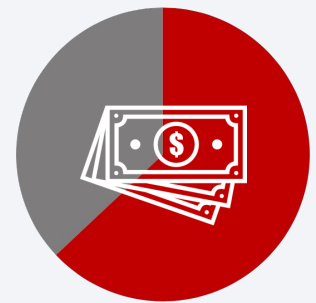


As business owners retire, how do we  
**RETAIN BUSINESSES**  
**BELLINGHAM, WA**  
and turn the risk of the Silver Tsunami into opportunity?

Bellingham has a population of 88,500 and is the county seat of Whatcom County which is on the border of Canada in the uppermost western corner of Washington State. The median household income in the city is close to \$50,000 and the poverty rate is over twenty percent. Employee ownership can help keep good businesses rooted in Bellingham and expand opportunities to create wealth and equity for their employees.

**1,100** businesses with  
employees in **Bellingham**  
are over **20** years old. They account  
for **\$4B** or **63%** of small business  
revenue. These businesses employ  
**2** in **5** workers.



According to a Project Equity study. Measurements are estimates and indicate percentages of total businesses with employees included in the study and do not include nonprofits, publicly traded companies, franchises, public sector and related companies.

**HALF** of all business owners in the US are looking to transition out in  
the next **5** years, yet, up to **85%** have no succession plan in place.  
**ONE-THIRD** plan to simply close their doors.

As their owners retire, how do we keep these businesses  
and jobs in Bellingham?

Statistics according to Barlow Research Associates and Securian Research.



project  
**{EQUITY}**



# DISCOVER THE POWER OF **EMPLOYEE OWNERSHIP**

By selling businesses to the employees, owners can



## **RETIRE WELL**

and keep businesses

## **LOCALLY ROOTED**



And for

## **EMPLOYEE-OWNERS.**

Household  
net worth is



**92%**  
**HIGHER**

Median job  
tenure is



**53%**  
**LONGER**

Median income  
from wages is



**33%**  
**HIGHER**

Statistics obtained from the National Center of Employee Ownership 2017 study.



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