



# PACIFIC NORTHWEST CAPITAL SCAN

Understanding the  
Regional Investment Landscape

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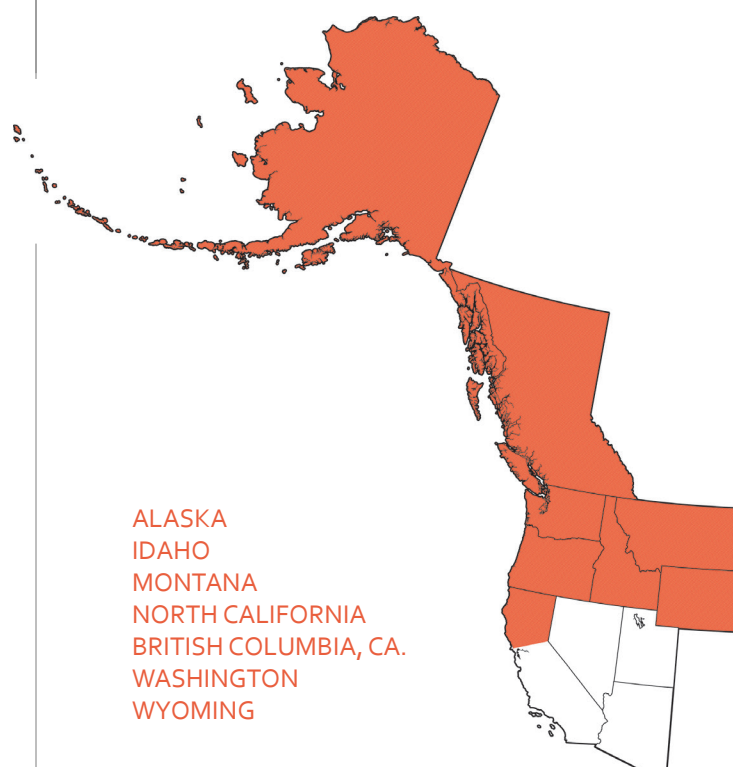
# INTRODUCTION

The Growth Capital ecosystem surrounds us all in the Pacific Northwest, yet it is well understood by a limited few. For those brave entrepreneurs who seek support of regional investors, the pursuit of available capital sources can be a daunting and painstaking task of incremental discovery at a time when speed is of the greatest value. Further, for those institutions who seek to put their financial investment resources to work in their own geographic region, there is little help available to identify the areas of opportunity – where investment capital is currently scarce and may be constraining new company formation and growth.

The purpose of the *Pacific Northwest Capital Scan* is to gather and present a summary of regional growth capital, in its many forms, in order to allow business leaders and institutional investors to better align the application of their resources. Investment capital may be seeking returns, impact, or both. Growth company leaders may be seeking sources of investment capital that will enable them to build successful enterprises and create wealth for themselves, their communities, and those who invest in their venture. A gap in knowledge of the available growth capital and opportunities leads to an inefficient ecosystem where much time is lost in the discovery phase for both parties. The Pacific Northwest Capital Scan is a map for all to help expedite intelligent engagements.

This report builds on previous works including the *Oregon Capital Scan: A Line is Drawn* report published in 2014 and the *Oregon Capital Scan: A Developing Ecosystem* report published in 2012. Both of these reports addressed similar objectives within the State of Oregon and were spon-

sored by a consortium of regional foundations, State economic development organizations, and the State of Oregon Treasury. This new report broadens the investigation region to the Pacific Northwest as defined by the inclusion of the States of Alaska, Idaho, Oregon, Montana, Washington, Wyoming, and the Northern Counties of California. The report also reports on data, where available, for the Canadian province of British Columbia.



Published in March of 2012, the first version of the Oregon report determined, through an exhaustive set of qualitative interviews, some of the major gaps in the capital ecosystem in the State. Gaps identified were: (1) Seed Stage Capital gap; (2) Growth Capital for Bootstrapped Businesses gap; (3) Clean Technology gap; (4) Life Sciences gap; (5) Growth and Turnaround Capital gap; (6) Working Capital for Growth of Small Manufacturers gap; (7) Micro-Lending gap and (8) Non-Bank Loan Capital gap. Among topics listed for further investigation were a more detailed quantitative assessment of cap-



ital sources and amounts available including, State, Grant, Angel, and Banking Capital. The next version of the Oregon Capital Scan report provided greater quantitative visibility into the specific flows of capital for growth and company building in the State. That report added an additional six conclusions specific to Oregon: (1) the capital gaps from 2012 Oregon Capital Scan report continue to exist - but the trend is improving; (2) more capital sources are available in Oregon than most entrepreneurs commonly know – better communications are needed; (3) business capital ladder education is a gap; (4) top of the funding funnel (angel/seed/incubators/accelerators) has seen significant improvement; (5) there are still too few resident venture capital, private equity and mezzanine funds dedicated to sourcing investments in Oregon; (6) crowdfunding is a new and growing part of the funding ecosystem; and (7) foundations present a significant capital source to in-state mission aligned growth businesses as Mission-Related Investment (MRI) activity becomes mainstream.

This work, commissioned by the Threshold Group, with contributions from Canopy, is an effort to enhance the opportunities for investment in business formation and growth in the Pacific Northwest through a better understanding of the capital sources and gaps. Entrepreneurs, investors, business and community leaders, as well as policy makers may all benefit from a greater awareness of the variety of funding sources as well as their relative scale.

## Who should read this report?

A number of constituencies will benefit from the information in this report. It was written with the primary intention of helping to educate regional foundations, endowments, family offices and other investors with respect to the accessibility of growth capital in the Pacific Northwest. Secondly, this report is beneficial to entrepreneurs and growth company leaders seeking capital sources currently available in the region. It is not uncommon for those seeking to enter the capital markets as an entrepreneur to possess a limited understanding of where capital can be found, the types of capital available, and investor expectations. We, the authors, assert that this knowledge gap leads to a level of perceived risk uncertainty that inhibits company formation and growth which thereby limits opportunities for investment by regionally focused institutions.

This report is also intended for policy makers and those who work to support the development of a thriving growth company ecosystem in the region. This includes the sponsors of this report and their clients who seek to find new ways to bring together education and resources to enhance the ability of those who choose to build their companies in the region. This report can serve as a baseline of quantitative data that may help everyone to better understand where we are as a region now, with respect to the key ingredient of growth capital, and help us measure our progress and improvements over time.





# PRIMER ON CAPITAL SOURCES



The Pacific Northwest region’s growth capital ecosystem is composed of a number of providers with varying investment profiles, tools and tactics. Perhaps what is most relevant for the aspiring company builder or policy maker is that they must understand that funding a new or growing enterprise may require a portfolio of funding sources and that no single source will provide all the capital required. For those who lead foundations, endowments or family offices who are seeking to apply their capital in support of new company formation and growth, there is a requirement to understand the community of alternative funding sources. Once understood, actions can be taken to either co-invest using parallel financial vehicles or apply grant-making activity to deepen the ecosystem’s functionality and geographic spread. For example, hosting educational forums which bring together various funders and funding seekers in order to promote a better working understanding of each other’s needs. Because companies face differing risk profiles over their developmental lives, there will be different capital sources tailored to meet the risk profiles of companies at each stage.

## Business funding ladder defined

As a business develops, it will move up and to the right along the continuum shown in Figure A – a concept we refer to as the business funding ladder. A company’s location on this continuum is not necessarily related to the age of a business. Rather, the needs for research and development, growth and expansion, and liquidity of shareholders and investors often drive the type and amount of capital needed. What has repeatedly been heard from entrepreneurs from across the region has been a concern for how one moves along this continuum or “climbs the

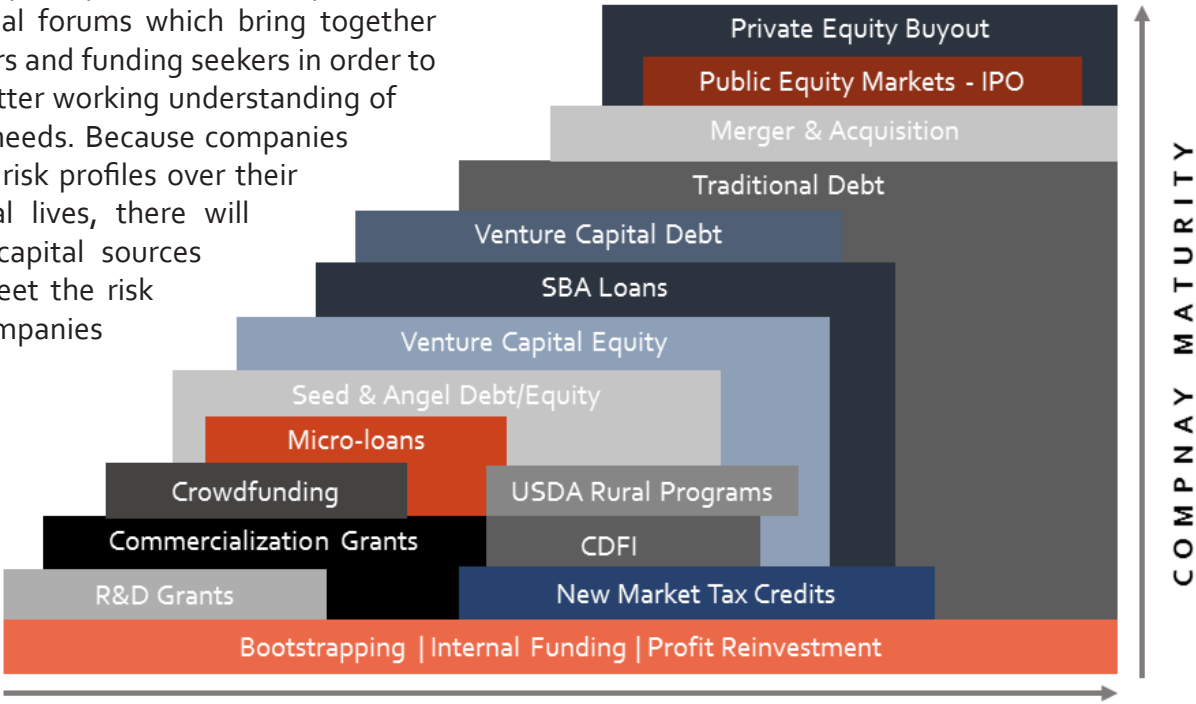


Figure A: Business Funding Ladder

TIME





funding ladder”. Or how to approach the vendors of funding and present the appropriate indicators of readiness. When there is a gap or if entrepreneurs lack the expertise to access the next rung, the company either stalls out or looks toward outside funding and may be required to relocate. A greater footprint of resident capital should be encouraged by policymakers as any steps taken to reduce the challenge of fundraising would yield more start-ups, more growth companies, and greater employment as a result.

Within the business funding ladder, each type of capital fits different needs for developing a business and has different norms or requirements for accessing the capital. Highly experienced business leaders understand the unique attributes of each type and are adept at positioning their company’s status and story to attract the targeted capital source. For the new business



leader, the unknowns inherent in this continuum can present a very serious impediment to company growth. The question of how to better understand the differences between the capital sources and their expectations is an area for policy makers, mentors, funders, and educators to address. In some regions of the country

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It is not the abundance of investment capital that spurs new company growth and formation, but rather the abundance of like-minded risk takers and mentorship networks that embolden and enable those with ideas to launch and grow their companies.

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– Silicon Valley being the best example – the expertise and experience with the funding ladder is ubiquitous in its availability. There, it would not be uncommon for a neighbor to be an experienced start-up CEO, a friend to be a start-up attorney, the parent of a child’s classmate a venture capitalist and the person on the treadmill next to you at the health club a venture banker. In the Pacific Northwest, the atmosphere of service providers and experienced role models may be less developed, but it is beginning to exist in more dense urban cities like Seattle, Portland and Vancouver. The recent rapid growth in incubators, accelerators, co-working spaces, and educational forums for entrepreneurs is lowering this knowledge hurdle. Still, more can be done to encourage those who might start and grow a business – and keep it – in the region. We refer the reader to the definitions of the various funding types of the business funding ladder found in the *Oregon Capital Scan – A Line is Drawn* report from 2014. See the glossary of this report for definitions of the various funding types within the business funding ladder.

In this report, we add to the body of knowledge by discussing the implications of the business funding ladder to those who seek to develop the ecosystem and profit from its health. Namely, foundations, endowments, family offices and other investors who share a mission interest in



the health of the regional ecosystem. For these groups, the knowledge of the community effort required to jump-start the healthy growth business cycle is a key hurdle to having more opportunities to invest for mission and return. Recent research has underlined this point. In an article published by Knowledge@Wharton in October 2015, authors Linda Rottenberg and Chris Bierly report on research into entrepreneurial ecosystems and found that the best incubator for entrepreneurship occurs when entrepreneurs form close networks and nurture fellow risk-takers with their experience and resources<sup>1</sup>. While this may sound intuitive, it has only been the recent emergence of a vast number of incubators, accelerators, and shared co-working space options in many cities in the Pacific Northwest that an uptick in the number of newly formed companies have presented themselves. The conclusions indicate that it is not the abundance of investment capital that spurs new company growth and formation, but rather it is the abundance of like-minded risk takers and advisory/mentorship networks that embolden and enable those with ideas to launch and grow their companies. Of course, at some point, capital becomes a necessary accelerant and a local investing network is a key ingredient to retaining growing companies in a region.

All of the aforementioned capital source types have a series of stage-appropriate norms and regular deal sourcing and validation networks that the entrepreneur and ecosystem enabler are well served to study. The simple truth is that each of these funding sources regularly reviews vastly more potential investments than they have an appetite to consummate. Any prospective investee that is non-conforming to the preferred profiles of investment is quickly dismissed as overly risky by virtue of their lack of knowledge. As in the real estate market, much can be said for understanding the “comparable transactions” and knowing your buyer’s needs. At the same time, these investors would be wise to allocate time to the general training of the entrepreneurial community in order to help the

“investee targets of the future” to do the things now that will help them be viable when they are ready to engage the investor. This is a place where foundations, endowments, and family offices, who are so inclined because of their mission, could become the conveners of forums to allow for the networking and cross-training to occur. Either by creating their own forums or by making supporting grants to regional entrepreneurial support groups and/or angel investing network forums that include training curricula. They could also support regional investment by becoming direct investors in growth companies or by becoming limited partners in investment partnerships whose charter includes a regional focus. This report includes a listing of some of the regionally focused professional private investment funds in Table 19.

# FINDINGS SUMMARIZED

The following table summarizes capital flows in the Pacific Northwest. More detailed data can be found in the Findings section of the report. The summary table represents the cumulative data sets from throughout the report in a single presentation. The reader should use caution in reviewing this summary as there includes a mix of time periods and, in some cases, aggregated data is shown where regional breakdown was unavailable. Do not attempt to add up all the rows for a total as this would be mixing of complete and incomplete data as well as mixing some time periods. For example, the Kickstarter data represents only a single year, 2013, and only one of many crowdsourcing companies whereas the SBA loan data represents all sources for the combined 2013 and 2014 time-period. The table is best used as a way to understand the relative scale and variety of funding sources available within the region.

<sup>1</sup> “Making Entrepreneurship Contagious”, Linda Rottenberg and Chris Bierly, Knowledge@Wharton, October 28, 2015



# Findings Summarized

	Alaska		British Columbia		California N. California		Idaho		Montana		Oregon		Washinton		Wyoming		Totals	
Sources of Capital	#	Total (\$M)	#	Total (\$M)	#	Total (\$M)	#	Total (\$M)	#	Total (\$M)	#	Total (\$M)	#	Total (\$M)	#	Total (\$M)	#	Total (\$M)
Accel/Incub Co-working	3		31		30		15		20		58		66		4		227	
SBIR/STTR	5	\$1.6	*	*			14	\$4.1	57	\$16.5	129	\$67.8	187	\$77.2	10	\$4.3	402	\$172
Kickstarter	95	\$1.1	48 22	\$1.2 C \$0.9 US	368	\$5.8	152	\$1.8	170	\$2.8	1012	\$29.1	1279	\$34.9	38	\$ .8	3184	\$78
CDFI Fund	29	\$5.0	*	*	42	\$25.9	20	\$3.0	46	\$6.0	41	\$10.1	48	\$12.0	11	\$2.3	237	\$64
USDA	*	\$18.3	*	*		\$51.7	*	\$53.2	*	\$9.2	*	\$48.1	*	\$49.5	*	\$34.7	*	\$264
NMTC	9	\$250	*	*	14	\$642	10	\$40.0	11	\$148	105	\$778	84	\$977	2	\$12	235	\$2847
Angel/Seed	3	\$1.1	139	\$96.9	49	\$30.5	23	\$32.7	13	\$15.8	124	\$97.5	320	\$408	7	\$1.0	594	\$669
Venture Capital	4	\$0.4	98	\$836	52	\$472	11	\$13.6	8	\$37.1	78	\$411	305	\$2741	5	\$47.4	561	\$4559
Private Equity	1	*	28	\$163	15	\$465	2	\$10	2	*	19	\$461	29	\$164	6	\$581	132	\$2185
Buyout/ LBO & Corp Asset	12	\$307	95	\$1441	42	\$151	18	\$289	13	\$900	64	\$1875	135	\$2433	14	\$2567	465	\$12484
M&A	29	\$408	266	\$8959	113	\$2751	2	\$2515	2	\$124	19	\$4541	29	\$31256	16	\$371	1051	\$55687
IPO & PIPE	*	*	125	\$4491	5	\$243	5	\$882	1	\$5	4	\$32	34	\$1664	*	*	179	\$8527
SBA Loans	199	\$93.8	*	*	*	*	*	*	613	\$193	1723	\$754	3101	\$1132	*	*	*	*
Top 10 Foundation Grants		\$34		*		*		\$43		\$24		\$206		\$2103		\$27		\$2437
Foundation Mission Investments	8	\$8.8	*	*	72	\$125	*	*	*	*	23	\$25.0	5	\$4.7	*	*	108	\$164

Note: See Glossary for definitions of sources of capital





# CONCLUSIONS

The capital gaps from 2012 and 2014 Oregon Capital Scan report exist throughout the Pacific Northwest – but the trend is improving.

**T**he eight gaps identified in 2012 continue to exist at varying levels of severity and discussions with entrepreneurs in the region support the conclusion that there remains insufficient funding sources for:

1. Seed stage capital
2. Growth capital for bootstrapped businesses
3. Clean technology focused funding sources
4. Life sciences focused new venture funding sources
5. Growth/turnaround capital for the “formerly banked”
6. Working capital for growth of small manufacturers
7. Micro-lending
8. Non-bank loan capital

What our updated research shows is that the extent of the gaps for seed stage capital (Gap #1) has narrowed with the creation or growth of a number of seed and angel groups in the region. While there is never enough capital to satisfy everyone, we are moving closer to being able to fund the most worthy projects. Venture Capital and Private Equity capital (Gaps #3 & #4), however, remain scarce.



Business funding ladder education is a gap – and so are the educational resources for new fund managers.

**E**merging growth company ecosystems are most successful when they possess an active community of new and seasoned players collaborating together. A community of support is vital. When those seeking funding, advice, mentorship, and guidance are surrounded by those who have experience, then something magical happens: people take risk and that risk can be properly managed. The same is true for new investment fund managers. They can possess the skills to assess investments, to coach start-up teams, to build companies, but it requires an additional kind of knowledge to access institutional investors and their consultants. They must be able to gain access to those investors and their consultants. They must also be able to provide the full and complete set of investment fund proposal and diligence documents that will simplify and reduce the costs of diligence.



Bringing capital providers into greater contact with entrepreneurs and providing education on expectations and norms will help increase the quality of the emerging growth funding ecosystem. Bringing institutional investment consultants into greater contact with emerging regional investment fund managers and providing training on documentation required for due diligence and assessment will help increase the quality and number of regional investment fund managers. A virtuous cycle will follow.

Top of the funding funnel (angel / seed / incubators / accelerators) has seen significant improvement.

The number of Angel and Seed investors has been growing steadily in the Pacific Northwest in recent years. The number of incubators, accelerators, and co-working spaces has also been growing rapidly in the urban core as well as the secondary cities in the Pacific Northwest. This is a very positive trend that may yield a substantially greater number of high-quality investment targets for regional investment funds as well as regional institutional investors that act as limited partners and, sometimes, direct investors.

Crowdfunding is no longer new. Today, it is the on-ramp to building a business and soon will be larger than venture capital in funding scale.

Crowdfunding market analysts have predicted that 2016 will be the first year in which the total dollar amount of crowdfunding will exceed that of the venture capital asset class<sup>2</sup>. The implications for investors and for those seeking funding are profound. Crowdfunding as the new model of first market testing for a new product or idea will reduce the risk exposure for seed and venture capitalists – allowing them to see initial market interest before committing institutional funding. For investors and institutions, crowdfunding creates a new market for deployment of capital, either as a grant or as in many crowdfunding models, in exchange for debt or direct equity. In the coming years, we may well see institutional investment quality crowdfunding platforms that combine the benefits of large scale exposure and market testing with the assets and investment scale of institutional investors.





Foundations present a significant capital source to regional mission-aligned growth businesses as mission-related investing activity becomes mainstream.

## RECOMMENDATIONS

**R**eturning to the introductory question of *Who Should Read This Report?*, the following recommendations are primarily directed to investors, policymakers, the sponsors of this report, and those who seek to support economic development opportunities in the Pacific Northwest.

**A**nother emerging category of funding opportunity can be found in the Pacific Northwest's foundations, pensions and endowments. As they become more sophisticated in how mission-related investing might be applied, not as a charitable exercise as program-related investing is considered, but as a market-rate return strategy that is aligned with the mission of the organization, they can unlock significant financial power to further their desired impact mission. This will require the addition of a uniquely trained set of professionals who can apply the best of the financial fiduciary portfolio management skills with an ability to assess, manage, and extract mission impact value in concert with desirable financial returns.

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**Institutional investors can unlock significant financial power to further their desired impact through mission-related investing activities.**

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1

Invest in the foundational building blocks of the company formation ecosystem: entrepreneurial support organizations, accelerators, co-working spaces and the communities that form around them; the seeds that create viable returns/mission-aligned investment opportunities.

**G**rantmaking organizations should increase their grants to those entrepreneurial support organizations in their region. Institutional investors should look for investment opportunities in this community of support organizations including real estate opportunities in the rapidly growing co-working domain.





We've seen an increasing set of accelerators, incubators, co-working spaces, and targeted entrepreneurial support organizations in the Pacific Northwest. These organizations are the seed bed for new company creation and support. Grants to those with a non-profit profile can enable more for-profit companies, and therefore targets for investment fund managers, to blossom. We have seen this cycle present itself in cities like Portland and Seattle, with early signs appearing elsewhere, where a supportive set of community providers helped launch a generation of companies that are now coming to maturity and spinning off the experienced business leaders and investors that are helping the next generation. Some of these talented individuals are becoming the focused investment fund managers in the region. These funds are the vehicles for institutional investors with a mission interest in the region to put returns-based capital to work in their region. More successful companies will encourage even more business people to start companies.

Once vibrant ecosystems gain this self-reinforcing momentum, then we typically see specialty funds/investors targeted at underrepresented groups and diversity-focused initiatives that bring more participation and fresh ideas to the ecosystem.



2

Better measurement systems and standardized impact assessment tools are needed in order to quantify the mission returns component of investment opportunities.

One of the biggest impediments to regional institutional capital being invested locally is a good system for measuring local impact in a financially legitimate and uniform way. The standard financial returns metrics are well understood and fiduciary responsibility of institutional investors can be measured with accuracy across asset classes and portfolio strategies. What is missing is a similar set of tools and metrics for these investment managers to make a clear and comparable measurement of regional economic impact or mission impact. There have been some early attempts at standardizing a quantified measurement system including: "What Counts: Harnessing Data for America's Communities" published in 2014 by the Federal Reserve Bank of San Francisco & the Urban Institute. The Global Impact Investing Network (GIIN) has also assembled a knowledge library on their website: <https://thegiin.org/>.

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One of the missing ingredients is the training/resources, model documents, and example supporting diligence practices that institutional investors expect from experienced fund managers.

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3

Better resources and knowledge sharing tools are required to help managers successfully launch investment funds with regional and mission objectives.



A significant impediment to having a rich set of regional/local investment managers operating in regions other than the traditional venture hotbeds of Silicon Valley, Boston, and New York is the availability of high-quality, experienced fund managers in more regionally diverse areas. There are successful business leaders in nearly every area of the country, but most have grown up on sources of funding other than traditional venture equity investment. Further, there are fewer experienced fund managers available in the Pacific Northwest outside of Seattle and Portland. One of the missing ingredients is the training/resources, model documents, and example supporting diligence practices that institutional investors expect from experienced fund managers. Creating a resource for these materials could accelerate the availability of quality investment fund managers.

Years ago, there was a call out from the professional venture capitalists and the seasoned entrepreneurs they engaged with to find a way to standardize the legal documents required in a venture investment. Before this time, term-sheets could be different formats from one investor to another, making reconciliation and comparison across multiple investors difficult for entrepreneurs to manage – thereby reducing efficiency and the rate of success. Several members of the legal teams for prominent ven-

ture capital firms got together and helped create a standard set of documents, available at [www.nvca.org](http://www.nvca.org), which has ever since been the accepted model documents used in nearly all venture capital transactions.

Similarly, aspiring investment fund managers are often held back by the lack of a standardized framework for the documents expected by an institutional investor engaging in diligence evaluation. What is needed is a public resource for model documents for an investment fund manager. This library could include: Private Placement Memorandum, Due Diligence Questionnaire, Standard Operating Document Templates, Valuation Report Templates, Limited/General Partnership Agreements, and Investment Proposal Templates among other samples of investment fund supporting documents. As with venture investments, a qualified attorney is still an invaluable part of the document drafting process, but these model documents will embolden prospective investment fund general partners as to the expectations of their potential limited partners and the investment consultants who serve them.



4

More education and mentorship resources are needed to accelerate the business funding ladder learning rate and support infrastructure.

to be able to predict their future, but even when pivoting their business plan, an entrepreneur needs to understand what the next fundable stage looks like. Collaboration between various accelerators, incubators, mentors, fellow entrepreneurs, and support organizations is critical.

**D**o more to develop, fund, and encourage the creation of education and mentorship resources in clusters around the region. Grouped either by regional affiliation and/or by business sector, entrepreneurs would benefit from access to more experienced business leaders and investors. The readers of this report should seek to build the community network of experienced mentors around entrepreneurial people. Part of this effort is creating forums for the purveyors of different forms of capital to educate aspiring business builders as to the customs, expectations and norms related to their capital type would help lower the understanding barrier that prevents or impedes new business formation and growth. This training could be delivered through curriculum within high-schools, summer programs, universities, community colleges, or through the many accelerators, incubators, and Angel investment groups as well as through independent entrepreneurial associations like Oregon Entrepreneurs Network (OEN) and The Indus Entrepreneurs (TiE). What is crucial is to educate on more than just the first rounds of capital. To quote Stephen Covey, the renowned leadership trainer, these entrepreneurs must “begin with the end in mind”. That is, they must understand the full ladder and what constitutes a fundable profile at each stage of development. Not to say that they have



“Begin with the  
end in mind.”





5

Tax incentives to encourage angel / seed investing.

How to incentivize more people to wisely invest in the early stages of company development is especially challenging in those areas outside the core urban centers of each state. Outside of Portland and Seattle, most of the Pacific Northwest has a dearth of the kind of experienced and highly active angel investors that make for a vibrant ecosystem for raising capital. There may be creative strategies to foster reinvestment by Angels into emerging growth companies – and the concurrent engagement of those previously successful business leaders with the mentoring of new management teams. For example, allowing qualified Angel investors (as defined by SEC regulations) to immediately write down to zero the carrying value of their Angel investment for state tax liability purposes. This action would give Angels a path to proactively time tax deductions, by making investments, while retaining the full tax-liability for all gains that may result from future liquidity events (and therefor state revenues). Effectively, allowing individuals to immediately control the timing of Angel investment losses while maintaining fully liability for recognizing taxable Angel investment gains in the year they occur. With this type of program in place, States may well see a surge of Angel investments being made before each tax year deadline.

We would recommend a group of interested policy makers convene to discuss this and other ways to incentivize those with accumulated wealth to reinvest both their experience and their money into the next generation of emerging businesses.



6

Foundations should seek to accelerate implementation of mission-related investing activities.

Mission-related investing (MRI) paradigms can be effective ways to channel the significant resources of regional foundations, endowments and pensions to further advance regional economic prosperity through business formation and growth. Currently, only a minority of foundations have engaged in this new paradigm, in part, because it requires the addition of a new set of skills and professional resources to properly engage in this activity. Some of the Pacific Northwest's largest foundations have been early adopters of this new paradigm and we recommend that those leaders continue to expand their allocation to MRI consistent with entrepreneurial business growth. Further, it is hoped that they continue to expand their charitable grant allocation to those organizations state-wide that foster and educate entrepreneurship at all levels. It is worth noting that many of the great fortunes that are the source of our State's foundations and endowments came from entrepreneurs and those who dared to grow new businesses in the region. It seems right and aligned that these same organizations should embrace the investment into creating similar success while furthering their own prosperity.



# PACIFIC NORTHWEST

## DETAILED CAPITAL FLOWS DATA



# FRAMEWORK

This report is based on a variety of datasets, both public and private. Where published quantitative data was not readily available, the research team performed qualitative interviews and attempted to assemble presentation information that would provide a picture of the scale of capital available – though these results may not represent all of the capital available in a particular segment. Readers may need to extrapolate for themselves what the full picture may look like based on representative subsets. Private company transaction data is inherently incomplete at times and not all transactions can be captured. For example, family loans for bootstrapped companies would fall outside our data gathering sources. As well, we sourced venture capital investment activity from multiple sources, some of which are public and others private subscription databases and find their totals to be generally in agreement on scale, though not precisely matching. Each data source provides a useful perspective and has been included where possible for that reason. Further, the time period covered by this report is 2013 and 2014. Transactions that fall outside that window, or very nearly to the edges of that window in common memory, may not be included unless reported within the specific calendar dates of study. Our prior experience also shows that individual memories of specific transactions generally arise when this collective dataset is presented. We do not have perfect visibility into the matching of each company name with a transaction. Our data providers, at time, kept some details of transactions private. Therefore, this data should be used to identify general and relative trends versus the tracking of any individual transaction. Data sources are referenced with each section and table. Where there were multiple data sets that reported on a domain, or only partial data sets, we report them together and call attention to the point.

## Groupings of emerging / growth capital sources covered

This report will address the following segments:

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Seed, Angel, and Angel Conference Funding	36
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Small Business Administration (SBA) Loans	72
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Grantmaking Foundations and Mission-Related Investing	75





These sources are not an exhaustive list of sources and flows of emerging growth and growth capital in the region, but will present a fair representation of the breadth of sources and, we hope, provide entrepreneurs, business owners, community leaders, and policymakers with a greater awareness of the scope and scale of capital in the region. What cannot be captured in this report is an accounting of self-funded or “friends-and-family” funded enterprises, though it is believed that they account for a significant share of small business formation in the Pacific Northwest.

## FINDINGS

In the following sections of this report we present primarily quantitative assessments of the flows of various forms of capital in the region during the 2013-2014 calendar year time period – the time period that extends beyond where the previous reports ended and current enough to be informative, but historical enough to allow for the accumulation and comparison of data across all capital types. Where data stretching back further or more recent anecdotal information adds perspective to the conclusions we include that additional data.

### Accelerators & Incubators

An area of rapid expansion in the Pacific Northwest over the past 5 years, and a significant change since the last Oregon Capital Scan report, has been the broad field of new business Accelerators, Incubators, Co-working Spaces, SBDCs and other resources available to the earliest stages of company development. While opinions on what qualities differentiate an accelerator from an incubator vary, most would agree that an incubator is generally focused on an earlier stage of company development needs versus an accelerator, whose purpose, like its name implies, is to add mentorship, collaboration, and other resources in order to speed up the development timeline of an emerging company. Often that acceleration can be as much toward the furthering of the growth of the business as it can be toward determining that the idea does not have sufficient merit to continue and its founders should wind down the effort in favor of a new concept. Often the terms are interchangeable and an “accelerator” or “incubator” may refer to any number of early company growth service organizations.

Small Business Development Centers (SBDCs) provide services through professional business advisors such as: development of business plans; manufacturing assistance; financial packaging and lending assistance; exporting and importing support; disaster recovery assistance; procurement and contracting aid; market research services; aid to 8(a) firms in all stages; and healthcare information. SBDCs serve all populations, including: minorities; women; veterans, including reservists, active duty, disabled personnel, and those returning from deployment; personnel with disabilities; youth and encore entrepreneurs; as well as individuals in low and moderate income urban and rural areas<sup>3</sup>.

Co-working spaces are a style of work space environment that involves a shared, semi-communal working environment, yet with independent company activities. Unlike the typical office environment, a co-working space is generally shared by individuals from different organizations and professions. The benefits of this style

<sup>3</sup> <https://www.sba.gov/offices/headquarters/osbdc/resources/11409>



of work space are many as the shared knowledge of the community can be easily accessed by any individual company or tenant which can help accelerate knowledge sharing.

Capital resources available to companies in accelerators and incubators can typically take the form of in-kind capital resources and occasionally equity or loans. Reduced rents, volunteer mentorship, pro-bono service provider offerings, business strategy consulting, and marketing assistance are common though not ubiquitous. In emerging growth companies, it can be said that “time is money” and the assistance provided by the accelerators and incubators can translate to a lower capital cost to launch an enterprise.

While cash investment is less frequent, we view accelerators and incubators as a frequent on-ramp point for start-up companies into the capital ecosystem. Many Angel groups and seed funds are intertwined with accelerators and incubators in Oregon and, therefore, a reporting of the various entities is an integrated part of any capital ecosystem accounting.

Our summary of accelerators and incubators in the Pacific Northwest is primarily qualitative as quantitative measures of the in-kind capital contributed would often be a subjective assessment. Still, there is much value to entrepreneurs, early-stage investors, educators, and policy makers to understand the variety of the offerings and the rapid growth of these services in the Pacific Northwest.

Table 1: Accelerators, Incubators, Co-Working Spaces, Business Resource Providers

Alaska

Anchorage		
Launch : Alaska	Accelerator	<a href="http://www.launchalaska.com/">http://www.launchalaska.com/</a>
Fairbanks		
Alaska SCORE	Accelerator	<a href="https://alaska.score.org/">https://alaska.score.org/</a>
Homer		
Alaska Small Business Innovators (AKSBI)	Incubator	<a href="http://www.aksbi.com/">http://www.aksbi.com/</a>

British Columbia

Cranbrook		
Kootenay Rockies Innovation Council (KRIC)	Accelerator	<a href="http://www.kric.ca/cpages/home">http://www.kric.ca/cpages/home</a>
Kamloops		
Kamloops Innovation	Accelerator/Co-working Spaces	<a href="http://kamloopsinnovation.ca/">http://kamloopsinnovation.ca/</a>
Kelowna		
Accelerate Okanagan	Accelerator	<a href="https://www.accelerateokanagan.com/">https://www.accelerateokanagan.com/</a>
Mission		
Sumas Regional Consortium for High Tech (SRCTec)	Accelerator	<a href="http://srctec.org/">http://srctec.org/</a>
Nanaimo		
Innovation Island	Accelerator	<a href="http://www.innovationisland.ca/home/">http://www.innovationisland.ca/home/</a>
Prince George		
Innovation Central Society (ICS)	Accelerator	<a href="http://www.innovationcentral.ca/cpages/home">http://www.innovationcentral.ca/cpages/home</a>
Rossland		
Kootenay Association for Science & Technology (KAST)	Accelerator	<a href="http://kast.com/">http://kast.com/</a>



Table 1 (cont.): Accelerators, Incubators, Co-Working Spaces, Business Resource Providers

Smithers		
Startup Smithers	Accelerator	<a href="http://www.startupsmithers.ca/">http://www.startupsmithers.ca/</a>
Bulkley Valley Economic Development Association (BVEDA)	Accelerator/Co-working Spaces	<a href="http://bveda.ca/">http://bveda.ca/</a>
Surrey		
Foresight Cleantech Accelerator Centre	Accelerator/Co-working Spaces	<a href="http://www.foresightcac.com/">http://www.foresightcac.com/</a>
Vancouver		
Venture Labs	Accelerator	<a href="http://www.venturelabs.ca/">http://www.venturelabs.ca/</a>
Wavefront	Accelerator	<a href="http://www.wavefrontac.com/">http://www.wavefrontac.com/</a>
New Ventures BC	Accelerator	<a href="http://www.newventuresbc.com/">http://www.newventuresbc.com/</a>
Invoke Labs	Accelerator	<a href="http://www.invokemedia.com/">http://www.invokemedia.com/</a>
Coast Capital Savings Innovation Hub	Accelerator	<a href="http://www.sauder.ubc.ca/Faculty/Research_Centres/Centre_for_Social_Innovation_and_Impact_Investing/Programs/Coast_Capital_Savings_Innovation_Hub">http://www.sauder.ubc.ca/Faculty/Research_Centres/Centre_for_Social_Innovation_and_Impact_Investing/Programs/Coast_Capital_Savings_Innovation_Hub</a>
GreenTech Exchange (GTEx)	Accelerator	<a href="http://www.greentechexchange.ca/">http://www.greentechexchange.ca/</a>
Vancouver Island Technology Park (VITP)	Accelerator	<a href="http://vitp.ca/">http://vitp.ca/</a>
BCTIA Innovation Hub	Accelerator/Co-working Spaces	<a href="http://www.bctia.org/TheHub/What-is-The-Hub">http://www.bctia.org/TheHub/What-is-The-Hub</a>
Launch Academy	Accelerator/Co-working Spaces	<a href="http://www.launchacademy.ca/">http://www.launchacademy.ca/</a>
RADIUS SFU (Simon Fraser University)	Accelerator/Incubator	<a href="http://www.radiussfu.com/">http://www.radiussfu.com/</a>
SPRING	Accelerator/Incubator/Co-working Spaces	<a href="http://spring.is/">http://spring.is/</a>
entrepreneurship@UBC	Accelerator/Seed Fund	<a href="http://entrepreneurship.ubc.ca/">http://entrepreneurship.ubc.ca/</a>
Discovery Foundation	Biz Resources	<a href="http://www.discoveryfoundation.ca/">http://www.discoveryfoundation.ca/</a>
Centre4Growth	Incubator	<a href="http://www.bctia.org/centre4growth">http://www.bctia.org/centre4growth</a>
InterfaceHealth	Incubator	<a href="https://interfacehealth.com/">https://interfacehealth.com/</a>
SFU TIME Incubator	Incubator	<a href="http://www.sfu.ca/io/incubator.html">http://www.sfu.ca/io/incubator.html</a>
Victoria		
Accelerate Tectoria	Accelerator	<a href="http://acceleratetectoria.com/">http://acceleratetectoria.com/</a>
Entrepreneurship@UVIC	Accelerator	<a href="http://www.ece.uvic.ca/~eemp/">http://www.ece.uvic.ca/~eemp/</a>
Other		
HyperGrowth	Accelerator	<a href="http://hypergrowth.bctia.org/">http://hypergrowth.bctia.org/</a>
Canadian Technology Accelerators (CTA)	Accelerator	<a href="http://ctaconnects.com/">http://ctaconnects.com/</a>
The Next Big Thing	Accelerator/Co-working Spaces	<a href="http://www.wearetnbt.com/">http://www.wearetnbt.com/</a>





Table 1 (cont.): Accelerators, Incubators, Co-Working Spaces, Business Resource Providers

## Idaho

<b>Boise</b>		
Treasure Valley SCORE	Accelerator	<a href="https://treasurevalley.score.org/">https://treasurevalley.score.org/</a>
Boise State University - Center for Entrepreneurship	College	<a href="http://cobe.boisestate.edu/ent/">http://cobe.boisestate.edu/ent/</a>
Nebula Shift	Incubator	<a href="http://nebula-shift.com/">http://nebula-shift.com/</a>
The Greenhouse	Incubator	<a href="http://www.boisegreenhouse.com">http://www.boisegreenhouse.com</a>
Watercooler	Incubator	<a href="http://www.watercoolerboise.com">http://www.watercoolerboise.com</a>
Boise State University SBDC- Micron Business & Economics Building	SBDC	<a href="http://www.idahosbdc.org/locations/region-3-boise/">http://www.idahosbdc.org/locations/region-3-boise/</a>
<b>Idaho Falls</b>		
Idaho Innovation Center	SBDC	<a href="http://innovateidaho.org/">http://innovateidaho.org/</a>
ISU Small Business Development Center	SBDC	<a href="http://www.idahosbdc.org/locations/region-6-idaho-state-university-idaho-falls/">http://www.idahosbdc.org/locations/region-6-idaho-state-university-idaho-falls/</a>
Lewis-Clark State College SBDC- Sam Glenn Complex	SBDC	<a href="http://www.idahosbdc.org/locations/region-2-lewis-clark-state-college-post-falls/">http://www.idahosbdc.org/locations/region-2-lewis-clark-state-college-post-falls/</a>
<b>Lewiston</b>		
Lewis-Clark State College SBDC- Sam Glenn Complex	SBDC	<a href="http://www.idahosbdc.org/locations/region-2-lewis-clark-state-college-post-falls/">http://www.idahosbdc.org/locations/region-2-lewis-clark-state-college-post-falls/</a>
<b>Moscow</b>		
University of Idaho - Vandal Innovation and Enterprise Works (VIEW)	College	<a href="http://www.uidaho.edu/view">www.uidaho.edu/view</a>
<b>Pocatello</b>		
Idaho State University SBDC - ISU College of Business	SBDC	<a href="http://www.idahosbdc.org/locations/region-5-idaho-state-university-pocatello/">http://www.idahosbdc.org/locations/region-5-idaho-state-university-pocatello/</a>
<b>Post Falls</b>		
North Idaho College SBDC	SBDC	<a href="http://www.idahosbdc.org/locations/region-1-north-idaho-college-post-falls/">http://www.idahosbdc.org/locations/region-1-north-idaho-college-post-falls/</a>
<b>Sandpoint</b>		
The Office SANDPOINT	Co-working Spaces	<a href="http://www.officesandpoint.com/">http://www.officesandpoint.com/</a>
<b>Twin Falls</b>		
Southern Idaho Twin Falls SBDC	SBDC	<a href="http://www.idahosbdc.org/locations/region-4-college-of-southern-idaho-twin-falls/">http://www.idahosbdc.org/locations/region-4-college-of-southern-idaho-twin-falls/</a>

<b>Montana</b>		
<b>Billings</b>		
Montana Procurement Technical Assistance Center (PTAC)	Accelerator	<a href="http://www.montanaptac.org/">http://www.montanaptac.org/</a>
Billings SCORE	Accelerator	<a href="https://billings.score.org/">https://billings.score.org/</a>
<b>Bozeman</b>		
Bozeman SCORE	Accelerator	<a href="https://bozeman.score.org/">https://bozeman.score.org/</a>
Bozeman Technology Incubator	Incubator	<a href="http://bozeman.com/">http://bozeman.com/</a>
<b>Butte</b>		
Manufacturing Consortium of Montana	Accelerator/Incubator	<a href="http://manufacturingmt.com/">http://manufacturingmt.com/</a>



Table 1 (cont.): Accelerators, Incubators, Co-Working Spaces, Business Resource Providers Montana

Eureka		
Eureka Rural Development Partners (ERDP)	Biz Resources	<a href="http://eurekardp.net/">http://eurekardp.net/</a>
Great Falls		
Great Falls SCORE	Accelerator	<a href="https://greatfalls.score.org/">https://greatfalls.score.org/</a>
Helena		
Montana Small Business Development Center Network	Accelerator	<a href="http://sbdc.mt.gov/">http://sbdc.mt.gov/</a>
Helena SCORE	Accelerator	<a href="https://helena.score.org/">https://helena.score.org/</a>
Montana Governor's Office of Economic Development	Biz Resources	<a href="http://business.mt.gov/">http://business.mt.gov/</a>
Montana Technology Innovation Partnership (MTIP)	SBIR/STTR	<a href="http://businessresources.mt.gov/MTIP">http://businessresources.mt.gov/MTIP</a>
Kalispell		
Montana West Economic Development	Biz Resources/Loans	<a href="http://www.dobusinessinmontana.com/">http://www.dobusinessinmontana.com/</a>
Missoula		
Missoula Economic Partnership	Accelerator/Angel	<a href="http://www.missoulapartnership.com/">http://www.missoulapartnership.com/</a>
Montana High Tech Business Alliance	Biz Resources	<a href="http://mthightech.org/">http://mthightech.org/</a>
BitterRoot Economic Development District, Inc (BREDD)	Biz Resources	<a href="http://www.bredd.org/">http://www.bredd.org/</a>
Montana World Trade Center (MWTC)	Biz Resources	<a href="http://www.mwtc.org/">http://www.mwtc.org/</a>
Dinny Stranahan Business Incubator (DSBI)	Co-working Spaces	<a href="http://dsbusinessincubator.com/">http://dsbusinessincubator.com/</a>
MonTEC	Incubator/Seed Fund/Biz Resources	<a href="http://www.montanaenterprisecenter.com/#companies">http://www.montanaenterprisecenter.com/#companies</a>
Ronan		
Lake County Community Development Corporation	Biz Resources/Incubator	<a href="http://www.lakecountycdc.org/">http://www.lakecountycdc.org/</a>
Townsend		
Montana Business Assistance Connection (MBAC)	Biz Resources/Co-working Spaces/Loans	<a href="http://www.mbac.biz/">http://www.mbac.biz/</a>

## Northern California

Auburn		
Auburn Tech Incubator	Incubator	<a href="http://www.auburntechincubator.com/">http://www.auburntechincubator.com/</a>
Chico		
Greater Chico Area SCORE	Accelerator	<a href="https://greaterchicoarea.score.org/">https://greaterchicoarea.score.org/</a>
NEC SBDC - Butte College	Accelerator	<a href="http://www.buttecollegesbdc.com/">http://www.buttecollegesbdc.com/</a>
Chico State Center for Entrepreneurship	Accelerator	<a href="http://www.csuchico.edu/cfe/accelerator-fund/index.shtml">http://www.csuchico.edu/cfe/accelerator-fund/index.shtml</a>



Table 1 (cont.): Accelerators, Incubators, Co-Working Spaces, Business Resource Providers

Northeastern California Small Business Development Center (NEC SBDC)	Accelerator/Loans	<a href="http://www.necsbdc.org/">http://www.necsbdc.org/</a>
3CORE	Loans/Seed Fund	<a href="http://3coreedc.org/">http://3coreedc.org/</a>
Citrus Heights		
Sacramento SCORE	Accelerator	<a href="https://sacramento.score.org/">https://sacramento.score.org/</a>
Davis		
Sustainable AgTech Innovation Center (SATIC)	Accelerator/Biz Resources(College)	<a href="http://gsm.ucdavis.edu/satic">http://gsm.ucdavis.edu/satic</a>
Big Bang! Business Competition	Biz Resources/Incubator	<a href="http://gsm.ucdavis.edu/big-bang-business-competition">http://gsm.ucdavis.edu/big-bang-business-competition</a>
Entrepreneurship Academy	Commercialization Grant	<a href="http://gsm.ucdavis.edu/entrepreneurship-academies">http://gsm.ucdavis.edu/entrepreneurship-academies</a>
Folsom		
Velocity	Accelerator	<a href="http://www.velocityvc.com/entrepreneurs/">http://www.velocityvc.com/entrepreneurs/</a>
Mt. Shasta		
Jefferson Economic Development Institute (JEDI)	Accelerator	<a href="http://e-jedi.org/">http://e-jedi.org/</a>
Oroville		
Butte County Business Incubator Program(BIP)	Incubator	<a href="http://buttebusinessresources.com/business-incubator-program">http://buttebusinessresources.com/business-incubator-program</a>
Redding		
NEC SBDC - Shasta Cascade	Accelerator	<a href="http://www.sbdsc.org/">http://www.sbdsc.org/</a>
Rocklin		
Hacker Lab - Rocklin	Co-working Spaces	<a href="http://hackerlab.org/">http://hackerlab.org/</a>
Sacramento		
Center for Small Business	Accelerator/Biz Resources(College)	<a href="http://www.csus.edu/cba/csb.html">http://www.csus.edu/cba/csb.html</a>
SARTA	Accelerator/Incubator	<a href="http://www.sarta.org/">http://www.sarta.org/</a>
NEC SBDC - Capital Region	Biz Resources/Loans	<a href="http://www.capitalregionsbdc.com/">http://www.capitalregionsbdc.com/</a>
Hacker Lab - Sacramento	Co-working Spaces	<a href="http://hackerlab.org/">http://hackerlab.org/</a>
Capsity	Co-working Spaces	<a href="http://www.capsity.com/">http://www.capsity.com/</a>
THE URBAN HIVE	Co-working Spaces	<a href="http://www.theurbanhive.com/">http://www.theurbanhive.com/</a>
ThinkHouse Collective	Co-working Spaces	<a href="http://thinkhousecollective.com/">http://thinkhousecollective.com/</a>
Santa Rosa		
North Coast SCORE	Accelerator	<a href="https://northcoast.score.org/">https://northcoast.score.org/</a>
Share Exchange	Co-working Spaces	<a href="http://www.shareexchange.coop/santa-rosa.html">http://www.shareexchange.coop/santa-rosa.html</a>
North Bay Small Business Incubator	Incubator	<a href="http://www.shareexchange.coop/">http://www.shareexchange.coop/</a>
Sonora		
Tuolumne County SCORE	Accelerator	<a href="https://tuolumnecounty.score.org/">https://tuolumnecounty.score.org/</a>
South Lake Tahoe		
Tahoe Mountain Lab	Co-working Spaces	<a href="http://www.tahoemountainlab.com/">http://www.tahoemountainlab.com/</a>
Stockton		
NEC SBDC - San Joaquin Delta College	Biz Resources	<a href="https://sbdc.deltacollege.edu/">https://sbdc.deltacollege.edu/</a>
Truckee		





Table 1 (cont.): Accelerators, Incubators, Co-Working Spaces, Business Resource Providers

NEC SBDC - Sierra	Accelerator	<a href="http://sierrasbdc.com/">http://sierrasbdc.com/</a>
Ukiah		
Share Exchange	Co-working Spaces	<a href="http://www.shareexchange.coop/ukiah.html">http://www.shareexchange.coop/ukiah.html</a>

## Oregon

Beaverton		
Oregon Technology Business Center	Accelerator	<a href="http://otbc.org/">http://otbc.org/</a>
BESThq	Incubator	<a href="http://besthq.net/">http://besthq.net/</a>
Bend		
Founder's Pad	Accelerator	<a href="http://www.founderspad.com/">http://www.founderspad.com/</a>
Oregon Innovation Center	Incubator	<a href="http://www.innovationcenter.org/">http://www.innovationcenter.org/</a>
Bend Outdoor Worx	Incubator	<a href="http://bendoutdoorworx.com/">http://bendoutdoorworx.com/</a>
Central Oregon SCORE		<a href="https://centraloregon.score.org/">https://centraloregon.score.org/</a>
Corvallis		
Oregon State University Advantage Accelerator	Accelerator	<a href="http://www.founderspad.com/">http://www.founderspad.com/</a>
OSU Advantage Accelerator/RAIN Corvallis	Accelerator	<a href="http://www.innovationcenter.org/">http://www.innovationcenter.org/</a>
Salem SCORE		<a href="http://bendoutdoorworx.com/">http://bendoutdoorworx.com/</a>
Eugene		
RAIN Eugene	Accelerator	<a href="http://raineugene.org/">http://raineugene.org/</a>
Eugene Mindworks	Co-working Spaces	<a href="http://eugenemindworks.com/">http://eugenemindworks.com/</a>
FertiLab Thinkubator	Incubator	<a href="http://fertilabthinkubator.com/">http://fertilabthinkubator.com/</a>
University of Oregon: Riverfront Innovation Center	Incubator	<a href="http://researchpark.uoregon.edu/index.html">http://researchpark.uoregon.edu/index.html</a>
Willamette SCORE		<a href="https://willamette.score.org/">https://willamette.score.org/</a>
Hillsboro		
The Indus Entrepreneurs (TiE) Westside Incubator	Incubator	<a href="https://oregon.tie.org/initiative/40/tie-westside-incubator-sponsored-melvin-mark">https://oregon.tie.org/initiative/40/tie-westside-incubator-sponsored-melvin-mark</a>
Hood River		
Gorge Innoventure	Accelerator	<a href="http://www.gorgeinnoventure.com/">http://www.gorgeinnoventure.com/</a>
Medford		
Sustainable Valley Technology Group	Accelerator	<a href="http://www.svtg.org/">http://www.svtg.org/</a>
North Bend		
SWOCC Small Business Development Center	Incubator	<a href="http://www.socc.edu/bizexcellence/">http://www.socc.edu/bizexcellence/</a>
Oregon City		
Kitchen@Sprout!/Hatch@Sprout!	Incubator	<a href="http://sproutfoodhub.org/sprout/kitchen/">http://sproutfoodhub.org/sprout/kitchen/</a>
Portland		
Portland Startup Weekend	Accelerator	<a href="http://portland.startupweekend.org/">http://portland.startupweekend.org/</a>



Table 1 (cont.): Accelerators, Incubators, Co-Working Spaces, Business Resource Providers

COE (Centers of Excellence)	Accelerator	<a href="http://www.coeglobal.com/">http://www.coeglobal.com/</a>
Portland State Business Accelerator	Accelerator	<a href="http://www.pdx.edu/accelerator/">http://www.pdx.edu/accelerator/</a>
TenX	Accelerator	<a href="http://tenx.org/">http://tenx.org/</a>
The Leftbank Project	Accelerator	<a href="http://leftbankproject.com/">http://leftbankproject.com/</a>
Upstart Labs	Accelerator	<a href="http://www.upstartlabs.com/">http://www.upstartlabs.com/</a>
PIE	Accelerator	<a href="http://www.piepdx.com/">http://www.piepdx.com/</a>
Amplify United	Accelerator	<a href="http://www.amplifyunited.com.php53-3.dfw1-2.websitetestlink.com/#home">http://www.amplifyunited.com.php53-3.dfw1-2.websitetestlink.com/#home</a>
CLIMB	Biz Dev Resource	<a href="https://www.pcc.edu/climb/">https://www.pcc.edu/climb/</a>
Oregon Association of Minority Entrepreneurs	Biz Resources	<a href="http://oame.org/">http://oame.org/</a>
Mercy Corps Northwest	Biz Resources/SBA Loans	<a href="http://www.mercycorpsnw.org/">http://www.mercycorpsnw.org/</a>
Forge Portland	Co-working Spaces	<a href="http://forgeportland.org/">http://forgeportland.org/</a>
Nedspace	Co-working Spaces	<a href="http://nedspace.com/">http://nedspace.com/</a>
Collective Agency	Co-working Spaces	<a href="http://collectiveagency.co/">http://collectiveagency.co/</a>
Kitchen Cru	Incubator	<a href="http://kitchencru.biz/">http://kitchencru.biz/</a>
OTRADI Bioscience Incubator	Incubator	<a href="http://www.otradi.org/">http://www.otradi.org/</a>
Produce Row: Startup PDX	Incubator	<a href="http://www.producerowpdx.com/grow/start-up-pdx-challenge/">http://www.producerowpdx.com/grow/start-up-pdx-challenge/</a>
Springboard Innovation	Incubator	<a href="http://www.springboardinnovation.org/">http://www.springboardinnovation.org/</a>
StarveUps	Incubator	<a href="http://www.starveups.org/">http://www.starveups.org/</a>
TiE Pearl Incubator	Incubator	<a href="https://oregon.tie.org/page/40/tie-pearl-incubator-or-tiepearl.com">https://oregon.tie.org/page/40/tie-pearl-incubator-or-tiepearl.com</a>
Kitchencru	Incubator	<a href="http://www.kitchencru.biz/">http://www.kitchencru.biz/</a>
Trillium Artisans	Low-Income Biz Dev	<a href="http://www.trilliumartisans.org/welcome/">http://www.trilliumartisans.org/welcome/</a>
FreeRange PDX (Leatherman)	Product Lab	<a href="http://freerangepdx.com/">http://freerangepdx.com/</a>
ADX	Prototyping Facility	<a href="http://www.adxportland.com/">http://www.adxportland.com/</a>
Portland Seed Fund	Seed Fund	<a href="http://www.portlandseedfund.com/">www.portlandseedfund.com/</a>
Merriweather group		<a href="http://meriwethergroup.com/services/">http://meriwethergroup.com/services/</a>
Portland SCORE		<a href="https://portlandor.score.org/">https://portlandor.score.org/</a>
Merriweather group		<a href="http://meriwethergroup.com/services/">http://meriwethergroup.com/services/</a>
Roseburg		
Umpqua Business Center	Incubator/Co-working Spaces	<a href="http://umpquabusiness.com/">http://umpquabusiness.com/</a>
Salem		
Kitchen@Sprout!/Hatch@Sprout!	Incubator	<a href="http://sproutfoodhub.org/sprout/kitchen/">http://sproutfoodhub.org/sprout/kitchen/</a>
Springfield		
Hatch (Neighborhood Economic Development Corporation)	Incubator	<a href="http://www.nedcocdc.org/commercial.htm">http://www.nedcocdc.org/commercial.htm</a>
Kitchen@Sprout!/Hatch@Sprout!	Incubator	<a href="http://sproutfoodhub.org/sprout/kitchen/">http://sproutfoodhub.org/sprout/kitchen/</a>
Virtual/Multiple/Other		
BUZGate	Biz Resources	<a href="http://www.buzgate.org/">http://www.buzgate.org/</a>



Table 1 (cont.): Accelerators, Incubators, Co-Working Spaces, Business Resource Providers

Small Business Development Centers (SBDC)	Biz Resources	<a href="https://www.bizcenter.org/">https://www.bizcenter.org/</a>
Regus	Co-working Spaces	<a href="http://www.regus.com/business-centre/united%20states/oregon">http://www.regus.com/business-centre/united%20states/oregon</a>
Grow Oregon	Accelerator	<a href="http://www.oregon4biz.com/Grow-Your-Business/Business-services/Grow-Oregon/">http://www.oregon4biz.com/Grow-Your-Business/Business-services/Grow-Oregon/</a>
PSU Center for Innovation and Entrepreneurship	Accelerator	<a href="http://www.pdx.edu/entrepreneurship/for-community">http://www.pdx.edu/entrepreneurship/for-community</a>
Launch Pad		<a href="http://www.pdxlaunchpad.com/launchpad/index.asp">http://www.pdxlaunchpad.com/launchpad/index.asp</a>

## Washington

Bainbridge Island		
Office Xpats	Co-working Spaces	<a href="http://www.officexpats.com/">http://www.officexpats.com/</a>
Bellevue		
Village 88	Accelerator	<a href="http://techlab.village88.com/">http://techlab.village88.com/</a>
extraSlice Smart Space	Co-working Spaces	<a href="http://extraslice.com/">http://extraslice.com/</a>
ImpactHUB Bellevue	Co-working Spaces	<a href="http://www.impacthubbellevue.com/">http://www.impacthubbellevue.com/</a>
Bellingham		
Bellingham SCORE	Accelerator	<a href="https://bellingham.score.org/">https://bellingham.score.org/</a>
Issaquah		
Meadow Creek	Co-working Spaces	<a href="http://www.thewhiteboard.biz/">http://www.thewhiteboard.biz/</a>
Kennewick		
Mid-Columbia Tri-Cities SCORE	Accelerator	<a href="https://midcolumbiatricities.score.org/">https://midcolumbiatricities.score.org/</a>
Redmond		
North Star Offices	Co-working Spaces	<a href="http://www.northstaroffices.com/default.aspx">http://www.northstaroffices.com/default.aspx</a>
Orange Studios	Co-working Spaces	<a href="http://www.orangestudios.us/">http://www.orangestudios.us/</a>
ThinkSpace	Co-working Spaces	<a href="http://thinkspace.com/">http://thinkspace.com/</a>
Eastside Incubator	Incubator	<a href="https://eastsideincubator.com">https://eastsideincubator.com</a>
Renton		
Seattle Fashion Incubator	Incubator	<a href="http://seattlefashionincubator.org">http://seattlefashionincubator.org</a>
Seattle		
9 Mile Labs	Accelerator	<a href="http://www.9milelabs.com">www.9milelabs.com</a>
Accelerator Corp	Accelerator	<a href="http://www.acceleratorcorp.com">www.acceleratorcorp.com</a>
Ivy Softworks	Accelerator	<a href="http://www.ivysoftworks.com">www.ivysoftworks.com</a>
Madrona Venture Labs	Accelerator	<a href="http://www.madronaventurelabs.com">www.madronaventurelabs.com</a>
McKinstry Innovation Center - Seattle	Accelerator	<a href="http://www.mckinstryinnovationcenter.com/">http://www.mckinstryinnovationcenter.com/</a>
Microsoft Ventures	Accelerator	<a href="http://www.microsoftventures.com/locations/seattle">www.microsoftventures.com/locations/seattle</a>
TechBA	Accelerator	<a href="http://www.techbaseattle.org">www.techbaseattle.org</a>
Greater Seattle SCORE	Accelerator	<a href="https://seattle.score.org/">https://seattle.score.org/</a>
Agnes Underground	Co-working Spaces	<a href="http://www.agnesunderground.com/">http://www.agnesunderground.com/</a>
Ballard Labs	Co-working Spaces	<a href="http://ballardlabs.com/">http://ballardlabs.com/</a>
Bullitt Center	Co-working Spaces	<a href="http://www.bullittcenter.org/leasing/">http://www.bullittcenter.org/leasing/</a>
Cambia Grove	Co-working Spaces	<a href="https://cambiagrove.com/">https://cambiagrove.com/</a>





Table 1 (cont.): Accelerators, Incubators, Co-Working Spaces, Business Resource Providers

Coworking Eastlake	Co-working Spaces	<a href="http://www.coworkingeastlake.com/">http://www.coworkingeastlake.com/</a>
Eastside Incubator	Co-working Spaces	<a href="http://www.eastsideincubator.com/">http://www.eastsideincubator.com/</a>
Galvanize	Co-working Spaces	<a href="http://galvanize.com/campuses/seattle-pioneer-square/">http://galvanize.com/campuses/seattle-pioneer-square/</a>
HiveBio	Co-working Spaces	<a href="http://hivebio.org/">http://hivebio.org/</a>
Icogonex	Co-working Spaces	<a href="http://icogonex.com/bioincubator/">http://icogonex.com/bioincubator/</a>
ImpactHUB	Co-working Spaces	<a href="http://www.impacthubseattle.com/">http://www.impacthubseattle.com/</a>
Indie Ballard	Co-working Spaces	<a href="http://www.indieballard.com/">http://www.indieballard.com/</a>
Interbay Lofts	Co-working Spaces	<a href="http://www.interbayworklofts.com/">http://www.interbayworklofts.com/</a>
Jigsaw Renaissance	Co-working Spaces	<a href="http://www.jigsawrenaissance.org/">http://www.jigsawrenaissance.org/</a>
Lilospace	Co-working Spaces	<a href="http://www.lilospace.com/">http://www.lilospace.com/</a>
Metrix Create:Space	Co-working Spaces	<a href="http://www.metrixcreatespace.com/">http://www.metrixcreatespace.com/</a>
My Branch Office	Co-working Spaces	<a href="http://mybranchoffice.net/">http://mybranchoffice.net/</a>
Office Nomads	Co-working Spaces	<a href="http://www.officenomads.com/">http://www.officenomads.com/</a>
PivotDesk	Co-working Spaces	<a href="https://www.pivotdesk.com/seattle-wa-office-space#i.8hckekks8ew5xi">https://www.pivotdesk.com/seattle-wa-office-space#i.8hckekks8ew5xi</a>
Phinney Sandbox	Co-working Spaces	<a href="http://www.phinneysandbox.com/">http://www.phinneysandbox.com/</a>
Red Element Collective	Co-working Spaces	<a href="http://www.redelementcollective.com/">http://www.redelementcollective.com/</a>
Startup Hall	Co-working Spaces	<a href="http://www.startuphall.org/">http://www.startuphall.org/</a>
The Maker Space	Co-working Spaces	<a href="http://www.themakersspace.com/">http://www.themakersspace.com/</a>
The Pioneer Collective	Co-working Spaces	<a href="http://www.thepioneercollective.com/">http://www.thepioneercollective.com/</a>
WeWork - South Lake Union	Co-working Spaces	<a href="http://www.wework.com/location/south-lake-union/">http://www.wework.com/location/south-lake-union/</a>
WeWork - Holyoke	Co-working Spaces	<a href="https://www.wework.com/locations/seattle/holyoke-building">https://www.wework.com/locations/seattle/holyoke-building</a>
WeWork - Westlake Tower	Co-working Spaces	<a href="https://www.wework.com/locations/seattle/westlake-tower">https://www.wework.com/locations/seattle/westlake-tower</a>
Works Progress	Co-working Spaces	<a href="http://worksprogressseattle.com/">http://worksprogressseattle.com/</a>
WS Office Junction	Co-working Spaces	<a href="http://www.wsofficejunction.com/">http://www.wsofficejunction.com/</a>
CoMotion	Incubator	<a href="http://comotion.uw.edu/incubator">http://comotion.uw.edu/incubator</a>
SURF Incubator	Incubator	<a href="http://www.surfincubator.com">www.surfincubator.com</a>
Spokane		
McKinstry Innovation Center - Spokane	Accelerator	<a href="http://www.mckinstryinnovationcenter.com/">http://www.mckinstryinnovationcenter.com/</a>
Spokane SCORE	Accelerator	<a href="https://spokane.score.org/">https://spokane.score.org/</a>
Tacoma		
South Sound/Tacoma SCORE	Accelerator	<a href="https://tacoma.score.org/">https://tacoma.score.org/</a>
SURGETacoma	Co-working Spaces	<a href="http://www.surgetacoma.com/">http://www.surgetacoma.com/</a>
Vancouver		
Vancouver SCORE	Accelerator	<a href="https://vancouver.score.org/">https://vancouver.score.org/</a>
Wenatche		
Central Washington SCORE	Accelerator	<a href="https://centralwashington.score.org/">https://centralwashington.score.org/</a>
Yakima		
Yakima Valley SCORE	Accelerator	<a href="https://yakimavalley.score.org/">https://yakimavalley.score.org/</a>
Virtual		
Entrepreneurs' Organization	Accelerator	<a href="https://www.eonetwork.org/seattle/#">https://www.eonetwork.org/seattle/#</a>
Fledge	Accelerator	<a href="http://fledge.co">http://fledge.co</a>
Founder Institute	Accelerator	<a href="https://fi.co/mentors?target=seattle">https://fi.co/mentors?target=seattle</a>



Table 1 (cont.): Accelerators, Incubators, Co-Working Spaces, Business Resource Providers

Reactor	Accelerator	<a href="http://www.insidereactor.com">www.insidereactor.com</a>
Startup Next	Accelerator	<a href="http://www.up.co/communities/usa/seattle/startup-next/about">www.up.co/communities/usa/seattle/startup-next/about</a>
Techstars	Accelerator	<a href="http://www.techstars.com/program/locations/seattle">www.techstars.com/program/locations/seattle</a>
Kick Incubator	Incubator	<a href="http://www.kickincubator.com">www.kickincubator.com</a>
HouseOGames	Incubator	<a href="http://houseogames.com">http://houseogames.com</a>
Startup Next	Incubator	<a href="http://www.startupnext.co/">www.startupnext.co/</a>

Wyoming

Cheyenne		
Cheyenne SCORE	Accelerator	<a href="https://cheyenne.score.org/">https://cheyenne.score.org/</a>
Laramie		
Wyoming SBIR/STTR Initiative	SBIR/STTR	<a href="http://www.uwyo.edu/sbir/">http://www.uwyo.edu/sbir/</a>
Wyoming Technology Business Ctr	Incubator	<a href="http://www.uwyo.edu/wtbc/">http://www.uwyo.edu/wtbc/</a>
Jackson		
Startup Couloir	Incubator	<a href="http://www.siliconcouloir.com">http://www.siliconcouloir.com</a>

Source: Company Websites

# Commercialization Grant Programs

## Small Business Innovation Research (SBIR) & Small Business Technology Transfer (STTR)

At the earliest phases of the commercialization pipeline are the SBIR/STTR grants from various funding entities within the US Federal Government. These two programs represent a substantial funding source for the entrepreneur working on commercializing technologies of interest to various governmental agencies.

The SBIR program is a highly competitive program that encourages domestic small businesses to engage in Federal Research/Research and Development (R/R&D) that has the potential for commercialization. Through a competitive awards-based program, SBIR enables small businesses to explore their technological potential and provides the incentive to profit from its commercialization. By including qualified small businesses in the nation’s R&D arena, high-tech innovation is stimulated and the United States gains entrepreneurial spirit as it meets its specific research and development needs<sup>4</sup>.

STTR is another program that expands funding opportunities in the federal innovation research and development (R&D) arena. Central to the program is expansion of the public/private sector partnership to include the joint venture opportunities for small businesses and nonprofit research institutions. The unique feature of the STTR program is the requirement for the small business to formally collaborate with a research institution in Phase I and Phase II. STTR’s most important role is to bridge the gap between performance of basic science and commercialization of resulting innovations<sup>5</sup>.

Both the SBIR and STTR programs are divided into three phases, the first two of which are sources of funding to help bring innovations forward from the lab to commercialization. The phases are:

<http://www.sbir.gov/about/about-sbir>  
<http://www.sbir.gov/about/about-sttr>



**Phase I: Feasibility and Proof of Concept.** The objective of Phase I is to establish the technical merit, feasibility, and commercial potential of the proposed R/R&D efforts and to determine the quality of performance of the small business awardee organization prior to providing further federal support in Phase II. Phase I awards normally do not exceed \$150,000 total costs for 6 months (SBIR) or 1 year (STTR).

**Phase II: Research/Research and Development.** The objective of Phase II is to continue the R/R&D efforts initiated in Phase I. Funding is based on the results achieved in Phase I and the scientific and technical merit and commercial potential of the project proposed in Phase II. Only Phase I awardees are eligible for a Phase II award. SBIR/STTR Phase II awards normally do not exceed \$1,000,000 total costs for 2 years.

**Phase III: Commercialization.** The objective of Phase III, where appropriate, is for the small business to pursue commercialization objectives resulting from the Phase I/II R/R&D activities. The NIH SBIR/STTR programs do not fund Phase III, and NIH does not generally provide any Phase III funding to small businesses, thus it is not captured in the data<sup>6</sup>.

The following tables show SBIR and STTR funding in the states of interest to this report. The California data in these tables represents all of the state and is not limited to the Northern California counties targeted by this report.

**Table 2: 2013 SBIR Grants Awarded by State and by Phase<sup>7</sup>**

State	Number of Phase I	Phase I Dollars	Number of Phase II	Phase II Dollars	Total Awards	Total Dollars
Alaska	2	\$246,965	0	\$0	2	\$246,965
California	638	\$111,665,890	328	\$293,975,963	966	\$405,641,852
Idaho	3	\$449,977	3	\$1,948,014	6	\$2,397,991
Montana	21	\$2,757,866	6	\$2,732,845	27	\$5,490,711
Oregon	41	\$7,188,100	16	\$15,691,418	57	\$22,879,518
Washington	60	\$10,722,623	25	\$25,563,125	85	\$36,285,748
Wyoming	1	\$599,241	1	\$489,460	2	\$1,088,701

**Table 3: 2014 SBIR Grants Awarded by State and by Phase<sup>8</sup>**

State	Number of Phase I	Phase I Dollars	Number of Phase II	Phase II Dollars	Total Awards	Total Dollars
Alaska	1	\$150,000	2	\$1,197,833	3	\$1,347,833
California	734	\$123,413,590	337	\$300,562,993	1071	\$423,976,582
Idaho	5	\$622,250	2	\$999,969	7	\$1,622,219
Montana	16	\$2,154,397	8	\$6,878,476	24	\$9,032,873
Oregon	40	\$6,459,898	23	\$30,257,980	63	\$36,717,878
Washington	65	\$12,157,076	20	\$19,383,163	85	\$31,540,239
Wyoming	4	\$638,212	2	\$1,048,433	6	\$1,686,645

<sup>6</sup> <https://sbir.nih.gov/about/three-phase-program>

<sup>7</sup> <http://www.sbir.gov/about/about-sbir>

<sup>8</sup> <http://www.sbir.gov/about/about-sbir>



Table 4: 2013 STTR Grants Awarded by State and by Phase

State	Number of Phase I	Phase I Dollars	Number of Phase II	Phase II Dollars	Total Awards	Total Dollars
Alaska	0	\$0	0	\$0	0	\$0
California	80	\$12,684,744	30	\$21,260,088	110	\$33,944,832
Idaho	0	\$0	0	\$0	0	\$0
Montana	3	\$481,925	1	\$416,990	4	\$898,915
Oregon	1	\$573,060	1	\$800,676	2	\$1,373,736
Washington	5	\$957,896	2	\$2,486,817	7	\$3,444,713
Wyoming	0	\$0	1	\$746,576	1	\$746,576

Table 5: 2014 STTR Grants Awarded by State and by Phase

State	Number of Phase I	Phase I Dollars	Number of Phase II	Phase II Dollars	Total Awards	Total Dollars
Alaska	0	\$0	0	\$0	0	\$0
California	80	\$12,684,744	30	\$21,260,088	110	\$33,944,832
Idaho	0	\$0	0	\$0	0	\$0
Montana	3	\$481,925	1	\$416,990	4	\$898,915
Oregon	1	\$573,060	1	\$800,676	2	\$1,373,736
Washington	5	\$957,896	2	\$2,486,817	7	\$3,444,713
Wyoming	0	\$0	1	\$746,576	1	\$746,576





# Crowdfunding

No form of new capital for emerging companies has been more impactful in the past five years than crowdfunding. Crowdfunding<sup>9</sup>, which can take a variety of structural forms recently accounted for an estimated \$16B of capital raised globally in 2014. Further, crowdfunding is expected to surpass the VC industry in 2015 in total capital invested per year at approximately \$34B. The global VC industry, in comparison, totals approximately \$30B per year. The US accounted for 532 thousand of the 1187 thousand worldwide campaigns tracked from over 190 different crowd funding platforms (CFPs) in 2011. Worldwide, there are an estimated 536 CFPs. The categories of capital available through this channel include 4 primary formats: (1) Equity-based; (2) Lending-based; (3) Reward-based; and (4) Donation-based.

Table 6: Kickstarter Summary<sup>10</sup>

2013				
State/Region	# of Projects Funded	Total Funding \$	Average Project \$	Median Project \$
Alaska	50	\$712,558	\$14,251	\$5,325
Idaho	91	\$972,955	\$10,692	\$5,108
Montana	77	\$1,612,464	\$20,941	\$5,843
Northern Cal	194	\$3,261,768	\$16,813	\$5,085
Oregon	533	\$7,024,208	\$13,179	\$5,240
Washington	689	\$24,215,360	\$35,145	\$6,500
Wyoming	21	\$356,530	\$16,978	\$11,155

2014				
State/Region	# of Projects Funded	Total Funding \$	Average Project \$	Median Project \$
Alaska	45	\$398,094	\$8,847	\$5,709
British Columbia CAD	48	\$1,226,484 CAD	\$25,552 CAD	\$7,430 CAD
British Columbia USD	22	\$890,334 USD	\$40,470 USD	\$21,605 USD
Idaho	61	\$878,747	\$14,406	\$5,188
Montana	93	\$1,175,934	\$12,644	\$5,840
Northern Cal	174	\$2,578,074	\$14,817	\$4,148
Oregon	479	\$22,109,568	\$46,158	\$6,249
Washington	590	\$10,693,829	\$18,125	\$6,134
Wyoming	17	\$379,537	\$22,326	\$5,471

<sup>9</sup> Massolution, 2015 crowdfunding industry report

<sup>10</sup> Data provided by Kickstarter.com



Crowdfunding presents a new avenue for entrepreneurs and other creative people to seek funding in a non-traditional way. This report uses Kickstarter as a proxy for the industry as data is not generally made public by each crowdfunding platform. Industry estimates indicate that Kickstarter accounted for approximately 6% of the worldwide crowdfunding market in 2011<sup>11</sup>. We believe Kickstarter's share of the Pacific Northwest market is higher than their worldwide share. We estimate that Kickstarter's share of the Pacific Northwest market exceeds 25% so a reasonable estimate of the total crowdfunding activity in the Pacific Northwest may exceed 4 times the detailed figures reported here. A summary of Kickstarter activity for 2013 & 2014 is shown in Table 6. A summary of Kickstarter activity by State/Province and by City for the full year 2014 is shown in Table 7. All data was sourced through publicly accessible sources within Kickstarter.com.

**Table 7: 2014 Kickstarter Summary by State/Province and City<sup>12</sup>**

<b>Alaska</b>				
City	Number of Successful Projects	Total Dollars	Average Project Size	Median Project Size
Anchor Point	1	\$807	\$807	\$807
Anchorage	24	\$253,407	\$10,559	\$6,148
Denali	1	\$1,767	\$1,767	\$1,767
Fairbanks	5	\$49,742	\$9,948	\$12,000
Homer	3	\$18,672	\$6,224	\$2,620
Juneau	6	\$35,777	\$5,963	\$6,027
Palmer	2	\$26,476	\$13,238	\$13,238
Seward	1	\$8,486	\$8,486	\$8,486
Whittier	1	\$1,205	\$1,205	\$1,205
Wrangell	1	\$1,755	\$1,755	\$1,755
Total	45	\$398,094	\$8,847	\$5,709
<b>British Columbia</b>				
City	Number of Successful Projects	Total Dollars	Average Project Size	Median Project Size
Abbotsford	1	\$791 CAD	\$791 CAD	\$791 CAD
Central Saanich	1	\$3,973 CAD	\$3,973 CAD	\$3,973 CAD
Courtenay	1	\$2,776 USD	\$2,776 USD	\$2,776 USD
Cumberland	1	\$256,218 CAD	\$256,218 CAD	\$256,218 CAD
Fort Nelson	1	\$2,672 CAD	\$2,672 CAD	\$2,672 CAD
Kitchener	1	\$8,023 CAD	\$8,023 CAD	\$8,023 CAD
Nelson	1	\$8,276 CAD	\$8,276 CAD	\$8,276 CAD
New Westminster	1	\$3,415 CAD	\$3,415 CAD	\$3,415 CAD
Prince George	1	\$10,529 CAD	\$10,529 CAD	\$10,529 CAD
Prince Rupert	1	\$5,800 CAD	\$5,800 CAD	\$5,800 CAD
Qualicum Beach	1	\$82,938 USD	\$82,938 USD	\$82,938 USD
Surrey	1	\$2,876 USD	\$2,876 USD	\$2,876 USD
Vancouver CAD	34	\$815,860 CAD	\$23,996 CAD	\$7,638 CAD
Vancouver USD	19	\$801,744 USD	\$42,197 USD	\$22,606 USD
Victoria	5	\$110,927 CAD	\$22,185 CAD	\$6,793 CAD
Total CAD	48	\$1,226,484 CAD	\$25,552 CAD	\$7,430 CAD
Total USD	22	\$890,334 USD	\$40,470 USD	\$21,605 USD

<sup>11</sup> Crowdsourcing.org

<sup>12</sup> Data from Kickstarter.com



Table 7 (cont.): 2014 Kickstarter Summary by State/Province and City

Idaho				
City	Number of Successful Projects	Total Dollars	Average Project Size	Median Project Size
Bellevue	1	\$5,046	\$5,046	\$5,046
Boise	27	\$399,414	\$14,793	\$8,098
Coeur D'Alene	5	\$14,137	\$2,827	\$1,560
Driggs	1	\$66,509	\$66,509	\$66,509
Eagle	2	\$29,601	\$14,801	\$14,801
Emmett	1	\$12,450	\$12,450	\$12,450
France	1	\$198,125	\$198,125	\$198,125
Hailey	1	\$4,289	\$4,289	\$4,289
Hayden	2	\$29,999	\$15,000	\$15,000
Idaho Falls	5	\$17,977	\$3,595	\$4,365
Ketchum	1	\$27,530	\$27,530	\$27,530
Meridian	1	\$1,468	\$1,468	\$1,468
Moscow	2	\$4,328	\$2,164	\$2,164
Murphy	1	\$7,607	\$7,607	\$7,607
Nampa	1	\$2,330	\$2,330	\$2,330
Pocatello	1	\$5,000	\$5,000	\$5,000
Post Falls	2	\$22,744	\$11,372	\$11,372
Rexburg	6	\$30,193	\$5,032	\$1,031
Total	61	\$878,747	\$14,406	\$5,188
Montana				
City	Number of Successful Projects	Total Dollars	Average Project Size	Median Project Size
Bigfork	2	\$13,045	\$6,523	\$6,523
Billings	8	\$64,363	\$8,045	\$6,904
Bozeman	35	\$596,460	\$17,042	\$6,651
Browning	1	\$17,917	\$17,917	\$17,917
Butte	1	\$51,318	\$51,318	\$51,318
Great Falls	2	\$43,260	\$21,630	\$21,630
Helena	9	\$41,534	\$4,615	\$2,176
Kallispell	4	\$16,326	\$4,082	\$4,541
Lewistown	2	\$3,545	\$1,773	\$1,773
Livingston	3	\$24,640	\$8,213	\$11,125
Missoula	20	\$189,773	\$9,489	\$5,413
Red Lodge	1	\$19,625	\$19,625	\$19,625
Ronan	1	\$4,026	\$4,026	\$4,026
West Glacier	1	\$5,262	\$5,262	\$5,262
Whitefish	3	\$70,115	\$23,372	\$23,372
Total	93	\$1,161,209	\$12,486	\$5,840



Table 7 (cont.): 2014 Kickstarter Summary by State/Province and City

Northern California				
City	Number of Successful Projects	Total Dollars	Average Project Size	Median Project Size
Alturas	1	\$1,000	\$1,000	\$1,000
American Canyon	1	\$104,925	\$104,925	\$104,925
Arcata	8	\$120,548	\$15,069	\$4,336
Benicia	1	\$20,630	\$20,630	\$20,630
Chico	7	\$22,140	\$3,163	\$2,567
Cotati	2	\$53,565	\$26,783	\$26,873
Crescent City	1	\$1,294	\$1,294	\$1,294
Davis	10	\$26,855	\$2,686	\$1,785
Dixon	1	\$3,050	\$3,050	\$3,050
Elk Grove	4	\$68,146	\$17,037	\$9,356
Etna	1	\$42,323	\$42,323	\$42,323
Eureka	4	\$49,306	\$12,327	\$5,598
Ferndale	1	\$4,075	\$4,075	\$4,075
Folsom	1	\$1,055	\$1,055	\$1,055
Grass Valley	4	\$31,938	\$7,985	\$3,584
Healdsburg	5	\$24,736	\$4,947	\$4,154
Lincoln	1	\$4,388	\$4,388	\$4,388
Live Oak	1	\$3,082	\$3,082	\$3,082
Mount Shasta	1	\$1,689	\$1,689	\$1,689
Napa	5	\$23,140	\$4,628	\$2,026
Nevada City	4	\$77,647	\$19,412	\$17,415
Paradise	1	\$280	\$280	\$280
Petaluma	7	\$179,662	\$25,666	\$12,407
Placerville	4	\$20,311	\$5,078	\$3,324
Rancho Cordova	1	\$12,106	\$12,106	\$12,106
Redding	3	\$20,506	\$6,835	\$8,212
Rocklin	1	\$366,199	\$366,199	\$366,199
Roseville	4	\$30,659	\$7,665	\$7,095
Sacramento	50	\$824,288	\$16,486	\$5,000
Santa Rosa	12	\$122,879	\$10,240	\$2,900
Sebastopol	6	\$80,971	\$13,495	\$8,981
Sonoma	2	\$62,521	\$31,261	\$31,261
Sonora	1	\$2,629	\$2,629	\$2,629
South Lake Tahoe	2	\$29,026	\$14,513	\$14,153
St. Helena	1	\$20,050	\$20,050	\$20,050
Suisun City	1	\$1,025	\$1,025	\$1,025
Truckee	3	\$39,397	\$13,132	\$9,032
Vacaville	3	\$9,300	\$3,100	\$2,565
Vallejo	1	\$8,611	\$8,611	\$8,611
Weaverville	1	\$461	\$461	\$461
West Sacramento	2	\$19,739	\$9,870	\$9,870





Table 7 (cont.): 2014 Kickstarter Summary by State/Province and City

City	Number of Successful Projects	Total Dollars	Average Project Size	Median Project Size
Willitis	1	\$1,093	\$1,093	\$1,093
Windsor	2	\$40,294	\$20,147	\$20,147
Woodland	1	\$535	\$535	\$535
Total	174	\$2,578,074	\$14,817	\$4,148
<b>Oregon</b>				
City	Number of Successful Projects	Total Dollars	Average Project Size	Median Project Size
Albany	1	\$2,127	\$2,127	\$2,127
Applegate	4	\$56,260	\$14,065	\$12,384
Ashland	20	\$181,313	\$9,066	\$5,210
Astoria	1	\$12,603	\$12,603	\$12,603
Beaverton	3	\$8,104	\$2,701	\$449
Bend	7	\$156,852	\$22,407	\$13,042
Canby	2	\$7,520	\$3,760	\$3,760
Cannon Beach	1	\$10,416	\$10,416	\$10,416
Carlton	1	\$10,705	\$10,705	\$10,705
Coos Bay	2	\$1,882	\$941	\$941
Corbett	1	\$109,596	\$109,596	\$109,596
Corvallis	12	\$115,682	\$9,640	\$4,266
Cottage Grove	1	\$582	\$582	\$582
Damascus	1	\$71	\$71	\$71
Eugene	29	\$317,058	\$10,933	\$5,105
Grants Pass	3	\$47,722	\$15,907	\$15,622
Gresham	2	\$423	\$212	\$212
Helvetia	1	\$50,345	\$50,345	\$50,345
Hood River	1	\$17,230	\$17,230	\$17,230
Jacksonville	2	\$20,329	\$10,165	\$10,165
Klamath Falls	2	\$11,740	\$5,870	\$5,870
La Grande	1	\$1,500	\$1,500	\$1,500
La Pine	1	\$3,699	\$3,699	\$3,699
Lake Oswego	1	\$59,338	\$59,338	\$59,338
Lebanon	1	\$8,624	\$8,624	\$8,624
Lincoln City	1	\$12,595	\$12,595	\$12,595
Mcminnville	2	\$7,580	\$3,790	\$3,790
Medford	2	\$4,732	\$2,366	\$2,366
Milton-Freewater	1	\$14,806	\$14,806	\$14,806
Milwaukie	1	\$9,261	\$9,261	\$9,261
Monmouth	2	\$180	\$90	\$90
Mulino	1	\$341	\$341	\$341
Noti	1	\$1,672	\$1,672	\$1,672
Pleasant Hill	1	\$43,035	\$43,035	\$43,035
Portland	334	\$20,502,020	\$61,383	\$6,965
Rogue River	1	\$42,161	\$42,161	\$42,161



Table 7 (cont.): 2014 Kickstarter Summary by State/Province and City

City	Number of Successful Projects	Total Dollars	Average Project Size	Median Project Size
Salem	15	\$62,179	\$4,145	\$2,082
Scappoose	1	\$630	\$630	\$630
Sherwood	2	\$48,270	\$24,135	\$24,135
Silverton	1	\$48,458	\$48,458	\$48,458
Sisters	1	\$7,211	\$7,211	\$7,211
Talent	1	\$5,377	\$5,377	\$5,377
Tangent	2	\$16,478	\$8,239	\$8,239
The Dalles	1	\$4,156	\$4,156	\$4,156
Tigard	1	\$17,037	\$17,037	\$17,037
Tillamook	1	\$3,185	\$3,185	\$3,185
Toledo	1	\$5,055	\$5,055	\$5,055
Tualatin	1	\$5,055	\$5,055	\$5,055
West Linn	1	\$5,073	\$5,073	\$5,073
Wilsonville	2	\$31,300	\$15,650	\$15,650
Total	479	\$22,109,568	\$46,158	\$6,249
<b>Washington</b>				
City	Number of Successful Projects	Total Dollars	Average Project Size	Median Project Size
Alpental	1	\$200	\$200	\$200
Anacortes	2	\$29,337	\$14,669	\$14,669
Ariel	1	\$15,325	\$15,325	\$15,325
Auburn	2	\$206	\$103	\$103
Bainbridge	1	\$5,000	\$5,000	\$5,000
Ballard	1	\$350	\$350	\$350
Bellevue	6	\$148,585	\$24,764	\$12,176
Bellingham	29	\$201,174	\$6,937	\$3,690
Blaine	1	\$79,485	\$79,485	\$79,485
Bonney Lake	1	\$3,836	\$3,836	\$3,836
Bothell	2	\$2,814	\$1,407	\$1,407
Bremerton	3	\$43,920	\$14,640	\$11,052
Camano City	1	\$12,230	\$12,230	\$12,230
Camas	2	\$31,746	\$15,873	\$15,873
Centralia	1	\$48,831	\$48,831	\$48,831
Cheney	1	\$466	\$466	\$466
Clarkston	1	\$4,208	\$4,208	\$4,208
Dallesport	1	\$66,579	\$66,579	\$66,579
Duvall	1	\$11,894	\$11,894	\$11,894
Edmonds	3	\$19,970	\$6,657	\$6,677
Everett	5	\$73,220	\$14,644	\$1,041
Federal Way	1	\$1,671	\$1,671	\$1,671
Friday Harbor	2	\$27,937	\$13,969	\$13,969
Gig Harbor	2	\$17,272	\$8,636	\$8,636
Greenbank	1	\$9,182	\$9,182	\$9,182



Table 7 (cont.): 2014 Kickstarter Summary by State/Province and City

City	Number of Successful Projects	Total Dollars	Average Project Size	Median Project Size
Indianola	1	\$11,105	\$11,105	\$11,105
Issaquah	7	\$311,891	\$44,556	\$7,033
Kennewick	2	\$40,857	\$20,429	\$20,429
Kent	4	\$8,677	\$2,169	\$2,324
Kirkland	8	\$133,210	\$16,651	\$2,812
Lakewood	1	\$790	\$790	\$790
Langley	4	\$54,246	\$13,562	\$13,357
Leavenworth	1	\$5,350	\$5,350	\$5,350
Liberty lake	1	\$3,312	\$3,312	\$3,312
Longview	2	\$10,737	\$5,369	\$5,369
Lynwood	2	\$25,320	\$12,660	\$12,660
Maple Valley	2	\$6,652	\$3,326	\$3,326
Marysville	2	\$4,236	\$2,118	\$2,118
Mount Baker	1	\$10,685	\$10,685	\$10,685
Nine Mile Falls	1	\$3,147	\$3,147	\$3,147
Nordland	1	\$13,230	\$13,230	\$13,230
North Bend	2	\$17,260	\$8,630	\$8,630
Oean Park	1	\$502	\$502	\$502
Ocean Shores	1	\$525	\$525	\$525
Olympia	12	\$256,939	\$21,412	\$6,240
Phinney Ridge	1	\$29,087	\$29,087	\$29,087
Port Angeles	1	\$327	\$327	\$327
Port Orchard	1	\$50	\$50	\$50
Port Townsend	3	\$48,312	\$16,104	\$10,023
Poulsbo	3	\$153,834	\$51,278	\$57,458
Pullman	1	\$28,755	\$28,755	\$28,755
Puyallup	3	\$69,929	\$23,310	\$18,118
Redmond	10	\$182,564	\$18,256	\$6,420
Richland	1	\$37,690	\$37,690	\$37,690
Sammamish	1	\$838	\$838	\$838
Seabeck	1	\$1,075	\$1,075	\$1,075
Seattle	350	\$7,139,696	\$20,399	\$7,328
Sequim	2	\$4,527	\$2,264	\$2,264
Shoreline	1	\$2,387	\$2,387	\$2,387
Snohomish	2	\$10,948	\$5,474	\$5,474
Spanaway	2	\$5,591	\$2,796	\$2,796
Spokane Valley	1	\$840	\$840	\$840
Spokane	29	\$316,708	\$10,921	\$3,638
Stanwood	2	\$2,260	\$1,130	\$1,130
Sumner	1	\$9,767	\$9,767	\$9,767
Tacoma	21	\$335,698	\$15,986	\$7,165
Tekoa	1	\$607	\$607	\$607



Table 7 (cont.): 2014 Kickstarter Summary by State/Province and City

City	Number of Successful Projects	Total Dollars	Average Project Size	Median Project Size
Topperrish	1	\$11,628	\$11,628	\$11,628
Vancouver	10	\$335,698	\$33,570	\$7,165
Vashon	3	\$111,593	\$37,198	\$111,593
Walla Walla	4	\$52,992	\$13,248	\$11,670
Washougal	1	\$3,465	\$3,465	\$3,465
Winthrop	2	\$6,975	\$3,488	\$3,488
Woodinville	1	\$6,952	\$6,952	\$6,952
Yakima	2	\$8,927	\$4,464	\$4,464
Total	590	\$10,693,829	\$18,125	\$6,134
<b>Wyoming</b>				
City	Number of Successful Projects	Total Dollars	Average Project Size	Median Project Size
Boulder	1	\$412	\$412	\$412
Casper	1	\$600	\$600	\$600
Cheyenne	4	\$149,130	\$37,283	\$8,242
Cody	1	\$10,277	\$10,277	\$10,277
Jackson	5	\$200,009	\$40,002	\$31,198
Laramie	4	\$13,909	\$3,477	\$3,757
Pinedale	1	\$5,200	\$5,200	\$5,200
Total	17	\$379,537	\$22,326	\$5,471

## Economic Development District Micro-Loan Programs

**E**conomic Development Districts work to provide effective, efficient delivery of economic development services benefiting healthy and sustainable communities and businesses. Operating regionally, they forge strategies, solutions, and partnerships that achieve clear, quantifiable and tangible results, most of which would not have been feasible for a single local jurisdiction to implement. Economic Development Districts manage and deliver an abundance of federal and state programs based on local needs and priorities. The Federal government, through its US Economic Development Administration oversees a variety of programs that support regional development. These programs include<sup>13</sup>:

- **Public Works:** Empowers distressed communities to revitalize, expand, and upgrade their physical infrastructure to attract new industry, encourage business expansion, diversify local economies, and generate or retain long-term, private sector jobs and investment.
- **Economic Adjustment:** Assists state and local interests in designing and implementing strategies to adjust or bring about change to an economy. The program focuses on areas that have experienced or are under threat of serious structural damage to the underlying economic base. Under Economic Adjustment, EDA administers its Revolving Loan Fund (RLF) Program, which supplies small businesses and entrepreneurs with the gap financing needed to start or expand their business.
- **Partnership Planning:** Supports local organizations (Economic Development Districts, Indian Tribes, and other eligible areas) with long-term planning efforts. The Comprehensive Economic Development Strategy (CEDS) Content Guidelines, provides suggestions, tools, and resources for developing comprehensive economic development strategies.





- **Trade Adjustment Assistance for Firms:** A national network of 11 Trade Adjustment Assistance Centers to help strengthen the competitiveness of American companies that have lost domestic sales and employment because of increased imports of similar goods and services.
- **University Centers:** A partnership of the federal government and academia that makes the varied and vast resources of universities available to the economic development community.
- **Research and National Technical Assistance:** Supports research of leading edge, world class economic development practices and information dissemination efforts.
- **Local Technical Assistance:** Helps fill the knowledge and information gaps that may prevent leaders in the public and nonprofit sectors in distressed areas from making optimal decisions on local economic development issues.

**Table 8: Economic Development Micro-Loan Providers**

<b>Washington</b>	
<b>Benton-Franklin Council of Governments</b>	
Contact	Brian Malley
Address	1622 Terminal Dr. Richland, WA 99354
Email	bmalley@bfcog.us
Phone #	509-943-9185
Counties	Benton, Franklin
Website	bfcog.us
<b>Central Puget Sound Economic Development District</b>	
Contact	
Address	1011 Western Ave, Suite 500, Seattle, WA 98104
Email	info@psrc.org
Phone #	206-464-7090
Counties	King, Kitsap, Pierce, Snohomish
Website	psrc.org
<b>Columbia-Pacific Resource Conservation and Economic Development District</b>	
Contact	
Address	330 Pioneer Ave. W, Montesano, WA 98563
Email	jzepp@colpac.org
Phone #	360-249-2267
Counties	Grays Harbor, Mason, Pacific, Wahkiakum
Website	colpac.org
<b>Cowlitz-Wahkiakum Council of Governments</b>	
Contact	
Address	207 4th Avenue North, Kelso, WA 98626
Email	cwcog@cwcog.org
Phone #	360-577-3041



Table 8 (cont.): Economic Development Micro-Loan Providers

Counties	Cowlitz, Lewis, Wahkiakum
Website	cwcog.org
North Central Washington Economic Development District	
Contact	
Address	135 East Johnson, Chelan, WA
Email	admin@ncwedd.com
Phone #	509-682-6907
Counties	Chelan, Douglas, Okanogan, Colville Confederated Tribe
Website	ncwedd.com
Peninsula Development Association	
Contact	
Address	P.O Box 1085, Port Angeles, WA 98362
Email	lrotmark@clallam.org
Phone #	360-457-7793
Counties	Jefferson, Clallam
Website	northolympicpda.blogspot.com
SouthEast Washington Economic Development Association	
Contact	Marshall Doak
Address	Association 845 Port, Way Clarkston, WA 99403
Email	
Phone #	509-751-9144
Counties	Asotin, Garfield, Columbia, Whitman
Website	seweda.org
Tri County Economic Development District	
Contact	Cassandra Maravilla
Address	986 South Main Street, Suite A, Colville, WA 99114
Email	admin@teddonline.com
Phone #	509-684-4571
Counties	Ferry, Pend, Oreille, Stevens
Website	tricountyedd.com
<b>Oregon</b>	
CCD Business Development Corporation	
Contact	Tracy Loomis
Address	522 SE Washington Ave, Suite 111-A, Roseburg, OR 97470
Email	t.loomis@ccdbusiness.com
Phone #	541-672-6728
Counties	Coos, Curry, Douglas
Website	www.ccdbusiness.org
Central Oregon Intergovernmental Council	
Contact	Scott Aycok
Address	334 NE Hawthorne Ave
Email	scotta@coic.org
Phone #	541-548-9523



Table 8 (cont.): Economic Development Micro-Loan Providers

Counties	Crook, Deschutes, Jefferson
Website	www.coic.org
Columbia-Pacific Economic Development District	
Contact	Mary McArthur
Address	100 E Street, PO Box 534, Columbia City, Oregon 97051
Email	mbmcarthur@nworegon.org
Phone #	503-397-3099
Counties	Clatsop, Columbia, Tillamook, Western Washington County
Website	www.nworegon.org
Greater Eastern Oregon Development Corp	
Contact	Tillman Carr
Address	PO Box 1041, 2016 Airport Road, Pendleton, Oregon 97801
Email	tillman.carr@geodc.net
Phone #	541-276-6745
Counties	Gilliam, Grant, Morrow, Umatilla, Wheeler, Harney, Malheur
Website	www.geodc.net
Mid-Columbia Economic Development District	
Contact	Amanda Hoey
Address	515 East Second Street, The Dalles, Oregon 97058
Email	amanda@mcedd.org
Phone #	541-296-2266
Counties	Skamania and Klickitat - Washington, Hood River, Wasco, Sherman - Oregon
Website	www.mcedd.org
Mid Willamette Valley Council of Governments	
Contact	Renata Wakeley
Address	100 High Street SE, Suite 200, Salem, OR 97301
Email	renatac@mwvcog.org
Phone #	503-540-1616
Counties	Marion, Polk, Yamhill
Website	www.mwvcog.org
Northeast Oregon Economic Development District	
Contact	Lisa Dawson
Address	101 NE First Stree, Suite 100 Enterprise, OR 97828
Email	lisadawson@neoedd.org
Phone #	541-426-3598
Counties	Baker, Union, Wallowa
Website	www.neoedd.org
Oregon Cascades West Council of Governments	
Contact	Charlie Mitchell
Address	1400 Queen Avenue, SE Suite 205, Albany, OR 97322
Email	cmitchell@ocwcog.org
Phone #	541-924-8458



Table 8 (cont.): Economic Development Micro-Loan Providers

Counties	Benton, Lane, Lincoln, Linn
Website	www.ocwcog.org
Greater Portland Economic Development District, Inc.	
Contact	Derrick Olsen
Address	111 SW Columbia Street, Suite 830, Portland, OR 97204
Email	derrick.olsen@greaterportlandinc.com
Phone #	503-445-8065
Counties	Multnomah, Clackamas, Washington - Oregon, Clark - Washington
Website	www.greaterportlandinc.com
South Central Oregon Economic Development District	
Contact	Betty Riley
Address	317 South 7th Street, Klamath Falls, OR 97601
Email	betty@scoedd.org
Phone #	541-884-5593
Counties	Lake, Klamath
Website	www.scoedd.org
Southern Oregon Regional Economic Development, Inc.	
Contact	Ron Fox
Address	100 East Main St, Suite A, Medford, OR 97501
Email	ron@soredi.org
Phone #	541-773-8946
Counties	Jackson, Josephine
Website	www.soredi.org
<b>Idaho</b>	
Clearwater Economic Development Association	
Contact	
Address	1626 6th Avenue North, Lewiston, ID 83501
Email	info@clearwater-eda.org
Phone #	208-746-0015
Counties	Clearwater, Idaho, Lewis, Latah, Nez Perce
Website	clearwater-eda.org
East-Central Planning and Development Association	
Contact	
Address	299 E 4th N, Rexburg, ID 83440
Email	
Phone #	208-356-4524
Counties	Bonneville, Butte, Clark, Custer, Fremont, Jefferson, Lemhi, Madison, Teton
Website	thudevco.net
Idaho Council of Governments Serving Southwest Idaho	
Contact	
Address	1224 1st Street South, Suite 303, Nampa, ID 83651
Email	info@idahocog.com
Phone #	208-466-4391





Table 8 (cont.): Economic Development Micro-Loan Providers

Counties	
Website	idahocog.com
Panhandle Area Council	
Contact	Wally Jacobson
Address	11100 N Airport Drive, Hayden, ID 83835
Email	wjacobson@pacni.org
Phone #	208-772-0584
Counties	Bonner, Boundary, Kootenai, Shoshone, Benewah
Website	pacni.org
Region IV Development Association Inc	
Contact	Cheryl Reeder
Address	315 Falls Avenue, Evergreen Bulding, SIDC Wing #C77, Twin Falls, ID 83301
Email	cheryl@rivda.org
Phone #	208-732-5727
Counties	Camas, Blaine, Gooding, Lincoln, Jerome, Minidoka, Twin Falls, Cassia
Website	rivda.org
Southeast Idaho Council of Governments	
Contact	Kathleen Lewis
Address	214 E. Center Street, Pocatello, ID 83205
Email	kathleen@sicog.org
Phone #	208-233-4535
Counties	Bingham, Power, Bannock, Caribou, Oneida, Franklin, Bear Lake
Website	sicog.org
<b>Montana</b>	
Bear Paw Development Corporation of Northern Montana	
Contact	Michelle Burchard
Address	48 Second Avenue, Havre, MT 59501
Email	mburchard@bearpaw.org
Phone #	406-265-9226
Counties	Hill, Blaine, Liberty, Chouteau, Phillips and Fort Belknap, Rocky Boy's Indian Reservations
Website	bearpaw.org
Beartooth Resource Conservation and Development Area, Inc	
Contact	
Address	128 South Main Street, Joliet, MT 59041
Email	
Phone #	406-962-3914
Counties	Stillwater, Carbon, Yellowstone, Sweet Grass, Big Horn
Website	beartooth.org
Bitter Root Economic Development District	
Contact	
Address	1121 East Broadway, suite 120, Missoula, MT 59802
Email	



Table 8 (cont.): Economic Development Micro-Loan Providers

Phone #	406-258-3435
Counties	Mineral, Missoula, Ravalli
Website	bredd.org
Eastern Plains Economic Development Corporation	
Contact	Jason Rittal
Address	PO Box 497, Terry, MT 49349
Email	jrittal@midrivers.com
Phone #	406-698-3255
Counties	Carter, Dawson, Fallon, Prairie, Wibaux
Website	epedc.com
Great Northern Development Corporation	
Contact	
Address	233 Cascade Street, Wolf Point, MT 59201
Email	info@gndc.org
Phone #	406-653-2590
Counties	Valley, Daniels, Sheridan, Roosevelt, Garfield, McCone
Website	gndc.org
Headwaters Resource Conservation and Development Area, Inc	
Contact	Barbie Durham
Address	65 E Broadway, Butte, MT 59701
Email	bdurham@headwatersrcd.org
Phone #	406-782-7333
Counties	Butte-Silver Bow, Jefferson, Granite, Beaverhead, Madison, Powell, Deer Lodge
Website	headwatersrcd.org
Montana Business Assistance Connection, Inc	
Contact	Brian Obert
Address	225 Cruse Avenue, Helena, MT 59601
Email	bobert@mbac.biz
Phone #	406-447-1510
Counties	Lewis and Clark, Broadwater, Meagher
Website	mbac.biz
Northern Rocky Mountain Economic Development District	
Contact	
Address	
Email	info@nrmedd.org
Phone #	
Counties	Park, Gallatin
Website	nrmedd.org
Snowy Mountain Development Corporation	
Contact	
Address	613 NE Main Street, Lewiston, MT 59457
Email	smdckaren@midrivers.com



Table 8 (cont.): Economic Development Micro-Loan Providers

Phone #	406-535-2591
Counties	Judith Basin, Fergus, Petroleum, Wheatland, Golden Valley, Musselshell
Website	snowymtndev.com
Southeastern Montana Development Corporation	
Contact	
Address	6200 Main St, Colstrip, MT 59323
Email	jatchison@semdec.org
Phone #	406-748-2990
Counties	Treasure, Custer, Powder River, Rosebud
Website	semdec.org
Sweetgrass Development	
Contact	
Address	521 1st Avenue NW, Great Falls, MT 59404
Email	sweetgrassdevelopment@gmail.com
Phone #	406-727-5173
Counties	Cascade, Glacier, Pondera, Teton, Toole
Website	sweetgrassdevelopment.org/sweet
<b>Wyoming</b>	
Southeast Wyoming Economic Development District	
Contact	Karen Guidice
Address	851 Gilchrist, Wheatland, WY 82201
Email	kareng@southeastwyomingedd.org
Phone #	307-331-5761
Counties	Albany, Plat, Gos, Laramie
Website	highplainsedd.org
Northeast Wyoming Economic Development Coalition	
Contact	
Address	201 West Lakeway Road, Suite 903, Gillette, WY 82718
Email	linda@newedc.com
Phone #	307-686-3672
Counties	Campbell, Converse, Crook, Niobrara, Weston
Website	newedc.com
<b>Northern California</b>	
Central Sierra Economic Development District	
Contact	
Address	99 North Washington Street, Sonoma, CA 95370
Email	Contact Us Form - <a href="http://csedd.org/contact-us">http://csedd.org/contact-us</a>
Phone #	209-591-8711
Counties	Alpine, Calaveras, Mariposa, Tuolumne
Website	csedd.org
Sierra Economic Development Corporation	



Table 8 (cont.): Economic Development Micro-Loan Providers

Contact	
Address	560 Wall Street, Suite F, Auburn, CA 95603
Email	Contact Us Form - <a href="http://www.sedcorp.biz/contact">http://www.sedcorp.biz/contact</a>
Phone #	530-823-4703
Counties	El Dorado, Nevada, Placer, Sierra
Website	<a href="http://sedcorp.biz">sedcorp.biz</a>
Superior California Economic Development	
Contact	
Address	350 Hartnell Ave, Suite A, Redding, CA 96002
Email	Contact Us Form - <a href="http://www.scedd.org/contact.php">http://www.scedd.org/contact.php</a>
Phone #	530-225-2760
Counties	Modoc, Shasta, Trinity, Siskiyou
Website	<a href="http://scedd.org">scedd.org</a>
3Core Economic Development Corporation	
Contact	Marc Nemanic
Address	3120 Cohasset Road, Suite 1, Chico, CA 95973
Email	<a href="mailto:mnemanic@3coreedc.org">mnemanic@3coreedc.org</a>
Phone #	530-893-8732
Counties	Butte, Glenn, Tehama
Website	<a href="http://3coreedc.org">3coreedc.org</a>
Yuba-Sutter Economic Development Corporation	
Contact	Dana Burroughs
Address	950 Tharp Road, Suite 1303, Yuba City, CA 95993
Email	<a href="mailto:dburroughs@ysedc.org">dburroughs@ysedc.org</a>
Phone #	530-751-8555
Counties	Sutter, Yuba
Website	<a href="http://ysedc.org">ysedc.org</a>
<b>Alaska</b>	
Kenai Peninsula Economic Development District	
Contact	Rick Roeske
Address	14896 Kenai Spur Hwy, Suite 103-A, Kenai, AK 99611
Email	<a href="mailto:rroeske@kpedd.org">rroeske@kpedd.org</a>
Phone #	907-283-3335
Counties	Kenai Peninsula Borough
Website	<a href="http://kpedd.org">kpedd.org</a>
Prince William Sound Economic Development District	
Contact	
Address	2207 Spenard Rd, Suite 207, Anchorage, AK 99503
Email	<a href="mailto:pwsedd@gmail.com">pwsedd@gmail.com</a>
Phone #	907-222-2440
Counties	Chenega Bay, Cordova, Tatitlek, Valdez, Whittier
Website	<a href="http://pwsedd.org">pwsedd.org</a>





Table 8 (cont.): Economic Development Micro-Loan Providers

Southeast Conference	
Contact	
Address	612 Willoughby Ave, Suite B, Juneau, AK 99801
Email	info@seconference.org
Phone #	907-586-4360
Counties	
Website	seconference.org
Southwest Alaska Municipal Conference	
Contact	
Address	3300 Arctic BLV, Ste. 203, Anchorage, Alaska 99503
Email	
Phone #	907-562-7380
Counties	Aleutians East Borough, Aleutians West Census Area, Bristol Bay Borough, Dillingham Census Area, Kodiak Island Borough, Lake & Peninsula Borough
Website	swamc.org

# Community Development Financial Institutions

Community development financial institutions (CDFIs) are private financial institutions that are 100% dedicated to delivering responsible, affordable lending to help low-income, low-wealth, and other disadvantaged people and communities join the economic mainstream. By financing community businesses—including small businesses, microenterprises, nonprofit organizations, commercial real estate, and affordable housing—CDFIs spark job growth and retention in hard-to serve markets across the nation. CDFIs are profitable but not profit-maximizing. They put community first, not the shareholder. For more than 30 years, they have had a proven track record of making an impact in those areas of America that need it most<sup>14</sup>. As with mainstream lenders, a variety of institutions has emerged to serve the broad range of needs in emerging domestic markets. Although they share a common vision of expanding economic opportunity and improving the quality of life for low-income people and communities, the four CDFI sectors—banks, credit unions, loan funds, and venture capital (VC) funds—are characterized by different business models and legal structures:

**Community development banks** provide capital to rebuild economically distressed communities through targeted lending and investing. They are for-profit corporations with community representation on their boards of directors. Depending on their individual charter, such banks are regulated by some combination of the Federal Deposit Insurance Corporation (FDIC), the Federal Reserve, the Office of the Comptroller of the Currency, the Office of Thrift Supervision, and state banking agencies. Their deposits are insured by FDIC<sup>15</sup>.

**Community development credit unions** (CDCUs) promote ownership of assets and savings and provide affordable credit and retail financial services to low-income people, often with special outreach to minority communities. They are nonprofit financial cooperatives owned by their members. Credit unions are regulated by

<sup>14</sup> <http://ofn.org/what-cdfi>  
<sup>15</sup> <http://ofn.org/what-cdfi>



the National Credit Union Administration (NCUA), an independent federal agency, by state agencies, or both. In most institutions, deposits are also insured by NCUA<sup>16</sup>.

**Community development loan funds** (CDLFs) provide financing and development services to businesses, organizations, and individuals in low-income communities. There are four main types of loan funds: microenterprise, small business, housing, and community service organizations. Each is defined by the client served, though many loan funds serve more than one type of client in a single institution. CDLFs tend to be nonprofit and governed by boards of directors with community representation<sup>17</sup>.

**Community development venture capital** (CDVC) funds provide equity and debt-with-equity-features for small and medium-sized businesses in distressed communities. They can be either for-profit or nonprofit and include community representation<sup>18</sup>.

A significant source of public capital for CDFIs is the US government. The US Department of the Treasury operates a Community Development Financial Institutions Fund which aims to empower America’s financially distressed communities. The CDFI Fund achieves its purpose by promoting access to capital and local economic growth in the following ways<sup>19</sup>:

- through its Community Development Financial Institutions Program by directly investing in, supporting and training CDFIs that provide loans, investments, financial services and technical assistance to underserved populations and communities;
- through its New Markets Tax Credit (NMTC) Program by providing an allocation of tax credits to Community Development Entities which enable them to attract investment from the private-sector and reinvest these amounts in low-income communities;
- through its Bank Enterprise Award (BEA) Program by providing an incentive to banks to invest in their communities and in other CDFIs; and
- through its Native Initiatives, by taking action to provide financial assistance, technical assistance, and training to Native CDFIs and other Native entities proposing to become or create Native CDFIs.
- through its CDFI Bond Guarantee Program by issuing bonds to support CDFIs that make investments for eligible community or economic development purposes.

Table 9: Community Development Financial Institution Activity and Awardees

Alaska					
Alaska Awardee	City	State	Year	Program	Amount
Alaska Growth Capital BIDCO, Inc.	Anchorage	AK	2013	NACA	\$750,000.00
Cook Inlet Lending Center, Inc.	Anchorage	AK	2013	NACA	\$750,000.00
Alaska Growth Capital BIDCO, Inc.	Anchorage	AK	2014	NACA	\$500,000.00
Cook Inlet Lending Center, Inc.	Anchorage	AK	2014	NACA	\$750,000.00
Alaska Organization Name	Financial Institution Type	Native CDFI (Y/N)	City	State	Zipcode
Alaska Growth Capital BIDCO, Inc.	Loan Fund	Y	Anchorage	Alaska	99503-5965
Aleutian Financial, Inc.	Loan Fund	Y	Anchorage	Alaska	99503-4104

16 <http://ofn.org/what-cdfi>  
17 <http://ofn.org/what-cdfi>  
18 <http://ofn.org/what-cdfi>  
19 <https://www.cdfifund.gov>



Table 9 (cont.): Community Development Financial Institution Activity and Awardees

Coastal Villages Community Dev Fund, LLC	Loan Fund	Y	Anchorage	Alaska	99501-3461
Cook Inlet Lending Center, Inc.	Loan Fund	Y	Anchorage	Alaska	99503-3777
Haa Yakaawu Financial Corporation	Loan Fund	N	Juneau	Alaska	99803-2237
MAC Federal Credit Union	Credit Union	N	Fort Wainwright	Alaska	99703-9624
Tongass Federal Credit Union	Credit Union	N	Ketchikan	Alaska	99901-6046
<b>Northern California</b>					
Northern California Awardee	City	State	Year	Program	Amount
First Choice Bank	Cerritos	CA	2013	BEA	\$323,000.00
Karuk Community Loan Fund, Inc.	Yreka	CA	2013	NACA	\$149,925.00
Rural Community Assistance Corporation	West Sacramento	CA	2013	FA	\$1,347,000.00
Westwater Financial, Inc.	Geyserville	CA	2013	NACA	\$146,600.00
Karuk Community Loan Fund, Inc.	Yreka	CA	2014	NACA	\$500,000.00
Rural Community Assistance Corporation	West Sacramento	CA	2014	FA	\$1,750,000.00
Westwater Financial, Inc.	Geyserville	CA	2014	NACA	\$149,783.00
Northern California Organization Name	Financial Institution Type	Native CDFI (Y/N)	City	State	Zipcode
3CORE, Inc.	Loan Fund	N	Chico	California	95973-0978
Arcata Economic Development Corporation	Loan Fund	N	Arcata	California	95521
California Capital Financial Development Corp	Loan Fund	N	Sacramento	California	95811-5286
Community Credit Union of Southern Humboldt	Credit Union	N	Garberville	California	95542-3116
Economic Development and Financing Corporation	Loan Fund	N	Ukiah	California	95482-5011
Hoopla Development Fund	Loan Fund	Y	Hoopla	California	95546-1307
Karuk Community Loan Fund, Inc.	Loan Fund	Y	Yreka	California	96097-3008
Mendo Lake Credit Union	Credit Union	N	Ukiah	California	95482-1410
Nehemiah Community Reinvestment Fund, Inc.	Loan Fund	N	Sacramento	California	95811-0131
Opening Doors, Inc.	Loan Fund	N	Sacramento	California	95825-8541
Rural Community Assistance Corporation	Loan Fund	N	West Sacramento	California	95691-5010
Sacramento Neighborhood Housing Services, Inc.	Loan Fund	N	Sacramento	California	95817-3102
The Alliance CDFI	Loan Fund	Y	Klamath	California	95548-0000
Travis Credit Union	Credit Union	N	Vacaville	California	95687-3276
Westwater Financial, Inc.	Loan Fund	Y	Windsor	California	95492-8954
<b>Idaho</b>					
Idaho Awardee	City	State	Year	Program	Amount
Neighborhood Housing Services Lending, Inc.	Boise	ID	2013	FA	\$600,000.00



Table 9 (cont.): Community Development Financial Institution Activity and Awardees

Pocatello Neighborhood Housing Services, Inc.	Pocatello	ID	2014	FA	\$470,748.00
Idaho Organization Name	Financial Institution Type	Native CDFI (Y/N)	City	State	Zipcode
Idaho-Nevada Community Dev Financial Institution	Loan Fund	N	Boise	Idaho	83704-8128
Latah Federal Credit Union	Credit Union	N	Moscow	Idaho	83843-3150
NHS Lending, Inc.	Loan Fund	N	Boise	Idaho	83706-2501
Pocatello Neighborhood Housing Services, Inc.	Loan Fund	N	Pocatello	Idaho	83204-1146
<b>Montana</b>					
Montana Awardee	City	State	Year	Program	Amount
Native American Development Corporation	Billings	MT	2013	NACA	\$145,424.00
NACDC Financial Services Inc.	Browning,	MT	2013	NACA	\$150,000.00
RDI Financial, Inc.	Great Falls	MT	2013	TA	\$87,050.00
Montana Community Development Corporation	Missoula	MT	2013	FA	\$1,347,000.00
Montana Community Development Corporation	Missoula	MT	2013	NMTC	\$55,000,000.00
Great Northern Development Corporation	Wolf Point	MT	2013	TA	\$62,774.00
NACDC Financial Services Inc.	Browning,	MT	2014	NACA	\$150,000.00
Montana Community Development Corporation	Missoula	MT	2014	FA	\$2,000,000.00
Montana Community Development Corporation	Missoula	MT	2014	NMTC	\$65,000,000.00
Lake County Community Development Corp.	Ronan	MT	2014	FA	\$700,000.00
Montana Organization Name	Financial Institution Type	Native CDFI (Y/N)	City	State	Zipcode
Butte Local Development Corporation	Loan Fund	N	Butte	Montana	59701-1923
Great Falls Development Authority, Inc.	Loan Fund	N	Great Falls	Montana	59401-3127
Lake County Community Development Corp.	Loan Fund	N	Ronan	Montana	59864-2710
McCone County Federal Credit Union	Credit Union	N	Circle	Montana	59215-0079
Missoula Federal Credit Union	Credit Union	N	Missoula	Montana	59801-7360
Montana Community Development Corporation	Loan Fund	N	Missoula	Montana	59802-4531
Montana Homeownership Network	Loan Fund	Y	Great Falls	Montana	59401-2508
Mountain West FCU	Credit Union	N	Butte	Montana	59701-1923
NACDC Financial Services Inc.	Loan Fund	Y	Browning,	Montana	59417-3029
Native American Development Corporation	Loan Fund	Y	Billings	Montana	59101-1996
Wolf Point Federal Credit Union	Credit Union	Y	Wolf Point	Montana	59201-0426



Table 9 (cont.): Community Development Financial Institution Activity and Awardees

Oregon					
Oregon Awardee	City	State	Year	Program	Amount
Albina Community Bank	Portland	OR	2013	BEA	\$256,950
Ecotrust CDE LLC	Portland	OR	2013	NMTC	\$35,000,000
Innovative Changes	Portland	OR	2013	TA	\$95,161
National Community Fund I, LLC	Portland	OR	2013	NMTC	\$55,000,000
Northwest Community Capital Fund	Portland	OR	2013	TA	\$20,000
Community and Shelter Assistance Corporation	Sherwood	OR	2013	FA	\$1,347,000
Community LendingWorks	Springfield	OR	2013	FA	\$420,000
Community Housing Fund	Beaverton	OR	2014	TA	\$104,552
Albina Community Bank	Portland	OR	2014	BEA	\$170,100
HDC Community Fund LLC	Portland	OR	2014	FA	\$250,000
National Community Fund I, LLC	Portland	OR	2014	NMTC	\$65,000,000
Network for Oregon Affordable Housing	Portland	OR	2014	FA	\$880,970
Oregon Organization Name	Financial Institution Type	Native CDFI (Y/N)	City	State	Zipcode
Affiliated Tribes of Northwest Indians Financial Services	Loan Fund	Y	Dallas	Oregon	97338-9468
Albina Community Bancorp	Depository Inst	N	Portland	Oregon	97209-3113
Albina Community Bank	Bank or Thrift	N	Portland	Oregon	97209-3113
Albina Opportunities Corporation	Loan Fund	N	Portland	Oregon	97232-2788
Cascade Community Federal Credit Union	Credit Union	N	Roseburg	Oregon	97470-0269
Community and Shelter Assistance Corporation	Loan Fund	N	Sherwood	Oregon	97140-9930
Community Housing Fund	Loan Fund	N	Beaverton	Oregon	97005-2372
Community LendingWorks	Loan Fund	N	Springfield	Oregon	97477-5370
Cutting Edge Federal Credit Union	Credit Union	N	Milwaukie	Oregon	97222-0446
HDC Community Fund LLC	Loan Fund	N	Portland	Oregon	97232-2686
Innovative Changes	Loan Fund	N	Portland	Oregon	97232-1309
Marion and Polk Schools Credit Union	Credit Union	N	Salem	Oregon	97309-0398
Micro Enterprise Services of Oregon	Loan Fund	N	Portland	Oregon	97212-1119
MID OREGON FEDERAL CREDIT UNION	Credit Union	N	Bend	Oregon	97708-6749
Network for Oregon Affordable Housing	Loan Fund	N	Portland	Oregon	97205-2510
Northwest Community Capital Fund	Loan Fund	N	Portland	Oregon	97209-4044
Pacific Crest Federal Credit Union	Credit Union	N	Klamath Falls	Oregon	97603-4522
Point West Credit Union	Credit Union	N	Portland	Oregon	97232-2274
Portland Housing Center	Loan Fund	N	Portland	Oregon	97232-2557
SELCO Community Credit Union	Credit Union	N	Eugene	Oregon	97401-3254





Table 9 (cont.): Community Development Financial Institution Activity and Awardees

Washington					
Washington Awardee	City	State	Year	Program	Amount
The Lending Network	Chehalis	WA	2013	TA	\$97,448
Newrizons Federal Credit Union	Hoquiam	WA	2013	FA	\$495,000
Northwest Native Development Fund	Nespelem	WA	2013	NACA	\$350,000
Chehalis Tribal Loan Fund	Oakville	WA	2013	NACA	\$150,000
Express Credit Union	Seattle	WA	2013	TA	\$100,000
HomeSight	Seattle	WA	2013	FA	\$1,347,000
New Roots Fund	Seattle	WA	2013	TA	\$95,972
Seattle Investment Fund LLC	Seattle	WA	2013	NMTC	\$28,000,000
Washington Access Fund	Seattle	WA	2013	FA	\$600,000
SNAP Financial Access	Spokane	WA	2013	FA	\$600,000
Taala Fund	Taholah	WA	2013	NACA	\$150,000
Cascade Forest Products Credit Union	Vancouver	WA	2013	TA	\$86,470
Office of Rural and Farmworker Housing	Yakima	WA	2013	FA	\$350,000
Industrial CU of Whatcom County	Bellingham	WA	2014	FA	\$1,996,000
Lummi Community Development Financial Inst	Bellingham	WA	2014	NACA	\$149,961
North Central Washington Business Loan Fund	Chelan	WA	2014	FA	\$68,920
Craft3	Ilwaco	WA	2014	FA	\$2,000,000
Northwest Native Development Fund	Nespelem	WA	2014	NACA	\$145,950
Lower Valley Credit Union	Sunnyside	WA	2014	FA	\$1,650,000
Taala Fund	Taholah	WA	2014	NACA	\$142,712
Rural Community Development Resources	Yakima	WA	2014	TA	\$124,999
Washington Organization Name	Financial Institution Type	Native CDFI (Y/N)	City	State	Zipcode
CALCOE Federal Credit Union	Credit Union	N	Yakima	Washington	98902-1347
Cascade Forest Products Credit Union	Credit Union	N	Vancouver	Washington	98660-3045
Chehalis Tribal Loan Fund	Loan Fund	Y	Oakville	Washington	98568-0536
Craft3	Loan Fund	N	Ilwaco	Washington	98624-0826
Express Credit Union	Credit Union	N	Seattle	Washington	98134-1627
HomeSight	Loan Fund	N	Seattle	Washington	98118-1928
Impact Capital	Loan Fund	N	Seattle	Washington	98104
Industrial CU of Whatcom County	Credit Union	N	Bellingham	Washington	98225-5014
Lower Valley Credit Union	Credit Union	N	Sunnyside	Washington	98944-1502
Lummi Community Development Financial Institution	Loan Fund	Y	Ferndale	Washington	98225-9291
Newrizons Federal Credit Union	Credit Union	N	Hoquiam	Washington	98550-2006



Table 9 (cont.): Community Development Financial Institution Activity and Awardees

North Central Washington Business Loan Fund	Loan Fund	N	Chelan	Washington	98816-3032
North Coast Credit Union	Credit Union	N	Bellingham	Washington	98225-3113
Northwest Native Development Fund	Loan Fund	Y	Nespelem	Washington	99155-0148
Office of Rural and Farmworker Housing	Loan Fund	N	Yakima	Washington	98902-2965
Peninsula Community Federal Credit Union	Credit Union	N	Shelton	Washington	98584-3520
Rural Community Development Resources	Loan Fund	N	Yakima	Washington	98909-0492
Seattle Eco Dev Assoc d/b/a Community Capital	Loan Fund	N	Seattle	Washington	98144-2022
Seattle Eco Dev Fund d/b/a Community Capital	Loan Fund	N	Seattle	Washington	98144-2022
SNAP Financial Access	Loan Fund	N	Spokane	Washington	99202-4150
Taala Fund	Loan Fund	Y	Pacific Beach	Washington	98571-9900
The Lending Network	Loan Fund	N	Chehalis	Washington	98532-0916
Thurston Union of Low-Income People (TULIP) Cooperative Credit Union	Credit Union	N	Olympia	Washington	98507-0000
Washington Access Fund	Loan Fund	N	Seattle	Washington	98104-3844
Washington Community Alliance for Self-Help	Loan Fund	N	Seattle	Washington	98144-4637
Washington Community Reinvestment Association	Loan Fund	N	Seattle	Washington	98101-3132
<b>Wyoming</b>					
Wyoming Awardee	City	State	Year	Program	Amount
Wind River Development Fund	Fort Washakie	WY	2014	NACA	\$750,000.00
Wyoming Organization Name	Financial Institution Type	Native CDFI (Y/N)	City	State	Zipcode
Wind River Development Fund	Loan Fund	Y	Fort Washakie	Wyoming	82514-0661



# New Markets Tax Credit Program

The New Markets Tax Credit (NMTC) Program, enacted by Congress as part of the Community Renewal Tax Relief Act of 2000, is incorporated as section 45D of the Internal Revenue Code. This Code section permits individual and corporate taxpayers to receive a credit against federal income taxes for making Qualified Equity Investments (QEI) in qualified community development entities (CDEs). These investments are expected to result in the creation of jobs and material improvement in the lives of residents of low-income communities. Examples of expected projects include financing small businesses, improving community facilities such as daycare centers, and increasing home ownership opportunities. A "low-income community" is defined as any population census tract where the poverty rate for such tract is at least 20% or in the case of a tract not located within a metropolitan area, median family income for such tract does not exceed 80 of statewide median family income, or in the case of a tract located within a metropolitan area, the median family income for such tract does not exceed 80% of the greater of statewide median family income or the metropolitan area median family income. As part of the American Jobs Creation Act of 2004, IRC §45D(e)(2) was amended to provide that targeted populations may be treated as low-income communities. A "targeted population" means individuals, or an identifiable group of individuals, including an Indian tribe, who are low-income persons or otherwise lack adequate access to loans or equity investments<sup>20</sup>.

Table 10: 2013 New Markets Tax Credit Programs Summary<sup>21</sup>

Alaska		
City	Investment Amount (\$)	# of Projects
Anchorage	\$43,609,416	4
Anvik	\$400,000	1
Chevak	\$140,523,585	1
Galena	\$7,644,000	1
Kotzebue	\$17,460,995	1
Platinum	\$40,300,000	1
Total	\$249,937,996	9

Northern California		
City	Investment Amount (\$)	# of Projects
Arcata	\$1,800,000	1
Corning	\$900,000	1
Dunsmuir	\$71,250,000	1
Guerneville	\$500,000	1
Roseville	\$358,000	1
Sacramento	\$566,382,434	8
Woodland	\$352,207	1
Total	\$641,542,641	14

Idaho		
City	Investment Amount (\$)	# of Projects
Boise	\$2,467,600	4
Coeur d'Alene	\$20,218,000	2
Idaho Falls	\$3,082,477	1
Kellogg	\$250,000	1
Pocatello	\$1,450,000	1
Rexburg	\$12,899,250	1
Total	\$40,367,327	10

Montana		
City	Investment Amount (\$)	# of Projects
Arlee	\$1,620,000	1
Billings	\$24,768,000	1
Bozeman	\$21,399,000	3
Butte	\$7,968,000	1
Crow Agency	\$8,624,000	1
Havre	\$7,081,000	1
Helena	\$31,323,200	4
Libby	\$16,321,082	1
Missoula	\$23,123,000	3
Polson	\$5,771,500	1
Total	\$147,998,782	11

<sup>20</sup> <https://www.irs.gov/pub/irs-utl/atgnmtc.pdf>

<sup>21</sup> Novogradac. 2013 is the most recent year with summary data available



Table 10 (cont.): New Markets Tax Credit Programs Summary

Washington		
City	Investment Amount (\$)	# of Projects
Aberdeen	\$56,083,000	3
Anacortes	\$9,994,000	1
Auburn	\$17,640,000	1
Bay Center	\$866,482	1
Bremerton	\$21,976,892	2
Burien	\$23,271,500	1
Centralia	\$1,020,100	1
Clallam Bay	\$3,000,000	1
Darrington	\$6,155,000	1
Ellensburg	\$980,000	1
Elma	\$8,370,000	1
Everette	\$19,130,000	1
Gig Harbor	\$1,044,690	1
Ilwaco	\$3,166,750	1
Kelso	\$1,110,000	1
Kent	\$37,370,000	1
Lakewood	\$3,694,985	1
Langley	\$4,081,327	1
Omak	\$4,649,550	1
Pasco	\$669,550	1
Port Angeles	\$23,181,951	2
Port Townsend	\$1,587,989	1
Quincy	\$8,730,000	1
Rochester	\$3,000,000	1
Rosalia	\$1,250,000	1
Seatac	\$15,757,500	1
Seattle	\$440,775,303	34
Shelton	\$4,661,126	1
Spokane	\$56,038,238	4
Tacoma	\$83,757,850	7
Tukwila	\$17,947,679	2
Union Gap	\$876,000	1
Vancouver	\$85,107,196	3
Yakima	\$10,156,000	2
Total	\$977,100,658	84

Oregon		
City	Investment Amount (\$)	# of Projects
Albany	\$28,988,000	2
Astoria	\$10,451,231	1
Bay City	\$19,400,000	1
Boardman	\$42,700,000	1
Brookings	\$750,000	1
Coos Bay	\$12,723,707	2
Dallas	\$683,000	1
Dillard	\$76,196,000	2
Eugene	\$18,710,000	1
Fairborn	\$842,500	1
Forest Grove	\$7,975,000	2
Gresham	\$1,880,000	1
Hillsboro	\$10,000	1
Hood River	\$10,560,000	1
Huntington	\$16,100,000	1
Joh Day	\$8,148,000	1
Keizer	\$49,100,000	1
Lincoln City	\$240,000	1
Medford	\$2,988,434	1
North Bend	\$9,500	1
Ontario	\$9,558,750	1
Portland	\$403,342,842	70
Reedsport	\$15,047,368	1
Roseburg	\$9,700,000	1
Salem	\$21,259,280	5
Sixes	\$3,880,000	1
Tualatin	\$2,761,000	1
Wallowa	\$3,750,000	1
Total	\$777,754,613	105

Wyoming		
City	Investment Amount (\$)	# of Projects
Cheyenne	\$1,405,000	1
Laramie	\$10,565,000	1
Total	\$11,970,000	2



# USDA Rural Development Funding

Through its Business Programs, USDA Rural Development provides for business credit needs in under-served rural areas, often in partnership with private-sector lenders. The various loan and grant programs that are available to help with funding in rural regions across the Pacific Northwest. As an example, the Business and Industry Guaranteed Loan program (B&I) has as its purpose to improve, develop, or finance business, industry, and employment and improve the economic and environmental climate in rural communities. This purpose is achieved by bolstering the existing private credit structure through the guarantee of quality loans which will provide lasting community benefits. It is not intended that the guarantee authority will be used for marginal or substandard loans or for relief of lenders having such loans. The USDA Rural Development programs report the following activity for the funding years 2013–2014 by state included in the Pacific Northwest:

Table 11: USDA Rural Development Funding Programs

Alaska 2013			Alaska 2014		
Program	County/Region	Amount	Program	County/Region	Amount`
Busines & Industry Guaranteed Loans	Gustavus	\$500,000	Busines & Industry Guaranteed Loans	Bettles	\$400,000
	Homer	\$500,000		Homer	\$127,500
	Ketchikan	\$243,750		Nome	\$3,200,000
	Kodiak	\$3,840,000		Total	\$3,727,500
	Palmer	\$1,300,000	Rural Energy for America Program	Glenallen	\$43,567
	Petersburg	\$510,000		North Pole	\$49,607
	Wasilla	\$5,000,000		Soldotna	\$2,500
	Total	\$11,893,750		Valdez	\$47,325
Rural Energy for America Program	Bethel	\$22,198		Total	\$142,999
	Copper River Valley	\$25,079	Rural Business Enterprise Grants	Palmer	\$127,449
	Delta Junction	\$4,488		McGrath	\$59,500
	Fairbanks	\$89,678		Homer	\$34,500
	McGrath	\$11,593		unspecified	\$235,000
	Valdez	\$50,000		Total	\$456,449
	Total	\$203,036	Rural Business Opportunity Grants	n/a	\$0
Rural Business Enterprise Grants	Copper River Valley	\$347,800		Delta Junction	\$91,100
	Nome	\$200,000		n/a	\$0
	Total	\$547,800	Value-Added Producer Grants		
			Rural Economic Loan/Grant		





Table 11 (cont.): USDA Rural Development Funding Programs

Rural Business Opportunity Grants	Bethel	\$70,000
	Total	\$70,000
Value-Added Producer Grants	n/a	\$0
Rural Economic Loan/Grant	n/a	\$0
Intermediary Relending Program	n/a	\$0
Rural Cooperative Development Grants	unspecified	\$200,000
	2013 Grand Total	\$12,914,586

Intermediary Relending Program	unspecified	\$1,000,000
Rural Cooperative Development Grants	n/a	\$0
	2013 Grand Total	\$5,418,048

Northern California 2013		
Program	County/Region	Amount
Busines & Industry Guaranteed Loans	Butte	\$4,260,000
	Del Norte	\$600,000
	Glenn	\$2,939,000
	Merced	\$3,200,000
	Napa	\$652,500
	Plumas	\$1,410,000
	Sutter	\$1,871,000
	Tehama	\$897,000
	Yolo	\$7,569,500
	Yuba	\$2,900,000
	Total	\$26,299,000
Rural Energy for America Program	Butte	\$45,000
	Del Norte	\$60,000
	Modoc	\$12,000
	Sacramento	\$95,000
	Trinity	\$62,500
	Total	\$274,500
Rural Business Enterprise Grants	Colusa	\$13,237
	El Dorado	\$49,999
	Glenn	\$1,079,000
	Humboldt	\$8,991
	Mendocino	\$36,478
	Merced	\$20,000

Northern California 2014		
Program	County/Region	Amount
Busines & Industry Guaranteed Loans	El Dorado	\$1,300,000
	Lake	\$8,842,295
	Merced	\$4,750,000
	Napa	\$315,000
	Nevada	\$2,327,000
	Plumas	\$185,800
	Total	\$17,720,095
Rural Energy for America Program	Sacramento	\$290,000
Rural Business Enterprise Grants	Sacramento	\$159,861
	Sutter	\$50,000
	Yolo	\$89,694
	Total	\$299,555
Rural Business Opportunity Grants	n/a	\$0
Value-Added Producer Grants	n/a	\$0
Rural Economic Loan/Grant	n/a	\$0
Intermediary Relending Program	Yolo	\$1,000,000
Rural Cooperative Development Grants	Yolo	\$200,000
Rural Microentrepreneur Assistance	Colusa	\$375,000
	Mendocino	\$605,000
	Merced	\$33,250
	Sacramento	\$500,000
	Siskiyou	\$405,000
	Sonoma	\$500,000



Table 11 (cont.): USDA Rural Development Funding Programs

	Shasta	\$22,205
	Siskiyou	\$62,298
	Sonoma	\$11,914
	Sutter	\$20,000
	Tehama	\$43,146
	Yolo	\$19,979
	Total	\$1,387,247
Rural Business Opportunity Grants	Butte	\$228,394
	Humboldt	\$47,690
	Total	\$276,084
Value-Added Producer Grants	Butte	\$300,000
	Tehama	\$100,000
	Total	\$400,000
Rural Economic Loan/Grant	n/a	\$0
Intermediary Relending Program	Del Norte	\$300,000
	Yolo	\$400,000
	Total	\$700,000
Rural Cooperative Development Grants	Yolo	\$200,000
Socially Disadvantaged Groups Grants <sup>1</sup>	Yolo	\$200,000
	2013 Grand Total	\$29,736,831

	Sutter	\$30,000
	Total	\$2,448,250
	2014 Grand Total	\$21,957,900

Idaho 2014		
Program	County/Region	Amount
Busines & Industry Guaranteed Loans	Bonneville	\$5,500,000
	Canyon	\$807,000
	Clearwater	\$4,276,395
	Custer	\$625,000
	Elmore	\$304,000
	Franklin	\$4,950,000
	Gem	\$249,860
	Latah	\$40,000
	Nez Perce	\$10,335,000
	Payette	\$1,840,000
	Teton	\$1,150,000
	Total	\$30,077,255
Rural Energy for America Program	Ada	\$10,349
	Lemhi	\$83,525
	Owyhee	\$7,000
	Twin Falls	\$16,722
	Washington	\$43,898
	Total	\$161,494
Rural Business Enterprise Grants	Twin Falls	\$17,000
Rural Business Opportunity Grants	n/a	\$0
Value-Added Producer Grants	Bingham	\$75,000
	Kootenai	\$27,812
	Canyon	\$90,291
	Jerome	\$250,000
	Total	\$443,103
Rural Economic Loan/Grant	n/a	\$0
Intermediary Relending Program	Bannock	\$94,416

Idaho 2013		
Program	County/Region	Amount
Busines & Industry Guaranteed Loans	Bannock	\$192,500
	Blaine	\$11,830,000
	Camas	\$1,750,000
	Caribou	\$490,000
	Cassia	\$991,386
	Custer	\$491,500
	Kootenai	\$355,000
	Latah	\$1,825,000
	Lemhi	\$497,000
	Nez Perce	\$1,351,230



Table 11 (cont.): USDA Rural Development Funding Programs

Rural Energy for America Program	Total	\$19,773,616
	Boise	\$16,382
	Bonner	\$31,703
	Canyon	\$125,366
	Cassia	\$278,540
	Custer	\$15,401
	Gooding	\$52,701
	Jerome	\$20,000
	Lincoln	\$49,421
	Payette	\$6,012
	Twin Falls	\$108,014
	Total	\$703,540
Rural Business Enterprise Grants	Latah	\$20,000
	Twin Falls	\$36,000
	Total	\$56,000
Rural Business Opportunity Grants	n/a	\$0
Value-Added Producer Grants	Canyon	\$48,000
	Blaine	\$48,000
	Gooding	\$10,620
	Lemhi	\$49,660
	Bingham	\$199,921
	Total	\$356,201
Rural Economic Loan/Grant	n/a	\$0
Intermediary Relending Program	Fremont	\$250,000
	Idaho	\$406,557
	Kootenai	\$279,500
	Lewis	\$150,000
	Nez Perce	\$10,198
	Madison	\$110,800
	Total	\$1,207,055
Rural Cooperative Development Grants	n/a	\$0
Rural Microentrepreneur Assistance	Nez Perce	\$10,197
	2013 Grand Total	\$22,106,609

Rural Cooperative Development Grants Rural Microentrepreneur Assistance	Bingham	\$136,837
	Caribou	\$56,000
	Latah	\$42,931
	Total	\$330,184
	n/a	\$0
	Latah	\$60,000
	Nez Perce	\$8,000
	Total	\$68,000
	2014 Grand Total	\$31,097,036

Montana 2014		
Program	County/Region	Amount
Business & Industry Guaranteed Loans	Flathead	\$1,700,000
	Fergus	\$1,687,500
	Total	\$3,387,500
Rural Energy for America Program	Gallatin	\$44,642
	Meagher	\$63,158
	Silver Bow	\$41,625
	Total	\$149,425
	Blaine	\$571,106
	Carbon	\$29,473
Rural Business Enterprise Grants	Deer Lodge	\$12,800
	Gallatin	\$18,000
	Lake	\$21,777
	Ravalli	\$41,700
	Silver Bow	\$22,250
	Total	\$717,106
	n/a	\$0
	Lewis & Clark	\$10,000
Value-Added Producer Grants	Madison	\$15,750
	Total	\$25,750
Rural Economic Loan/Grant	n/a	\$0
Intermediary Relending Program	Gallatin	\$500,000
	Missoula	\$1,000,000



Table 11 (cont.): USDA Rural Development Funding Programs

Montana 2014		
Program	County/ Region	Amount
Busines & Industry Guaranteed Loans	n/a	\$0
Rural Energy for America Program	Flathead	\$19,593
	Carbon	\$19,500
	Gallatin	\$88,757
	Meagher	\$53,438
	Wheatland	\$27,409
	Total	\$208,697
Rural Business Enterprise Grants	Carbon	\$52,000
	Cascade	\$200,000
	Deer Lodge	\$43,710
	Glacier	\$134,100
	Lake	\$210,729
	Ravalli	\$20,000
	Yellowstone	\$249,938
	Total	\$910,477
Rural Business Opportunity Grants	n/a	\$0
Value-Added Producer Grants	n/a	\$0
Rural Economic Loan/Grant	n/a	\$0
Intermediary Relending Program	n/a	\$0
Rural Cooperative Development Grants	n/a	\$0
Rural Microentrepreneur Assistance	Lake	\$38,622
Rural Economic Development Loan	Wheatland	\$678,400
	2014 Grand Total	\$1,836,196

Oregon 2013		
Program	County/ Region	Amount
Busines & Industry Guaranteed Loans	Crook	\$554,400
	Douglas	\$2,400,000
	Josephine	\$380,000

	Lake	\$750,000
	Total	\$2,250,000
Rural Cooperative Development Grants	Cascade	\$200,000
	Lake	\$191,030
	Total	\$391,030
Rural Economic Development Loan	Fergus	\$300,000
Rural Microentrepreneur Assistance	Glacier	\$125,000
	2014 Grand Total	\$7,345,811

Oregon 2014		
Program	County/ Region	Amount
Busines & Industry Guaranteed Loans	Columbia	\$6,343,080
	Crook	\$931,917
	Douglas	\$5,169,000
	Hood River	\$4,582,000
	Malheur	\$8,310,000
	Tillamook	\$3,830,000
	Wasco	\$838,000
	Washington	\$3,600,000
	Total	\$33,603,997
Rural Energy for America Program	Klamath	\$39,922
Rural Business Enterprise Grants	Coos	\$10,000
	Gilliam	\$35,000
	Grant	\$20,000
	Hood River	\$13,500
	Klamath	\$115,894
	Lincoln	\$30,000
	Linn	\$25,000
	Multnomah	\$35,075
	Union	\$25,000
	Total	\$309,469
Rural Business Opportunity Grants	n/a	\$0
Value-Added Producer Grants	n/a	\$0



Table 11 (cont.): USDA Rural Development Funding Programs

Rural Energy for America Program	Multnomah	\$5,054,000
	Yamhill	\$5,000,000
	Total	\$13,388,400
	Klamath	\$60,085
	Marion	\$12,800
	Yamhill	\$20,000
Rural Business Enterprise Grants	Total	\$92,885
	Coos	\$20,000
	Deschutes	\$20,000
	Douglas	\$20,000
	Jackson	\$15,000
	Total	\$75,000
Rural Business Opportunity Grants	Multnomah	\$45,000
Value-Added Producer Grants	Wasco	\$300,000
Rural Economic Loan/Grant	n/a	\$0
Intermediary Relending Program	n/a	\$0
Rural Cooperative Development Grants	Washington	\$147,200
Rural Economic Development Loan	n/a	\$0
Rural Microentrepreneur Assistance	Klamath	\$15,668
	2013 Grand Total	\$14,064,153

Rural Economic Loan/Grant	n/a	\$0
Intermediary Relending Program	n/a	\$0
Rural Cooperative Development Grants	Washington	\$121,030
Rural Economic Development Loan	n/a	\$0
Rural Microentrepreneur Assistance	Washington	\$30,000
	2014 Grand Total	\$34,064,496

**Washington 2014**

Program	County/Region	Amount
Busines & Industry Guaranteed Loans	Cowitz	\$3,811,000
	Kittitas	\$2,540,000
	Okanogan	\$3,050,000
	Pierce	\$740,000
	Spokane	\$1,375,000
	Yakima	\$4,726,150
	Total	\$16,242,150
Rural Energy for America Program	Benton	\$44,414
	Clark	\$31,512
	Pierce	\$13,687
	Skagit	\$40,000
	Thurston	\$11,138
	Walla Walla	\$1,928
	Whatcom	\$9,097
	Total	\$151,776
Rural Business Enterprise Grants	Chelan	\$142,767
	Klickitat	\$50,000
	Mason	\$47,073
	Skagit	\$123,633
	Thurston	\$40,600
	Total	\$404,073
Rural Business Opportunity Grants	King	\$74,600
Value-Added Producer Grants	Adams	\$200,000

**Washington 2013**

Program	County/Region	Amount
Busines & Industry Guaranteed Loans	Kitsap	\$4,296,500
	Okanogan	\$1,770,000
	Skagit	\$15,251,000
	Walla Walla	\$2,600,000
	Total	\$23,917,500
Rural Energy for America Program	Grays Harbor	\$7,248
	Lewis	\$11,241
	Mason	\$7,247
	Pacific	\$7,101





Table 11 (cont.): USDA Rural Development Funding Programs

Rural Business Enterprise Grants	Skagit	\$6,424	Rural Economic Development Loan/Grant BioEnergy Program for Biofuels	Skagit	\$279,600
	Skamania	\$10,000		Whatcom	\$449,000
	Thurston	\$27,743		Yakima	\$200,000
	Walla Walla	\$244,490		Total	\$1,128,600
	Whatcom	\$41,270		Benton	\$1,050,000
	Yakima	\$12,247		Benton	\$35,617
	Total	\$375,011		Grays Harbor	\$452,859
	Benton	\$90,195		King	\$7,092
	King	\$49,698		Skagit	\$2,142
	Klickitat	\$50,000		Snohomish	\$2,389
	Lincoln	\$99,000		Whatcom	\$1,475
	Pacific	\$50,000		Yakima	\$1,223
	Stevens	\$25,542		Total	\$502,797
	Total	\$364,435		Chelan	\$750,000
Rural Business Opportunity Grants	Grays Harbor	\$63,231	Intermediary Relending Program	Pacific	\$1,000,000
	Okanogan	\$44,540		Total	\$1,750,000
	Total	\$107,771		Skagit	\$200,000
Value-Added Producer Grants	Jefferson	\$85,577	Rural Cooperative Development Grants	Thurston	\$200,000
	King	\$200,000		Total	\$400,000
	Kittitas	\$600,000		Snohomish	\$30,000
	Whatcom	\$276,273	Rural Microentrepreneur Assistance Socially Disadvantaged Groups Grants <sup>1</sup>	Thurston	\$160,200
	Total	\$1,161,850		2014 Grand Total	\$21,894,196
	San Juan	\$80,000			
Rural Economic Development Loan/Grant					
BioEnergy Program for Biofuels	Benton	\$1,966			
	Grays Harbor	\$650,262			
	King	\$16,717			
	Skagit	\$12,515			
	Snohomish	\$2,787			
	Whatcom	\$8,606			
	Yakima	\$5,992			
	Total	\$698,845			
	Grays Harbor	\$500,000			
	Skagit	\$200,000			
Intermediary Relending Program					
Rural Cooperative Development Grants	Thurston	\$200,000			
	Total	\$400,000			
	Skagit	\$200,000			
Rural Microentrepreneur Assistance	n/a	\$0			
	2013 Grand Total	\$27,605,412			



Table 11 (cont.): USDA Rural Development Funding Programs

Wyoming 2013		
Program	County/ Region	Amount
Busines & Industry Guar- anteed Loans	Washakie	\$1,000,000
	Converse	\$5,000,000
	Albany	\$1,280,261
	Campbell	\$1,812,221
	Total	\$9,092,482
Rural Energy for America Program	Fremont	\$7,855
	Crook	\$35,000
	Teton	\$9,539
	Total	\$52,394
Rural Business Enterprise Grants	Park	\$25,000
	Campbell	\$47,000
	Laramie	\$25,000
	Total	\$97,000
Rural Business Opportuni- ty Grants	n/a	\$0
Value-Added Producer Grants	Park	\$33,290
	Total	\$33,290
Rural Economic Loan/ Grant	n/a	\$0
Intermediary Relending Program	n/a	\$0
Rural Cooperative Devel- opment Grants	n/a	\$0
	2013 Grand Total	\$9,275,166

Wyoming 2014		
Program	County/ Region	Amount
Busines & Industry Guar- anteed Loans	Campbell	\$521,000
	Converse	\$399,000
Rural Energy for America Program	Johnson	\$420,000
	Sheridan	\$4,748,900
	Sweetwater	\$19,168,000
	Total	\$25,256,900
	Fremont	\$40,874
Rural Business Enterprise Grants	Albany	\$25,917
	Total	\$66,791
	Teton	\$32,000
	Albany	\$47,000
	Laramie	\$35,000
Rural Business Opportuni- ty Grants	Total	\$114,000
	n/a	\$0
	n/a	\$0
Value-Added Producer Grants	n/a	\$0
Rural Economic Loan/ Grant	n/a	\$0
Intermediary Relending Program	n/a	\$0
Rural Cooperative Devel- opment Grants	n/a	\$0
	2014 Grand Total	\$25,437,691



# Seed Funding and Angel Investment

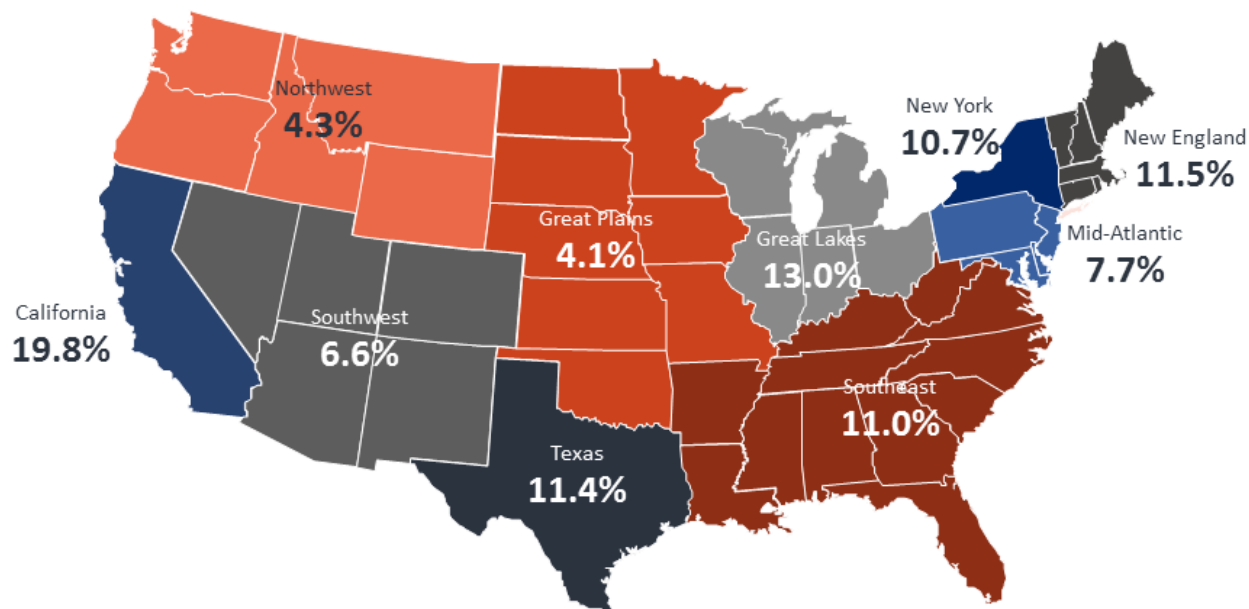
Nationally, the Seed and Angel investment ecosystem is healthy and stable with median investment round size continuing to increase from \$600K in 2013 to \$800K in 2014<sup>22</sup>. The Pacific Northwest accounted for 4.3% of the deals and 3.6% of the dollars invested by Angels nationally in 2014 according to the Angel Resource Institute. More recent data from the same report in 2015 has these numbers on the rise. The Angel Capital Association (ACA) reports 170 Angel Capital member organizations across the US with over 8000 accredited individual member investors as members. The ACA counts over 265,000 individuals who have made Angel investments in the US. Individual angel investors are required to be accredited investors by the SEC's definitions<sup>23</sup>. Of the approximately 8.6 million millionaires in the US, roughly 3% engages in angel investments<sup>24</sup>. A detailed table of angel and seed investments by City and State within the research region can be found in Table 16.

Table 12: Angel & Seed Transactions Summary<sup>25</sup>

Angel Deals in Pacific Northwest		
Number of Deals Funded	Total Funding	Average Deal (\$M)
339	\$426.7	\$587,000
Seed Deals in Pacific Northwest		
Number of Deals Funded	Total Funding	Average Deal (\$M)
255	\$241.9	\$948,627

Source: Pitchbook

Figure B: 2014 Share of Angel Group Deals by Region, Continental US<sup>26</sup>



Source: HALO Report

<sup>22</sup> HALO Report™ US Angel Group Update: 2014 Year in Review  
<sup>23</sup> [www.sec.gov/answers/accred.htm](http://www.sec.gov/answers/accred.htm)

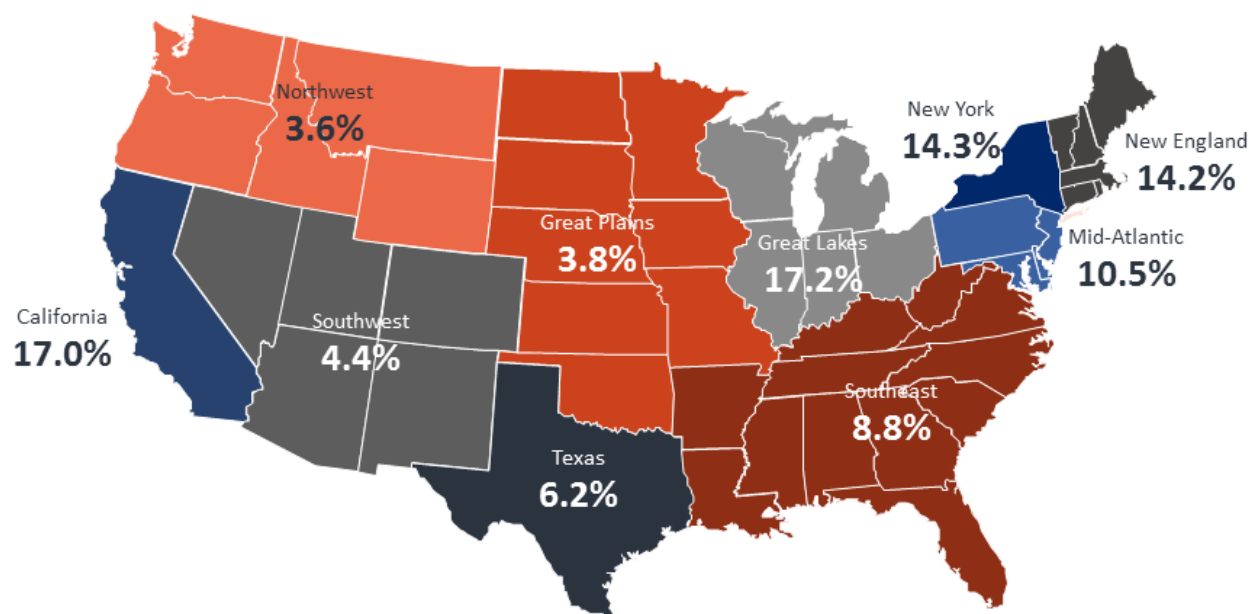
<sup>24</sup> Angel Capital Association, 2012

<sup>25</sup> PitchBook

<sup>26</sup> HALO Report™ US Angel Group Update: 2014 Year in Review



Figure C: 2014 Share of Angel Dollars Invested by Region, Continental US<sup>v</sup>



Source: HALO Report

## Venture Capital

The area of growth company capital formation whose name is most familiar is the venture capital segment. Generally this category is comprised of professional investment partnerships which make investments in private high-growth potential companies. Data for transactions falling under the VC category are available from a number of sources; however we found agreement on numerical totals to be inexact. We represent below the data from three sources: Thomson Reuters via PricewaterhouseCoopers MoneyTree™, CB Insights, and Pitchbook Data, Inc. While totals vary somewhat, they are consistent within a range that is instructive for those attempting to understand the scale of capital flowing through this channel into Pacific Northwest based companies.



**Table 13: Venture Capital Investments in Pacific Northwest Region and Stage, with all California, 2013–2014**

Seed Stage						Early Stage		Expansion Stage		Later Stage	
	Deals	Investment Dollars	Percent of total investments	Deals	Investment Dollars	Deals	Investment Dollars	Deals	Investment Dollars	Deals	Investment Dollars
Q1 2013	445	\$ 3,177,224,200	6.74%	29	\$ 67,114,600	222	\$ 1,133,871,800	110	\$ 1,235,418,200	84	\$ 740,819,600
Q2 2013	482	\$ 3,946,548,100	8.23%	29	\$ 125,156,200	266	\$ 1,460,209,300	103	\$ 1,168,406,200	84	\$ 1,192,776,400
Q3 2013	483	\$ 4,651,018,800	9.77%	29	\$ 121,292,100	265	\$ 1,548,600,700	111	\$ 1,806,022,100	78	\$ 1,175,103,900
Q4 2013	493	\$ 4,655,349,200	9.82%	33	\$ 178,669,000	267	\$ 1,980,366,300	111	\$ 1,391,919,300	82	\$ 1,104,394,600
Q1 2014	477	\$ 6,771,358,400	14.43%	16	\$ 52,518,200	258	\$ 2,150,185,700	124	\$ 3,406,965,300	79	\$ 1,161,689,200
Q2 2014	550	\$ 9,221,988,400	19.36%	37	\$ 172,857,700	265	\$ 2,458,917,500	152	\$ 4,876,971,300	96	\$ 1,713,241,900
Q3 2014	494	\$ 5,845,380,600	12.92%	22	\$ 72,579,800	264	\$ 1,927,725,500	118	\$ 2,340,853,800	90	\$ 1,504,221,500
Q4 2014	498	\$ 9,048,390,900	18.75%	19	\$ 118,453,000	259	\$ 2,730,018,800	132	\$ 4,608,067,700	88	\$ 1,591,851,400

Data: PricewaterhouseCoopers/National Venture Capital Association, MoneyTree™ Report, Thomson Reuters

Aggregated investment dollars and the number of deals from Q1 2013 to Q4 2014. Includes Alaska, CALIFORNIA, Idaho, Oregon, Washington, Wyoming

Source: PwC/NVCA MoneyTree™ Report, Data: Thomson Reuters

**Table 14: Venture Capital Investments in Pacific Northwest Region and Stage, excluding California, 2013–2014**

Seed Stage						Early Stage		Expansion Stage		Later Stage	
	Deals	Investment Dollars	Percent of total investments	Deals	Investment Dollars	Deals	Investment Dollars	Deals	Investment Dollars	Deals	Investment Dollars
Q1 2013	44	\$ 168,878,500	7%	2	\$ 273,000	22	\$ 56,923,300	9	\$ 59,540,000	11	\$ 52,142,200
Q2 2013	41	\$ 242,109,900	8%	2	\$ 1,300,000	20	\$ 76,256,100	8	\$ 111,269,800	11	\$ 53,284,000
Q3 2013	41	\$ 151,696,100	6%	3	\$ 1,959,100	21	\$ 98,540,000	10	\$ 40,732,000	7	\$ 10,465,000
Q4 2013	45	\$ 486,377,900	16%	1	\$ 7,599,900	19	\$ 267,350,800	12	\$ 84,513,200	13	\$ 126,914,000
Q1 2014	30	\$ 221,058,100	12%	1	\$ 1,900,000	16	\$ 83,458,100	5	\$ 76,919,100	8	\$ 58,780,900
Q2 2014	44	\$ 549,992,000	19%	2	\$ 28,287,000	17	\$ 83,361,900	15	\$ 268,159,300	10	\$ 170,183,800
Q3 2014	32	\$ 321,139,300	20%	1	\$ 5,700,000	19	\$ 209,181,100	5	\$ 22,141,100	7	\$ 84,117,100
Q4 2014	41	\$ 443,038,900	13%	1	\$ 14,770,000	21	\$ 148,439,500	10	\$ 111,084,100	9	\$ 168,745,300

Data: PricewaterhouseCoopers/National Venture Capital Association, MoneyTree™ Report, Thomson Reuters

Aggregated investment dollars and the number of deals from Q1 2013 to Q4 2014. Includes Alaska, Idaho, Oregon, Washington, Wyoming

Source: PwC/NVCA MoneyTree™ Report, Data: Thomson Reuters

**Table 15: Value of Venture Capital Dollars by State, 2009–2014.**

State	2009		2010		2011		2012		2013		2014	
	\$ Millions	Number	\$ Millions	Number	\$ Millions	Number	\$ Millions	Number	\$ Millions	Number	\$ Millions	Number
U.S. Total	\$20,500.9	3,133	\$23,386.8	3,612	\$29,462.8	3,937	\$27,578.4	3,936	\$29,964.0	4,193	\$48,348.6	4,356
Alaska	\$0.0	0	\$0.0	0	\$0.0	0	\$0.0	0	\$0.0	0	\$0.0	0
Alabama	\$43.2	10	\$0.6	2	\$3.5	2	\$23.1	6	\$4.2	4	\$10.9	3
Arkansas	\$0.0	0	\$5.0	1	\$0.0	0	\$5.0	1	\$85.5	4	\$19.9	5
Arizona	\$92.7	18	\$78.4	16	\$229.1	22	\$243.4	20	\$113.3	25	\$257.0	31
California	\$10,279.5	1,284	\$11,879.5	1,450	\$14,723.8	1,594	\$14,519.3	1,638	\$15,139.6	1,687	\$27,151.5	1,804
Colorado	\$625.1	93	\$449.9	87	\$615.7	107	\$610.6	109	\$464.5	83	\$793.1	86
Connecticut	\$190.2	42	\$218.2	63	\$156.7	56	\$151.4	49	\$212.5	52	\$521.4	54
District of Columbia	\$59.2	9	\$107.5	16	\$53.4	11	\$60.1	26	\$288.5	35	\$242.2	32





Table 15 (cont.): Value of Venture Capital Dollars by State, 2009-2014.

State	2009		2010		2011		2012		2013		2014	
	\$ Millions	Number	\$ Millions	Number	\$ Millions	Number	\$ Millions	Number	\$ Millions	Number	\$ Millions	Number
Delaware	\$20.6	7	\$32.2	9	\$26.2	10	\$9.2	7	\$70.8	5	\$16.9	9
Florida	\$341.6	37	\$239.4	46	\$346.3	55	\$202.6	36	\$425.5	49	\$862.5	45
Georgia	\$313.6	46	\$338.4	69	\$383.4	60	\$262.3	55	\$384.5	41	\$495.9	60
Hawaii	\$7.4	3	\$9.5	3	\$0.6	3	\$0.6	3	\$2.5	3	\$1.3	4
Iowa	\$84.1	9	\$51.5	2	\$28.4	3	\$6.3	2	\$33.6	3	\$22.0	8
Idaho	\$14.6	4	\$7.8	4	\$5.1	3	\$15.2	4	\$6.5	2	\$1.9	2
Illinois	\$258.7	55	\$658.6	75	\$769.8	101	\$622.9	83	\$453.4	92	\$1,069.3	99
Indiana	\$232.1	15	\$80.0	17	\$177.9	14	\$84.2	17	\$23.4	13	\$47.3	20
Kansas	\$7.5	17	\$41.7	36	\$57.2	46	\$47.6	12	\$32.9	10	\$51.4	11
Kentucky	\$17.6	10	\$16.7	15	\$12.5	9	\$23.6	8	\$15.4	7	\$47.4	13
Louisiana	\$13.0	11	\$18.0	3	\$21.9	8	\$0.6	3	\$5.7	6	\$47.5	4
Massachusetts	\$2,360.4	342	\$2,421.4	372	\$3,132.5	395	\$3,345.4	427	\$3,057.2	379	\$4,678.6	396
Maryland	\$385.3	77	\$446.7	75	\$314.0	73	\$405.8	64	\$649.4	80	\$363.5	87
Maine	\$11.4	4	\$4.3	7	\$38.6	5	\$12.8	6	\$27.5	5	\$18.7	12
Michigan	\$178.5	37	\$151.7	31	\$84.8	36	\$245.7	52	\$111.1	74	\$219.0	50
Minnesota	\$282.3	37	\$138.9	29	\$274.4	47	\$259.9	31	\$269.9	36	\$368.4	38
Missouri	\$17.4	12	\$97.0	15	\$134.4	23	\$21.5	12	\$77.4	38	\$170.1	48
Mississippi	\$1.3	4	\$0.0	0	\$1.0	1	\$4.6	2	\$0.7	2	\$0.0	1
Montana	\$14.5	1	\$1.9	3	\$3.2	2	\$5.6	6	\$0.0	1	\$0.0	0
North Carolina	\$254.9	39	\$428.6	58	\$304.6	48	\$181.2	35	\$259.6	52	\$341.5	54
North Dakota	\$4.7	3	\$3.2	1	\$4.0	1	\$2.4	1	\$24.1	3	\$7.5	2
Nebraska	\$0.0	0	\$11.5	4	\$0.0	1	\$3.1	4	\$11.0	9	\$41.5	18
New Hampshire	\$47.6	13	\$56.9	10	\$56.3	13	\$81.1	8	\$106.4	20	\$112.8	10
New Jersey	\$666.1	77	\$455.2	71	\$485.9	64	\$417.3	55	\$322.6	45	\$320.4	36
New Mexico	\$5.5	13	\$10.1	8	\$64.9	10	\$35.1	15	\$26.8	17	\$12.7	12
Nevada	\$15.4	4	\$33.9	5	\$9.5	3	\$3.3	4	\$15.1	9	\$45.3	8
New York	\$1,063.6	203	\$1,412.6	296	\$2,429.1	345	\$1,920.8	356	\$2,809.0	427	\$4,263.9	434
Ohio	\$122.4	59	\$177.5	63	\$432.5	73	\$266.6	56	\$254.1	78	\$268.7	65
Oklahoma	\$4.5	4	\$13.0	2	\$27.1	4	\$33.0	6	\$8.2	8	\$13.6	8
Oregon	\$67.4	15	\$183.4	35	\$236.8	37	\$124.6	30	\$138.5	38	\$191.6	32
Pennsylvania	\$455.9	137	\$524.2	161	\$510.7	151	\$524.2	189	\$462.9	237	\$774.7	189
Puerto Rico	\$0.0	0	\$4.5	1	\$0.0	0	\$0.1	1	\$0.0	0	\$0.0	0
Rhode Island	\$30.0	15	\$59.3	11	\$42.2	14	\$85.1	15	\$81.7	13	\$124.1	15
South Carolina	\$7.1	5	\$26.7	9	\$59.7	4	\$39.5	5	\$85.7	14	\$47.7	5
South Dakota	\$0.8	3	\$5.0	1	\$4.1	2	\$0.0	1	\$11.9	1	\$3.0	1
Tennessee	\$75.0	17	\$67.8	30	\$107.4	37	\$97.7	49	\$108.5	64	\$144.2	84
Texas	\$784.7	126	\$1,067.4	163	\$1,580.2	167	\$1,019.5	171	\$1,344.8	161	\$1,506.4	187
Utah	\$162.7	34	\$139.0	27	\$244.5	49	\$318.4	44	\$316.2	35	\$801.0	43
Virginia	\$240.8	49	\$409.3	58	\$618.0	77	\$272.4	79	\$637.6	68	\$476.0	75
Vermont	\$29.2	7	\$33.1	7	\$24.8	8	\$4.4	5	\$21.0	9	\$39.4	13
Washington	\$581.4	108	\$621.3	118	\$550.9	125	\$852.2	111	\$927.7	130	\$1,246.8	113
Wisconsin	\$25.9	14	\$135.0	21	\$72.9	15	\$92.3	14	\$33.9	18	\$86.8	28
West Virginia	\$3.0	3	\$3.8	4	\$2.1	2	\$14.6	3	\$1.2	1	\$1.6	2
Wyoming	\$0.0	0	\$10.0	1	\$0.0	0	\$0.0	0	\$0.0	0	\$0.0	0

Data: PricewaterhouseCoopers / National Venture Capital Association



Table 16: Accelerators, Angel, Seed and, Venture Investments in Pacific Northwest by State and City, 2013-2014

	Accelerator/ Incubator Count	Accelerator/ Incubator Value (\$M)	Angel Count	Angel Value (\$M)	Seed Round Count	Seed Round Value (\$M)	Early Stage VC Count	Early Stage VC Value (\$M)	Later Stage VC Count	Later Stage VC Value (\$M)	Restart - Later VC Count	Restart - Later VC Value (\$M)
Alaska			2	\$0.5	1	\$0.6	1	\$0.0	3	\$0.4		
Anchorage			2	\$0.5	1	\$0.6	1	\$0.0	3	\$0.4		
British Columbia	69	\$1.1	55	\$46.6	84	\$50.3	41	\$316.5	57	\$519.6		
Unspecified	2	n/a				\$0.8						
Abbotsford					1	n/a		\$6.8				
Aldergrove							1	n/a				
Burnaby	1	n/a	1	n/a			4	\$27.3	10	\$70.5		
Chilliwack	1	n/a										
Courtenay			1	\$0.6								
Delta					1	\$0.5						
Kelowna	5	n/a	1	n/a	2	\$5.0			1	\$0.1		
Maple Ridge					1	\$0.0						
Mission	1	n/a										
Nanaimo	1	n/a			1	\$0.2						
New Westminster	1	n/a										
North Vancouver	4	n/a	2	\$1.2	2	\$0.2	3	\$2.5				
Okanagan Falls									1	\$1.0		
Parksville	1	n/a										
Port Alberni	1	n/a										
Richmond					6	\$1.7	4	\$29.2	3	\$0.2		
Rossland			1	\$2.0								
Saanichton									3	\$7.8		
Surrey	1	n/a	4	\$3.7	1	\$0.2			4	\$8.0		
Vancouver	45	\$1.1	39	\$37.5	59	\$34.8	28	\$247.0	35	\$431.9		
Victoria	5	n/a	5	\$0.1	10	\$7.0	1	\$3.8				
Whistler			1	\$1.5								
N. California	16	\$0.4	32	\$22.8	17	\$7.7	33	\$153.5	17	\$277.4	2	\$41.6
Arcata			1	\$0.3			1	\$0.5				
Auburn			2	\$3.6	1	\$0.4						
Benicia									1	\$7.5		
Chico			1	n/a	1	\$0.4	1	\$2.4	2	\$2.0		
Davis	2	n/a	1	\$0.0	4	\$2.8	5	\$21.3	2	\$62.0		
Elk Grove			1	\$0.0								
Fairfield			1	n/a								
Folsom	1	n/a										
Healdsburg			1	n/a	2	\$1.4	2	\$3.8				
Mount Shasta					2	\$0.0						
Napa			5	\$5.9	1	\$0.3			2	\$5.7		
Nevada City												



Table 16 (cont.): Accelerators, Angel, Seed and, Venture Investments in Pacific Northwest by State and City, 2013-2014

	Accelerator/ Incubator Count	Accelerator/ Incubator Value (\$M)	Angel Count	Angel Value (\$M)	Seed Round Count	Seed Round Value (\$M)	Early Stage VC Count	Early Stage VC Value (\$M)	Later Stage VC Count	Later Stage VC Value (\$M)	Restart - Later VC Count	Restart - Later VC Value (\$M)
Petaluma	3	n/a	5	\$6.6	1	\$1.1	2	\$7.0	2	\$30.6		
Rancho Cordova							1	\$16.7	2	\$60.0		
Rocklin	1	n/a					1	\$3.0				
Rohnert Park	1	\$0.3	2	\$2.9								
Roseville	1	\$0.0	1	\$0.5								
Sacramento	5	\$0.2	5	\$0.9	3	\$1.1	7	\$10.5	2	\$12.4		
Santa Rosa			1	\$0.2	1	\$0.1	1	\$2.0	3	\$37.2	2	\$41.6
Sebastopol			1	\$1.5			1	\$0.5				
Sonoma			1	\$0.0	1	\$0.3	4	\$4.3				
Truckee	1	n/a	2	\$0.3								
Vacaville									1	\$60.0		
Vallejo							1	\$65.0				
West Sacramento							6	\$16.5				
Winters	1	n/a										
Yreka			1	\$0.3								
Idaho	2	n/a	17	\$28.5	6	\$4.2	4	\$5.2	7	\$8.4		
Boise			10	\$10.6	4	\$2.7	2	\$3.5	4	\$7.0		
Coeur d'Alene			5	\$17.5								
Eagle					1	\$0.5						
Hayden									2	\$1.4		
Idaho Falls			1	\$0.3								
Meridian	2	n/a			1	\$1.0						
Rexburg									1	n/a		
Sandpoint			1	\$0.1			2	\$1.7				
Montana	3	\$0.0	13	\$15.8			6	\$5.4	2	\$31.7		
Bigfork									1	\$5.7		
Billings			1	n/a								
Bozeman	2	\$0.0	3	\$2.0			4	\$3.5				
Columbia Falls			1	\$10.0			1	\$1.9				
Ennis			1	\$0.1								
Missoula	1	n/a	5	\$2.0			1	n/a	1	\$26.0		
Red Lodge			2	\$1.6								
Oregon	39	\$1.0	61	\$52.3	63	\$45.2	46	\$143.3	32	\$267.7		
Albany			1	\$0.1								
Ashland			2	\$0.5								
Beavercreek					1	\$0.1						
Beaverton	2	\$0.0	2	\$0.3			2	\$1.2	5	\$51.7		
Bend	1	n/a	8	\$5.0	5	\$5.0	2	\$1.4				
Corvallis			2	\$0.8					2	\$16.1		
Eugene	5	n/a	6	\$6.9	3	\$1.6						
Gresham			2	\$4.7			1	\$0.3				
Hillsboro			1	\$0.9	1				1	\$10.0		



Table 16 (cont.): Accelerators, Angel, Seed and, Venture Investments in Pacific Northwest by State and City, 2013-2014

	Accelerator/ Incubator Count	Accelerator/ Incubator Value (\$M)	Angel Count	Angel Value (\$M)	Seed Round Count	Seed Round Value (\$M)	Early Stage VC Count	Early Stage VC Value (\$M)	Later Stage VC Count	Later Stage VC Value (\$M)	Restart - Later VC Count	Restart - Later VC Value (\$M)
Lake Oswego			3	\$4.6	3	\$1.0	2	\$10.3				
Medford			1									
Portland	30	\$1.0	27	\$24.9	48	\$36.7	36	\$99.1	22	\$173.0		
Redmond			1	\$0.1								
Saint Helens			1	n/a								
Salem			1	n/a								
Talent									2	\$17.0		
Tigard							1	n/a				
Turner			1	\$2.0								
West Linn			1	\$0.6								
Wilsonville	1	n/a	1	\$1.1	2	\$0.9	2	\$31.0				
<b>Washington</b>	<b>74</b>	<b>\$2.0</b>	<b>152</b>	<b>\$275.0</b>	<b>168</b>	<b>\$133.9</b>	<b>181</b>	<b>\$1,128.4</b>	<b>124</b>	<b>\$1,612.4</b>		
Unspecified	2	n/a	2	\$0.3	1	\$0.0						
Anacortes	1	\$0.1										
Arlington									3	\$53.5		
Bainbridge Island	1	\$0.0	2	\$0.9					4	\$185.0		
Bellevue	7	\$0.0	17	\$20.2	13	\$11.5	17	\$99.2	13	\$258.3		
Bellingham			1	n/a			1	\$1.7				
Blaine			2	\$36.0								
Bothell			3	\$9.0	2	\$0.9	1	\$10.0	3	\$11.5		
Bremerton	1	n/a										
Issaquah	3	\$0.0	3	\$1.1	2	\$1.0	6	\$5.9				
Kenmore					1	\$0.0						
Kennewick			1	\$0.4								
Kent							1	\$4.2	1	\$0.6		
Kirkland	3	\$0.0	11	\$13.3	11	\$5.3	14	\$31.0	10	\$90.4		
Lacey			1	\$0.2								
Liberty Lake									3	\$36.2		
Lynnwood			1	\$0.2			1	\$0.1				
Maple Valley			1	\$0.7								
Mercer Island			2	\$0.5			1	\$9.8				
Mill Creek			1	\$0.1					1	\$0.1		
Mt. Vernon							1	\$0.5				
Olympia			1	\$3.6								
Port Angeles					1	n/a						
Port Orchard			1	\$0.1								
Poulsbo	1	\$0.0	1						1	n/a		
Pullman			1	\$11.4			1	\$0.5				
Puyallup			1	n/a								
Quilcene					1							
Redmond	5	\$0.3	9	\$6.7	9	\$5.0	6	\$17.8	4	\$73.5		
Renton					2	\$0.5						
Royal City									1	n/a		



Table 16 (cont.): Accelerators, Angel, Seed and, Venture Investments in Pacific Northwest by State and City, 2013-2014

	Accelerator/ Incubator Count	Accelerator/ Incubator Value (\$M)	Angel Count	Angel Value (\$M)	Seed Round Count	Seed Round Value (\$M)	Early Stage VC Count	Early Stage VC Value (\$M)	Later Stage VC Count	Later Stage VC Value (\$M)	Restart - Later VC Count	Restart - Later VC Value (\$M)
Sammamish			1	\$0.2								
Seattle	49	\$1.5	78	\$148.6	115	\$104.9	123	\$936.5	78	\$900.0		
Snohomish			1	\$0.0	1	\$0.6						
Spokane			2	\$3.9	5	\$2.3	5	\$2.6				
Tacoma			1	\$13.5	1	\$1.4	1	\$8.0				
Tukwila			1	\$1.7	1	\$0.2						
Tumwater									1	\$0.2		
Vancouver			3	\$0.3	2	\$0.3	1	\$0.5	1	\$3.0		
Vienna			1									
Washougal							1					
Woodinville	1	n/a	2	\$2.2								
Wyoming			7	\$1.0			1	\$40.0	4	\$7.4		
Casper			1	\$0.8								
Centennial									1	\$1.3		
Cheyenne			4	\$0.2								
Jackson			1	\$0.1					2	\$6.1		
Laramie									1	n/a		
Pinedale			1	n/a								
Sheridan							1	\$40.0				

, Source: Pitchbook™

Table 17: Sample of Prominent Oregon Venture Deals in 2013 &amp; 2014

Company (City)	Date	Investors (including prior rounds)	Round Size	Series <sup>28</sup>	Sector
JanRain (Portland)	Q1'13	EPIC Ventures, Salesforce, Millennium Technology Value Partners, Split Rock Partners, Emergence Capital, RPM Ventures, DFJ Frontier, Anthem	\$33M	C	Internet
PuppetLabs (Portland)	Q1'13	VMware, Radar Partners, Cisco, Google Ventures, True Ventures, Kleiner Perkins Caufield & Byers	\$30M	D	Software
Urban Airship (Portland)	Q1'13	August Capital, Foundry Group, Verizon Communications, True Ventures, Intel Capital	\$25M	D	Software
ClearEdge Power (Portland)	Q1'13	Applied Ventures, So Cal Gas Company, ARTIS Ventures, Kohlberg Ventures	\$36M	F	Clean Tech
PuppetLabs (Portland)	Q2'14	VMware, Radar Partners, Cisco, Google Ventures, True Ventures, Kleiner Perkins Caufield & Byers	\$40M	E	Software
Act-On Software (Beaverton)	Q2'14	Technology Crossover Ventures, Norwest Venture Partners, USVP, Voyager Capital	\$16M	D	SaaS
Inpria Corporation (Corvallis)	Q2'14	Applied Ventures, Intel Capital, Samsung Ventures, Oregon Angel Fund, The R-Group	\$7.3M	B	Semi Mfg
Indice Semiconductor (Portland)	Q4'14	S-Cubed Capital, Allen Alley, Rampersand, Rogue Venture Partners, Adventure Capital	\$6M	A	Semiconductors
Lytics (Portland)	Q4'14	Alan Wizeman, Comcast Ventures, Nick Heyman, PIE, Rembrandt Venture Partners, Voyager Capital, JKW	\$7M	A	Marketing Software

Source: Portland Business Journal, CB Insights, CrunchBase

<sup>28</sup> For definitions of the lettered Series round of venture capital, see appendix.



Table 18: Sample of Prominent Washington Venture Deals in 2013 & 2014

Company (City)	Date	Investors (including prior rounds)	Round Size	Series	Sector
Juno Therapeutics (Seattle)	Q3'14	Alaska Permanent Fund, ARCH Venture Partners, Bezos Expeditions, Venrock	\$134M	B	Biotech
Redfin (Seattle)	Q4'14	Glynn Capital Management, Wellington Management, GlobeSpan Capital Partners, Draper Fisher Jurvetson, Vulcan Capital	\$71M	G	Software
ExtraHop Networks (Seattle)	Q2'14	Technology Crossover Ventures, Meritech Capital Partners, Madrona Venture Group	\$41M	C	Info Tech
Avvo (Seattle)	Q2'14	Applied Ventures, So Cal Gas Company, ARTIS Ventures, Kohlberg Ventures	\$38M	D	Legal
Smartsheet (Bellevue)	Q2'14	Sutter Hill Ventures, Madrona Venture Group, Insight Venture Partners, Top Tier Capital Partners	\$35M	E	Software
Integrated Diagnostics (Seattle)	Q2'14	Welcome Trust, OVP Venture Partners, MPM Capital, InterWest Partners, Baird Capital, ARCH Venture Partners, Amgen Ventures, Alexandria Real Estate Equities	\$30M	B	Biotech
Julep Beauty (Seattle)	Q2'14	Will Smith, Western Technology Investments, Version One Ventures, Shawn "Jay-Z" Carter, Precedent Investments, Maveron, Madrona Venture Group, Fuel Capital, CAA Ventures, Azure Capital Partners, Andreessen Horowitz, Altimer Capital, Alliance of Angels, AFSquare	\$30M	C	Consumer
Avalara (Bainbridge Island)	Q1'14	Warburg Pincus, Technology Crossover Ventures, Sageview Capital, Battery Ventures, Arthur Ventures	\$30M	E	SaaS
Chef (Seattle)	Q4'13	Draper Fisher Jurvetson, Battery Ventures, Ignition Partners, Scale Venture Partners	\$32M	D	Software
AudienceScience (Bellevue)	Q2'13	Second Avenue Partners, Mohr Davidow Ventures, Meritech Capital Partners, Mayfield Fund, Integral Capital	\$17M	H	Advertising
Immune Design (Seattle)	Q4'13	The Column Grop, Topspin Partners, Alta partners, Versant Ventures, Osage Partners, ProQuest Investment	\$49M	E	Biotech
Apptio (Bellevue)	Q2'13	Janus Capital, The Hillman Company, Andreessen Horowitz, Greylock Partners, Madrona Venture Group, Shasta Ventures and T. Rowe Price Associates	\$45M	E	SaaS

Source: GeekWire, CB Insights, CrunchBase

Table 19: Sample of Regional Venture and Seed Investment Funds Focused on Pacific Northwest

Manager/Principal	Impact Theme	Investment Type	Local, Regional or National	Geography
Agriculture Capital Management	Natural Resources	Real Assets	Regional	PNW
Amplify United	Start-up Ecosystem	Venture Capital	Local	Portland
Cambia Health Solutions	Healthcare	Venture Capital	Regional	PNW
Cascade Angels	Start-up Ecosystem	Seed + 1st Round	Regional	PNW
Cascadia Foodshed Financing Project	Natural Resources	Real Assets	Regional	PNW
CBMI Group	Affordable Housing	Real Assets	Regional	PNW
Chrysalix	Start-up Ecosystem	Venture Capital	National	US and Canada
Community Futures of PNW	Access to Capital	Fixed Income	Local	rural BC
Community Housing Fund	Affordable Housing	Fixed Income	Local	OR
Craft3	Access to Capital	Fixed Income	Regional	OR, WA





Table 19 (cont.): Sample of Regional Venture and Seed Investment Funds Focused on Pacific Northwest

Manager/Principal	Impact Theme	Investment Type	Local, Regional or National	Geography
DFJ Frontier	Start-up Ecosystem	Venture Capital	Regional	Western US
Ecotrust Forest Management	Natural Resources	Real Assets	Regional	PNW
Element 8	Start-up Ecosystem	Seed + 1st Round	Regional	PNW
Elevate Capital	Start-up Ecosystem	Venture Capital	Regional	PNW
Enterprise Community Partners	Affordable Housing	Real Assets	Regional	PNW
Forterra	Natural Resources	Real Assets	Local	WA
Founder's Coop	Start-up Ecosystem	Venture Capital	Regional	PNW
Gilded Rogue	Rural Economy	Private Equity	Regional	OR, WA
Green Canopy Homes	Green Housing	Fixed Income	Regional	Portland, Seattle
Ignition Partners	Start-up Ecosystem	Venture Capital	Regional	Seattle to Silicon Valley
Intermountain Impact Investments	Rural Economy	Fixed income	Regional	Intermountain west
Lighter Capital/Community Investment Mgmt	Access to Capital	Fixed Income	Regional	PNW
Madrona Venture Group	Start-up Ecosystem	Venture Capital	National	US
Maveron Ventures	Access to Capital	Venture Capital	Regional	Western US
Native American Resource Partners	Natural Resources	Venture Capital	National	US and Canada
New Market Funds	Affordable Housing	Real Assets	Local	BC
Oregon Angel Fund	Start-up Ecosystem	Seed + 1st Round	Local	OR
PCC Farmland Trust	Natural Resources	Real Assets	Regional	WA
Phoenix Venture Partners	Advanced Materials	Venture Capital	Regional	Western US
Portland Seed Fund	Start-up Ecosystem	Seed + 1st Round	Local	WA
Reference Capital	Start-up Ecosystem	Venture Capital	Regional	PNW
Renewal Funds	Sustainability	Venture Capital	National	US and Canada
Resilient Capital	Access to Capital	Fixed Income	Local	BC
Rogue Venture Partners	Start-up Ecosystem	Venture Capital	Regional	PNW
Rural Legacy Capital Fund	Natural Resources	Real Assets	Regional	PNW
Salmon & Steelhead Innovation Fund	Natural Resources	Venture Capital	Regional	PNW
Seattle Angel Fund	Start-up Ecosystem	Seed + 1st Round	Local	WA
Seven Peaks Ventures	Rural Economy	Venture Capital	Regional	Mostly PNW
Spectrum Workforce Housing	Affordable Housing	Real Assets	Local	Seattle
Triad Partners	Start-up Ecosystem	Venture Capital	Regional	PNW
Univeristy of Oregon Foundation Seed Fund	Start-up Ecosystem	Seed	Regional	Willamette Valley
Voyager Capital	Start-up Ecosystem	Venture Capital	National	US
Washington Global Health Alliance	Healthcare	Venture Capital	Regional	Global
Wastewater Opportunity Fund	Natural Resources	Real Assets	Regional	PNW
Women's Venture Capital Fund	Start-up Ecosystem	Venture Capital	Regional	PNW
Yaletown Venture Partners	Start-up Ecosystem	Venture Capital	Regional	BC, WA, OR

Source: Company websites, Canopy

Note: "National" investment fund managers listed are located in the Pacific Northwest and will likely invest significant capital in the region. Their investment strategy, however, is not geographically constrained to the region.



# Small Business Administration (SBA) Loans

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The U.S. Small Business Administration (SBA) was created in 1953 as an independent agency of the federal government to aid, counsel, assist and protect the interests of small business concerns, to preserve free competitive enterprise and to maintain and strengthen the overall economy of our nation. The SBA helps Americans start, build and grow businesses. Through an extensive network of field offices and partnerships with public and private organizations, SBA delivers its services to people throughout the United States, Puerto Rico, the U. S. Virgin Islands and Guam<sup>29</sup>.

## How does the SBA guarantee loan program work?

Under the guaranty concept, commercial lenders make and administer the loans. The business applies to a lender for their financing. The lender decides if they will make the loan internally or if the application has some weaknesses which, in their opinion, will require an SBA guaranty if the loan is to be made. The guaranty which SBA provides is only available to the lender. It assures the lender that in the event the borrower does not repay their obligation and a payment default occurs, the Government will reimburse the lender for its loss, up to the percentage of SBA's guaranty. Under this program, the borrower remains obligated for the full amount due. SBA acts like an insurance agency and provides a guarantee to the bank. Since this is a bank loan, applications must be submitted to the bank and monthly loan payments are paid to the bank. The bank is also responsible for closing the loan and disbursing the loan proceeds. SBA's involvement is limited to reviewing the loan application submitted by the bank to assure they meet eligibility and credit standards. SBA provides the bank with a written Authorization outlining the conditions of the SBA guarantee<sup>30</sup>.

The SBA maintains District Offices which track SBA-backed loans. The SBA has several types of loans available, the most popular being categorized under the 7(a) (general small business loans) program and 504 (real estate and equipment loans) program. Within the 7(a) program there exist a number of sub-types with differing loan parameters and requirements. These include Standard 7(a), SBA Express, Patriot Express, CAPLines, International Trade, Exporting Working Capital Program, Small Loan Advantage, and Community Advantage. A more detailed description of these loan programs can be found in the appendix. SBA also has a microloan program. For this report, we focus on summary 7(a) and 504 loan data.

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<sup>29</sup> [www.sba.gov/about-sba/what\\_we\\_do/mission](http://www.sba.gov/about-sba/what_we_do/mission)

<sup>30</sup> [www.sba.gov/content/how-does-sba-guarantee-loan-program-work](http://www.sba.gov/content/how-does-sba-guarantee-loan-program-work)



Table 20: SBA 7(a) + 504 Loan Activity 2013-14 by City

Oregon (Portland) District				
County	FYE 2014	#	FYE 2013	#
Baker	\$215,000	3	\$17,100	2
Benton	\$1,400,000	4	\$4,500,000	6
Clackamas	\$34,500,000	95	\$47,000,000	88
Clark	\$38,000,000	89	\$42,800,000	84
Clatsop	\$4,300,000	14	\$4,700,000	6
Columbia	\$7,400,000	10	\$2,200,000	8
Coos	\$1,000,000	3	\$2,400,000	7
Cowlitz	\$10,900,000	9	\$6,600,000	13
Crook	\$1,100,000	3	\$1,500,000	4
Curry	\$1,200,000	5	\$2,700,000	2
Dechutes	\$19,200,000	49	\$10,500,000	41
Douglas	\$4,500,000	7	\$6,700,000	12
Gilliam	\$0	-	\$0	-
Grant	\$0	-	\$0	-
Harney	\$510,000	1	\$0	-
Hood River	\$1,100,000	5	\$960,000	4
Jackson	\$19,100,000	48	\$20,500,000	57
Jefferson	\$815,000	2	\$215,000	2
Josephine	\$1,200,000	7	\$3,600,000	8
Klamath	\$5,100,000	5	\$1,000,000	3
Lake	\$25,000	1	\$361,800	1
Lane	\$14,400,000	36	\$25,900,000	49
Lincoln	\$785,000	2	\$575,000	2
Linn	\$6,900,000	8	\$11,700,000	17
Malheur	\$38,000	2	\$8,200,000	13
Marion	\$25,300,000	55	\$14,100,000	44
Multnomah	\$105,200,000	227	\$84,600,000	221
Polk	\$403,000	3	\$3,200,000	2
Sherman	\$0	-	\$0	-
Skamania	\$781,000	3	\$50,000	1
Tillamook	\$766,000	4	\$1,800,000	2
Umatilla	\$2,500,000	12	\$6,100,000	7
Union	\$2,200,000	4	\$25,000	2
Wahkiakum	\$914,000	1	\$0	-
Wallowa	\$0	-	\$3,800,000	1
Wasco	\$2,300,000	4	\$1,400,000	5
Washington	\$57,200,000	144	\$55,600,000	125
Wheeler	\$0	-	\$0	-
Yamhill	\$3,300,000	10	\$4,600,000	9
TOTALS	\$374,552,000	875	\$379,903,900	848

Montana District				
County	FYE 2014	#	FYE 2013	#
Beaverhead	\$577,900	2	\$0	-
Big Horn	\$101,500	1	\$0	-
Blaine	\$15,000	1	\$1,289,400	2
Broadwater	\$0	-	\$65,200	1
Carbon	\$1,190,700	9	\$585,300	8
Cascade	\$4,222,300	15	\$2,254,000	14
Custer	\$0	-	\$773,000	1
Daniels	\$0	-	\$200,000	1
Dawson	\$329,000	2	\$1,559,900	5
Deer Lodge	\$0	-	\$220,000	1
Fallon	\$10,000	1	\$0	-
Fergus	\$4,606,000	3	\$560,000	1
Flathead	\$10,231,200	25	\$5,212,200	25
Gallatin	\$16,917,600	54	\$11,621,100	34
Glacier	\$0	-	\$0	-
Granite	\$38,000	1	\$0	-
Hill	\$0	-	\$2,255,500	3
Jefferson	\$589,200	2	\$1,790,000	8
Lake	\$401,000	5	\$541,000	2
Lewis & Clark	\$4,324,200	23	\$7,345,200	38
Liberty	\$0	-	\$706,200	1
Lincoln	\$517,500	4	\$207,000	4
Madison	\$60,900	1	\$199,000	2
McCone	\$0	-	\$30,000	1
Mineral	\$0	-	\$150,000	1
Missoula	\$6,375,500	31	\$18,485,600	38
Musselshell	\$0	-	\$0	-
Park	\$1,732,200	6	\$2,086,200	5
Petroleum	\$0	-	\$2,193,700	2
Phillips	\$400,000	2	\$797,700	2
Pondera	\$0	-	\$1,615,000	3
Powell	\$255,000	2	\$0	-
Ravalli	\$200,700	4	\$803,000	4
Richland	\$1,838,000	6	\$0	-
Roosevelt	\$0	-	\$1,039,000	1
Rosebud	\$0	-	\$500,200	2
Sanders	\$240,000	1	\$0	-
Sheridan	\$0	-	\$350,000	1
Silver Bow	\$3,049,800	5	\$964,700	6
Stillwater	\$171,000	2	\$150,000	1
Sweet Grass	\$0	-	\$35,000	1
Toole	\$950,000	2	\$5,000	1
Valley	\$1,121,300	2	\$20,000	1
Wheatland	\$3,520,000	1	\$0	-
Yellowstone	\$40,700,600	94	\$21,737,700	85
TOTALS	\$104,686,100	307	\$88,345,800	306



# Private Equity, Mergers & Acquisitions, And Initial Public Offerings

**P** private equity is equity capital for businesses that is not quoted on a public exchange. Similarly, Mergers and Acquisitions (M&A) often occur between companies where a sales price is not disclosed. Private equity consists of investors and funds that make investments directly into private companies or conduct buyouts of public companies that result in a delisting of public equity. Capital for private equity is raised from retail and institutional investors, and can be used to fund new technologies, expand working capital within an owned company, make acquisitions, or to strengthen a balance sheet. The majority of private equity consists of institutional investors and accredited investors who can commit large sums of money for long periods of time. Private equity investments often demand long holding periods to allow for a turnaround of a distressed company or a liquidity event such as an Initial Public Offering (IPO) or sale to a public company.

The following data tables represent transaction activity in the Pacific Northwest during the study period of this report. Buyout/Leveraged Buyout (LBO) refers to buyouts of a company where debt is often used by a private firm or by employees and management of a company to transfer the ownership of the company to new owners. A corporate asset purchase is a similar transaction with potentially different, non-debt, funding sources. An IPO is an initial public offering of equity; what is typically seen as “going public” on a stock exchange. Private equity Growth/Expansion transactions are typically executed by private financing firms and partnerships using institutional capital to make large scale financing investments in growth companies. The differences between late state venture capital and private equity growth capital can overlap. A PIPE is a private investment in public equity and represents a situation where a private equity firm takes a significant stake in a publicly traded stock security.

**Table 21: Private Equity, M&A, IPO, and Other Related Transactions, Pacific Northwest, 2013-2014**

	Buy-out/ LBO #	Buyout/ LBO (\$M)	Corporate Asset Purchase #	Corporate Asset Purchase (\$M)	IPO #	IPO (\$M)	Merger/ Acquisition #	Merger/ Acquisition (\$M)	PE Growth/ Expansion #	PE Growth/ Expansion (\$M)	PIPE #	PIPE (\$M)
Alaska	5	\$300	7	\$7			29	\$408	1	\$0		
British Columbia	74	\$855	21	\$586	10	\$470	266	\$8,959	28	\$163	105	\$4,444
N. California	41	\$151	1	n/a	5	\$243	113	\$2,751	15	\$465		
Idaho	17	\$289	1	n/a	1	\$247	32	\$2,515	2	\$10	4	\$635
Montana	12		1	\$900			30	\$124	2	n/a	1	\$5
Oregon	61	\$1,684	3	\$191	1	\$10	132	\$4,541	19	\$461	3	\$22
Washington	130	\$2,386	5	\$47	10	\$1,266	302	\$31,256	29	\$164	24	\$398
Wyoming	5	\$173	9	\$2,394			16	\$371	6	\$581		
Grand Total	412	\$8,359	53	\$4,125	35	\$2,922	1051	\$55,687	132	\$2,185	144	\$5,605

Source: Pitchbook™



Table 21 (cont.): Private Equity, M&A, IPO, and Other Related Transactions, Pacific Northwest, 2013-2014

	Public Investment 2nd Offering #	Public Investment 2nd Offering (\$M)	Reverse Merger #	Reverse Merger (\$M)	Secondary Transaction - Private #	Secondary Transaction - Private (\$M)	Secondary Transaction - Open Market #	Secondary Transaction - Open Market (\$M)
Alaska					1	n/a		
British Columbia	6	\$311	26	\$42	19	\$493	2	\$12
N. California			2	n/a				
Idaho			2	\$3	1	n/a	2	\$444
Montana					2	\$73		
Oregon	2	\$54	2	\$36	4	\$233	1	\$243
Washington	5	\$535	4	\$19	9	\$2,601	3	\$586
Wyoming			1	n/a				
Grand Total	14	\$1,426	44	\$103	41	\$3,406	8	\$1,285

Source: Pitchbook™

Table 22: Private Equity Firms, Employment Totals and Investments, Pacific Northwest, 2013-2014

	Number of PE-Backed Companies	Number of People Employed	Number of Resident PE Firms	Total Invested 2004-13
Alaska	14	510	< 5	\$2.5B
California - ALL	3128	1,320,100	567	\$470.4B
Idaho	86	287,900	< 5	\$12.3B
Montana	42	1,330	< 5	\$5.0B
Oregon	251	50,455	12	\$31.6B
Washington	561	226,990	47	\$72.0B
Wyoming	45	3,670	< 5	\$5.0B

Source: Private Equity Growth Capital Council

## Grantmaking Foundations

**P**hilanthropic foundations in the Pacific Northwest provide a substantial amount of grant capital, generally to non-profit entities within the region. While this capital has a different purpose and form than other commercial growth capital funding sources, it does provide capital which helps build organizations with full time employed staff. These are a form of business that may be of interest to social and impact entrepreneurs and policymakers who are seeking to build or support the building of regional organizations with local economic impact. We include this capital source for this reason as it contributes to economic development and supports employment within a number of entities. This report does not attempt to separate grants or donations by region.



Table 22: Top Grantmaking Foundations in the Pacific Northwest and Most Recently Reported Grant Totals

Washington			Alaska		
	Foundation	Annual Giving		Foundation	Annual Giving
1	Bill and Melinda Gates Foundation	\$1,917,000,000	1	The Rasmuson Foundation	\$16,809,329
2	The Seattle Foundation	\$58,603,807	2	The Alaska Community Foundation	\$5,562,386
3	M. J. Murdock Charitable Trust	\$30,277,119	3	Mat-Su Health Foundation	\$3,539,103
4	The Marguerite Casey Foundation	\$21,514,332	4	Alaska Conservation Foundation	\$3,160,238
5	The Norcliffe Foundation	\$18,912,003	5	The CIRI Foundation	\$2,616,444
6	The Paul G. Allen Family Foundation	\$18,570,900	6	Atwood Foundation, Inc.	\$1,186,575
7	Legal Foundation of Washington	\$14,035,329	7	The Homer Foundation	\$418,157
8	The Wilburforce Foundation	\$10,182,145	8	First Alaskans Institute	\$279,740
9	The Starbucks Foundation	\$7,930,752	9	The Usibelli Foundation	\$112,210
10	Community Foundation for Southwest Washington	\$6,530,207			
11	Campion Foundation	\$5,490,470			
12	The Bullitt Foundation	\$5,345,492			
13	Samis Foundation	\$5,263,141			
14	Pride Foundation	\$5,263,141			
15	The Stewardship Foundation	\$5,050,826			
16	The Russell Family Foundation	\$4,958,868			
17	The Medina Foundation	\$3,548,150			
18	The Greater Tacoma Community Foundation	\$3,247,662			
19	Community Foundation of North Central Washington	\$3,063,508			
20	San Juan Island Community Foundation	\$2,843,308			
21	Ben B. Cheney Foundation, Inc.	\$2,732,485			
22	PACCAR Foundation	\$2,668,300			
23	The Brainerd Foundation	\$2,581,024			
24	ArtsFund	\$2,285,820			

Idaho		
	Foundation	Annual Giving
1	The J.A. and Kathryn Albertson Foundation	\$28,220,960
2	Idaho Community Foundation	\$4,896,731
3	Laura Moore Cunningham Foundation, Inc.	\$4,102,985
4	Micron Technology Foundation, Inc.	\$3,461,221
5	The John F. Nagel Foundation	\$1,099,199
6	Harold E. and Phyllis S. Thomas Foundation	\$440,823
7	CHC Foundation, Inc.	\$372,307
8	Harry W. Morrison Foundation, Inc.	\$325,496
9	Boise Legacy Constructors Foundation, Inc.	\$227,802
10	Camille Beckman Foundation, Inc.	\$221,459





Table 22 (cont.): Top Grantmaking Foundations in the Pacific Northwest and Most Recently Reported Grant Totals

Oregon		
	Foundation	Annual Giving
1	The Oregon Community Foundation	\$62,789,915
2	Intel Foundation	\$45,318,315
3	The Ford Family Foundation	\$26,159,959
4	Meyer Memorial Trust	\$22,175,767
5	Nike Foundation	\$13,840,324
6	The Lemelson Foundation	\$11,940,587
7	The Collins Foundation	\$8,233,800
8	James F. and Marion L. Miller Foundation	\$6,888,900
9	Cambia Health Foundation	\$5,000,000
10	The Harold and Arlene Schnitzer CARE Foundation	\$4,738,556
11	Maybelle Clark MacDonald Fund	\$4,350,829
12	Northwest Health Foundation	\$3,686,076
13	Oregon Jewish Community Foundation	\$2,136,195
14	The PacifiCorp Foundation for Learning	\$1,575,500
15	Juan Young Trust	\$1,400,000
16	The Salem Foundation	\$1,029,467
17	The Autzen Foundation	\$979,473
18	The Herbert A. Templeton Foundation	\$941,422
19	PGE Foundation	\$874,933
20	The Lazar Foundation	\$826,845
21	Chambers Family Foundation	\$817,092

Montana		
	Foundation	Annual Giving
1	National Forest Foundation	\$8,934,054
2	Whitefish Community Foundation	\$4,089,191
3	Dennis and Phyllis Washington Foundation	\$3,759,769
4	O. P. and W. E. Edwards Foundation, Inc.	\$3,196,168
5	Montana Community Foundation	\$2,567,904
6	First Interstate BancSystem Foundation	\$1,017,700
7	The Cinnabar Foundation	\$362,000
8	Red Lodge Area Community Foundation	\$255,612

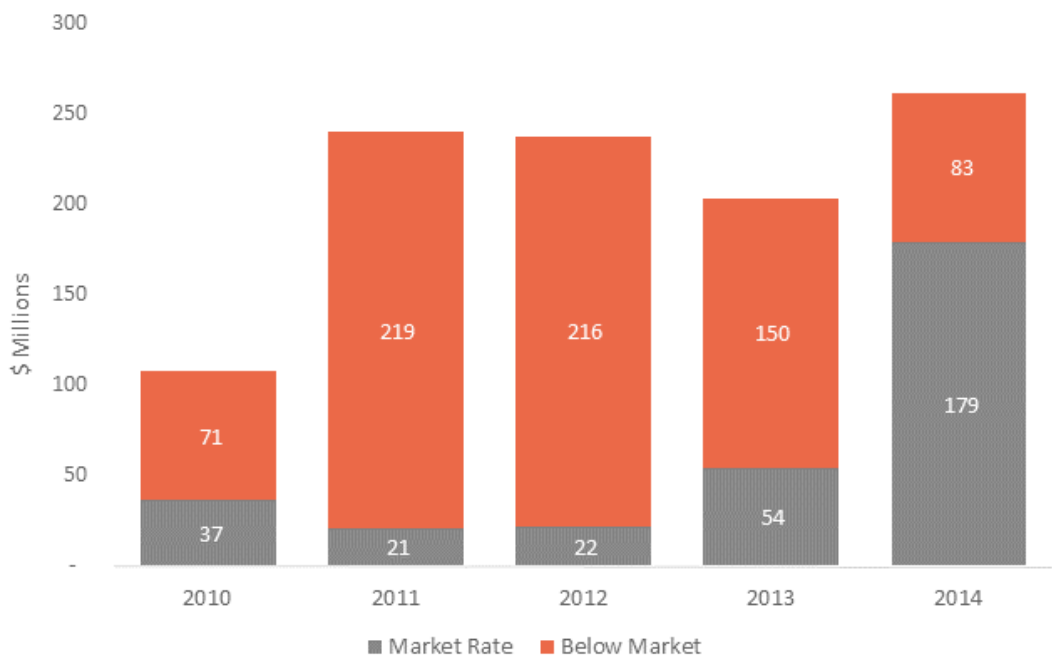
Wyoming		
	Foundation	Annual Giving
1	Community Foundation of Jackson Hole	\$14,756,833
2	Lynn and Foster Friess Family Foundation	\$4,810,000
3	George B. Storer Foundation, Inc.	\$3,050,012
4	Wyoming Community Foundation	\$2,549,254
5	Homer A. and Mildred S. Scott Foundation	\$1,134,449
6	The Arthur B. Schultz Foundation	\$418,308
7	Connemara Fund	\$318,000



A smaller segment of Foundation and Endowment investing activity comes in the form of what is called mission-related investing (MRI) and program related investing (PRI). The simplest way to distinguish between the two forms is that PRI is typically positioned as a charitable, below market rate of return, form of investing and is often treated similarly to charitable grants for tax purposes. MRI, on the other hand, can be any investment made in which the investing entity intends to create both a social good that is consistent with the Foundation's stated mission as well as a market rate economic return. In the case of MRI's, the goal of the investment is more than just financial profit.

For those looking to build a business that might appeal to MRI/PRI investor interest, both MRI and PRI may be accessible depending on the type of company being built. One of the major differences will be the cost of capital and return expectations demanded by the Foundation investor. Those seeking this form of capital should also understand that most MRI/PRI programs account for a very small proportion of a Foundation's total assets and are often managed by a dedicated professional who may or may not work in the same department as those who manage the overall investment portfolio of the Foundation. Often, Foundations will effectively outsource their MRI/PRI investments by choosing to invest in strategically aligned funds versus making direct company investments. Mission related investing may still be in the early phases of its adoption across the Foundation landscape, but its use is expanding. The Foundation Center published a report in 2011 that indicated that larger foundations with annual giving rates in excess of \$10 million are leading the adoption.

Figure D: Mission Investments by Year.



Source: Mission Investors Exchange



Most foundations list the areas of grant interest and MRI/PRI interest in alignment with their stated missions directly on their website. They also file reports with the Internal Revenue Service which frequently detail their grants awarded by recipient institution. Those seeking to match their project needs with the appropriate foundation are well served to research a foundation's prior grant and reported investment history in order to assess first order scale and fit alignment. The Mission Investor's Exchange maintains a database of foundation MRI investing nationally. Since 2010, they have recorded 620 investments totaling over \$1,327,043,222<sup>31</sup>.

The question of institutional barriers to mission-aligned investing was outlined in an article for the Stanford Social Innovation Review<sup>12</sup>. Potential barriers to mission alignment include<sup>32</sup>:

- **Delegation of investment authority:** Most institutions (and individuals) use fund managers because it is economically efficient to do so. Gaining an understanding of a foundation's holdings through these managers can be difficult as it may raise costs and their investments are constantly shifting.
- **Fund structure:** Many institutional investors use investment vehicles that are time-bound and have liquidity constraints. Some private equity funds also lack transparency around the companies they acquire, which can lead to unpleasant surprises.
- **Lack of standardized data:** While the amount of data available to investors to assess an investment's sustainability performance is increasing, there is a lack of standardized data. This can make it difficult to compare companies' sustainability performance across different industries so that investors remain mission-aligned. The emergence of managers and advisors that monitor investments using publicly available and proprietary data can assist foundations to appropriately and effectively address these barriers.

Another constraint for foundations looking at MRI is the question of fiduciary responsibility and questions related to whether mission impact can be considered part of an overall return maximization investing strategy. In September 2015, the US Internal Revenue Service (IRS) released "Notice 2015- 62: Investments Made for Charitable Purposes," which explicitly enables foundations to consider mission when undertaking investment<sup>33</sup>. The relevant section states that: *When exercising ordinary business care and prudence in deciding whether to make an investment, foundation managers may consider all relevant facts and circumstances, including the relationship between a particular investment and the foundation's charitable purposes. Foundation managers are not required to select only investments that offer the highest rates of return, the lowest risks, or the greatest liquidity so long as the foundation managers exercise the requisite ordinary business care and prudence under the facts and circumstances prevailing at the time of the investment in making investment decisions that support, and do not jeopardize, the furtherance of the private foundation's charitable purposes.*

<sup>31</sup> [www.missioninvestors.org](http://www.missioninvestors.org)

<sup>32</sup> Cornerstone Capital Group: "The Future of Foundations: Impact at Scale?", September 2015

<sup>33</sup> IRS, 2015, Investments Made for Charitable Foundations – Notice 2015-62, <http://www.irs.gov/pub/irs-drop/n-15-62.pdf>



Table 23: 2013 Mission-Related Investments by State

State	Number of Transactions	Dollars	Average Dollars per Transaction
AK	6	\$3,750,000	\$625,000
CA	36	\$56,459,000	\$1,568,306
CO	9	\$16,100,000	\$1,788,889
DC	6	\$5,834,620	\$972,437
IL	5	\$11,172,500	\$2,234,500
LA	3	\$1,500,000	\$500,000
MA	14	\$6,625,000	\$473,214
MD	4	\$9,016,666	\$2,254,167
MI	15	\$14,908,332	\$993,889
MN	6	\$4,160,000	\$693,333
N. CA	13	\$15,058,715	\$1,158,363
NE	4	\$255,000	\$63,750
NJ	1	\$10,000,000	\$10,000,000
NV	5	\$10,000,000	\$2,000,000
NY	34	\$88,766,666	\$2,610,784
OH	12	\$9,078,000	\$756,500
OR	12	\$13,750,000	\$1,145,833
RI	3	\$1,026,000	\$342,000
TN	1	\$1,000,000	\$1,000,000
TX	8	\$7,825,717	\$978,215
VA	1	\$1,500,000	\$1,500,000
VT	11	\$3,210,000	\$291,818
WA	2	\$1,500,000	\$750,000
WI	2	\$325,000	\$162,500
Totals	213	\$292,821,216	\$1,374,747

Source: Mission Investors Exchange

Table 24: 2014 Mission-Related Investments by State

State	Number of Transactions	Dollars	Average Dollars per Transaction
AK	2	\$5,000,000	\$2,500,000
CA	36	\$68,599,202	\$1,905,533
CO	4	\$6,250,000	\$1,562,500
DC	6	\$8,719,688	\$1,453,281
IL	5	\$2,455,000	\$491,000
KY	1	\$100,000	\$100,000
MA	7	\$7,150,000	\$1,021,429
MI	3	\$800,000	\$266,667
MN	14	\$308,127,674	\$22,009,120
MT	3	\$600,000	\$200,000
N. CA	1	\$250,000	\$250,000
NH	8	\$13,000,000	\$1,625,000
NM	1	\$250,000	\$250,000
NV	2	\$6,000,000	\$3,000,000
NY	16	\$49,650,000	\$3,103,125
OH	1	\$200,000	\$200,000
OR	11	\$11,250,000	\$1,022,727
PA	3	\$1,650,000	\$550,000
TN	1	\$120,000	\$120,000
TX	2	\$508,344	\$254,172
VT	6	\$1,050,000	\$175,000
WA	3	\$3,175,000	\$1,058,333
Totals	136	\$494,904,908	\$3,639,007

Source: Mission Investors Exchange



Table 25: 2013 Mission-Related Investments by Category, Type and Asset Class

State	Category	Investment Type	Asset Class	Investment Amount \$
AK	DEV	Below-Market	Private debt	\$250,000
AK	EDU	Below-Market	Private debt	\$250,000
AK	ART	Below-Market	Private debt	\$250,000
AK	EDU	Below-Market	Equity-like debt	\$1,000,000
AK	ART	Below-Market	Equity-like debt	\$1,000,000
AK	INF	Below-Market	Equity-like debt	\$1,000,000
N. CA	MIC	Below-Market	Private debt	\$200,000
N. CA	MIC	Below-Market	Private debt	\$250,000
N. CA	DEV	Below-Market	Private debt	\$81,250
N. CA	HEA	Below-Market	Private debt	\$81,250
N. CA	MIC	Below-Market	Private debt	\$81,250
N. CA	INF	Below-Market	Private debt	\$81,250
N. CA	DEV	Below-Market	Private debt	\$200,000
N. CA	FIN	Below-Market	Private debt	\$200,000
N. CA	HOU	Below-Market	Private debt	\$100,000
N. CA	DEV	Below-Market	Private debt	\$250,000
N. CA	MIC	Below-Market	Private debt	\$250,000
N. CA	FIN	Market Rate	Public equity	\$12,783,715
N. CA	DEV	Market Rate	Public debt	\$500,000
OR	DEV	Below-Market	Private debt	\$500,000
OR	ART	Below-Market	Private debt	\$500,000
OR	DEV	Below-Market	Public debt	\$500,000

Source: Mission Investors Exchange

Table 26: 2014 Mission-Related Investments by Category, Type and Asset Class

State	Category	Investment Type	Asset Class	Investment Amount \$
AK	DEV	Below-Market	Private debt	\$2,500,000
AK	NRG	Below-Market	Private debt	\$2,500,000
MT	DEV	Below-Market	Private debt	\$250,000
MT	HOU	Below-Market	Private debt	\$250,000
MT	HOU	Below-Market	Private debt	\$100,000
N. CA	ENV	Market Rate	Deposits & cash equivalents	\$250,000
OR	HOU	Below-Market	Private debt	\$1,500,000
OR	EMP	Below-Market	Private debt	\$1,500,000
OR	HEA	Below-Market	Private debt	\$1,500,000
OR	HUM	Below-Market	Private debt	\$1,500,000
OR	HOU	Below-Market	Private debt	\$100,000
OR	FIN	Below-Market	Private debt	\$2,000,000
OR	ART	Below-Market	Private debt	\$150,000
OR	FIN	Below-Market	Private debt	\$1,000,000
OR	EDU	Below-Market	Private debt	\$750,000
OR	ART	Below-Market	Private debt	\$750,000
OR	HUM	Below-Market	Private debt	\$500,000
WA	INF	Below-Market	Private debt	\$75,000
WA	HUM	Below-Market	Private debt	\$100,000
WA	NRG	Market Rate	Public equity	\$3,000,000
Total				\$20,275,000

Source: Mission Investors Exchange



Table 25 (cont.) : 2013 Mission-Related Investments by Category, Type and Asset Class

State	Cate- gory	Investment Type	Asset Class	Investment Amount \$
OR	DEV	Market Rate	Public debt	\$8,000,000
OR	DEV	Below-Market	Public debt	\$500,000
OR	HOU	Below-Market	Private debt	\$1,500,000
OR	HEA	Below-Market	Private debt	\$1,500,000
OR	ART	Below-Market	Private debt	\$350,000
OR	ENV	Below-Market	Public debt	\$100,000
OR	AGF	Below-Market	Public debt	\$100,000
OR	EDU	Below-Market	Public debt	\$100,000
OR	ART	Below-Market	Public debt	\$100,000
WA	DEV	Below-Market	Private debt	\$750,000
WA	DEV	Below-Market	Private debt	\$750,000
Total				\$34,058,715

Source: Mission Investors Exchange

<b>AGF</b>	Agriculture and food
<b>ART</b>	Arts, Culture and Humanities
<b>DEV</b>	Community and Economic Development
<b>EDU</b>	Education
<b>EMP</b>	Employment and Job-related
<b>ENV</b>	Environmental conservation and protection
<b>FIN</b>	Financial services (excl microfinance)
<b>HEA</b>	Heathcare
<b>HOU</b>	Housing
<b>HUM</b>	Human and Social services
<b>INF</b>	Information/ Comm Technologies
<b>MIC</b>	Microfinance
<b>NRG</b>	Energy
<b>WAT</b>	Water and Sanitation





# APPENDIX

## Definitions / Glossary

**Accelerators & Incubators** offer a variety of in-kind services that can offset traditional capital requirements through discounted or free support services, rent, mentorship, training and staffing. Differentiating between accelerators and incubators may often be subjective, but typically incubators are considered extremely early stage support and accelerators are a next phase of developmental support.

**Angel investors** are often associated with seed or early stage investing, but in fact, angels may invest any type of capital at any stage. Angels are commonly wealthy individuals who choose to invest capital in new enterprises. There is a wide range of angel investors. They can vary in the stage and sectors of business in which they invest and also in the frequency and scale of the investments they make. Another difference among angels is their degree of involvement. Some angels serve on company boards where they can add significant expertise. Others don't have the time or specific sector experience to contribute.

**Asset-based lending** is higher risk than traditional bank lending and has commensurately higher rates of return. This lending can include non-traditional forms of collateral, such as accounts receivable (payments owed to a business by its customers). This type of lending has historically proliferated when capital is tight and businesses have weaker balance sheets.

**Bootstrapping/Internal Funding/Profit Reinvestment** is the most fundamental tool for business funding available. The primary principle of 'picking yourself up by the bootstraps' and building a business based on the profit available from operations is as old as commerce itself. Most companies have at least some level of this type of funding in their history. Many companies may exist for years with only this type of internally sourced funding, while others use this stage of development as a foundation for later gathering of larger amounts of capital. This type of funding is very difficult to track as it is not typically reported to any agency or data aggregator. However, one can assume that if an entity seeks any of the other types of capital covered within this report, there is some level of Bootstrapping or Internal/Founder funding in place. There is no special requirement to be attractive to this type of financing other than to be ready to take on the personal risks of starting a company and having personal or close family capital in sufficient quantity, and perhaps, the personal charisma to convince yourself, your friends, and family that you are less of a risk than you most likely are.

**Buyout capital** traditionally uses a small amount of equity, leveraged with a relatively large amount of debt to acquire control of a company. Because little equity is employed, the repayment of debt is relatively risky and consequently the debt carries a high interest rate. Buyout investment groups target mature businesses that have strong balance sheets and stable cash flows to service the debt required by this investment strategy.

**Community Development Financial Institutions (CDFIs)** are a Federally backed program empowering individual CDFI organizations. The purpose of the CDFI Program is to use federal resources to invest in CDFIs and to build their capacity to serve low-income people and communities that lack access to affordable financial products and services. Through the CDFI Program, the CDFI Fund provides two types of monetary awards to



CDFIs - Financial Assistance awards and Technical Assistance awards. CDFIs may use the funds to pursue a variety of goals, including: To promote economic development, to develop businesses, to create jobs, and to develop commercial real estate; to develop affordable housing and to promote homeownership; and to provide community development financial services, such as basic banking services, financial literacy programs, and alternatives to predatory lending. Since 1994, the CDFI Fund has awarded more than \$1.3 billion in FA and TA awards through the CDFI Program<sup>34</sup>.

**Commercialization grants** may be available from both Federal and State government sources as well as Foundations and Endowments depending on their mission. Most common of the Federal programs include SBIR/STTR grants. State grants in Oregon include those from Signature Research Centers like ONAMI, OTRADI and OregonBEST.

**Convertible debt notes** are a form of debt that pay interest, but can be converted into equity based on a predetermined set of trigger events. The benefit is that the setting of a price or value of the company can be postponed until a later, typically more institutional financing event occurs. These notes are often used in seed, Angel and early stage venture investing.

**Crowdfunding** is an emergent category of funding through large pools of individuals can take the form of donations, equity, rewards, or loans. Crowd funding platforms (CFP) are internet based forums for raising capital.

**Early stage venture capital (VC)** is usually the first formal or institutional round of financing a start-up receives and is often referred to as a series A. Lettered names for investment rounds generally follow the A, B, C, D, and so on, convention. Rounds A and B may be considered earlier stage while C, D, or later rounds would generally be considered later stage. Some businesses may have already gone to market, selling to early customers by the time a series A round closes. The venture capital model relies on a strict set of criteria for success: a defensible advantage; a large market in which to scale rapidly; low capital costs; and a strong management team, which includes experience with successful start-ups, domain expertise and a competitive drive to win. VC firms tend to have specific industry domain and stage of development preferences and expertise.

**Economic Development Districts** work to provide effective, efficient delivery of economic development services benefiting healthy and sustainable communities and businesses. Operating regionally, they forge strategies, solutions, and partnerships that achieve clear, quantifiable and tangible results, most of which would not have been feasible for a single local jurisdiction to implement. Economic Development Districts manage and deliver an abundance of federal and state programs based on local needs and priorities. The Federal government, through its US Economic Development Administration oversees a variety of programs that support regional development.

**Initial Public Offering (IPO)** has traditionally been the ultimate goal of a venture capital funded company. While the regulatory hurdles to achieving an IPO are significant, companies can access public markets in a variety of ways. This type of funding is typically accessed following significant previous rounds of venture capital investment.

**Later stage venture capital (VC)** is follow-on financing for businesses that have already received some venture capital investment. This capital is used to scale businesses before a liquidity event such as a private sale or initial public offering (IPO).

<sup>34</sup> <http://www.cdfifund.gov/>



**Mergers and Acquisitions (M&A)** represents both a funding source for growth and an opportunity for entrepreneurs and investors to gain liquidity. The sale of a company whole or in part to another business is generally a positive event. The scale of M&A activity ranges from small deals between local companies to global transactions between huge corporations. Frequently a specialty M&A investment bank firm is hired to assist in the search and match-making function of an M&A transaction or is brought in to help negotiate an unsolicited bid. Selection of knowledgeable partners is often a key component of a satisfying transaction.

**Mezzanine capital** is invested as preferred equity or debt with high interest rates accompanied by warrants. This capital is often used to finance growth businesses, but can be used in a variety of situations including business turnarounds. Mezzanine lending is unsecured, meaning that it has no claims on assets, contributing to the higher interest rates for this type of debt.

**Microloans** are small loans to borrowers who do not qualify for traditional bank loans. In the U.S., these loans range from \$100 to \$50,000. Borrowers typically lack collateral, credit history or steady employment. Lenders often require business counseling as a condition of the lending process. This lending counseling/assistance is a critical risk management tool. These loans can play an important role for micro entrepreneurs who have few other options for financing.

**Mission-Related Investing (MRI)** includes any investment made in which the investing entity intends to create a social or environmental that is consistent with a stated philanthropic mission alongside a market rate financial return.

**New Markets Tax Credits** The New Markets Tax Credit Program (NMTC Program) was established by Congress in 2000 to spur new or increased investments into operating businesses and real estate projects located in low-income communities. The NMTC Program attracts investment capital to low-income communities by permitting individual and corporate investors to receive a tax credit against their Federal income tax return in exchange for making equity investments in specialized financial institutions called Community Development Entities (CDEs). The credit totals 39 percent of the original investment amount and is claimed over a period of seven years (five percent for each of the first three years, and six percent for each of the remaining four years)<sup>35</sup>.

**Private equity (PE)** funds, like VC funds, are often organized as limited partnerships (LP). This legal structure creates a fiduciary duty for general partners (the investment managers) to act in the best interest of the limited partners (the investors). Private equity is a broad category of private investment funds, which include: venture capital; growth capital; and leveraged buyout funds. These funds are differentiated by their specialized investment strategy. PE funds are typically associated with later stage and larger scale financings versus venture capital funds, though both are considered a form of private equity.

**Revenue loans** have a current pay obligation similar to the interest rate on a conventional loan, but the current pay obligation on a revenue loan is a percentage of revenue up to a total return, usually 2-3x the original investment. This structure allows a revenue loan to share in the upside of growth through rapid repayment, but doesn't provide quite the burden that conventional debt does when a firm's revenues decline and money is tight.

**Seed stage capital** can take the form of equity, but most often is used as convertible debt notes to finance start-ups as they move from concept to prototype or product, prior to being ready to sell their products in the market.

<sup>35</sup> <http://www.cdfifund.gov/>



**Small Business Administration 7(a) and 504 guaranteed loans** are available from a number of participating banks and differ from traditional loans in that they are guaranteed by the Federal government. These loans may allow banks to take on somewhat more risky small business financings than would otherwise be acceptable.

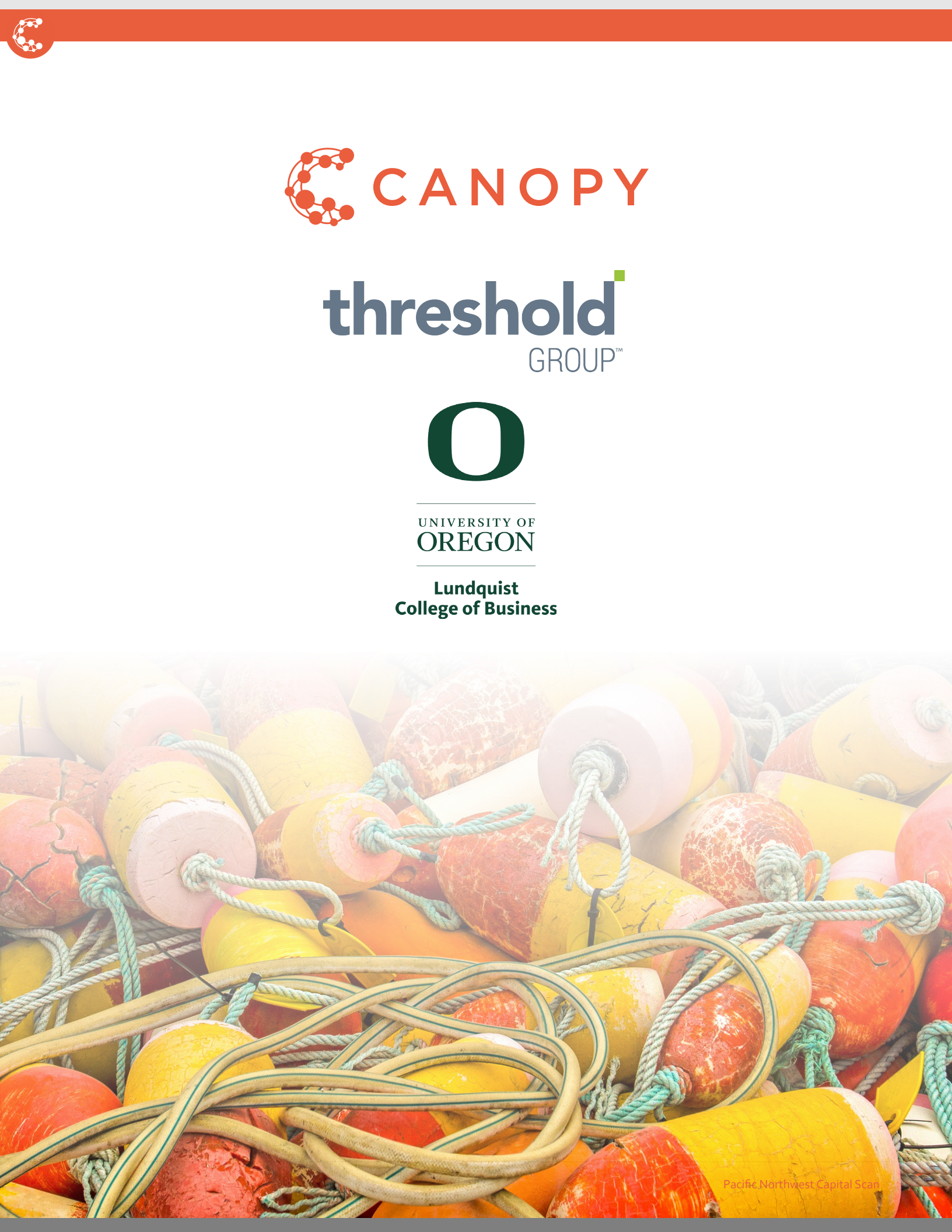
**Strategic investors** are companies which invest in businesses that have strategic value to the investor. Strategic investors may deploy their capital at various stages and for various reasons, such as growth through acquisition or access to new technologies ahead of competitors.

**Traditional bank loans** are made to individuals and businesses, based on a set of standards that rely on assets for collateral, such as a building, and a future cash flow to service the debt. Because bank lending is secured, bank rates are considerably lower than mezzanine debt.

**USDA Rural Development** provides grants, micro-loans and loan guarantees as well as job training and business development opportunities for rural residents, including cooperative business development, community economic development and strategic community planning and faith-based and self-help initiatives. "Rural" is defined as any metropolitan area with fewer than 50,000 residents. USDA Rural Development Funding for most of these efforts is administered by USDA Rural Business Programs. Rural Development also offers programs to provide the educational opportunities, training, technical support, and tools for rural residents to start small businesses and to access jobs in agricultural markets, the green economy, and other existing markets, as well as acquire training in vocational and entrepreneurship skills they can use in the marketplace and business sector.

**Venture debt** is provided to start-ups by specialized banks or venture debt funds. Venture debt carries higher risk than traditional lending and has commensurately higher interest rates than traditional lending. Taking on debt is one way that entrepreneurs can avoid dilution of their company ownership in order to finance growth. Typically, venture debt providers are closely associated with the providers of venture capital equity and form tight working relationships across a number of invested portfolio companies. Investors support venture debt because it may allow them to extend the capital, and therefore the operational runway in order to achieve the next critical milestone.





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