

2019 AAPA Communications Award

Entry Classification: **Overall Campaign**

Title: **THINK BIG: Satsop Business Park**

Summary

What do you do with a supposed-to-be nuclear facility with supersized infrastructure? You **THINK BIG** and turn it into a successful business park that creates jobs and opportunities for your community.



1. Challenge & Opportunity

BACKGROUND:

The Satsop Business Park, a facility of the Port of the Grays Harbor since 2013, is exceptionally unique and therefore, its story warrants a bit of background:

Satsop was supposed to be the site of Washington Public Power Supply System's nuclear power plants units 3 and 5, with units 1, 2 and 4 located at Hanford. Construction at the Satsop site began in 1977, but after several years of cost over runs and the largest bond default in U.S. history, construction was halted in 1983 with Unit 3 only 76% complete. Ultimately, only unit 2 at Hanford was ever completed.

Following its demise as a nuclear facility, the local community formed the Grays Harbor Public Development Authority (PDA) in 1999, in an attempt to preserve and market the unique infrastructure that had been constructed at the site. The site consists of approximately 600 acres of developed, pad-ready land and buildings supported by super-sized infrastructure such as redundant power and fiber, abundant water rights, and an 18-inch natural gas line, all surrounded by 1,200 acres of forest land. The PDA operated as a public corporation whose mission was to create new jobs and investment for the region.

In 2012, the Port of Grays Harbor was presented with an opportunity to expand its property portfolio with the acquisition of the Satsop Business Park. After 13 years of operations, the PDA's Executive Director was looking to retire and the PDA's Board felt they had fulfilled their mission of getting the Park up and running. The PDA viewed the Port of Grays Harbor as having a similar mission and felt the Port would be capable of continuing the operation of the Park for the betterment of the region. After several months of due diligence, the Port Commission unanimously voted to acquire all assets and liabilities of the Satsop Business Park from the Grays Harbor PDA effective January 1, 2013.



Construction of the Satsop site in 1981. The site's infrastructure supported 5,000 workers at its peak.

THINK BIG



The Satsop Business Park as seen today. The two iconic cooling towers can be seen from miles away.

CHALLENGE:

Soon after the Port's acquisition of the Satsop Business Park, its two largest tenants filed for bankruptcy. After over two years of bankruptcy court proceedings, the Port was left with over 500,000 square feet of available warehouse space. Coupled with over 90,000 square feet of available office space and over 300 acres of available land, the business park was rich in assets but short on tenants. Not to mention, the lack of rail access and rural location and population base didn't bode well for many growing industries.

With reduced revenues from the two largest tenants exiting the business park, Port staff quickly went to work on strategizing the most cost effective way to bring new investment and job creation. Business development and marketing staff and budget is limited at the Port and the business park. Utilizing the existing talent we have, we put together a plan to put the business park in the spotlight.

OPPORTUNITY:

During this time, the Port couldn't help but notice an emerging trend: Seattle was booming. Amazon and Boeing were building office and warehouse space at a fast-paced rate, driving up rents in these areas. Population and demand for housing was soaring in King County. Other tech and industrial giants were moving into the area trying to get closer to their competitors and take advantage of the skilled workforce. To make matters even better, thousands of people employed by these companies in King County were traveling right by the Business Park on the weekends to get to the coast. With Seattle located 90 miles north of the business park, how could the Port take advantage of this growth?

Growth in the Puget Sound region was reaching maximum density, Grays Harbor and specifically Satsop Business Park present a nearby alternative for these companies to expand while still being within two hours of their Puget Sound operations.

Furthermore, thousands of business leaders vacation on the shores of Grays Harbor, literally driving right past the iconic "towers" of Satsop Business Park. The Port team set out to create a top-of-mind-awareness that these towers equal big opportunities for expansion and innovation.

THINK BIG



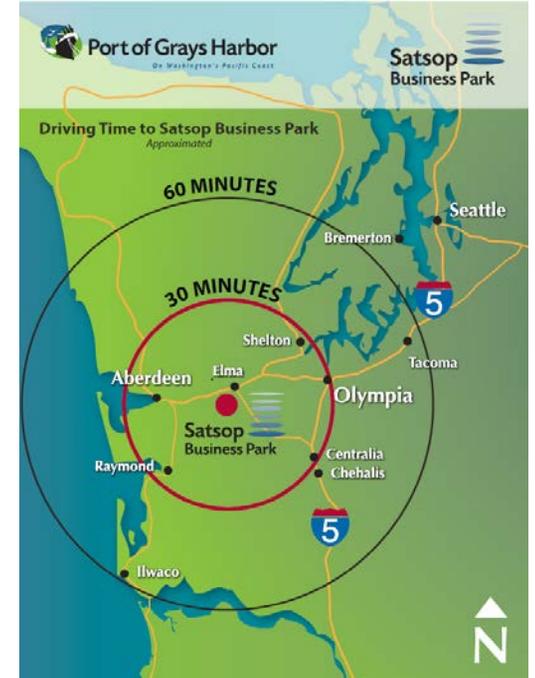
2. Mission

The Port of Grays Harbor's mission is to best utilize our resources to facilitate, enhance and stimulate international trade, economic development and tourism for the betterment of the region.

Port Commissioners take the mission very seriously in the decisions they make on the public's behalf, as do Port staff in the work they do every day to carry out the Port's mission. This campaign specifically addresses the Commission's mission to create economic opportunities throughout the region and attract private investment to the district therefore creating a sustainable and diverse economy that improves the quality of life for the citizens.

The Port of Grays Harbor is a countywide port district. The Port's largest and most visible line of business, the Marine Terminals, are located in the "urban" core area of Aberdeen and Hoquiam. The Satsop Business Park is the Port's only facility in East Grays Harbor, which is far more rural than the urban core area. On the other hand, the business park is closer to the I-5 corridor and larger urban areas located to the east, making the location of the available real estate at the park potentially more attractive. One of the primary purposes of taking the Park on in 2013, was to promote economic development specifically in East County via private investment and job creation where it was sorely needed.

The Think Big campaign was overwhelmingly successful in attracting both to the Satsop Business Park.



Above: Satsop's strategic location just 30 minutes from the I-5 corridor on an uncrowded, 2 lane highway.



Below: Satsop Business Park's iconic cooling towers as seen from US Highway 12 which serves the Pacific Coast with millions of travelers annually.

THINK BIG



3. Planning & Programming

GOAL:

Utilize the existing assets at the business park to attract private investment and job creation.

OBJECTIVE 1:

Elevate the visibility of the Satsop Business Park in the growing but crowded Puget Sound region and establish the location as an emerging, uncongested and attractive alternative to relocate, expand, or start a business.

OBJECTIVE 2:

Associate Satsop's iconic BIG towers and super-sized infrastructure with opportunities for business to grow or relocate at Satsop

PRIMARY AUDIENCE:

Company executives (decision makers) who may be influenced to relocate or expand to the Satsop Business Park.

SECONDARY AUDIENCE:

Employees or service providers of companies who may be influenced to relocate or expand to the Satsop Business Park.

THINK BIG WAREHOUSE • OFFICE • LAND

Over **600,000 square feet** of available warehouse space

Over **60,000 square feet** of available office space

Strategically located midway between **Portland and Seattle**

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FOR LEASE
WAREHOUSE - OFFICE - LAND

LET'S GROW TOGETHER
www.satsop.com

Satsop Business Park
A FACILITY OF THE PORT OF GRAYS HARBOR

A recent Think Big ad that ran in South Sound Business Magazine.

THINK BIG



4. Actions

The “Think Big” campaign kicked off with the installation of a billboard on Highway 12. This strategic location sees over 10,000 cars daily and 3.8 million annually. The placement faced cars heading eastbound. This was a strategic move so that tourists heading home on their way back from the beach would see the billboard before they passed the business park. Amongst these tourists, we hoped that decision makers from companies in Puget Sound would begin to recognize the business park as an up and coming location.

Tactics:

- **Think Big notepads** - created as a giveaway item to hand out at events. They were handed out from our booth at the South Sound Summit in Tacoma, WA, and were also handed out at the Port’s Annual Business Report where customers and community come together (hard copy sent to AAPA)
- **I see you are doing Big Things Note Card** – As part of the marketing strategy, staff had specially designed note cards printed and ready to send out to anyone that could be interested in the business park. Port staff monitors Puget Sound news outlets, and if a company hits a milestone or wins an award, they receive a card from the Satsop Business Park. Cards have been sent to businesses large and small, and one was even sent to Bill Gates! (hard copy sent to AAPA)
- **Think Big Banners** - The Park sees a lot of curious folks driving through as it is served by public roads. In July 2018, the Park installed several Think Big banners on light poles throughout the park.



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- **Pop-up Banners** – Mobile pop-banners showing the vast space of the Park were utilized at events throughout the region.

2017 was a successful and busy high growth year for the Park, with over 350 jobs created.

In 2018 we determined it was time to re-engage the Think Big campaign by strategically advertising in the Puget Sound region. We entered into advertising contracts for print and digital media with both South Sound Business Magazine and Seattle Business Magazine. We attended and exhibited at the South Sound Summit, a business-focused expo held in Tacoma, WA.



Satsop Business Park Manager of Business Development Alissa Shay and Business & Operations Assistant James Messer pose for a photo at the South Sound Summit last fall.

5. Outcomes

One of the first major investments in the business park that occurred after the Think Big initiative started was Fuller Hill Development Company, a subset of one of the largest cannabis growers in Washington State. This partnership occurred through participation in Thurston County (neighboring county) networking events where Port staff was able to meet the owners of the company looking to expand. Fuller Hill invested more than \$6 million in an existing Port facility, and celebrated their first harvest in January of 2018. Their first full year of production was 2018 and they have quickly risen to become one of the top producers of cannabis in the State of Washington.



Washington State Governor Jay Inslee joined Overstock.com leaders for a ribbon cutting ceremony at the Satsop Business Park

In 2017 our ongoing networking and goal to be top-of-mind proved fruitful when Overstock.com was referred to us in their search for a call center location. They had been looking for two locations in Washington State that could support 75 call center jobs each. We were able to secure the Satsop Business Park as a location, and they decided to locate all 150 jobs at the business park. Within 6 months of opening up their operations they doubled in size and employees, leasing an entire office building and hiring up to 300 employees. This relationship with a large online retailer was a huge win for the business park and for the community.

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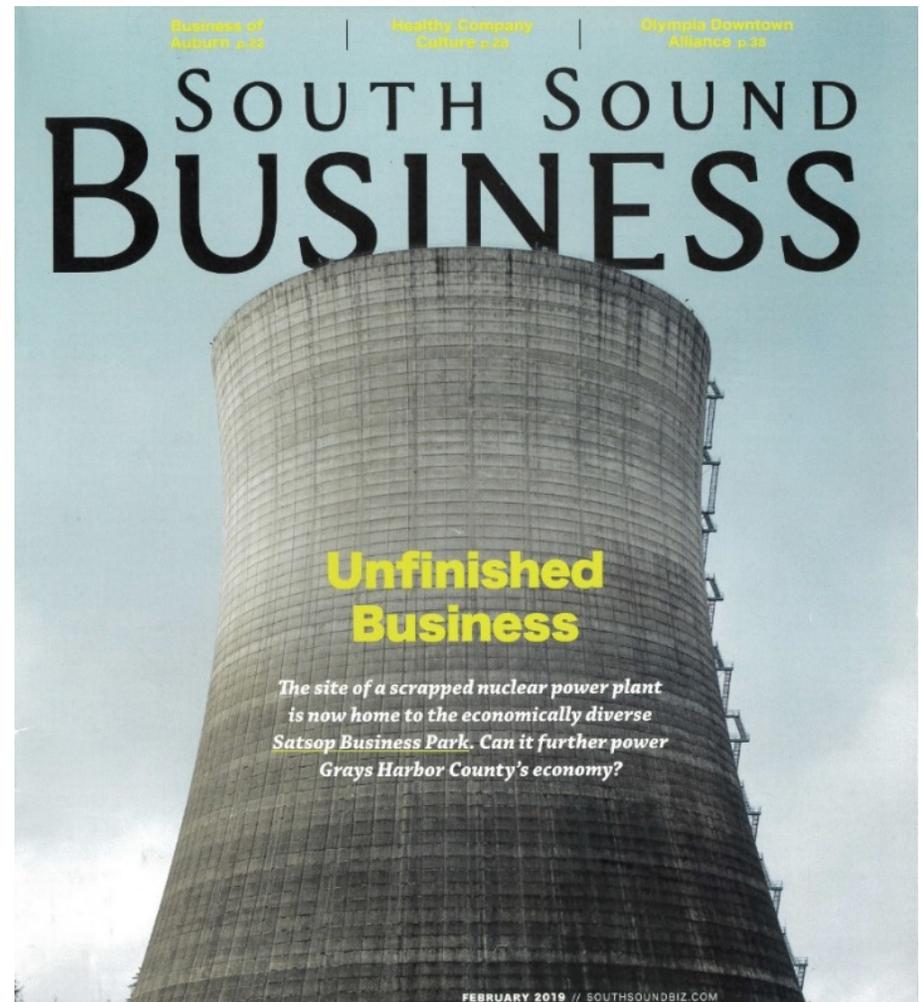


In October of 2018 Alissa Shay, Manager of Business Development for the Satsop Business Park, was chosen to be featured in South Sound Business Magazine's "40 Under 40."

As the only individual selected from Grays Harbor, it was an honor for both her and the Port. It showed how shining a light on the business park through networking, marketing and outreach had brought awareness to the target audience. (hard copy sent to AAPA)

In February of 2019, South Sound Business Magazine featured the business park as its cover story. This feature was unpaid and not solicited by Port staff. It was another offshoot of success that occurred due to the focused marketing efforts on the Satsop Business Park. (hard copy sent to AAPA)

As we head into 2019 the Port is excited about where our efforts will lead. We continue to get very strong inquiries from the Puget Sound region and beyond, from businesses looking to relocate or expand in our area. We believe that over the next 24 months the seeds we have planted through the Think Big campaign will continue to blossom.



South Sound Business Magazine February 2019 edition with Satsop Business Park's cooling tower on the cover and a feature story on the Park