



**CITY OF REDMOND**  
Community Development Department

716 SW Evergreen, Redmond OR 97756  
541-923-7721  
Fax: (541) 548-0706  
[www.ci.redmond.or.us](http://www.ci.redmond.or.us)

**REDMOND HISTORIC LANDMARKS COMMISSION**  
**City Hall 716 SW Evergreen Avenue Conference Room A**  
**Thursday, December 1, 2011**  
**9:30 – 11:00 AM**

**Agenda**

RHLC  
MEMBERS

Jack  
Nelson

Jane  
Schroeder

Phyllis  
Sturza

Jo Anne  
Sutherland

Mike  
Thompson

MEETING OBJECTIVES  
PROPOSED  
AGENDA

- Redmond Development Commission Goals, Strategies and Actions Review

TIME	ITEM
9:30 AM	CALL TO ORDER / INTRODUCTIONS
9:35 AM	DISCUSSION / ACTION ITEMS
	A. Redmond Development Commission Goals, Strategies and Actions Review (Exhibit 1)
11:15 AM	LIAISON COMMENTS
11:25 AM	CITIZEN COMMENTS
11:30 AM	STAFF COMMENTS
	ADJOURN

\*Please note that these documents are also available on the City's website [www.ci.redmond.or.us](http://www.ci.redmond.or.us); click on City Government, hover on Commissions and Committees, click on Redmond Commission for Art in Public Places. You may also request a copy at City Hall from Heather Richards at 923-7756 or Jackie Abslag at 923-7763.

Anyone needing accommodation to participate in the meeting must notify Mike Viegas, ADA Coordinator, at least 48 hours in advance of the meeting at 504-3032, or through the Telecommunications Relay Service (TRS) which enables people who have difficulty hearing or speaking in the telephone to communicate to standard voice telephone users. If anyone needs Telecommunications Device for the Deaf (TDD) or Speech To Speech (STS) assistance, please use one of the following TRS numbers: 1-800-735-2900 (voice or text), 1-877-735-7525 (STS English) or 1-800-735-3896 (STS Spanish). The City of Redmond does not discriminate on the basis of disability status in the admission or access to, or treatment, or employment in, its programs or activities.



**CITY OF REDMOND**  
Community Development Department

**Exhibit 1**

716 SW Evergreen Avenue  
Redmond, OR 97756  
(541) 923-7721  
Fax: (541) 548-0706  
[www.ci.redmond.or.us](http://www.ci.redmond.or.us)

## STAFF REPORT

**DATE:** December 1, 2011  
**TO:** Redmond Historic Landmarks Commission  
**THROUGH:** Heather Richards, Community Development Director  
**FROM:** James J. Lewis, Senior Planner, Long Range/Economic Planning  
**SUBJECT:** Redmond Development Commission/Strategic Plan

---

### Report in Brief:

This is a special meeting of the Redmond Historic Landmarks Commission to review the Redmond Development Commission's Draft Strategic Plan (Goals/Strategies/Actions).

The Redmond Development Commission ("RDC") is seeking community input on their Draft Strategic Plan (Goals/Strategies/Actions) created over the past several months. The community input is necessary to help ensure the Strategic Planning Document is reflective of all community groups who will help implement the Plan. Additionally, the RDC is seeking input on specific tasks that can be added to help generate a yearly work plan. The attached document includes **highlighted** sections that are specific to the primary role of the Historic Landmarks Commission.

### Background:

The RDC has been working on the development of Strategic Plan for the City of Redmond to guide economic growth for the community for the next 20 years. As part of the Strategic Planning process, the RDC has and is seeking community input from various civic groups and organizations to help shape the direction that should be taken. The attached draft "Goal/Strategy/Action" portion of the Strategic Plan document includes a series of items that have been crafted by members of the RDC since their initial public outreach process. The RDC is now seeking additional input on this draft, with specific input being sought on the shorter term tasks that will eventually be included in a yearly work plan.

### Discussion:

The RDC has created a draft document that consists of Goals, Strategies and Action items for the following categories: 1.) Business; 2.) Infrastructure; 3.) Education/Workforce; 4.) Livability; 5.) Identity; and, 6.) Government. Each of these categories has overlapping elements that reach beyond the sole responsibility of the City of Redmond as a municipality and rely on the coordination and assistance of other agencies, civic organizations and community groups. An overarching intent is that all groups have an individual as well as coordinated role in achieving the Goals of the Strategic Plan. This is especially true as the RDC begins to develop specific tasks which will result in measurable outcomes. The desire is for the RDC to identify overlapping efforts and facilitate coordination between the

Attachments: Draft Strategic Plan Document – Goals, Strategies and Actions  
Commissioner Comments

agencies and community groups to reach common goals – with the primary goal of the RDC and Strategic Plan to improve economic development opportunities in the community.

The RDC is seeking this same input from the Historic Landmarks Commission – the Commission is being asked to review the document and offer comment on the overall direction of the Goals/Strategies/Actions, and to help identify specific tasks that can be crafted into a yearly work plan. Ultimately, members of the RDC are available to personally meet with the Historic Landmarks Commission (as they are with other community groups) to discuss the purpose of the RDC and the Strategic Plan, and to develop ideas for Tasks.

Two commissioners have provided some comments which are attached.

James J. Lewis, Senior Planner, Long Range/Economic Planning

*City of Redmond*

*by*

*Redmond Development Commission*

***DRAFT***

*Strategic Plan*

*Goals / Strategies / Actions*

*October 17, 2011*

## **SECTION 1 - BUSINESS DEVELOPMENT**

**OVERARCHING GOAL:** The City of Redmond shall establish an environment that promotes and supports a strong, healthy and diverse economic base.

### **I. GENERAL**

**A. GOAL:** Attract and retain new medium and large sized established businesses to the City.

**Strategy 1:** Provide attractive incentive programs that are competitive regionally and nationally, and targeted toward those businesses that benefit the community the most - Redmond needs to have a competitive advantage on costs.

**Action Plan:**

- Continue to support and implement Enterprise Zone incentives and resist legislative attempts to weaken the program.
- Explore ways of utilizing the Business Energy Tax Credit program to provide incentives for new Energy related businesses.
- Ensure land costs, as well as business start-up and operating costs, have a competitive advantage within the region.
- Provide incentives and prioritize support for businesses that provide family wage jobs, including focusing/offering incentive programs primarily to businesses that provide family wage jobs.
- Conduct a region-wide economic and business operating/start-up costs comparison – with the on-going goal for Redmond to be in the lower half of any cost comparison within the region.

**Strategy 2:** Ensure a plentiful supply of competitively priced medium and large sized development sites, preferably that are “shovel ready.”

**Action Plan:**

- Work through the process to rezone large parcels owned by the County, COID and DSL that are not currently zoned for employment uses, to establish/entitle them with an employment designation and available for new business development.
- Continue to pursue funding for the construction of east side sewer interceptor and east side road improvements.
- Promote the future development of the Department of State Lands properties (south Redmond) and other publicly owned lands in and around Redmond, for the possibilities of an applied research center and/or large lot business/employment development.

**B. GOAL: Help existing businesses within the City to grow and thrive.**

**Strategy 1:** Improve business support systems in Redmond.

Action Plan:

- Enhance, improve and market the connection between business support services at COCC's Technology Education Center and other similar programs with the business community.
- Explore the development of a comprehensive entrepreneurial incubator and accelerator programs, including "Economic Gardening" programs, for new and existing business development in connection with available resources, such as the COCC Technology Education Center, and resources of the City of Redmond, REDI and Chamber of Commerce. Develop an effective marketing strategy of these services to businesses.
- Establish a consistent program of business development conferences between leaders in the business community and local public officials.
- Support the creation of Business Associations to represent a variety of business sectors and geographic areas in the city.

**Strategy 2:** Help existing businesses access the capital they need to grow.

Action Plan:

- Promote the participation of Redmond businesses in the Bend Venture Capital Conference.
- Work with the local financial community to help existing businesses access conventional capital locally.
- Support expansion of St. Charles Medical Center (Redmond) and other healthcare providers in Redmond.

**C. GOAL: Help create and foster new businesses of all types.**

**Strategy 1:** Market Redmond as a community dedicated toward a healthy business environment and promote businesses that provide family wages.

Action Plan:

- Create a consistent marketing effort between the City, REDI, the Fairgrounds, the Airport, COCC and the Chamber of Commerce, as well as other agencies.
- Promote Redmond through destination resorts, the Airport, the Fairgrounds and other venues within the tourism industry.

**Strategy 2:** Provide potential new businesses access to adequate resources, including start-up capital.

Action Plan:

- Explore the establishment of a local or regional "seed" fund with capital contributed from

local private investors.

- Work with new business to assist them in accessing Small Business Administration or other available state or federal funding.
- Provide potential new businesses access to technical expertise and information at no or low cost.
- Develop a single point of contact for business opportunities to serve as a conduit of information between all economic development agencies.

## **II. AIRPORT**

### **GOAL: Maximize the Economic Development of The Redmond Municipal Airport.**

#### **Strategy 1: Promote Business Activities on Airport Lands Located Inside the Fence Line.**

##### Action Plan:

- Market airport property within the fence line for aviation related business.
- Develop leasing strategies for inside the fence property which are flexible and attractive to tenants but which also insure fair market returns pursuant to FAA requirements.
- Continue to aggressively pursue physical improvements to airport facilities.
- Continue to pursue FAA funding for expansion and preservation of the Airports physical facilities, including the extension of the main runway.
- Consider rezoning industrial lands on the east side of Redmond such that heavier manufacturing uses would be located east of E. 9<sup>th</sup> Street and north of Antler Ave. and business/office uses would be permitted west of E. 9<sup>th</sup> Street and south of Antler.
- Request that the Airport Commission evaluate the necessary balance between Commercial Aviation and General Aviation strategies, based on both local and regional needs, and establish benchmarks for the development of each.

#### **Strategy 2: Maximize the Development Potential of Airport Lands Located Outside the Fence Line.**

##### Action Plan:

- Prepare a specific strategic plan for developing and marketing airport properties, including an analysis of selling and leasing lands, and removing FAA patents.
- Ensure that any long term relationship with property developers contains enforceable benchmarks and performance measures.
- Develop plans, including funding plans, to bring water and sewer services, and other necessary utilities, to airport lands.

#### **Strategy 3: Market the Airport as a Regional Asset.**

##### Action Plan:

- Continue to market the airport and the region to attract new commercial air carriers, and

- new and expanded routes.
- Continue to market the airport as an asset to commercial aviation businesses other than passenger carriers.

## **SECTION 2 - INFRASTRUCTURE**

**OVERARCHING GOAL: Provide well planned, maintained, high quality infrastructure to provide a competitive advantage for business and community growth.**

**Strategy 1: Develop a long term, coordinated land use and infrastructure plan for the City's infrastructure development beyond the 20-year planning horizon.**

### Action Plan:

- Develop a coordinated plan which identifies, evaluates and prioritizes long term, large scale infrastructure investment needs (such as: development of a full arterial corridor system; potential relocation of BNSF lines; new intermodal transportation facilities; and, major improvements to the water/wastewater system facilities).
- Identify lands within planned transportation corridors for right-of-way preservation and acquisition.
- Initiate communication with other agencies and infrastructure providers on an annual basis to ensure an adequately coordinated infrastructure program and identify deficiencies far in advance.
- Consider long-term infrastructure investment needs during annual budget cycles.
- Promote Regulatory Flexibility for the Design and Construction of Necessary Infrastructure.
- Where appropriate, use a flexible and non-traditional approach toward infrastructure projects rather than a strict standard approach where such designs result in greater community benefit.
- Provide greater incentive and flexibility to allow and promote a mixed use development pattern consisting of commercial and residential uses that reduce infrastructure needs.
- Seek infill and re-development opportunities in the downtown Urban Renewal area where infrastructure is either in place or is planned and has funding.

**Strategy 2: Coordinate with the State, Federal and regional governments to ensure mobility throughout the U.S. 97 corridor and good transportation connectivity to the region's economic assets.**

### Action Plan:

- Include good road access to Redmond from the region's destinations resorts in the City's infrastructure plans, and coordinate with Deschutes County and ODOT for inclusion in their plans.
- Continue to pursue the extension of S.W. 19<sup>th</sup> Street southward to a future interchange with U.S. 97 at Quarry Road, and coordinate with Deschutes County for further extension in the future.
- Encourage the development of multimodal transportation systems and facilities (including new and improved transit, rail and air systems and facilities).
- Continue the TRIP97 and other regional planning processes for U.S. 97.

- Continue to advocate for upgrading U.S. 97 throughout its entire length.

**Strategy 3:** Develop new funding sources, and better access existing revenue sources, for constructing and maintaining infrastructure.

Action Plan:

- Aggressively pursue a regionally coordinated lobbying effort to access both State and Federal grant funds, including the use of professional lobbying services in a cost efficient manner.
- Promote local authority to approve new revenue sources to construct and maintain facilities and infrastructure, including but not limited to: System Development Charges; property tax increment financing; and, voter authorized local bonding.

**Strategy 4:** Improve east/west connectivity and re-vitalize the south U.S. 97 corridor.

Action Plan:

- Continue to plan for the second phase of the U.S. 97 re-route.
- Ensure that the designs for the second phase of the U.S. 97 re-route preserves or improves access to downtown, the east side industrial lands, the Fairgrounds and the Redmond Airport.
- Plan for and implement the conversion of south U.S. 97 (possibly utilizing Urban Renewal Authority) into a high quality urban arterial after the second phase of the U.S. 97 re-route is completed.

**Strategy 5:** Ensure adequate facilities are developed to cross the existing U.S 97 corridor (including possible new re-route alignments) and the BNSF rail lines based on sound transportation planning and analysis.

Action Plan:

- Work with ODOT to amend the interchange area management plan and associated City of Redmond/ODOT Memorandum of Understanding to accommodate eventual local accesses at the planned O'Neil Junction.
- Work with ODOT to ensure continued local access to the State System.
- Endeavour to add grade separated crossings across U.S. 97 wherever practicable.

**Strategy 6:** Ensure the sustained operation and maintenance of the City's infrastructure systems and infrastructure investments.

Action Plan:

- Work toward establishment of utility rates which provide sufficient ongoing sustainable funding for maintenance, replacement and capital needs.
- Evaluate utility fee funding mechanisms for "utility like" infrastructure systems such as transportation and storm water.

- Evaluate and promote funding tools which derive pro-rata revenue from outside users and visitors to the area to reduce City resident/business funding burden for mutually used infrastructure. An example would be a Deschutes County or tri-county fuel tax.
- Consider maintenance and life-cycle costs, and revenue sources, when evaluating, selecting and designing new infrastructure elements and projects.

## **SECTION 3 - EDUCATION and WORKFORCE**

**OVERARCHING GOAL: Redmond Has a Highly Educated, Skilled and Competitive Workforce Capable of Fulfilling a Variety of 21<sup>st</sup> Century Employer Needs.**

**Strategy 1: Encourage all schools in Redmond to continually raise student achievement in all facets related to K-12 educational opportunities.**

Action Plan:

- Provide performance measures and tracking for students aimed at specific goals – reward students who exceed established goals.
- Provide performance measures and tracking for teachers aimed at specific goals – reward teachers who exceed established goals.
- Provide performance measures and tracking for individual schools aimed at specific goals – reward schools that exceed established goals.
- Provide first-class physical facilities for learning and for community use.
- Provide a variety of educational choices for children with different learning abilities and styles – including faculty development for the use of multiple teaching strategies.
- Initiate, encourage and support new and existing parental involvement programs in the schools.
- Shifting social modeling toward being college prepared and career ready.
- Actively market the successes of the Redmond School District to the public.

**Strategy 2: Continue to recruit both public and private (profit or non-profit) post secondary institutions to establish branches in Redmond or Central Oregon.**

Action Plan:

- Advocate and support funding initiatives at the State level that address higher education opportunities in Redmond and the Central Oregon region.
- Advocate and support a regional strategy for legislative opportunities to expand and further develop a four year institution in Central Oregon.
- Continue to explore ways the City/Community can provide land or other resources to facilitate the development of a “destination” four year educational facility.

**Strategy 3: Encourage and support 2+2+2 relationships between high schools, COCC and post secondary institutions to include a local upper division presence.**

Action Plan:

- Work with COCC to provide 2 and four year degree programs as well as certificates that are appropriate for targeted business sectors, including training opportunities through COCC's Technology Education Center programs.
- Encourage COCC to provide a lower division curriculum which facilitates 2+2+2 program.
- Encourage COCC to partner with other educational institutions at their Redmond campus to maximize the ability to access educational resources and utilize/expand the physical facilities.
- Establish a "scholarship bank" to ensure the upper-division partner that its programs will be fully enrolled.
- Increase the percentage of high school students receiving dual credit.

**Strategy 4: Continue to assess industry demand for particular post-secondary education and training, and market that information to educational service providers.**

Action Plan:

- Develop partnerships that align career opportunities and pathways with economic development goals through internships and apprenticeship as a supplement to educational requirements.
- Support local Oregon Employment Department programs which provide training and certification to create a skilled work force that attracts and warrants family wage jobs.
- Create and maintain a broad based industry advisory group to identify and support job skill training programs.

**Strategy 5: Support educational and career partnerships aimed at better qualifying citizens for emerging as well as existing job opportunities in Redmond and Central Oregon.**

Action Plan:

- Support the work of the Oregon Employment Department in assessing and certifying qualified job seekers for basic job skills.
- Support COCC's Adult Basic Skills program partnership with Oregon Employment Department to enhance program participants work ready skills.
- Facilitate and provide for entrepreneurial and small business start-up, development and training.
- Facilitate internships between high school, colleges and businesses to keep students here or return after graduation.
- Facilitate alliances between the educational institutions and businesses to expand curriculum and career planning – evaluate necessary curriculum changes.
- Continue to support expanded industry training opportunities through COCC's Technology Education Center programs.

## **SECTION 4 -LIVABILITY**

**OVERARCHING GOAL: Redmond is the First Choice Where People Want to Live, Work and Play.**

### **I. HOUSING**

**GOAL: Redmond is Known for Quality Neighborhoods**

**Strategy 1: Target, invest in and enhance existing neighborhoods.**

Action Plan:

- Support formation of neighborhood associations to identify and work to address neighborhood priorities and concerns.
- Periodically survey neighborhood residents or seek other input to identify neighborhood specific needs or concerns (i.e. policing, recreation, sidewalks etc.)
- Identify funding sources to support ‘retrofit’ improvements or upgrades to amenities (both public and private) in existing neighborhoods.
- Develop open space and trail plans to ensure that residents of existing neighborhoods have accessible opportunities for recreation and are able to reach essential services. Gaps in existing facilities connections should be identified, prioritized and funded.
- Ensure that the City programs and policies include provisions that incentivize and encourage quality in-fill development.

**Strategy 2: Create well-balanced neighborhoods that provide a variety of housing types for all income levels.**

Action Plan:

- Gather data to evaluate local population base to address gaps in housing types and availability.
- Evaluate existing development codes and growth assumptions to support development of a diverse range of housing types.
- Develop policies to ensure that lower income housing is distributed throughout the community rather than concentrated in specific neighborhoods.
- Support quality higher density and infill development in areas close to services and well served by existing infrastructure.
- Encourage lower and mixed density development at city periphery.
- Explore creative amendments to City development codes and policies which will attract higher end housing to the community.

**Strategy 3: Create neighborhoods that contribute to resident’s quality of life and maintain their long-term value.**

Action Plan:

- Evaluate existing development codes to improve neighborhood aesthetics.
- Develop open space and trail plans to ensure that residents of new neighborhoods can safely walk, jog, or cycle for recreation or to reach schools, retail, employment, and parks.
- Within or near new neighborhoods, encourage development of neighborhood-serving retail that can be safely reached by foot as well as by car.
- Require connected networks of local streets and sidewalks to allow pedestrians and cyclists to reach destinations while minimizing travel along or across major arterials.

## **II. SAFETY**

### **GOAL: Redmond is the Safest City in the State**

#### **Strategy 1: Identify gaps in resources and public services that contribute to public safety.**

Action Plan:

- Evaluate “Best Practices” and develop priorities for overall crime reduction.
- Survey local social service providers to determine existing services available to the public and how those services contribute directly to reducing crime.
- Identify necessary social services that are not readily available or convenient to access in Redmond.

#### **Strategy 2: Establish an umbrella organization to coordinate criminal justice and social services.**

Action Plan:

- Establish a stakeholder committee from members of local law enforcement agencies, criminal justice officials and social service agencies to coordinate the interconnection of program goals aimed at reductions in crime.
- Coordinate and increase the capacity of established Redmond agencies.
- Identify and match volunteers to appropriate opportunities.
- Establish a Criminal Justice Center in Redmond that provides easy local access to programs aimed at crime reduction.

#### **Strategy 3: Increase public awareness about the diversity of available resources.**

Action Plan:

- Develop a coordinated public education program that makes resource information available to all citizens.
- Provide methods for surveying and tracking community awareness of available resources, including the effectiveness of programs.
- As a part of social service programs, provide public education aimed at reducing recidivism.

#### **Strategy 4: Evaluate the effectiveness that social service programs have on influencing crime reduction.**

Action Plan

- Monitor overall reduction in crime rates for crimes that have a direct correlation to social service programs (i.e. drug/alcohol related crimes, domestic violence).
- Track the reduction in recidivism for those crimes that have a direct correlation to social service programs (i.e. drug/alcohol related crimes, domestic violence).
- Establish yearly goals for reductions in the number of repeat offenders and the volume of social crimes.

### **III. ARTS and CULTURE**

#### **GOAL: Redmond Places a High Value on Arts and Culture, and Identifies it as a Critical Attribute of the City**

##### **Strategy 1: Support a well funded Public Arts and Culture Commission.**

Action Plan:

- Continually seek donations, public and private grants and other private funding sources for arts and culture programs and amenities.
- The City of Redmond will invest in public arts and culture.

##### **Strategy 2: Continually promote and educate the public on the value of arts and culture – recognizing that arts and culture has economic value and contributes to community pride.**

Action Plan:

- Utilize arts and culture programs as a catalyst to stimulate community awareness for the overall beautification of Redmond.
- Maintain and nurture partnerships among and between arts/culture constituents to stimulate marketing, audience draw and retention.
- Encourage economic development and tourism advocacy groups to increase their efforts in promoting arts and culture as an economic tool.
- Develop a marketing and awareness campaign for arts and culture programs and utilize art for the promotion of tourism to Redmond.
- Increase the diversity of arts and culture programs through the establishment of venues suitable for exhibits, theater and music, including an arts and culture center.

##### **Strategy 3: Elevate the on-going role that Arts and Culture plays in the development of Redmond.**

Action Plan:

- The Redmond Commission for Art in Public Places should be continually supported by the City and play a significant role in the future development plans for Redmond.

- Collaborate with schools and civic organizations to include arts and culture programs in the activities that they promote and sponsor.

#### **IV. OPEN SPACE and PARKS**

### **GOAL: Redmond is an Interconnected Community of Parks and Open Spaces: “The Community is the Park”**

#### **Strategy 1: Ensure that all Redmond Citizens have access to a full range of parks and open space amenities.**

##### Action Plan:

- Existing park facilities should be inventoried, categorized and rated for their quality.
- Annually evaluate park facilities and programs to ensure amenities are available to serve all residents.
- Seek professional park and recreation planning assistance for individual park design and overall coordination of all community parks and facilities.
- Create both active/developed and passive/open space park areas either individually or in combination as appropriate.
- Develop a regional and/or signature recreation facility.
- Install signs and way-finding markers that identify significant features and provide directions.

#### **Strategy 2: Maximize the potential of the Dry Canyon as the premiere park and open space of Central Oregon.**

##### Action Plan:

- Use the Dry Canyon for both passive and active recreation – including formally developed areas with a variety of park amenities, and natural areas with minimal development.
- Update the master plan for park and open space development in the Dry Canyon.
- Seek professional park and recreation planning assistance for updating the master plan for the Dry Canyon.

#### **Strategy 3: Ensure that all park and open space stakeholders, programs and facilities are connected.**

##### Action Plan:

- Develop and implement an expanded trail plan that includes connections between neighborhoods and recreation areas.
- The City, the Park District and the School District will collaborate on the development and use of recreational facilities.
- Neighborhood park and open space needs shall be considered with all new development.

## **V. ATTRACTIVENESS**

### **GOAL: Redmond's Appearance Creates a Positive and Lasting First Impression**

#### **Strategy 1: Redmond's appearance reflects community pride.**

##### Action Plan:

- Ensure public spaces are clean and well maintained.
- Continue to fund and support the code enforcement program
- Encourage and support individual responsibility for appearance of community

#### **Strategy 2: Focus on quality details and unique style to create a sense of place and evoke emotional attachment to the community.**

##### Action Plan:

- Ensure that public signs, street furniture and other public amenities are of a distinctive style and provide a degree of consistency throughout the community.
- Continue the storefront improvement program in downtown/urban renewal area.
- Seek creative solutions to improve the overall aesthetics of existing arterial and collector street corridors (i.e. landscaping as an alternative to fences)

#### **Strategy 3: Recognize natural beauty as a key component of community attractiveness.**

##### Action Plan:

- Plant flowering trees along streets.
- Identify and protect significant view sheds of Cascades and Smith Rock, etc.
- Install green (as opposed to xeriscape) landscaping in select areas.
- Elevate the degree of the landscaping component in design and renovation of roadways.

## **VI. ENTERTAINMENT**

### **GOAL: Redmond provides diverse family friendly entertainment for all Central Oregon residents and visitors.**

#### **Strategy 1: Create new venues which fulfill diverse entertainment interests.**

##### Action Plan:

- Identify gaps in community facilities and venues.
- The city center should be prioritized for locating new entertainment venues.

- Provide facilities and venues that serve local citizens, but that also fulfill a regional need.

**Strategy 2: Establish superior quality community and cultural events.**

Action Plan:

- Engage event promoters in discussions to determine factors that are instrumental in attracting entertainment opportunities to Redmond.
- Ensure that both active and passive entertainment opportunities and events are pursued.
- Establish and promote signature events from which other events can build.

**Strategy 3: Support and foster both new and existing entertainment options.**

Action Plan:

- Ensure that existing entertainment venues are being utilized to their greatest potential, including use for multiple purposes.
- Continually seek ways to improve the quality of existing community events and entertainment options.
- Maintain consistency and continuity in community events in terms of style, longevity and tradition
- Seek entertainment “sharing” opportunities with existing theater, music, etc., groups in the region.

**Strategy 4: Better communication to community and region about entertainment opportunities in Redmond.**

Action Plan:

- Actively advertise Redmond events to all of Central Oregon utilizing all forms of media, including social media.
- Seek “piggyback” advertising and marketing efforts for entertainment events.

## **VII. DOWNTOWN**

**GOAL: Downtown Redmond offers diverse districts with mutually supportive functions, including a pedestrian focused core that attracts residents and visitors for entertainment, shopping, dining, civic activities and community events.**

**Strategy 1: Ensure that Downtown is accessible from all forms of transportation.**

Action Plan:

- Provide clear signage and gateways directing people to the downtown from the primary transportation corridors.

- Provide convenient and well identified public parking for downtown visitors, including parking for motor homes, oversized vehicles and bicycles.
- Identify need and address constraints for large vehicle access to the downtown (i.e. buses, RV's, delivery trucks).
- Identify need and address constraints for bicycles access to the downtown (i.e. lack of bike lanes on primary transportation corridors).
- Provide public and other alternative forms of transportation between the downtown and outlying areas and communities.

**Strategy 2: Workers, visitors, and residents can safely and conveniently travel to and within the greater Downtown area on foot, by bicycle, and by car.**

Action Plan:

- Plan and retrofit streets to safely accommodate pedestrians, bicyclists, and vehicles (including large vehicles).
- Develop a bicycle and walking trail system (physically protected from vehicle traffic) that links the downtown with community destination points, employment centers and residential neighborhoods.
- Identify and address obstacles and safety hazards for pedestrians and bicyclists movement between the downtown and adjacent and residential employment areas (north/south and east/west).
- Install signs and way-finding markers that provide identification and directions.

**Strategy 3: Provide year-round activity generators, including high-quality entertainment and dining options in the downtown core for families, residents and visitors – it is the social hot spot of Redmond.**

Action Plan:

- Define the physical boundaries of the downtown core.
- Expand Centennial Park to allow it to accommodate larger events.
- Foster growth of new and existing events that draw residents and visitors downtown, such as the farmer's market.
- Support development of attractions within the downtown core, such as an ice rink, family entertainment venues (such as movie theaters), and restaurants.

**Strategy 4: Downtown development is consistent with the 12<sup>th</sup> Amendment to Downtown Urban Renewal District Plan.**

Action Plan:

- Encourage development of a mixed use district in the downtown core with a significant emphasis on uses that draw families and visitors for civic, dining, entertainment and recreation – including a family entertainment center, a family recreation center, an expanded Centennial Park and a Hotel/Convention Center.
- Encourage development of quality higher density housing in the downtown.

- Encourage development of strengthened employment centers in the downtown urban renewal district, including an Uptown Business Park.
- Support the overall implementation of the 12<sup>th</sup> Amendment to Downtown Urban Renewal District Plan.

**Strategy 5: Downtown is actively marketed to local residents and to the region.**

Action Plan:

- Utilize all media sources for advertisement of downtown events.
- Pursue “piggyback” advertising opportunities for existing events to draw visitors into the downtown.
- Incentivize and encourage downtown businesses and business organizations to collectively advertise, market and create activity within the downtown district.

**Strategy 6: Establish Downtown Redmond as a unique place in Central Oregon**

Action Plan:

- Develop a Restaurant District within the downtown core.
- Identify a Historic District with a distinctive and consistent theme.
- Develop marketing materials with a distinctive and consistent theme.
- Identify and utilize fun, entertaining and enticing advertising/marketing techniques that illustrate the uniqueness of downtown.

## **SECTION 5 - GOVERNMENT**

**OVERARCHING GOAL: The City of Redmond and Other Local and Regional Governments Should Support and Foster Economic Development in Redmond – Redmond is a Business Ready City.**

**Strategy 1: Effectively coordinate economic development activities between governments.**

Action Plan:

- Coordinate economic development activities between local layers of government (e.g. City and School District)
- Coordinate economic development initiatives regionally.
- Advocate for sound economic development legislation and rule making at the State level.

**Strategy 2: The City will prioritize economic development expenditures.**

Action Plan:

- Prioritize the expenditure of economic development funds based upon sound analysis of relative impact, the Strategic Plan action items and the recommendations of the Redmond Development Commission.
- Prioritize the investment of capital infrastructure based upon demonstrated cost/benefit impact to economic growth.

**Strategy 3: Evaluate and implement strategies to generate revenues for expenditures to support economic development.**

Action Plan:

- Evaluate and implement strategies to generate revenue to support economic development programs.
- Evaluate and implement new revenue sources to development and maintenance of infrastructure necessary to support economic development.

**Strategy 4: City government will be responsive to citizen needs and will actively engage the community in discussions concerning customer service and overall service levels as they influence economic development.**

Action Plan:

- The City will create an environment that fosters and embraces good ideas.
- The City will create an environment that allows both public entities and private businesses to be “business ready” and take advantage of economic development opportunities that present themselves.

- The City will work with stakeholders to continually monitor, evaluate and gain feedback on service levels that directly affect economic development.

**Strategy 5: City government will be efficient and cost effective and provide the desired services at the lowest reasonable cost.**

Action Plan:

- The City will budget based upon the priorities of the Community as represented by the City Council.
- The City will manage its resources through a performance management approach.
- The City will adopt sound and prudent financial and operating policies.

## ***SECTION 6 - IDENTITY***

### **OVERARCHING GOAL: Promote Redmond as a Desirable, Value-Added Community**

**Identity Vision Statement: Redmond's image and identity accurately reflects our history, culture, resources and assets.**

**Strategy 1: Adopt a Positioning Statement that effectively describes our multiple target audiences and how we want to be perceived.**

Action Plan:

- Identify the markets that are vital in supporting the local economy (businesses, residents, investors) – both the existing market and the desired market.
- Identify the marketing resources available within the community.
- City of Redmond will provide baseline support for a marketing effort for Redmond's Identity, including a professionally developed overall identity development plan which contributes to other Identity Action Plan items.

**Strategy 2: Develop and promote an identity based on a shared vision which incorporates the tangible and intangible assets that make Redmond attractive (for business growth and development).**

Action Plan:

- Identify and inventory those assets which make the community unique and desirable.
- Identify desirable portions of the identity that are currently missing in the community – incorporate tasks within the Action Plans of other sections of the Strategic Plan to fill in the missing pieces.
- Work with business organizations, agencies, and other community groups to promote the components of Redmond that make it unique (i.e. Fairgrounds and Expo Center, Regional Airport, COCC/Tech Center Facilities, Dry Canyon, Central Location in the Region).
- Promote the resources and assets (benefits) that make Redmond physically attractive and available for a variety of new businesses in existing and emerging markets (i.e. developable land, abundant energy, abundant water, highway access, rail access, air access, telecommunications infrastructure).
- Promote the positive attributes that make Redmond “business friendly” (i.e. affordable land, available work force, reasonable development fees) and attractive for living and working.

**Strategy 3: Capitalize on existing community events and initiate community gatherings to foster the marketability of Redmond as the hub of activity for the region.**

Action Plan:

- Connect existing events at the Fair and Expo Center to similarly themed community events occurring concurrently in the core of the City.
- Establish a “Point of Coordination” for the organization of community events – this could be the Chamber of Commerce, a business association or other private organization.
- Provide an event coordination package that lists necessary information for organizing and establishing events in the City – including City required permit/street closure processes, marketing/promotional information, sign companies, vendors lists)
- Establish a signature/identity event for Redmond, including a signature/identity facility.
- Create an environment for “growing champions” for local signature events - make “family oriented” events a priority for Redmond

**Strategy 4: Leverage the combined resources of public and private entities to effectively communicate the Redmond Identity to our target audiences.**

Action Plan:

- The RDC will serve as a facilitating entity, working with other appropriate community groups to gather and disseminate information, and to provide a point of contact between the City and the community.
- Demonstrate the advantages of “why do it” to encourage businesses to incorporate the Redmond Identity into their existing marketing efforts (websites, display ads, etc.).
- Engage other agencies to seek coordination among the identity and marketing elements within their strategic plans in order to better leverage resources and efficiently combine resources.
- Identify the marketing resources available within the community – including representatives from existing business groups, community groups and organizations and agencies as appropriate.
- Compile a list of tangible communication/marketing assets available to the community – within the City and regionally (such as: TV, radio, print media resources; social networks).
- Work with the Chamber of Commerce, REDI, Airport, Fairgrounds and COCC Tech Center to leverage their marketing efforts to align with the Redmond Identity.

## REDMOND HISTORIC LANDMARKS COMMISSIONER COMMENTS – DRAFT

### **Submitted by Jo Anne Sutherland:**

Section 4 - Livability

II Safety - add to Strategy: Youth Organizations should be supported and encouraged to provide a safe environment for educational activities to promote youth awareness of their communities and to reduce juvenile crime in the City.

Section VI Entertainment

Add Strategy 5: Permanent site to be located and supported for the Redmond Historical Museum. Heritage Walk available to guide citizens in awareness of the Cities unique past.

### **Submitted by Jack Nelson:**

ADD:

Strategy: Preserve and promote Redmond's History and Culture.

- Identify, evaluate and designate historic and cultural resources in the City of Redmond as landmarks.
- Inform and educate the public on the historic and architectural significance of designated landmarks.
- Inform and educated the public on the value of preserving Redmond's historic and cultural resources.
- Solicit grants and other resources to help promote, advocate and undertake preservation projects in the City of Redmond and any other activities that will help preserve and promote Redmond's history and culture.
- Protect and enhance the City's attraction to residents, tourists and visitors and to serve as a support and stimulus to business and industry.
- Strengthen the economy of the City.
- Stabilize and improve property values.