



CITY OF REDMOND

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Redmond, OR 97756

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MEETING AGENDA

City Council
Tuesday, February 9, 2010

Council Chambers
6:45 a.m.

I. Executive Session

Oregon Law permits public bodies to meet in executive session to discuss specific matters which are not open to the public. Final actions or decisions on these matters will be made during regular session.

- A. Real Property – ORS 192.660(1)(e) authorizes executive sessions “to conduct deliberations with persons designated by the governing body to negotiate real property transactions.”

Under the provisions of the Oregon Public Meetings Law the proceedings of this executive session are for background information only for media attending and not for publication or broadcast.

II. Motions as a Result of Executive Session

III. City Manager and Staff Reports

- A. 2009 FEMA Aid to Firefighters Grant Acceptance (Exhibit 1)
- B. Federal Appropriations Discussion

City Council
February 9, 2010

Fire Station Training Room
341 NW Dogwood Ave
4:00 p.m.

MEETING AGENDA

ITEM	EXHIBIT #
I. CALL TO ORDER AND ESTABLISH A QUORUM	
II. REVIEW OF 2009-10 COUNCIL GOALS WITH DEPARTMENT DIRECTORS	Exhibit 2a
III. 2010-2011 COUNCIL GOALS	Exhibit 2b
IV. ADJOURN	

Regular Council meetings are broadcast live on COTV11 – BendBroadband Channel 11 beginning at 7:00 p.m. on the 2nd and 4th Tuesdays of each month. Rebroadcasts are scheduled for the non-meeting Tuesdays at 7:00 p.m., and Sunday at 1:00 p.m.

Anyone needing accommodation to participate in the meeting must notify Mike Viegas, ADA Coordinator, at least 48 hours in advance of the meeting at 504-3032, or through the Telecommunications Relay Service (TRS) which enables people who have difficulty hearing or speaking in the telephone to communicate to standard voice telephone users. If anyone needs Telecommunications Device for the Deaf (TDD) or Speech To Speech (STS) assistance, please use one of the following TRS numbers: 1-800-735-2900 (voice or text), 1-877-735-7525 (STS English) or 1-800-735-3896 (STS Spanish)

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STAFF REPORT

DATE: February 9, 2010
TO: Mayor and Council Members
THROUGH: David Brandt, City Manager
FROM: Tim Moor, Fire Chief
SUBJECT: Aid to Firefighters FEMA Award EMW-2009-FO-01979

Addresses Council Goal:

- 2.F. Economic Development: Pursue grant funding opportunities.
- 1.A. Sustain Operations: Maintain critical and necessary services for the entire city.

Report in Brief:

RF&R has been awarded \$99,690 through the 2009 FEMA Aid to Firefighters Grant. These funds will enable our department to replace old and worn equipment, as well as purchase personal protective gear for our fire investigation team.

Background:

Using these grant funds, RF&R will purchase four video laryngoscopes for safer, more effective intubation and airway management; fire nozzles and personal protective equipment for our fire investigation team; and a smoke machine used to simulate real situations during training sessions.

Discussion:

RF&R's highest priority is to protect our firefighters/paramedics and to serve our community. Our paramedics deliver advanced medical life support. With the purchase of video intubation machines the paramedics will be equipped to provide better airway management. These machines have been used on battlefields for years and have proven to be less hazardous to the paramedic and the patient. These will protect our paramedics from being sprayed with biohazards and greatly decrease patient recovery time when intubation is required. The new smoke machine and nozzles will replace equipment which is over 10 years old and in need of replacement.

Fiscal Impact:

The FEMA AFG grant is \$99,690. AFG pays 90% of the cost of all items awarded on the grant. RF&R pays 10%, or \$9,969. The match for this grant has already been included in RF&R's 2009/2010 budget. This award will greatly improve our capacity to deliver services and to protect our staff.

Alternative Courses of Action:

- 1) Do not accept the grant
- 2) Accept the grant.

Recommendation/Suggested Motion:

"I move to accept the 2009 FEMA Aid to Firefighters Grant in the amount of \$99,690."

Tim Moor
Fire Chief



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STAFF REPORT

DATE: February 9, 2010
TO: Mayor and Council Members
FROM: David Brandt, City Manager
SUBJECT: Fiscal Year 2010-2011 Goal Setting Process

Included as exhibits to this report are 1) an annotated version of the Fiscal Year 2009-2010 Council Goals, and 2) a staff proposal for 2010-2011 Goals. The annotated FY 2009-2010 Goals include notes regarding the status of the goals and objectives as well as activities undertaken to achieve them. Goals were designated as "complete" if they are complete as of this date or are expected to be complete by the end of this fiscal year or within a few months thereafter. They are designated "ongoing" if they are not expected to be accomplished within the 2009-2010 fiscal year. Goals are designated as incomplete if they were not accomplished due to lack of resources.

The proposed new 2010-2011 goals include goals from the 2009-2010 list that are ongoing or were not completed as well as new goals and projects suggested by staff to stimulate discussion. In addition, there has been some reorganization of the 2010-2011 fiscal year goals to reduce repetition and organize the goals under functional category.

David Brandt
City Manager

2009-2010 REDMOND CITY COUNCIL GOALS

1. SUSTAIN OPERATIONS

A. Maintain critical and necessary services for the entire city. (Ongoing)

- Police:** Continued implementation of Neighborhood based policing to address community policing issues. The Youth Services program has been changed significantly and is reaching a large number of truant juveniles. The Police Youth Academy was instituted as part of the Choice Friday curriculum with resounding success. Additional Volunteers in Policing joined the department and are providing support in many core service areas, freeing up personnel to work on other projects.
- Fire:** The fire department has been able to maintain critical and necessary services by not having to reduce personnel or reduce fire and ambulance services.
- CIS:** Continues to maintain wide area network and telephone systems with 99%+ uptime; continues to provide support for all facets of hardware, software and mobile devices and provides an on-call technician 24x7x365 to answer emergency after-hours and holiday support calls.

B. Prioritize municipal services to match community needs and desires for service with available funding. (Ongoing)

C. Explore ways to outreach to the public. (Ongoing)

- Police:** The Police department continues to utilize technology to reach the public. Face book, Twitter, the webpage and use of volunteers provide a variety of ways to update and inform the citizens of Redmond.
- Admin:** Leadership Academy developed City Services Guide which is available on City website and updated on a quarterly basis
- CDD:** In process of developing marketing web page as a link to city website promoting Community Development projects and programs for the public with the help of a volunteer graduate student from PSU.
- Continued to publish Redmond Downtown & More magazine quarterly in partnership with the Bend Bulletin and Redmond Chamber of Commerce.
- Developing promotional videos of Redmond for website.

2. ECONOMIC DEVELOPMENT

A. Support the sustainment of existing jobs in Redmond. (Ongoing)

- Eng:** Issued several construction contracts to keep local construction companies working including 6th Street Downtown Demonstration, 5th Street Reconstruction with ARRA funding, Black Butte Blvd. Reconstruction and additional small projects.
- CDD:** Continued to work in partnership with REDI and the Chamber to assist existing businesses.

B. Encourage job creation and workforce development; balance industrial, professional, and retail sectors. (Ongoing)

- CDD:** UAPC reviewing and evaluating 2005 Economic Opportunity Analysis and existing employment zones.
- Established Redmond Development Commission to foster overall economic strategy.

C. Pursue family wage jobs.

1. Pursue large manufacturers in Redmond industrial areas that include family wage jobs. (Ongoing)

CDD: Continued to work with REDI and EDCO on industrial business recruitment opportunities.

2. Develop incentive programs that encourage family wage employment opportunities for Redmond residents. (Ongoing)

CDD: Revised Enterprise Zone local incentives to provide more incentives to businesses creating family wage jobs (150% of DC average wage).

3. Identify and prioritize the community attractors and incentives for family-wage jobs three to seven years from now and begin putting that infrastructure in place to proactively recruit and grow business. (Incomplete)

CDD: Prioritized in work plan for Redmond Development Commission.

Restructured Long Range Planning position that was vacated due to retirement to focus on long-range planning from an economic development perspective that identifies and priorities community attractors and liabilities for family wage jobs.

D. Re-certify and continue Desert Rise development and growth of family wage jobs. (Complete)

CDD: In process, with anticipation of successful completion by June 30, 2010.

E. Renew and continue the Enterprise Zone. (Complete)

CDD: Successfully completed July 1, 2009.

F. Pursue grant opportunities. (Ongoing)

PW: Grants or outside funding received or committed includes: 5th Street Reconstruction Project (\$3.5M ARRA), 6th Street (\$4.0M State and \$0.8M Federal), and CET Transit Maintenance (\$220,000 ODOT). Submitted joint application with COIC for \$2.6M Vehicle/Transit Maintenance Facility at new PW site.

CDD: Applied for DLCD Technical Assistance Grant, Art Builds Communities Grant, and potentially Economic Development Administration, and USDA Rural Development Grants for economic development purposes.

New - Pursue grant opportunities to help fund the RDC's Economic Development Strategic Planning process.

G. Continue support and create incentives for adequate, quality childcare for the community. (Ongoing)

Admin/CDD: Lead role on developing and enhancing child care within the community was delegated to the Redmond Childcare Alliance

H. Support new recreational facilities within the community. (Ongoing)

Admin: Council resolution supporting the enhancement of Deschutes County's recreation assets.

I. Support Airport Business Center (Ongoing)

Airport: Development planning activity at Airport Business Center has stalled due to the economy

- J. Continue to work with County and Division of State Lands (DSL) on southeast county property and DSL lands. (Ongoing/multi-year project)**
- K. Create an Economic Development Commission to oversee economic development on behalf of the City. (Complete)**

CDD: Enabling ordinance adopted by City Council in 2009, members were appointed and meetings and Commission work has commenced.

1. Generate a strategic plan and an implementation approach.
2. Redefine and integrate economic development roles of myriad groups.
3. Develop a comprehensive marketing strategy to promote the City.
 - a. Conduct a prospective market analysis.
 - b. Identify community attractors and incentives.

- L. Encourage 300 retail and professional jobs downtown within three years. (Ongoing/multi-year project)**

Eng: 6th and 5th Street Downtown Enhancements

CDD: Currently working on redevelopment opportunities in downtown core to facilitate goal.

Commenced the process to reconfigure and extend the Downtown Urban Renewal District.

- M. Maintain Redmond's earned reputation as "The place to do business in Central Oregon". (Ongoing)**

CDD: Approved two-year land-use extension gratis to promote development.

- N. Improve the appearance of the community's employment districts, particularly along US Highway 97, in the downtown area and industrial areas. (Ongoing/multi-year project)**

- 1. Implement 6th Street Demonstration Project. (Complete)**

Eng: Complete

- 2. Design and finalize plan (funding and construction) for 5th and 6th Street Modernization project. (Complete except for 2nd phase of 6th Street)**

Eng: Complete

PW: Design and funding for 5th Street complete and under construction with a completion date of June 30, 2010. Design for 6th Street is underway and funding is secured. Construction timeframe to-be-determined per ODOT and provisions of HB 2001 (state gas tax implementation no later than Jan 1, 2011).

- 3. Finish Evergreen Avenue improvements. (Complete)**

CDD: Evergreen Avenue between 7th and 8th Street completed as part of Centennial Park project.

- 4. Finish South US Highway 97 Corridor Study balancing priorities of access management, business vitality, urban design and gateway potentials. (Incomplete)**

Eng: In progress

CDD: In progress

5. Implement Re-route Gateway Triangle Landscaping Project. (Complete)

CDD: Due for construction in Spring, 2010.

O. Develop a strategy to expand professional job opportunities in Redmond by identifying a professional office district(s) and identify the infrastructure to support the district. (Incomplete)

CDD: Currently part of the UAPC work plan for 2009/10.

P. Lead the discussion on whether or not to extend the Downtown Urban Renewal District as it directly relates to increased business investment, property valuation and job creation. Ongoing/multi-year project)

CDD: Currently in discussion

Q. Contribute \$50,000 to Redmond Economic Development; request 2009-2010 achievement reports to maintain accountability. (Complete)

3. CITY ENHANCEMENT

A. Complete Centennial Park. (Complete)

Eng: Under construction and on schedule

CDD: Under construction, scheduled for completion May 2, 2010

B. Continue planning and begin Redmond's Centennial celebration. (Complete)

Admin: On-going

C. Implement the Downtown Action Plan. (Incomplete/NA)

CDD: In process, Property Assistance Program, Redevelopment Opportunities and Public Parking Signage all projects implemented in 2009/10.

Process to reconfigure and extend the Downtown Urban Renewal Zone has been commenced. Downtown Action Plan will be updated through that process

D. Promote beautification by cleanup and landscaping of public-owned property and enforcement of private property cleanup. (Ongoing)

Police: Graffiti and property abatement continue to be a priority for the police department. Close coordination takes place with public works, property owners, Juvenile Officers and Community Service Officers to ensure problem areas are addressed as soon as possible.

E. Review and reprioritize Capital Improvement Plan and implement projects based on current economic conditions. (Ongoing)

1. Maintain an ongoing funding source for new roads. (Incomplete)

PW: Transportation CIP reduced by 25% in FY09-10 from historic levels.

2. Explore opportunities for the creation of a stormwater utility fee. (Incomplete)

PW: On hold pending economic conditions

3. Explore opportunities for the creation of a transportation utility fee and/or tri-county gas tax. (Incomplete pending voter approval)

PW: Passed gas tax ordinance which was subsequently referred to the voters.

F. Support the concept of planning for a community center. (Ongoing)

1. Support solutions for Redmond Historical Commission and High Desert Society of the Arts. (Ongoing)

Admin: RHC moved into Museum; pursuing creation of a non-profit "Society" and dissolving City Commission.

CDD: Working with High Desert Society of the Arts

G. Continue "Great Redmond Citizen" recognition program. (Ongoing)

Admin: On going, but no recommendations received

H. Pursue funding to complete future phases of American Legion Park.

1. Construct restroom facilities and playground amenities at American Legion Park (Phase 2)(Complete)

Eng: Designed and out for bid with construction in early 2010

PW: Purchased climbing boulders (under construction); restroom under construction February 2010

I. Encourage a "green agenda" to reduce energy consumption. (Ongoing)

CDD: UAPC is reviewing development code to promote sustainable development practices.

J. Establish a Community Service Initiative including a proclamation making 2010 the Year of the Redmond Volunteer. (Ongoing)

Admin: Approved proclamation and is on going; project led by Councilor Onimus. No City sponsored volunteer activities implemented to date.

K. With consideration to available resources and tightening maintenance budgets, undertake beautification of gateway, US Highway 97 Reroute, and other areas of special interest. (Ongoing/multi-year project)

Admin: Council resolution supporting the enhancement of Deschutes County's recreation assets.

PW: Working with volunteer group to beautify Frank and Josephine Redmond Park (aka Homestead Park) adjacent to US 97 Reroute.

L. Complete Americans with Disabilities Act assessment of City facilities prioritize needs and implement projects. (Ongoing)

PW: Maintained \$50,000 investment in budget and expending through various projects in various locations.

1. Maintain \$50,000 annual budget to address system deficiencies and pursue outside funding. (Complete)

M. Construct Phase 1 of Paul Hathaway Memorial Overlook Park. (Complete)

PW: Land use currently in process; construction planned for spring/summer 2010

N. Develop a Rotating Public Art Gallery in the City Center. (Incomplete)

CDD: Currently in development with the aide of a volunteer graduate student intern in January, 2010.

4. EDUCATIONAL OPPORTUNITIES

A. Continue to strengthen relationship with all Redmond educational institutions, especially the Redmond School District, Central Oregon Community College (COCC) and Oregon State University-Cascades. (Ongoing)

CIS: Continues to provide a co-location for the School District network equipment to facilitate their wide area network for district communications and they in turn continue to provide a co-location for some of the City's network equipment.

Will continue to offer job shadowing opportunities to interested High School students.

The City has an intern opportunity available to COCC students earning computer-related degrees; as of this time it is not filled

Admin: Mayor appointed to HEAT (Higher Education Assessment Team).

B. Support the creation of at least two higher education learning centers. (Ongoing)

C. Support a Technology Center established with COCC and private sector partners. (Ongoing/multi-year project)

Admin: Council resolution supporting bond to construct Technology Education Center in Redmond

D. Support the School District's "neighborhood schools" and the "community health" initiative. (Ongoing)

Police: Provided ongoing support through grant initiatives in partnership with the school district.

E. Support Leadership Redmond Youth Project. (Incomplete)

CDD: Put on hold due to economy.

5. COMPREHENSIVE PLANNING

A. Support orderly annexation from Urban Growth Boundary into Redmond with focus on affordable and workforce housing and "great neighborhood" principles. (Incomplete)

CDD: Annexation process / policies currently in review with respect to economic downturn and how it has affected the public facility plans.

Applied for a DLCD grant to "pre-zone" areas suitable for immediate annexation. Grant not funded this biennium

B. Complete Mass Transit / Public Transportation Plan. (Complete)

PW: Plan complete pending incorporation into TSP.

C. Implement affordable/workforce housing programs. (Ongoing)

CDD: Affordable Housing SDC Credit Transfer Program to be presented to City Council in Spring, 2010.

D. Generate an overarching ‘coherence’ map of all the existing City and relevant public plans. (Incomplete)

CDD: In process

E. Continue to work with Oregon Department of Transportation (ODOT), Deschutes County, and private development groups to address the Transportation Planning Rule issues currently preventing rezone and Urban Growth Boundary expansion on Redmond’s east side. (Incomplete)

Admin: Supported COCO in drafting legislation to amend TPR

PW: Worked with COCO to address issues via House Bill 3379 – participating in follow-up rule making conversations with ODOT.

F. Adopt Mixed-Use Employment Zone and work with area residents to finish West Redmond Area Plan. (Complete)

CDD: MUE Zone adopted in December, 2009, West Redmond Area Plan application anticipated in Spring, 2010.

G. Amend the Comprehensive Plan to support the Public Facilities Plan. (Incomplete)

CDD: Put on hold due to retirement of Long-Range Planner, and budgetary inability to fill position.

H Work with School District on vacating and repositioning of Evergreen Elementary and Brown School. (Ongoing multi-year project)

CDD: Currently in discussion

6. REGIONAL COOPERATION

A. Work cooperatively with Central Oregon cities to address local needs and legislative plan. (Ongoing)

Admin: Ongoing through COCO

PW: Participated in 2009 legislative session. Issues pertaining to transportation, water, and recreational liability.

B. Maintain and strengthen relationships with Deschutes County. (Ongoing)

CIS: Maintains an excellent, on-going working relationship with Deschutes County IT and 911 which provides network connectivity for Police & Fire services (COPS, Hiterm, etc)

1. 19th Street extension. (Ongoing Multi-year project)

PW/CDD: Supported County Planning Commission inclusion of 19th St. in County TSP

2. Help County find ways to improve County roads and address County impact to City roads. (Ongoing)

PW: Participated in discussion regarding DR impacts to City Roads

C. Engage in regional discussions regarding transportation impacts of rural development. (Ongoing)

PW: Participated in discussion regarding DR impacts to City Roads

D. Work with Deschutes County Fair and Expo Center; investigate additional revenue opportunities. (Ongoing)

Admin: Provided max of \$1500 (annually) to Deschutes County from Fairgrounds RV Park transient room tax

E. Continue support for the growth and effectiveness of Roberts Field.

1. Support Airport expansion.

a. Complete terminal expansion. (Complete)

Finance: Obtained permanent bond funding for terminal expansion

Airport: Terminal expansion scheduled for completion February 2010

CIS: Has been working closely with contractors and vendors to move equipment and services as needed during construction. Also working with contractors to set up new equipment and

b. Reconstruct taxiway's C and G. (Complete).

Airport: Project design underway, construction anticipated prior to end of FY 2009/10

c. Work with Bureau of Land Management to acquire land for future runway extension. (Ongoing)

F. Continue to work with ODOT (Region 4) to complete work in and around Redmond. (Ongoing)

1. Plan US Highway 97 Reroute Phase 2. (Ongoing)

Eng: Working with steering committee to evaluate alignments and scope project

PW: Working with ODOT on Phase II concepts

a. Explore funding sources for US Highway 97 Reroute Phase 2. (Ongoing)

2. Address outstanding issues such as Highway 97 Reroute, short- and long-term aesthetics, signage, etc. (Ongoing)

G. Support Central Oregon Area Commission on Transportation regional rail planning efforts. (Complete)

PW: Assisted in preparation of the COACT Rail Study (complete).

H. Support efforts to address crime on a regional level. (Ongoing)

Police: Represented on a number of key task forces related to drugs, violent crime, child abuse, sexual assault, and juvenile justice and community safety concerns. These relationships allow the police to leverage resources for employee development as well as training for homeland security.

I. Support efforts to formalize the Deschutes Water Alliance (DWA) to provide a regional platform to address water issues in the Deschutes Basin. (Complete)

Admin: Supported COCO's efforts; ongoing

PW: City approved the DWA MOU – awaiting finalization by others.

1. Support the DWA Water Bank to provide a long term water mitigation mechanism to sustain growth in Central Oregon while supporting flow restoration in the Deschutes River. (Ongoing)

PW: Continued participation in bank activities. No mitigation purchases made in 2009/10.

2. Engage in water related legislative issues which present risk or provide benefit. (Ongoing)

J. Support and promote Cascades East Transit (CET). (Ongoing)

1. Extend vehicle maintenance agreement with Central Oregon Intergovernmental Council to maintain the CET fleet.(Complete)

PW: Vehicle Maintenance and purchased services agreement to Council, January 2010.

2. Pursue funding opportunities and leverage City contributions where applicable. (Ongoing)

PW: Applied for Connect III Grant for construction of vehicle maintenance facility

K. Support Greenprint project. (Ongoing)

Admin: Council resolution supporting Trust for Public Lands Deschutes County Greenprint

CDD: In process

L. Work with local agencies and jurisdictions to analyze and understand the homeless problems. (Ongoing)

Police: Currently assisting 2010 census takers to locate and identify homeless populations in the Redmond area.

2010-2011 REDMOND CITY COUNCIL GOALS
(Staff Proposal)

1. SUSTAIN OPERATIONS

Maintain or enhance current levels of operations in all facets of municipal service delivery.

- A. Maintain critical and necessary services for the entire city.
- B. Increase the efficiency with which the City provides public services.
 - i. Support the annexation of the City of Redmond Fire and Rescue into the Deschutes County Rural Fire District #1.
 - ii. Explore the potential of expanding the role of the Redmond Area Parks and Recreation District in developing, maintaining and operating Redmond parks.
 - iii. Consolidate the City Manager's Office, the Human Resources Department, the Risk Management Department and the Finance Department into a single Administration Department.
 - iv. Restore the Juniper Golf Club to position of fiscal sustainability.
- C. Explore opportunities to augment revenues to support existing operations.
 - i. Continue to explore opportunities for the creation of a permanent revenue source to support a higher level of road maintenance.
 - ii. Explore the possibility of establishing a storm water utility fee.
- D. Maintain sufficient fund balance/reserves in the General Fund and enterprise funds to accommodate cyclical cash flows as well as a reasonable contingency for unexpected fiscal liabilities.
- E. Prioritize municipal services to match community needs and desires with available funding.

2. PRESERVE AND ENHANCE THE CITY'S INFRASTRUCTURE

Preserve and enhance the City's infrastructure to position the City for future growth.

- A. Develop a strategy for financing a replacement City Hall.
- B. Finance and construct a replacement Public Works Operations at the former 84 Lumber Property.
- C. Explore new revenues, particularly from the State and Federal government sources, to correct existing deficiencies in the City's transportation and utility infrastructure, to offset the need to utilize General Fund revenues.
 - i. Pursue federal earmarks for the extension of SE 9th St. and the Eastside Sewer Interceptor projects.
- D. Continue to develop the City's backbone infrastructure to the extent economic conditions permit.
 - i. Reconstruct 27th St. from Salmon to Wickiup.
 - ii. Reconstruct Reservoir from 31st St. to 35th St.
 - iii. Complete Design and ROW acquisition of Wickiup to Canal/Yew Ave.
 - iv. Complete design and ROW acquisition for bike lanes and sidewalks along S. Canal from the new high school to Yew Ave.
- E. Continue to renovate City facilities and infrastructure to ADA standards.
 - i. Maintain funding in the CIP to address existing ADA deficiencies and pursue outside funding as available.
- F. Continue to assist ODOT in planning and designing the second phase of the US Highway 97 reroute.

3. ECONOMIC DEVELOPMENT

Encourage economic development by continuing to utilize business location incentives, ensuring an adequate supply of planned industrial, commercial and residential land, and supporting workforce development programs.

- A. Work to sustain existing jobs and attract new jobs to the City of Redmond.
 - i. Support the work plan of the Redmond Development Commission, including the development of an economic development strategic plan, through outside grant sources to the extent possible.
 - ii. Encourage the creation of local small business.
 - a) Create a one-stop information portal for small businesses and entrepreneurs to assist in business planning and access to capital.

- b) Develop a local business incentive program based on a family wage threshold that is available to all sectors.
 - iii. Stimulate and accelerate the development of Airport Property.
 - a) Explore the opportunities to jumpstart development of the Airport Business Park.
 - b) Work to attract at least one new hotel on Airport owned property.
 - B. Work to attract larger employers that provide family wage jobs into Redmond.
 - i. Work with REDI and EDCO to facilitate new business relocation to Redmond.
 - ii. Continue to work with DSL to expand the UGB to include State owned large lot industrial parcels.
 - a) Continue to work with the County to plan and fund the extension of SW 19th Street between Redmond and Bend.
 - iii. Take advantage of legislation which liberalizes or expands the Enterprise Zone program.
 - iv. Utilize other State and federal incentive programs such as New Market Tax Credits, HUB Zone designation, and other ARRA programs where ever possible to attract new industrial and commercial development.
 - C. Maintain Redmond's reputation as "the place to do business in Central Oregon."
 - i. Review development process for opportunities to encourage quality business investment and family wage job growth.
 - ii. Identify barriers to quality development and business investment.
 - D. Support the expansion of educational opportunities.
 - i. Continue to strengthen the City's relationship with Redmond educational institutions including the Redmond School District and the Central Oregon Community College.
 - a) Assist with COCC with the planning of the new Technology Center as well as the expansion of the Redmond Campus.
 - ii. Support the expansion, relocation and/or creation of new institutions of higher education (four year and above) into the Central Oregon region.
 - iii. Continue to support the Leadership Redmond Youth Project.

4. COMMUNITY ENHANCEMENT

Create an image and identity that generates a sense of community pride, ensuring the high quality of life and safety of our citizens, attracting new residents and businesses and facilitating their success and safety as well.

- A. Improve and beautify City facilities through volunteer efforts.
 - i. Have a volunteer day during the development of the park at the Highland/Glacier couplet.
 - ii. Begin to develop Frank and Josephine Redmond Park using volunteer labor.
- B. Develop a revenue neutral Code Enforcement program to operate out of the Community Development Department.
- C. Develop a sustainable funding source for public art.
- D. Support the planning for a new Community Center.
- E. Continue to develop new and better ways to outreach to the public.

5. COMPREHENSIVE PLANNING

Enhance the quality of life in the City through adoption of programs, policies, and standards that balance growth while maintaining the city's unique character.

- A. Promote quality neighborhoods and development.
 - i. Continue to incorporate the Great Neighborhood Principles in both new development and infill development.
 - a) Amend the Redmond Development Code to ensure that the Principles are promoted throughout the code.
 - b) Develop promotional material supporting Great Neighborhood Principles.
 - ii. Review and evaluate past long-range planning assumptions within the context of the economic downturn and future forecasts for the region.
 - a) Update the buildable lands inventory.
 - b) Ensure an adequate supply of zoned and serviced industrial and commercial property for growth and expansion.
 - 1) Update the Economic Opportunities Analysis

- 2) Provide the supply of commercial and industrial land identified in the economic opportunities analysis.
- 3) Assess the infrastructure needs of available employment lands.
- iii. Begin multi-year process of a Comprehensive Plan Amendment.
- iv. Review Redmond Development Code, Building Codes, programs and policies to evaluate creating incentives for new development and redevelopment that are energy, water and land efficient and support a multi-modal transportation system.
- B. Support orderly annexation from Urban Growth Boundary.
 - i. Review annexation process for both short-term and long-term opportunities.
 - ii. Evaluate master planning process and requirements to achieve overall annexation objectives.
 - iii. Develop two-map system.
 - iv. Formalize annexation policy.
 - v. Establish communication portal for annexation policy and process.

6. REGIONAL COOPERATION

Recognize that Central Oregon as a whole is stronger than the sum of its individual parts and regional relationships are critical in Redmond's planning and decision making process.

- A. Continue to participate in and support the work of the Central Oregon Cities Association.
 - i. Continue to coordinate a regional legislative program.
- B. Maintain and strengthen Redmond's relationship with Deschutes County.
 - i. Continue discussions to create a mechanism for rural and destination resort development to mitigate impacts on the City's transportation infrastructure.
 - ii. Support the County Fair and Expo Center's efforts to attract new events and expand revenues.
 - iii. Investigate ways to improve County roads and recreation assets.
 - iv. Continue to support and enhance Roberts Field.
 - a) Work with BLM to acquire land for future runway.
 - b) Continue to seek grant funding for extension of the existing runways and taxiways.
- C. Support Greenprint project.
- D. Support the efforts of the 2010 Census.
- E. Participate in the activities of the Deschutes Water Alliance and support the DWA Water Bank to sustain long term growth while protecting water flows within the Deschutes River.
- F. Help to strengthen the efforts of the Central Oregon Area Commission on Transportation and the Central Oregon Intergovernmental Council to provide regional transportation planning and secure project funding for the region.

7. URBAN RENEWAL

Invest resources to encourage new business investment in designated blighted areas that will grow the job base and strengthen and diversify the tax base in that area.

- A. Maintain and manage resources to ensure consistent program delivery and sufficient financial resources.
 - i. Align the use of Agency resources with objectives identified in the Downtown Urban Renewal Plan, and with priorities and tasks established in the Downtown Action Plan.
 - ii. Develop administrative policies for contracting with City Departments for services and support, and for transferring assets from the Agency to the City.
- B. Create a readily identifiable city center core that is vibrant with a mixture of offices, specialty shops, entertainment, housing and other commercial uses.
 - i. Focus on implementation of remaining projects in the Downtown Urban Renewal Plan.
 - a) Redevelopment Opportunities
 - 1) Assume an active role in redevelopment opportunities, supporting "tipping point" or catalyst projects that will help fuel additional investment within the downtown core.
 - 2) Form partnerships and make investments that stimulate high quality development projects.
 - b) Public Parking
 - 1) Provide adequate, well-identified customer and visitor parking.

- 2) Create a coordinated parking system that maximizes utilization of the parking supply in downtown Redmond.
 - 3) Explore alternative models for providing future parking.
 - 4) Manage the existing public parking system as effectively as possible.
 - ii. Analyze the long-term benefits of extending the Downtown Urban Renewal District with a focus on ability to generate new capital investment, grow the job base and strengthen and diversify the tax base in the downtown district.
 - a) Adjust the boundary
 - 1) Evaluate expanding the boundary to include Evergreen Elementary.
 - 2) Evaluate contracting the boundary to release 100% built-out lands south of Highland Avenue.
 - b) Identify at least four significant redevelopment projects that will serve as catalytic projects for additional business investment.
 - c) Identify an anchor project for the downtown core.
 - iii. Develop tools that improve the quality of development in the Downtown Urban Renewal District.
 - a) Evaluate and develop right-of-way specifications for the Downtown Overlay District and C-2 Zone.