BUSINESS COMMUNITY

RESULTS TEAM REQUEST FOR OFFERS
RESULTS TEAM MAP
OFFER SUMMARY
OFFERS

BUSINESS COMMUNITY

I WANT A DIVERSE AND VIBRANT RANGE OF BUSINESSES AND SERVICES IN REDMOND

REQUEST FOR OFFERS

TEAM MEMBERS

Team Lead: Tricia Thomson, Public Works Team Member: Erik Scairpon, Police Team Member: Chester Knapp, Planning Team Member: Michael Benson, Finance

Team Member: Joe Townsend, Community Member

DASHBOARD INDICATORS

Indicator 1: The number and average longevity of businesses by category, relative to community goals: retail, restaurants, tourism, services, high-tech and manufacturing.

Measure Description: A diversity of businesses creates local choices and opportunities for residents and employees of community businesses. This measure captures the variety of businesses within certain target areas identified by past studies and the City Council. Retention of family wage jobs within the area will also be illustrated by this measure.

Calculation Method: Starting with the recommendations from the Economic Development Study conducted in 2010, the City Council will determine the types of businesses to be tracked within this measure. A goal for the number of jobs by business type will be established illustrating an ideal range of businesses. The data for this measure is generated by the City's business license systems.

Indicator 2: Percent of citizens and employees of businesses within the City satisfied with the range of businesses available in Redmond and percent of businesses satisfied with services Redmond provides.

Measure Description: In identifying a vibrant and diverse business community as one of the City's priorities, Redmond's citizens indicated that convenient access to the types of services and business amenities is important. This measure will illustrate the perception of Redmond's residents as to whether the mix of businesses accessible within the community meets their needs.

Calculation Method: For citizens the biennial survey will be the mechanism to collect satisfaction data. Create mechanism to capture business data on a rolling basis from those who do business with the City.

INTRODUCTION/SUMMARY OF CAUSE & EFFECT MAP

The Business Community Cause and Effect Map identifies four factors that are important in addressing the priority of creating a diverse and vibrant range of businesses: 1) Business Support, Attraction and Retention; 2) Image and Identity; 3) Accessibility for Businesses and Consumers; and 4) Mix of Businesses and Activities.

Factor 1: BUSINESS SUPPORT, ATTRACTION & RETENTION

A focus of the City of Redmond is to exhibit and promote a healthy environment that attracts and retains businesses and services. To obtain this result Redmond must take an active role in creating an atmosphere that provides efficient processes, proactive support, and a welcoming environment. A welcoming environment includes being business friendly, making it easy for businesses to get assistance, having positive business/governmental relationships, and acknowledgement of business successes in the community.

To facilitate efficient processes there must be expeditious and predictable licensing and permitting, as well as timely administrative reviews and approvals, and a single point of contact for services (project ombudsman). Businesses are looking for certainty, predictability and simplicity in permitting, licensing, regulations, and enforcement. The co-location of staff affords an opportunity to provide "one stop shop" service.

An accepting, "can do" attitude for customer service with active support delivers a powerful message to the development and business community. The attitude of a "guide" versus a "regulator" is the key to collaborative problem solving resulting in timely and predictable outcomes.

This factor focuses on the promotion of incubator space and targeted business cluster development in areas, such as aerospace, software/information technology, homeland security, renewable energy, biometrics, communications services, tourism, retail, as well as research and development.

Factor 2: IMAGE & IDENTITY

The image and community identity that a city presents to residents, as well as local and international community contributes to its ability to attract and retain a diverse set of businesses. This in turn helps contribute to community livability, well-being, and vision.

The City of Redmond can facilitate creating a positive, pro-business reputation by supporting partnerships and activities that demonstrate collaboration between the City and businesses; activities that promote a talented and skilled workforce; efforts that leverage Redmond as a city that is home to many high-tech companies; development of iconic places that reinforce community identity and draw customers to Redmond businesses; improved connections to resources at universities and colleges, and fostering programs that reinforce an entrepreneurial community character. In turn, public private partnerships and continued collaboration help integrate businesses with the community, and businesses are encouraged to be actively involved in Redmond's events and activities, such as Derby Days and Redmond Lights.

Factor 3: ACCESSIBILITY FOR BUSINESSES & CONSUMERS

It is critical that the infrastructure of the City allow for ample access by residents, employees, consumers, and delivery services. Water, sewer, and broadband systems along with transportation facilities all need to be designed, built, and maintained to support businesses and consumers.

People arrive in Redmond via roads, sidewalks, trails, private vehicles, bikes, walking or transit. The streets and streetscapes should be attractive and inviting; the many trails and pathways should be pedestrian friendly. Addressing traffic congestion during normal operating hours and in times of capital construction is important in supporting business sustainability. Balancing parking demands between the public and private sectors requires parking for employees, customers and visitors, coupled with parking enforcement and permit systems. By having round-the-clock proactive police protection, investigation of criminal incidents and public safety outreach as opposed to reactive police services the City can help contribute to an environment where residents and businesses feel more secure.

The City should continue to be supportive in assisting new or expanding businesses in settling into suitable retail and office space with a quick and predictable process. Encouraging public and private amenities proximate to businesses ensures the growth of an area customer base.

Our goal is to encourage people to stop, shop, work and play in Redmond by making it a pleasant, desirable, and easily accessible destination.

Factor 4: MIX OF BUSINESSES & ACTIVITIES

A vibrant business community necessitates a balance of daytime and evening destinations, as well as an emphasis on cultural arts and entertainment. Redmond businesses that reflect the community character, and offer a wide range of goods and services, including anchor and unique specialty stores, will help make the City a destination for "one stop shopping," improving the availability of goods and services, as well as enticing local residents, tourists, employees, and consumers from the region to visit and shop in Redmond.

The objective is to offer a variety of businesses and activities that make Redmond a destination while fostering its unique identity. A lively arts scene encompassing Redmond's image will help make the City a destination place and keep employees in town when their work day ends. Examples include museums, art galleries, and nighttime entertainment. In addition, the neighborhood accessible retail and gathering places, including family and group facilities, will help support the creation active daytime and evening destinations for the community.

Finely, improving the quality and quantity of employment opportunities and securing a variety of small, medium and large businesses, will help create a robust and durable economic base for the City.

PURCHASING STRATEGIES

WE ARE LOOKING FOR OFFERS THAT:

Strategy 1: Provide efficient processes that result in a clear, predictable, flexible, and timely response to business-related applications.

Business owners, developers, and design professionals operate most effectively when they understand the rules by which their business or project will be reviewed; understand the review process; and can rely upon established timeframes to realize predictable outcomes. A city should serve as a guide to navigating the rules, regulations, and permits that affect new, growing, and established businesses. Conducting business permitting, licensing, and enforcement in this fashion helps to set a tone of partnership. Flexibility can be addressed through customer service initiatives and approaches to meeting the objectives of this strategy. This purchasing strategy is intended to reduce review timeframes and set clear expectations without diminishing the quality of work, ensure safety, and support the comprehensive plan.

Strategy 2: Promote Redmond as a positive place to do business and enhance relationships between businesses, the City and community as a whole.

Businesses look to locate in communities that are commerce-friendly. Recognizing the symbiotic relationship between businesses, local government, and the community, offers are favored that: enhance relationships and encourage partnerships through proactive economic development activities; provide business supportive resources and programs, including assistance in the promotion of incubator space and targeted business cluster development; promote interactions with the business community that support a safe environment; and recognize and foster business contributions to the community.

Strategy 3: Establish Redmond as a destination for consumers, local and regional residents, tourists, and employees of local businesses, resulting in opportunities that reinforce a positive community image and unique identity.

Redmond's weekday population exceeds its residential total. We favor offers that encourage these employees, citizens, and visitors to spend time in Redmond beyond the traditional work day. Redmond should promote distinct commercial, entertainment, and cultural opportunities that foster interest and customer loyalty for residents, employees, and visitors alike. Enhancements to Redmond's image will act as a financial sustainability effort to benefit both businesses and the City with greater potential revenues from these groups. Favored offers will support Redmond's vision and priorities as identified in the Comprehensive Plan.

Strategy 4: Create accessibility to businesses and activities through inviting, attractive, and safe streetscapes and public gathering places.

As Redmond transitions to a more urban environment, our community has an opportunity to redefine its own unique character. Streetscapes that are inviting, connected, and secure will help establish a sense of place, and support neighborhood retail and gathering places. This strategy is designed to draw people to socialize, walk, shop, and enjoy a "Redmond" experience by creative and innovative use of plantings, art, building façade treatments, street furniture, and more.

Strategy 5: Create easy, efficient and effective access to businesses that integrate mobility, infrastructure, and parking.

Careful, long range planning helps increase overall business accessibility by facilitating the movement of people and products (freight) to and from the marketplace and providing the proper infrastructure to support and accommodate the mode of transit. Projects and programs that speak to efficient use of parking and other shared mobility resources will be favored.

Strategy 6: Help the City be seen as entrepreneurial; achieve fiscal responsibility by implementing and sustaining innovative projects and programs that have a high value for the dollars invested.

Offers are favored that demonstrate innovation through efficiency in cost, timing and approach, as well as leverage actions and resources cooperatively through cross departmental efforts, initiatives, and budget offers. For ongoing offers we favor programs and initiatives that demonstrate results that meet or exceed performance measurements or show a reevaluated approach to meet these standards.

CIP PURCHASING STRATEGIES

Strategy 7: Urban Centers

Realize Redmond's vision for Downtown and Overlake¹ by providing needed facilities, services and improvements within these two urban center neighborhoods. Offers will be favored that directly support implementation of the vision and that clearly demonstrate the benefit of funding during the 2013-2018 Capital Investment Program (CIP).

Strategy 8: Neighborhoods

Provide infrastructure connections and systems in Redmond's established neighborhoods. Offers will be favored that directly support improved connections within or between neighborhoods and that clearly demonstrate the benefit of funding during the 2013-2018 CIP.

Strategy 9: Preservation of capital

Provide for the preservation of the City's infrastructure system. Offers will be favored that maintain and improve the reliability, safety and integrity of the system.

Strategy 10: Value for investment

Achieve high value for the dollars invested and demonstrate efficiency in cost, timing and approach. Offers should describe how projects have been coordinated to provide the most effective approach and to minimize disruption to the community. In addition, explain how the offer leverages actions and resources by others, through partnerships; for example, meet the strategic needs of the City.

Strategy 11: Comprehensive Plan and Vision Blueprint

Carry out the Comprehensive Plan and Vision Blueprint – Capital Investment Strategy, 2013-2030, as well as adopted functional plans. Offers will be favored that implement recurring policy direction and priority projects from these documents, as well as leverage other projects in a cross-functional manner.

NOTES/PRACTICES/SUPPORTING EVIDENCE

- 1. 2011-2012 Budget Requests for Offers
- 2. City of Redmond Economic Development Strategy
- 3. Interview with Erika Vandenbrande on Economic Development and Budgeting by Priorities 2011-2012 process
- 4. City of Redmond Comprehensive Plan

Resources used by prior Business Community Results Teams

- 1. Enterprise Seattle Work plan, http://www.enterpriseseattle.org
- 2. Prosperity Partnership Strategy, Foundation Initiatives; Cluster Initiatives, and Competitiveness Indicators, http://www.prosperitypartnership.org
- 3. State of Washington, Department of Commerce website, http://www.commerce.wa.gov
- 4. City of Kirkland, www.ci.kirkland.wa.us/Business.htm
- 5. City of Seattle, http://seattle.gov/html/business/default.htm
- 6. City of Bellevue, http://www.ci.bellevue.wa.us/economic_development.htm

¹ See Redmond's Comprehensive Plan for the vision for Downtown and Overlake

I want a diverse and vibrant range of businesses and services in Redmond

Business Support, Attraction & Retention

- Welcoming environment through attitude and actions
- City acts as a guide, not a regulator
- Accepting and active support for businesses
- Certainty, predictability and simplicity in permitting, licensing, regulations, and enforcement

Image & Identity

- Contributes to community livability, well-being, and vision
- Integrated with community
- Making Redmond an attractive place for customers, visitors, and businesses
- Positive business reputation

Accessibility for Businesses & Customers

- Infrastructure that supports a mix of businesses
- Easy access to businesses and activities
- Safe environment
- Attractive and safe streetscapes

Mix of Businesses & Activities

- Balance of daytime and evening destinations
- Businesses that reflect community character
- Contributes to availability of products and services
- Neighborhood accessible retail and gathering places
- Family & group facilities



BUSINESS COMMUNITY 2013-2014 OFFER SUMMARY

Page					2013-2014 Adopted
No	Offer #	Offer	Department	Ranking	Budget ¹
50	PLN2468	Sustainable Economic Development	Planning	1	\$705,141
53	PLN2451	Predictable Development Permitting	Fire/Planning	2	8,294,780
56	FIN2411	Business License	Finance	3	212,402
59	PLN2474	OneRedmond	Planning	4	200,000
62	PLN2456	Access to Businesses Through Parking Management	Planning	5	248,807
65	PLN2457	Business Access and Mobility	Planning	6	2,858,871
71	PRK2582	An Active and Engaging Downtown Art Scene - Unfunded ²	Parks	7	0
68	PLN2454	Tourism Promotion	Planning	8	690,000
					\$13,210,001

Notes:

- 1. Adopted Budget totals may not include ending fund balances and fund transfers for all offers.
- 2. Offers with zero budget were submitted for consideration through the budget process, but not funded or approved.

BUDGET OFFER BUSINESS COMMUNITY

Id: PLN2468

Department Name: PLANNING & COMMUNITY DEVELOPMENT

Type of Offer: OFFER - ONGOING

SUSTAINABLE ECONOMIC DEVELOPMENT

Description:

What: Strengthening partnerships with businesses is a cornerstone to an economically vibrant community, which in turn provides a climate to attract the range and diversity of services desired by the community. This offer focuses on: 1) creating and nurturing relationships with the business community and enhancing customer service; 2) working with the OneRedmond organization, local businesses, and property owners to support opportunities to retain, grow, and attract businesses; 3) building Redmond's <u>image among the business community</u>; 4) implementing innovative and entrepreneurial programs to support growth of Redmond's business clusters; and 5) promoting Redmond as a place for visitors, employees, and residents to do business.

Why: A thriving and prosperous business community provides a foundation for a strong tax base to support <u>public infrastructure and services</u> for our community. Proactive engagement in activities that support businesses is critical to achieving sustainable economic development by providing the building blocks to ensure that <u>residents</u>, <u>visitors</u>, <u>and businesses experience Redmond as a business-supportive community</u>. This offer is complementary to the OneRedmond Initiative in that it represents specific actions the City will undertake, whereas the OneRedmond Initiative focuses on engaging high-level business leaders whose endorsement and support will serve to attract businesses to Redmond through a public-private partnership.

How: Our offer consists of five key elements to support sustainable economic development:

- · Creating Connections with the Business and Economic Development Community: Connecting with and being an ambassador for the business community to promote Redmond as a positive place to do business and enlang-netationships between the City and business community. The Economic Development and Transportation Demand Management Division, working in concert with other staff through the City, will foster a robust business outreach program that will collaborate with partners on the Eastside and the greater Seattle community to support Redmond's economic vitality. In addition, the City's Economic Development team will support City staff across all departments to: establish positive relationships with our business community; engage individually with business owners to understand and respond to the issues they face; and act as an ambassador for business needs as they relate to City functions. Together, these activities foster a responsive, welcoming environment and build upon our reputation as a positive place to do business.
- Identify and Increase Opportunities for Business Success: Recent economic development studies and reports [Angelou, National Community Development Services (NCDS), and Theories in Practice Strategies (TIPS)] have underscored the need for the City to identify and increase opportunities for business success by addressing elements within the City's sphere of influence. Among these are: permitting and development streamlining; developing an inventory of available commercial office and manufacturing space; provision of public infrastructure; policies that support our economic development goals and enhanced coordination; and engagement with the region's economic development strategy. Engaging with businesses to identify and reduce barriers to business success, through a formalized consultant analysis, will facilitate doing business in Redmond, enhance Redmond's brand as a business-friendly city, and build trust with our business community. Businesses will feel more welcome when City staff plays an active role in listening and responding to issues affecting business success. Such issues could be regulatory, procedural or operational. This element builds upon the significant strides the City has made in improving internal processes, by identifying additional opportunities for and/or barriers to business success and taking affirmative steps to address them. This effort would directly support certainty, predictability and simplicity in permitting, licensing, regulations and enforcement. We propose retaining a consultant to conduct interviews to assess the City's regulatory and procedural systems that may be hindering our efforts to achieve the City's economic vision. While previous consultant studies have focused on economic development strategies and organizational

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SUSTAINABLE ECONOMIC DEVELOPMENT

recommendations, this effort provides an objective analysis of specific City systems that could be modified to give the City a competitive edge.

- Redmond is a key recommendation from recent studies. The City can further this effort by creating a welcoming and effective web presence oriented toward business and development. A strong web presence will provide access to information and resources for the business community, including the growing population of foreign born business owners in Redmond. Additionally, providing printed marketing materials about Redmond's business climate, demographics, and procedures will further enhance the City's engagement with the business community, and is a critical element of customer service. Printed materials serve to present a polished informational packet that highlights the City's Economic Development initiatives and other key information. A twofold approach is proposed to expand our promotional materials and access to needed information. First, building upon our existing web presence will provide access to commonly needed business resources, demographic information, and City statistics that are typically requested, and would serve to promote our economic development efforts, including our partnerships and Innovative Partnership Zone status. Second, producing printed materials helps our outreach and marketing efforts, and serves as a tool to reinforce the City's image and identity with respect to our sophistication and status in the region and nation.
- Continuation and Enhancement of the Think Redmond Partnership: The Think Redmond partnership with the Greater Redmond Chamber of Commerce is a program that has been successful in partnering with our business community to inform local businesses, visitors and residents about the benefits of supporting Redmond businesses. This program enhances Redmond's <u>image and identity</u> as a positive place to patronize and do business through <u>innovative partnerships</u> and programs. The <u>economic development</u> elements of this program promote Redmond businesses and encourage residents and employees to consider Redmond businesses first through the free online business directory. The promotions encourage residents, employees and visitors to patronize Redmond businesses, including <u>after work hours</u>. Think Redmond supports <u>customer access by encouraging walking, bicycling, carpooling or taking the bus</u>, which reduces traffic and frees up parking. Promotions via Think Redmond support outreach/construction mitigation efforts that help <u>increase access to local businesses</u>. This helps to <u>address traffic congestion</u> affected by construction projects. The program which includes marketing enhances Redmond's <u>image and identity</u>, inspires customer loyalty and reinforces <u>biking</u>, <u>walking</u>, and transit use as viable choices for non-commute trips.
- Foster Development of Key Business Clusters: The Angelou and the subsequent TIPS reports identified the need to support attraction and retention of five key business clusters: Software and Information Technology, Retail and Tourism, Avionics and Homeland Defense, Renewable Energy/Clean Technology, and Emerging Industries/Entrepreneurs. Redmond is designated the State's interactive media and digital arts Innovation Partnership Zone (IPZ), which formalized an entrepreneurial collaboration to nurture and grow the interactive media and digital arts (video/online games, mobile phone/tablet applications, interactive television/advertising, social media, etc.). Continuing implementation of the IPZ business plan entails focusing on development of incubator space, facilitating relationships between educational institutions, leaders in the interactive media and digital arts industry, start-ups, and those with business development expertise and working with the Parks Department to promote the industry through activities included in An Active and Engaging Downtown Art Scene offer. Using this model, we will begin to develop similar action plans with the remaining business clusters proposed within the TIPS report.

BUDGET OFFER

BUSINESS COMMUNITY

Id: PLN2468

Department Name: PLANNING & COMMUNITY DEVELOPMENT

Type of Offer: OFFER - ONGOING

SUSTAINABLE ECONOMIC DEVELOPMENT

Who: The offer focuses not only on Redmond's business and development community, but serves our residents and visitors as well. By creating the foundation and environment for business success, we are effectively creating a business climate that encourages and supports the diversity and <u>range of businesses to serve our citizen, visitor, and daytime population</u>.

Performance Measures:

- 1. Establishing a minimum of 10 business contacts per week would provide a significant rate of business outreach. The purpose of these contacts is to understand each business, listen to their concerns and provide them with a resource to help resolve issues.
- 2. Increase in number of total businesses and employees within business clusters identified in the TIPs report. This measure shows how successful the City is in attracting and retaining employers in the key business clusters.

<u>Measure</u>	Target	2010 Act	2011 Act	2012 Goal Measurement
Businesses Contacted	10.00	0.00	0.00	10.00 Per Week
Businesses in Selected Categories	860.00	0.00	0.00	860.00 Number
Employees in Businesses	45,918.00	0.00	0.00	45,918.00 Number

Scalability:

Scalability Proposed: A 5% reduction (\$40,818) would eliminate *Think Redmond* and economic development printed marketing materials and would significantly hinder business retention and attraction efforts.

A 6% increase (\$50,000) would pay for a consultant to evaluate City processes and procedures from a business vantage point.

Scalability Recommended: Eliminated new request for professional services (\$50,000). Reduced various line items (\$50,000) including professional services, communications, repairs and maintenance, legal, and travel and training through right sizing.

Budget Offer Summary:

	2013	2014	Total
Ongoing-Sal/Ben	\$264,162	\$273,249	\$537,411
Ongoing-Others	\$83,855	\$83,875	\$167,730
OneTime-Sal/Ben	\$0	\$0	\$0
OneTime-Others	\$0	\$0	\$0
TOTAL	\$348,017	\$357,124	<u>\$705,141</u>
	2.250	2.250	

BUDGET OFFER BUSINESS COMMUNITY

Id: PLN2451

Department Name: PLANNING & COMMUNITY DEVELOPMENT

Type of Offer: OFFER - ONGOING

PREDICTABLE DEVELOPMENT PERMITTING

Description:

What: The Development Services Center (DSC) assists residents and businesses in obtaining permits to build or remodel homes and commercial buildings. There are 93 different types of permits, each unique and necessary to a specific purpose. In 2011, DSC reviewed a total of 521 entitlement permits, 304 major building permits, and 5,797 other building permits. This represents a 15.7% increase in land use permits, a 33.3% increase in major building permits, and a 55% increase in other permits compared to 2009 permit activity (2009 is a more typical year than subsequent years). It should be noted that overall DSC staffing levels were reduced by 14.5 full time equivalent (FTE) employees (a 31% staff reduction) since 2009 as a result of the cancellation of the Microsoft contract and the reduction in permitting activity. Staff members regularly review the processes to improve transparency, customer service and user-friendliness, as well as continue environmental policy and regulatory development and implementation in response to state legislation and scientific advancement. Further, DSC staff encourage applicants to incorporate sustainability measures, such as green building elements, into development proposals. This offer will also continue to advance the City's sustainability initiative and climate action planning by all City departments and the community by including several components: implementation of the City's Climate Action Plan, continued public outreach and education through Impact Redmond and Derby Day's EcoFair, continued carbon footprint benchmarking for City operations and the community, enabling of energy audits for City facilities through the coordination of this offer with other offers, and an update of City procurement policies to incorporate environmentally friendly purchasing strategies.

Why: Effective permit processing leads to a built community that meets the vision of the City and its citizens, as well as promotes the City as a positive place to live and do business, with safely sited, designed, and constructed buildings. Long-term benefits of process improvement underway result in the City of Redmond's development processes becoming among the most efficient, user-friendly systems in the region. Examples include five-day turnaround associated to the Pre-Review Entitlement Process (PREP) and the 200-day reduction in the review cycle for the Civil Construction Review process (CCR). Permit review is important to ensure compliance with adopted City policies and to confirm that all codes and regulations are being met.

How: To enhance user-friendliness, Fire, Planning Development Review, Building and Engineering functions are located together in the Development Services Center. Planning, Building, and Engineering are now under a single management structure. This grouping enables one-stop service for all aspects of the development process, while providing the opportunity for better internal communication and more focused problem solving. Staff members meet during project reviews to resolve conflicts between code provisions, coordinate correction requirements and ensure compliance with state law, city codes, adopted plans, standards and policies.

Within this staff group, there is the Process Improvement Team, as directed by the Mayor, which is tasked with identifying ways to improve customer service related to plan review and inspections. Specifically, the goal is to establish and commit to all code requirements prior to issuance of approved plans to minimize the disruptions, variations and expenses that contractors and developers have experienced. This comprehensive review of the permit process, including improvement of established processes with the goal of greater predictability and a more timely response to inquiries and applications, prevents surprises for the applicant in terms of process or applicable code provisions that might result in costly delays and the need for redesign.

The Business Community's Request for Offers (RFO) is supported by providing efficient processes and proactive support; facilitating the creation of a positive business/governmental relationship to ensure expeditious and predictable permitting, timely administrative reviews and approvals, single point of contact, certainty, predictability, and simplicity in permitting; collocating staff to provide "one-stop shopping"; accepting a "can do" attitude; acting as a "guide" versus

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PREDICTABLE DEVELOPMENT PERMITTING

a "regulator"; and providing collaborative problem solving resulting in timely and predictable outcomes that "get to yes safely."

This offer provides <u>predictability</u> and <u>easy-to-understand development processes</u> with time frames that can be relied upon. DSC staff has streamlined the review of entitlement applications and civil review through implementation of the PREP and CCR processes, as well as introduction of the new Basics Program for single-family building permits and the Expedited Green Building Permitting Program for residential and commercial projects. The DSC has also produced more than twenty *development brochures* that explain and help guide applicants through the development process. These processes establish time frames and procedures that produce clear expectations and predictable results. Successful implementation of this offer will result in a <u>positive perception of the City</u>. The EnerGov permit tracking system will allow enhanced customer service and more efficient use of staff time as a result of system features, such as electronic plan review and integration with the City's Geographic Information System (GIS). The new Electronic Zoning Code (EZ Code) will also create efficiencies by providing a searchable and more manageable zoning code. To provide staffing at the appropriate levels, this offer also includes the conversion of an Assistant Planner position to an Associate Planner. In addition, this position is shown as fully funded by the General Fund. In the past, 0.19 of this position was grant funded.

Who: Primary DSC customers are the general community and, in particular, the development and business communities. Customers also include any citizens needing building permits and, in general, the citizens of Redmond. Excellent customer service is an important element in the City's Economic Development program. Although some citizens may not be building anything, they rely on the DSC to provide them with information about development proposals that may interest them. The DSC also provides assistance as to how citizens can comment on and otherwise become involved in the review and comment process for development proposals. City staff are also customers of the DSC. The permit tracking software is the repository of all address-based information and is referred to and used by City staff for a variety of applications. In addition to serving applicants within Redmond, the Building Division also reviews single-family building permits and performs inspections for the City of Duvall through an interlocal agreement contract. Revenues from this agreement are received into the General Fund.

Performance Measures:

- 1. Achieve a five-day turnaround time for 90% of the Pre-Review Entitlement Process (PREP) entitlement permit applications. *PREP projects did meet the five-day turnaround goal.*
- 2. Achieve completion of civil drawing reviews in two cycles for 90% of the applications. Because the economy had such a negative impact on the development sector, the effectiveness of Measure 2 was difficult to assess as there were numerous cases where applicants just stopped their projects and did not complete their plans for the civil drawing review.
- 3. Building and Fire reviews completed within established time frames 90% of the time. As shown below, fluctuations in actual performance/achievements will occur; however, the long-term goal remains high.
- 4. For 2013, no overall increase and in 2014 a 1% reduction in greenhouse gas emissions (measured in tons of equivalent carbon dioxide eCO2) and energy consumption [measured in Million Metric British Thermal Units (MMBtu)] for City operations. (Note that this takes into account that we are a growing city.) (New Measure)

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PREDICTABLE DEVELOPMENT PERMITTING

<u>Measure</u>	<u>Target</u>	2010 Act	2011 Act	2012 Goal	Measurement
Five-Day Turnaround for Entitlement	90.00	97.00	97.00	90.00	Percent
Review					
Complete Civil Review Within Two Cycles	90.00	97.00	97.00	90.00	Percent
Building and Fire Review Within Established	90.00	92.00	89.00	90.00	Percent
Time Frames					
City Operations Greenhouse Gas Emissions	0.00	0.00	0.00	0.00	eCO2-MMBtus
and Energy Reduction					

Scalability:

Scalability Proposed: A 5% budget reduction (\$441,593) would be equivalent to approximately 2.0-2.5 FTEs from the Development Services staff. Assuming that current permit levels stay constant, a reduction of 5% would result in less staff time being available to perform project review (approximately 80-100 hours less per week), leading to a significant negative impact on service levels and turnaround times. As an example, project assignments could be delayed at least two weeks and turnaround times would go from five days to more than 15 days. This would cause DSC to meet the performance measurement less than 5% of the time. Reductions in service would mean extended response times and could result in less development getting timely approvals for permits, thus not achieving the City's vision and reducing permit revenues. This could also cause a loss of positive customer service and predictability in the community, diminishing the perception of quality service.

A 5% budget increase (\$441,593) could result in an additional 2.0-2.5 DSC staff. This would allow the ability to provide an additional 80-100 hours of project review time per week, which would result in meeting performance measures 100% of the time and would allow DSC to review 15-20% more projects per year.

Scalability Recommended: Eliminated new request for 0.19 FTE Planner Associate (\$32,843). In 2014, eliminated 1.0 FTE Permit Technician (\$82,610) and reduced professional services and various line items (\$193,824) through right sizing of line items in anticipation of status quo development review activity. Transferred salary and benefit costs (\$100,000) to the Capital Investment Program for development review activity directly chargable to City projects.

Budget Offer Summary:

	2013	2014	Total
Ongoing-Sal/Ben	\$3,131,408	\$3,219,146	\$6,350,554
Ongoing-Others	\$971,663	\$972,563	\$1,944,226
OneTime-Sal/Ben	\$0	\$0	\$0
OneTime-Others	\$0	\$0	\$0
TOTAL	\$4,103,071	\$4,191,709	<u>\$8,294,780</u>
	28.285	28.285	

BUDGET OFFER

BUSINESS COMMUNITY

Id: FIN2411

Department Name: FINANCE & INFORMATION SERVICES

Type of Offer: OFFER - ONGOING

BUSINESS LICENSE

Description:

What: The Business License Core Team, comprised of staff from Planning (Code Enforcement & Building), Fire (Fire Prevention), Public Works (Natural Resources) and Finance (Business License), has worked to provide the business community with team based support, guidance and efficient processes. Applicants now have an application process specific to their use (commercial, home-based, or outside city) and work with a single point of contact. This Business License offer and the team's continuing goal is to provide for a consolidated and comprehensive business license application process that is efficient, clear, predictable and timely in its response to the business community. The success of the new business model is reflected in the satisfaction level of new businesses surveyed in 2012. In addition, fees collected from Licensing provides for over \$4 million towards Transportation programs.

In support of the business community, the team's mission of innovation, partnership and implementation of the EnerGov system later this year speaks specifically to business support, attraction and retention and City services that provide efficient processes that results in a clear, predictable, flexible and timely responses to business-related applications. Additionally, the business license core team achieves efficiencies in cost, timing and approach through the cooperative cross departmental efforts and initiatives. The EnerGov system will enhance the team's ability to provide simplicity in licensing and improved customer service by offering online business license applications and renewals. EnerGov's web-based citizen portal and its ability to provide cross-department visibility of all activities occurring on a property will facilitate an even more expeditious licensing process with emphasized accountability.

The goal of this budget offer is focused on promoting, retaining, and attracting businesses to Redmond through excellent customer service. The enhanced online applications and renewals will provide businesses with a more efficient and transparent licensing process.

Why: An efficient and streamlined business licensing process is essential to attracting and retaining businesses in Redmond. It is important for businesses to be able to easily:

- · Understand what type of businesses can locate where;
- Know the environmental and safety regulations that they need to comply with for their type of business and location (e.g. grease traps for restaurants, seismic requirements); and
- Begin operating and generating revenue with minimal delays which can potentially cost the business hundreds to thousands of dollars.

Ensuring compliance with City codes at the outset of business operations means businesses will not invest capital resources in a building or location that is not right for their type of business and minimizes the risks of fire and other safety hazards to employers, City staff and the community. The Licensing office is working with Economic Development to identify and assist with efforts that leverage Redmond as a city that is home to many high-tech companies.

The team is working to ensure that all businesses operating in Redmond are licensed and paying the correct fee. Such parity is important in fostering a stronger business community. Sixty-five percent (65%) of the business license fees collected (approximately \$4 million annually) are earmarked for transportation improvements and transportation demand management programs, increasing overall business accessibility and mobility. The remaining 35% of the license fees collected contributes to maintaining and enhancing the City's core levels of service.

How: The Licensing business model provides a clear, accountable, and timely licensing process:

· Provides "one stop shopping" to the business community;

BUDGET OFFER

BUSINESS COMMUNITY

Id: FIN2411

Department Name: FINANCE & INFORMATION SERVICES

Type of Offer: OFFER - ONGOING

BUSINESS LICENSE

· Demonstrates the City's desire to provide a welcoming environment to the business community;

- · Fosters local sustainable economic development by providing easily understood regulations and a predictable timeframe:
- Prevents a business from locating in an area for which its use is not allowed; and
- · Informs the business owner of any compliance issues and/or permits required upfront.

The Business License Core Team will collaborate with businesses to locate good options for retail and office space:

- Ensuring the space has the appropriate fire safety measures (i.e. public gathering places and daycares), such as having to add fire sprinklers to an existing building;
- · Increasing overall business accessibility;
- · Facilitating density in urban centers; and
- · Ensuring a good mix of business use and activities to benefit the community.

The joint inter-department Business Licensing model demonstrates a positive collaboration between the City and businesses that locate here through:

- · A consolidated application;
- · Timely reviews, inspections and approvals;
- · Expeditious and predictable licensing and permitting processes; and
- · Additional guidance regarding the City's requirements and resources.

Who: Customers include both internal and external customers.

- · External customers: Primary customers include in-city, home-based and outside businesses, Chamber of Commerce, and outside agencies.
- · Internal customers: Council and all city departments

Performance Measures:

- 1. Number of in-city businesses that have held a Redmond business license for seven consecutive years or more.
- 2. Percent of new business license applicants that rate customer service as "4" or higher (scale of 1-5). (New Measure)

Measure	Target	2010 Act	2011 Act	2012 Goal Measurement
Redmond Business License for 7 Years or	1,384.00	1,443.00	1,445.00	1,500.00 Number
More				
New Applicants that Rate Customer Service	80.00	0.00	0.00	80.00 Percent

Scalability:

Scalability Proposed: During the first month of the year, Licensing employs a half time temporary employee to assist with the annual license renewals. An increase of 5% (\$9,278) to Licensing's biennium budget will provide full time support for one month, enabling the licensing office to process more returns.

A 5% reduction to the biennium budget (\$9,278) will result in a reduction of temporary employee services and will cause delays in processing renewals and prompt collection of renewal fees.

Scalability Recommended: Reduced miscellaneous line items (\$5,529) through right sizing.

BUDGET OFFER

BUSINESS COMMUNITY

Department Name: FINANCE & INFORMATION SERVICES

Id: FIN2411

Type of Offer: OFFER - ONGOING

BUSINESS LICENSE

Budget Offer Summary:

	2013	2014	Total
Ongoing-Sal/Ben	\$79,999	\$82,082	\$162,081
Ongoing-Others	\$24,536	\$25,785	\$50,321
OneTime-Sal/Ben	\$0	\$0	\$0
OneTime-Others	\$0	\$0	\$0
TOTAL	\$104,53 <u>5</u>	<u>\$107,867</u>	<u>\$212,402</u>
	0.870	0.870	

BUDGET OFFER

BUSINESS COMMUNITY

Id: PLN2474

Department Name: PLANNING & COMMUNITY DEVELOPMENT

Type of Offer: OFFER - ONGOING

ONEREDMOND

Description:

What: The OneRedmond offer provides for proactive City of Redmond stakeholder participation in the program. It complements the Sustainable Economic Development offer by ensuring that the City is an active participant in a partnership led by the business community. The OneRedmond partnership will serve as the outward-facing presence of economic development in the community and will proactively engage in recruiting and retaining businesses and employees. The newly formed not-for-profit public-private organization (uniting the former Greater Redmond Chamber of Commerce, Redmond Economic Development Alliance (REDA), and Realize Redmond organizations): 1) fosters proactive economic development; 2) provides services to support the development and growth of businesses; and 3) helps create community livability in Redmond. This innovative partnership is on the cutting edge of an emerging national entrepreneurial trend that combines traditional chamber of commerce-type membership services with economic development activities to attract and retain businesses and employees. OneRedmond enhances this mission by including creation and support of community within its charter.

Why: Creation and support of a vibrant economy are fundamental to Redmond's community vision. Fostering a business climate where existing businesses are supported, new businesses and employees are attracted and retained, and community engagement occurs is key. Findings from economic development studies conducted for Redmond over the past four years [Angelou, National Community Development Services (NCDS), and Transportation Improvement Program Strategies (TIPs)] have underscored the need for the City of Redmond and local business and community leaders to work closely together to create a more supportive business climate by: 1) developing and fostering leadership in the business community; 2) identifying and mutually addressing barriers to business success and effective economic development; 3) developing the community's capacity to engage in economic development activities to increase the number and diversity of businesses; 4) providing resources to assist and grow small businesses; 5) clearly articulating Redmond's identity and image and promoting the brand; and 6) enhancing "community" (including facilitating the availability of arts and cultural experiences) for a variety of reasons, including supporting employee attraction and retention. OneRedmond was formed to address these outcomes intentionally.

How: As an active stakeholder in the OneRedmond **partnership**, the City of Redmond would sustain the City's leadership in and commitment to collaborative economic and community development activities in Redmond. The City's involvement, prior to the consolidation of these organizations, has included participation and funding of REDA activities, membership in the Greater Redmond Chamber of Commerce, and financial support of Realize Redmond. These efforts have resulted in increased engagement by local business leaders, the emergence of new leaders representing a diversity of business interests, an assessment of the local business climate, an evaluation of Redmond's current and developing business clusters and opportunity areas, the emergence of a deliberate plan to engage in economic and community development, and the formation of OneRedmond to deliberately, collaboratively, and concertedly revise and implement that plan.

The City's continued financial investment into OneRedmond enables the organization to develop and grow, as well as provide the opportunity to proactively engage with and participate in OneRedmond which will deliver: 1) expertise and services to help attract, retain, and support creation of a diversity of both large and small businesses that reflect our community character; 2) economic development assistance, guidance, and facilitation in identifying and creating opportunities to help companies locate and grow in Redmond; 3) effective community leadership and connections, along with greater alignment between business, government, education, residents, and visitors that collectively reinforce a positive business reputation and an accepting and actively supportive environment for businesses; 4) creation of intentional and measureable outcomes; 5) opportunities to collaborate on policy, processes, infrastructure, and program enhancements that support easy and effective access to businesses and inform more efficient,

BUDGET OFFER

BUSINESS COMMUNITY

Department Name: PLANNING & COMMUNITY DEVELOPMENT **Id:** PLN2474

Type of Offer: OFFER - ONGOING

ONEREDMOND

predictable, flexible, and timely interactions between the City and the business community; and 6) an enhanced and shared sense of Redmond's image and identity.

While the specific set of services, resources, and activities that OneRedmond offers continues to evolve, they include <u>providing creative and efficient resources</u> to businesses, with an emphasis on small business development [(e.g. networking opportunities and information, education and outreach opportunities, economic development more broadly (business and employee attraction and retention) and community building (support for community events and cultural activities, and support for tourism)]. This effort will carry out in part the City's economic development strategy.

Collaboration with OneRedmond further enhances the relationship between the City and businesses, as well as the community by providing a shared forum to identify issues, opportunities and desired outcomes, more effectively leveraging a finite set of resources and infrastructure to achieve those outcomes and ultimately results in easy, efficient and effective access to a mix of businesses and activities that helps balance daytime and evening destinations that best reflect Redmond's community character. Active engagement in the partnership also enhances Redmond's image and identity as a positive place to patronize and do business through innovative partnerships, provides insights into more efficient and effective City processes, and promotes the community as a more efficient and entrepreneurial place to do business. By actively engaging the private sector in OneRedmond, this offer complements City actions and activities in the Sustainable Economic Development, Predictable Development Permitting, Shared Experiences Through Community Events, Tourism Promotion, and An Active and Engaging Downtown Art Scene offers.

Who: Current and prospective Redmond businesses, developers, and property owners/managers are supported through: 1) partnerships with the business community that reinforce the good business reasons for locating and doing business in Redmond; 2) encouraging investment in the community by promoting the City's assets, workforce talent, and supportive and innovative nature of the community; and 3) encouraging, recognizing, and rewarding business efforts that support the community's land use, economic, and transportation vision.

Representatives of arts, cultural, human services, and other community-oriented interests by offering a focal point for community leadership and the ability to identify gaps, develop opportunities, and capitalize on synergies.

Performance Measures:

- 1. Increase in proportion of the OneRedmond organization fiscal support provided by the business community. (The benchmark for this indicator is the relative proportion of public versus private funding when OneRedmond was formed.)
- 2. Increased perception by business community that Redmond is supportive of the business community, as measured by a survey of the business community. (NCDS interviews formed baseline.) (New Measure)

Measure	<u>Target</u>	2010 Act	2011 Act	2012 Goal Measurement
OneRedmond Organization Fiscal Support	50.00	0.00	0.00	30.00 Percent
Increased Perception by Business	0.00	0.00	0.00	0.00 Interviews
Community				

Scalability:

Scalability Proposed: If 6% (\$12,120) fewer dollars were provided each year, elements critical to the effectiveness of OneRedmond's mission (e.g., branding and marketing materials) would not be produced at the caliber that prospective business suitors are accustomed to seeing, which would affect Redmond's competitiveness with other areas, resulting in decreased opportunities to attract private sector support.

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Type of Offer: OFFER - ONGOING

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If 6% (\$12,120) additional dollars were provided each year, these funds could be used to leverage additional funds from private businesses to reach out to businesses/business cluster consortiums outside the Puget Sound area to increase market awareness of the Redmond brand, allowing businesses to be recruited more broadly nationally and enhancing business community perception of Redmond as supportive of business.

Scalability Recommended: Eliminated inflationary increases (\$2,000) in various line items.

Budget Offer Summary:

	2013	2014	Total
Ongoing-Sal/Ben	\$0	\$0	\$0
Ongoing-Others	\$100,000	\$100,000	\$200,000
OneTime-Sal/Ben	\$0	\$0	\$0
OneTime-Others	\$0	\$0	\$0
TOTAL	\$100,000	\$100,000	\$200,000
	0.000	0.000	
	I	I	1

BUDGET OFFER BUSINESS COMMUNITY

Id: PLN2456

Department Name: PLANNING & COMMUNITY DEVELOPMENT

Type of Offer: OFFER - ONGOING

ACCESS TO BUSINESSES THROUGH PARKING MANAGEMENT

Description:

What: The Parking Management Program administrated by the Economic Development and Transportation Demand Management Division supports businesses and community by providing a cost-effective solution to creating short-term parking availability in Downtown Redmond consistent with the City's vision for Downtown's growth, development, and economic vitality.

Why: Managing the City's on-street parking supply efficiently is critical to help <u>create a vibrant business community</u> in Downtown Redmond. As density increases and mixed use development (retail on the bottom floor and residential housing above) becomes more prevalent, managing on-street parking to increase short-term parking turnover is important to promote economic vitality <u>by increasing customer access to local businesses</u>. With easy access to commerce, Downtown Redmond becomes a more positive and convenient place to do business, which supports the vitality of current downtown establishments and helps attract additional businesses in the future.

Implementing and enforcing short-term parking limits in core areas of Downtown addressed the strong concerns of business owners, property managers and customers who felt that there was not enough on-street customer parking. Earlier, prime on-street parking spaces were taken up daily by employees and residents. Several businesses expressed a desire to have more options offered for employee parking. We addressed these concerns by implementing two-hour parking limits on the streets and permit parking for an extended parking option and by maximizing the use of limited parking, on-street parking and prioritized customer access through time-limit enforcement. Alternatives to driving alone through Redmond's Trip Resource and Incentive Program (R-TRIP) incentives and personalized assistance offered additional choices.

The Downtown Parking Study estimated that each customer spends approximately \$20 per visit and parking space turnover rate on average is four times a day. That equates to \$80 per day times 250 days (Monday-Friday) or \$20,000 per space in annual sales to retailers. Using the 345 two-hour parking spaces in the enforced area for customers, estimated retail sales would be \$6,900,000 annually. Retail sales tax to the City would be \$47,653 annually. An employee using the same parking space has a turnover rate of one time per day with an estimate of \$5 retail spending. That equates to \$5 per day times 250 days or \$1,250 per space. The outcome accommodates more visitors and customers, resulting in positive sales revenue.

How: The City launched the parking management program September 2009 based on the industry's standard "85% Rule" (i.e., if 85% on-street parking spaces are occupied, parking management is warranted). Initially, a parking enforcement area was designated with approximately 300 spaces, signs noting two-hour time limits were installed, an extended parking permit option was created, and active enforcement began in January 2010. In 2011, boundaries were expanded at the request of businesses to include 165th Street between 85th Street and 83rd Street, expanding the enforcement to approximately 345 parking spaces. Available parking supply and access to downtown businesses has increased significantly, and the response from businesses and citizens has been generally positive.

With the current success of achieving parking turnover, the City will continue to implement this program using contract services (the Redmond Police Department declined this addition to their work program), thereby providing accessibility to businesses through continued on-street parking availability that supports Downtown economic vitality. In addition, maintaining an ongoing dialog with the business community to identify and address future parking needs and concerns is also a priority and a parking advisory committee is scheduled to convene in the fall of 2012.

The City will work with the Greater Redmond Chamber of Commerce, OneRedmond, and local businesses to identify

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Id: PLN2456

Department Name: PLANNING & COMMUNITY DEVELOPMENT

Type of Offer: OFFER - ONGOING

ACCESS TO BUSINESSES THROUGH PARKING MANAGEMENT

sellers and buyers of parking spaces to create more efficient use of off-street parking, demonstrating <u>collaboration</u> between the City and local businesses.

A new innovative parking grant pilot program was initiated in April 2012 to establish a way to encourage private property owners with existing parking lots to provide hourly/day paid parking within downtown for general purpose day use. This pilot program will continue through June 2014, with analysis and results available at the conclusion in 2014. The program is funded through a City R-TRIP grant and enforcement/lot expenses are the responsibility of the grantee.

In 2013, the new 92-parking space Central Connector Parking Lot will be available for public use and will be managed and operated by the City with paid parking revenue going towards operation and maintenance expenses and program enforcement.

Who: Customers and businesses are provided with accessible, proximate, efficient on-street parking solutions enhancing access to businesses and increasing economic vitality; citizens and businesses are provided a <u>one-stop service</u> for street parking information, monthly parking permit sales, and commute option choices; and partnerships with the Greater Redmond Chamber of Commerce and local businesses allow local businesses to identify off-street parking available for lease and help match up willing sellers and buyers of off-street parking spaces.

Parking Management also <u>supports the Business Access and Mobility offer</u> by promoting efforts to use the existing transportation infrastructure more efficiently.

Performance Measures:

- 1. Level of business and customer satisfaction with accessibility to Downtown businesses. (*Baseline 63% of residents satisfied per 2009 resident survey.*) In 2011, 63% continue to be satisfied with the availability of parking near businesses in downtown Redmond. Business satisfaction with parking availability is rated very good.
- 2. Parking space turnover rate of on-street parking. (2008 baseline between 85-95% of on-street parking spaces were consistently occupied during periods of peak parking demand prior to implementation of the program with turnover rate of four cars using a single occupied stall over a 10-hour period.) A Downtown Parking survey will be conducted in the summer of 2012. In order to manage availability of a limited supply of on-street parking, the program offers on-street monthly extended parking permits for \$50, generating 87 sales on average per month. That equals 75% of the available two-hour parking (9 a.m. to 5 p.m.). The turnover rate is approximately four cars using a single stall in a 10-hour period. With a new recently programmed electronic handheld device, our contractor will provide us with street counts by time and locations. Results will be available in fall 2012.

<u>Measure</u>	Target	2010 Act	2011 Act	2012 Goal Measurement
Customer Satisfaction Survey	65.00	62.00	63.00	63.00 Percent
On-Street Parking Space Turnover Rate	85.00	0.00	77.00	85.00 Percent

Scalability:

Scalability Proposed: No additional funding to expand on-street parking monitoring and enforcement to additional areas is requested because parking demand beyond the current area does not exceed supply. Expenses for that site and enforcement are estimated to be \$28,800 for two years. A portion of the revenues from the new Redmond Central Connector paid parking lot would offset operational costs, such as lighting, upkeep, and maintenance (estimated \$5 per day times 40 spaces* times 21 days for 12 months = \$50,400). A 5% decrease in funding (\$12,495) would affect the ability to enforce the RCC parking lot consistently.

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Department Name: PLANNING & COMMUNITY DEVELOPMENT

Id: PLN2456

Type of Offer: OFFER - ONGOING

ACCESS TO BUSINESSES THROUGH PARKING MANAGEMENT

Scalability Recommended: No change in program.

Budget Offer Summary:

	2013	2014	Total
Ongoing-Sal/Ben	\$27,464	\$28,191	\$55,655
Ongoing-Others	\$96,576	\$96,576	\$193,152
OneTime-Sal/Ben	\$0	\$0	\$0
OneTime-Others	\$0	\$0	\$0
TOTAL	<u>\$124,040</u>	<u>\$124,767</u>	<u>\$248,807</u>
	0.250	0.250	

BUDGET OFFER

BUSINESS COMMUNITY

Id: PLN2457

Department Name: PLANNING & COMMUNITY DEVELOPMENT

Type of Offer: OFFER - ONGOING

BUSINESS ACCESS AND MOBILITY

Description:

What: The Economic Development and Transportation Demand Management Division (ED-TDM) of the Planning Department works together with Redmond companies to support and promote Redmond businesses and to create access for customers, employees, and freight. This offer will provide resources and incentives that are business supportive, energy efficient, and environmentally friendly. These programs work to support the City's vision for our two urban centers and a healthy economic and environmental climate.

Why: As employment and population growth continue, maintaining and increasing access to businesses is critical. The transportation choices of Redmond employees and residents greatly affect our community's traffic congestion, air quality, and access to businesses. By providing choices, benefits of this offer will include: enhancing employee accessibility to employment sites, increasing employee productivity, improving worker and customer attraction and retention, reducing traffic, improving air quality, providing easier access for freight and customers to reach Redmond businesses, increasing productive use of land (e.g., more space devoted to revenue-generating activities rather than parking), and enhancing a vibrant, successful business community. In addition, providing transportation resources assists businesses with the successful implementation of state and local Commute Trip Reduction (CTR) law and Transportation Management Program requirements.

How: The ED-TDM Division will continue to work together with business and community partners to provide transportation management resources, tools, and incentives to maintain and improve mobility and access, and will continue to leverage our contacts with employees and residents to support the image and identity, and patronage, of local businesses. This will be accomplished through:

Creative Incentives and Resources for Residents, Employees, and Businesses through the City's award-winning and nationally acclaimed Redmond Trip Resource and Incentive Program (R-TRIP), an <u>innovative public-private partnership</u> between King County Metro Transit, Greater Redmond Transportation Management Association, and Greater Redmond Chamber of Commerce. This <u>unique</u> program is actively used by local businesses to manage their own transportation programs, and offers nearly 24,000 employees and residents a one-stop place for resources and "starter" incentives for transit, vanpool, carpool, bicycling, and walking, and enables users to track and view the impact of their travel activities. The contact with over 24,000 residents and employees is leveraged to promote and support local businesses through coordination with the *Think Redmond* program and by providing prizes and incentives to be used at local businesses.

Employer and Community Events where City staff <u>engage actively with employers and employees</u> at more than 50 employer transportation events each year (equal to 58,425 employees). In addition, tens of thousands of Redmond residents are provided with <u>resources for improved community livability</u> through extensive community outreach efforts at City and community public events that promote transportation options and local business. This outreach <u>enhances the relationship between the City and businesses</u>, as well as the <u>residential community</u>. Through this outreach, ED-TDM often serves as a <u>welcoming liaison</u> between the community and City, improves connections between businesses and the community, and provides an opportunity to promote multiple programs.

Transportation Assistance for Redmond Businesses through R-TRIP grants to provide seed funding for <u>innovative</u> new or enhanced employer commute option programs (e.g., transit passes, vanpool subsidies, commuter incentives, bike racks, etc.). This resource <u>reinforces Redmond as a positive place to do business</u>, while providing <u>collaborative support</u> and <u>promoting more efficient and entrepreneurial</u> use of transportation resources. Moreover, it provides a <u>business-supportive</u> way of working cooperatively to ensure compliance with both state and local commute reduction laws. This resource is unique to Redmond and is helpful leverage in recruiting and retaining businesses in Redmond.

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Type of Offer: OFFER - ONGOING

BUSINESS ACCESS AND MOBILITY

Programs that coordinate and support mobility provided by built infrastructure by managing peak vehicle travel demand and maximizing the efficiency of existing and planned capacity. The result is a transportation system that is less expensive, more fiscally efficient, and more environmentally beneficial. R-TRIP has provided the person-carrying capacity equivalent of four freeway lanes during peak commute hour, at a much lower cost, and lower community and environmental impact. Resources provided help existing businesses to grow and new businesses to locate in Redmond, with fewer costs than might be necessitated by creating additional on-site parking, and incurring significantly greater transportation mitigation fees, thereby increasing Redmond's economic competitiveness.

Leveraging opportunities to <u>support business vitality</u> and the development of Redmond's urban centers by utilizing regional, state, and federal grant matching opportunities designed to support more efficient and focused development of centers, through the coordination of economic development activities, transportation planning and implementation, and management of travel demand and parking. A keystone of this effort is the Growth and Transportation Efficiency Center Program (GTEC). This program has been highly effective in securing additional grants (approximately \$250,000 annually) for the City, which provides an opportunity to leverage planning efforts and investments, and also helps increase transportation capital project competitiveness in regional and state funding processes. This improves access to our urban centers, reduces trips, and supports implementation of the Comprehensive Plan.

A model employee commuter assistance program for City Employees to increase the use of alternatives to driving alone by offering City employees transportation benefits commensurate with what other Redmond businesses are asked to offer their employees. This <u>cross-departmental</u> employee benefit supports Redmond's compliance with the state CTR law.

This offer addresses several additional priorities (Clean and Green, Community Building, Infrastructure and Growth) and offers (Access to Businesses through Parking Management, Sustainable Economic Development, Green Lifestyles/Green Buildings, Regional Transportation Planning and Partnerships, and Transportation Planning and Engineering).

Who: Redmond businesses, developers, and property managers are supported through: 1) forming partnerships with the business community that reinforce the good business reasons for encouraging commute options; 2) encouraging reinvestment back into the local economy by using *Think Redmond*-branded commuter incentives and programs that encourage residents and workers to get out of their cars and walk or bike in Redmond's retail areas; and 3) encouraging, recognizing, and rewarding business efforts that support the community's land use, economic, and transportation vision. In addition, all Redmond commuters, residents, and businesses are provided a <u>one-stop service</u> for learning about and obtaining resources that support using alternatives to driving alone, as well as easy tools and discounts to use local businesses.

Performance Measures:

- 1. Decrease percentage of drive-alone versus other trips among CTR program-affected employer population.
- 2. Increase percentage of employers involved in commute options programs.

Measure	Target	2010 Act	2011 Act	2012 Goal Measurement
Decrease Drive-Alone Trips	61.90	0.00	63.10	61.90 Percent
Increase Employers Involved in Programs	90.00	76.20	84.00	90.00 Percent

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BUSINESS COMMUNITY

Id: PLN2457

Department Name: PLANNING & COMMUNITY DEVELOPMENT

Type of Offer: OFFER - ONGOING

BUSINESS ACCESS AND MOBILITY

Scalability:

Scalability Proposed: If \$16,000 more dollars were provided, we could offer the City's supplemental employees transit passes/incentives commensurate with regular employees. If 10% fewer dollars (\$288,914) were provided, we would eliminate the Downtown GTEC, as well as scale back outreach and support to small businesses, making it difficult to achieve program performance targets. It would also significantly deleverage the City's ability to further economic, mobility, land use, and sustainability objectives and outcomes. (Businesses invest an average of \$25 for each public dollar invested to support commute options.)

Scalability Recommended: Reduced miscellaneous line item (\$18,000) for GTEC publications.

Budget Offer Summary:

	2013	2014	Total
Ongoing-Sal/Ben	\$529,406	\$546,772	\$1,076,178
Ongoing-Others	\$885,918	\$896,775	\$1,782,693
OneTime-Sal/Ben	\$0	\$0	\$0
OneTime-Others	\$0	\$0	\$0
TOTAL	\$1,415,324	\$1,443,547	<u>\$2,858,871</u>
	2.650	2.650	

BUDGET OFFER BUSINESS COMMUNITY

Id: PLN2454

Department Name: PLANNING & COMMUNITY DEVELOPMENT

Type of Offer: OFFER - ONGOING

TOURISM PROMOTION

Description:

What: Redmond's Tourism Promotion Program *Experience Redmond* improves and sustains the economic segment of Redmond including hotels, restaurants, and retail stores, as well as special events and arts programs, through the distribution of City-collected Lodging Tax. The Tourism Promotion Program inspires vendors to choose Redmond for their regional events, as well as encourages employees who work in Redmond (but live outside of the City) to stay after work and enjoy special events, restaurants, and shopping. Additionally, it promotes cultural, recreational and business-related visitors to spend weekends in Redmond, stay overnight in Redmond hotels, and enjoy the eclectic mix of restaurants and shops while they stay.

Why: Travelers to Washington State spent \$16.4 billion in 2011, \$15.2 billion in 2010, and \$14.2 billion in 2009, and our Tourism program's intent is to capture an ever-increasing share of this revenue. Tourism is the fourth largest industry in Washington State and 80% of small businesses are linked to tourism. Promoting tourism contributes to Redmond's sustainable economic development by growing tourism activities that in turn contribute to an expanded customer base, increased consumer sales and job opportunities, and the promotion of Redmond as an active and vibrant community to visit. This program supports privately produced events through its grant award process. The program also supports marketing efforts and some operational costs for City-sponsored special events, such as Derby Days, Redmond Lights, and arts programs including the Digital Arts Festival, art displays, and the Redmond Arts Season.

By promoting major events like the biennial Cirque du Soleil and the recent Cavalia (with 70,000 attendees at 46 performances), visitors are brought to our community, with many staying overnight in our hotels and spending money on food, shopping, and frequently on other entertainment while in the area. Cirque, Cavalia (provided 200 temporary jobs and spent \$3 million with local suppliers), and other sporting and cultural events have a positive economic impact on Redmond given the location of the nearest hotels, restaurants, and regional shopping center. Some, but not all, of these events apply for and receive Tourism Fund grants, while all benefit from our events and community promotions. One tourism grant recipient, Ananda Mela, is an ethnic cultural event that attracts thousands to the City Hall Campus one weekend each summer. The success of this event should attract other similar cultural events as our community continues to grow in diversity.

How: The City levies a special excise tax of one percent on lodging charges that is collected at the five Redmond hotels: Overlake Silver Cloud Inn (1985), Redmond Inn (1986), Residence Inn by Marriott (2000), Redmond Marriott Town Center (2004), and Hyatt House (2009), which in total contain 867 rooms. The Tourism Promotion Program supports the growth and economic sustainability of Redmond by increasing hotel occupancy and supporting existing and new tourism-related businesses by advertising promotions offered during special events or times of the year.

The Tourism Fund is allocated by the following Council-approved percentages: 50% to the Overnight Marketing Program, 39% to City-sponsored Special Events and Arts Programs, 9% to the Grants Program, and 2% to Tourism Program Administration. This fund is managed by the Tourism Fund Administrator in the Planning Department who monitors the budget and financial commitments, coordinates the Lodging Tax Advisory Committee (LTAC) monthly meetings, implements the LTAC's decisions and marketing strategies, serves as liaison between the LTAC and City officials, negotiates contracts and manages the marketing team, administers the grants program and communicates with stakeholders.

LTAC (required by Lodging Tax statute) is chaired by a Council member and includes three hoteliers and three representatives from the business and cultural/arts communities-currently a board member of the Redmond Historical Society and a member of the Centennial Committee, the senior marketing manager of Redmond Town Center, and a

BUDGET OFFER

BUSINESS COMMUNITY

Id: PLN2454

Department Name: PLANNING & COMMUNITY DEVELOPMENT

Type of Offer: OFFER - ONGOING

TOURISM PROMOTION

member of our business community. This committee oversees the use of the funds and collaborates in marketing strategies. The LTAC also reviews grant applications and consultant proposals to make funding and program recommendations to City Council. The final decisions regarding the use of Tourism funds are made by the City Council.

The program's marketing team for the past five years, Bullseye Creative, continues to be successful in spite of challenging economic times, by implementing the following communication strategies: launching an improved and enhanced website - *ExperienceRedmond.com* - in May 2012 that uses the *Think Redmond* program's business database; completing redesign of our Visitor Guide and Map in June 2012; collaborating with LTAC, local businesses, the Redmond Parks Department, Redmond Economic Development and Transportation Demand Management Division of the Planning Department, King County, the Redmond Historical Society, and the Centennial Committee; and producing online, social network and print media marketing (for example, a display ad in the 2012 Washington State Visitors' Guide).

The program's website *ExperienceRedmond.com* facilitates information gathering about Redmond and provides many choices for visitors. This website promotes local and regional events; local retail businesses; the local arts programs; Redmond's family-friendly environment; nearby amenities, such as a recent partnership with Butler-Redmond Tours offering van service to Woodinville's wineries; outdoor activities in the area; and implements online reservations, tracking each conversion since implementing hotel conversion tracking in September 2009. Hotel conversion tracking monitors how many visitors coming to *ExperienceRedmond.com* are clicking buttons directing them to Redmond hotel websites to make reservations at a specific hotel.

Innovations planned for the remainder of 2012 include: email tourism promotion transmissions and print marketing in *Vancouver* magazine to the Canadian market, a Quick Response Code and Microsoft Tag Campaign (locations of historical significance) for Redmond's Centennial, and distributions of the new Visitor Guide and Map to local businesses that draw corporate visitors (Microsoft, Nintendo, etc.) and potential students (Digipen) for the businesses' use in providing information in advance of the visits that would encourage the visitors' overnight stays in Redmond. Most of these programs will carry over through 2013-2014, with new strategic campaigns launched along the way to promote Redmond hotels to a diversity of potential visitors who might otherwise choose to stay in hotels in nearby cities or do business or vacation in another area.

Who: Redmond's Tourism Program customers include: residents and visitors; the business community (hotels, restaurants, retail stores and entertainment venues); local organizations, such as the Redmond Historical Society; visiting cultural and sporting events participants; the City's Parks Department; and King County's Marymoor Park.

Performance Measures:

- 1. A 5% increase in Lodging Tax for 2013-2014 over the previous two years' total hotel tax revenue.
- 2. A 5% annual increase in hotel conversion tracking through the Tourism Program's website: ExperienceRedmond.com.

Measure	<u>Target</u>	2010 Act	2011 Act	2012 Goal Measurement
Lodging Tax Revenue - Increase Over	5.00	16.00	14.00	5.00 Percent
Previous Year				
Hotel Conversion Tracking on Tourism	1,344.00	0.00	1,159.00	1,280.00 Number
Website				

BUDGET OFFER

BUSINESS COMMUNITY

Department Name: PLANNING & COMMUNITY DEVELOPMENT **Id:** PLN2454

Type of Offer: OFFER - ONGOING

TOURISM PROMOTION

Scalability:

Scalability Proposed: Note that this allocation is driven by tax levels collected and the grants program balances awards with revenues. Assuming tax rates do not affect overall taxable revenues, scalability would be achieved by increasing or decreasing the tax rate. A 5% decrease (\$34,500) could be deducted from the biennium allocation to the Overnight Marketing Program and might prevent a potential partnership or sponsorship of a regional event. A 5% increase in revenue in 2013-2014 (\$30,234) could be realized by increasing the Lodging Tax to 1.05%, well under the Council maximum of 2%. This increase could be used to expand our grants allocation. Grants applications increased in 2012 and are expected to continue to increase in 2013 and 2014.

Scalability Recommended: No change in program.

Budget Offer Summary:

	2013	2014	Total
Ongoing-Sal/Ben	\$0	\$0	\$0
Ongoing-Others	\$345,000	\$345,000	\$690,000
OneTime-Sal/Ben	\$0	\$0	\$0
OneTime-Others	\$0	\$0	\$0
TOTAL	\$345,000	\$345,000	<u>\$690,000</u>
	0.000	0.000	



BUDGET OFFER BUSINESS COMMUNITY

Department Name: PARKS & RECREATION **Id:** PRK2582

Type of Offer: OFFER - ONGOING

AN ACTIVE & ENGAGING DOWNTOWN ART SCENE - UNFUNDED

Description:

What: The Art Program provides entertainment and cultural activities that will encourage more visitors and foster business in our Downtown Urban Center. This is one of two offers for the total Arts Program package. This offer supports the programs that promote business connections while the Community Building offer focuses on programs targeted to citywide residents. The baseline services described in this offer supports the Business Community Purchasing Strategies 2, 3, 4 and 6 while the additional activities described in the scalability section supports Purchasing Strategies 1 and 5.

Our arts and cultural services are designed to meet the needs of changing consumers interested in a mix of contemporary art and cultural experiences. In 2011, 24,000 people enjoyed our various free public programs across the visual, literary and performing arts, such as the five art projects targeted to a younger, professional audience funded by our Community Grant Program, the Arts Season. At the same time, the Art Program also serves businesses who seek to share in the benefits of growing cultural vitality in the Downtown Urban Center. For instance, since 2008, the Art Program has been an incubator for the interactive media and digital arts sector by founding, funding and organizing the Digital Arts

Festival. The outcomes for the first five years have been sustained opportunities for our partners, such as DigiPen Institute of Technology, to tell a unique story about the emerging strengths of our community. In fact, the Digital Arts Festival has been so successful that our seed funding and staff support has enabled our partners to organize the event without our direction, furthering the City's reputation as being entrepreneurial. This gives the City an opportunity to think differently about how we can support the digital arts sector specifically and the business community as a whole through the arts. The highlights of this new thinking and approach include:

- Promote Redmond as a positive place for interactive media and digital artists to do business by shifting our energies and resources from the Digital Arts Festival, which is now a community-driven event, to supporting new kinds of artists and artworks created in ongoing <u>Artist-in-residencies</u>. The outcome will be arts-driven incubator space for "commercial artists" within the gaming industry to pursue new ways of creating and contributing to the community as "public digital artists" thus better reflecting the City's role in our new Innovative Partnership Zone in Interactive Media and Digital Arts;
- Establish Redmond as a destination for new professional audiences by continuing to recruit new partners for the Arts Season, support their innovative projects and leverage the Experience Redmond and Think Redmond websites as outreach infrastructure. In the first half of 2012, these projects and other Public Art projects have garnered 10 positive media stories in local and regional media outlets including the Seattle Times, KIRO TV, Evening Magazine and the Redmond Reporter. The outcome is a more positive community identity and authentic image of Redmond as a culturally vibrant place to tens of thousands of people throughout the region; and
- Create accessibility to Downtown businesses with compelling new art projects within a "cultural corridor" by adding one new permanent artwork in the <u>Redmond Central Connector</u> designed to enhance a new plaza with artwork that can accommodate ongoing digital arts programming, as well as implement temporary urban art projects along <u>Cleveland Street</u> for the Cleveland Streetscape Project. The outcome will be a beautiful and vibrant Downtown streetscape for businesses to embrace and consumers to visit.

Why: The region and Redmond in particular, is home to a unique combination sole proprietors and companies who employ musicians, game designers, engineers, architects and researchers who are both associated with the arts, but are changing what the arts mean. Institutions like Redmond-based DigiPen are combining traditional arts foundation skills with digital modeling to train the next generation of game designers, or artists. How do cities stay attractive and competitive in this rapidly changing context? Contemporary art and cultural events not only provide a unique and safe place for creative economy business people to meet and interact, but are authentic expressions of the kind of place

BUDGET OFFER

BUSINESS COMMUNITY

Department Name: PARKS & RECREATION **Id:** PRK2582

Type of Offer: OFFER - ONGOING

AN ACTIVE & ENGAGING DOWNTOWN ART SCENE - UNFUNDED

members of the creative economy want to live and work in: creative, entrepreneurial and with a high profile community image based on a strong arts and cultural scene.

How: The approach of the Arts Program is based on a model of civic partnership that balances professional expertise, public comment and public-private partnerships that leverage knowledge, resources and networks for common gain. For instance, the Arts Administrator (1 FTE), jointly funded by the Community Building Arts Program offer and Parks Planning offer, supported by a Supplemental Program Assistant (0.5 FTE), design outcomes-based programs that are vetted by the Arts Commission and executed in collaboration with contract artists or local or regional arts and cultural agencies. For example, in the first half of 2012, our partnerships enabled 13 Redmond based organizations to contribute to the City and serve the wider community, of which seven are private businesses: The Big Picture, BoneBat Film Fest, Digital Double, DigiPen Institute of Technology, Redmond Town Center, Soul Food Books and Veloce Apartments. Arts Program staff also participate in regional arts and economic development efforts, such as the new collaborative project called the Eastside Creative Vitality Index Project with the Arts Administrators from the Cities of Bellevue and Kirkland who will assess the state of the Eastside creative economy with an analysis leading to collaboration in planning and messaging among us all.

Who: The focus is on businesses, employees, visitors, and residents. Specifically, this program targets:

- Businesses and Property Owners: Increase exposure to existing businesses and properties, and create new opportunities and synergies among businesses in the Downtown;
- **Employees:** More people work in Redmond than live in Redmond. Sixteen (16) game developers call Redmond home and nearly 100 are based on the eastside;
- · **Visitors:** Regional families and business travelers looking for unique weekend getaways that are both fun and enriching; and
- Residents: Sixty percent (60%) of adults are college graduates; 39% of residents are ages 25-45.

Performance Measures:

- 1. Number and average longevity of arts, cultural and entertainment organizations.
- 2. Percent of businesses participating as sponsors or partners in art programs.

<u>Measure</u>	<u>Target</u>	2010 Act	2011 Act	2012 Goal Measurement
Number & Average Longevity	7.00	7.00	7.00	7.00 Number
Businesses Participating	5.00	0.00	0.00	5.00 Percent

Scalability:

Scalability Proposed: A 25% increase of \$176,277 on the total Art Program base budget across both Business Community and Community Building offers (\$717,213) funds a new 0.75 Arts Program Coordinator position (\$168,302) and their work station (\$7,975) to address the next big service challenge in Redmond's Business Community: creating the framework for accommodating increased cultural vitality in the Downtown Urban Center among developers and property owners and ensuring retail and other businesses share in the benefits of this activity. With additional staff support, we can conduct the necessary outreach and create the programs that link our baseline activities to the surrounding businesses. For example:

- Provide efficient processes for private developers to contribute to the vision of a vibrant Downtown cultural corridor by organizing the Downtown Cultural Corridor (DCC) Master Plan, a cross-departmental effort to explore and pursue new policies that can help integrate private development with city public art initiatives, such as incentive programs;
- · Further establish Redmond as a destination for the performing arts by assigning staff support to

BUDGET OFFER BUSINESS COMMUNITY

Department Name: PARKS & RECREATION **Id:** PRK2582

Type of Offer: OFFER - ONGOING

AN ACTIVE & ENGAGING DOWNTOWN ART SCENE - UNFUNDED

community-driven ideas, such as a Leary Street Block Party, and further link artists with property owners in Downtown with our pilot program, Redmond Inside Out, that has seen wide success at the Veloce apartments, with businesses that currently express interest in collaboration: the Vision5 Artist Studio Project, Redmond Town Center and the Marriot Hotel;

• Stimulate efficient access to businesses through programs like Redmond Acts Out, a pilot outdoor theatre festival that shifts weekday programming from City Hall Lawn to weekend and evening programing at Anderson Park. In 2012, we have reached out to over 50 restaurants that surround Anderson Park and are proposing to advertise and promote their businesses at our event and in our paid advertising.

A 5% decrease of \$40,000 on the total base budget of both Art Program Offers PRK2579 and PRK2582 (\$717,213) removes 16 outdoor public artworks in critical condition from public view. The collection requires \$40,000 in one-time repairs to pieces currently in critical condition.

Scalability Recommended: Denied request for new program.

Budget Offer Summary:

	2013	2014	Total
Ongoing-Sal/Ben	\$81,433	\$84,162	\$165,595
Ongoing-Others	\$81,500	\$81,500	\$163,000
OneTime-Sal/Ben	\$0	\$0	\$0
OneTime-Others	\$7,975	\$0	\$7,975
TOTAL	\$170,908	\$165,662	<u>\$336,570</u>
	0.750	0.750	