

CITY OF WEST RICHLAND **ECONOMIC DEVELOPMENT PLAN**



“INVESTING IN OUR FUTURE”

Prepared for:
THE WEST RICHLAND CITY COUNCIL

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TABLE OF CONTENTS

Introduction	1
Anchor Concepts	2
▪ Anchor 1: Van Giesen Renaissance	2
▪ Anchor 2: Ava Niche Services Cluster	7
▪ Anchor 3: Lewis & Clark Ranch Destination	11
▪ Anchor 4: I-82 Interchange / UGA Expansion	16
▪ Anchor 5: In-Fill Development Initiative	19
▪ Anchor 6: Micro-Enterprise Services and Support	22
Draft Action Plan	26
Key Findings: Community and Stakeholders	27
▪ Participants.....	27
▪ Opinions and Observations.....	27
▪ Community Meetings	31
Key Findings: Data Profile	33
Key Findings: Community Plans	36
 Appendices	
A. Community Plans Summary	
B. Community Data Profile Information Sets and Analysis	
C. Sample Community Questionnaire	
D. Stakeholder Comments	

INTRODUCTION

The City of West Richland is a thriving small town located in the “Tri-City” region of Washington State. Strong residential growth and home sales have kept the City financially solid for a number of years. Residents have generally been willing to pay fee increases to support high quality services just, as some have said, “for the privilege of living here.” It has a highly educated workforce, and household incomes exceed all other cities in the region.

While there are many positive things to be said about West Richland, there are also some potentially serious concerns from an economic standpoint. While the City is a “place of choice” for those seeking homes, it has a relatively weak economic base. Most of the work force commutes out of town for employment, and it has developed only a small base of businesses from which to draw revenue. As a result, West Richland has one of the highest sales leakage rates (essentially money available in a community, but spent outside) of any city in Washington State.

If residential growth were to slow significantly, or home sales to stagnate, West Richland could be confronted with a need to cut services or raise rates substantially at best. At worst, it could face economic collapse or even annexation by one of its neighbors. Fortunately, the City has two very important factors working in its favor.

First, many have come to realize the vulnerability of the City in the event of an economic downturn, based on a lack of revenue-generating diversity, and city leaders have begun taking steps to address this issue.

Second, West Richland has a collection of assets and opportunities that would make any city envious. Chief among them are large undeveloped tracts of land already in city limits, Yakima River waterfront, an existing but underdeveloped commercial corridor and a location at the foot of one of the best wine growing areas in the world. In West Richland, the sky is truly the limit.

But, city leaders understand their residents won’t accept “just any kind of economic development” and are working hard to find prosperity that fits community values and character. This Economic Development Plan is presented as a framework for accomplishing just that. It begins with a series of six “Anchor Concepts” designed to bring focus around key economic initiatives. These anchor concepts are the proposed “answers” which, in turn, are supported by the “math” provided in subsequent sections.

All proposed strategies and actions are based on community input and supporting data. In effect, these are community-generated strategies for creating economic opportunity without sacrificing quality of life. In fact, as a whole, these strategies have been developed to either sustain or improve quality of life in West Richland – which, in the end, is the purpose of having an economic development program. In addition to the Anchor Concepts, document sections include:

- Draft Action Plan – a distillation of key recommendations and early action steps
- Key Findings – a summary of public input from interviews and meetings
- Data Profile – socio-economic pertaining to West Richland and region
- Community Plans Summary – a summary of key goals and policies from previous plans
- Appendices – supporting documentation, additional detail and sample questionnaire

ANCHOR CONCEPTS

In developing the “anchor concepts” outlined below, the project team has sought to accomplish a mix of the following objectives:

1. Respond to data realities, projected fiscal situation
2. Incorporate community input and priorities
3. Build on City’s primary strengths
4. Focus on most meaningful opportunities

In short, the six anchor concepts presented below suggest economic investments that suit West Richland’s character, and play to its particular advantages.

Each anchor concept is presented as an integrated package that, when viewed and implemented as a whole, will create or set the stage for meaningful economic prosperity in West Richland. At the same time, each concept consists of various components that will need to be carried out sequentially over some period of time.

ANCHOR 1: VAN GIESEN RENAISSANCE

Why It Matters

Whether the Van Giesen Corridor remains the primary gateway into or out of West Richland forever, or is someday supplanted by access from I-82, it will always be the original heart of the City and it will always be the “road over the river on the way to the mountain.”

To a large degree, the extent to which many of the other anchor strategies outlined here succeed, is tied directly to the community’s ability to execute a Van Giesen renaissance. First, executing the renaissance will require the greater community to agree on a path forward. Second, it will require city leadership to take a risk and hold to a long-term plan. Third, it will prove to other local and external investors that West Richland is capable of accomplishing big things. In addition to these outcomes, and perhaps more importantly, a Van Giesen renaissance will improve the overall community image, create expanded economic opportunity and stimulate community pride. It might even result in the creation of a regional destination.

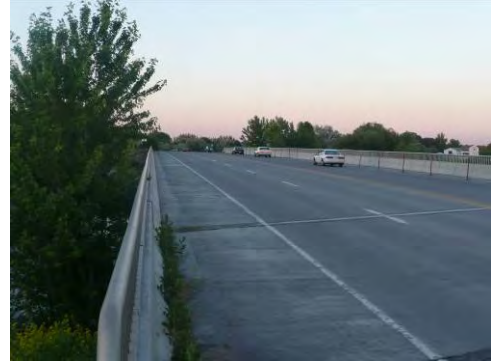
Signature Features

While the eventual nature and scope of the renaissance will only be known over time, there are several core components to the renaissance, as outlined below.

1. A Bridge to Remember

The current state-built and –maintained bridge is quite functional, but uninspiring. As the literal gateway to West Richland, Yakima River crossing and multi-modal passageway, the bridge should be a community icon. A formal design-process, assuming WDOT collaboration and incorporating user/resident input, could help define practical but significant ways to move the bridge from ordinary to extraordinary. Priority design considerations to consider:

- Enhanced lighting/fixtures to match adopted Van Giesen corridor design standards
- Safe, clearly-identified pedestrian access from the bridge to the river shore and Taptal Greenway site
- View-friendly barricades to replace existing jersey barricade
- Minimal, elegant signage or artwork announcing entrance to a proud, vibrant community



2. A Grand Entrance

Having a nice bridge to cross is one thing; knowing you've arrived "somewhere special" once you reach the other side is quite another. To generate new commercial/retail opportunities, and establish itself as a regional destination (necessary to generate adequate revenue), West Richland will need to create unique, desirable and appropriately zoned and configured land and structures. Although not without its share of complications and challenges, the area located immediately across the bridge is perhaps the single greatest opportunity to achieve these goals.

Currently, properties west of the bridge, on both sides, are a mix of underutilized commercial areas and single-family residential. The structure formerly known as "Mel's Grocery" is presently being used for warehousing purposes and is separated from the river by a large paved parking lot. As the first thing people see when arriving in West Richland from the east, this property could be an "icon," providing a destination location (e.g. mixed use retail/eatery) providing views and/or access to the river shore. Redevelopment of the Van Giesen Corridor could begin at this "cornerstone" and extend west down Van Giesen and north along the river toward the golf course. Ideas for redeveloping this key gateway include:

- Using municipal funds, or through a private partner/investor, secure as many properties as possible starting west of the bridge and moving north along the river toward the golf course. As a second priority, move west along Van Giesen, on both sides of the road.
- Define "performance measures" or priority uses/business icons and revenue goals for these properties, and issue a mixed-use development Request for Proposals (RFP) to pre-screened development partners. Identify appropriate sources of funding, and commit public dollars to public purposes associated with the mixed use (e.g. open space, public plaza, sidewalks, environmental enhancements, etc.) to offset developer costs and incentivize interest.
- Above all, seek to create developments that draw and connect people to the river; this is West Richland's strongest competitive advantage.



- Link developments along river to walkways or bike paths that integrate with the golf course, Taptel greenway and other, future Van Giesen Corridor attractions.



3. Pleasantville

In the movie, *Pleasantville*, residents of a small town are first seen in standard black and white film. Over time, as each becomes “enlightened,” the characters are depicted in color. This sequence is repeated until, eventually, all characters are shown in full, vivid color. In much the same way, the Van Giesen corridor renaissance should be a phased project, with improvements made in carefully-planned segments beginning at the Yakima River and terminating at the point nearest the base of Red Mountain. This approach allows the City and participating property owners to spread costs over time, but ensures each phase is completed in a comprehensive, high-quality manner to build momentum and support for future phases.

Property owner and broad public involvement in a series of design charrettes are essential to creating a plan that is supported and implementable. City leadership and commitment are equally imperative for successful implementation. The public design/visioning process will ultimately determine key elements to be included in the Van Giesen Corridor Renaissance Plan. However, the following “guiding principles” are recommended for consideration:

- Early-on, eliminate card rooms, casinos and similar uses from the list of future uses. These uses have proven unsupported by the community in the past, and should not distract from the urgent need to discuss and agree on a redevelopment plan.
- Create a streetscape plan that sets Van Giesen apart from any other corridor or destination in the Tri-City (soon to be Quad-City) region. Long-term success is more likely if the corridor can attract business and customers from the greater region. To do that, it must have a unique identity. Extend lighting and other streetscape motifs from bridge gateway. Consider, also,

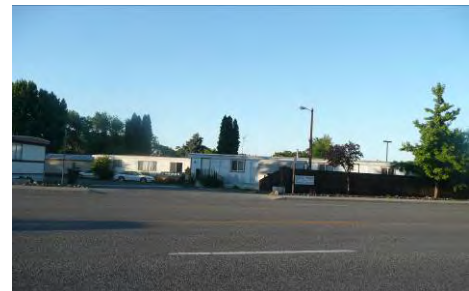
incorporating unique amenities or art work that help Van Giesen – and West Richland – stand out from other surrounding municipalities.

- Create a variety of “spaces” to accommodate different retail and commercial size and configuration needs.
- Consider “building up” to allow more density, with retail on the ground level, and service in upper floors.
- Consider consolidating City offices at the current site, in one building, or relocating them to free up valuable commercial and retail space on the south side of the Van Giesen entrance.
- Incorporate a plaza or some other type of “community gathering place” into the renovated Van Giesen corridor, to create a vibrant, people-friendly destination.
- Prioritize recruitment or development of “people-stores”, anchor tenants that will draw regional customers and stimulate additional retail investment.
- Take a holistic approach to corridor design, providing for physical, esthetic linkages starting at the bridge and continuing up to Flat Top and on toward Red Mountain. Red Mountain visitors should be coming for the wineries AND for the charm of West Richland.
- Protect existing West Richland icons where feasible (e.g. School Bus Barber Shop)



What It Means

The Van Giesen Renaissance will accomplish three key things. First, it will help to build community pride and create a special sense of place. Second, it will stimulate investment in an existing commercial area. Third, it will position the City to take advantage of other revenue opportunities associated with a large regional market and the growing wine industry (discussed elsewhere).



What It's Going To Take

The Renaissance is going to require considerable time and money. The latter will come from a variety of sources, including grants and loans, City funds and private investment.

It will also take commitment from City Council and current and prospective investors. The City will likely need to make the initial investment which includes developing a specific plan and acquiring control of one or more key properties to get things started.

The City will also need to work closely, and openly, with current property owners to gain their trust and cooperation. The City recently passed an ordinance to address “clean-up” issues in the corridor. However, previous efforts to renovate Van Giesen have been met with some resistance.

In particular, discussion of “improvements” can be threatening to existing property owners. For that reason, it is critical that these individual be included in a discussion regarding solutions. Real change will only be possible through agreement and collaboration.

First Steps

The first step in the Renaissance is getting a plan in place. Specifically, the City should complete a Van Giesen Development Prototype Market Feasibility Study and Design Concept. The study will provide both a financial context for the amount of investment required, and a physical context, so that key stakeholders and property owners can better understand the vision, and how the changes will or will not impact them.

Ideally, this initial study would provide an assessment of 2-3 development prototypes along the Van Giesen Corridor. Specific sites and development concepts to evaluate would be determined in consultation with the City of West Richland and other key stakeholders. For each of the development prototypes, the study would consider:

- A. Construction and development budget (based on building and site concepts as determined with the City’s project team).
- B. Projection of property income and expense upon project build-out (utilizing information provided to us by the project team regarding current sales values and rents in West Richland for the uses being considered).
- C. Assessment of development feasibility including comparison of value to cost, rate of return and feasibility gap (if any) between current cost and project value.
- D. Options for improved feasibility (as required) possibly including evaluation of rents/sales values required for project feasibility and public development incentives.

Once the development prototypes are in place, architects can produce a series of renderings capturing the way the Corridor will look, feel and function if key developments can be implemented.

ANCHOR 2: AVA NICHE SERVICES CLUSTER

Why It Matters

West Richland sits at the foot of Red Mountain and is part and parcel of the surrounding Red Mountain American Viticultural Area (AVA). The nature and success of the AVA and its star wineries is covered in great detail in other studies and documentation. However, several key facts are worth calling out here, for their relevance to proposed strategies.

First since 2001, the Red Mountain AVA has grown from 600 acres of vineyards, to more than 4,500 acres of federally recognized grape-growing and wine-making lands. The combination of unique soils, climate and setting have made the area a top destination for producers. In time, as Red Mountain wines continue to receive accolades and gain recognition in national and international media markets, the location will also become a destination for visitors.

A recent study commissioned by Benton County outlined a number of key opportunities for the area as it matures and develops. However, the Red Mountain AVA Master Site Plan appears to be geared toward wine-related economic growth on the Benton City side of the mountain. While there is sufficient revenue-generating opportunity for the wider region associated with Red Mountain, some of the most important activities could, and perhaps should, be sited in West Richland. Without a plan of action, West Richland may not realize its full potential as a wine destination.

Fortunately, the State of Washington has shown a great commitment to supporting the wine industry in this state, and may be a good partner in future efforts. The Washington State Wine Commission, for example, is developing a plan to help increase Washington wine sales by 5% annually for at least the next several years. Washington is already the nation's second largest wine producer, behind California.

Although a relatively young wine industry, Washington State is the nation's second largest wine producer and is ranked among the world's top wine regions. Washington wines are found nationally in all 50 states and internationally in more than 40 countries.

Grapes are also the state's 4th largest agricultural crop and wine-making and –tasting operations are well known for attracting visitor investment.

As the state's fourth largest fruit crop, the Washington wine industry is an important contributor to the long term preservation of Washington agriculture. The industry is committed to sustainable agricultural practices and conservation of water resources. Washington is also home to wineries that are certified organic and biodynamic.

The level of local economic impact from wine industry growth is largely dependent on how well it is harnessed. West Richland is in a strong position to capture its “share” of the spoils by acting now.

Signature Features

Over time, new opportunities are certain to present themselves. However, in looking five to ten years out, several core “niche services and functions” stand out for West Richland.

1. At Your Service

Several stakeholders quite adroitly point out that, as more wineries locate on or around Red Mountain, land-related issues and conflicts are likely to increase. One manifestation of this is already occurring, and one of the possible solutions may offer a “win” for West Richland. As new wineries locate in the Red Mountain AVA, they are required to treat their wine waste. The trend at present is for wineries to build their own individual lagoon systems. This results in the wineries taking some of the best wine-growing land in the world out of production for treatment purposes. What if West Richland were to offer a central, off-site treatment option? This is one of several interconnected questions that should be addressed through an engineering and feasibility study as soon as possible. Other questions include:

- Could wine waste be transferred out of the AVA and treated by the City?
- Would such a process result in cost and process efficiencies for the producers?
- Would the City generate sufficient revenue to offset expenses?
- Would Washington State be willing to fund such an endeavor to preserve the value of this valuable AVA?

Similar “service opportunities” may also be possible for water, irrigation water, employee training, employee housing and other services. A formal “roundtable” with wine producers and growers would help identify possibilities now and into the future.

2. Maximized Use of Incubator Site

The City should continue to work with the Port of Kennewick and surrounding land owners to fill and maximize the employment and revenue potential of the existing wine incubator site. Whenever feasible, production-related issues should be given preference over warehousing uses, which do not necessarily generate significant amounts of municipal revenue.



3. From Wine Village to Wine Town, USA

As this document was being produced, news came of a proposed “Wine Village” to be sited near Keene Road. The announcement cited as key factors in the investors’ decision, the City’s ability to “fast track” permitting and the overall growth potential for West Richland as a wine destination. These are indeed competitive advantages for the City and should be marketed as such. More importantly, the City should emphasize closing this deal first. Success here will facilitate additional wine-related development activity in the future. To evolve from a wine village to a wine town – with the corresponding economic benefits, the City will, at a minimum, need to:



- A. Complete the Van Giesen Corridor Renaissance (see Anchor 1). Image is critical – and the initiative to consider changing West Richland’s name to “Red Mountain” and the resulting resistance from wineries, is instructive. An updated corridor would go a long way in linking the City to the mountain, and creating new commercial and retail opportunities to support overflow from the AVA.
- B. Pre-identify development sites and zone for appropriate wine-industry related uses. In addition, the City may want to investigate special permitting tracks for those uses it deems most desirable for future revenue generation.
- C. Over time, the City and its public and private sector partners, may also want to add other wine-based features and attractions. The Walter Core Wine and Culinary Center in Prosser is one such example. Wine festivals or other events that draw visitors to West Richland will also be helpful, but only once a critical mass of businesses are in place.
- D. Conduct a City-focused analysis of potential at the Lewis & Clark ranch site. The Lewis & Clark Ranch is treated separately under Anchor #3. However, imagining for just a moment that the City was somehow able to acquire that land, what other uses or functions might be profitable? A few questions that might be addressed in the study, include:
 - o Would it be feasible, practical for the City to purchase and then provide long-term leases to wine-industry users? The Washington Department of Natural Resources recently signed a long-term lease with a user on Red Mountain. The resulting revenue stream will go toward funding Washington schools. Is a West Richland version of that arrangement possible?
 - o Could the City purchase and then partner with a developer to create a destination wine village, entertainment district? The site effectively links the mountain, river and City, with plenty of room for horse riding, biking, walking, bird watching and other activities. It also has a working ranch and considerable agricultural appeal. The Red Mountain AVA is expected to draw 233,000 wine-oriented visitors per year by 2025. What will they do, where will they go and how long will they stay and spend money?

4. Market a Unique Opportunity

As West Richland hits its stride, and developments like the Wine Village come on-line, the City will be well positioned to market future opportunities, based on a record of success. Marketing opportunities to future investors will help expedite success. A few steps toward that goal:

- A. Develop an investor network, by collaborating with existing wine growers and producers, following trade journals and attending industry events.
- B. Develop marketing materials that highlight local success stories, investment opportunities (land, buildings, etc.), competitive advantages (e.g. land prices, adjacency to Red Mountain and larger growing region, fast-track permitting) and other community features and attractions.
- C. Create incentives “no one else has” to set the City of West Richland out in front of its competitors (see network list for ideas).

What It Means

The AVA niche services anchor provides a means for achieving long-term prosperity. West Richland's economy can expand on pace with the wine producers and growers. The cluster is also consistent with community goals and characteristics. It requires agricultural production, bring in external investment and offers a mix of business development opportunities – from production, to retail, to light manufacturing and even tourism.

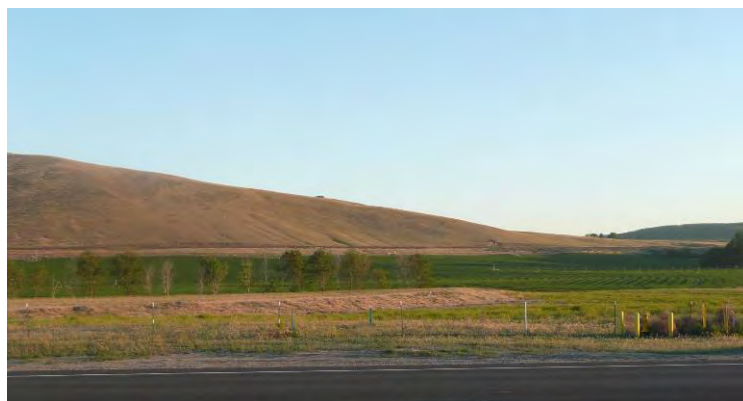
What It's Going To Take

To reach its full potential as a wine-destination, West Richland will have to make some strategic investments in planning and asset development. It will need to collaborate with regional partners, including existing and future wine industry representatives. The City will also need to complete the other anchor strategies proposed here, to provide a continuum of opportunities and experiences for visitors and future residents – whether additional destination retail shopping, recreational activities or other key services.

First Steps

Among the multiple recommendations outlined above, the following are suggested for early action:

- Complete the development agreement and provide additional support to ensure prompt construction of the newly-proposed wine village at the Belmont property.
- Work with State and regional partners to secure a grant and conduct financial and engineering analysis to determine the feasibility of a centralized wine-waste treatment facility.
- Develop a marketing strategy, in conjunction with the Tri-Cities Visitor and Convention Bureau, focused on short- and long-range branding and outreach opportunities.
- Establish a wine industry network and begin identifying potential partnership opportunities and recruitment priorities. The network can be grown over time.



ANCHOR 3: LEWIS & CLARK RANCH DESTINATION

Why It Matters

The Lewis & Clark Ranch is the name given to a conceptual master planned destination community, envisioned for the northwestern portion of West Richland. The scale and scope of this project, if implemented, would draw residents and visitors from across the country, if not abroad. A mix of uses are conceived for the ranch and, in total, would span approximately 7,800 acres, including 3.5 miles of Yakima River frontage. For a sense of scale, one only need to refer to the draft site plan inserted below: the portion of land labeled “airport” is approximately the same size as the Tri-Cities Airport in Pasco.

For this development to take place, some monumental barriers will have to be overcome, and millions of dollars in capital raised by some combination of investors. However, there are several key factors that push this anchor concept into the “feasible” category for West Richland.

- The land is owned and managed by a single owner (though multiple parties are involved in the decision-making process).
- The owner has expressed interest in moving forward with the plan, as evidenced by the draft concept plan and accompanying marketing materials, and multiple visits with city officials.
- There are very few places on earth that offer the same combination of amenities and space where something like this could ever be carried out – the opportunity to be part of this development would likely bring a premium.
- The current design concept places a high value on open space, sustainability and preserving a sizeable area for agricultural uses, whether farming, ranching, wine-growing or some combination of those uses.
- The site is literally situated at “ground zero” for future wine-growing and production activities, at the base of Red Mountain and as the link between the AVA and serviced area of West Richland. Twenty-six acres of vineyards have already been planted and should begin producing in next 3-5 years.
- The various components of the conceptual plan lend themselves to phased development – making implementation much more economically viable. Site planners have suggested a timeline spanning 50 years potentially.

**Note: Because of the scale and long-term nature of the Lewis & Clark Ranch project, it has not been considered as a factor in the other anchor concepts – beyond being possibly a requisite development to secure an I-82 Interchange. If the Ranch were to “come on-line,” all previous economic development planning will have to be revisited and updated based on vastly different assumptions.*

Signature Features

The descendants of the original property owners – Arch MacDonald and Don McKay – through their representatives and with input from members of both families, have developed a bold, but rational conceptual master plan for the Lewis & Clark Ranch. Some of the signature features are outlined below. Additional analysis and suggestions follow.

1. Equestrian Ranch Development (3,316 acres)

Characterized by 5-acre lots geared to horse owners looking for a unique living experience. Might include a high number of second- and third-homes for the well-to-do. This is currently conceived as Phase I, with these initial residents helping to fund future phases. These equestrian ranches are presently planned for location along the Yakima River and near the proposed golf course. All lots would connect to a network of horse-riding trails. Some owners are expected to travel to Lewis & Clark Ranch via plane (see airport below).

2. Residential (1,479 acres)

A combination of high and medium density residential units, situated near primary arterials and employment centers. Densities are undefined at present.

3. Mixed Use (87 acres)

Not currently defined, but could include commercial, retail, residential and other uses located near to currently developed area of West Richland.

4. Light Industrial (295 acres)

Target appears to be research, biotech and related “high-end” light-industrial uses. Current plan suggest light-industrial will be located in and around airport area, north of residential zone.

5. Civic/Retail/Commercial (629 acres)

Connected by a series of “roundabouts,” the civic/retail commercial area would be located east of the primary arterial, adjacent to the signature golf course, and in the middle of proposed mixed-use and residential zones.

6. Golf Course, Parks, Airport, Open Space (2,003 acres)

A “full-meal-deal” of function, recreation and tranquility – this component provides for an airport, top-rung golf course, horse trails, Yakima River buffer zone, vineyards, working ranch/grazing land, crop production zone (alfalfa) and other space dedicated to regional or statewide tourism purposes.

What It Means

As mentioned, there are certainly challenges and issues associated with this concept, and many of them are addressed below. However, if the Lewis & Clark Ranch were to become a reality, the economic impact would almost certainly make West Richland the premier residential / visitor destination in the region, and forever change the City’s status as the fourth of the Tri-Cities.

What It's Going To Take

The subject tract of land is currently a working ranch located entirely within city limits, with city utilities already extended up to the property line. On the other hand, the Lewis & Clark ranch comes with its own water rights and unparalleled location, location, location – at the base of Red Mountain, along the Yakima River and as the completely undeveloped northwestern section of the City. The scope and scale of both the potential development and cost dwarf anything else ever undertaken in West Richland. Many factors will affect if, how and when the project moves forward. In the end, however, success will be entirely dependent on a committed and talented pool of leadership.

First Steps

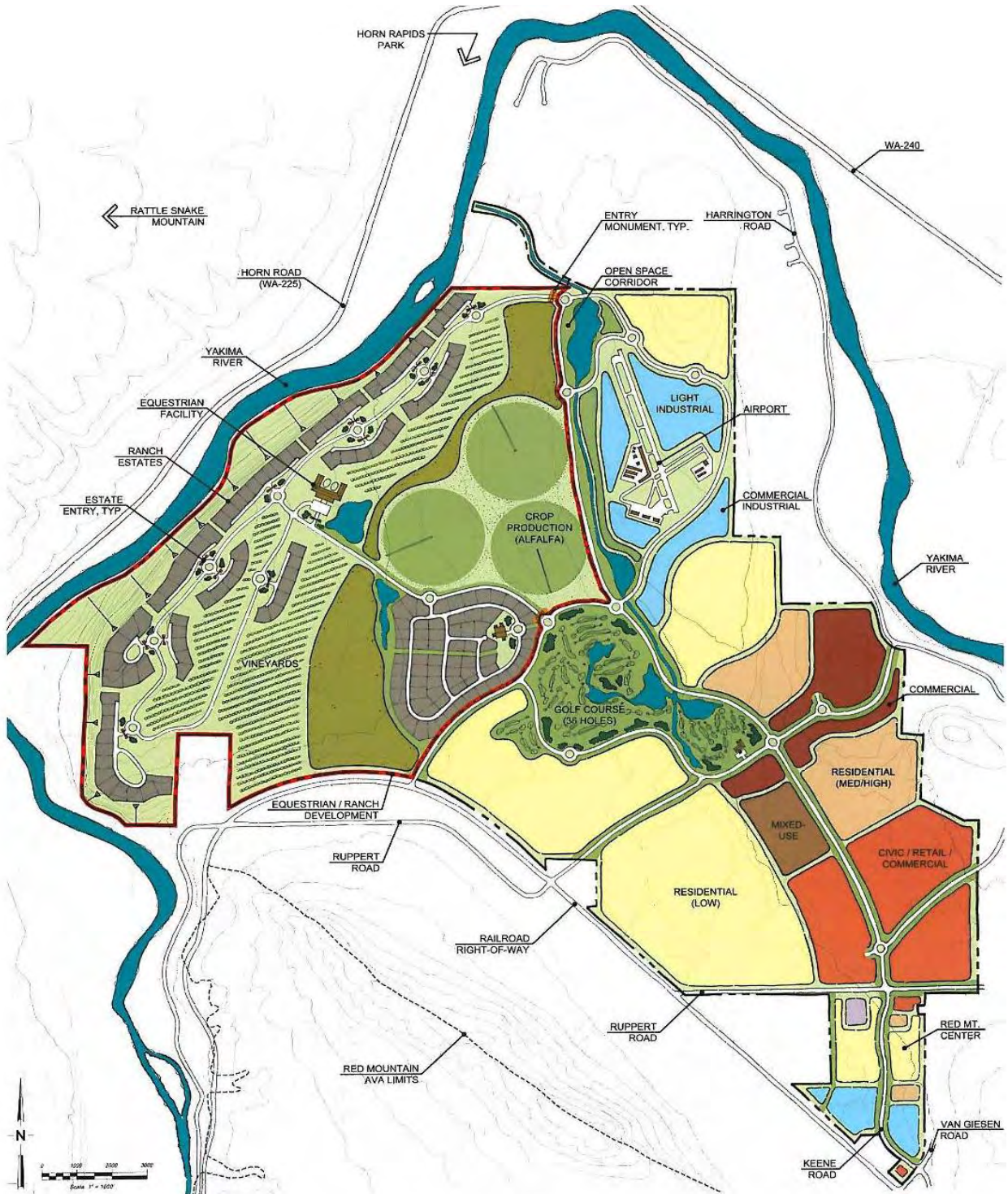
The following are suggested first steps for the Lewis & Clark Ranch anchor concept:

- Develop the first, of hopefully several memorandum of understandings (MOU) between the City and land owners.
 - A. This first MOU could be as simple as agreeing to jointly fund and conduct a targeted market analysis on one or more elements of the master plan.
 - B. If the two parties both view the findings favorably, they could extend and expand the original MOU for a second phase (e.g. the City might commit to providing selected services in exchange for a performance guarantee). The actual nature of future agreements will obviously depend on the nature and result of each prior phase of study or action.
 - C. All MOU agreements should be anchored to specific timelines, to minimize financial risk and reduce impact to City planning outside of Lewis & Clark Ranch.
- Working through the Washington Department of Community, Trade and Economic Development (CTED) – with market study findings in hand (assuming positive result) – convene a Task Force involving the Washington Department of Ecology, Tourism Commission, Department of Natural Resources, Benton County and other key partners to:
 - A. Assess the potential state-wide economic impact of the Ranch
 - B. Evaluate creative means for maximizing natural features, habitat and access
 - C. Creating specific “developments of state-wide significance” that can serve as learning laboratories. For example:
 - Working Farm / Vineyard
 - Wine Visitor Center
 - State of the Art Wine-Waste Treatment
 - Large-Scale Functioning Wine Village and Retreat Center
 - World-Class Golf Resort
 - World-Class Equestrian Resort
 - D. Identify, agree upon and commit to pursuing priority actions

Special Considerations

- The Lewis & Clark Ranch site could potentially provide an excellent location for the wine-waste treatment facility/polishing ponds discussed elsewhere in this report. In an ideal scenario, if the facility itself is proven viable, it could provide economies of scale by serving as the catalyst for water and sewer extension into the ranch and, effectively, to the base of Red Mountain.
- While the Lewis & Clark Ranch concept is certainly capable of creating incredible prosperity for the community of West Richland, it is equally capable of becoming an extraordinary drain on staff and financial resources. The City should consider establishing some fundamental guiding principles if it chooses to pursue a role or partnership in further exploration. At a minimum, these would include:
 - A. Ensuring City investment is based on a “net present value” acceptable to City Council and existing residents. For example, the City might require any commitment of public funding to be guaranteed a return of equal or greater amount within a specified number of years. Financial pro forma analysis could be required to show how such a return would be achieved, whether through additional retail sales taxes, increased property value assessments, visitor spending or other means.
 - B. Broaden the partnership base, to minimize City financial risk and incentivize project components that may not be market-ready, but critical to future revenue generation. For example, from a developer standpoint, creating and selling residential parcels would likely be the wisest investment based on current market realities. However, residential development alone, is not likely to “pencil out” for the City due to service costs, the property tax increase cap of 1% and other factors. But, what if TRI-DEC or the State were to see a potential win in recruiting or incentivizing research laboratories to locate at the Ranch? Or, value in establishing an official Washington State Wine Visitors Center there? The location and size of the Lewis & Clark Ranch allows for these and many other opportunities for collaboration on “signature projects” that are consistent with the site plan goals and City needs.
 - C. Stick to what you know. The City will need to assess and select a proper role in this effort. This does not include developer. More likely, the City’s role will be one of establishing “performance measures” and then finding the appropriate resources to guarantee they are met. A few example measures include:
 - Revenue per acre
 - Number of housing units, by type and size of lot
 - Amount of open space, parking, etc per acre or other unit

Conceptual Lewis & Clark Ranch Plan (Cit. McKay-Esposito)



Lewis & Clark Ranch - Master Plan

West Richland, Washington
September, 2007



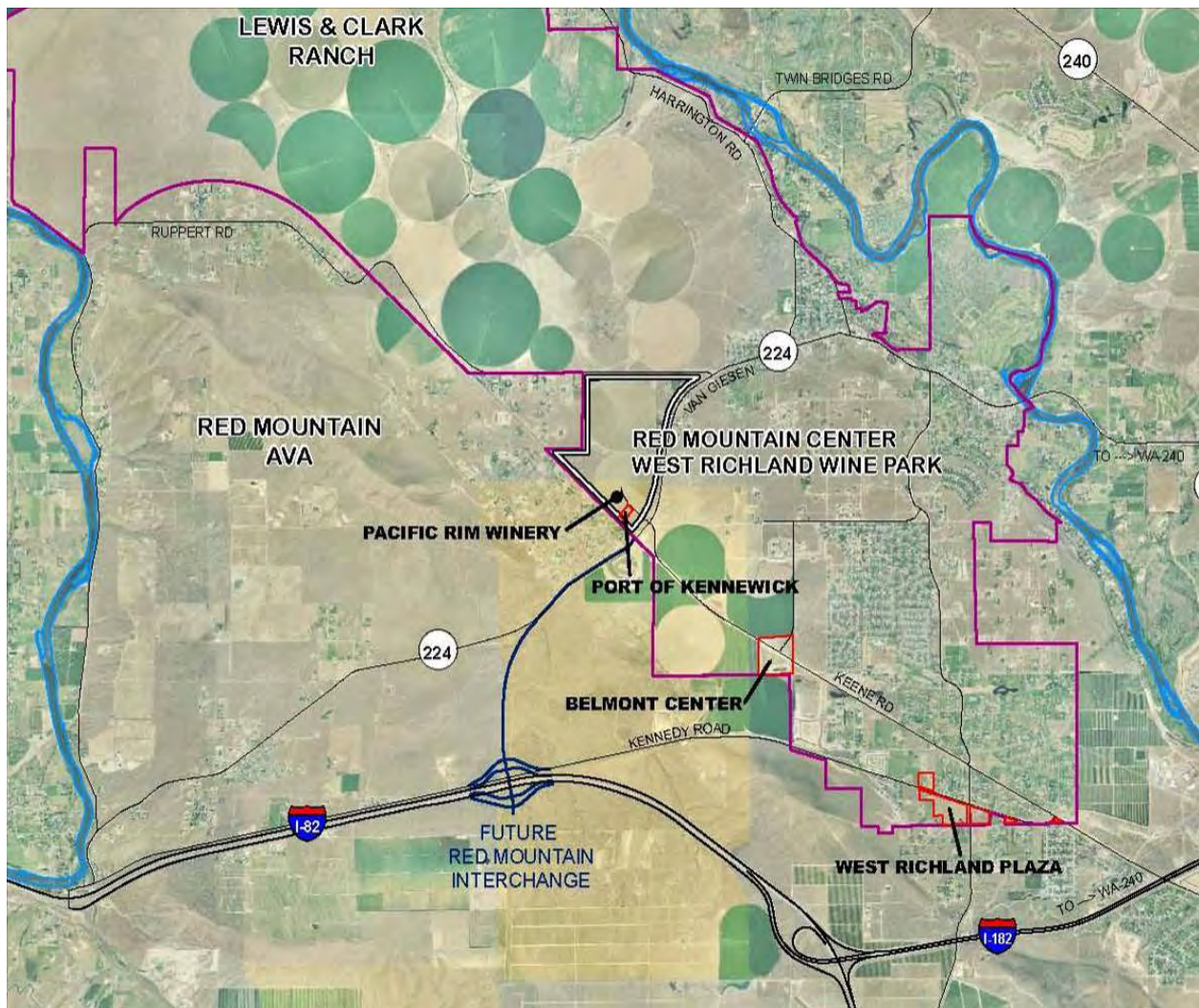
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ANCHOR 4: I-82 INTERCHANGE / UGA EXPANSION

Why It Matters

The I-82, or “Red Mountain” Interchange is another long-term, but potentially game-changing economic opportunity. West Richland is presently one of very few Washington State cities without a formal connection to an interstate highway. Beyond creating direct access to the interstate, the I-82 interchange, as currently proposed, would open up a considerable amount of currently undeveloped land. If properly zoned, new sites could be created for commercial, retail or even research/business park uses. Of course, before any of this can happen, the City will have to successfully annex land outside its current city limits.

Proposed Red Mountain Interchange Shown Near Bottom of Graphic



Signature Features

Proponents of the Interchange – and there are many – make a number of key arguments in support of building it. Among the strongest are:

- An estimated 50% faster response time to emergency calls
- Expanded economic opportunity for West Richland, Benton City and Red Mountain AVA
- Enhanced tourism, by providing direct access to the AVA
- New parcels created for commercial and industrial use

From an economic development perspective, there are two prime opportunities for West Richland as relate to the proposed interchange.

1. Increased visibility for West Richland. Unless they have a specific reason for going to West Richland, the typical I-82 traveler is not likely to exit east or west of the city, and then navigate northward to use services. Providing easier, more direct access to the Red Mountain AVA is also important given anticipated traffic volumes in the years ahead.
2. Expedited development of revenue-generating land uses. With direct access to the Interstate, the land between I-82 and State Route 224 and adjacent to the connector road, becomes a major opportunity for business development. Specific uses to consider, include:
 - a. Business Park – to draw “daytime workers” back to West Richland. Tenants, or owners, would likely be similar to the industries located in and around the Hanford area.
 - b. Light Manufacturing – to provide family wage jobs through businesses that require easy interstate access.
 - c. Wine or ag-related destination retail – to draw visitors. This could be one or a cluster of businesses that consolidate products and goods produced at the many local wineries and other agricultural operations.

What It Means

The Red Mountain AVA, if it is to become “all it can be,” may actually necessitate an interchange to meet traffic demand. Although those traffic volumes will not be seen for some time, an interchange will, itself, take a considerable amount of time to get built, even if approved tomorrow. One study forecasts nearly a quarter million visitors to the Red Mountain AVA per year by 2025.

From a different perspective, it is possible that Red Mountain AVA-generated traffic will not materialize as envisioned, or do much more slowly. In such a scenario, it may be difficult to justify installation of a new interchange, unless some other traffic-generating development comes on line. The Lewis & Clark Ranch, as conceived at full build-out, would certainly be a project of sufficient scale. Beyond that, only new development along the interchange corridor itself would likely generate the kind of demand required to expedite development.

What It's Going To Take

A decision regarding the merits and viability of adding an interchange sooner, later or never will require continued discussion and collaboration among the many partners already at the table. It may also require the City to make “hard decisions” on how to finance additional infrastructure expansion, whether to consider land trades and other issues.

First Steps

- Work with the state to identify a “definitive set of factors and requirements” to better understand next steps.
- Identify City priorities and preferred alternatives for securing the interchange. Consider, for example:
 - The possibilities of annexing parcels of land, one by one or in small groups, to expand the UGA and ensure progress while growth catches up with demand for the interchange. The Port of Kennewick-owned “racetrack” site would be a logical first start.
 - What level of development would be required to offset City costs for infrastructure expansion to new UGA lands, after subtracting any state or federal financial assistance.
- Assuming installation of the interchange depends on in-fill business to support it, collaborate with TRI-DEC to identify potential business investors aligned with identified target clusters. From among the five identified TRI-DEC regional clusters, those that appear to be the best fit for West Richland are:
 - Research and Development (e.g. computation, energy, environmental, biotech)
 - Technology Manufacturing (assuming new space is created along I-82 interchange)
 - Food/Agriculture (e.g. wine, food processing, ag products)
- The City of Kennewick has identified another target cluster: Retail. This is an equally important cluster for West Richland, assuming the regional retail and shopping opportunities, tourism offerings and housing targets pursued are distinct from Kennewick. Retail is key in West Richland because the primary economic concern is revenue generation as opposed to employment.



ANCHOR 5: IN-FILL DEVELOPMENT INITIATIVE

Why It Matters

The in-fill development initiative is important because it can begin today. It focuses resources and efforts on existing land and buildings, and provides the prospect of revenue generating potential “sooner rather than later.” It is also the quintessential strategy of “working with what you have.”

The in-fill development initiative is focused on smaller scale retail, supported primarily by the local market, with supplemental revenue drawn from the region (generally characterized as the 18,000 households residing within a 10-minute drive radius). Some early, clearly successful manifestations of an in-fill type approach are the KADLEC Center and Yokes Grocery. Both businesses provide a key service desired by local demographics and household incomes.

Signature Features

The in-fill development initiative might be organized under the following three fronts:

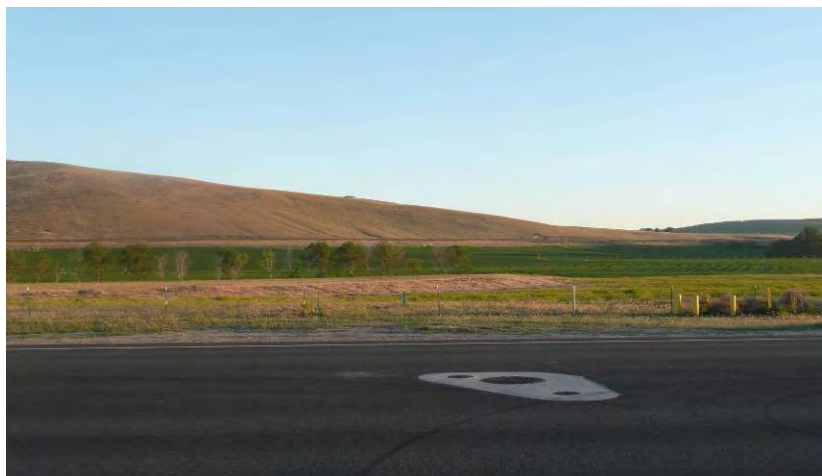
1. Target Tenants

The first step to successful recruitment is identifying who you want. In West Richland, this means commercial and retail interests that generate tax revenue while also blending with community character. In short, identification of target tenants can be accomplished by:

- Analyzing realistic recruitment possibilities based on data developed by the City’s market research consultant, IMST Corp.
- Testing the range of target possibilities with the general public through strategic questions on the community economic development questionnaire (see appendix).
- Conducting primary research. This would include contacting representatives or municipal hosts of the preferred targets to learn what specific market conditions are currently most critical to the target, what types of land/space needs they have, what – if any – incentives they require, along with other factors, to move forward with site selection.
- Evaluating the above requirements with community and City Council thresholds (of traffic, public investment caps, etc.).

2. Fill Empty Spaces

A first priority should be to secure tenants for existing buildings and vacant commercial and/or retail sites. This will build momentum and stimulate additional investment. Specific properties and strategies are outlined in “First Steps” below.



3. Create New Neighborhood Commercial Areas

There may be opportunity to rezone specific areas to commercial/retail within various city “neighborhoods.” Similarly, some limited size parcels could be merged, or assembled to form larger, more versatile land holdings which are more conducive to developers – especially for mixed-use projects. The emphasis of these new commercial / retail areas would be to host stores or services supported by the local population.



What It Means

In-fill development will provide the most immediate (compared to I-82 Interchange or Lewis & Clark Ranch) revenue generating opportunity, at a scale probably in-line with current market demographics. Yokes is a prime example of this type of development, and probably on the large end of the scale. While this type of development may not have a significant impact in terms of drawing revenue from the greater region, it will be an important step to reducing the revenue that leaks out of West Richland.

What It's Going To Take

The scope and pace of the in-fill development initiative will be shaped to some degree by external market forces, developer interests and availability of City resources. It will also necessarily include – in the case of creating new commercial / retail parcels – a front-end public outreach process to mitigate resident concerns. Ultimately, it will also require support from the Planning Commission and City Council.

Unlike the Van Giesen Renaissance, no city purchase of property is assumed here. The City's role would be one of facilitation – making it easier for the private sector to fill vacancies and create new resident-supported commercial / retail opportunities.

First Steps

The following are offered as early steps to take in moving this initiative forward on all fronts:

- Define priority business services, goods and qualities desired by community, from among options identified in sales leakage summary provided in the appendix (e.g. outdoor and recreation/sporting goods, auto parts, home and garden, etc.). Consider, specifically, retail opportunities that fit with community character and are not readily available or fully-represented within the Tri City region (e.g. equestrian apparel and services). Priorities can be identified, in part, by executing the community questionnaire attached in the appendix.
- According to City marketing materials, West Richland has over 55,000 sf of retail space. Approximately 30% is currently vacant. This franchise-ready space includes:
 - Kennedy Center (10,000 sf)
 - Paradise Plazas (16,726 sf)
 - Plaza 1 and 2 (13,250 sf)
 - West Richland Plaza (15,441 sf)

The City should work with property owners to develop and distribute individual marketing packages for each of these properties, and others as they come on-line. For the most part, these are small or compartmentalized properties suitable for local retail (as opposed to destination regional retail which will need to be developed on larger or redeveloped properties).

- Larger commercial parcels, including the “Belmont Center” (32 acres) and “Red Mountain Center” (17 acres) are either in development or addressed elsewhere in this report. However, it may also be possible to “assemble” new medium to large size parcels by combining adjacent vacant and underutilized sites.
- Conduct a comprehensive zoning code / development services process review to:
 - Identify additional permit streamlining opportunities
 - Ensure local developer impact fees (all types) are competitive and equitable relative to regional standards.
 - Identify “opportunity sites” for future neighborhood commercial development or retail/commercial land assemblage
 - Evaluate location and realistic expansion capacity for all critical infrastructure and services to identify priority development sites
- Set-up a special project team charged with mitigating or eliminating barriers to existing commercial and retail development opportunities. As a first assignment, develop a solution for known access and visibility challenges associated with the vacant Kennedy Center.

Special Considerations

Perhaps as important as maximizing existing land resources, the in-fill strategy can be an effective way to protect “sacred” land resources and icons. In fact, the City’s ability to attract new residents, investment and not only maintain but enhance local sense of place, is dependent on preserving the unique views, attributes and places of West Richland. Priority goals might include:

- Arranging to “buy back” Flat Top Hill. This is perhaps “the” signature spot in West Richland. It would be a more valuable asset as a public viewpoint, restaurant or other public destination – as opposed to a private residence. Future plans for Flat Top may be best addressed during the Van Giesen Renaissance study.
- Securing and preserving Sand Hill. This property is reportedly up for sale, and could some day become the geographic center of the city, pending future UGA adjustments and development patterns. It’s an icon to protect, though perhaps not as high a priority as some other investments given that development at the Lewis & Clark Ranch or elsewhere would require donation of large tracts of open space elsewhere in the City.

ANCHOR 6: MICRO-ENTERPRISE SERVICES AND SUPPORT

Why It Matters

For the purposes of framing this anchor concept, “micro-enterprise” is defined as companies or ventures ranging from 1 to 50 employees, with an emphasis on the smaller sized operators. There are several solid reasons for investing in a support network for micro-enterprise:

- The vast majority of West Richland’s workforce commutes out of town for daytime employment. This means that fewer people are purchasing goods and services locally. It also means the value of whatever they make, produce or otherwise generate is captured by another jurisdiction.
- West Richland has a highly educated workforce, relative to other nearby vicinities. It is possible that some of these individuals may be interested in “spinning-off” into new ventures and working closer to home. This could lead to the development of a “mini-cluster” for West Richland, in research, engineering, biomed or other sectors. Corvallis, Oregon provides a living example of this scenario, where ex-Hewlett Packard employees have spun off literally hundreds of smaller start-up companies. If these start-ups grow, they could transition into larger buildings and spaces, perhaps located along the new Red Mountain Interchange.
- Other individuals may be interested in starting up any number of businesses. A central business support center could go a long way in helping them to get started, succeed and grow over time. By way of example, one West Richland resident currently manufactures world-famous cars – from his home garage. Whether or not this individual wants to expand, the situation provides an example of the sort of opportunity that could be available.
- If the City is successful in opening new commercial and retail opportunities, whether through revitalization of Van Giesen, in association with UGA expansion and the Red Mountain Interchange, or even by way of expanded neighborhood commercial pockets, these spaces will need to be filled. Recruiting targeted business icons had been discussed previously.

“Building your own” offers another avenue. Downtown Camas, Washington is an example of this model. After completing a strategic plan for downtown, Camas conducted a city-wide survey and series of Town Hall meetings to identify what types of businesses and services would draw community members downtown more often. Within one year of plan completion, the retail services identified as highest priority by the community were up and running, started by existing residents who seized on an identified market opportunity. The added revenue from retail sales tax – one of the only “elastic” revenue sources in Washington, immediately bolstered City coffers and today, the City no longer struggles with vacancies downtown, but rather finding more space to site interested retailers and services.

Signature Features

The following are presented as strategic investments the City might make, in partnership with other entities, to support micro-enterprise development in West Richland:

1. Small Business Resource Center

A small business resource center could begin small, and grow as appropriate to meet evolving needs. Size, location and configuration will be determined through additional planning. However, some potential components and services might include:

- Business Library – consisting of materials on developing a business plan, marketing plan, doing business on-line, recordkeeping and many other topics. Generally, these types of materials are available through state and regional economic development offices.
- Shared Resources – including teleconferencing or videoconferencing capabilities for small businesses without formal office space, color copier, T-1 or comparable capacity internet, and other key services identified through additional outreach to prospective businesses.
- Business Counseling – whether through dedicated or appointment-only resources. Business counseling services could address legal, tax, business planning, employee training, marketing and other priority topics. Services could be scheduled on a regular basis with regional advisors spending 1-2 days in West Richland. Partners might include TRI-DEC, SBA, SCORE and others.
- Access to Business Funding – the Center could facilitate access to low interest loans, operate a revolving loan fund, manage a main street or façade improvement program, among other financial services.

2. Small Business Incubator

Much like the Port of Kennewick has planned for the “wine incubator,” the City may at some point seek to collaborate with other partners on another kind of incubator facility. The incubator could serve a “general” business audience, or a “target cluster” audience based on some of the fields and economic sectors outlined elsewhere in this report. The incubator would offer subsidized rent and shared-services (e.g. equipment, administrative help) to emerging businesses for a specified period of time, as they get their business model in place and generate sufficient capital to transition into the free market. The incubator concept can be refined through discussion with regional partners and state agencies like CTED. The potential value of an incubator program, however, is strongly tied to the City’s capacity to later house these businesses as they “hatch” from the subsidized facility.

3. “Hatching” Program

Whether a prospective business comes through the incubator or the small business resource center, some are likely to need help finding a site or building to get started or expand. A “hatching” program would help facilitate the transition. The City’s Economic Development Specialist and/or small business resource center staff could maintain an inventory of available land and building space, and provide specific information to meet the individual needs of an emerging business.

What It Means

Promoting the availability of business resources and planning assistance may help stimulate additional business development, and corresponding revenue to help support city services. Growing local businesses is also advantageous in that the proprietors and employees of these businesses are often active in civic affairs which has a positive impact on quality of life. In the end, small proprietors are likely to set up shop as close to home as possible, and where they have access to a support network.

What It's Going To Take

To succeed, the micro-enterprise services and support anchor, the City and its partners will need to identify the areas of greatest demand. This can be done through a two-pronged outreach effort targeted the broader community (prospective entrepreneurs) and existing businesses (what types of services and support would help them grow, expand, succeed). Of course, the scale of opportunity and conversion will also depend on implementation of some of the other anchors proposed here, and the creation of new or revitalized commercial and retail space.

First Steps

To better define appropriate investment in micro-enterprise support, the following early actions are recommended:

- Conduct two surveys, to be designed by City staff with input from regional partners and West Richland Economic Development Board members.
 - The first survey could be a slightly modified edition of the general economic development questionnaire provided in the appendix. By adding a question or two at the end, the City could identify community members interested in starting or expanding a business venture in West Richland, and solicit contact information so that City personnel can follow-up. This first survey should be sent to all West Richland households.
 - The second survey should be distributed to all existing West Richland businesses. The focus of this survey would be to identify relative demand for the range of services that can be offered through a small business resource center or similar support system.
- Convene the West Richland Economic Development Board to prioritize micro-business priorities and investments. Once survey results are available, and following “stakeholder interviews” with regional partners (conducted by City’s Economic Development Specialist), invite EDB members to assess findings and recommend short-, middle- and long-range investment priorities to best serve existing and emerging West Richland businesses, while also generating a strong return on investment for the city.
- Visit other incubator programs in communities of similar size and demographics to learn more about “best practices,” “fatal flaws” and the anticipated cost/benefit ratio of operating this type of facility.
 - Meet with representatives from the Port of Kennewick and TRI-DEC, at a minimum, to seek their perspective and advice – and potentially support – for partnering on an incubator program.
- Create an easily-updatable database of land, buildings and other “space” types available for new or expanding business ventures. Provide that information to serious business inquiries, along with other City marketing materials and other key market information. A simple market demographics piece produced for the city recently by IMST Corp., is attached as an example. It provides information of great interest to prospective businesses (Barney & Worth was not involved with and cannot attest to the accuracy of IMST information – though it certainly appears consistent with information gathered in our data profile).
- Create an inventory of financial resources available to businesses.



Demand Report

Prepared by: IMST Corp.



4201 Kennedy Road
West Richland, Washington 99353

	2.5 MILE RING 19.83 SQ/MI	3 MILE RING 28.27 SQ/MI	5 MILE RING 78.53 SQ/MI
POPULATION			
2000 Total Population	9,898	15,162	46,198
2007 Total Population	12,219	17,912	53,496
2012 Total Population	13,702	19,780	58,426
% Population Change 2000-2007	23.45%	18.14%	15.80%
% Population Change 2007-2012	12.14%	10.43%	9.22%
2007 Population Density	598	568	722
HOUSEHOLDS			
2000 Total Households	3,511	5,725	17,703
2007 Total Households	4,453	6,916	20,818
2012 Total Households	4,958	7,534	22,373
% Households Change 2000-2007	26.83%	20.80%	17.60%
% Households Change 2007-2012	11.34%	8.94%	7.47%
DAYTIME POPULATION			
2007 Total Daytime Population	8,529	13,997	49,524
2007 Total Daytime Work Population	3,481	6,301	25,032
2007 Group Quarters Population	5	10	132
HH VEHICLES			
2000 Total Vehicles	7,391	11,739	35,126
2007 Average Vehicles	2.1	2.1	2.0
2007 Total Vehicles	9,382	14,241	42,190
% 2000 Workers Drove-Work Alone	82.29%	80.21%	80.84%
INCOME			
2007 Aggregate Household Income	\$314,662,040	\$461,086,315	\$1,488,502,349
2007 Median Household Income	\$56,896	\$52,951	\$54,747
2007 Average Household Income	\$70,663	\$66,670	\$71,501
2007 Per Capita Income	\$25,752	\$25,742	\$27,825
ETHNICITY			
% 2007 White Population	92.40%	92.21%	90.08%
% 2007 Black Population	0.79%	0.92%	1.40%
% 2007 Asian/Hawaiian/Pacific Islander	2.41%	2.29%	3.79%
% 2007 Hispanic Population	6.60%	6.68%	6.99%

Data Source: Pitney Bowes MapInfo

DRAFT ACTION PLAN

To insert quick-reference table, with enumerated items from “Anchors”, along with suggested implementation timeline. Will also serve as loose “work plan” for Economic Development Specialist. To be completed following Council review and confirmation of desirable anchor concepts, associated components.

Anchor concept 1 Van Giesen Renaissance			
Action Item	Lead	Support	Timeline
1.			
2.			
3.			
Anchor concept 2 Ava Niche Services Cluster			
Action Item	Lead	Support	Timeline
1.			
2.			
3.			
Anchor concept 3 Lewis & Clark Ranch Destination			
Action Item	Lead	Support	Timeline
1.			
2.			
3.			
Anchor concept 4 I-82 Interchange / UGA Expansion			
Action Item	Lead	Support	Timeline
1.			
2.			
3.			
Anchor concept 5 In-Fill Development Initiative			
Action Item	Lead	Support	Timeline
1.			
2.			
3.			
1.			
Anchor concept 6 Micro-Enterprise Services and Support			
Action Item	Lead	Support	Timeline
1.			
2.			
3.			

KEY FINDINGS: COMMUNITY AND STAKEHOLDERS

Over 30 individuals share their ideas for economic development in West Richland during one-on-one stakeholder interviews, and dozens more through community forums. A list of stakeholder interview participants follows, along with a summary of key input.

PARTICIPANTS

City Council

- Dale Jackson, Mayor
- Tony Benegas
- Gail Brown
- Rich Buel
- Ken Dobbin
- Mark Hanneman
- Merle Johnson
- Julie Jones

Economic Development Board

- Chuck Baker, Kadlec Medical Center
- Bruce Etzel, Benton REA
- May Hays, Benton REA/Chamber
- Lucinda Luke, Planning Commission
- Byron Martin, Economic Development Board
- Chris Schryber, Citizen Representative/Realtor
- Darrell Tombs, Yokes
- Bryan Woodruff, Economic Development Board

Internal City Stakeholders

- Layne Erdman, Police Department
- Bob Leedy/key staff, Planning Department
- Donna Noski, Interim Administrator
- Julie Richardson, City Clerk
- Howard Roberts, Finance Department
- Roscoe Slade, Public Works Department
- Mike Spring, Fire Department
- Ruth Swain, Economic Development Specialist
- Dave Weiser, City Administrator

External, Peer and Partner Stakeholders

- Tim Arntz, Port of Kennewick
- Tana Bader Inghima, Port of Kennewick
- Tammy Fine, Port of Kennewick
- Dan MacKay, Lewis & Clark Ranch
- Michelle Markham, West Richland Golf Course
- Bob Sandoval, Washington CTED
- Deanna Smith, TRIDEC
- Kris Watkins, Tri-Cities Visitor & Convention Bureau
- MacKay-Sposito Engineering (Lewis & Clark Ranch)

OPINIONS AND OBSERVATIONS

Stakeholder input has been summarized below into “strengths,” “weaknesses,” “opportunities” and “threats.” The summary below captures key concepts and recurring themes. Full-length responses are provided in the appendix. Individual responses have been separated from their originator, to provide a sense of anonymity, and thus more complete and honest responses. All responses were generated from a 12-question survey instrument, but are divided into four principal categories here for reading purposes.

Strengths

- The opening of Yokes, a retail service that fits with community character.
- Development of a code to facilitate clean-up of Van Giesen.
- The availability of the “Belmont” property.
- A range of solid, well-heeled partners, including the Port of Kennewick, Tri-Dec, REA, Chambers, VCB and many others.
- A “fast-track” permitting system.
- Small concentration of owners in control of large swaths of land, within City limits.
- Strong residential growth for a sustained period of time.
- Good staff at City, working together.
- Hanford workers, that keep economy afloat.
- Having a new Economic Development Specialist to pursue leads and provide follow-up.
- Some new development on “top of the hill.”
- City has \$7 million in non-voted debt capacity.

Weaknesses

- A residential base that either does not understand the linkage between economic development and quality of life, or doesn’t seem to be worried about it.
- The fact that the call our region the “Tri-Cities” – what about us?
- No diversification of revenue base. As a city, we rank 229th out of 258 Washington cities for sales tax reporting.
- We lost \$1.5 million when the state cut sales tax equalization.
- Most of our economy is outside West Richland; most everyone commutes outside for work.
- Van Giesen is not attractive, not thriving.
- Canal right-of-way eats up a lot of potential commercial land.
- Limited commercial land available.
- Trailer parks at our entrances.
- Other commercial areas seem to be struggling along with Van Giesen.
- We have very low density – not earning much for space we have.
- We don’t have a primary economic foundation to build on.
- Our name – it may be time to change it and start over.
- Market too small to attract name-brand retailers.

Opportunities

- Van Giesen Corridor can be better!
- An I-82 interchange would really open things up, connect us to the world.
- We can better involve our residents in defining solutions, identify what kind of business development they'll support.
- Need to develop plans and stick to them – then we'll get somewhere.
- We can empower staff to do their work.
- A name change (e.g. Red Mountain) might help us stand out.
- Red Mountain AVA could become a pretty big deal.
- City can acquire key properties and make change happen.
- Could provide central wine waste treatment for surrounding wineries.
- Could develop a new city hall with community center.
- Can better utilize stores and spaces along river.
- Pursue equestrian and agriculture merchants.
- Let's make our riverfront better than ordinary.
- Pursue green collar jobs – the new economy.
- We have (relatively) cheap land.
- We actually have a gateway – let's make it shine.
- Start an entrepreneurs club to generate ideas and investment.
- Do a water park, or some other attraction that bring in money from the region.
- City has \$1.4 million from golf course sale – use it wisely.
- Keep developing business incubator with Port of Kennewick. Expand uses (e.g. commercial kitchen).
- Opportunities for more neighborhood commercial and mixed use retail. Increase densities.
- Opportunity for corporate office in certain locations (interchange).
- A wine village might work.
- More wine-related support businesses, like restaurants, corking, packaging, shops, etc.
- Lewis & Clark Ranch can be phenomenal, if mast planned.
- We can do more to promote “buying local.”
- There are pockets of commercial potential along Keene and Bombing Range.
- Existing golf course can be expanded, improved. Could build another one.
- We would be more competitive with high-speed internet.
- Can create new businesses with help from Hanford workers who want to start over.

- Great potential as a retirement community.
- A chance to be a place “where you can get things you can’t get anywhere else.”
- Have enough space to create a high-end destination development.
- May have support from leadership to offer incentives to the right kinds of businesses.
- We can get our vision for Van Giese on paper, then get buy in.
- Need to identify “angel investors” – local supporters willing to make a difference.
- We have 150 wineries within 1-hr drive time.

Threats

- Population may never care about, get behind economic development; just fight it to keep rural lifestyle.
- We might get mired down with in-fighting and never clean-up our gateways.
- Currently, not enough existing commercial area to support need.
- People may continue to feel “it’s not big deal to drive to Queensgate.”
- May not be able to finance our services – at some point, people won’t want to or be able to pay increasing “fees and taxes.”
- Weak leadership will not be able to stay with the vision – have to stay strong.
- Lewis & Clark Ranch could be huge, or it could drain city coffers and be a disaster.
- Too many people buying property and sitting on it.
- We’re already a bedroom community – if we don’t change, we could end up being annexed.
- It would be a mistake not to create new commercial space.
- Folks who “don’t want change” may get their way, until the City dies.
- Richland may continue to encroach.
- If we lose Hanford jobs, we’re in real trouble.
- We continue to be one of the only cities in the state without an interchange connecting us to the economic lifeblood of our highways.
- The AVA is at great risk unless we find a way to treat wine waste.
- People continue bickering about who gets credit for successes.
- Can’t figure out how to improve our press coverage – need a Communications Plan.

COMMUNITY MEETINGS

February 2008: Community Kickoff Meeting

The project kickoff meeting was held February 12, 2008. Approximately 30 people attended and provided feedback on the work scope as well as ideas to be pursued with regard to future economic development strategies. Many of those thoughts and ideas are summarized below.

- Guidance to get from A to B
- Can't have all our tax revenues come from properties alone
- Have land to develop
- Wine industries – bottling, facility
- Need money, private investors
- Need a concept plan for the Van Giesen corridor (already had a task force)
- River is an asset
 - No parks with access
 - No city owned land
 - River polluted
 - Need riverfront development
- Can pull business from W. Richland
- Can plan for growth
- Have motivated staff, community
- Need a common vision
- We shouldn't be looking for big box, but creating identity
- Develop on our charm: Bus Barber Shop, "Dismount your horse" sign
- Need to I.D. new commercial center
- Need a destination location: bring and keep people here
- We have 11,000 acres that can become a signature development
- Prospective business representatives see Van Giesen and leave forever
 - Must clean-up - What does community want on Van Giesen?
- Use sports complex as tourism - Grow a West Richland soccer league
- Challenge: Richland controls entrance to town
- Need horse trails, walkways, bike paths
- Access to the city icky
- Further development of AVA
 - Parks and other amenities: need to have local interests, large venues for big shows, performing arts, mix arts and science
- Quilting as a tourist draw, maybe a textile museum theme?
- AVA is dependent on access
- #1 Need to clean-up Van Giesen or nothing will move west
 - There is money to start clean-up; Federal Dollars
- Silverwood – we need to attract a resort like that; waterslide, Disneyland
- Barriers – mini storage, tax
- Tapteal Greenway to build an Interpretive Center on Yakima River
- More support of small business – Need small businesses, that's all we can afford
 - Low interest loans to beautify facades
 - Social funds, draw from WSU
- What about racetrack? Destination golf course?

- Get people on same page
- What's best way for City's Economic Development Specialist to spend time?
- City coming into its own; time is right
- Red Mountain – Port of Kennewick, Pacific Rim Winery
- Race track bought by Port

April 2008: Community/Economic Development Board Meeting

At a second public forum held in April 8, 2008, about 30 participants listened to a presentation on early findings and provided input regarding future priorities. Key recommendations and observations provided by attendees follow:

- Need to figure out how to steer people down Keene Road.
- Currently, wine visitors are accessing Red Mountain through Benton City. How can we promote access through West Richland exits – will WDOT help us?
- We should get started on “low lying fruit” types of actions: Example – develop a restaurant along the river.
- Additional Yakima River/ W. Richland Gateway wish list items:
 - Dinner Theater (regional draw)
 - Set road back behind storefronts, redevelop river to commercial with views
 - Limit traffic between stories and river to pedestrian only
 - Provide accommodations along river to promote longer stays
 - Work with the Washington Department of Ecology to clean up Yakima River
 - Develop a design concept people can comment on
- Execute a community-wide survey to better understand what residents will support in the way of business development

June 2008: Economic Development Board Meeting

In June, members of the Economic Development Board and several other stakeholders gathered to review preliminary plan recommendations. Key observations and recommendations included:

- Anchor concepts appear to be in-line with community values and priorities
- These strategies seem within our grasp, on the heels of the new Wine Village coming here.
- We need to involve Planning Commission in implementation – it's critical to get development zones located and appropriately zone for the kind of business development we want.
- It's also important to preserve from development, our natural icons like Sand Hill and Flat Top.
- There's no reason we shouldn't consider moving City Hall, as a potential first step in the Van Giesen Renaissance.
- West Richland is a great place for retirees, we should consider businesses and opportunities that match their interests and needs.
- The KADLEC Center is another great accomplishment and addition to our community, we should continue in that vein.

KEY FINDINGS: DATA PROFILE

The following provides a series of key findings taken from a more comprehensive data profile produced by E.D. Hovee & Co. in collaboration with Barney & Worth, Inc. The full profile is attached as an appendix to this report, or available upon request from the City of West Richland.

Data has been compiled from a number of sources including, most notably, the U.S. Census, Washington Employment Security Department and Office of Financial Management, U.S. Bureau of Economic Analysis and private data providers including ESRI Business Information Solutions and Dean Runyan Associates.

The following summary points are supported by data worksheets in the appendix, but are worth mentioning here for context related to socio-economic trends and conditions.

- **Population by Jurisdiction** – ESRI data indicates that West Richland has just under 10,600 residents as of 2007 (recent state estimate calculates 11,500 for 2008). The community's population represents 5% of the metro area of Benton-Franklin Counties' population of about 235,500.

Between 2000 and 2007, population increased at an average annual rate of 4.8% in West Richland, above the still strong growth rate of 4.2% for the two-county metro area. ESRI forecasts slowing rates of population growth through 2012 for both geographies, to about 2.7% per year in West Richland and 3.1% annually across the Benton / Franklin metro area. Slower growth is related to aging of the population nationally and regionally and, in West Richland, to a smaller proportion of non-white immigration than elsewhere in the region.

- **Regional Population Trends & Forecast** – Over a longer 2000-2030 time period, Washington's Office of Financial Management projects three rates of growth: low, intermediate and high. The growth scenarios forecast a slower annual population growth rate region-wide than occurred from 2000-2005 (of 2.6% per year), ranging from low growth at 1.0% per year to 2.4% in the high growth scenario.
- **Age of Population** – Median age of the West Richland population is 34.8 years, with somewhat lower median age of residents region-wide at 33.0 years. When segmented into age categories, more than half the adult population in both the city and metro area is concentrated in a broad range of 25-64 year age categories.

The similarities between the populations of both geographies continue with 32% of each in the 0-19 year age range. The Benton-Franklin region has a slightly higher proportion (10%) of adults age 64+ than the city (at 8%). However, the median age of population for West Richland is forecast by ESRI to decline to 2012.

- **Race & Ethnicity** – Benton-Franklin Counties indicate a much higher degree of racial and ethnic diversity than the entire city of West Richland. The *white alone* proportion of the population stands at 76% of metro area residents versus 92% of city residents. Nearly 16% of the metro area's population has identified themselves as some other race, compared to under 3% of the city's population.

The proportion of West Richland's population identified as Hispanic (7%) is well below the comparable 27% region-wide. Hispanic population includes persons identified as white and/or another race. Both geographies' populations are forecast by ESRI to incrementally increase in racial and ethnic diversity by 2012 – with a decrease in the white alone proportion and an increase in the some other race and Hispanic proportions.

- **Household Income** – West Richland's median household income is about 32% above the metro area's income. Median incomes increased by an estimated 5.7% annually from 2000-2007, more rapidly than the 4.8% rate of annual increase experienced for the entire metro area.
- **Tapestry Segments** – #1 in West Richland are *Up and Coming Families* (accounting for an estimated 48% of the population) characterized as young, affluent families. The #1 tapestry segment for Benton-Franklin Counties is described by ESRI as the *Midland Crowd* group (9%) comprised of married-couple families with slightly below median incomes living a traditional lifestyle in rural housing developments.
- **Building Permits** – have fluctuated in West Richland from 2000-2007, resulting in a total of 942 single-family buildings (but no new multi-family housing) and a construction cost of nearly \$161 million. Since 2000, the peak year in terms of dollar value was 2004.
- **Sources of Personal Income*** – Benton-Franklin Counties wage and salary income accounts for 55% of total personal income, above the statewide average proportion of 50%. Statewide, the proportion of income generated via proprietors and investments exceeds comparable proportions for the Benton-Franklin metro area.
- **Tourism Expenditures*** – the Benton-Franklin Counties regional direct travel spending grew by 30% from 2000-2005, a pace 9% faster than was experienced statewide. As of 2005, the two-county metro area accounted for just under \$300 million in visitor spending – representing 2.7% of visitor expenditures statewide (somewhat less than the region's 3.5% share of statewide population). Compared to the rest of the state, visitors to the Benton-Franklin region spend less of their travel dollars for lodging and more for dining, ground transportation, and arts, entertainment and recreation.
- **Covered Employment*** – agriculture, retail, and government account for almost 40% of all jobs in Benton-Franklin Counties. Average pay in all the top sectors range from a low of \$19,120 to a high of \$45,130. The number of jobs region-wide increased by about 1.7% per year from 2002-2006, below Franklin County's 3.2% rate of increase. Wages increased by about 2.4% per year between 2002-2006, at roughly the same rate as occurred in Benton County though well below Franklin County's rate of 3.4%.
- **Labor Force Participation by Full and Part-time Status** – Census 2000 (the most recent sub-county information available) indicates 78% of West Richland's population 16+ years worked in 1999, and 77% of this employed population worked full-time. Labor force participation city-wide appears to be above both regional rates. While post-2000 data is not readily available, it is possible that labor force participation has dropped in recent years due to higher median age of the population with more residents in retirement age categories. However, ESRI forecasts that West Richland median age may drop again by 2012, especially with an increased proportion of younger working adults age 25-34.

- **Retail Sales & Leakage** – an over-supply equal to 12% of locally generated spending potential is exhibited within the Benton-Franklin *metro area*, as actual sales of \$2.6 billion annually appears to exceed locally generated demand of \$2.3 billion. This means that the retailers in the metro area are also attracting significant customer clientele from outside the two-county metro area. General merchandise stores, books/hobby/music stores and health/personal care stores appear to be the most over-represented in the metro area – with sales exceeding locally generated demand by \$123 million in the general merchandise category, dropping to \$56 million for books/hobby/music stores. While overall the metro area market is well-served, retail sales leakage is noted for some store categories.

The greatest leakage indicated is in gasoline stations followed by nonstore retailers (electronic shopping, mail order houses, vending machine operators, direct selling establishments), furniture/home furnishings, then (a nominal amount) for grocery stores. Retail building space supported by the metro area's current and projected demand with population growth to 2012 equates to an estimated 800,000 square feet (excluding land extensive commercial uses such as auto dealers and gasoline service stations).

With the limited regional sales leakage, the vast majority of building space need is predicated on the projected demand. Grocery, dining and general merchandise stores are the retail types with the top potential for added development square footage – each potentially supporting an added 140,000-200,000+ square feet of commercial retail space. Sales leakage of \$102 million is occurring within the city of *West Richland*. With nearly \$19 million in retail sales, West Richland is capturing 16% of local resident generated demand and not quite 1% of the region-wide demand. However, demand generated by in-city residents comprises about 5% of the consumer generated retail demand for the two-county metro area. In effect, West Richland appears substantially under-retailed – as local residents travel elsewhere in the two-county area for most of their consumer purchases.

All store types in West Richland are experiencing sales leakage, except building materials/garden supply stores. ESRI data indicates that five store types have no retail sales within the city – furniture/home furnishings, electronics/appliances, health/personal care, general merchandise, and nonstore retailers. If existing sales leakage (from local residents) were to be fully recaptured, up to 215,000 square feet of retail building space would be supported in West Richland.

Based on population growth projected to 2012, another 35,000 square feet could be supported. To better serve West Richland residents now and over the five years (to 2012), retail uses offering the most building space potential area are grocery (up to 63,000 square feet), followed by general merchandise and dining (each at up to 59,000 square feet). *Note:* Grocery potentials are tempered by recent development of a new grocery store in West Richland – with resulting sales not fully reflected by ESRI estimates. Added retail potential (above and beyond locally generated demand) may be associated with development that serves a larger metro area market and/or tourists to the region – predicated on suitably located and accessible retail sites.

- **Benton-Franklin Counties Major Employers*** – according to the Benton-Franklin Council of Governments, the largest major regional employers with over 2,000 employees are Battelle Pacific NW National Laboratory, Bechtel Hanford, Inc., and Fluor Government Group all located in Richland. The largest employer identified for West Richland is Yokes Grocery, with approximately 120 employees.
- **Industrial & Commercial Vacant/Developable Land*** – the state’s Washington Prospector web site (maintained by the Department of Community, Trade and Economic Development) has 98 listings of properties for sale or lease throughout the Benton-Franklin region: 2 industrial buildings, 25 office buildings, 22 retail buildings, one warehouse building, 39 land parcels, and 9 with a mixture of uses. All of the listed buildings/parcels are located in Kennewick. *Note:* this over-representation of sites listed may be more indicative of better reporting by Kennewick than as an actual indicator of relative site availability by jurisdiction. More specific data for West Richland may be appropriate by review of existing comprehensive plan and/or GIS information.
- **Commuting Patterns** – As of the 2000 U. S. Census, nearly 50% of workers in West Richland traveled more than 20 to minutes work, compared to the 42% of metro area workers have the same travel time. West Richland workers travel an average of 25 minutes to work, a somewhat longer commute compared to workers throughout the two-county area traveling an average of 21 minutes.

* *Note: Data for items indicated by an asterisk (*) is most readily available or compiled at a county or metro area level.*

In summary, West Richland is a small but rapidly growing community with a high (and potentially increasing) proportion of young working families making above-average incomes – higher than income levels experienced throughout the Benton-Franklin County metro region. Residential construction has been strong to date throughout this decade.

West Richland currently has a limited retail base that does not capture much resident generated demand, let alone broader metro area consumer and rapidly expanding visitor potentials. The city also appears, at present, to be under-represented by major employers relative to the rest of the Benton-Franklin County metro region.

COMMUNITY PLANS: SUMMARY OF FINDINGS

The consultant team obtained and reviewed 25 community plan documents related to past and current economic development efforts within the City of West Richland. Key goals and strategies and other important observations were then summarized and incorporated into a running “community plans table” to be used as one of many planning resources. The resulting summary table is attached as an appendix.

APPENDIX A: COMMUNITY PLANS SUMMARY

Community Plans Summary Introduction

As an initial step in developing a Strategic and Economic Development Plan for the City of West Richland, the consultant team obtained and reviewed 25 community plan documents related to past and current economic development efforts within the City of West Richland. Key goals and strategies and other important observations were then summarized and incorporated into a running “community plans table” to be used as one of many planning resources. The purpose of this effort is to ensure that planning participants are aware of and build on the work that has been completed prior to the current effort.

The summary table, which begins on the following page, will be used in conjunction with input from key stakeholders and the data profile to identify a series of proposed “anchor concepts” to guide future economic development. The table does not include all plans completed in West Richland, but does provide a broad cross-section.

While the review of existing economic development strategies is helpful in understanding community values and individual organizational priorities, very little information is available to help determine the status of these various efforts.

WEST RICHLAND SUMMARY OF EXISTING ECONOMIC DEVELOPMENT STRATEGIES

Year	Document Name	Organization	Key Strategies	Notes
2007	Best Use of Retail Analysis	City of West Richland	An evaluation of “best-use” development recommendations for the 9.87 acre land parcel purchased by the City of West Richland and located at 4201 Kennedy Road. The noted recommendation is the attraction of residential service tenants, anchors and pad site developers. The site location lacks transient and commercial demand elements but does benefit from proximity to residents and the medical complex.	
2007	2008 Budget	City of West Richland	<p>Outlines the city council’s top priorities, including:</p> <ul style="list-style-type: none"> ▪ Maintaining public safety ▪ Building required new and adequately maintaining existing municipal infrastructure ▪ The clean –up and redevelopment of the Van Giesen Street corridor and other areas of the City that have fallen into visual decay ▪ Aggressively pursue economic development initiatives that recruit new business as well as support and retain existing businesses. 	
2007	Red Mountain AVA Master Site Plan – Draft	Benton County Office of Sustainable Development	<p>The Red Mountain American Viticultural Area (AVA) Master Site Plan planning process was commissioned in 2005. The purpose was to develop a vision for the Red Mountain AVA that:</p> <ul style="list-style-type: none"> ▪ Enhances the region’s economic opportunities for both the wine and visitor industries ▪ Manages the anticipated growth on Red Mountain ▪ Increases the visibility of the Red Mountain AVA <p>Development of the plan occurred in two phases and included; an analysis of conditions, evaluations of visions, site specific concepts delineated, conceptual plans drawn and many key meetings.</p> <p>Master Site Plan elements include expansion of existing vineyard and winery operations, a number of new vineyards and wineries, new visitor–oriented facilities including a Wine Village, recreation and interpretative experiences as well as additional development on adjacent areas.</p>	<p>Next Steps:</p> <ul style="list-style-type: none"> ▪ Seek endorsement of the plan by the Benton County Commissioners ▪ Develop an environmental impact study ▪ Address site plan zoning requirements ▪ Develop an ordinance establishing a Design Review Process ▪ Implement the required process as prescribed by the State to amend the Master Site Plan to the Benton County Comprehensive Plan. ▪ Advance infrastructure and utility service as identified in the infrastructure analysis. ▪ Continue the commitment and discussions relating to: <ul style="list-style-type: none"> ○ Native Plants and Integrated Pest Management ○ Wine Village ○ Interpretive Center and Trails ○ Mixed Use Area ○ Other Adjacent Lands

Year	Document Name	Organization	Key Strategies	Notes
2007	Summary Real Estate Appraisal Report: Two Vacant Land Parcels	Economic Development City of West Richland	Recommends commercial development as the highest and best use of the two vacant land parcels located 6201 and 6400 Keene Road. It is noted that this recommendation is in alignment with the City of West Richland's Master Plan.	
2007	Stakeholder Survey Concerning the Creation of An Economic Development Capacity	City of West Richland	A total of 24 stakeholders were interviewed to ascertain their thoughts, suggestions and ideas related to the creation of an economic development organization. The document indicates that there is general agreement for coordinated economic development.	
2007	Schematic Design West Richland Clinic	Kadlec West Richland Clinic	The proposed Kadlec West Richland Clinic consists of approximately 19,900 square feet in West Richland. The goals of this project are: <ul style="list-style-type: none"> ▪ Provide a healing environment ▪ Enhance way-finding and accessibility for patients, visitors and staff ▪ Provide a user-friendly experience for patients, visitors and staff ▪ Present a professional image ▪ Provide a project that reinforces the hospital's strategic plan and augments the quality of life in the Tri-Cities region. 	
2004	Community ID – Phase I	City of West Richland	To measure West Richland's potential to recruit new retailers, including restaurants; four retail sites in West Richland were studied. Due to its demographics, retail site I, located at Kennedy and Dallas, was recommended for Phase II.	

WEST RICHLAND ECONOMIC DEVELOPMENT STRATEGIES – SUPPORTING DOCUMENTS

Year	Document Name	Organization	Summary	Notes
2008	Tri-Cities Visitor Guide	Cities of Kennewick, Pasco, Richland	A visitor guide to promote the Tri-Cities as a visitor and meeting destination.	
2007-08	Membership Directory	West Richland Area Chamber of Commerce	A directory of all West Richland Area Chamber members.	
2007	Limited freeway access hinders possible development	Tri-City Herald	<p>Summarized the City of West Richland's quest for commercial development and the significant need for accessible freeway access.</p> <p>A proposed I-82 Red Mountain interchange is currently in the conceptual stage. There are no funds yet for construction or design. Traffic studies addressing future traffic projections are being addressed.</p> <p>West Richland plans to request permission from Benton County to add two square miles where the proposed interchange may someday be constructed.</p>	
2007	Lewis & Clark Ranch Master Plan - MAP		Depiction of Lewis & Clark Ranch phased development concept.	Phase I appears to be high-end, single-family ranchettes along river.
2007	July 10, 2007 meeting minutes	Economic Development Board	NA	NA
2007	June 11, 2007 meeting minutes	Economic Development Board	NA	NA
2006	February 14, 2006 meeting minutes	Economic Development Board	NA	NA
2006	January 10, 2006 meeting minutes	Economic Development Board	NA	NA
2006	Economic Development Status Report	West Richland		Status as of June 30, 2006: Includes items from both 2003 strategic plan and 2005 OBED Action plan.
2005	Celebrating 50 Years 1955 – 2005	City of West Richland	A commemorative program showcasing the history and growth of the city.	
2005	Goals for Economic Development	City of West Richland Economic Development Board		
2005	Community and Business Survey for Economic Development Board Members	West Richland	A survey developed to provide focus and direction of efforts and resources.	

Year	Document Name	Organization	Summary	Notes
2002	Community Survey	West Richland	<p>Summary results for community survey, including:</p> <ul style="list-style-type: none"> ▪ The city should plan and develop an economic development strategy that promotes growth, generates a strong commercial and industrial tax base and diversifies the economy to create family wage jobs. ▪ The strategy should focus on recruitment of businesses and industries not tied to Hanford. ▪ The city should use public funds to develop infrastructure that will encourage diversified economic growth. ▪ The city does not have adequate retail shopping opportunities. ▪ The city should consider adopting an identify theme ▪ A balanced approach to land use should be important to the economic strategy. ▪ Growth and rural can co-exist 	
	Business District Outreach Committee	West Richland Area Chamber	<p>Committee identified areas of importance to a healthy business climate:</p> <ul style="list-style-type: none"> ▪ Research grant and loan opportunities such as, Main Street USA program ▪ Storefront upgrades – improving the appearance of the gateway into our city (e.g. Van Giesen) ▪ Develop an open door policy with all partners ▪ Packaged promotion of businesses ▪ Work closely with other growing areas (Red Mountain AVA) ▪ Maintain the visions and concerns of existing businesses with those of new businesses during growth ▪ Utilize one voice, one vision as we promote the city 	
	Properties in West Richland	West Richland Chamber of Commerce, Benton REA, Fluor Hanford, WSU Business Links	A digest of available real estate listings focused on Van Giesen Street.	
	Chapter 8.17 Real Estate Conservation and Management (DRAFT)	City of West Richland	City Municipal Code Chapter	
	Fact Sheet & Executive Summary Completing the expansion of the The Bombing Range Sports Complex	City of West Richland	The document provides an overview of the project, which is to complete the expansion of the Bombing Range Sports Complex. Phase IV construction will include a multi-purpose field, tennis and basketball courts, sand volleyball, water feature, associated pathways and the re-surfacing and lighting for the eastern parking lot.	
	Economic Development Packet	West Richland Area Chamber of Commerce	Provides information on the chamber, the Port of Kennewick, and business opportunities such as the Lewis & Clark Ranch and the Red Mountain master plan.	

APPENDIX B: COMMUNITY DATA PROFILE INFORMATION SETS AND ANALYSIS

The West Richland community data profile provides an overview of key trends and forecasts related to socio-economic conditions in the City and greater Tri-City region. Data has been compiled from a number of sources including the U.S. Census, Washington Employment Security Department and Office of Financial Management, U.S. Bureau of Economic Analysis and private data providers including ESRI Business Information Solutions and Dean Runyan Associates.

Each data set is presented in table or graphical form, followed by one or more summary bullets.

Demographics by Jurisdiction (2000-2012)

	Population			Households (HH)			Median Age		
	2000	2007	2012	2000	2007	2012	2000	2007	2012
West Richland	8,385	10,596	12,079	2,937	3,656	4,153	32.8	34.8	32.9
Benton-Franklin Counties	191,822	235,483	274,118	67,706	81,083	93,400	32.7	33.0	32.9
% Annual Growth (from Prior Period):									
West Richland	NA	4.8%	2.7%	NA	4.5%	2.6%	NA	1.2%	-1.1%
Benton-Franklin Counties	NA	4.2%	3.1%	NA	3.7%	2.9%	NA	0.2%	-0.1%

	Median HH Income			Per Capita Income		
	2000	2007	2012	2000	2007	2012
West Richland	\$56,794	\$74,922	\$88,192	\$22,499	\$28,841	\$35,510
Benton-Franklin Counties	\$44,895	\$56,769	\$66,955	\$19,798	\$24,607	\$29,303
% Annual Growth (from Prior Period):						
West Richland	NA	5.7%	3.3%	NA	5.1%	4.2%
Benton-Franklin Counties	NA	4.8%	3.4%	NA	4.4%	3.6%

Source: ESRI Business Information Solutions

- West Richland's population grew by 4.8% between 2000 and 2007, an increase significantly higher than the Benton-Franklin County average. However, population growth is forecast to grow at a much smaller rate, or approximately 2.7% between 2007 and 2012.
- The median age of West Richland residents was 34.8 in 2007. The population is projected to get a bit younger over the next five years, with a median age of 32.9 in 2012.
- Both median household and per capita income are much higher in West Richland than overall Benton-Franklin County averages. Both income categories have also grown faster in West Richland than in the two-county comparison area. In the year 2012, the median household in West Richland is projected to have an income of more than \$88,000, compared to just under \$67,000 for the median household in greater Benton-Franklin County.

2007 Population by Age

	West Richland	Benton-Franklin Counties
Total	10,596	235,483
0 - 4	8.5%	8.5%
5 - 9	8.2%	7.6%
10 - 14	7.9%	7.8%
15 - 19	7.3%	7.7%
20 - 24	7.5%	8.0%
25 - 34	10.8%	12.8%
35 - 44	15.6%	12.9%
45 - 54	15.8%	14.6%
55 - 64	10.8%	10.3%
65 - 74	4.8%	5.1%
75 - 84	2.1%	3.3%
85+	0.7%	1.4%
18+	70.7%	71.3%

Source: ESRI Business Information Solutions

- West Richland has a higher proportion of “working age” residents than the greater Benton-Franklin County area, and a smaller proportion of people aged 85 or older.

2007 and 2012 (est.) Population by Race/Ethnicity

	2007		2012	
	West Richland	Benton- Franklin Counties	West Richland	Benton- Franklin Counties
Total	10,596	235,483	12,080	274,118
White Alone	92%	76%	91%	73%
Black Alone	1%	1%	1%	2%
American Indian Alone	1%	1%	1%	1%
Asian or Pacific Islander Alone	2%	2%	2%	3%
Some Other Race Alone	3%	16%	3%	18%
Two or More Races	2%	4%	3%	4%
Hispanic Origin	7%	27%	8%	31%

Source: ESRI Business Information Solutions

- West Richland’s population is much more homogenous than the surrounding Benton-Franklin County area. Perhaps the most notable distinction in demographics, a mere 7% of West Richland residents reported being of “Hispanic Origin” compared to 31% in the two-county region in 2007.

Benton-Franklin Counties Population Trends & Forecasts (2000-2030)

	Year	Low	Middle	High
Census	2000	142,475	142,475	142,475
Estimate	2005	158,100	158,100	158,100
Forecast	2010	154,488	168,839	188,931
	2015	157,842	176,854	203,736
	2020	160,693	184,704	218,874
	2025	162,831	192,131	234,015
	2030	163,785	198,528	248,358

	Year	Low	Middle	High
Census	2000	49,347	49,347	49,347
Estimate	2005	60,500	60,500	60,500
Forecast	2010	64,786	70,038	79,843
	2015	72,514	80,348	93,947
	2020	79,776	90,654	108,649
	2025	86,321	100,666	123,593
	2030	91,733	109,861	138,096

	Year	Low	Middle	High
Census	2000	191,822	191,822	191,822
Estimate	2005	218,600	218,600	218,600
Forecast	2010	219,274	238,877	268,774
	2015	230,356	257,202	297,683
	2020	240,469	275,358	327,523
	2025	249,152	292,797	357,608
	2030	255,518	308,389	386,454

Source: Washington Office of Financial Management, Washington State County Growth Management Population Projections: 2000-2030 developed 10/2007.

- The State produces population forecasts for all 39 Washington counties, using a low, middle and high range to account for unforeseen changes. Looking out just over a decade to the year 2020, the Benton-Franklin County region can expect to grow from an estimated 2005 population of approximately 218,000 to somewhere between 240,000 and 327,500. With added population comes an increased consumer market.

Tapestry Segments by Jurisdiction

Tapestry Segment	Percent
West Richland	
Up and Coming Families	47.6%
Midland Crowd	25.4%
Boomburbs	14.2%
In Style	12.7%
Sophisticated Squires	0.2%
Total	100.1%
Benton-Franklin Counties	
Midland Crowd	9.3%
Up and Coming Families	8.6%
Exurbanites	8.0%
Aspiring Young Families	6.4%
Industrious Urban Fringe	6.1%
Total	38.4%

Source: ESRI Business Information Solutions

- ESRI Business Information Solutions defines various population segments based on certain socio-economic characteristics. This and similarly comprised data sets are often used by businesses to identify preferred markets.
- While West Richland has considerable overlap with the greater Benton-Franklin County area in terms of population components, it has a significantly higher percentage of what are termed "Up and Coming Families." This population is generally characterized as young, affluent and possessing considerable purchasing power.
- Definitions for all tapestry segments are included at the conclusion of this data profile.

Travel Time to Work

2000 Workers 16+ by Travel Time to Work	West Richland	Benton- Franklin Counties
Total	4,223	84,463
Did not Work at Home	96.5%	96.2%
Less than 10 minutes	5.5%	18.0%
10 to 19 minutes	41.3%	36.2%
20 minutes or more	49.6%	41.9%
Worked at Home	3.5%	3.8%
Average Travel Time to Work (in min)	25.1	21.4

2000 Workers 16+ by Travel Time to Work	West Richland	Benton- Franklin Counties
Total	4,223	84,463
Did not Work at Home	96.5%	96.2%
Less than 5 minutes	0.6%	3.9%
5 to 9 minutes	4.9%	14.1%
10 to 19 minutes	41.3%	36.2%
20 to 24 minutes	20.1%	14.0%
25 to 34 minutes	13.7%	13.8%
35 to 44 minutes	4.5%	4.0%
45 to 59 minutes	5.5%	5.7%
60 to 89 minutes	3.0%	2.8%
90 or more minutes	2.8%	1.6%
Worked at Home	3.5%	3.8%
Average Travel Time to Work (in min)	25.1	21.4

Source: ESRI Business Information Solutions based on Census 2000 data

- The most recent comprehensive look at commute times was conducted as part of Census 2000, based on 1999 reporting. While this data is somewhat dated, it does reveal a few important insights. First, West Richland workers commute times are longer than their Benton-County Franklin neighbors, on average – but only by about 4 minutes. Second, and more importantly, only 5.5% of workers report having a commute of nine minutes or less (compared to 18% for Benton-County average). Very few West Richland residents work where they live.

Retail Sales and Leakage: West Richland (Benton-Franklin County Table on Following Page)

Retail Categories	Demand (Retail Potential)	Supply (Retail Sales)	Leakage (Demand-Supply)	Leakage % of Demand	# of Stores	% of Total Demand	Retail Sales/SF	Building Space Demand (sf)		
								Leakage Recapture	Future Growth	Leakage+ Growth
Motor Vehicle & Parts Dealers	\$29,240,709	\$1,083,698	\$28,157,011	96%	3	24%	NA	-	-	-
Furniture & Home Furnishings	\$3,335,273	\$0	\$3,335,273	100%	0	3%	\$225	15,000	2,000	17,000
Electronics & Appliance	\$1,189,179	\$0	\$1,189,179	100%	0	1%	\$275	4,000	1,000	5,000
Bldg Materials, Garden Equip./Supply	\$3,815,893	\$6,354,210	-\$2,538,317	-67%	2	3%	\$250	-	2,000	2,000
Food & Beverage	\$21,877,992	\$2,818,713	\$19,059,279	87%	5	18%	\$350	54,000	9,000	63,000
Health & Personal Care	\$2,929,542	\$0	\$2,929,542	100%	0	2%	\$375	8,000	1,000	9,000
Gasoline Stations	\$12,346,219	\$5,819,361	\$6,526,858	53%	2	10%	NA	-	-	-
Clothing and Accessories	\$4,887,566	\$223,363	\$4,664,203	95%	1	4%	\$200	23,000	3,000	26,000
Sporting Goods, Hobby, Book, Music	\$887,249	\$303,214	\$584,035	66%	1	1%	\$190	3,000	1,000	4,000
General Merchandise Stores	\$15,592,268	\$0	\$15,592,268	100%	0	13%	\$300	52,000	7,000	59,000
Miscellaneous Store Retailers	\$1,529,169	\$356,139	\$1,173,030	77%	3	1%	\$250	5,000	1,000	6,000
Nonstore Retailers	\$7,137,030	\$0	\$7,137,030	100%	0	6%	NA	-	-	-
Food Services & Drinking Places	\$15,736,788	\$1,737,230	\$13,999,558	89%	8	13%	\$275	51,000	8,000	59,000
Total Retail Trade and Food & Drink	\$120,504,877	\$18,695,928	\$101,808,949	84%	25	100%		215,000	35,000	250,000

Note: Not included in building space calculations are motor vehicle/parts and gasoline stations which may have substantial land area but widely varying building requirements, and non-store retailers. Source: ESRI Business Information Solutions, Urban Land Institute. E. D. Hovee & Company, LLC.

- An over-supply equal to 12% of locally generated spending potential is exhibited within the Benton-Franklin metro area, as actual sales of \$2.6 billion annually appears to exceed locally generated demand of \$2.3 billion. This means that the retailers in the metro area are also attracting significant customer clientele from outside the two-county metro area. General merchandise stores, books/hobby/music stores and health/personal care stores appear to be the most over-represented in the metro area – with sales exceeding locally generated demand by \$123 million in the general merchandise category, dropping to \$56 million for books/hobby/music stores. While overall the metro area market is well-served, retail sales leakage is noted for some store categories.
- Sales leakage of \$102 million is occurring within the city of West Richland. With nearly \$19 million in retail sales, West Richland is capturing 16% of local resident generated demand and not quite 1% of the region-wide demand. However, demand generated by in-city residents comprises about 5% of the consumer generated retail demand for the two-county metro area. In effect, West Richland appears substantially under-retailed – as local residents travel elsewhere in the two-county area for most of their consumer purchases.
- All store types in West Richland are experiencing sales leakage, except building materials/garden supply stores. ESRI data indicates that five store types have no retail sales within the city – furniture/home furnishings, electronics/appliances, health/personal care, general merchandise, and nonstore retailers. If existing sales leakage (from local residents) were to be fully recaptured, up to 215,000 square feet of retail building space would be supported in West Richland.
- Based on population growth projected to 2012, another 35,000 square feet of retail space could be supported. To better serve West Richland residents now and over the five years (to 2012), retail uses offering the most building space potential area are general merchandise and dining (each at up to 59,000 square feet). Note: Grocery potentials are tempered by recent development of a new grocery store in West Richland – with resulting sales not fully reflected by ESRI estimates. Added retail potential (above and beyond locally generated demand) may be associated with development that serves a larger metro area market and/or tourists to the region – predicated on suitably located and accessible retail sites.

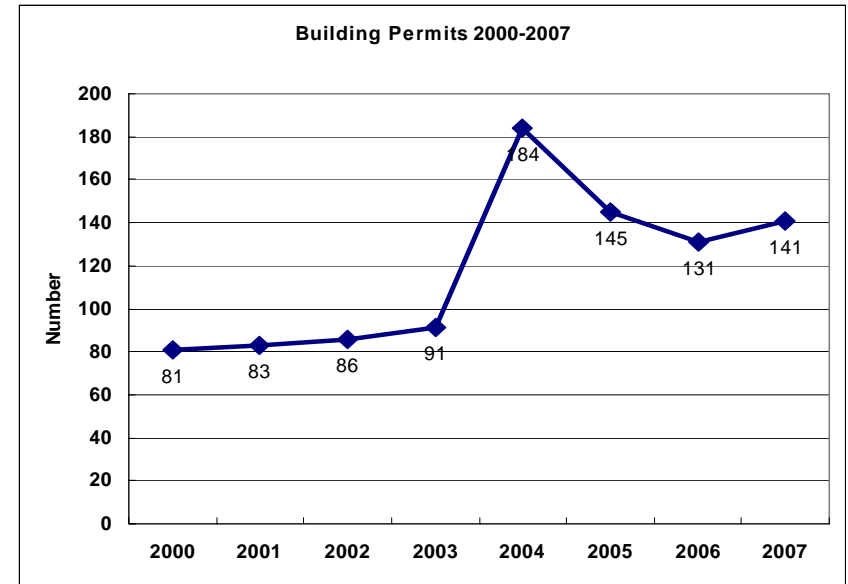
Retail Sales and Leakage: Benton-Franklin Counties

Retail Categories	Demand (Retail Potential)	Supply (Retail Sales)	Leakage (Demand-Supply)	Leakage % of Demand	# of Stores	% of Total Demand	Retail Sales/SF	Building Space Demand (sf)		
								Leakage Recapture	Future Growth	Leakage + Growth
Motor Vehicle & Parts Dealers	\$546,214,323	\$583,857,405	-\$37,643,082	-7%	158	24%	NA	-	-	-
Furniture & Home Furnishings Stores	\$69,021,714	\$66,839,677	\$2,182,037	3%	62	3%	\$225	10,000	50,000	60,000
Electronics & Appliance Stores	\$32,088,771	\$38,961,800	-\$6,873,029	-21%	61	1%	\$275	-	19,000	19,000
Bldg Materials, Garden Equip. & Supply Stores	\$72,745,778	\$97,945,270	-\$25,199,492	-35%	99	3%	\$250	-	48,000	48,000
Food & Beverage Stores	\$444,465,946	\$444,263,408	\$202,538	0%	137	19%	\$350	1,000	208,000	209,000
Health & Personal Care Stores	\$60,996,709	\$107,095,239	-\$46,098,530	-76%	69	3%	\$375	-	27,000	27,000
Gasoline Stations	\$239,845,773	\$196,756,926	\$43,088,847	18%	53	10%	NA	-	-	-
Clothing and Clothing Accessories Stores	\$108,665,696	\$110,221,678	-\$1,555,982	-1%	99	5%	\$200	-	89,000	89,000
Sporting Goods, Hobby, Book, & Music Stores	\$17,088,081	\$73,746,202	-\$56,658,121	-332%	94	1%	\$190	-	15,000	15,000
General Merchandise Stores	\$258,230,068	\$380,899,248	\$122,669,180	-48%	35	11%	\$300	-	141,000	141,000
Miscellaneous Store Retailers	\$30,716,311	\$47,951,223	-\$17,234,912	-56%	164	1%	\$250	-	20,000	20,000
Nonstore Retailers	\$120,294,126	\$96,809,870	\$23,484,256	20%	10	5%	NA	-	-	-
Food Services & Drinking Places	\$288,337,517	\$311,924,875	-\$23,587,358	-8%	382	13%	\$275	-	172,000	172,000
Total Retail Trade and Food & Drink	\$2,288,710,813	\$2,557,272,821	\$268,562,008	-12%	1,423	100%		11,000	789,000	800,000

Note: Not included in building space calculations are motor vehicle/parts and gasoline stations which may have substantial land area but widely varying building requirements, and non-store retailers. Source: ESRI Business Information Solutions, Urban Land Institute. E. D. Hovee & Company, LLC.

West Richland New Privately-Owned Residential Building Permits (2000-2007)

Year	Description	Single-Family	2 Family	3 & 4 Family	5+ Family	Total
2000	Buildings	81	0	0	0	81
	Units	81	0	0	0	81
	Construction cost	\$13,946,687	\$0	\$0	\$0	\$13,946,687
2001*	Buildings	83	0	0	0	83
	Units	83	0	0	0	83
	Construction cost	\$14,291,050	\$0	\$0	\$0	\$14,291,050
2002*	Buildings	86	0	0	0	86
	Units	86	0	0	0	86
	Construction cost	\$14,807,594	\$0	\$0	\$0	\$14,807,594
2003*	Buildings	91	0	0	0	91
	Units	91	0	0	0	91
	Construction cost	\$15,668,501	\$0	\$0	\$0	\$15,668,501
2004	Buildings	184	0	0	0	184
	Units	184	0	0	0	184
	Construction cost	\$29,369,110	\$0	\$0	\$0	\$29,369,110
2005	Buildings	145	0	0	0	145
	Units	145	0	0	0	145
	Construction cost	\$24,467,919	\$0	\$0	\$0	\$24,467,919
2006	Buildings	131	0	0	0	131
	Units	131	0	0	0	131
	Construction cost	\$21,840,417	\$0	\$0	\$0	\$21,840,417
2007**	Buildings	141	0	0	0	141
	Units	141	0	0	0	141
	Construction cost	\$26,154,530	\$0	\$0	\$0	\$26,154,530
Total 2000-2007	Buildings	942	0	0	0	942
	Units	942	0	0	0	942
	Construction cost	\$160,545,808	\$0	\$0	\$0	\$160,545,808
Avg. Annual 2000-07	Buildings	118	0	0	0	118
	Units	118	0	0	0	118
	Construction cost	\$20,068,226	\$0	\$0	\$0	\$20,068,226
% of Total 2000-07	Buildings	100.0%	0.0%	0.0%	0.0%	100.0%
	Units	100.0%	0.0%	0.0%	0.0%	100.0%
	Construction cost	100.0%	0.0%	0.0%	0.0%	100.0%



Notes: *Data is based on estimates with imputation. **The annual 2007 data is not yet available from the Census. However, when comparing annual data with the December data of a given year, the numbers are the same. Therefore, the December 2007 data is used. Source: U.S. Bureau of the Census

- Between 2000 and 2007, West Richland has seen more than \$160.5 million in residential construction. Issued permits rose sharply in 2004, and while they have tapered off a bit, at least 130 have been issued every year between 2004 and 2007.
- Since 2000, not one unit of multi-family housing has been built in West Richland

Sources of Personal Income for Benton & Franklin County & State of Washington

Income Type											
Benton-Franklin County	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
Wage & salary income	54%	53%	53%	53%	53%	53%	53%	54%	54%	55%	55%
Supplements to wages & salaries	12%	11%	11%	11%	11%	11%	10%	11%	11%	12%	12%
Proprietors income	6%	6%	5%	5%	5%	4%	5%	5%	6%	5%	5%
Investment income	15%	16%	17%	17%	16%	16%	15%	13%	12%	12%	12%
Transfer payments	14%	14%	14%	14%	15%	15%	16%	16%	16%	16%	16%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Per Capita Personal Income	\$20,998	\$21,506	\$21,932	\$22,726	\$23,445	\$24,677	\$26,279	\$26,752	\$27,197	\$27,783	\$28,337
Benton County	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
Wage & salary income	56%	55%	55%	55%	55%	55%	55%	56%	57%	57%	57%
Supplements to wages & salaries	12%	12%	11%	11%	11%	11%	11%	11%	12%	12%	12%
Proprietors income	5%	5%	4%	4%	4%	4%	5%	5%	5%	5%	5%
Investment income	15%	16%	17%	17%	16%	17%	15%	13%	13%	12%	12%
Transfer payments	12%	13%	13%	13%	13%	14%	14%	14%	15%	14%	14%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Per Capita Personal Income	\$22,400	\$22,637	\$23,198	\$24,227	\$25,152	\$26,554	\$28,258	\$28,875	\$29,508	\$30,507	\$31,433
Franklin County	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
Wage & salary income	45%	44%	45%	45%	46%	46%	46%	47%	47%	48%	48%
Supplements to wages & salaries	11%	10%	10%	10%	10%	10%	10%	11%	11%	11%	11%
Proprietors income	9%	11%	9%	9%	7%	6%	6%	7%	9%	7%	7%
Investment income	15%	15%	16%	17%	16%	16%	16%	13%	12%	13%	12%
Transfer payments	20%	20%	20%	20%	21%	22%	23%	22%	22%	22%	22%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Per Capita Personal Income	\$16,868	\$18,149	\$18,195	\$18,361	\$18,485	\$19,255	\$20,602	\$20,723	\$20,892	\$20,655	\$20,573
State of Washington	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
Wage & salary income	49%	49%	50%	51%	53%	52%	51%	51%	50%	49%	50%
Supplements to wages & salaries	12%	11%	11%	11%	11%	11%	11%	12%	12%	12%	12%
Proprietors income	7%	7%	7%	7%	7%	7%	7%	7%	7%	7%	8%
Investment income	19%	19%	19%	19%	18%	18%	18%	17%	17%	18%	16%
Transfer payments	13%	13%	13%	12%	12%	12%	13%	13%	14%	13%	13%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Per Capita Personal Income	\$23,690	\$25,073	\$26,454	\$28,384	\$30,037	\$31,775	\$32,274	\$32,528	\$33,105	\$34,956	\$35,479

Source: *Regional Accounts Data*, U.S. Department of Commerce, Bureau of Economic Analysis.

- Benton-Franklin Counties wage and salary income accounts for 55% of total personal income, above the statewide average proportion of 50%. Statewide, the proportion of income generated via proprietors and investments exceeds comparable proportions for the Benton-Franklin metro area. Franklin County residents have a significantly higher percentage of transfer payments than their peers in Benton County.

Tourism Expenditures for Benton & Franklin Counties & State of Washington, 1991-2005 (Benton, Franklin Counties on Following Page)

State of Washington (All Amounts x\$1,000)	1991	2000	2001	2002	2003	2004	2005
Total Direct Travel Spending							
Visitor Spending at Destination	5,678	8,939	8,981	8,932	9,439	10,162	11,019
Other Travel*	1,144	1,564	1,499	1,431	1,407	1,492	1,683
Total Direct Spending	6,822	10,504	10,480	10,362	10,846	11,654	12,702
Visitor Spending by Commodity Purchased							
Accommodations	888	1,577	1,568	1,522	1,556	1,685	1,844
Food & Beverage Services	1,358	2,107	2,167	2,252	2,357	2,525	2,695
Food Stores	284	434	451	462	483	515	534
Ground Tran. & Motor Fuel	927	1,611	1,592	1,500	1,800	2,078	2,409
Arts, Entertainment & Recreation	796	1,162	1,178	1,202	1,246	1,303	1,344
Shopping	1,012	1,425	1,440	1,430	1,450	1,476	1,523
Air Transportation (visitor only)	411	622	586	564	546	580	671
Spending at Destination	5,678	8,939	8,981	8,932	9,439	10,162	11,019

Benton-Franklin Counties (All Amounts x\$1,000)	1991	2000	2001	2002	2003	2004	2005
Total Direct Travel Spending							
Visitor Spending at Destination	144.9	226.7	238.3	244.2	259.7	278.4	296.5
Other Travel*	4.9	4.6	4.8	4.4	2.8	2.7	3.1
Total Direct Spending	149.9	231.3	243.0	248.7	262.5	281.1	299.7
Visitor Spending by Commodity Purchased							
Accommodations	19.5	33.5	37.0	38.8	40.0	41.9	43.5
Food & Beverage Services	38.4	59.6	64.0	68.3	71.0	75.3	78.6
Food Stores	7.3	11.5	12.3	13.0	13.5	14.4	14.7
Ground Tran. & Motor Fuel	28.3	48.3	47.7	44.7	54.0	63.4	75.0
Arts, Entertainment & Recreation	23.2	34.2	36.1	37.8	39.0	40.4	40.9
Shopping	27.1	38.5	40.3	40.9	41.3	41.9	42.7
Air Transportation (visitor only)	1.1	1.0	0.9	0.9	1.0	1.0	1.1
Spending at Destination	144.9	226.7	238.3	244.2	259.7	278.4	296.5

Source: Dean Runyan Associates. Data available through 2005 for Counties / 2007p for Washington State.

*Other Travel includes resident air travel and travel agencies.

- Benton-Franklin Counties regional direct travel spending grew by 30% from 2000-2005, a pace 9% faster than was experienced statewide. As of 2005, the two-county metro area accounted for just under \$300 million in visitor spending – representing 2.7% of visitor expenditures statewide (somewhat less than the region’s 3.5% share of statewide population). Compared to the rest of the state, visitors to the Benton-Franklin region spend less of their travel dollars for lodging and more for dining, ground transportation, and arts, entertainment and recreation.

Tourism Expenditures for Benton & Franklin Counties & State of Washington (1991-2005) – Continued

Benton County (All Amounts x\$1,000)	1991	2000	2001	2002	2003	2004	2005
Total Direct Travel Spending							
Visitor Spending at Destination	96.7	171.4	180.1	186.8	200.4	213.8	222.2
Other Travel*	2.9	2.7	3.1	2.6	0.8	0.9	1.0
Total Direct Spending	99.6	174.2	183.1	189.5	201.2	214.6	223.2
Visitor Spending by Commodity Purchased							
Accommodations	11.9	25.8	28.4	30.5	31.9	33.2	32.9
Food & Beverage Services	25.0	45.0	48.2	52.3	54.9	57.7	58.1
Food Stores	4.6	8.2	8.8	9.4	9.9	10.4	10.3
Ground Tran. & Motor Fuel	22.5	38.3	37.8	35.5	42.8	50.4	60.0
Arts, Entertainment & Recreation	15.0	25.7	27.1	28.8	30.0	30.8	30.1
Shopping	17.8	28.4	29.7	30.5	31.0	31.2	30.8
Air Transportation (visitor only)	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Spending at Destination	96.7	171.4	180.1	186.8	200.4	213.8	222.2

Franklin County (All Amounts x\$1,000)	1991	2000	2001	2002	2003	2004	2005
Total Direct Travel Spending							
Visitor Spending at Destination	48.2	55.3	58.2	57.4	59.3	64.6	74.3
Other Travel*	2.0	1.9	1.7	1.8	2.0	1.8	2.1
Total Direct Spending	50.3	57.1	59.9	59.2	61.3	66.5	76.5
Visitor Spending by Commodity Purchased							
Accommodations	7.6	7.7	8.6	8.3	8.1	8.7	10.6
Food & Beverage Services	13.4	14.6	15.8	16.0	16.1	17.6	20.5
Food Stores	2.7	3.3	3.5	3.6	3.6	4.0	4.4
Ground Tran. & Motor Fuel	5.8	10.0	9.9	9.2	11.2	13.0	15.0
Arts, Entertainment & Recreation	8.2	8.5	9.0	9.0	9.0	9.6	10.8
Shopping	9.3	10.1	10.6	10.4	10.3	10.7	11.9
Air Transportation (visitor only)	1.1	1.0	0.9	0.9	1.0	1.0	1.1
Spending at Destination	48.2	55.3	58.2	57.4	59.3	64.6	74.3

*Other Travel includes resident air travel and travel agencies. Source: Dean Runyan Associates. Data available through 2005 for Counties / 2007p for Washington State.

- When viewed separately, it is clear that Benton County is driving the Benton-Franklin County spending numbers. In 1991, Benton County “Visitor Spending at Destination” was about twice as large as in Franklin County. As of 2005, visitor spending at destinations in Benton County was more than three times larger than what was spent by destination visitors in Franklin County.

Benton-Franklin Counties Covered Employment Classified By Industry

Industry	Benton-Franklin Counties 2002				Benton-Franklin Counties 2006				Avg Annual % Chg 2002-06			
	Firms	Wages	Jobs	Avg Wage	Firms	Wages	Jobs	Avg Wage	Firms	Wages	Jobs	Avg Wage
Total	6,839	\$3,096,758,196	88,042	\$35,174	6,491	\$3,644,395,507	94,070	\$38,741	-1.3%	4.2%	1.7%	2.4%
Agriculture, forestry, fishing and hunting	448	\$78,415,710	4,849	\$16,172	637	\$187,182,560	9,792	\$19,116	9.2%	24.3%	19.2%	4.3%
Mining**	3	\$1,368,098	39	\$35,079	*	*	*	*	*	*	*	*
Utilities	*	*	*	*	*	*	*	*	*	*	*	*
Construction	755	\$159,257,440	4,413	\$36,088	760	\$217,388,915	5,617	\$38,702	0.2%	8.1%	6.2%	1.8%
Manufacturing	188	\$221,492,878	5,609	\$39,489	189	\$244,546,448	5,747	\$42,552	0.1%	2.5%	0.6%	1.9%
Wholesale trade	200	\$67,973,640	1,997	\$34,038	235	\$97,403,124	2,518	\$38,683	4.1%	9.4%	6.0%	3.2%
Retail trade	590	\$206,004,220	9,570	\$21,526	576	\$260,302,085	11,138	\$23,371	-0.6%	6.0%	3.9%	2.1%
Transportation and warehousing	140	\$34,189,131	1,159	\$29,499	153	\$48,384,158	1,440	\$33,600	2.2%	9.1%	5.6%	3.3%
Information	50	\$33,085,303	943	\$35,085	52	\$32,290,951	865	\$37,331	1.0%	-0.6%	-2.1%	1.6%
Finance and insurance	156	\$56,478,361	1,601	\$35,277	189	\$77,218,114	1,881	\$41,052	4.9%	8.1%	4.1%	3.9%
Real estate and rental and leasing	197	\$30,254,944	1,242	\$24,360	205	\$40,618,725	1,465	\$27,726	1.0%	7.6%	4.2%	3.3%
Professional and technical services	397	\$617,034,438	9,466	\$65,184	406	\$631,369,682	8,979	\$70,316	0.6%	0.6%	-1.3%	1.9%
Mgmt. of companies and enterprises	7	\$5,661,954	145	\$39,048	11	\$24,859,725	356	\$69,831	12.0%	44.8%	25.2%	15.6%
Administrative and waste services	234	\$549,685,917	9,877	\$55,653	245	\$615,333,261	8,897	\$69,162	1.2%	2.9%	-2.6%	5.6%
Educational services	48	\$7,849,490	359	\$21,865	51	\$7,180,513	356	\$20,170	1.5%	-2.2%	-0.2%	-2.0%
Health care and social assistance	486	\$207,691,093	7,241	\$28,683	499	\$274,366,849	8,144	\$33,689	0.7%	7.2%	3.0%	4.1%
Arts, entertainment, and recreation**	64	\$13,977,915	1,159	\$12,060	79	\$27,433,253	1,473	\$18,624	5.4%	18.4%	6.2%	11.5%
Accommodation and food services	315	\$72,131,143	5,948	\$12,127	337	\$84,154,633	6,318	\$13,320	1.7%	3.9%	1.5%	2.4%
Other services, except public admin.	2,086	\$50,871,835	3,251	\$15,648	1,717	\$58,209,118	3,274	\$17,779	-4.8%	3.4%	0.2%	3.2%
GOVERNMENT	147	\$607,179,299	14,731	\$41,218	149	\$705,930,395	15,641	\$45,133	0.3%	3.8%	1.5%	2.3%
Federal Government	30	\$83,798,460	1,363	\$61,481	37	\$90,869,976	1,273	\$71,383	5.4%	2.0%	-1.7%	3.8%
State Government	56	\$67,234,671	1,878	\$35,801	46	\$79,489,265	2,090	\$38,033	-4.8%	4.3%	2.7%	1.5%
Local Government	61	\$456,146,168	11,491	\$39,696	66	\$535,571,154	12,279	\$43,617	2.0%	4.1%	1.7%	2.4%
NOT ELSEWHERE CLASSIFIED	331	\$76,155,387	4,445	\$17,133	12	\$10,222,998	186	\$54,962	-56.4%	-39.5%	-54.8%	33.8%

Notes: * Employment / wages not shown to avoid disclosure of data for individual employer. ** = Incomplete due to employment and wages not shown to avoid disclosure of data for individual employer in either Benton or Franklin County. Source: Labor Market and Economic Analysis Branch, Washington State Employment Security Department.

- Agriculture, retail, and government account for almost 40% of all jobs in Benton-Franklin Counties. Average pay in all the top sectors range from a low of \$19,120 to a high of \$45,130. The number of jobs region-wide increased by about 1.7% per year from 2002-2006, below Franklin County's 3.2% rate of increase. Wages increased by about 2.4% per year between 2002-2006, at roughly the same rate as occurred in Benton County though well below Franklin County's rate of 3.4%.

Benton-Franklin Counties Major Employers

COMPANY	CITY	ZIP	EMPLOYEES	COMPANY	CITY	ZIP	EMPLOYEES
Kiona-Benton School District	Benton City	99320	200 - multiple sites	U.S. Post Office	Pasco	99301	250 - shifts
ConAgra/Lamb-Weston	Connell	99326	401 - shifts	West Corporation (Telemarketing)	Pasco	99301	200
Coyote Ridge Correctional Facility	Connell	99326	600 - shifts	Columbia Crest Winery	Paterson	99345	150
North Franklin School District	Connell	99343	264 - multiple sites	Benton County	Prosser	99350	637 - multiple sites
Finley Public Schools	Finley	99337	131 - multiple sites	C.M. Holtzinger Fruit Co. Inc. - Prosser Packing	Prosser	99350	120; 170 seasonal
AgriNorthwest	Kennewick	99302	200	Prosser Memorial Hospital	Prosser	99350	250 - shifts
Apollo Sheet Metal, Inc.	Kennewick	99336	490	Prosser School District	Prosser	99350	350 - multiple sites
Bank of America	Kennewick	99336	130 - multiple sites	Tree Top, Inc.	Prosser	99350	132- shifts; 80 seasonal
Benton County PUD	Kennewick	99336	163	Twin City Foods, Inc.	Prosser	99350	312
Benton-Franklin District Health Department	Kennewick	99336	99-multiple sites	WSU Irrigated Agri Research & Extension Center	Prosser	99350	250
City of Kennewick	Kennewick	99336	350	Albertson's Food & Drug Center	Richland	99352	100 - shifts
Columbia Colstor	Kennewick	99337	160	AREVA NP (Nuclear Technology)	Richland	99352	625
ConAgra/Lamb-Weston Specialty Potato Produce	Kennewick	99336	1685 - shifts	AREVA, INC (Nuclear Design & Construction)	Richland	99352	630
Costco	Kennewick	99336	250 - shifts	Battelle Pacific NW National Laboratory	Richland	99352	4188
Fred Meyer	Kennewick	99336	225 - shifts	Bechtel Hanford, Inc.	Richland	99352	2400 - multiple sites
J C Penny	Kennewick	99336	225	Bechtel National Inc	Richland	99352	2400
Kennewick General Hospital	Kennewick	99336	805 - shifts	Ben Franklin Transit	Richland	99352	273 - multiple sites
Kennewick School District	Kennewick	99336	1813 - multiple sites	CH2M Hill Hanford Group Inc./CHG	Richland	99352	1060
Life Care Center	Kennewick	99336	130 - shifts	CH2M Hill Hanford Inc.	Richland	99352	1371
Lowe's	Kennewick	99336	122 - shifts	City of Richland	Richland	99352	516
Macy's	Kennewick	99336	138	Clarion Hotel & Conference Center	Richland	99352	101 - shifts
McDonald's (Three-County Area)	Kennewick	99336	600 - multiple sites	ConAgra/Lamb Weston, Inc. (Plant)	Richland	99352	442
Red Robin Burger & Spirits	Kennewick	99336	104 - shifts	ConAgra/Lamb Weston, Inc. (Technical Center)	Richland	99352	100
Safeway Stores, Inc.	Kennewick	99336	125 - shifts	Day & Zimmermann Protection Technology	Richland	99352	315
Sun Pacific Energy	Kennewick	99336	250	Duratek Federal Services, Hanford	Richland	99352	230
Target	Kennewick	99336	125 - shifts	Eberline Services Hanford	Richland	99352	120
Tri-City Herald	Kennewick	99302	159 FTE; 87 PTE	Energy Northwest	Richland	99352	1072
United Parcel Service	Kennewick	99336	110	Fluor Government Group	Richland	99352	3597 - multiple sites
Wal-Mart	Kennewick	99336	350 - shifts	Fluor Federal Services	Richland	99352	689
Northwest Tart Cherry	Mesa	99343	175-seasonal	Fluor Hanford, Inc.	Richland	99352	3597
Albertson's Food & Drug Center	Pasco	99301	200 - shifts	Fred Meyer	Richland	99352	253 - shifts
Burlington Northern Sante Fe Railroad	Pasco	99301	350 - multiple sites	Gesa Credit Union	Richland	99352	170
Campbell & Bruce Inc.	Pasco	99301	200	Hanford Environmental Health Foundation	Richland	99352	100
City of Pasco	Pasco	99301	285; 54 seasonal	Home Depot	Richland	99352	130 - shifts
Columbia Basin College	Pasco	99301	761	Kadlec Medical Center	Richland	99352	1468
Community Health Center - La Clinica	Pasco	99301	300 - multiple sites	Life Care Center	Richland	99352	155
ConAgra/Lamb-Weston	Pasco	99301	500	Lockheed Martin Information Technology	Richland	99352	650
Douglas Fruit Company, Inc.	Pasco	99301	180	Lourdes Counseling Center	Richland	99352	147
Franklin County	Pasco	99301	197	Protection Technology Hanford	Richland	99352	153
J.R. Simplot Company	Pasco	99301	300	Richland School District	Richland	99352	1170 - multiple sites
Lourdes Health Network	Pasco	99301	640 - multiple sites	Safeway Stores, Inc.	Richland	99352	112 - shifts
McCurley Integrity Dealerships	Pasco	99302	150 - shifts	U.S. Department of Energy - Office of River Protection	Richland	99352	102
Pasco School District	Pasco	99301	1422 - multiple sites	U.S. Department of Energy - Richland Operations	Richland	99352	231
Port of Pasco Industrial Park	Pasco	99301	505	Wal-Mart	Richland	99352	265 - shifts
Red Lion Hotel Pasco	Pasco	99301	170	Winco Foods	Richland	99352	198- shifts
Russ Dean Ford	Pasco	99301	186 - shifts	WSU at Tri-Cities	Richland	99352	154
Tri-Cities Airport	Pasco	99301	703	Yokes Grocery	W. Richland	99353	120
Tyson Foods	Pasco	99302	1235				

* Source: Benton-Franklin Council of Governments, August 2007.

- According to the Benton-Franklin COG, the largest regional employers with 2,000+ employees are Battelle Pacific NW National Lab, Bechtel Hanford, and Fluor Government Group, all in Richland. The largest employer identified for West Richland is Builders Lumber, with 80 employees.

Benton-Franklin Counties Industrial & Commercial Vacant/Developable Land

Address	City	Type	Min Size	Max Size	For Sale	For Lease
4208 W CLEARWATER AVE	Kennewick	industrial	22,440 SF	22,440 SF	yes	no
6502 W Deschutes	Kennewick	industrial	4,850 SF	4,850 SF	no	yes
421 E COLUMBIA DR	Kennewick	industrial, warehouse	5,280 SF	5,280 SF	no	yes
105803010696001	Kennewick	land	2.00 Acres	2.00 Acres	yes	yes
105803010696002	Kennewick	land	1.50 Acres	1.50 Acres	yes	yes
105803010696003	Kennewick	land	2.00 Acres	2.00 Acres	yes	yes
105803010696004	Kennewick	land	1.77 Acres	0.00 Acres	yes	yes
105803030000005	Kennewick	land	2.41 Acres	2.41 Acres	yes	yes
105803030000006	Kennewick	land	2.64 Acres	2.64 Acres	yes	yes
112891030008007	Kennewick	land	2.80 Acres	2.80 Acres	yes	no
132994000001007	Kennewick	land	4.40 Acres	4.40 Acres	yes	yes
132994012775002	Kennewick	land	1.50 Acres	1.50 Acres	yes	no
132994020003014	Kennewick	land	1.95 Acres	1.95 Acres	yes	no
2518 S. Union Street, Lot 4	Kennewick	land	0.88 Acres	0.88 Acres	yes	no
2602 S Union Street, Lot 6	Kennewick	land	0.84 Acres	0.84 Acres	yes	no
2606 S. Williams Place, Lot 1	Kennewick	land	2.31 Acres	2.31 Acres	yes	no
2620 S. Williams Place, Lot 2	Kennewick	land	0.50 Acres	0.50 Acres	yes	no
3601 PLAZA WAY	Kennewick	land	1.02 Acres	0.00 Acres	yes	
3631 PLAZA WAY	Kennewick	land	0.97 Acres	0.97 Acres	yes	
408 N VOLLAND ST	Kennewick	land	0.96 Acres	5.32 Acres	yes	yes
4300 w 24th Ave	Kennewick	land	1.00 Acres	20.00 Acres	yes	
4305 W. Clearwater	Kennewick	land	0.56 Acres	0.49 Acres	yes	no
4500 W. 27th Avenue, Lot 8	Kennewick	land	1.08 Acres	1.08 Acres	yes	no
4522 W. 27th Avenue, Lot 7	Kennewick	land	0.91 Acres	0.91 Acres	yes	no
4527 W. 26th Avenue, Lot 5	Kennewick	land	0.59 Acres	0.59 Acres	yes	no
4528 W. 26th Avenue, Lot 3	Kennewick	land	0.92 Acres	0.92 Acres	yes	no
4804 W. Clearwater	Kennewick	land	4.28 Acres	4.28 Acres	yes	no
Badger Canyon exit	Kennewick	land	1.00 Acres	75.00 Acres	yes	
Colonnade Business Park	Kennewick	land	1.16 Acres	3.65 Acres	yes	no
Columbia Trail near the "Y"	Kennewick	land	2.76 Acres	2.76 Acres	yes	
Gage East	Kennewick	land	0.71 Acres	1.14 Acres	yes	no
Grandridge Business Park	Kennewick	land	0.56 Acres	8.00 Acres	yes	no
Kellogg St. Grando Plaza lot #2	Kennewick	land	0.59 Acres	1.18 Acres	yes	
Kellogg St. Grando Plaza lot #3	Kennewick	land	0.59 Acres	1.18 Acres	yes	
Kennewick Industrial Park	Kennewick	land	0.64 Acres	2.23 Acres	yes	no
Quinault & Columbia Center Blvd	Kennewick	land	1.55 Acres	3.49 Acres	yes	no
selected location	Kennewick	land	0.23 Acres	0.46 Acres	yes	
selected location	Kennewick	land	2.72 Acres	2.72 Acres	yes	
selected location	Kennewick	land	0.72 Acres	0.72 Acres	yes	
selected location	Kennewick	land	0.95 Acres	0.95 Acres	yes	
selected location	Kennewick	land	0.06 Acres	1.32 Acres		yes
Vista Entertainment District	Kennewick	land	0.36 Acres	3.30 Acres	yes	no
120 W 1st Ave	Kennewick	office	3,150 SF	3,150 SF	yes	
1409 N PITTSBURGH ST	Kennewick	office	968 SF	968 SF	no	yes
1715 W KENNEWICK AVE	Kennewick	office	3,287 SF	3,287 SF	yes	no
22 W KENNEWICK AVE	Kennewick	office	6,620 SF	6,620 SF	yes	yes
2600 Bruneau	Kennewick	office	1,600 SF	1,600 SF	no	yes
2810 W CLEARWATER AVE	Kennewick	office	1,000 SF	6,690 SF	no	yes
315 W KENNEWICK AVE	Kennewick	office	2,000 SF	5,000 SF	yes	no
315 W KENNEWICK AVE	Kennewick	office	5,000 SF	5,000 SF	yes	no
3250 W CLEARWATER AVE	Kennewick	office	6,000 SF	6,000 SF	no	yes

Address	City	Type	Min Size	Max Size	For Sale	For Lease
4000 W CLEARWATER AVE	Kennewick	office	576 SF	576 SF	no	yes
410 N NEEL ST	Kennewick	office	2,000 SF	2,000 SF	no	yes
4304 w 24th Ave	Kennewick	office	3,797 SF	20,500 SF	yes	yes
4306 W Clearwater Ave	Kennewick	office	800 SF	800 SF	no	yes
4309 W. 27th Place	Kennewick	office	1,133 SF	1,133 SF	no	yes
515 N Neel	Kennewick	office	702 SF	1,768 SF	no	yes
554 N Colorado	Kennewick	office	1,309 SF	1,309 SF	no	yes
7233 W DESCHUTES AVE	Kennewick	office	1,000 SF	5,780 SF	yes	yes
7521 W Deschutes	Kennewick	office	1,900 SF	1,900 SF		yes
7525 W DESCHUTES PL	Kennewick	office	800 SF	2,920 SF	no	yes
8121 W QUINAULT AVE	Kennewick	office	1,360 SF	22,080 SF	no	yes
8121 West Quinault	Kennewick	office	1,417 SF	1,417 SF	no	yes
8390 Gage	Kennewick	office	450 SF	3,000 SF	no	yes
8390 W. Gage Blvd	Kennewick	office	160 SF	670 SF		yes
8518 W GAGE BLVD	Kennewick	office	1,681 SF	1,681 SF	yes	yes
8901/8905 W GAGE BLVD	Kennewick	office	1,500 SF	31,800 SF	no	yes
422 E COLUMBIA DR	Kennewick	office, industrial, retail, warehouse	6,000 SF	18,450 SF	yes	yes
101 N UNION ST	Kennewick	office, retail	1,200 SF	2,614 SF	no	yes
3902 W CLEARWATER AVE	Kennewick	office, retail	1,164 SF	1,164 SF	no	yes
3902 W CLEARWATER AVE	Kennewick	office, retail	1,605 SF	1,605 SF	no	yes
3902 W CLEARWATER AVE	Kennewick	office, retail	527 SF	527 SF	no	yes
515 N NEEL ST	Kennewick	office, retail	1,000 SF	10,816 SF	no	yes
5510 W CLEARWATER AVE	Kennewick	office, retail	1,663 SF	1,663 SF	no	yes
1110 N EDISON ST	Kennewick	retail	928 SF	6,270 SF	yes	yes
1218 Columbia Center Boulevard	Kennewick	retail	1,320 SF	5,000 SF	no	yes
1408 N. Louisiana	Kennewick	retail	1,300 SF	2,600 SF	no	yes
151 N ELY ST	Kennewick	retail	8,655 SF	10,966 SF	no	yes
205 N Morain	Kennewick	retail	8,000 SF	8,000 SF	no	yes
208 E Columbia Drive	Kennewick	retail	9,500 SF	9,500 SF	yes	no
2905 W Kennewick Ave	Kennewick	retail	22,846 SF	22,846 SF		yes
3001 W 10TH AVE	Kennewick	retail	1,200 SF	4,320 SF	no	yes
325 S UNION ST	Kennewick	retail	4,375 SF	4,375 SF	yes	no
3617 PLAZA WAY	Kennewick	retail	1,250 SF	9,750 SF		yes
3902 W CLEARWATER AVE	Kennewick	retail	1,535 SF	1,535 SF	no	yes
3911 West 27th Ave	Kennewick	retail	1,200 SF	8,000 SF		yes
4115 W CLEARWATER AVE	Kennewick	retail	4,400 SF	4,400 SF	yes	no
4311 W CLEARWATER AVE	Kennewick	retail	1,340 SF	5,360 SF	no	yes
518 W COLUMBIA DR	Kennewick	retail	9,961 SF	9,961 SF	no	yes
6200 W CLEARWATER AVE	Kennewick	retail	3,920 SF	3,920 SF		yes
Kennewick Plaza 2905 W.	Kennewick	retail	14,646 SF	14,646 SF	no	yes
Kennewick Plaza 3107 W	Kennewick	retail	1,400 SF	1,400 SF	no	yes
selected location	Kennewick	retail	1 SF	2 SF	yes	no
The Colonnade 6501 W Grandridge	Kennewick	retail	1,350 SF	1,350 SF	no	yes
The Colonnade 6501 W Grandridge	Kennewick	retail	950 SF	950 SF	no	yes
The Colonnade 6501 W Grandridge	Kennewick	retail	1,458 SF	1,458 SF	no	yes
501 N Quay Street	Kennewick	warehouse	4,500 SF	23,500 SF		yes
105803030000003	Kennewick	warehouse, land	87,120 SF	87,120 SF	yes	yes

Source: Washington Prospector, <http://www.washingtonprospector.com> Note: All listings are located in Kennewick. Over-representation of sites listed may be more indicative of better reporting by Kennewick than as an actual indicator of relative site availability by jurisdiction.

- The state's Washington Prospector web site (maintained by CTED) has 98 listings of properties for sale or lease throughout the Benton-Franklin region: 2 industrial buildings, 25 office buildings, 22 retail buildings, one warehouse building, 39 parcels, and 9 with a mix of uses.

Labor Force Participation by Full & Part-time Status in 1999 (Labor Force Data Spans Next 3 Pages)

	West Richland	Benton-Franklin Counties	Benton County	Franklin County
Population 16+ Years	6,069	139,314	105,052	34,262
Worked in 1999	4,753	100,330	76,093	24,237
% of Population Worked in 1999	78%	72%	72%	71%
Full-time (Worked 35+ hours/week)	3,681	78,602	59,092	19,510
% of Employed Population Working Full-time	77%	78%	78%	80%
Part-time (Worked 1-34 hours/week)	1,072	21,728	17,001	4,727
% of Employed Population Working Part-time	23%	22%	22%	20%

Source: U.S. Census Bureau.

Work Status in 1999

	Number				% of Total			
	West Richland	Benton-Franklin Counties	Benton County	Franklin County	West Richland	Benton-Franklin Counties	Benton County	Franklin County
Total Male and Female:	6,069	139,314	105,052	34,262				
Worked in 1999:	4,753	100,330	76,093	24,237	100%	100%	100%	100%
Usually worked 35 or more hours per week:	3,681	78,602	59,092	19,510	77%	78%	78%	80%
50 to 52 weeks	2,875	53,857	42,985	10,872	60%	54%	56%	45%
48 and 49 weeks	88	4,249	2,645	1,604	2%	4%	3%	7%
40 to 47 weeks	313	6,549	4,382	2,167	7%	7%	6%	9%
27 to 39 weeks	193	5,348	3,511	1,837	4%	5%	5%	8%
14 to 26 weeks	134	4,725	3,126	1,599	3%	5%	4%	7%
1 to 13 weeks	78	3,874	2,443	1,431	2%	4%	3%	6%
Usually worked 1 to 34 hours per week:	1,072	21,728	17,001	4,727	23%	22%	22%	20%
50 to 52 weeks	403	7,364	5,918	1,446	8%	7%	8%	6%
48 and 49 weeks	55	975	734	241	1%	1%	1%	1%
40 to 47 weeks	179	2,608	2,077	531	4%	3%	3%	2%
27 to 39 weeks	103	2,915	2,203	712	2%	3%	3%	3%
14 to 26 weeks	138	3,923	3,079	844	3%	4%	4%	3%
1 to 13 weeks	194	3,943	2,990	953	4%	4%	4%	4%
Usually worked 15 to 34 hours per week:	913	16,839	13,138	3,701	19%	17%	17%	15%
50 to 52 weeks	320	6,031	4,897	1,134	7%	6%	6%	5%
48 and 49 weeks	55	806	616	190	1%	1%	1%	1%
40 to 47 weeks	171	2,233	1,792	441	4%	2%	2%	2%
27 to 39 weeks	94	2,270	1,647	623	2%	2%	2%	3%
14 to 26 weeks	110	2,936	2,247	689	2%	3%	3%	3%
1 to 13 weeks	163	2,563	1,939	624	3%	3%	3%	3%
Usually worked 1 to 14 hours per week:	159	4,889	3,863	1,026	3%	5%	5%	4%
50 to 52 weeks	83	1,333	1,021	312	2%	1%	1%	1%
48 and 49 weeks	0	169	118	51	0%	0%	0%	0%
40 to 47 weeks	8	375	285	90	0%	0%	0%	0%
27 to 39 weeks	9	645	556	89	0%	1%	1%	0%
14 to 26 weeks	28	987	832	155	1%	1%	1%	1%
1 to 13 weeks	31	1,380	1,051	329	1%	1%	1%	1%
Did not work in 1999	1,316	38,984	28,959	10,025	28%	39%	38%	41%

Work Status in 1999 – Continued

	Number				% of Total			
	West Richland	B-F Counties	Benton	Franklin	West Richland	B-F Counties	Benton	Franklin
Male:	2,979	69,409	51,547	17,862				
Worked in 1999:	2,571	55,137	41,115	14,022	54%	55%	54%	58%
Usually worked 35 or more hours per week:	2,331	48,254	36,030	12,224	49%	48%	47%	50%
50 to 52 weeks	1,906	34,265	27,219	7,046	40%	34%	36%	29%
48 and 49 weeks	39	2,688	1,664	1,024	1%	3%	2%	4%
40 to 47 weeks	220	3,944	2,527	1,417	5%	4%	3%	6%
27 to 39 weeks	105	2,991	1,884	1,107	2%	3%	2%	5%
14 to 26 weeks	52	2,454	1,530	924	1%	2%	2%	4%
1 to 13 weeks	9	1,912	1,206	706	0%	2%	2%	3%
Usually worked 15 to 34 hours per week:	185	5,117	3,734	1,383	4%	5%	5%	6%
50 to 52 weeks	58	1,485	1,136	349	1%	1%	1%	1%
48 and 49 weeks	12	314	210	104	0%	0%	0%	0%
40 to 47 weeks	31	583	486	97	1%	1%	1%	0%
27 to 39 weeks	12	754	485	269	0%	1%	1%	1%
14 to 26 weeks	18	1,034	784	250	0%	1%	1%	1%
1 to 13 weeks	54	947	633	314	1%	1%	1%	1%
Usually worked 1 to 14 hours per week:	55	1,766	1,351	415	1%	2%	2%	2%
50 to 52 weeks	20	474	352	122	0%	0%	0%	1%
48 and 49 weeks	0	67	41	26	0%	0%	0%	0%
40 to 47 weeks	0	90	40	50	0%	0%	0%	0%
27 to 39 weeks	0	249	190	59	0%	0%	0%	0%
14 to 26 weeks	14	352	301	51	0%	0%	0%	0%
1 to 13 weeks	21	534	427	107	0%	1%	1%	0%
Did not work in 1999	408	14,272	10,432	3,840	9%	14%	14%	16%
Female:	3,090	69,905	53,505	16,400				
Worked in 1999:	2,182	45,193	34,978	10,215	46%	45%	46%	42%
Usually worked 35 or more hours per week:	1,350	30,348	23,062	7,286	28%	30%	30%	30%
50 to 52 weeks	969	19,592	15,766	3,826	20%	20%	21%	16%
48 and 49 weeks	49	1,561	981	580	1%	2%	1%	2%
40 to 47 weeks	93	2,605	1,855	750	2%	3%	2%	3%
27 to 39 weeks	88	2,357	1,627	730	2%	2%	2%	3%
14 to 26 weeks	82	2,271	1,596	675	2%	2%	2%	3%
1 to 13 weeks	69	1,962	1,237	725	1%	2%	2%	3%
Usually worked 15 to 34 hours per week:	728	11,722	9,404	2,318	15%	12%	12%	10%
50 to 52 weeks	262	4,546	3,761	785	6%	5%	5%	3%
48 and 49 weeks	43	492	406	86	1%	0%	1%	0%
40 to 47 weeks	140	1,650	1,306	344	3%	2%	2%	1%
27 to 39 weeks	82	1,516	1,162	354	2%	2%	2%	1%
14 to 26 weeks	92	1,902	1,463	439	2%	2%	2%	2%
1 to 13 weeks	109	1,616	1,306	310	2%	2%	2%	1%
Usually worked 1 to 14 hours per week:	104	3,123	2,512	611	2%	3%	3%	3%
50 to 52 weeks	63	859	669	190	1%	1%	1%	1%
48 and 49 weeks	0	102	77	25	0%	0%	0%	0%
40 to 47 weeks	8	285	245	40	0%	0%	0%	0%
27 to 39 weeks	9	396	366	30	0%	0%	0%	0%
14 to 26 weeks	14	635	531	104	0%	1%	1%	0%
1 to 13 weeks	10	846	624	222	0%	1%	1%	1%
Did not work in 1999	908	24,712	18,527	6,185				

Notes: By gender, usual hours worked per week in 1999, weeks worked in 1999 (16 yrs. and over). Source: Census 2000 Summary File 3 (SF 3) - Sample Data.

- Census 2000 (most recent sub-county information available) indicates 78% of West Richland's population 16+ years worked in 1999, and 77% of this employed population worked full-time. Labor force participation city-wide is above regional rates. While post-2000 data is not available, it is possible that labor force participation has dropped in recent years due to higher median age and more residents in retirement. However, ESRI forecasts that West Richland median age may drop by 2012, especially with an increased proportion of younger working adults age 25-34.

ESRI Tapestry Definitions (As Applicable to West Richland; Benton-Franklin County)

Aspiring Young Families

Demographic

Most *Aspiring Young Families* residents are young, startup families, a mix of married-couple families with and without children and single parents with children. The average family size is 3.12, near the U.S. average. Approximately two-thirds of the households are families, 27 percent are single-person households, and 9 percent are shared. Annual population growth is 1.37 percent, higher than the U.S. growth. The median age is 30.5 years; one-fifth of residents are in their 20s. This market is ethnically diverse. Although most residents are white, other race groups are also represented. Seventeen percent of residents are black, and 17 percent are of Hispanic origin.

Socioeconomic

The median house hold income is \$50,392, and income is derived mainly from wages. The median net worth for this market is \$74,245. Approximately 60 percent of employed residents have professional, management, sales, or office/administrative support positions. Overall, 85 percent of residents aged 25 years and older have graduated from high school, 35 percent have attended college, and 22 percent hold a bachelor's or graduate degree.

Residential

Aspiring Young Families neighborhoods are located in the large, growing metropolitan areas primarily in the South and West, with the highest state concentrations in California, Florida, and Texas. Although almost three-fourths of the households are in the South and West, one-fifth of the housing is located in the Midwest. Half of the households are occupied by renters, half by homeowners. Residents live in moderately priced apartments, single-family houses, and startup townhomes. The average gross rent is approximately \$674 per month, just slightly higher than the U.S. average. The median home value is \$170,342. Most of the housing units were built after 1969.

Preferences

Aspiring Young Families residents spend much of their discretionary income on their children and their homes. They buy baby and children's products and toys and furniture for the home. Electronic purchases include cameras and video game systems. Residents spend time online visiting chat rooms, searching for employment, playing games, researching real estate, and making travel arrangements. They carry multiple life insurance policies. Vacations are likely to include visits to theme parks. Leisure time includes dining out, dancing, going to the movies, and attending professional football games. Other activities include fishing, weight lifting, playing basketball, and watching dramas or horror movies on DVD. Residents listen to urban stations and professional basketball games on the radio. When watching TV, they favor sports, news, and entertainment programs and courtroom TV shows. When eating out, *Aspiring Young Families* residents prefer family restaurants such as Tony Roma's and IHOP and fast-food establishments such as Checkers and Jack-in-the-Box.

Midland Crowd

Demographic

The approximately 11.6 million people in *Midland Crowd* neighborhoods represent the largest market of Community Tapestry, nearly 4 percent of the U.S. population, and it is still growing. Since 2000, the population growth has been 2.34 percent annually. The median age of 36.9 years parallels that of the U.S. median. More than half of the households (62 percent) are composed of married-couple families, half of whom have children. One-fifth of households are occupied by those who live alone. Most residents are white.

Socioeconomic

With more than 4.2 million households, *Midland Crowd* has the highest count of all the Community Tapestry markets, with an annual household growth of 2.6 percent since 2000. The median household income is \$49,748, slightly lower than the U.S. median. Households derive primary income from wages and salaries, although the percentage of households that receive income from self-employment ventures is slightly higher than the national level. The median net worth is \$86,362, somewhat below the U.S. median. Half of the employed residents work in white-collar occupations. Approximately 30 percent of *Midland Crowd* residents aged 25 years and older have attended college; 15 percent hold a bachelor's or graduate degree.

Residential

Midland Crowd residents live in housing developments in rural areas throughout the United States (more village or town than farm), mainly in the South. Three-fourths of the housing was built after 1969. Homeownership is at 84 percent; the median home value is \$137,727. Two-thirds of the households are single-family structures; 28 percent are mobile homes. One-fourth of the households own three or more vehicles.

Preferences

Midland Crowd is a somewhat politically conservative market. The rural location and their traditional lifestyle dictate the consumer preferences of these residents. How they take care of their homes, lawns, and vehicles demonstrates their do-it-yourself mentality. Households typically own or lease a truck; many own a used motorcycle. Hunting, fishing, and woodworking are favorite pursuits. Generally, households have pets, especially birds and dogs. Recent purchases include used vehicles, household furniture, and giant-screen TVs. Their department store of choice is Belk. When eating takeout, they often choose a fast-food restaurant and use the drive-through window. Many households have a satellite dish. Favorite stations include CMT and Outdoor Life Network. In addition to watching rodeo/bull riding, truck and tractor pulls/mud racing, and fishing programs on TV, residents watch a variety of news programs. Fitting right in with their rural surroundings, they prefer to listen to country music on the radio and read fishing and hunting magazines.

In Style

Demographic

In Style residents live in the suburbs but prefer the city lifestyle. Professional couples predominate. Household distributions by type are similar to those of the United States. Married-couple families represent 54 percent of households. Households without children (married couples without children, single-person, shared, and other family types), comprise more than two-thirds of all households. This count is increasing. The population is slightly older, with a median age of 40.2 years. There is little racial diversity in this market.

Socioeconomic

In Style residents are prosperous, with a median household income of \$72,112 and a median net worth of \$187,956 (more than one and one-half times that of the national median). Wages and salaries provide income for 84 percent of the households; 47 percent also receive some form of investment income. *In Style* residents are more educated compared to the U.S. level: nearly 40 percent of the population aged 25 years and older hold a bachelor's or graduate degree, and 31 percent have attended college. At 70 percent, labor force participation is above average, and the unemployment figure of 4 percent is low. Forty-five percent of employed residents have professional or management positions, with above average concentrations in the finance, insurance, technical services, and education industry sectors.

Residential

In Style residents live in affluent neighborhoods of metropolitan areas, scattered all over the country. More suburban than urban, they nevertheless embrace an urbane lifestyle; many prefer townhomes (14 percent of households) to traditional single-family dwellings (56 percent of households). The median home value is \$271,279. Homeownership is just slightly above average at 71 percent. More than three-fourths of the housing units were built in the last 30 years.

Preferences

Computer savvy, *In Style* residents use the Internet daily. Online activities include obtaining information about real estate, new or used cars, medical issues, general news, or sports; tracking investments; trading stocks; making travel arrangements; and buying computer hardware or software, clothes, toys, and concert or sporting events tickets. They use a financial planner and invest in stocks, bonds, money market funds, money market bank accounts, and securities. Looking toward the future, residents have long-term care and universal life insurance and contribute to IRA and 401(k) retirement accounts. To maintain their homes, they hire professional household cleaning services and contractors. To keep fit, residents exercise, follow a healthy diet method for weight control, and buy food specifically labeled as low fat, and take vitamins. They enjoy going to the beach, snorkeling, playing golf, and casino gambling. They favor domestic travel and keep golf in mind when choosing a vacation destination. *In Style* residents read boating, business, and finance magazines and listen to news-talk, classical, and alternative radio formats. TV viewing includes bicycle racing, ski jumping, and golf, so it is not surprising that the Golf Channel is a favorite cable station.

Up and Coming Families

Demographic

With an annual growth rate of 4.2 percent, *Up and Coming Families* represents the second highest household growth market and the youngest affluent family market (with a median age of 32.0 years) of Community Tapestry. Residents are a mix of Generation Xers and baby boomers. The profile for this market is young, affluent families with younger children. Eighty percent of households are composed of families. Approximately two-fifths of households consist of married couples with children. Most of the residents in this segment are white; however, the diversity of the population is increasing with its size.

Socioeconomic

At the beginning of their careers, *Up and Coming Families* residents are earning above-average income but have not had time to accumulate much wealth. The median household income is \$77,444, well above the national median. The median net worth is \$162,486. Nearly two-thirds of residents aged 25 years and older have a degree or some college credits. Labor force participation is well above average at 73 percent, and unemployment is low. Understandably, 91 percent of households derive income from wage and salary compensation. Although half of the households have children, they also have working parents.

Residential

Nearly half of *Up and Coming Families* segments are concentrated in the South, the other half in the West and Midwest. These neighborhoods are located in suburban outskirts of midsized metropolitan areas with populations higher than 250,000. Households are mainly new single-family dwellings. Homeownership is at 85 percent. More than half of the housing units were built in the last 10 years. Houses in these neighborhoods are valued at \$221,956, slightly above the U.S. median.

Preferences

Consumer choices for *Up and Coming Families* are dictated by family and home. Many are beginning or expanding their families, so maternity clothes and baby equipment are essential purchases in addition to children's clothing and toys. Because many are first-time homeowners, purchases such as basic household furniture and lawn fertilizer, weed control, and insecticide are important. Vying for attention in the family budget are car loans, student loans, and mortgage payments. *Up and Coming Families* residents most likely own or lease an SUV or minivan. They enjoy eating out at family restaurants such as Red Robin, Chili's Grill & Bar, and Olive Garden and fast-food restaurants such as Chick-fil-A, Chuck E. Cheese's, and Papa John's. Leisure activities include playing softball, going to the zoo, and visiting theme parks (generally Sea World or Disney World), where they make good use of their digital camera or camcorder. They enjoy renting science fiction, comedy, and familytype DVDs. A favorite TV show is 24. Favorite cable stations are Oxygen, E!, and the Discovery Health Channel. Residents prefer to listen to soft adult contemporary, sports, and classic hits radio.

Exurbanites

Demographic

Exurbanites residents live beyond the urban fringe, preferring open space with affluence. Empty nesters (married couples with no children living at home) comprise 40 percent of these households, yet married couples with children occupy 32 percent. Half of the householders are between 45 and 64 years old. Their median age of 44.6 years places these residents directly between paying college expenses and caring for elderly parents. Their lifestage is as important to understanding this market as their lifestyle. There is little ethnic diversity; most residents are white.

Socioeconomic

At 66 percent, labor force participation for the *Exurbanites* market is above average. Residents are educated: more than 40 percent of the population aged 25 years and older hold a bachelor's or graduate degree, and more than 30 percent have attended college. They are also well employed. Approximately half of employed persons hold professional or management positions. The median net worth is \$277,391, more than twice that of the national median. The median household income is \$88,195. More than 20 percent of households draw retirement income, and 57 percent of households receive additional income from investments.

Residential

Although *Exurbanites* households are growing by almost 2 percent annually, these are not the newest neighborhoods. Recent construction comprises only 22 percent of the housing stock. However, 70 percent of the housing units were built after 1969. Most homes are single-family structures. The median home value is \$302,435, more than one and one-half times that of the national median. Exurban living is not supported by public transportation. Nearly 80 percent of households own at least two vehicles. The average travel time to work for this market is comparable to the U.S. average.

Preferences

Because of their lifestage, *Exurbanites* residents focus on financial security. They consult with financial planners; have IRA accounts; own shares in money market funds, mutual funds, and tax-exempt funds; own common stock; and track their investments online. Between long-term care insurance and substantial life insurance policies, they are well insured. Many have home equity lines of credit. *Exurbanites* residents work on their homes, lawns, and gardens. To enhance their properties, they purchase garden and lawn care products, shrubs, and plants. Many home improvement tasks, such as interior or exterior painting, are accomplished by a household member, although contractors are hired for some work. They own all kinds of tools, such as saws, sanders, and wallpaper strippers, to help them complete their projects. Leisure activities include boating, hiking, kayaking, playing Frisbee, photography, and bird-watching. *Exurbanites* residents travel, typically within the United States, and enjoy hiking, playing golf, and visiting national parks on vacation. They listen to public radio and donate to PBS. Participation in civic activities includes addressing public meetings and doing volunteer work. Many are members of fraternal orders and charitable organizations.

Boomburbs

Demographic

The newest additions to the suburbs, these communities are home to young families who are living a busy, upscale lifestyle. Both the neighborhoods and the families are growing. *Boomburbs* is the fastest-growing market in the United States; the population has been growing at 5.57 percent annually since 2000. It is also home to one of the highest concentrations of young families with children. The median age is 33.8 years; more than one-fifth of *Boomburbs* residents are between 35 and 44 years of age. There is little ethnic diversity in the population; white is the predominant race.

Socioeconomic

The *Boomburbs* market includes one of the highest concentrations of dual-income households, complemented by one of the highest rates of labor force participation, at 73 percent. Residents are well educated: more than 50 percent of the population aged 25 years and older hold a bachelor's or graduate degree. The labor force is employed primarily in management, professional, and sales occupations. The median household income is \$117,782, more than double that of the U.S. median. More than half of these households receive additional income from interest, dividends, and rental property. The median net worth is \$246,566.

Residential

Boomburbs neighborhoods are concentrated in the South, West, and Midwest; the highest state concentrations are found in Texas and California. Approximately three-quarters of the housing units in the *Boomburbs* segment were built after 1989. These are the newest developments in growing areas. Most homes are single-family structures. The homeownership rate is 91 percent, compared to 68 percent for the United States. The median home value of \$360,631 is also high compared to the U.S. median. Commuting links these dual-career households with their suburban lifestyle. Many work outside their resident county; 35 percent cross county lines to work (compared to 23 percent for the United States).

Preferences

The *Boomburbs* segment is the top market for recent purchases of everything from household furnishings, toys and games, men's business and casual apparel, and big-screen TVs to cars and trees. Their product preferences reflect their suburban lifestyle. This is the top market for households owning projection TVs, DVD players, MP3 players, scanners, and laser printers as well as owning or leasing full-size SUVs. It ranks second for owning flat-screen or plasma TVs, video game systems, and digital camcorders and owning or leasing minivans. Residents own laptop computers, all kinds of software, and two or more cellular phones. They use the Internet to make purchases (especially flowers and tickets to sports events), trade and track investments, do banking, and make travel plans. Personal computer use by children younger than 18 years is the highest here. *Boomburbs* residents prefer homes with fireplaces and hot tubs. They tend to employ professional household cleaning services. Home improvement work is done by either a household member or contractor. For property maintenance, lawn care and landscaping services are generally used, but homeowners like to do some lawn care themselves. They are well insured, holding life insurance policies worth \$500,000 or more. Family vacations are a top priority for these residents. Popular vacation destinations are Disney World and Universal Studios in Florida. For exercise, they play tennis and golf, ski, and go jogging. Leisure activities include watching family videos on DVDs, attending baseball games, and going to golf tournaments. When listening to the radio, they enjoy alternative and soft contemporary music as well as sports and all-talk programs. Reading preferences are airline, finance, and business magazines. A favorite TV show is *Scrubs*, and a preferred cable station is the Golf Channel.

Industrious Urban Fringe

Demographic

Family is central to *Industrious Urban Fringe* neighborhoods. Slightly more than half of these households have children. Married-couple families (54 percent of households) and single-parent families (17 percent) comprise most of these households. Multigenerational households are relatively common. The comparatively low median age of 28.5 years reflects the high proportion of children. Approximately 57 percent of these residents are Hispanic. More than one fourth of the residents are foreign born, bringing rich, diverse cultures to these urban outskirts neighborhoods.

Socioeconomic

The median household income is \$42,901; the median net worth is \$54,484. The large average household size of 3.42 lowers the amount of discretionary income compared to segments with similar income. Settled on the fringe of metropolitan cities, these households take advantage of the proximity to metropolitan cities to pursue employment opportunities. These residents rely mainly on work in the manufacturing, construction, retail trade, and service industry sectors for their livelihood. Educational attainment levels are lower than U.S. levels, and the unemployment rate is higher.

Residential

Approximately half of the *Industrious Urban Fringe* households are located in the West; 40 percent are in the South. States with the highest household concentrations are California, Texas, and Florida. Homeownership is at 67 percent, and the median home value is \$166,992. Single-family dwellings are the dominant household structure in these neighborhoods. Living farther out from urban centers allows many to find the space for an affordable home in which to raise their families.

Preferences

Industrious Urban Fringe households balance their budgets carefully. Mortgage payments take priority. They shop at Wal-Mart, Kmart, Target, and other major discount stores for baby and children's products. They dine out less often than average households. Many have no financial investments or retirement savings other than their homes and are less likely than average to carry health insurance. Keeping in touch is important to these residents. They often have a second phone line at home and purchase various phone services. They enjoy watching movies, both at theaters and at home. It's quite common for them to make multiple visits to a movie theater in a month. Newspapers and magazines are not the best media to reach the *Industrious Urban Fringe* households. Television and radio are more effective. Residents watch television just as much as average U.S. householders but subscribe to cable less often. They listen to the radio frequently, tuning in to contemporary hit and Hispanic stations.

APPENDIX C: SAMPLE COMMUNITY QUESTIONNAIRE



STRATEGIC ECONOMIC DEVELOPMENT PLAN COMMUNITY QUESTIONNAIRE

The City of West Richland wants to know what you think is the best way to finance our future while also creating economic opportunity for our residents. With grant support from the Washington State Department of Community, Trade and Economic Development (CTED), the City is assembling a Strategic Economic Development Plan. The planning process will identify our local strengths and opportunities based on an analysis of relevant data and community feedback. The plan itself will provide a road map for implementing the initiatives and investments most-supported by residents.

City services are currently funded in large part by residential construction, property taxes and user fees. If municipal services are to be provided at or above current performance standards in the future, we must diversify our revenue base. In many municipalities, service costs are off-set by strong retail sales tax revenue, tourism spending and other sources. In West Richland, a majority of the labor force travels outside City limits to work and purchase goods and services. Sometimes this is by choice, but more often out of necessity. This trend is not sustainable if we are to remain a vibrant, full-service community.

Fortunately, we have a number of solutions to choose from. So, please take a few moments to answer this brief questionnaire and help us identify the opportunities that you believe will ensure economic prosperity while also protecting or enhancing our great quality of life in West Richland.

Please return completed surveys on or before **DATE** to:

City of West Richland
c/o Penny Mayfield
Mail Address (enter here)
E-mail (enter here) / Fax (enter here)

Questions

1. What is West Richland's best opportunity for economic success? (check top three)

- Beautify the City, let the market do the rest
- Business/Research Park
- Continued Residential Growth and Construction
- Destination Tourism (e.g. Lewis & Clark Ranch)
- Expanded Retail
- Manufacturing/ Light Industrial
- Manufacturing/ Heavy Industrial
- New I-82 Interchange
- Small/Home-Based Business Development and Support
- Wine/Viticulture Business Support
- Other (specify _____)
- Other (specify _____)
- Other (specify _____)

2. What should be the highest priorities for West Richland? (check top three)

- Expand existing business
- Attract new business
- Extend infrastructure community wide, let the market do the rest
- Become an extension of Red Mountain and wine industry
- Develop vacant land
- Redevelop Van Giesen
- Reduce service expenditures to meet bare essentials only
- Seek annexation by Benton County or City of Richland
- Other (specify _____)
- Other (specify _____)
- Other (specify _____)

3. What services would you like to have located in West Richland? (check all that apply)

- | | |
|---|--------------------------------|
| ▪ Apparel, Women's | ▪ Hardware/Garden Supply |
| ▪ Apparel, Men's | ▪ Hobby, Book & Music Stores |
| ▪ Apparel, Children's | ▪ Gifts & Specialty |
| ▪ Adventure/Sports Gear | ▪ Health Care |
| ▪ Automotive Dealerships/Sales | ▪ Home Furnishings |
| ▪ Automotive Parts/Services | ▪ Laundry Cleaning/Service |
| ▪ Auto Racing | ▪ Natural Foods |
| ▪ Banking/Financial Services | ▪ Personal Care (e.g. salon) |
| ▪ Bed and Bath | ▪ Pharmacy |
| ▪ Books and Cards | ▪ Pub/Bar |
| ▪ Coffee Shops | ▪ Shoes |
| ▪ Computers / Electronics | ▪ Sporting Goods/Outdoor Store |
| ▪ Dining – Breakfast | ▪ Toy / Hobby Store |
| ▪ Dining – Lunch | ▪ Veterinary |
| ▪ Dining – Dinner | ▪ Wine Shops |
| ▪ Dining – Fast Food | ▪ Art and Crafts Store |
| ▪ Dry Cleaning | ▪ Other (specify _____) |
| ▪ Entertainment (e.g. theater, bowling, etc.) | ▪ Other (specify _____) |
| ▪ Equestrian Center/Services | ▪ Other (specify _____) |

4. What is your preferred option for sustaining or improving local quality of life and current public service levels? (check all that apply)

- Increases in property taxes and user fees
- Expansion of existing businesses and associated revenue generation
- Recruitment of new businesses and associated revenue generation
- None of the above
- Other (specify _____)
- Other (specify _____)
- Other (specify _____)

5. Please enter any additional thoughts or suggestions here:

End of Questionnaire. Thank you!

APPENDIX D: STAKEHOLDER COMMENTS

Overview

In the spring of 2008, the City of West Richland's economic development consultant conducted a series of "stakeholder interviews" to ascertain community perceptions regarding the City's economic strengths, weaknesses, opportunities and threats. Over 30 individuals participated in the interviews, which followed the general outline below:

1. What are the primary economic engines of West Richland today, and how does that compare to ten years ago?
2. What seems to be going particularly well, or especially poorly, in the local economy?
3. Who are key players in terms of organizing, generating or managing economic development? Are there future partnership opportunities worth expanding, or building anew?
4. Overall, do you think residents are interested in economic growth?
5. Locally, are there any emerging business or industry trends that we should be aware of as we examine the current economic horizon?
6. Are there new business or economic opportunities underway that need additional support? What kinds and what type of support do they need?
7. What kind of economic development should the community spend time pursuing? Less time?
8. What are the greatest threats to a stable economy in West Richland?
9. How can economic development improve quality of life and, conversely, what kind of economic development might be attracted by your quality of life features?
10. What organizational, structural or resource barriers need to be overcome in order to achieve productive economic development efforts?
11. What information (data, public opinion, etc.) is important to you to have in the final economic development element?
12. Are there any economic development-related issues or questions you'd like to gauge public opinion on?
13. Anything else I should have asked / other ideas or observations you'd like to share?

Interview responses begin on the next page.

Response Summary

Participant responses, organized by major themes, are summarized in the main body of the final report. The section below (appendix) provides a complete list of individual participant comments and observations, organized under the headings “strengths,” “weaknesses,” “opportunities” and “threats.” Some responses have been slightly edited to ensure the anonymity promised interviewees in exchange for honest, candid opinions. Interview participants are also listed in the main body of the final report.

STRENGTHS

- The arrival of Yokes has been very positive. Store employs 85, with a mix of full and part-time workers. Business appears to be going well, with sales increasing at a very fast rate after slow start.
- City has created a draft code for cleaning up Van Giesen, a step in the right direction.
- State appears to be supportive of new interchange.
- Residents have been willing to pay extra for services, but for how long? People may be ready to support new businesses now, to offset property owner expenses.
- Belmont property is available.
- World-famous Shelby cars are manufactured here (though in a residential zone).
- We have some potentially powerful and progressive partners, including: the City of West Richland, West Richland Chamber, Benton REA (flexible financing), Port of Kennewick, TRI-DEC, VCB (Lewis & Clark), and Benton-Franklin Transit. If we can get properties ready, then we can work better with TRI-DEC, REA, and Chambers – strongest partners.
- We have a really good fast-track permitting system, and should promote it.
- Like the idea of a Main Street program, Van Giesen lends itself to that sort of structure.
- Small concentration of landowners for developable land. For example, DNR and just a couple private owners of interchange land.
- We have farm land in large acreages. Easier to work with.
- Right now, the primary engine is number of households we have. Strong residential growth has kept us healthy.
- We have good staff right now, and they’re working well. They’re taking care of our infrastructure; water, sewer and the rest are all up to speed. We’re prepared to grow. Right now, we have our gas station, grocery store, but nothing big yet.
- Yokes and nearby retail is probably the best thing going.
- Our Economic Development Specialist is doing a heck of a job behind the scenes generating business for us. Mayor is doing good bringing in people to develop Belmont property. We also passed an ordinance to clean up Van Giesen. But we haven’t done anything yet. We need to talk about it at the City level.
- The Hanford workers really fuel our economy – I don’t know why we keep trying to wean ourselves from them.
- We need to participate with the Port of Kennewick and other partners in expanding the wine industry. I don’t know exactly what McKay-McDonald have in mind for that property, but I’m interested in seeing something go forward there.
- Only one person has said “let’s become part of Richland.” The rest don’t like the idea.
- One good thing we have working for us right now, is that we have great staff that’s been working with us for a while and things are really coming together.

- Smaller entrepreneurs interested in Van Giesen but random, such as: construction businesses, cigar shop, bulk storage and steel frames.

WEAKNESSES

- The area around the gas station, liquor store – that strip mall, seems to be working ok. Brick House pizza is good. But, when you go west of Bombing Range, it sort of looks like businesses are just staying afloat.
- There seems to be a division between Van Giesen and top of the hill business communities.
- By and large, people don't understand how the economy, retail sales, support quality of life. They understand the convenience of having key services here, but don't think much beyond that.
- What is the role of trailer parks in our future? Can they be relocated?
- There are four cities here and they call this region the tri-cities. That speaks volumes. We need to matter, and to do that we need a vision.
- We rank 229th out of 258 cities in sales tax reporting.
- West Richland lost \$1.5 million when the state cut sales tax equalization.
- Most of the economy is outside West Richland. I have 40 volunteers and all employed outside (Hanford, WA Enclosure, DAC). We have little retail, Lumbermen's Truss Plan, temporary crews and ranches.
- We had a study done regarding demographics several years ago – but nothing came of it. We have a lot of scientists, technical folks here but they all leave to work at other employment centers.
- Need to have a better process to help non-professional developers. We'll have to hand-hold small entrepreneurs if we want to change Van Giesen. Can we streamline process?
- Need to replace mobile home parks with commercial.
- Might need to form some kind of task force or improvement district to address Van Giesen.
- Property tax is primary source of revenue +12.5% on utilities.
- City staff has turned over – no agendas; city running tight in post-Initiative 695 era; Grants to fund public works projects, but won't last.
- Not sure residents care about economic development – they probably save money on taxes if city fails.
- Limited commercial land on west side of town; unrealistic expectations - \$22 square foot (site near GESA Credit Union); No lunch crowd.
- Maybe we should not have not put trailer parks up at our entrances. Maybe we should have retained all our water rights. Maybe we should have an intersection like all the other cities.
- Revenue base needs to be diversified, critical mass of commercial business good for all.
- Some of our commercial areas struggling (Kennedy / Dallas).
- We need more multi-family housing.
- Just stay away from card rooms, liquor stores and other “controversial” developments.
- I'd like to see more participation from the community. We did have good survey results several years ago when we polled about something or other. Anything to get more input. Based on what information we have received, I think we're on the right track with what we're considering, but I don't know for sure. I'm not sure what other mechanisms we can use to successfully get more participation.
- We really don't have an economy. We have one big employer, and that's it.
- Canal right-of-way eats up property on Van Giesen.

- Not addressing the little things that show we're a bigger city now. People can't envision bigger scale – need to increase density.
- It's a bedroom community.
- Old timers want to support Van Giesen, new folks want to create new gateways – interchange from I-82. Need to come together on priorities.
- We don't really have a core industry like Detroit or other places. We have sort of an invented regional economy started by the Federal Government. We don't have an historic economic base.
- I really hate seeing the Kennedy Center go up and remain unused. It makes me angry. I don't understand why it's empty. That just has to be resolved.
- We need to change the name of our City....anything but West Richland. We're nothing special as is. This will take strong leadership.
- We've had the door open to Tri-Dec forever, but they've not done anything. Port of Kennewick finally stepped up. Port of Benton is going crazy, building everywhere but here.

OPPORTUNITIES

- We need to continue to pursue the retail side; obviously a very important piece that West Richland hasn't had in the past. We need that to fuel other growth. Need to redevelop Van Giesen corridor – all depends on whether state or federal government builds interchange – maybe it shouldn't be a state highway.
- Get the interchange – you have to get freeway traffic!
- We could use some sit down establishments. There was talk of an Office Depot going in, but not sure that would work. Some kind of office store, an attraction, would help.
- We went to an economic development conference and found out we need a video store, fast food place, drug store – just the most basic things. We need someone to help explain the need to our population.
- Van Giesen could use some work. I've been part of some clean-ups around town. Knocking down weeds helps, but we need a bigger face lift there. Need to pay attention to the appearance.
- Work on Van Giesen first, make it more appealing to new businesses. Need a plan, like you're working on, so we can tell prospective businesses what we can do for them.
- Need to empower staff to clean-up Van Giesen.
- We have a supportive Council for at least two years, and maybe beyond that.
- We've laid the foundation so that the Council and Department Heads understand how critical it is to have business flourish here. Now, we need help identifying what businesses might come here and what we have to do to get them here.
- Need to help people understand the Council is going down the right path. People need to understand that other cities are competing with us and taking our revenue. City Economic Development Specialist needs help impress upon Council that to get x they need to do y.
- Can you show how changing names has impacted or worked for other cities? We need something in the near-term, until the Ranch idea matures.
- Need to define roles for every agency and stress the partnerships.
- I'm not a wine drinker, so don't really understand how important this wine area is. But, I hear a lot of positive things. It seems like Red Mountain Viticulture area is a long way from being an economic driver. It's a nice idea, but I wouldn't rely on it. They don't seem to want to be part of the "City of Red Mountain."
- City should acquire key properties and drive redevelopment.

- I like the idea of City doing central wine waste treatment.
- Need to do a survey to find out what community wants.
- We should explore developing a new city hall / community center.
- I like the theme “No Ordinary Riverfront” for marketing.
- Charm = Feeling: this can be recreated here.
- Mel’s thrift not being used to its highest potential.
- People want nicer places to eat (Avocado’s is best)!
- In Walla Walla, it took a Downtown Association to move things along, though the city played its role. REA is likely to be involved - they don’t want to lose W. Richland land to annexation. Plus, they have funds.
- What about agriculture / equestrian merchants? I think Van Giesen will change if codes enforced, vision done.
- State planning grant for Van Giesen?
- Bio-diesel, or green collar jobs (straw board) could improve manufacturing – wood boxes for apples, wine.
- We have to start with our gateway, Van Giesen. Keane looks nice. People have money, ideas and nowhere to put them.
- We have relatively cheap land.
- Our wineries should be solid in about 5 years.
- Can we stock Van Giesen with products and services needed regionally? Remember, Walla Walla took 15 years. Fill empty mall with wines or something – a wine center.
- Maybe develop an entrepreneur club to get our technical people together to think of new opportunities; maybe develop a research park here.
- Port of Kennewick has a business incubator on port property to store wine in climate controlled building for new wine varieties. See if they want to start up commercial kitchen.
- Water park – some destination that others don’t have.
- City has \$1.4 million from golf course sale. Go buy future commercial property while you can, before fund gets “nickled and dimed”.
- Take heavy strength industrial waste (wineries, food processing) and use as a competitive advantage.
- Areas between Grosscup and 62nd needs to be bulldozed to expand road and add depth to one side.
- Opportunities for neighborhood commercial with medical clinic.
- Convert city hall to mixed use retail.
- Increase densities.
- Need corporate office here, need volume of jobs, maybe a wine village – need a destination.
- Wine and ancillary industries should work, since we’ve got a popular AVA and Red Mountain Center. Pacific Rim and Fidelitas can do even more. Restaurant, corking, packaging, tools – plus about two dozen acres of wine shops, parks, etc.
- Lewis & Clark Ranch (see Columbia, MD – landscaping, green space) needs to be a master planned community.
- A “Buy Local” program is needed.
- Red Mountain needs to get a restaurant.
- City-operated lagoon system to treat wine waste.
- Take advantage of pockets to insert commercial (e.g. Bombing Range / Keane Road).

- Golf course – expand existing, build new one.
- Need high speed Internet.
- Need to market our fast-track permitting in a brochure.
- Our Chamber does a good job, but we need to look beyond to places like Benton City, Prosser and other cities to coordinate efforts. Especially if we go tourism route. Then we need to coordinate with VCB and Tri-Dec. Port of Kennewick is one of our best partners – and people used to say they did nothing for us.
- We need to pursue developing the next Columbia Center – a mall that draws from the whole Yakima region. We should develop our niche areas and especially the area around new interchange.
- Opportunities for partnerships with wineries.
- All the new Hanford facilities are diversifying our economy – not sure if we’re going to ever successfully pull some of those here unless we have the I-82 interchange.
- We have great potential partners, including the City, Benton County Rural Electric, Port of Kennewick, and the group / developers associated with Yokes; Harold-Alexander and McKay-McDonald, Chamber.
- There’s a continuing trend from the Hanford area to continue the clean-up, and some research and development. With PNNL, I believe we’ll see a continuing trend.
- The vineyards are something we need to hang on to. I think, long-term, being part of the wine and brandy industry is good. Richland is trying to market themselves as that – and it should be us. We should be the winery district.
- Computer, medical offshoots – pulling from Hanford. If you go for industrial, you might look for companies that build technologies to be used in cleaning-up Hanford. The wine industry is just a given.
- Wine industry seems to be knocking on the door. I think people would get behind hotels, restaurants, that sort of thing.
- Anything that residents would use. For example, Yokes was easy. But, other “non-residential compatible” uses just don’t fly. Take auto repair, for example. The businesses have to benefit them, and they have to want it enough to find driving 3 miles to Queensgate inconvenient. In general, it’s probably best to stay out of residential/neighborhood areas. In the end, anything that saves time vs money. We should pursue things like Brickhouse Pizza because it has a superior product.
- The wine industry is where I see the most immediate growth; providing support services and being a participant in the wine growing community.
- I’d like to see an artsy-fartsy, high-income area. I don’t think bringing in a Kentucky Fried Chicken or Quiznos is economic development, like some.
- We need to tie-into the ranch, but I’d really like to see a range of business and industry.
- Take the first 200-300 yards of Van Giesen as you cross the bridge, level it out and put some high-end restaurants along the river. I think we could compete there. In conjunction with that, we could have some high-end retail.
- I’d like to see an amusement park to draw tourism and provide local benefit.
- We have geniuses here, and should take advantage of them.
- We might want to set ourselves up as a retirement community. People might like to live here.
- We should develop things you can’t get anywhere else.
- Continuing growth of retail centers, or neighborhood centers would allow people to have services close to their homes while preserving the rural feel of West Richland. I’d like to see bike and walking paths that provide routes to the retail centers. That would link economic

development with input we have received from the community. I'd also like to see areas where people can gather, like at the top of Flattop. We have a great recreation facility at the bottom of Bombing Range. I'd like to see more of that. We're also historically a horse community; so maybe the community would support an equestrian center which would provide another mechanism for people to support success. We also have a lot of acreage in our western boundary that could support something like an airport. I'd like to see a planned community, more golf. We have one course, but it doesn't take advantage of the property as well as it could. We have some community support for that course, but it could be higher.

- We should push a name change, but do it smartly. The name that pops into mind in Tuscany, Washington. We'd have to sell it properly and not stumble into it like they did last time. People think we're a suburb of Richland.
- A high end destination development along freeway would generate other businesses.
- There are entities with money that we need to tap into.
- Are we willing to give businesses incentives to come here?
- Some wish list items include an attractive entrance to the City; determining whether the Van Giesen entrance is the one we want to continue to utilize, or if we want to use others. The Van Giesen Corridor, as it stands now, will continue to be a source of negative perception when we bring people in to consider economic development.
- We seem to have adequate support from our service providers at present, but that's something we have to keep in the back of our mind as we grow. I know they are dependent on growth to provide increasing services. I don't know if we spend enough time talking about how we are or will continue to meet the needs of the community. I think that conversation might stimulate more public interest.
- We really need help figuring out what "next step" to take. We've gone to Vancouver, DuPont and elsewhere to see "what's possible"
- Also, we've seen strong growth in home-based businesses. Might be something to look at.
- I've heard Microsoft is looking to build a wine tasting retreat. Is that true?
- We have a guy in-town building super cars. He sells them in Las Vegas for half a million. Can we help him expand? Does he want to? Can he do it here? Let's keep him in West Richland. That might go with the arts stuff?
- Let's build quaint shops on Van Giesen.
- We need to build businesses to match the volume of people who come here.
- We've got 65 million people retiring in the US soon, and the other retirement destinations are filling-up. Let's accommodate them – they like to eat, play golf, drink wine...all the things we have.
- Let's do a VISION for Van Giesen on paper, so all can see.

THREATS

- City Council thinks a business just comes in and set up. They don't understand that a lot has to be done re infrastructure, zoning, etc. They need to understand a lot of planning goes into setting up for success. We also have a population that doesn't, in some cases, really want a lot of economic development.
- We need to clean up our doorstep. It needs to be inviting when you get to town. But, for example, some people shut down the proposed casino idea. It will be difficult to find a balance everyone can live with.
- Not enough land in existing commercial areas to put new business. In terms of where else to go, I guess I haven't gone that far out. There's some space out by the racetrack.
- It's no big deal to drive over to Queens Gate.

- We have to be able to finance our services. Public safety, water, etc. will get cut if no revenue. Rates go up, people quit watering lawns, etc.
- We won't succeed if our leadership is weak.
- Richland stole our opportunity at Queens Gate. What's next?
- City is catering to developers, rather than directing desired growth.
- Van Giesen won't change unless we do – depoliticize process and let code work...just a bunch of family storage units right now. Council may need help knowing how to lead in the face of personal appeals against change. People want too much money for property. Have to have will.
- There are real challenges with Lewis & Clark Ranch – could drain city coffers/ services. They are starting at river but it needs to be concentric.
- Richland built competition at Queens Gate – tough to bring someone here.
- Don't sell property to anyone who is going to sit on it.
- More business today than a few years ago, but not enough to make-up for 1% property tax lid. We can pass levies or expand business sales. Business services locally improve quality of life. Otherwise: A) we become a bedroom community; or B) we face consolidation.
- Residents need to understand what the consequences of inaction are. Need to explain quality of life.
- Not creating new commercial and retail space.
- Need to make argument that existing commercial land is not our focus; that it won't support revenues.
- We have a small handful of people that seem to have some interest. But, over the years, we've seen non-attendance at economic development board, planning commission, etc. I just don't see participation in the community, and a lot of efforts have been made to get them involved. Not sure why.
- Some Council members don't want change. We'll need to overcome that internally.
- I'm not sure residents care. People seem to have all they need. But they might not be as content when their rates go up. Not a lot of people come up to me and say "we need some big development." They don't seem opposed to business, but more to casinos and that sort of thing.
- One of the greatest threats is how Richland has encroached. They have big retail areas developing right on the border of West Richland. If they continue south, that's certainly a threat. I'd like to see West Richland pursue growth at the intersection with I-82, near Red Mountain and the one near Dallas Road. We can't let them encroach there. The other threat is the non-interest, non-participation of our community. I want more input from the people who live here. Then, there's the downturn in our national economy, though it remains to be seen if that is short-term or long-term.
- The greatest threat is that we're not acting on it, and businesses are moving into the other cities; Richland is encroaching on us. They're going to land-lock us and take us over if we don't move.
- Queens Gate can be the beginning of our renaissance, or the end. We need to get ahead of the game.
- Richland.
- The greater tri-cities doesn't seem to support building more Hanford 400 buildings.
- We started as a bedroom community, and always have been. People are happy with their quality of life. Not real interested in big business.
- We have a lot of public participation here – involvement in community events, sports, etc. If we lose Hanford jobs, we lose all of that too. So, we need to support those jobs.

- There seems to be considerable resistance to more Hanford development because of competing interests – for example, there are local companies who want to make money demolishing/cleaning-up government properties vs. those who want to redevelop them.
- Transportation is crucial, especially the interstate connection. There has to be a way for people to get in and out easily. We have the rest of it, in terms of infrastructure.
- The resource barrier comes back to us being perceived as a bedroom community supporting retail in other communities. As a result, we don't have revenue from our own retail to generate additional services and retail here.
- We have to look at West Richland and our assets, then determine what we can succeed in.
- City Hall and Public Works need to get off Van Giesen.
- I'm not sure what flourishes here. But, I think we need to keep in mind that people like their rural environment. So, supporting Lewis and Clark ranch would be consistent; replacing and cleaning up buildings on Van Giesen might not be.
- We need an Interchange or to improve Van Giesen; otherwise the City will die.