



**Annual Action Plan
Status Report**

April 14, 2014

Organization of this Action Plan

The 2014 Action Plan is organized by each of the four primary goals, then by strategies to support the implementation of each goal, followed by specific activity items in order to implement the strategy. The table provides a responsibility column for each activity to be identified along with a due date for completion.

To make it easier to review the activities, the following identification system has been used:

- Strategy items are printed in ***bold with italics*** so they are easily recognizable.
- All high priority activities are printed in **bold** type. These action items were identified from the Angelou recommendation prioritized by the TCRD Board of Directors.
- The lighter olive is ongoing or annual activities that do not require any action.

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/Activity	Responsibility	Due Date	\$\$	Comments
Strategy 1.1	<i>Undertake and implement administrative actions and procedures as may be necessary to insure that the Research District is able to be self-sustaining and effective.</i>	Board			
1.1.1	Develop an agreement which identifies organizational funding between the various partner entities.	Funding Comm./Board			TCRD funding committee has formed a subgroup to discuss options and strategies. Currently the district operates on \$30k per year leveraged with in kind resources primarily from the Port of Benton.
1.1.2	Retain membership in Association of University Research Parks.	Ex. Dir.	Annual		This is an annual membership
Strategy 1.2	<i>Pursue state and federal partnerships and funding support for the development of the district.</i>	Board/Ex. Dir.			

	Strategy/Activity	Responsibility	Due Date	\$\$	Comments
1.2.1	Explore the potential for local financial tools and incentives to attract new and existing companies to located or expand within the TCRD.	IPZ/Ex. Dir.	Ongoing		During the upcoming 2014 Legislative session discussion of IPZ operating \$\$ and SB 6515 to be further developed and discussed.
1.2.2	<u>Develop white papers that identify how tax incentives could be offered, share this information with local representatives via partnership with the Tri-Cities Legislative Council and other IPZ's.</u>	Board/Ex. Dir.	Ongoing		Via Tri Cities Legislative Council, MCEI and Economic Development papers are developed that request tax incentives and financial tools to support economic development activities.
1.2.3	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.	Board/Ex. Dir.	Ongoing		Tri-Cities Energy Day is sponsored by the TCRD and Port of Benton in Olympia Wednesday, Feb 11, 2015 to bring TC issues forward specifically MCEI and features our local TC energy companies. Energy Day is followed by TCLC Legislative events.
1.2.4	Pursue federal funding sources to implement the goals of the District.	Ex. Dir/WSUTC/ Board			Continuing to seek federal grant opportunities with WSU TC and PNNL.
1.2.5	Support the development of the Mid-Columbia Energy Initiative.	Ex.Dir/TRIDEC			Tri-Cities Energy Day in Olympia Scheduled for Feb 11, 2015 to bring TC issues forward, MCEI highlighted. Land transfer request continues to be tracked.

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

	Strategy/Activity	Responsibility	Due Date	\$\$	Comments
Strategy 2.1	<i>Implement master planning for the approximately 325 acres of developable land located within the District.</i>	Owners group			The composite plan continues to be used.
2.1.1	Make developers, investors and companies aware	Marketing	Ongoing		2013 over 10 site tours were conducted

	of the development opportunities available under the masterplan	Com/Ex. Dir.			and 4 trade shows. 2014 plans equal amount of marketing activity for this year.
Strategy 2.2	Create a “sense of place” and a community awareness of the district.	Outreach Committee			
2.2.1	Create an internal way finding system inside the TCRD.	Owners group	Ongoing		IC has incorporated DNA helix within their development.
2.2.2	Support the creation of soccer fields and events on WSU TC campus.	WSU TC	12/14		A subgroup has been formed and discussion with private sector and public groups continues.
2.2.3	Recruit commercial neighborhood development and housing opportunities within TCRD.	Ex. Dir	Ongoing		During this quarter the Port hosted two commercial developers and discussed retail needs. Amenities study is posted on TCRD website to support efforts along with site sheet
Strategy 2.3	Identify and replace outdated infrastructure within the TCRD to enhance future development.				
2.3.1	Construct enhanced broadband project within TCRD.	COR		\$250k awarded IPZ grant/POB	The City of Richland has lead for this project that is going to start construction this summer.
2.3.2	Identify and apply for applicable state and federal funding based on cooperative partnerships between the partners.	COR/POB			
2.3.3	Demolish existing concrete structures and foundations within the Port of Benton’s RIC site.	POB/others			POB partnership with Columbia Energy resulted in removal of south warehouse 2014. POB seeking approval from MARAD to remove 2655 Einstein.
Strategy 2.4	Institute an adequately funded and organized program to market available land and buildings in order to create new jobs and tax base.	Marketing Com./Ex. Dir.			
2.4.1	Implement an agreement between the partners covering roles and responsibilities for cooperatively	Board/Ex. Dir./ Owners group			

	marketing TCRD real estate.				
2.4.2	Develop site sheets with consistent with the branding of TCRD.	Ex. Dir.			Sheets developed and posted on TCRD website.
2.4.3	Develop system for providing timely site information updates to TRIDEC and State for lead generation.	Ex. Dir.			
2.4.4	Form a target market team, to create direct marketing strategies, including marketing missions and attending selected trade shows.	District Development Committee (DDC)			This committee has been formed with a meeting upcoming this quarter. Marketing plan and Action plan for 2014 approved by the TCRD board.
2.4.5	Verify and create a database of clients within the identified targets.	Ex. Dir./PNNL			Item is completed on an as needed basis depending on location for marketing trips.
2.4.6	Create sales and marketing material focused on targets for web, mail and trade show activity.				Item completed.
2.4.7	Seek local partners and grant funds state or federal to develop spec buildings & certified sites to support the goals of the district.	POB			
Strategy 2.5	Development an economic case statement that shows business the benefits of locating near WSU TC, WSC, BSEL and PNNL.	DDC/ Marketing committees			
2.5.1	Follow up on results and information collected as part of the Rainmakers survey.	PNNL/DDC	Q Report		Results reviewed by marketing committee/DDC to also review and take actions.

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

	Strategy/Activity	Responsibility	Due Date	\$\$	Comments
Strategy 3.1	Comply with all State IPZ administrative requirements.	IPZ com.			
3.1.1	Complete semi-annual status reports to Department of Commerce.	Ex. Dir.	Ongoing.		Annual report to Commerce completed for 2013
3.1.2	Continue work with state IPZ's to further educate state legislators and develop plan for operations funding.				During 2013 legislative session TCRD worked with other state IPZ's that were presented to senate economic development committee...request for 2014 was to develop a proposal for operating

	Strategy/Activity	Responsibility	Due Date	\$\$	Comments
					dollars to be brought back during 2014-2015 legislative session. This is currently being developed. Next meeting of IPZ's to be held at WEDA meeting in Richland, June 2014
Strategy 3.2	<i>Include sustainable development technologies and practices in the Core Master Plan.</i>	Owners			
3.2.1.	Seek tax credits for developers who build LEED-certified buildings and for manufacturers doing work tied to sustainable technologies.	Ex. Dir.			Discussion with McKinstry during the quarter to support existing building owners and provide assessments.
3.2.2	Identify sustainable technologies that can be demonstrated within the district.	IPZ Comm./ Ex. Dir.	Ongoing		As part of TCRD role within MCEI a technology survey was conducted during 2011 that identifies technology companies and their technology and legislative issues. Updated survey completed by TCRD during the quarter. POB WSU TC \$1.5m bio chem cat project successful, next step venture capital and full scale up.
3.2.3	Support/encourage the development of jurisdiction sustainability plans to be used to market benefits of TCRD.	MCEI sub group	12/14		A subgroup was formed under MCEI (first meeting held) to work with cities and other jurisdictions to get their plans and develop a process for combining them to be used for marketing of prospects. TCRD is participating on this sub group.
Strategy 3.3	<i>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.</i>				
3.3.1	Identify companies or emerging technologies within the areas of ag-based sustainable development	TRIDEC			

	Strategy/Activity	Responsibility	Due Date	\$\$	Comments
	technologies, clean energy, environmental services, and food industry industrial based development.				

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; where educational and training opportunities are available for professional and support workers; where we can establish and support vertical and horizontal industry clusters and, finally, as a focal point for technology-related community outreach activities throughout the Tri-Cities area.”

	Strategy/Activity	Responsibility	Due Date	\$\$	Comments
Strategy 4.1	<i>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.</i>				
4.1.1	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.	Marketing Comm.			Item completed current activity is adding additional company testimonial and update of TCRD website.
4.1.2	Publicize existing and assist in developing additional forums, conferences, meetings and seminars that encourage networking between companies and workers in the TCRD. Recognize existing entrepreneurs and feature them in marketing material and newsletters.	Marketing Committee			Tri-Cities Start Up weekend held. TCRD is getting ready for next fam tour with W Richland to share activities with real estate brokers and prospects. Two interviews identified for upcoming TCRD e news.
4.1.3	Encourage and support the development of clusters of related companies.	Ex.Dir/board			
4.1.4	Attract Angel investors and connect with companies.	TCRD board			
4.1.5	Complete technology company survey	Ex. Dir			Currently being conducted.
Strategy 4.2	<i>Develop and fund employee education and training programs and mentoring and technical assistance programs with area school districts, colleges and</i>				

	Strategy/Activity	Responsibility	Due Date	\$\$	Comments
	universities.				
4.2.1	Connect TCRD with the young professional's network				
4.2.2.	Annually support Tri-Cities Start up Weekend event.				First event held TCRD is in line to be a sponsor of both start up events in 2014
Strategy 4.3	Develop and fund internships and other workforce development programs and relations through the Benton-Franklin Workforce Development Council	Marketing Comm.			
4.3.1	Work with BF-WDC to provide tuition assistance for students to attend WSU and CBC programs that lead to employment with employers in the IPZ.	Marketing Comm./ Marketing Comm.			Ongoing but limited by reduced funding.
4.3.2	WorkSource to coordinate to provide funds to employers in the IPZ that employ incumbent workers who need to increase their skill levels.	Marketing Comm.	Ongoing		Funds no longer available through the WDC but might be able to coordinate through Commerce.
4.3.3	Work with BF-WDC to provide paid work-based learning opportunities with employers in the IPZ for youth in our regions school districts to encourage them to continue their education leading to high wage jobs in science and technology careers.				
4.3.4	Explore the potential for on-the-Job Training funds for employers in the IPZ for newly hired workers to learn company specific skills necessary for employment. (Note: items in activity #4-#6 were listed in the IPZ application but were contingent upon the States funding of the IPZ. Efforts should continue to implement these activities)				
4.3.5	Explore the potential for paid internships with small companies in the IPZ that allows college or high school students to connect what they are learning in the classroom to the world of work for science and technology careers.				

	Strategy/Activity	Responsibility	Due Date	\$\$	Comments
4.3.6	Explore the potential for tuition assistance for individuals interested in entrepreneurship that will support the development of small companies who will benefit from IPZ activity.				
4.3.7	Coordinate and update of under employment survey and build results into marketing materials.				