



Yakima County Development Association

2024 - 2028 | CAPITAL CAMPAIGN

YCDA-

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WHY INVEST?

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**Growing Opportunities, Cultivating Success:
Invest in Yakima County's Economic Future**

Prospective Investor

What can YCDA do to mitigate the economic challenges facing Yakima County businesses while capitalizing on the opportunities for growth?

To answer this question, confidential Feasibility Study interviews were conducted with 56 local business, community, and elected representatives. Interviewees were asked about Yakima County's economy, YCDA's effectiveness and the 2024-2028 Strategic Plan Prospectus. Their feedback identified workforce skills, infrastructure, and perception of our communities as the key challenges we face. Our region's natural resources, innovation, airport, mill site and downtown/main streets were seen as the greatest economic opportunities.

The community spoke, and YCDA utilized the Feasibility Study results to finalize its 2024-2028 Strategic Plan. This brochure details our plan and dedication to leveraging our county's unique resources, talents, and opportunities to create a thriving business environment. By investing in YCDA you become an essential partner in our mission to foster economic growth through our strategic initiatives.

*"Economic Development is not something YCDA does to the community, it is what YCDA does **with** the community."*

We start with the building blocks of any community, its people. Our workforce is paramount. YCDA will continue to work with our partners to prepare the existing workforce with the skills needed to meet the current and evolving labor needs. YCDA alone can't fix the social issues of poverty, homelessness, and crime, but we can be at the table where these issues are being addressed and ensure the business community is part of the solution. *(Initiative 1, pg. 6)*

From there, we work directly with the building blocks of any economy, its businesses. YCDA will continue daily business outreach and engagement to understand their challenges and explore resources. To eliminate accessibility barriers, we will visit each community in the Valley and provide business owners with one-on-one assistance in English and Spanish. Through new partnerships with accelerators and regional start-up investors, YCDA will bring financial investment to the county to support high-growth entrepreneurship. *(Initiative 2, pg. 7)*

To bring outside investment to the Valley, YCDA will target businesses that compliment our existing industry clusters to locate in Yakima County. Attracting business and industry that match our needs and competitive advantages results in win-win solutions. This will also provide jobs for our residents and attract new talent to our communities. *(Initiative 4, pg. 9)*

Finally, for our economy to grow we need infrastructure to support new development. Over \$125 million will be spent on new infrastructure in the next five years. Large projects at the mill site, the airport, and cities and port districts across the valley will create shovel-ready sites supporting economic growth and jobs. *(Initiative 3, pg. 8)*

This brings us back to where we started, the basic building blocks, Yakima County's people, and its businesses. Economic Development is not something YCDA does to the community, it is what YCDA does **with** the community. With increased financial support and its network of over fifty resource partners, YCDA is uniquely positioned with the essential resources needed for Yakima Valley's economy to flourish.

Jonathan Smith, CECD

Jonathan Smith, CECD
Executive Director
Yakima County Development Association

What is the Yakima County Development Association (YCDA)?

YCDA is a nonprofit (501c3) organization dedicated to Yakima County's business environment and livability. While the fundamentals of Economic Development remain business retention, expansion, and attraction, our work fosters solutions to Yakima Valley's unique economic challenges.

Our professional staff delivers no-cost services to entrepreneurs, start-ups, all-sized businesses, franchises, global corporations, and Fortune 500 companies.

Our specific work includes:

- Daily outreach and engagement with businesses
- Business & Talent Attraction
- Site Selector Inquires & Follow up
- Facilitate local planning, revitalization, and development
- Training in English & Spanish

How is YCDA Unique?

YCDA is Yakima County's designated Associate Development Organization (ADO) appointed by the County Commissioners. Each county in Washington State is represented by an ADO to further its economic development goals. ADOs are the principal contact for the state Department of Commerce and all county Economic Development elements (businesses, towns, ports, chambers, etc.) to coordinate their efforts. YCDA's performance and expertise is critical to growing the economy and building communities.

How is YCDA Funded?

We are funded solely by public and private contributions, including grants. Every five years a capital campaign is launched to secure commitments to fund the following five-year strategic plan. Due to the direct and indirect financial impact of our work, YCDA contributors are recognized as Investors.

*"As the designated ADO for Yakima County, YCDA has a strong track record of services resulting in new jobs, new tax revenue, and economic vitality for the community. **Now is the time to commit additional funding for YCDA** as it takes on exciting and additional responsibilities to further the Yakima County economy."*

Suzanne Dale Estey, Executive Director
Washington Economic Development Association

Funding Sources Breakdown

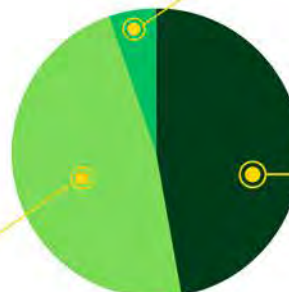
YCDA is funded by a collaborative partnership between public and private sectors

- Public Sector (State, County, Cities, Ports)
- Private Sector
- Grant Awards

Public Sector 48%

Grant Awards 5%

Private Sector 47%



Why it Matters- Past Performance

2019 - 2023 Overachievement

Building Local Business



- 261 Outreach visits
- 9 Local expansion projects
- 373 Total new jobs
- \$17.6 Million annual payroll

Supporting Investments in Economic Development (SIED)



- 19 Projects
- \$21.5 Million Awarded
- 735 Total new jobs
- \$28.6 Million annual payroll

Small Business Support in English & Spanish



- 366 Business trainings
- 61 Start-up 1:1 trainings
- 478 Total new jobs
- \$17.7 Million annual payroll

Business Recruitment



- 24 Site visits
- Chino Valley Truck Wash, Corumat, Windmill Farms, Royal Interpack
- 394 Total new jobs
- \$16.4 Million annual payroll

Projected vs Actual

- 2,880 total jobs created
- 2,494 projected **+15%**



- \$119 million new payroll
- \$92 million projected **+29%**

"Our family's investment in YCDA has been one of GREAT returns for 38 straight years. Job retention, expansion, and attraction is where we begin and end each day at YCDA. This wonderful effort has been and will continue to be only possible with all of us investing together to insure amazing results and benefits. Please help us and yourself by pledging your support today!!!!"

Bob Hall,
YCDA Board Member Emeritus

1985 - Present Outcomes

Past Accomplishments - 38 Year History

- Served 100+ businesses annually
- 6,630 New jobs at 155+ businesses
- \$606 Million in private investments



A NOD TO THE PAST

1986,
1st YCDA Board President,
Mr. Allen Pruett



"Coca-Cola Company was proud to sponsor YCDA's support of small businesses. Three hundred small businesses throughout the Valley received training in financial management, accessing capital, marketing, digital literacy, and other business development skills. Providing these trainings in both English and Spanish ensured Yakima's diverse business community could fully participate."

Adam Dolsen, President CEO
The Dolsen Companies

Who we are

YCDA Team

Carmela Solorzano, Communication & Events Manager
Joe Schmitt, Economic Development Manager
Jon Smith, Executive Director
Terry Edmands, Investor Relations Director
Yani Cisneros, Bilingual Business Development Manager

Board of Directors

Amanda McKinney, Yakima County Commissioner District 1
Amy Martinez, South Central Workforce
Amy McCargar-Davis, MultiCare Yakima Memorial Hospital
Andy Marble, Horizon Distribution, Inc.
Austin Beebe, HUB International
Ben Annen, HLA Engineering & Land Surveying Inc.
Brad Hansen, Baker Boyer Bank
Celina Sanchez, Assoc. of General Contractors of WA.
Christine Cote, Perry Technical Institute
David Cobia, CliftonLarsonAllen LLP
Jay Hester, Port of Sunnyside
Jeff Cromer, Washington Beef
Jeff Perrault, Perrault Farms Inc.
John Hodkinson, City of Union Gap
John Cooper, Yakima Valley Tourism
Jon DeVaney, Washington State Tree Fruit Association
Linda DiLembo, CenterCal Properties- Yakima Valley Mall
Linda Kaminski, Yakima Valley College

Lindsey Beddeson, Tri-Ply Construction
Maria Rodriguez, Vizions
Matt Brown, Yakima City Council District 6
Mike Battle, HLA Engineering
Moriet Miketa, Heritage Real Estate Group
Natasha Trudeau, Triumph Actuation Systems
Peter Marinace, KeyBank
Roslyn Oglesby, City of Yakima
Ryan Hopkins, Yakima Chief Hops
Scott Carmack, City of Zillah
Shane Fisher, City of Grandview
Toni Petty, Pacific Power
Vicki Baker, Yakima Valley Conference of Governments

*"YCDA supports the growth and development of existing businesses and sectors, in addition to attracting new investment. New arrivals and diversification attract the most notice, but YCDA's approach **benefits everyone in our community.**"*

Jon DeVaney, 2023 YCDA Board Chair
Washington State Tree Fruit Association

YCDA helped Northwest Harvest double their food distribution across Washington state with their new 200,000 square foot facility.

Photo: Northwest Harvest Distribution Center tour
Yakima, WA



Initiative #1: Build a Strong Workforce: Train, Attract & Retain

Feasibility Study Key Take-away: Address the immediate and emerging needs of businesses and workers so all can thrive in Yakima County.



YCDA Role:

- Connect Yakima County businesses with existing training programs to meet their workforce needs.
- Develop and deploy customized year-round training with partner organizations to address the professional development needs of local employers.
- Track and report workforce trends for Yakima County's key industry clusters.
- Strengthen methods of connecting local graduates with local jobs.

NEW

Serve as Liaison for the business community and the many organizations that work to improve and promote Yakima Valley as a great place to live and work. Inform stakeholders of progress in these areas and how they can participate in solutions.



Success Story:

Resources for Employee Retention & Development

YCDA co-hosted the "Workers Wanted" conference, where local business leaders learned how to access programs and dollars to retain and train their workforce.

"YCDA took time to learn about our in-home care business's unique challenges. They connected us with the 'Shared Work' program, which turned out to be a fit for our business and **will allow us to keep our highly trained employees working through the ups and downs of our business cycle.**"

Teyia Smith & Patrina Williams, Certified Senior Care Manager
Mother's Arms Homecare, LLC.

"The 'Workers Wanted' conference introduced Yakima Chief Hops to programs designed to increase competitiveness, avert potential layoffs, and upskill our workforce. With the state's SharedWork program we are seeing the benefits of cost savings, employee satisfaction and employee retention. We have also been successful in securing worker training funding through the Job Skills and Incumbent Working Training Programs."

Lisa Garcia, Chief People Officer
Yakima Chief Hops

Initiative #2: Diversify our Business Ecosystem for Agriculture and Beyond

Feasibility Study Key Take-away: Build upon the stability of our Agricultural foundation by supporting Innovation & Entrepreneurship.



YCDA Role:

- Provide one-on-one business outreach in English and Spanish with local businesses to facilitate timely solutions to their unique needs.
- Continue to host WSU's Small Business Development Center (SBDC) certified Advisor.
- Assist businesses to navigate site selection, permitting, regulations, workforce, and funding.
- Host large-scale resource fairs to connect business owners with subject matter experts in Strategy, Entrepreneurship, and Business Development.
- Host events to showcase local business accomplishments.
- Maintain a comprehensive online database of local businesses to guide strategic decisions.
- Provide leadership to establish a professionally managed venture capital investment fund that is overseen by local leaders.
- Provide industry-specific training to craft beverage, Ag-tech, Childcare, and other industry clusters.

NEW

Mobile Computer Lab for convenient digital and financial literacy training in English and Spanish.



Success Story:

COVID-19 Business Assistance

YCDA administered \$12 million in CARES Act Grants that impacted roughly 1 out of every 4 businesses in Yakima County.

- 6,000 jobs supported
- Awarded "Tourism Ambassador 2022" *Business Key to Recovery*
- Identified training needs for marginalized business owners to access resources to grow their business.

"The Washington SBDC is pleased to partner with YCDA to create a community of collaboration and equity where all small businesses can grow and succeed. As the local SBDC funding partner, YCDA is home to one of our 10+ bilingual business advisors across the state who provide confidential, no-cost, one-on-one business advising in English and Spanish. Together we are reducing barriers and cultivating opportunities."

Sheryl McGrath, State Director
Washington Small Business Development Centers

Initiative #3: Bring New Industry, Jobs, and Investment to Yakima County

Feasibility Study Key Take-away: Attract companies that match Yakima County's needs, assets, and competitive advantages.



YCDA Role:

- Proactively maintain and develop relationships with site selectors and local commercial real estate professionals.
- Research, identify, and target companies that align with local development goals, and have growth potential to support our economy.
- Assist businesses from outside the area to establish operations in Yakima County.
- Develop and distribute compelling marketing materials to targeted industry site selectors.
- Invite local businesses to co-exhibit at select trade shows.

NEW

Target logistics and transportation companies that can meet the needs of our industrial and agricultural sectors.



Success Story:

Pacific Ag Renewables Sunnyside, WA

Pacific Ag's new renewable natural gas facility will employ 30 full-time people at an average loaded salary of \$68,379 per year and convert an estimated 900,000 tons of regional dairy waste, diverted from lagoons, into 800,000 MMBtu of renewable natural gas annually. Construction is scheduled to begin later in 2023.

"YCDA's expertise was pivotal in locating Pacific Ag Renewables \$100 million bioenergy facility site on 60 acres in Sunnyside, Washington. YCDA identified the ideal site at the Port of Sunnyside and connected us with a variety of resources including funding for public infrastructure that the Port has now secured to support our project and future development."

Kipp Curtis, Renewables Regional Manager
Pacific Ag Renewables

Initiative #4: Develop Infrastructure for a Thriving Economy

Feasibility Study Key Take-away: Facilitate public and private partnership to increase the number of shovel-ready sites in Yakima County.



YCDA Role:

- Identify, qualify, and advise project funding through the Supporting Investments in Economic Development (SIED) program.
- Provide economic impact analysis for public works projects that support job and business growth.
- Help reduce the costs and risks associated with private development.
- Assist local cities and the county in streamlining and improving permitting and regulatory processes.
- Support and pursue funding for transportation, private & public utilities, and broadband throughout Yakima County.
- Provide economic development training and advice to local cities and towns.

NEW

Maintain an online countywide infrastructure map to guide strategic investment.



Success Story:

Midvale Industrial Park Port of Sunnyside, WA

Yakima County's SIED program was instrumental in financing water, sewer, and road infrastructure to expand the Midvale Industrial Park. These infrastructure improvements allow Yakima County to compete with neighboring counties and states for development projects that were previously out of reach.

"YCDA played a critical role in connecting the Port and City of Sunnyside with over \$12 million in funding. These dollars will construct infrastructure to open over 400 acres to industrial development helping to grow jobs and industry that will positively impact Yakima County for years to come."

Jay Hester, Executive Director
Port of Sunnyside

2024 - 2028

Budget by Initiative

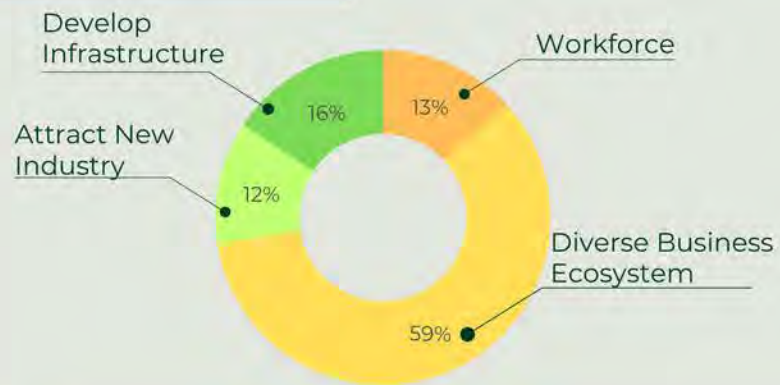
INITIATIVE	ANNUAL BUDGET	TOTAL BUDGET
1 BUILD A STRONG WORKFORCE: TRAIN, ATTRACT & RETAIN	\$105,000	\$525,000
2 DIVERSIFY BUSINESS ECOSYSTEM FOR AGRICULTURE & BEYOND	\$475,000	\$2,375,000
3 BRING NEW INDUSTRY, JOBS & INVESTMENT TO YAKIMA COUNTY	\$95,000	\$475,000
4 DEVELOP INFRASTRUCTURE FOR A THRIVING ECONOMY	\$125,000	\$625,000
	\$800,000	\$4,000,000

"Our company invests in YCDA because their **organization is a catalyst for helping promote business in our region.**

Their leadership in workforce development, local business growth & expansion while attracting new business to our valley leads to a great economic future and quality of life."

David Rankin, CEO
Rankin Equipment Co.

Budget Breakdown



"Since I joined the YCDA board I have learned how truly passionate the team is about growing and developing the community. The tireless work of the staff and partners in the community are a key to all of our success. **I will continue to support YCDA because it checks all the boxes to improve our communities through business growth, training and improving our infrastructure.**"

Jeff Cromer, General Manager
AB Foods/Washington Beef

Measure, Report & Analyze - Our Performance

- Outreach, Engagement & Resource Utilization
- Employer & Partner Satisfaction
- Corporate Site Location Inquiries
- Employment, Retention & Payroll
- Public & Private Investment
- Tax Assessment



¹Expected Outcomes

Return on Investment

One unique measure of YCDA's work is the economic impact of new and retained jobs at businesses we assist. The table below illustrates the predicted downstream expenditures of annual payroll due to YCDA's efforts over the next five years (2024-2028).

ECONOMIC IMPACT ON JOBS	
² Direct and Indirect Jobs Created	3927
Direct and Indirect Weighted Average Wage Rate	\$65,672.73
Total Payroll	\$257,896,828
Disposable Personal Income	\$197,416,494
PROJECTED ANNUAL IMPACT ON FINANCIAL SERVICE INDUSTRIES	
Personal Insurance & Pensions	\$23,222,867
New Personal Deposits (Savings rate of 4.5% of Disposable Income)	\$8,883,742
Mortgage Interest & Charges	\$8,203,073
Vehicle Finance Charges	\$802,314
PROJECTED ANNUAL IMPACT ON SELECTED RETAIL INDUSTRIES	
Housing Ownership & Rentals	\$39,106,919
Healthcare	\$16,081,681
Groceries	\$15,512,392
Vehicle Purchases (New & Used)	\$14,241,077
Utilities	\$12,456,518
Entertainment	\$10,524,475
Restaurants & Catering	\$8,937,544
Home Furnishings & Equipment	\$7,967,098
Home Services & Supplies	\$7,200,180
Charitable Contributions	\$7,123,488
Gas & Motor Oil Purchases	\$6,335,923
Apparel	\$5,173,747
Vehicle Insurance	\$4,507,118
Education & Reading	\$3,952,577
Vehicle Maintenance & Repair	\$2,875,943
Alcohol & Tobacco Products/Supplies	\$2,639,967
Personal Care Products & Services	\$2,274,207
Newspaper & Reading Materials	\$336,264

¹ Outcomes calculated using Type II RIMS (Regional Input-Output Modeling System) multipliers supplied by the Bureau of Economic Analysis, U.S. Department of Commerce, using 2021 (the most recent available) regional economic accounts for the region defined as the Yakima Metropolitan Statistical Area.

² Direct refers to the jobs created by the new or newly expanded firm; Indirect refers to the jobs created by regional companies supplying goods and services to the new or newly expanded firm. (Source JobsEQ)

IN THEIR OWN WORDS

"YCDA is such an asset for the Yakima Valley. We view them as a **knowledge hub for businesses operating in Yakima, as well as prospective businesses considering a move here.** You can use them as a resource on issues ranging from best hiring practices, new regulations, to infrastructure. This valley is fortunate to have an organization like YCDA."

Andy Marble, President & COO, Horizon Distribution, Inc.

"YCDA provides expertise and economic development support to the City of Grandview. As a small Community with limited resources, **we are more competitive because of the professional assistance from the YCDA staff.**"

Cus Arteaga, City Administrator, City of Grandview

"YCDA is a means for diverse stakeholders to come together and create opportunity for others. Whether it be building human capital, breaking ground on a commercial project, or promoting our beautiful valley to prospective businesses, YCDA has an impressive assemblage of resources available. Perrault Farms Inc. is a proud supporter."

Jeff Perrault, Vice President, Perrault Farms

"YCDA is a great contributor to the economy of the County. It's success is shown in many ways; recruiting new business and jobs, providing skills and sustainability for new and existing businesses, locating commercial property and finding grants and low interest loans to assist new and existing business expansion. The City of Union Gap has always supported YCDA."

John Hodkinson, Position #1, City of Union Gap

"YCDA is **uniquely positioned to impact and improve the Yakima valley.** My investment with YCDA is money well spent by supporting existing business and attracting new companies to the county. The team is exceptional and provides an incredible professional approach to local economic development."

Moriet Miketa, Broker/Owner, Heritage Real Estate Group

"We invest in YCDA because **it is the organization that strengthens the economic engine of our valley which we believe will improve the quality of life of residents for generations to come.** Our Valley is blessed with plentiful natural advantages: climate, soil, geography, and water. We can only fully achieve the benefits of this special place with a thriving business community that works in tandem with our local institutions to thoughtfully pursue growth."

Sean Gilbert, General Manager, Gilbert Orchards

"With the important addition of bilingual support for small businesses in our rural area, **YCDA is able to support our many local businesses, their employees, and entrepreneurs whose primary language may be Spanish.** With a focused and inclusive approach to community development, we're seeing the impact of a community working together more successfully for a thriving and collaborative community."

Sharon Miracle, President & CEO, Yakima Valley Community Foundation