



## **2016 ACTION PLAN**

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## Table of Contents

### Strategic Planning Framework

Background .....	3
Organization and Structure.....	7
The Challenge .....	7
Vision & Mission .....	8
Goals.....	8

### 2016 Action Plan

Introduction.....	8
Goal #1 Vision & Mission .....	9
Goal #2 Marketing .....	10
Goal #3 Innovation Partnership Zone.....	12
Goal #4 Training & Resource Development.....	12

### Addenda:

Maps.....	14
Location of Companies and Entities Located Within the District.....	14
Combined Master Plans.....	14
List of Acronyms.....	15

## STRATEGIC PLANNING FRAMEWORK

**Background.** Community leaders in the Tri-Cities have long been aware of the eventual clean-up of the Hanford Reservation and are concerned about the negative community impacts related to the loss of 12,000 Hanford-related jobs and \$2 billion in annual federal funding.

In 1990, a non-profit corporation, the Tri-Cities Science and Technology Park, was created to help market the available land and buildings in a 4,500 acre area in North Richland. The Park's board represented the major land and building owners and representatives of companies who leased office space in the area. The Park commissioned a Strategic plan, completed in 1995, that recommended campus improvements and design guidelines. However, the plan was hindered by lack of an agreement on a formula for funding the organization. As a result, the park became a "virtual" organization.

In 2005, PNNL worked with Washington's Congressional Delegation to obtain funding for a strategic economic development plan that would focus specifically on the creation of a new research district in the area. AngelouEconomics of Austin, Texas was selected to undertake the plan with the Port of Benton acting as grant administrator. AngelouEconomics recommended a regional effort to engage stakeholders from throughout the Tri-Cities. Their recommendations were presented to the community in a "Research District Land Use and Marketing Plan," a series of seven reports, that was released in early 2006.

During 2007, the partners increased their efforts to begin to implement the AngelouEconomics plan recommendations and take advantage of the new development environment and other activities that influenced the further growth of the district.

Among these activities are the following;

- The Tri-Cities Science and Technology Park was renamed the Tri-Cities Research District (TCRD) and an expanded board was created with new Bylaws.
- The size of the Research District was reduced from 4,500 acres to 1,600 acres allowing for more focused development.
- Several of the major landowners executed a series of MOUs and development agreements designed to make the future development of the area as seamless as possible. These included agreements to retain consultants to undertake a \$500,000 Master Plan covering approximately 400 acres of land in the district. This planning effort was completed November, 2008.
- Construction began on PNNL's \$224 million Physical Sciences Facility at the northern boundary of the PNNL campus. Approximately 450 employees work in the newly constructed 300,000 square-foot facility.
- PNNL also began efforts to extend the life of four buildings in the Hanford 300 area at the northern boundary of the Research District. The Department of Energy decided to continue PNNL's nuclear material handling in these buildings instead of constructing new facilities.

- PNNL received approval from DOE to begin construction of two additional facilities in the TCRD. These were financed and built by a third-party developer: the Biological Sciences Facility and the Computational Sciences Facility. Each contains 74,000 sq.ft, and are located adjacent to one another in the northwest part of the PNNL campus at a cost of about \$80 million.
- Diahann Howard, Manager of Economic Development and Government Affairs for the Port of Benton, was named executive director of the Research District as well as administrator for the state-designated Tri-Cities Innovation Zone. The Port of Benton provides an in kind contribution to support the districts efforts.
- TRIDEC dedicated \$20,000 in funding and developed part of its 2009 annual work plan with a focus on the TCRD target markets.
- Battelle Foundation awarded the TCRD \$100,000 to support operating in August, 2008.
- The Washington State Legislature approved the Innovation Partnership Zone program in 2007. The Port of Benton, on behalf of the TCRD, applied for and received designation in October, 2007. In 2008, the zone was granted \$257,000 towards capital projects such as website, entry signs and First Street funding within the TCRD.
- Lockheed Martin, in fall of 2008 opted to support the district with \$150,000 of in kind contributions toward graphics, communications and trade show displays for the district.
- PNNL and WSU-TC team to host a quarterly TCRD Speaker Series for the community, stakeholders and investors.
- 2009, the Cities of Kennewick and Richland have provided \$20,000 per city to support the marketing efforts of the TCRD. The City of Pasco has joined the board.
- February 2009, TRIDEC, TCRD and the TCLBA coordinated a joint meeting with local utilities, BSEL, PNNL and others around the development of a DOE clean energy park.
- March of 2009 \$1.68 million was awarded in partnership to the City of Richland, Port of Benton and WSU-TC along with their private partners for the reconstruction of First Street scheduled to go out to bid July of 2009.
- April 2009 a quarterly TCRD e-newsletter is launched.
- October the boundaries of the TCRD were expanded to include DOE's Radiochemical Laboratory in the 300 area expanding the district boundaries to 1,700 acres.
- November 2009, Port of Benton as the IPZ administrator partnered with the City of Richland to apply for State IPZ funds and was awarded \$275,000 towards a broadband project of \$1.2m.

- TCRD in partnership with TRIDEC launches Mid Columbia Energy Initiative
- TCRD co sponsors Clean Energy Day in Olympia February 4<sup>th</sup>, 2010
- April 30, 2010 \$2.4m First Street reconstruction project is completed and renamed University Drive.
- September 2010, TCRD and TRIDEC attend recruitment trip to China with Governor Christine Gregoire.
- January 2011, Innovation Center, LLC begins construction of 48,000 sq ft office facility and another 50,000 sq ft facility along with interior roads. Approx investment is \$65m in 2011. 9 acres purchased from the Port of Benton for commercial development.
- February 16, 2011 TCRD host Clean Energy Day with Clean Tech Alliance and Greater Spokane Incorporated. Boeing is a key sponsor.
- May 31, 2011 TRIDEC, Benton County, City of Richland and Port of Benton request 1,341 acres of southern boundary of Hanford site to be a foundation for future development in north Richland.
- July 2011 Washington Wine Commission pledges \$7.4m towards construction of 43,000 sq ft Wine Science Center.
- August 2011, TCRD submits for IPZ re-designation to the state.
- October 4, 2011 WSU TC celebrates opening of new \$3m Engineering Facility a partnership with Energy Solutions.
- November 10, 2011 Port of Benton opens the USS Triton Sail parks as a community feature within TCRD.
- November 14, 2011 WSU TC Bio Chem Cat project goes to pilot scale within Port's RIC property.
- April 12, 2012 Wine Science Center gets \$5m in state funding through IPZ and City of Richland forms Public Development Authority to oversee construction of now 35,000 sq ft facility.
- Spring 2012, Port sold 9 acres to Innovation Center at TCRD, LLC and immediately \$2.2m was privately spent on roads, infrastructure and two 4,000 square foot retail buildings. Result the City of Richland and Port of Benton supported the effort by upgrading two existing public streets Currie and Fermi using Local Refinancing Funds.
- Innovation Center also completed an internal pedestrian feature being a DNA helix as connection between their property leading up to PNNL campus and the center of the TCRD. This resulted in Battelle upgrading its street section as well, and both owners renaming the street Innovation Blvd

- September 2012 Innovation Center begins construction of Apartments within TCRD.
- 2011-2012 Columbia Energy builds 20,000 sq ft warehouse and refurbishes former old warehouse as a fabrication shop within the Port's RIC property resulting in 42 new jobs
- January 16, 2013, Tri-Cities Investment District, EB5 regional center receives approval. Over last two years TCRD marketed to Dubai, India, China, Mexico and South Korea.
- Innovation Center, LLC begins construction of phase 2 (160 total) Loft Apartments \$19m project.
- Delta High School receives state support of \$5.4m to allow for construction of new facility in Pasco.
- \$23m Wine Science Center selects Lydig Construction and ALSC Architects of Spokane to begin construction of the 39,000 sq ft facility.
- TCRD spends remaining state IPZ funds on way finding signage within the district.
- City of Richland begins initial \$2.3m broadband infrastructure project that includes the TCRD.
- TCRD is co-sponsor of first Tri-Cities Start Up Weekend and Future Energy Workforce Conference events.
- WSU TC is named HUB of new Biofuels Program with FAA making a 10 year, \$40m grant to WSU and MIT.
- November 2013, TCRD attends Washington Trade Mission to China with Governor Inslee and participated in the first Select Invest USA Summit in Washington D.C.
- DOE announces new Systems Engineering Laboratory (SEL) \$10m project to be built on the northeast corner of Stevens and Horn Rapids Road.
- January 2014, permit is issued for Wine Science Center
- March 2014, 2<sup>nd</sup> Tri-Cities Start Up Weekend is held
- May POB moved into new offices located at 3250 Port of Benton Blvd.
- July 2014, the Lofts 160 units are completed and open with 93% occupancy.
- TCRD recognizes SIGN as TCRD 1<sup>st</sup> Innovation Partner of the Year
- FAM tour of West Richland conducted

**Organization and Structure.** The Tri-Cities Research District is a 1,700-acre area located in North Richland that is home to the PNNL, WSU-TC, the Port of Benton, Hanford contractors, other federal and state agencies and approximately 80 businesses. More than 7,000 workers are employed in the area which contains approximately 3.4 million square feet of office, laboratory and light manufacturing space.

The TCRD is a 501 (c) (6) corporation managed by a Board of Directors of up to 15- members. The board includes representation from the Benton-Franklin Workforce Development Council, Columbia Basin College, City of Kennewick, City of Richland, City of Pasco, Port of Benton, PNNL, Innovation Center at TCRD, LLC, TRIDEC and WSU-TC, as well as representatives of district landowners and building owners. The board oversees the development of the district as well as the state-designated Tri-Cities Innovation Partnership Zone (TCIPZ) along with the zone administrator in order to assist in the implementation of the zone.

The Bylaws call for the TCRD board to have an Executive Committee, a Marketing Committee including Communication and Community Outreach Committee and a Resource/Funding Development Committee, an Innovation Partnership Zone Advisory Committee and a District Development Committee.

**The Challenge.** For more than fifty years, the Tri-Cities economy has been largely dependent on the Hanford site. Historically, the important work at Hanford protected our nation, provided jobs for our citizens and large amounts of direct and indirect tax base funding that supported our communities. The region's reliance on Hanford is changing with the accelerated pace of the cleanup of the Hanford site. In the years ahead, a new, more diversified economy – much of it the result of spin-offs from Hanford-related activities - will drive the region's economic future.

PNNL, WSU-TC and many of the companies that are located in the Tri-Cities Research District are closely tied to Hanford's history. The impending growth and development of the Tri-Cities Research District has the potential to replace Hanford as is the single most important economic driver, beyond Hanford itself, of the Tri-Cities' regional economy.

It is imperative that the efforts to create and develop the Tri-Cities Research District be successful. However, the TCRD faces both challenges and great opportunities. Because the TCRD is a partnership between various organizations and entities - public and private, each with its own goals and objectives - it will be important to maintain a shared vision for the TCRD. Cooperative funding relationships and responsibilities will be a particular challenge. Building new and improving existing infrastructure will be another challenge requiring cooperative funding and partnerships.

Additional opportunities within the TCRD include creating a greater sense of place and communicating it to workers and companies, attracting new businesses and employees and supporting technology and innovation. Another challenge is the opportunity to leverage the TCRD's designation as a state Innovation Partnership Zone. The opportunities are present, with the state recognition of the area along with our desire and sense of urgency to take action, to enable the TCRD to fulfill its vision as an economic driver for the region.

The 2015 Action Plan is the continuation of a long process to address these issues and foster significant growth within the Tri-Cities Research District.

**Vision & Mission.** The following Vision and Mission Statements were approved by the Board of the TCRD at its December 2007 meeting. The Goals, Strategies, and Activities are a synthesis of those recommended in the 1995 Science and Technology Park Strategic Plan, the 2006 AngelouEconomics plans and the state Innovation Partnership Zone application.

**Vision Statement.** The Research District's vision is to be a world-class location for companies to grow and collaborate for the advancement of science and technology.

**Mission Statement.** The mission of the Tri-Cities Research District and its Partners is to provide access to the technical, labor, and capital resources needed by technology companies to successfully develop, commercialize, and market their products globally.

**Targets.** The Tri-Cities Research District focuses is on the following target areas: clean energy, biosciences, environmental technologies, and computation/software.

**Goals.** The following goals have been endorsed by the TCRD board of directors as part of the IPZ designation and grant application.

Goal #1: To undertake those activities that support the Vision and Mission Statements of the organization and that support the success of the various entities and businesses located within the district in creating new jobs and tax base and diversifying the Tri-Cities economy.

Goal #2: To assist existing property owners to develop and market their properties in a coordinated and cooperative way to new and expanding technology, and research and light manufacturing firms who will generate new non-Hanford-related family-wage jobs and further economic diversity.

Goal #3: To use the Innovation Zone as a vehicle for demonstrating and using sustainable development technologies.

Goal #4: To create a physical and intellectual environment where companies and workers can interrelate and learn; where technology transfer and product commercialization can happen (Entrepreneurial); where educational and training opportunities are available for professional and support workers; where we can establish and support vertical and horizontal industry clusters (Workforce Development) and, finally, as a focal point for technology-related community outreach activities (Connecting Research to Business) throughout the Tri-Cities area.

## **2016 ACTION PLAN**

This is the Tri Cities Research District's ninth annual Action Plan. Goals are in **bold** type, strategies are in *italic* type and activities are in regular type. Board priorities, approved in October 29, 2015, are underlined. It is recognized that not

all of the following activities can be fully completed in 2016; some of these activities are included for long-term planning purposes.

**Goal #1: To undertake those activities that support the Vision and Mission Statements of the organization and that support the success of the various entities and businesses located within the district in creating new jobs and tax base and diversifying the Tri-Cities economy.**

*Strategy #1 Undertake and implement such additional administrative actions and procedures as may be necessary to ensure that the Research District is able to be self-sustaining and effective.*

Activity #1 Develop an agreement which identifies organizational funding and other forms of support and identifies specific responsibilities between the various partner entities.

Activity #2 Retain membership in Association of University Research Parks

*Strategy #2 Pursue local, state and federal partnerships and funding support for development of the park.*

Activity #1 Develop local tax credits or other financial tools to attract new and existing companies to locate or expand in the TCRD.

Activity #2 Develop white papers that identify how tax incentives could be offered, share this information with local representatives and other IPZ's.

Activity #3 Coordinate with Tri-Cities Legislative Council, State Economic Development Commission, the State Department of Community, Trade, and Economic Development and the Washington Economic Development Association. Identify best practices and existing programs that can be used now by companies and builders.

Activity #4 Pursue federal funding sources to implement the goals of the District.

Activity #5 Support the Mid-Columbia Energy Initiative.

Activity #6 Invoice board, property owners and tenants for membership

Activity #7 Acquire APEL in partnership with Energy Northwest and the Port of Benton

Activity #8 Support the marketing and planning efforts between the City of Richland and Port on the land transfer property (focus on TCRD target sectors) bring property into TCRD boundaries.

*Strategy #3 Coordinate with other develop programs to support entrepreneurialism*

- Activity #1 Promote PNNL Small Business Voucher Pilot, Technology Assistance programs and other tech based programs to connect research to target sectors.
- Activity #2 Encourage PNNL and WSU TC to create entrepreneurial leave programs for researchers
- Activity #3 Support grassroots efforts to develop new business with entities such as the chambers and co working space i.e. FUSE
- Activity #4 District Development to coordinate with MCEI on new projects and do mapping of companies to connect researcher and business.
- Activity #5 Continue networking events with venture capital groups
- Goal #2: To assist existing property owners to develop and market their properties in a coordinated and cooperative way to new and expanding technology, and research and light manufacturing firms who will generate new non-Hanford-related family-wage jobs and further economic diversity.**
- Strategy #1 Implement master plan for the approximately 295 acres of developable land located within core of the TCRD*
- Activity #1 Verify and create a database of clients within the identified targets.
- Activity #2 Review and provide comments to Business Research Park zoning code
- Activity #3 Discuss with land owners planned projects support and promote their implementation
- Strategy #2 Create a “sense of place” and build community awareness of the district.*
- Activity #1 Create an internal way finding system inside the TCRD.
- Activity #2 Support the creation of soccer fields and events on WSU TC campus in partnership with the City of Richland.
- Activity #3 Support WSU TC concert events.
- Activity #4 Conduct an FAM tour for community stakeholders and legislators
- Activity #5 Seek opportunities for art placement (COR arts commission, Arts WA) to support creating a sense of space.
- Activity #6 Seek opportunities to further enhance the waterfront
- Activity #7 Support WSU TC and POB to develop makerspaces

- Strategy #3 Identify and replace outdated infrastructure to enhance future development*
- Activity #1 Identify and apply for applicable state and federal funding for projects based on cooperative partnerships between the partners.
- Activity #2 Support POB removal of deed restrictions to encourage private sector investment and commercial activity within the RIC.
- Activity #3 Underground utilities when/where possible
- Activity #4 Coordinate with the Port renaming of numbered streets within Technology Business Campus
- Activity #5 Support POB completion of sidewalks throughout district.
- Strategy #4 Institute an adequately funded and organized program to market available land and buildings in order to create new jobs and tax base.*
- Activity #1 Implement an agreement between the partners covering roles and responsibilities for cooperatively marketing TCRD real estate.
- Activity #2 Develop site sheets consistent with the branding of the TCRD.
- Activity #3 Develop system for providing timely site information updates to TRIDEC and State for lead generation.
- Activity #4 Form a target market team and marketing strategies which may include identifying and attending trade shows for marketing missions.
- Activity #5 Include international and venture capital firms as part of external marketing targeting effort
- Activity #6 Maintain and update website and publish a quarterly newsletter
- Goal #3: To use the Innovation Zone as a vehicle for demonstrating and using sustainable development technologies.**
- Strategy #1 Comply with all State IPZ administrative requirements.*
- Activity #1 Complete quarterly status reports to the Department of Commerce.
- Strategy #2 Utilize the existing research resources located within the District to identify, develop, and implement sustainable development technologies that can be applied in the Research District.*

- Activity #1 Identify companies or emerging technologies (large market potential) within the areas of ag-based sustainable development technologies, clean energy, environmental services, food industry, industrial based development.
- Activity #2 Seek ways to reflect the collaborative environment – in order to develop top teams or support recruitment of key managers to support new tech with WorkSource, CBC and WSU TC.
- Activity #3 Continue to support Tri-Cities Start Up weekend in the TCRD, hold/recruit other events
- Activity #4 Encourage and support programs or initiatives to create a more entrepreneurial culture i.e. FUSE, &Yet, YPTC.
- Goal #4: To create a physical and intellectual environment where companies and workers can interrelate and learn; where technology transfer and product commercialization can happen (Entrepreneurial); where educational and training opportunities are available for professional and support workers (Workforce Development); where we can establish and support vertical and horizontal industry clusters and, finally, (Connecting Research to Business) as a focal point for technology-related community outreach activities throughout the Tri-Cities area.**
- Strategy #1 Create communications vehicles that inform and help both companies and entities located in the TCRD and in the broader community to have a relationship with the TCRD.
- Activity #1 Develop communications materials on the TCRD, i.e. district profile, benefits and resources within BSEL, APEL, and PNNL, a trade show display and other collateral materials.
- Activity #2 Publicize existing and assist in developing additional forums, conferences, meetings and seminars that encourage networking between companies and workers in the TCRD.
- Activity #3 Encourage and support the development of clusters of related companies.
- Activity #4 Attract Angel investors and connect with companies.
- Activity #5 Develop an interactive, web based, system that will match needs to service providers for business start ups. This could include such items as blogs and webinars.
- Activity #6 Coordinate and update under employment survey and build results into marketing materials.
- Strategy #2 *Create learning opportunities for current and future workers.*

- Activity #1 Provide opportunities for Subject Matter Experts employed in the TCRD to participate in curriculum development for courses offered at CBC.
- Activity #2 Provide opportunities for Subject Matter Experts employed in the TCRD to teach courses at CBC, WSU TC relevant to their industry hiring needs.
- Activity #3 Develop industry specific training programs at CBC that are flexible in terms of stackable credentials that lead to long and short term educational opportunities for demand occupations.
- Activity #4 Create classes at CBC and WSU TC that address entry level skills and continuing education skills to fit the needs and schedules of working adults.
- Activity #5 Connect with Young Professional groups and FUSE



Addendum #2  
Acronyms

APEL- Applied Process Engineering Laboratory  
BF-WDC – Benton Franklin Workforce Development Council  
BSEL-Bioproducts, Sciences and Engineering Laboratory  
CBC – Columbia Basin College  
IPZ-Innovation Partnership Zone  
LEED- Leadership in Energy & Environmental Design Certified by the U.S. Green Building Council  
PNNL – Pacific Northwest National Laboratory  
POB – Port of Benton  
RIC- Richland Industrial Center  
STEM – Science, Technology, Engineering and Mathematics  
TCLC – Tri-Cities Legislative Council  
TCLBA-Tri-Cities Business Association  
TRIDEC – Tri-Cities Industrial Development Council  
TCRD – Tri-Cities Research District  
TCIPZ – Tri-Cities Innovation Partnership Zone  
WEDA – Washington Economic Development Association  
WSU TC – Washington State University Tri Cities