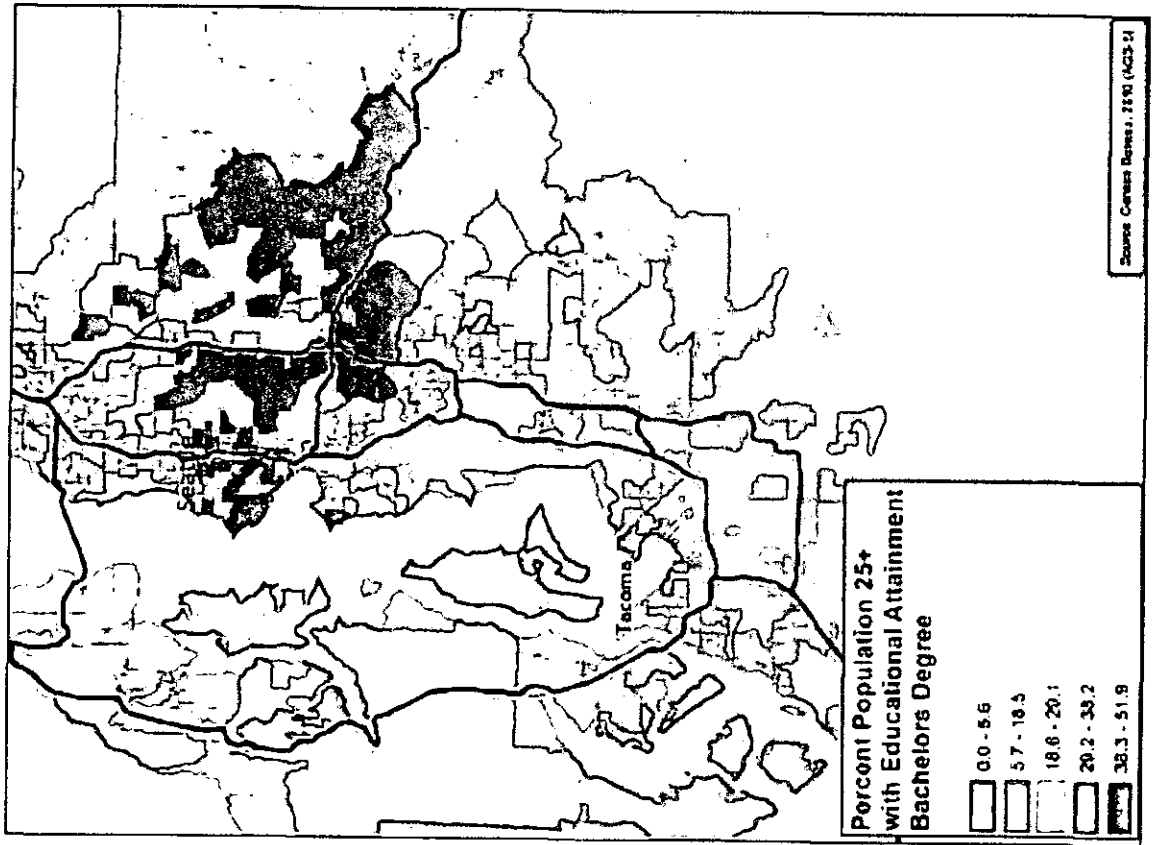


	Under \$25,000
	\$25K - \$49,999
	\$50K - \$99,999
	\$100,000-\$149,999



ECONOMIC DEVELOPMENT BOARD
FOR TACOMA-PIERCE COUNTY

% POPULATION 25+ B.A. EDUCATIONAL ATTAINMENT (2010)



ECONOMIC DEVELOPMENT BOARD
FOR TACOMA-PIERCE COUNTY

PUGET AREA COMPARATIVE EMPLOYMENT SHARE (2008)

COUNTY	# FIRMS	# EMPLOYEES
KING	146,532 (59%)	1,251,812 (68%)
PIERCE	43,697 (18%)	218,039 (12%)
THURSTON	16,051 (06%)	188,539 (10%)
SNOHOMISH	41,327 (17%)	185,796 (10%)

Note: The 4 county area comprises 82 cities and towns.



ECONOMIC DEVELOPMENT BOARD
FOR TACOMA-PIERCE COUNTY

PIERCE COUNTY EMPLOYMENT AND REVENUE % BY SECTOR (2008)

SECTOR	EMPLOYMENT	REVENUE
Services (Prof, Non professional)	47 %	27 %
Retail Trade	11 %	21 %
Construction	10 %	6 %
Manufacturing	7 %	11 %
Wholesale Trade	7 %	13 %
Transportation, Utilities	6 %	11 %
FIRE (Finance, Insurance, Real Estate)	6 %	10 %
Public Admin / Miscellaneous / Mining	4 %	0 %
Agriculture, Forestry, Fishing	2 %	1 %



ECONOMIC DEVELOPMENT BOARD
FOR TACOMA-PIERCE COUNTY

UWT TECH INDUSTRY SUMMARY REMARKS (2015)

Excluding Boeing and Microsoft, six area counties (Kitsap, Mason, King, Pierce, Thurston, Snohomish) are home to 7,020 technology firms with 65,467 employees.

King County's shares are 68% of firms, 80% of employees, 90% of revenue and 70% of office spaces used by these firms.

Pierce County's shares are 11% of firms, 4% of employees, 2% of revenue and 8% of office spaces used by these firms.



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UWT POINT OF VIEW OF ACADEMIA AS AN ASSET

General Lessons from Other Regions

- Universities bring and train the creative class.
- Universities act as economic engines.
- Universities are the most important assets for cities, particularly post-industrial cities.
- Universities can help a region grow.
- Universities bring people and jobs.
- If regions don't figure out how to work with their universities, their universities will become an engine for exporting their skilled workforce.

