



LEADER INTERVIEWS

Participated: Steve Ashby, Adam Brault, Allen Brecke, Brad Fisher, Brian Ace, Brian Moreno, Carl Cadwell, Carol Moser, Dave Retter, Davin Diaz, Deb Bowen, Deborah Barnard, Don Miller, John Bookwalter, John Crook, Junus Khan, Kate Lampson, Lane Savitch, LoAnn Ayers, Martin Valadez, Steve Wiley, Vicki Monteagudo, Vlada Mykhailova

Unable to reach: Brian Vance, Doug Shoop, Israa Alshaiikli, Jarold Balcom, Mason McCurley, Randi Walli, Steve Lee

Essence

What do you like about the region as a whole?

- Opportunity to do business
- The people are truly amazing and philanthropic
- Very entrepreneurial side
- I meet a lot of diverse and interesting people at my venue
- Amazing summers
- Water resources
- Geographically satisfying
- We supply the world! We have scale in agriculture
- Tight knit community we take care of each other
- It's growing – a lot more options than we use to have (culinary and shopping)
- Could do better with river shores
- Bringing water skiing and jet skiing competition
- More Broadway productions
- Moved from LA, grew up in a big city. I like the ability to get involved and make an impact. I decided to stay because I've been able to get involved through work and on my own...I've been able to make a positive impact where in bigger cities it's not.
- No traffic, cost of living
- We are connected to the outside – easier access out of the Tri-Cities airport
- I prefer smaller communities like ours
- Quality of life
- School quality
- Access to airport
- Access to other regions
- Weather with exception to wind
- Great to raise a family
- Vibrancy of the people who live here
- We are a microcosm of the country – we are a community of imports – little “old money” people
- We are a big kind of small and a small kind of big
- There is a lot of potential here
- Significant impact with minimal amount of effort
- We are a microcosm of the nation and extremely unique
- The Tri-Cities is going to continue to be a desirable place to live

- We are historically a company town and traditionally BIG thinking. New things are done big...For example, the Atomic bomb and PNNL...Big agriculture. Things are done on a large scale.
 - RIVER WHALES! We think big and crazy. But the big things aren't always where the opportunities are.
 - What are the things that create ant farms?
- Stands out when people make a huge effort – example of Davin Diaz with DrewBoy
- That's the million-dollar question I ask myself that all the time. I like the routine (not as many things to distract me), community, less traffic
- I have to say this place has potential. I grew up in New Jersey and it is hard to distinguish one town from the next but here it is different.
- We are like an island. It has been exciting to see some of the development that has happened but it isn't as much as I hoped for and I hate the idea of waiting forever for the potential of the Tri Cities to happen.
- Easy place to live and work
- Easy to make a fortune
- What I enjoy most about the area is the unlimited number of opportunities for technology and employment. There is an amazing amount of cutting edge work coming out of the National Lab. Plus, there are a number of joint research projects with WSU and PNNL.
- The Lab is a huge addition to this community.
- We have 4 distinct seasons
- Location – driving distance from other major cities
- Transient region
- Clean! No garbage, homelessness
- We take care of our own
- Federal, state, county and capitalism
- We have a thick middle class
- Quality of life and cost of living
- We have a decent amount of mom and pops
- Friendly roads and market places
- Of course, being a wine enthusiast, I love the area. The wine industry here has made us all wine snobs. It is an industry that brings people over from Seattle so it definitely is a tourism pull.
- I enjoy the river for all that it has to offer.
- As an entrepreneur I like that there are many opportunities that I wouldn't have had at a larger MSA.
- Entrepreneurs here have the opportunity to make a big splash
- There has been a lot of growth and diversification that has happened since I have been here (20 years)
- I have been working with Gary Peterson to return the Columbia river shorelines to the public. This has been a four year process but we believe that it is going to happen. We have massive support for this.
 - This is the biggest opportunity / game changer for the region.
 - This will add major recreational opportunities – aquatic center, golf, tennis, walking...World class tournaments could come here. Right now they go to Portland...Why not bring people here??
 - Commercial opportunities – hotels, restaurants...
- It's very diverse—the people, resources, agricultural programs, research facilities (critical)
- Important connections to academia
- Local / national jobs to give back
- Opportunities for students to develop into strong leaders
- We have a lot of services for wine and food
- Diverse fields where people can implement their ideas

- Family friendly
- Low cost of living
- Activities for kids
- No traffic
- Small town feel culturally, people are great. Good family vibe but you can have a big city career and life
- I love the river
- I like the quality of people – highly educated people, nice schools, transportation is easy, relatively safe community – don't feel threatened
- Waterskiing
- Very family friendly, we have great school systems, great community spirit with lots of non-profits that are thriving in our community, wonderful weather, excellent bike system, regional airport, WSU airport, the river, excellent transportation system with highways, railways, waterways, we're growing, and we've got some really nice symphony, good mix of arts and sciences.
- Weather
- Size
- Affordable housing
- Interconnectivity of roads
- Offers a positive lifestyle
- Very supportive of supporting new businesses
- Even better about supporting mom and pops
- Regional chamber and TRIDEC do an excellent job of business after hour
- Great school system – education here is a self-fulfilling prophecy
- Intellectual Capita
- Opportunity for people if they work hard
- Open spaces – tons of open spaces
- Personally, I love the weather, the water, the hiking trails, the greenspace, family and friends from elementary school.
- I have a network of people of I have worked with forever. This helps me be more effective at my job. It would take me a lot longer to be effective in Seattle.
- What keeps young families here?
- Easy commutes, great weather, a lot of sport opportunities, family friendly activities that don't cost a lot of money
- STEM schools keep them here. Engineers who want their kids in STEM school. We have 4 STEM elementary schools. Almost 70% of our WSU majors are STEM majors.
- Confluence of 3 rivers

What do you dislike about the region as a whole?

- Default to hierarchical thinking
- Permission seeking
- I don't think the Tri-Cities is as diverse as it could be. I think the people here think it is very diverse but really are resistant to being amenable - Don't know statistics of the employment at all the various levels
- We need to figure out whether we are the Napa Valley or Silicon Valley
- No unified plan – not one unified statement. There is not one specific thing we are known for
- “Nothing that screams TC!”
- General problem of base level white supremacy - This especially impacts Pasco
- Silo-ization
- Small town attitudes
- Not much diversity on boards of directors – drives me nuts

- The negative side I see is lack of diversity - People don't think there is a problem and that there are a lot of people left out (economically, voices aren't heard)
- Lack of awareness among leadership
- It isn't as contemporary as other parts of the world. I would love to have access to things such as healthy restaurants or a Whole Foods.
- I was particularly discouraged by the reaction to Uber and Lyft.
- In many ways our ways of thinking are very closed and isolated from the rest of the world
- Cultural deficiencies
- Entertainment and food
- We have two colleges, but we are the furthest thing from a college town. But I do think we are improving this by providing student housing
- Very much a divided community – economics, race, cities, sprawled out
- The geography with the river, the sports complexes, there is a lot of ability to do things. If you could restart, there is huge abilities to have a large hub. You have the infrastructure to make it a major metropolitan area
- Authority is keeping us from this. If there is nothing holding the city accountable it is nothing more than a recommendation. Leadership with authority
- I miss having access to really good restaurants. Our time on the other side of the state spoiled us.
- Port of Kennewick – disingenuous - Port of Benton is a lot different and supports business in the area
- Difficult to set up manufacturing businesses here – the resources aren't here – we have an opportunity to change this if you can take and create synergy between the business here, so they can compete with business with opportunities
- Narrow minded politics, don't like that our local governments aren't working together, don't like that they don't cooperate on projects, not regionally planning ourselves, we're not looking at how our region should be planning as a whole.
- People don't blend / cross streams. We're not compressing people into small areas, so innovation isn't happening.
- We have a lot of failed businesses because we don't have the right infrastructure – no small neighborhood locations. We set up people on a small level for failure.
- Lack of support for people who are different from us, poor people, Hispanic people.
- It is ugly - not all of it but there is a lot of unplanned sprawl.
- The region is fairly inclusive, I occasionally pick up on the "Good Ol Boy" vibe but generally feels accepted. I do know there a lot of people who don't feel accepted but I don't feel the Tri Cities is out of the ordinary. If anything, people may be friendlier than other places.
- Not as physically beautiful as the bay area
- Sorely lacking restaurants and culture
- We're not very diverse – we are not as welcoming to diverse individuals
- The number one reason people come here is because of the job
- Our challenge is salary and competition for talent and the federal funding environment
- Hindered by the 4th cities – 4 different visions...Makes it tough to pull off big things.
- The parochial nature of the three cities. It is holding us back as a region by attitudes that go back to the high school days of our civic leaders – too much personal self interest
- Too much old school thinking (city leaders, business leaders...)
- When politics get in the way of progress
- Leaders are too "me" focused – short term gains for long term wins
- We need to drop the parochialism that keeps us all apart. The cities fight with each other instead of working together. I think we need to maintain three cities, each with their own culture and history but they need to collaborate better and not be overly protective of their own initiatives. We need to honor and respect the individual cities.
- We have a lot of outside perspective and people in Seattle telling us how to live

- Lack of vision from leaders – which is why something like MyTri2030 is necessary
- We focus so much on commerce and not anything else - It is the heartstrings that get people excited – we use the bottom line as the motivation factor...It's not.
- Let's pick something that isn't wine or golf
- Developed poorly and poor design/architecture
- 3-5 different cities – doesn't feel like a community
- Naming issues – when you say Tri-Cities it loses identity
- Urban sprawl
- If you come in and you're black, your kid is a real minority.
- Lack of diversity of political opinions
- I wish I could make it more diverse
- My kids went to a Kennewick school that was white. Kids are missing out on culturally rich experiences. More culturally open.
- Problematic with 2 counties
- Marketing nationally / internationally is very difficult
- Sometimes I see taxpayer money going to private industries
- Diversification is something we are working towards
- We are still very dependent on what the government does out at the project
- If they were to make huge cuts...Everyone is going to feel it.

What makes our region unique or special?

- Opportunity that exists here
- Pasco has the potential to be a great American Latino city
- Recreational activities
- Cost of living
- Transient population
- Location
- We are a regional hub
- Great schools and we are safe
- No "random" crime – mainly just domestic
- Hispanic diversity
- PNNL—opportunities
- Science
- Tours that bring people from all over
- Great historical significance but with a modern purpose
- Connects past (teaches whole world a lesson), present(resources), and future (stability)
- Not as many established patterns of consumer behavior
- We have a thick middle class
- Not a big barrier to becoming a community leader
- Rivers – we don't fully appreciate them
- NOTHING - We sell what we got
- In the pacific Northwest it would be the weather and proximity to other things. We have stable weather unlike Portland or Seattle.
- The wine industry.
- We are not truly unique
- We have a really unique racial and cultural diversity. We have Eastern European and a large Hispanic population. It is good to live where there is a mix of cultures.
- We are a very welcoming, dynamic community. I have found the people here to be very willing to learn from each other.
- I think the region is quite physically attractive...I might be in the minority of people who think that.

- The national lab
- Hanford's unique history
- Hanford, PNNL, Agriculture
- Potato capital
- The river and the people
- Geography, the rivers, the national lab – access to scientific expertise, unique in diversity.
- Badger mountain – so cool that you see all sorts of people there (brings everyone together!)
- It takes 4 economic drivers to make a community successful. It feels like we have 8.
- The fact that the area really groups up with transplants
- Nationally important mission
- The notion of moving here and having to mesh with other transplants
- The government imprint as an imperative
- 3 billion dollars of federal funding between Hanford and PNNL
- High density of P.H.ds
- Income levels – thick middle class our average is \$110k
- We have an opportunity to choose what we are and who we are
- We don't have much arts, let art be art for art's sake – when you have artists who do what they want and not to just live that creates authenticity! Art creates dialogue and creates risk. We create art shows that have a purpose – we even address mental illness.
- There is a lot of stuff to do here we just need someone or something to harness it.
- People are attracted to authenticity
- Transient nature of the area because of temporary employment – no invest in it. No one saying, "I'm going to this because I want to see it here."
- Air BNB is apparently popular here!
- We finally are getting UBER
- Great golf
- You always can run into the owners of places
- Some people think it is very scenic
- Touting our scenery is not so great
- Diversity in agriculture is interesting
- The diversity of terrain is different
- Climate – without it we wouldn't have our agriculture and viticulture
- Unique association with Hanford – gives technology growth and one day there will be a technology transfer there will be a new form of energy (maybe small modular nuclear reactors)
- Long term trend of people valuing their time...The lack of traffic in the Tri-Cities makes it an appealing place to live. People are tired of 2-hour commutes to and from work
- We have good infrastructure

What is the region known for today?

- History of PNNL and B-Reactor
- Science, technology, agriculture, innovation
- Hanford, PNNL, agriculture, wine on the rise
- Hanford, wine
- Known for the hydroplanes, our science (Battelle, Hanford) known for being a very red part of the state, we are known as four communities not a community, badger mountain challenge
- Sun, Wine and Hydroplanes
- I believe there is too much emphasis on the Hydroplanes – seems irrelevant
- Wine, National Lab, Hanford
- Hanford is still the largest thing
- Agriculture
- Wine industry

- Retire-y community
- Hugely agriculture
- Hanford, PNNL – not connected to TC though
- West Richland reminds me of Italy – we have a beautiful and unique atmosphere
- We are so unique area of Washington state
- Wine
- Weather
- Nuclear waste
- Agriculture
- Wine
- Outdoor activities
- Cleanup activities and the problems associated with it.
- When we had the tunnel collapse
- Paranoid
- Ignorance and association of fear of radiation
- Family oriented community
- Affordable place to live
- Incredible tech resources
- Hanford - We try to pretend that it's not about it, but it is. If we are on the national news it is because of Hanford or Arlene's flowers
- We must accept it – the nation fears nuclear
- Hanford, the place where we built bombs, it's a nuclear community. (nationally)
- Statewide – wineries, rivers, great sporting things – because of our weather.
- I don't think we really know
- Battelle is well known
- I heard we have the highest PhD / capita
- Agriculture and wine
- When I travel around the country people ask about the wine in our area
- Wine, red mountain, Walla Walla, radioactive waste & contamination
- Farming
- French fries
- Rural conservative area
- A lot of our door activities (golf, water)

What should we be known for in the future?

- I hope we are known for a hotbed for science and technology, STEM and STEAM education
- High education standards
- I hope we can be known for a Wine Tourism and a true wine touring experience
- We have agriculture like central California, but we have technology because of PNNL and Hanford – if we could marry ag, culture, technology and make sure different groups are included and we don't have a bifurcated society
- Diversity
- Engineering culture, farming culture, Hispanic culture, celebrate grapes and food, education, grapes
- We have everything – culture, art, quality of life, low cost of living, sunshine, the river, the river trails, greenery.
- One of the best places for quality of life. We get SO distracted of what other people say about us!
- I hope we can exploit the richness of how smart our community is from farmers to scientists
- We could also be a great retirement community (golf 50 weekends out of the year)
- Tech is a huge opportunity for us

- Opportunity to attract retirees
 - Low cost of living
 - Healthcare
 - Consistent revenue to help drive the economy
- Capitalize on nuclear capability – we should be building small nuclear power stations here. We should be building and making those right now
- Forward leaning / high tech
- Intersection of technology and wine culture - These jobs will be the ones to replace cleanup activities
- Clean energy sources – clean nuclear energy
- Recognizing us as an exceptional wine growing area
- We need to be known for radioisotope treatment
- We should be known as the communities that came together to make really important things happen
- Diversity, opportunity
- Unique place that stand out from anything else
- We are so much more than wine and science
- Governments that collaborate and innovate and use resources to go after huge regional wide grants
- I am happy with the way things are now
- More arts in the future
- Innovation – Not just technical data
- How we make things happen – if you look at cool stuff we’ve done you can see some wild ideas and people who don’t give up and put time into it
- Open spaces and art Mecca
- Visual arts and literary arts - Unfortunately, all of the attention goes to the performing arts people because they are way more outspoken about it. Which is the difference between performing arts vs. visual and literary arts.
- Less of a government town and more of an entrepreneurial town.
- Tech-start up city
- We don’t want to be a Napa Valley. Maybe more of a Sonoma Valley. Napa Valley is mainly corporate owned. All the wineries here are very family focused. There also aren’t as many wineries here as people think.
- Highlighting the beauty of small towns
- Energy – we have inertia around the river, food, wind, nuclear, intellectual energy – we can create more food, more power, more brain power
- PNNL is an amazing hidden resource
- Our medical community is a regional hub
- Education – a university

What are your biggest concerns for the future of the region?

- Increasing home prices
- Increased traffic
- Changing reasons of why people would want to move here
- Increased distance of income – farmers versus engineers and scientists
- We need to be more intentional about marrying the industries in the area
- If we didn’t have federal funding – like communities in the mid-west dying out – without federal funding, we would be Yakima
- REALLY hard to bring people in to this area. Not so much the scientist but the SPOUSE and their children. We lose a lot of scientist because of this.

- Thinking and supporting grassroots
- You can grow grass in places where grass can grow...Make spaces available and known!
- If the cleanup at Hanford ended
- We are the whipping boy of the state because of Hanford. The Seattle Times and Spokesman review are always saying negative things about us. They don't give us credit. What if they linked Hanford to bad wine grapes? It would be believable, but it would also be fake news.
- If we consolidated I would be worried that people would be forgotten but I do like the idea of consolidation from a marketing perspective - We do rank better as an entire MSA - we don't have stats that show us collectively
- I think we need to be concerned about crime. We have a united police force. But the business community needs to make sure they don't lose motivation by having to deal with crime.
- Competition - severely concerned about the three competing municipals. Competition lowers costs but can create wrong intentions. Reduces the arts, and other things. Everyone is trying to get their piece of the pie.
- If we can't even pass a bill for a performing arts center, then how are we supposed to pass anything?
- There is a tendency to have a selfish perspective when it comes to the three big cities.
- It feels like no one wants to work together they just want to protect what they have.
- This area will need to have a collective mentality if it wants to modernize.
- We have a large enough population to big things, but we are limited by the size and selfishness of each of the cities.
- Highly dependent on federal money
- People in DC think that we don't care about the cleanup, just the money
- What happens if we said, "10 years and then the funding stops"? What are we going to do to Diversify? How do we create a sustainable economy?
- We need more high-tech companies
- What are we doing to bring in high tech jobs?
- Leverage cheap land, technologies here
- Give the westside info technology and let's be energy technology
- Let's look at what is going on in Seattle and let's bring what can't be done there here.
- We don't have venture capital here!
- WE NEED A ROBUST VC Community. Will have to be based in Spokane
- WSU needs to expand with dormitories. If we want a young atmosphere we have to stop having a night school mentality. It needs to be a real campus.
- We have a void of people who are young and interesting, and this could attract and keep them.
- I do think the people who are doing economic development are doing a terrible job. They are trying to help small entrepreneurs which is small potatoes. We need to have a strategic plan of attract and really go after some big players. The mentality of the Tri-Cities is that getting the Auto Zone warehouse is a big win.
- We are broken as a city and need to merge into one
- We need to bind together to handle post Hanford
- We need amenities to attract people and reduce urban sprawl
- If the government pulls out sponsoring things around here it would really fall hard...If they ever get the cleanup done...We're really going to take a huge dive in our employment. Government dollars keep it robust
- That we will continue to go down our own separate ways and we won't think about our planning for the future. We will continue to develop every piece of land in sight. Self-centered growth pattern.
- Smart managed growth - growing without thinking about the future
- Not a long tradition of philanthropy around here

- That we don't preserve some of the natural areas
- Housing affordability – too expensive for first time home buyers.
- One day the cleanup effort at Hanford will be over – concerned about the impact on jobs – I am becoming less concerned about this now that I am seeing more diversification
- Resistance to some sort of unification
- If we are one entity, then we would have a stronger voice in Olympia
- Urban sprawl – where are we going to build once we run out of space? We are getting squeezed out.
- Mixed use neighborhoods – I don't think this will work well here. There are no amenities to build them around.
- We won't do anything with this research. Nothing will change.
- Figuring out how to get people to stay here...Even tourists.
- Someday the government will have to balance their checkbook
- Not listening to young people and not taking advantage of it
- Bring young people to the meetings and really understand their ideas

What are three words that describe the region?

- Opportunity, Safe, sleepy
- Desert, rivers and compassionate
- Robust – we see growth in all sectors
- Optimistic, diverse, tenacious
- Diversification – ag industry helps in that
- Community feel
- How do you think we could increase community feel?
 - It seems today we are really segmented – we have a lot of nonprofits doing the same thing...Would help if it was more organized – would be helpful if organizations were known and advertised – they are siloed – if somehow, they were more united, and people recognized they were doing the same thing and join forces
 - Everyone pushing the ball by themselves

Capabilities

As a region what are our biggest strengths?

- It is easy to pull people together
- We are a blank canvas – something great to be create on. There is more room for people to say who we think we are
- Technological work force
- Four distinct seasons
- The river – which is totally underutilized
- Opportunity to unify – sense of community
- Ingenuity
- Stability
- Technology
- Geographic location = good assets
- A lot of smart people
- High level of volunteerism
- Incredible educated population – so much expertise. I wish we could keep some of our spin offs here
- A lot of brain power – lab, universities, institutions
- Transportation system – really allows us to do a lot of things

- Our source of energy and land
- Strong business community (700+ people at a chamber luncheon!)
- Tremendous amount of participation
- Workforce – high educated workforce
- If you are a business and you want to locate here, you can capitalize on that
- We get more interviews that we can hire
- We can market that we have a tight network
- We are a very giving community
- Excellent work ethic
- Low tax environment
- Many people who see opportunities and how a small business can make a big impact
- We have smart people here and because of that I see no limits to how far we can go as a community
- Cost of living
- Educational system
- Our people
- Ability to grow
- 10-15 minutes from lots of recreation
- 1-2 hours from snow skiing
- Financial resources
- Key – not to always rely on the government
- Resources towards interesting things in the community
- Intellectual capital
- Geographic resources
- Transportation
- Willingness of our community to give
- Diversity of resources
- Interesting political climate—opinions of people
- You can grow because you can be challenged in a friendly way
- I don't know how people can ever be bored. There are so many things to do and get involved in
- Greece—missing a sense of community, European countries—always missing something, but TC feels like home
- Creating a better business climate
- Highly educated population
- Hard working people
- Opportunities here

What are the groups, institutions or programs you would to see grow because they make this region thrive?

- Enterprise - Pasco School District / Business Startup Week
- Arts community
- Fuse, Confluence, Drew Boy
- The business community is good, and I believe institutions are doing well
- I do think it would be great if we could get all of the people from the entire region involved in our business activities
- Existing organizations should grow to be more inclusive to involve surrounding areas
- Arts and entertainment
- I would like to get updates of cool things that PNNL is doing
- Outdoor recreation groups like badger mountain club and fun runs

- Sorely lacking a performing arts center – This will help attract the right kind of talent! It is sad to see that our performance groups perform at churches and high school auditoriums
- Arts community building bridges towards each other
- Entrepreneurial culture
- There is a ton of culture here it is just not on display
- Utilization of water front
- WSU Tri-Cities – talk to Sandra Hanes
- Look at where WSU and CBC want to go
- Collaborative amenities
- Work being done by fuse, startup sustainability and growing new businesses in the community
- FUSE – eclectic group of young entrepreneurs
- We have a group for everything
- I am in the healthcare industry, so I would like to see growth in our residency program and our own physicians
- Educational offerings around health programs and behavioral health industry (we don't have any)
- I would like to see the physicians and the dentists coming together and more participation with working together
- I would just like to see more people working together
- Libraries
- There are 25 local art groups. The Richland players. Mastersingers. It is all dispersed.
- I think there are a lot of non-profits here that duplicate themselves
- We don't have many youth mentoring programs - We need a strong one that is inclusive and not religious
- A lot of focus has been put on Richland – I have purposely chosen to live in Pasco...Racist views of Pasco. More regional investments that have focused on Richland. More diversification in terms of investment.
- I wish I knew what was going on more often at the TRAC
- Drewboy Creative
- Visual art space
- Not taking risks in other groups
- Develop the arts here
- Well known singers
- Going to keep the young people here
- Young transplants
- More places like proof and places with variety
- We have excellent wineries
- TedEx
- Tumbleweed bluegrass and more cool band places besides Emerald of Siam
- We could be a tattoo mecca
- Chaplaincy – Heart of Healing
- Art programs for kids
- There are quite a few resources in the community...Economic Gardening...I would love to see how we can help businesses grow in our community. It seems like everything is so siloed
- Even just an inventory of things that organizations offer

What are things happening in the region that you wish other people knew about?

- We are well marketed on the wine side
- We would benefit if there was more of a mix
- More independent
- More in the middle class
- Friends of Badger Mountain, Alpine Group...

- Arts community building bridges towards each other
- Entrepreneurial culture
- Hanford high has an amazing theater program. There are plenty of defining points. We just don't have centralized performing arts, so people don't see it.
- More interest in national politics – would like us to be a more moderate area. Would help bring in more types of people.
- We are looked down upon for being myopic
- I wish more people appreciated the diversity
- Blue zone that is happening is Yakima
- CBC resources
- All people have to do is reach out
- Mental health event—one phone call which gave me tons of connections
- We have a high level of volunteerism
- Spark of interest or passion
- In Pullman, their school system is working on trauma care
- Kittitas is addressing opioid crisis
- Walla Walla has an amazing community backing on their childcare system
- Performing arts theater
- Something classy
- Arts – literary and visual
- Investments of what we are
- Stop doing things that will only attract outsiders

Where are our biggest gaps?

- Significant gap in cultural areas. Makes the bond forming groups stronger, more resilient than you see in other communities.
- Connecting people
- We are not investing in the people who are going to be here and who are going to stay here
- Cultural gaps – performing arts – look at Ashland, Oregon. People go there for their theater and plays and because of that they can have amazing restaurants.
- People like the new and sparkly but don't always follow through
- Residents are like kids...They always think it will be better somewhere else
- Retention of youth
- Lacking city center
- Lacking energy here
- I feel we need to have a richer diversification of the economy. If we lose federal money it will create serious problems. We need to bring in other industries and companies who can provide jobs so there is less dependency on government funding.
- Why do we have 4 libraries in this area?? We should have one.
- We need to get rid of the mentality that “wonderful things don't come from here” This is a huge gap! We need to get past the idea of importing and celebrate what we have.
- Leadership emerges in the result of vacuums
- Peoples gap between paranoia and quality of life. Citizens continually vote for more taxes for more cops...We don't need more cops.
- Service gaps
- Design services to meet needs of the entire population
- Fights over things that don't make sense such as “who is going to pave this road”
- All the cities want their own thing
- The river still seems like a divider instead of a unifier
- People are afraid of development
- Infrastructure (urban development)

- Wish we had more broadways
- Manufacturing gaps
- Startup capital money – venture capital people want you to move to the bay area – one of our strengths is we can afford to build stuff and affordable labor
- Gaps in housing for people who have low income, mental health issues, substance abuse issues...
- We have gaps in care for adult dental with Medicaid
- How we are marketing ourselves as a good place to live and grow businesses
- What does it take to sustain performing arts? What do we do here to support them? Why don't we have a local performing arts center?
- Gaps in restaurants
- 10% of my workforce is foreign nationals - How do we be more inclusive and welcoming?
- Too damn white
- The community is making an effort to reclaim to the river
- There is a gap in communication between the city councils
- Huge gaps with Benton and Franklin counties
- Gaps in communication between hospitals
- Competition that separates us instead of keeping us together
- Gaps in recreation for kids who are 8-13
- People not working together
- We are a family friendly community but the shows that sell out completely are Disturbed and Snoop Dog!
- Educational attainment among persons in poverty and English as a second language
- We've grown 26% in 10 years and the number of people in poverty is beyond the growth rate – this means employees and customers lost
- Art is labeled as not wholesome
- Not having an urban core
- I think every kid needs to have critical thinking skills. Everyone needs to be a scientist to some level. I think stem is critical to building a strong democracy
- We don't have a cutesy downtown
- We don't have a master plan for the city
- No walkability
- Larger employers outside of government - There should be other employers bigger than Gesa and Hapo
- Take advantage of the young people - Not just from the business perspective but as a community - Even the 40-year-old – we are the future of the community
- Need to keep the young people here!
- New Industries to tap into and develop

Why would you recommend our region to someone outside of the area?

- You can become relevant easier. It's not so hard to swim upstream
- Family friendly – however the double edge sword is that I wouldn't recommend to a young, single person
- "If you want to make things happen, you can make it happen here"
- The caliber of the schools here has impressed me. We have an excellent educational system.
- We need a 4-year residential university, not just branch campuses.
- Progressive retirement community
- Quality of life – affordability index
- Outdoors!
- Schools
- Safe place
- Easy to get around

- Enough shopping for most people
- Cost of living
- Recreational opportunities
- School system
- Something unique, some place unique
- Unique story and experiences
- Never know what you're going to end up with (it's not seattle)
- "A life in the Tri-Cities is a smooth, stable adventure"
- People want to know tomorrow is going to be a good day
- Lack of congestions
- Family friendly
- The weather
- The opportunity
- Weather, people, cost of living, access to other markets, terrain is beautiful
- Whatever you want to be
- Comfortable life and quality of life – because the cost of living is so low it gives us disposable income.
- It's a great family community – that's why I stayed here!
- Sense of community – community to raise kids
- Diversity of employment will help younger people stay here
- The more diversity will bring more opportunity for young people - In our world today, a lot of people are going towards that direction
- Cost of living
- Traffic
- Right to the water
- We have garages and toys like atv's, boats, rvs...

If you could change two things about the region (that aren't weather related) what would they be?

- More successful increase of cultural opportunities
- When we vote on things we need to be all inclusive – for example the Link was confined to Kennewick voters.
- Would like to see more food options – we're not going to get local support if we are so patronizing.
- I'd like to see intention. We have intended areas for industries (medical, stem, design) people are trying to do stuff all over.
- Putting like-minded industries together. That is really what is missing.
- More collaboration among local governments
- I don't like that the city is in competition with private businesses
- Diversity
- Increased high-tech businesses – would like more local competition – if people from the lab leave the job they leave the area.
- Bigger vision for our river
- Public access but with commercial development
- Gathering place for people
- Now we have nice venues but disparate and not big and grand
- Diversified workforce for young people that want to stay here
- Government is so hard to work with... Anti-Business...Real frustration! Some of the hoops they've made us jump through are ridiculous - If we don't have successful businesses, there won't be jobs
- Old, conservative ways in our leaders who are set in their ways.
- Psychological barriers between the two counties

- Too many “good old boys”
- Richland really needs a downtown. It would be nice to have a central area where we could shop. As it is, we go one place for one thing and another place for something else. The uptown is a bit of a disgrace.
- Most of the problems would be solved if the cities consolidated. - I would call it Kennewick...
- People pissed off that the politicians don't listen. The citizens never feel like they are involved. - Port of Kennewick seems like they are the only ones who are perceived to listen.

Change

What changes are happening in our region that you may benefit from?

- Workforce – not many people here are experienced in work. Experienced people either move here or are right out of the farmhouse into the office.
- There is an opportunity to educate the workforce, create a training wage or more incentives to train
- Easier communication via technology
- General growth of the community
- More collaboration – bring over 1,000 visitors for technical meetings
- Manhattan national Monument – history buffs
- We have a huge population retiring - They have money
- I see wheels spinning but doesn't feel like real change
- I feel like we are actually worse off than we were 10 years ago
- I appreciate the efforts for change but not sure if change is doable until we collaborate
- I think we are missing the strength of the national lab and the universities. There is no streamline process between these groups. And we don't see partnerships or startups. Nothing stopping an incubator in Pasco and allowing people to recruit.
- LIGO – well-kept secret!!!
- These companies are staffing from people all over the world...We are not producing the labor and supply that they need.
- Business employment and transportation growth
- Washington is doing well
- Areas like Columbia point that are peaceful, clean, no large dogs, I can walk to Starbucks
- Change in the politics of the Pasco city council
- School systems working together
- New leadership in higher education
- Stabilizing our community health care systems
- People are becoming more active
- People should be civically educated
- Where people are becoming bold and advocating for different causes
- Revitalizing downtown
- Moving farmers market closer to the river
- Wine industry bringing people in – especially young people
- More art coming in and more use of the wine venues as places to gather
- Access to candy mountain and connecting to red mountain
- I think because first time home buyers are struggling to afford housing there is an opportunity to build smaller starter houses like they did in the 1940s and 50s. Young people still love their backyard BBQ's and they can't do that in apartments.
- Overall though we do have steady business
- Brad Fisher is pushing to open up the land that the Army Corps of Engineers own along the river
- Not any one change but a combination of many changes. I see innovative things happening.

- Arts center
- A lot of minor changes happening, and I think a lot of small changes can make a huge impact – finding the right tipping points
- Downtown development
- Culinary arts center – trying to get it at CBC
- Positive changes like changing the name of the Farmworkers Clinic to Tri-Cities Community Health. This is a positive change that removes the connotation of poor, low income people.
- Government contractors pay for their employee's outings / activities
- We have so much live music! We could have a music week in the summer

What are the changes you see that have you worried?

- The resistance to change
- There needs to be a fundamental shift of creating and being part of a community. Show how people can make an impact in the community – this is the difference of a citizen and a consumer...
- Security / cyber security
- Changes that aren't happening
- County governments not communicating
- Hospitals systems up for sale
- Geographic areas are less of a concern – we could be a better medical hub
- We have become the medical hub for trauma
- Politics are getting worse in the counties – not on the same page at all
- Land and urban sprawl taking away from natural environment
- Worried that the river could be over consumed by commercial
- Overdeveloping in some areas (road 68)
- To keep the drugs and trafficking under control as the population continues to grow
- Vista Field – the plans they have seem like they might not be good
- 21st century so we are connected
- Imports / exports
- Tourism
- We do have this connection to other communities
- Technology trends
- Lack of embracing change
- It distresses people for the cities to keep urban sprawl. The cities are so out of touch about what the young people want and where the national trends are going. The cities are too use to their own parochial concerns.
- Rise in housing costs
- Unplanned growth
- Urban sprawling
- Bitcoin trying to build warehouses here
- As industry changes.... More worrisome on a global scale
- We need home-builders who are more architecturally creative
- Business owners need to understand the value of “curb appeal” and up keeping their businesses and realize that it makes a huge difference when they pull weeds!
- Walla Walla is a notable example of this. Downtown use to be “bleh” but they have really turned it around to make it beautiful and inviting. Leavenworth is another great example
- We train people, we educate people and almost everyone leaves. Why? Gap in amenities in things to do and places where people congregate. I think they most exciting thing is vista field development...An urban core. Hand over the keys to the young people and say “do something with it.”
- There are going to be a lot of changes by 2030...We are going to be broke on medical...Chronic diseases causing acute problems

What are changes you see in other regions that you think may affect us in the future?

- We're missing out from larger employers
- Moses Lake is right in line for a bullet train – we are not. The spillover from Puget Sound is going to Moses Lake and not to us. We are not setting ourselves up for this kind of change.
- BMW Carbon plant is in Moses Lake now...We get an AutoZone.
- Walla Walla wine tourism could take some of our market share
- Courted by big business – Quincy Service Farms could take some of our labor
- Wenatchee and the way they are building their infrastructure, we are competing for economic development and growth
- Yakima is coming on strong
- We always need to stay on our toes
- We need to make sure jobs here grow locally
- Seattle did a good job of developing their water front
- PLENTY of river shore, we should be looking at how we can develop and promote this aspect
- MORE THAN WATER FOLLIES
- Political action in Olympia based on Seattle ☐ Seattle social changes makes it hard on small business
- Cleanup activity in savannah river – competition there - SC was going after funding as well
- West side politics – anti nuclear and anti-dam
- Renewable energy is not going to support us
- Worried about costs as an employer because of things that are coming out of Olympia
- Sick leave – I use to have something where people could take time off – now the state has mandated it and I have had to take away other benefits
- Other regions that are taking clean energy
- Worried about the investments in our education / community colleges / WSU & UW – WSU needs to be STRONG and not the sad cousin.
- Would like to see spins off start-ups out of the labs and college

Opportunities

What are the things you see other regions doing that interest you?

- Spokane Downtown minus homeless population
- Coeur d' Alene – great food and entertainment
- Wenatchee is even doing cool things
- Bend, Oregon is going a good job of attracting the right people
- We are just too addicted to chains
- Standing up nonprofits – Atlanta 20 – organizations to help young work force to Atlanta. Making sure that the city can support the young people.
- We are picking the best of Seattle and Portland
- Anacortes has a great art community
- Economic diversity
- Human diversity
- Spokane has 19 companies that formed together to form a coalition and they bid on jobs that they can all do together. One company is the lead and the other companies provide.
- Gaps are we don't have these resources here – if you need injection molding...we don't have anyone who can do it on a large scale...We don't have any one doing vacuiform...Lacking these capabilities...We can't be a manufacturing community. We are missing these essentials. We need to start creating these resources here to support businesses in 2030
- River development

- JOINTLY Build things
- Opportunity to grow medical community through WSU TC
- Increase quality of life if we plan accordingly
- Arts communities
- Wenatchee has done a good job utilizing their water front
- I am pleased with what is here.
- We should have NASCAR here. We are the perfect location with the perfect demographic. Boat races prove that we can bring in a large population of people
- Denver food hauls – so much dining and culture all in one place
- If there is a group that wants to bring something here there is a large community who will help bring it. There is a “Can-do” feeling in this community. If I felt strongly about something I feel like we could make it happen.
- Are we trying to change what we really are? Everyone has a different vision! Can we serve everyone? Sometimes when you try to serve everyone you serve no one.
- Theaters – if we really want to build an arts community we really need a local presence! I think plenty of people would invest in an arts community as well.
- I do like the startup and incubator stuff...Pretty interesting environment. A cool blend of techies and entrepreneurs. The collaborative environment was interesting and cool companies were getting spun out of that
 - Do you think we could be that? Not in the short term...We have some serious brainpower! A lot of intellectual capital. Not farfetched! A lot of people who want to work at the fin-tech want to work in the big city
- Art—even in Spokane, keeps more people entertained
- More cultural development
- More opportunities to see different perspectives

What do you see as our biggest opportunities for the future?

- We could create incredible fusion in the Tri-Cities
- Science / history tourism - Market ourselves toward ww2 vets - Science and technology meets viticulture and wine - Not the science tourism that Kris W is talking about
- Why don't we have more areas like BG, Taggaris and Bookwalter
- Nexus of you can come here and have a career that is going to make a difference on the planet, great place for kids and a high quality of life.
- Invest in the Latino population – if we don't invest in them we are missing a huge opportunity. Many Latinos will stay here and accept jobs because family is so important. They are so creative but there are no careers / creative careers here
- To develop and abandon is a trend in Tri-Cities...We need to redevelop!
- Tech and innovation – we should have a platform for startups to be successful.
- We could be a clean energy center with Nuclear reactors
- Cheap power – affordable housing
- Education capital
- In 20 years from now I hope there will have been more focused investments on an urban core, increased walkability/bike-ability and the river is a more vibrant part of our community
- Businesses will come and go...In the Tri-Cities we aren't business averse, it is just an access question. True public access! Real public transit. Eliminating that action – link all the communities together.
- Nuclear opportunity
- To keep the drugs and trafficking under control as the population continues to grow
- Agriculture—expand, research / technologies, new methods (students even trying to develop new ways)—keep these students here
- Tourism—more than golf + wine

- Keep people + make it a place people want to come back to
- People leaving to experience a new life and to experience new things
- Pursue what is available
- WSU Tri-Cities is a huge opportunity as well.
- PNNL is 85% non-Hanford. Why can't they partner with WSU and we can attract students that would never go to WSU. Students could be connected to adjunct professors who are working in real labs. Students could get internships in real labs. Job opportunities, master's programs...Out of state tuition...Bring students here! This is the golden opportunity to overcome UC Davis. We are on a path to growth- even with student housing.
- We could be a polytechnic experience (Cal-poly, Florida-poly)
- For us as a community to help...Economically fragile communities
- A hand up not a hand out
- A source of talent we can't ignore
- Grow the talent here!
- First generation low income people who have a lot of potential
- We need to grow our young people – no guidance or resources – a lot here we are not tapping in to. If we aren't inclusive of these young people, we will have lost an opportunity. Not to just grow but to grow more equitably
- Wine / culinary tourism...We have developed a reputation as a franchise restaurant town – developing Red Mountain was a huge missed opportunity
- A lot of opportunities to develop the parkway in Richland. It is an old establishment at the core a lot of the buildings need TLC but there are good bones to work with. Compare the Parkway to University Village in Seattle...It is a stretch, but it could happen
- There is an opportunity to attract the RIGHT businesses. Our economic development council focuses too much on Hanford – we have CHEAP land why don't we create an atmosphere where a software startup company could come in and relocate and build a big, amazing building! This would bring in talent.
- Washington state more business friendly – less regulation less taxes
- Continue to work with elected officials
- Business is very tough in Washington state
- I would like us to be more of a high-tech culture because this increases higher tech jobs that pay better. We have the brain power to do it.
- Until we solve the urban core problem we will NEVER be a high-tech core.
- We should work on integrating the river into what we do in the cities. Richland should be building out along the river. That should be their number one focus instead of spreading out the suburbs
- Celebrate the environment and let it develop!
- Medical isotope mecca of the world – I don't know – we have the abilities here, the resources here, the local environment that would support that.
- Capitalize what we are good at (ag and nuclear)
- Food processing capabilities
- If you want to really set the community apart you should try to be the healthiest community in the world, changing how medicine is practice. If you become known as that you have people coming from everywhere. The problem you have with that is the current medical delivery system (western medicine philosophy, insurance, pharma) needs a new model to create the healthiest community in the USA. You need a delivery model that is functional medicine – underlying causes and not just treating systems (look at Cleveland clinic) Radical redo of medical delivery!
- We should pursue things that are recreationally based
- Just try to do more things that are more inclusive and have people working together
- Focus on the big picture things
- The river front could be phenomenal, but I must be planned right and there will probably be pushback from people in Seattle...Telling us how to use our land.

- The river – we could be the next San Antonio. Better utilized. Greenspaces, mixed use, something like Columbia point. Easy access to water taxis and kayaks.
- Kenmore air – flights off the river
- High rises next to the water
- We really could be a Chicago or a St. Louis
- Walking areas where we can walk around. Our kids go to the mall...We need a central place that is warm, inviting and brings a sense of community
- We could be a gastronomic center – we can grow fish, we can hunt, we can farm...We have so many fantastic things that can be showcased.
- INERTIA – Energy we have it here in spades, soil, wind, rivers, people!
- Opportunity for the arts – as long as we are true to ourselves.
- Sometimes the community doesn't know what they want until they get it. Disneyland – everyone told Disney that building a park in Anaheim would be dumb. The community didn't want it. Look how that turned out.
- LOOK FOR VISIONARIES
- Our low-income populations come from culture of hard work and adversity. They want to be part of a vibrant economy
- Generational poverty in other areas is more of “how can we game the system” they are ok with doing nothing. Our low-income families are excited for their kids to have a bright future. These kids are so excited to figure out how to be part of a vibrant economy.
- I don't think our establishment realizes the gold mine we have here. If we can catch them young, enough before they get enticed in drug life or teen pregnancy...The opportunity to build our community with local labor is huge.
- Low income is an opportunity to BUILD our community.
- This group wants to move unlike many other low-income communities.
- Consolidate the Cities
- Attract better and brighter individuals
- Master plans
- A cohesive voice of who we are
- A strong arts program where we don't fight each other
- We have the best opportunity to be the Napa Valley approach than the Silicon Valley
- I could see we have a standalone 4-year college – a university true to the Tri-Cities. Attract a lot of research potential. Research facility...That would bring a lot of advantages to a community
- Celebrate the “slow” I see HUGE opportunity here

What opportunities do you feel that our region should not pursue?

- Don't pursue anything that pollutes.
- Don't pursue opportunities that aren't sustainable. If it's not for a long term benefit we shouldn't waste our time.
- Be reluctant to become a warehouse distribution center
- I would hate to see us bring in food processing that would deteriorate the quality of life – air quality even
- Washington state made a huge mistake of purchasing cannabis - Federal government – drug free-Communities that play up that part and it has been detrimental
- National park
- Things that aren't to our geographic advantage
- Oil refineries
- Nascar race tracks
- Not the kind of industries that pollute

- It's difficult in our community because we see that the smaller unique places come, and they work for a while, but people seem to always go back to their chain restaurants. And new things have trouble surviving.
- Not sure about Vista Field...Doesn't seem quite feasible.
- Science Tourism – I don't think the percentage of people interested in this is as big as they think it is. We are drinking our own Kool-Aid. We are living in the past / perpetuating a view that we need to be Hanford. We need to be beyond Hanford and radioactive tumbleweeds.
- Focus is going to be an issue, but I don't have enough information to speak to this

If you were able to design a community for 500k people, what would you do?

- Invest in areas of density, for people to be able to bump into each other
- Tourism – driving more than just the wine industries
- We have the hotels and the restaurants for tournaments, sports and entertainment that could drive serious growth for the community.
- The soccer fields, baseball fields....
- I don't think we have a heroic effort on venues...Sports venues, performance centers. Start with these areas and then build the city around it. We don't have a main area...This brings a sense of pride to the community and engagement. I would build a hub of things that draw people to an area and build the city around it.
- BUILD COMMUNITY PEOPLE PROJECTS...THE WONDERS OF WHAT YOU CAN DO WHEN YOU CAN GET PEOPLE WORKING TOGETHER...That drives the world and drives progress in the world
- Central core downtown, one city. We would be named like "Columbia" all communities can have their identities, districts, and their own things that make them special, but the most important aspect is unification.
- The arts and the river shore – I see a lot of potential in those areas
- Space and activities from micro communities
- Programs and spaces that create micro communities - This does not mean having a town center