

CITY OF REDLANDS
ECONOMIC DEVELOPMENT ACTION PLAN



2014/2015

Focus – Strategy – Implementation – Evaluation

The City of Redlands Economic Development Action Plan identifies economic development focus areas and strategies, and provides an overview of implementation activities in support of these objectives.



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Economic Development Action Plan

FOCUS – STRATEGY – IMPLEMENTATION – EVALUATION

INTRODUCTION

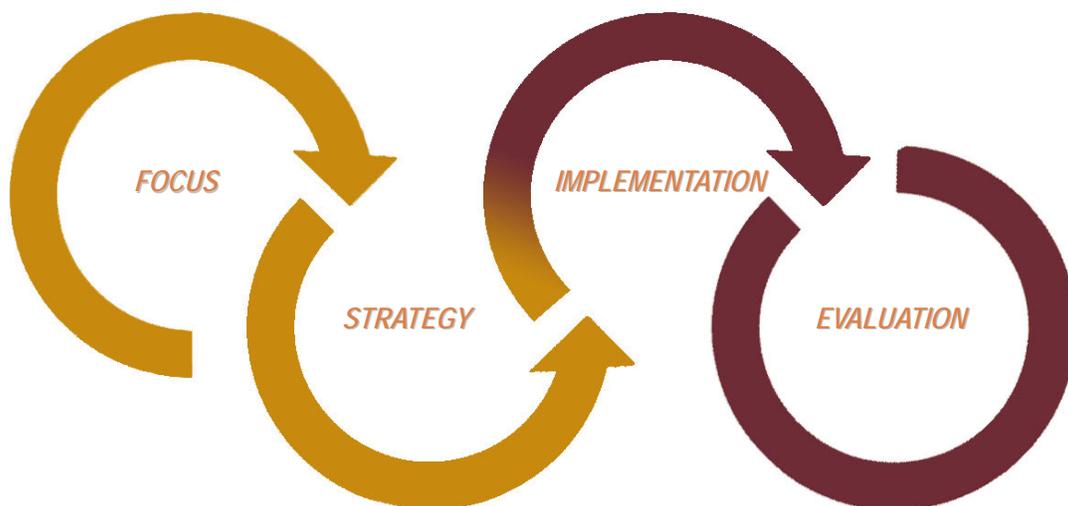
For 125 years, the City of Redlands has been known as a community that celebrates its past and embraces its future. Early on, agriculture prospered during the citrus era and is still a productive industry today. However, Redlands has diversified and expanded its economy over the years, developing a sustainable environment for its residents and businesses. Community leaders have consistently set high standards for housing, business, education and recreation, earning the City a reputation as a cultural, educational and economic leader in the western portion (east valley market area) of San Bernardino County.

Like many communities, Redlands has faced its share of economic challenges and continues to see shifts in its business environment. However, the longevity of many businesses in the community – some 25, 50, 75 years and more – are a testament to the City's quality, sustainability and supportive business environment.

To ensure continued growth and expansion, the Economic Development Division is committed to identifying and attracting new business investment, recognizing and supporting the community's current business base and collaborating with its public/private partners to encourage the ongoing development of a skilled, educated and 21st century-ready workforce.

In 2014, the Economic Development Division will begin focusing its efforts on specific strategic areas, and implementing programs and activities in support of those efforts. Specifically, these focus areas include Business Attraction, Business Retention, Marketing and Tourism and Workforce Development. Additionally, the Division will seek to provide support and assistance for specific high-priority Special Projects.

The 2014-2015 Economic Development Action Plan incorporates an Activity Matrix (Page 17) outlining five Focus Areas and their tiered support levels (Strategic Areas, Target Efforts and Action Items/Programs). From this Matrix, a staff-level work plan will be developed to carry out activities listed within the Matrix. The proposed budget estimates that have been included in the Activity Matrix will be finalized during the City's annual budget process.



Business Attraction | One

A key component to developing a strategic approach to long-term economic stability is the attraction of new business investment that can provide tax revenue for the City, local employment opportunities for residents and a supply of goods and services that are desired by residents and business owners. Therefore, efforts to encourage investment in the community will include targeting potential businesses in multiple sectors to ensure diversity and growth. These specific sectors include retail and restaurant candidates, technology-based companies and medical device manufacturers and related services.

Retail and Restaurant Sector – 1.1

The Economic Development Division will continue to utilize its resources to attract those retailers and restaurant uses that will serve to fill an existing void in the marketplace and/or provide a unique addition to this sector. Current data indicates that Redlands’ retail vacancy rate is 4.2%, which is one of the lowest rates that it has been in 5 years (*vacant space refers to all space not currently occupied by a tenant, regardless of any lease obligation that may be on the space*). However, with new retail construction in the pipeline (e.g., Majestic Realty Company’s Mountain Grove project), vacancy rates may climb to between 6% and 7%, while positive absorption levels are forecast to remain relatively even (*when supply is less than demand, vacancy decreases and absorption is positive. When supply is greater than demand, vacancy increases and absorption is negative*). Market conditions, available commercial financing and employment growth can also impact vacancy rates. And, it is rare that any shopping center can sustain a 0% vacancy rate for an extended period of time. Thus, it is important that the Economic Development Division continue its efforts to attract new retail tenants to the community and fill remaining vacant space.



Table 1. Redlands’ Retail Vacancy Rate.

To ensure that existing retail vacancies are adequately filled with quality tenants, and to facilitate new retail development where applicable, the Economic Development Division will focus on:

- Identifying and marketing existing center vacancies to prospective retail tenants, brokers and site selectors.
- Identifying and marketing miscellaneous infill opportunities for retail and restaurant use to prospective tenants, brokers and site selectors.
- Encouraging and supporting unique, specialty retail and restaurant uses in the downtown core.
- Working with site selectors to facilitate new retail development as applicable (e.g., Redlands Mall, Redlands Promenade, Packing House, vacant parcels, etc.)
- Monitoring and analyzing expanding retail market trends.
- Working with other City departments and shopping center owners/tenants to ensure a safe, well-maintained retail environment.
- Generally promoting retail and restaurant assets to a regional and super-regional audience.

Redlands' Retail Demand Forecast

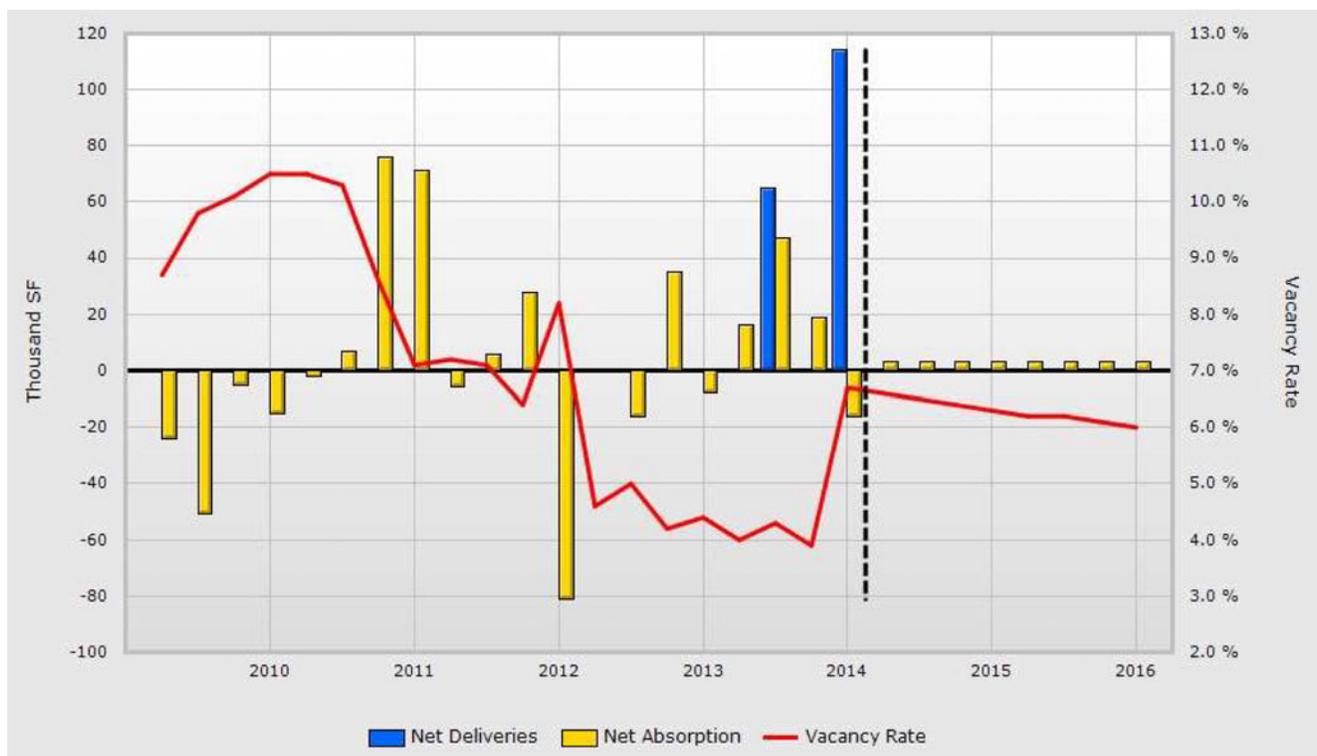


Table 2. Redlands' Retail Demand Forecast. (When supply is less than demand, vacancy decreases and absorption is positive.)

Industrial and Manufacturing Sector – 1.2

Currently, the City’s industrial sector is very active and multiple warehouse/distribution projects are planned, in development or have recently been completed. And while the current vacancy rate of 10.8% may appear to be a high number, these figures reflect recent delivery of new product to the marketplace. Additionally, demand for industrial space continues to be high, particularly for product above 500,000 square feet. As such, the majority of new projects being proposed reflect the desire of companies for larger, state-of-the-art facilities, and the response from the development community has been to build those facilities. In fact, current projects by Hillwood Investment Properties, McShane Development Corporation, Prologis and others have been designed to accommodate larger users and larger employee populations.

And, with the expansion of e-commerce activities, many retailers are adopting business models that support large fulfillment centers for expedited shipment of products to their customers. These facilities often employ individuals at higher pay scales than traditional warehouse workers and front-line retail employees.

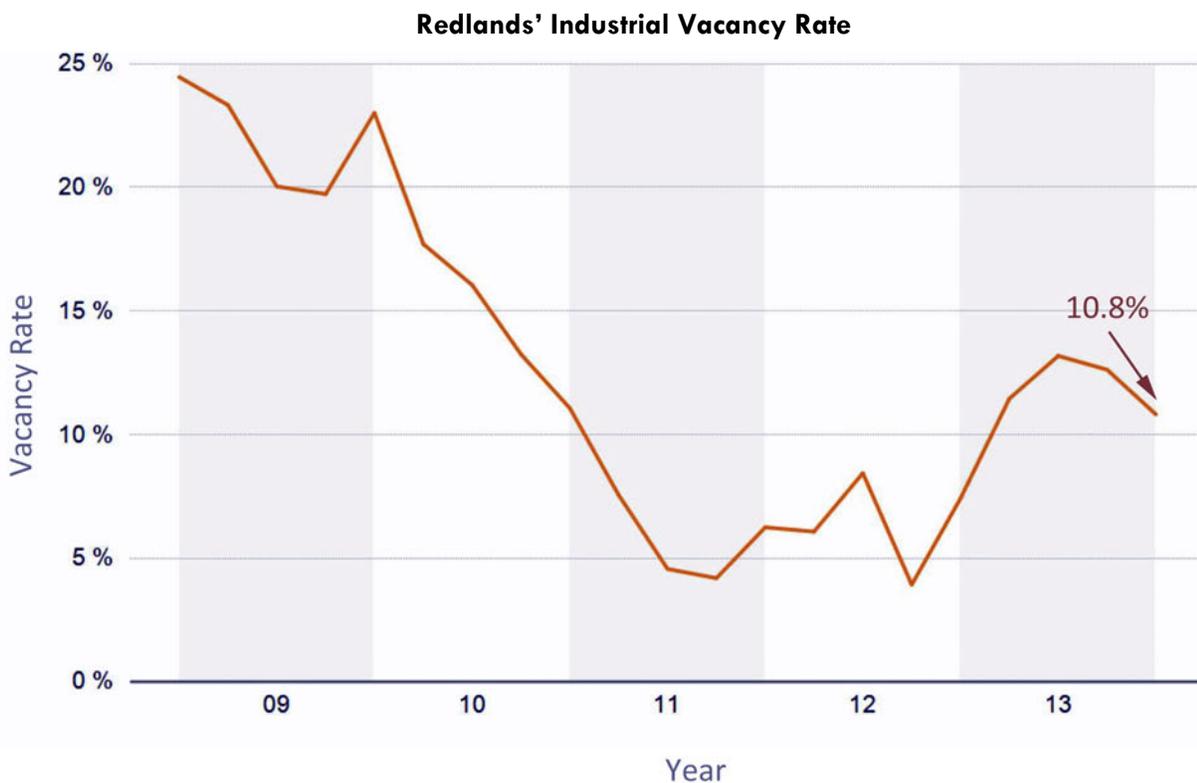


Table 3. Redlands' Industrial Vacancy Rate.

As the City of Redlands continues to support industrial development, it will be important to work with project developers, brokers and site selectors, as well as lead-generating agencies (e.g., County of San Bernardino) in an effort to attract high-profile, high-quality tenants that can provide employment opportunities to residents and revenue to the City. To assist in this process, the Economic Development Division proposes to:

- Assist developers and brokers in marketing existing industrial vacancies and in-development projects to prospective tenants including e-commerce retailers.
- Work with the County of San Bernardino and others (as appropriate) in response to requests for information and data packages for site selectors and their clients.
- Monitor and communicate available resources for prospective industrial tenants.
- Work with tenants to facilitate streamlined hiring processes.

In addition to supporting efforts to attract large industrial users, Redlands has a unique opportunity to target businesses related to the healthcare and life sciences sectors. Medical device manufacturing, supply and distribution, diagnostic and medical laboratories, biotechnology, R&D, medical office management and consulting, as well as many other healthcare-related operations are viable targets. This is due to the City’s proximity to Loma Linda University Medical Center, concentration of medical providers (e.g., Redlands Community Hospital, Beaver Medical Group, Kaiser Permanente), medical labs and diagnostics (e.g., BioPath, Quest Diagnostics, and San Bernardino Advanced Imaging), medical management and consulting (e.g., EPIC) and others.

Redlands’ Industrial Demand Forecast

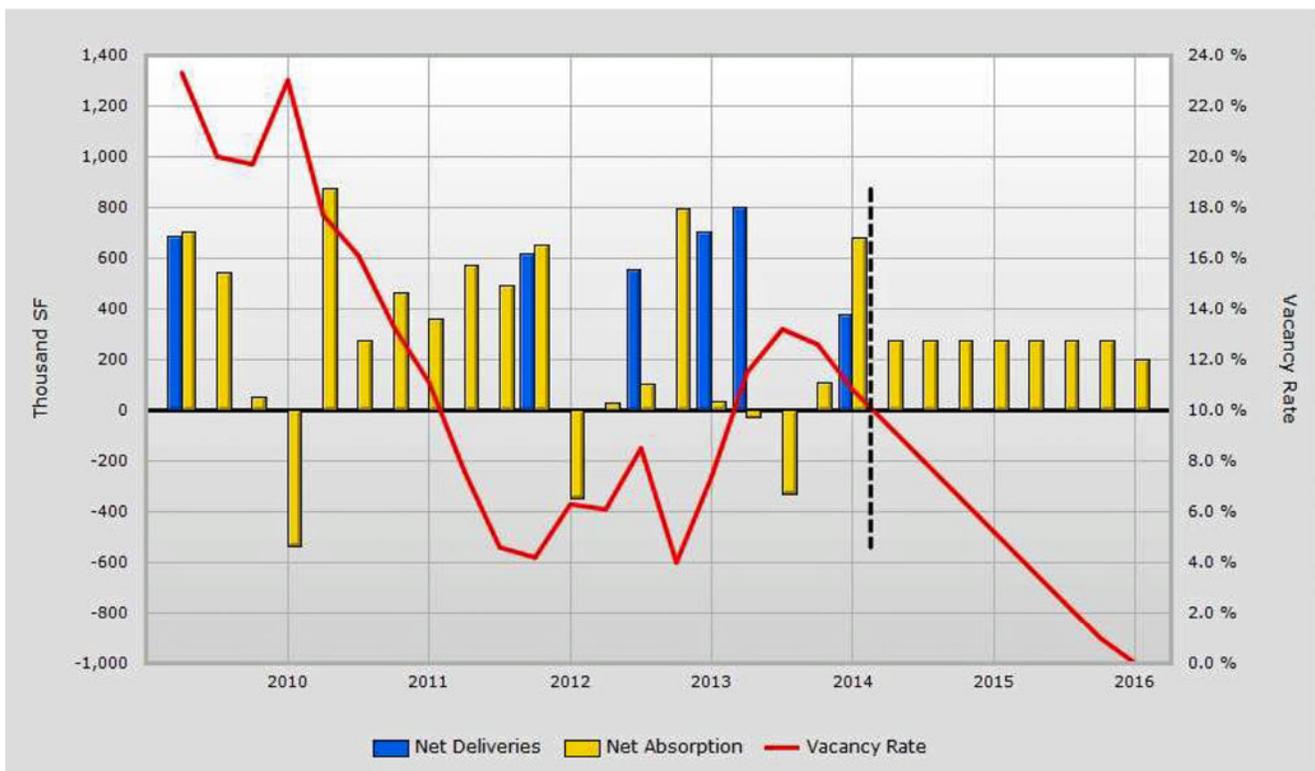


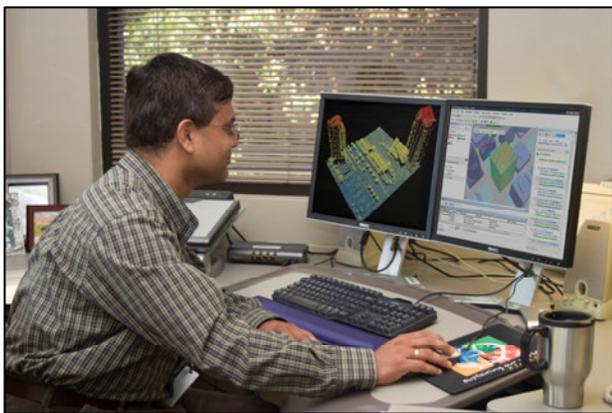
Table 4. Redlands’ Industrial Demand Forecast. (When supply is less than demand, vacancy decreases and absorption is positive.)

As the U.S. population's baby boomers continue to age and require more medical services, the healthcare industry will continue to grow and expand. Redlands is now in a position to capitalize on this growth, and develop an expanded medical cluster within the City. To support these efforts, the Economic Development Division proposes to:

- Identify existing companies within the City that provide healthcare and/or industry-related services.
- Work with existing healthcare providers and industry-related companies to identify potential candidates for business attraction efforts.
- Tailor business attraction efforts to industry-related companies that provide professional-level employment opportunities and/or that may generate taxable sales through production and distribution of products or services.
- Identify suitable spaces (office, flex, small/large industrial, etc.) that can accommodate companies in the healthcare field that may be seeking Inland Empire locations.

Office and Technology Sector – 1.3

It comes as little surprise to those who are familiar with the community that Redlands' largest employer – and one of its most successful – is the Environmental Systems Research Institute (Esri). The company has been a long-time resident of the Redlands business community and is the leader in Geographic Information Systems technology, mapping, data and software development. Esri has also realized steady growth over the past 40 years and continues to be a driving force in providing employment opportunities for local residents.



Esri has a wide network of users (private companies) that have developed, or are currently developing, products of their own utilizing Esri's platform. Due to the fact that Esri has established itself as a leading technology company, and because its presence in the community represents a solid foundation for potential growth in the technology sector, it is essential that the City utilize its resources to build on this foundation. Efforts to attract other established technology companies, promising start-ups and independent entrepreneurs will be important in building a larger base of technology businesses within the community.

It will also be important to partner with Esri and academic institutions, such as the University of Redlands, to formulate strategies and programs that encourage entrepreneurship and business development. To this end, the Economic Development Division proposes to:

- Initiate a collaborative partnership with Esri to create new opportunities for technology growth in the community.
- Participate in, and establish a presence at, Esri's annual user conference to market the community to prospective technology companies.
- Identify and market to non-Esri technology companies.

- Identify and market suitable spaces (office, flex, etc.) that can accommodate technology companies and related administrative services.
- Initiate discussion with Esri and the University of Redlands to explore the potential for implementing a technology-based entrepreneurship program.
- Support efforts to enhance the community's technology systems (e.g., broadband communications) to ensure high-speed access for new and existing businesses within the community.

Although the priority will be to place technology-related businesses in available office and flex space, it will also be necessary to encourage business investment by other companies in the healthcare/life sciences, professional and administrative sectors. Currently, there is an overall office vacancy rate of 15.7% in Redlands, with the majority of product represented by Class B and Class C space. So, it will be important to market existing space to potential business interests, and – when the office market begins to expand in the San Bernardino (East) area – encourage additional Class A development for use as regional and corporate headquarters locations.



Redlands' Office Vacancy Rate

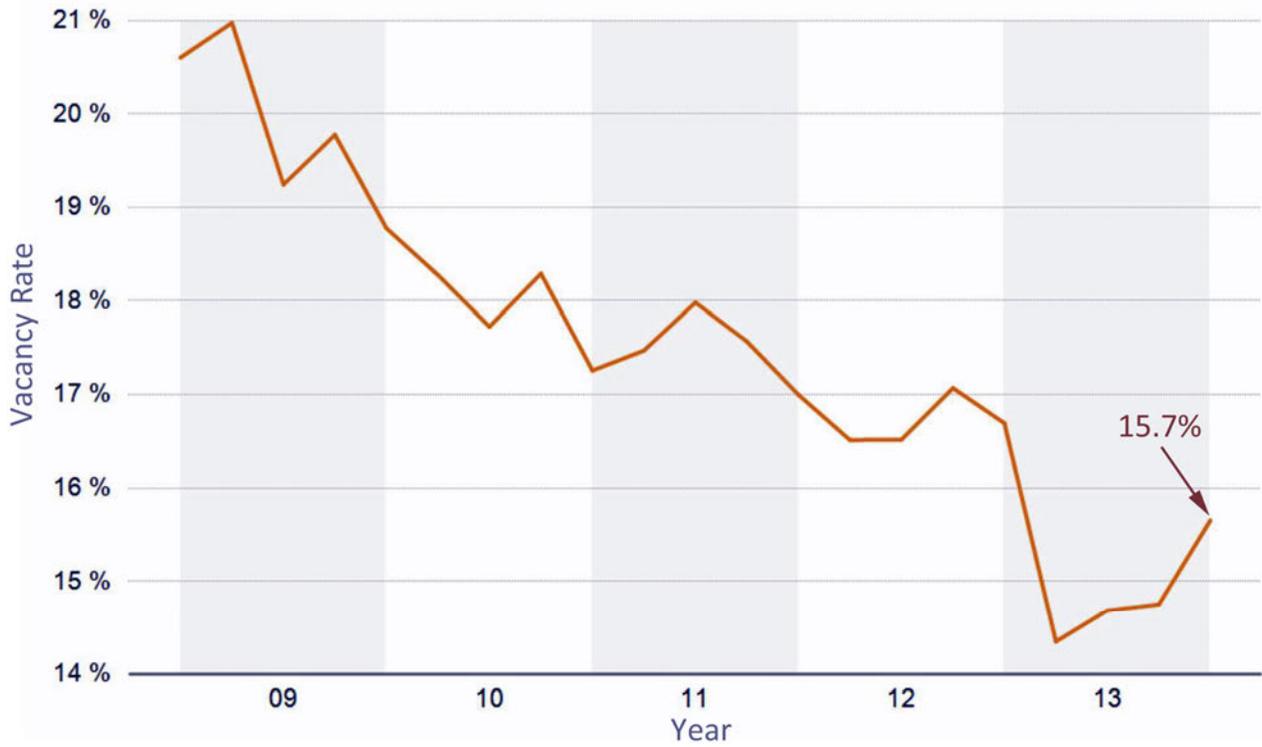


Table 5. Redlands' Office Vacancy Rate.

Redlands' Office Demand Forecast

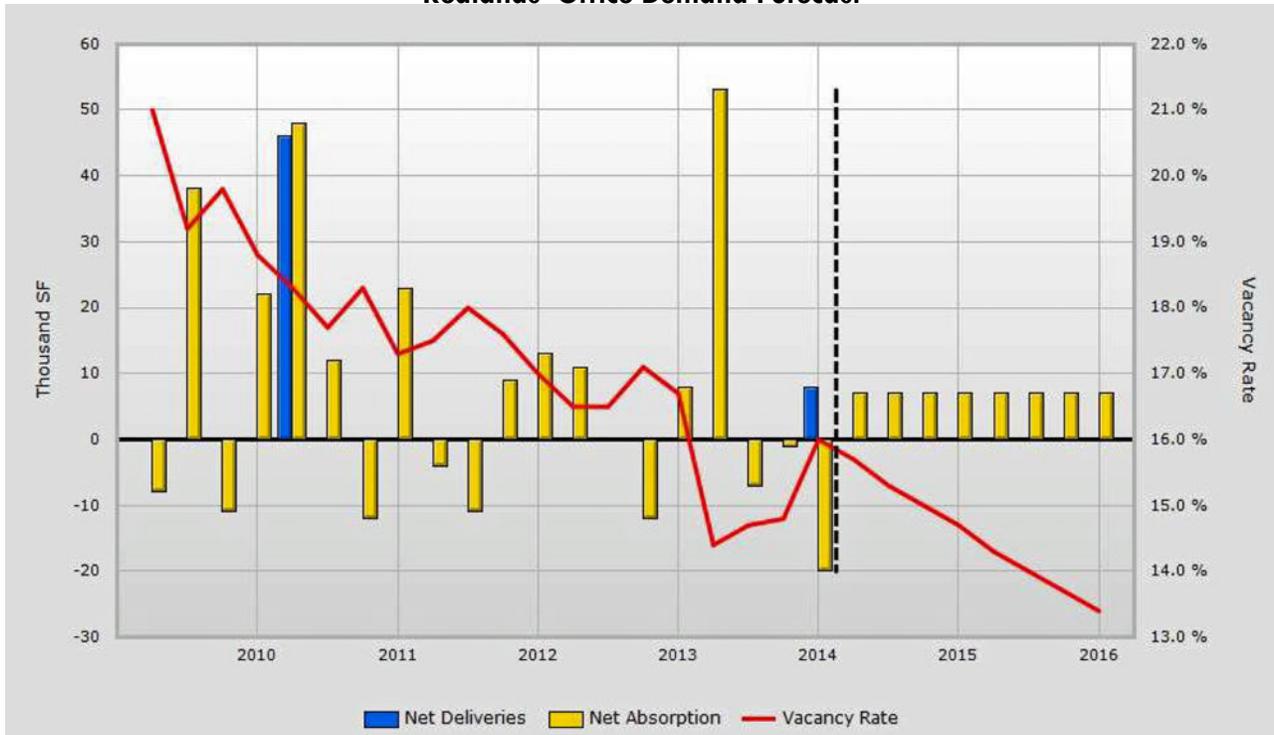


Table 6. Redlands' Office Demand Forecast. (When supply is less than demand, vacancy decreases and absorption is positive.)

Business Retention and Expansion | Two

Integral to the City's overall economic development efforts, and to ensure long-term economic stability, are economic development activities that include ongoing support for existing businesses in the City. As noted previously, the longevity of many local businesses are a testament to the City's quality, sustainability and supportive business environment. Thus, it is necessary to continue to provide resources, assistance and recognition to businesses in the community to help foster their growth and success. This process includes gathering and assessing business data through available data resources and monitoring, as well as outreach to the business community. It will also be important to identify, provide (when applicable) and communicate the availability of business resources that can assist business owners in maintaining successful operations within the community and that support expansion efforts. Businesses are the lifeblood of the community's economic engine, but often are not given the acknowledgment that they deserve for their contributions. Therefore, continued recognition of local businesses by the City will also be an important component to business retention efforts.

Data Intelligence and Business Outreach – 2.1

In order to effectively plan for future business activities and address changes to the business environment, it will be necessary for Economic Development Division staff to continue efforts in monitoring both local, regional and national business impacts and trends; keep apprised of business activities in neighboring communities and regional projects/programs that may impact the City; and maintain ongoing communication with existing businesses to ensure that City staff maintains an awareness of local business activities and concerns. To facilitate these activities, the Economic Development Division intends to:

- Continue to monitor and assess local and regional market and industry activity to capitalize on opportunities and mitigate threats to the local business environment.
- Implement an ongoing business visitation program that provides business owners an opportunity to meet directly with economic development staff to discuss any business concerns, and to provide an opportunity for staff to learn more about company operations.
- Continue City Manager's outreach program to high-performing businesses.
- Create a quarterly Mayor's Roundtable to allow local business owners an opportunity to meet with the Mayor to discuss business operations and related topics.
- Collaborate with the Chamber of Commerce to initiate an annual downtown "business walk/survey" to assess downtown merchant activity and collect feedback on maintaining/enhancing the downtown business environment.

Support and Resources – 2.2

Providing resources that can assist new and existing business owners with launching, operating and expanding their businesses is a key element to sustaining business growth. Whether the resource is provided directly by the City or another agency (county, state, federal), connecting business owners with the resources that they need is part of creating a successful business environment. Now, more than ever, local governments are seeking any and all available resources and tools that may provide support to local businesses as they compete in the local, regional, national and international marketplace. Even when these resources are not able to be provided directly by the City, Economic Development staff can research and identify resource opportunities, and communicate those opportunities to the local business community.

To this end, the Economic Development Division plans to:

- Identify and monitor local, regional, state and national business resources, programs and tools that can assist Redlands businesses with competing in today's marketplace.
- Network and collaborate with the Chamber of Commerce to ensure open communication and the leveraging of resources (when applicable) to support local business activities.
- Communicate the availability of new and existing business resources and tools to the local business community through the use of various media and outreach efforts.
- Revamp and reorganize the economic development section on the City's website to ensure a more robust listing of resources, programs and projects, as well as an enhanced user experience.
- Continue to support ongoing business assistance programs such as monthly SCORE workshops.

Acknowledgement & Recognition – 2.3

There are numerous businesses in the City of Redlands that have made, and continue to make, significant contributions to the community. Whether the activity is major expansion/job growth, considerable revenue generation, philanthropic support for local organizations, environmental leadership or the implementation of special community projects/programs, many businesses play a role in the ongoing quality of life enjoyed by Redlands' residents and workforce. Therefore, as part of an overall business retention effort, acknowledgement and recognition of businesses for their achievements will be an important component to reinforcing the City's commitment to its business community. As such, the Economic Development Division encourages and supports formal recognition efforts for deserving businesses. To accomplish this, the Economic Development Division proposes to:

- Introduce a quarterly Business Recognition Program highlighting significant contributions by local businesses.
- Implement an annual Business Appreciation event in conjunction with the Chamber of Commerce to thank all businesses in the community for their efforts.



Workforce Development | Three

One of the keys to long-term business sustainability and growth is the development of an educated, well-prepared workforce to meet the needs of local companies and potential employers in targeted industries. Preparing Redlands' workforce to meet the needs of current and future employers, as well as to build upon a solid foundation of high-quality jobs in multiple sectors, is a role that business, education and government can share in and collaborate at both the local and regional levels. Whether the need is a specialized program to support a local company's expansion efforts, or the crafting of higher education programs to support an entire industry, having community stakeholders work toward a common goal is paramount to achieving success.

Regional Collaboration – 3.1

Throughout the Inland Empire, cities continue to evolve in terms of their respective community demographics, business growth and physical landscape. And while each community may have different attributes, needs and goals, the fact is that they are all members of a broader regional community. That's why it is important for individual communities to work together – when applicable – to advance economic development and workforce development initiatives that can benefit the larger region. This may come about through collaborative efforts to attract specific industries or employers to the region or through regional workforce development efforts. As such, the Economic Development Division is committed to:

- Working with the County and other cities – as appropriate – to attract business to the region through collaborative broker/development outreach, lead generation and information sharing.
- Identifying, collaborating and participating in workforce development projects and events with other municipal governments (County, cities), businesses and partners (Chamber of Commerce) engaged in regional employment recruitment activities (e.g., job fairs).

Industry Needs Assessment – 3.2

In order to better recognize and support the workforce development needs of local employers, it will be necessary to develop tools and collect/analyze data to support future assistance efforts. Additionally, specific employee training programs (both short-term and long-term) or other employer resources may be needed to support local business activities. To ensure that the City has an awareness of local needs, the Economic Development Division will explore opportunities to:

- Query local employers and assess their needs for training and/or other resources.
- Work with educators (e.g., University of Redlands; community colleges) and other resource providers (e.g., County of San Bernardino Workforce Investment Board, State of California Employment Training Panel) to develop and implement applicable training programs.

Technology Incubators – 3.3

The City of Redlands is in a unique position to grow its technology sector by supporting collaborative efforts to encourage new technology start-ups, as well as attract related technology companies. The Economic Development Division seeks to initially explore this activity through:

- Outreach and collaboration with Esri and the University of Redlands.
- Continued use of Esri tools to support and encourage business expansion.

Marketing and Tourism | Four

Redlands is a familiar name to many of those living and working in the Inland Empire, particularly in the western portion (east valley market area) of San Bernardino County. It is also a community that has become visible to business investors over the years, as well as business development representatives in the retail, industrial and office sectors. Additionally, the community is fortunate in that it has numerous venues and events that attract local residents, those of nearby communities and out-of-area visitors. To ensure that Redlands continues to remain top of mind with potential business investors, and to introduce new business interests to the community, as well as to create a greater awareness of the community's attractions, it is important that a comprehensive marketing effort be implemented. Marketing activities will include, but will not be limited to, the development and production of marketing material and related collaterals, targeted advertising development and placement; trade show participation and data collection/analysis as required. Additionally, in an effort to support Redlands' extensive offering of venues, activities and events, it will be important to engage in activities that promote local tourism, and to seek partnership opportunities with local venues and organizations to encourage visits by local, regional and super-regional residents.

Collateral Development and Data Collection – 4.1

The development of marketing material to support business attraction and local tourism efforts is a critical component to communicating the Redlands brand. Previously, there has been limited attention given to the development and production of these materials. However over the past year, the Economic Development Division has begun the process of producing a basic level of support material, and will continue to add to this material as additional resources become available. Division staff will also seek additional methods for securing localized demographic data (business and tourism) to become better aware of the local business community/market, as well as specific tourism-related activities. Efforts geared toward these objectives include:

- The ongoing development and placement of print and online advertising materials in industry-specific print and digital publications.
- Continued development of collateral material to support trade show and outreach efforts.
- Supplementary communications and public relations efforts to further promote the community and its assets.
- Identification, development and implementation of methods to collect and analyze business and event data.



Enhancement of Downtown Business Environment – 4.2

One of the community's greatest assets – and one that sets it apart from other cities throughout the region – is its historic downtown. It comprises an exciting mix of historic, cultural and business offerings that attract local residents and regional visitors. This blend of unique shops and restaurants, combined with year-round events and activities, make it one of the most popular gathering places in the region. To ensure that the downtown area continues to be a focal point for business and tourism in Redlands, it will be important to continually support efforts to enhance the economic and physical environment in the downtown area. This will be accomplished through increased efforts to enhance and expand tourism-related activities and capital improvements in the downtown core, as well as to generate external in-kind and monetary support for these efforts. Some of the proposed activities include:

- The physical expansion of Market Night to accommodate additional vendors and attendees, as well as the streamlining of vendor registration and participation.
- Continued support for both City-sponsored and community sponsored downtown events.
- Securing sponsorship support – as applicable – for Market Night and other City-sponsored downtown events, as well as other financial resources that can help sustain the downtown business environment.
- Continued support and collaboration with other City departments to provide capital improvements and other amenities/enhancements to the downtown core.
- Increased marketing efforts related to the downtown business district and special events.

Citywide Venue/Event Marketing – 4.3

Although Redlands' downtown core is central to many tourism-related assets, it is only part of a larger environment of multiple venues and attractions. As such, it is important to recognize and support efforts to promote these venues and work with venue operators to communicate the City's rich offering of places to visit and things to do. Promoting Redlands as a destination where visitors can shop, dine, play and stay is an important component to ongoing economic development activities, and will help create opportunities for increased visitorship, hotel stays, sales tax generation and employment. To successfully engage in these activities, it will also be important to collaborate and partner with local businesses, venues and organizations to collectively market the community to potential visitors. In support of these tourism efforts, the Economic Development Division proposes to:

- Independently and collaboratively market venues and events to local and regional audiences including "farm-to-table" initiatives, venues and activities.
- Lead efforts to develop a local tourism group comprised of tourism-related businesses, venues and organizations, and to work collaboratively on promoting tourism in Redlands.
- Work with tourism partners to implement and promote a community-wide calendar of events.
- Develop and produce a local visitor's guide highlighting community venues and events.

In 2012, visitors spent \$63 million on tourism-related activities in San Bernardino County.

Special Projects | Five

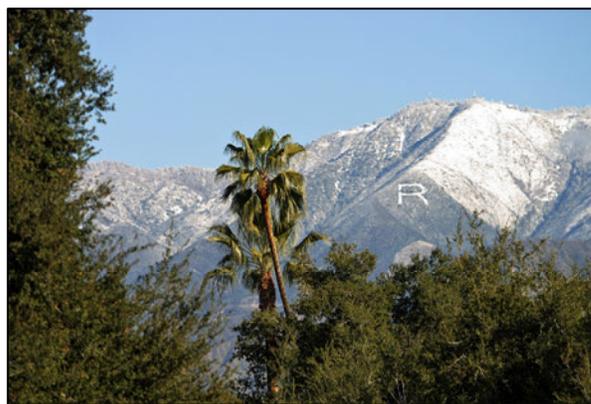
There are a number of ongoing projects that are directly related to the City's overall economic development activities. And while many of these projects may be influenced by private ownership and operation, or led by other public agencies, it is important that the City remain involved in their continuing progress. One of the most notable projects, currently moving forward, is the sale and transformation of the Redlands Mall. The site is a critical component to the economic stability of the downtown core, and successful development of this asset could complement the existing downtown area and create new opportunities for businesses and residents. Additionally, the former Packing House (currently under control of the Successor Agency) could be a vital link to increased downtown business activity, and the planned light rail project will further enhance economic opportunity within the community. Finally, it may be in the best interests of the City to consider developing – with the assistance of a consultant – a long-range (5-10 years) strategic vision for economic development, above and beyond what is provided in the Economic Development Action Plan. Proposed activities related to special projects include:

- Working with the new owner of the Redlands Mall to develop and implement a vision for transforming the site into a vibrant, economic asset.
- Securing authorization from the State of California Department of Finance to sell the former Packing House, and work with the new owner to develop a practical use for the property that would further enhance the economic vitality of the downtown area.
- Collaborating with the San Bernardino Associated Governments (SANBAG), Esri, the University of Redlands, other City divisions and other entities in support of development of a light rail extension and multiple access points within the community, as well as a downtown plan in support of this effort.
- CDBG and Successor Agency administration.
- Developing a long-range economic strategy for the community.

Conclusion

The 2014/2015 Redlands Economic Development Action Plan incorporates the City Council's economic development initiatives under its Economic/ Business Growth focus area. And while the Economic Development Action Plan is certainly an aggressive undertaking, with a sufficient level of staff and resources, many of the proposed activities could be implemented over the next two fiscal years (see *Economic Development Action Plan Activity Matrix*).

Upon approval of the 2014/2015 Economic Development Action Plan by the City Council, the proposed budget for carrying out activities within the Plan will be presented for final approval as part of the City's annual budgeting process. The final determination and allocation of economic development funding will determine the overall level of service that can be delivered.



Economic Development Action Plan Activity Matrix | FY'14-'15

Focus	Strategic Area	Target Effort	Action Items/Programs	Implementation	Estimated Budget	Notes		
						Downtown-specific budget items in green		
Business Attraction One	Restaurant & Retail Sector - 1.1	Identify and Target New Retail/Service	Market Downtown Infill Opportunities	Ongoing	\$500	Associated with Council Objective 2A*		
			Market Citywide Infill Opportunities	Ongoing	\$500	Associated with Council Objective 2A*		
			Trade show participation (ICSC - San Diego)	4th Quarter - 2014	\$5,000	Associated with Council Objective 2A*		
	Industrial & Manufacturing Sector - 1.2	Expansion of Medical Industry Cluster	Cluster analysis of existing medical-related companies	4th Quarter - 2014	\$1,000	Associated with Council Objective 2A*		
			Identify/Market to Medical Device Manufacturers/Providers	2nd Quarter - 2015	\$1,000	Associated with Council Objective 2A*		
	Office & Technology Expansion - 1.3	Build technology cluster around ESRI base	Initiate collaboration with ESRI	2nd Quarter - 2014	\$0	Associated with Council Objective 2A; 2G*		
			Participation/outreach at ESRI user conference	3rd Quarter - 2014	\$5,000	Associated with Council Objective 2A; 2G*		
			Identify/market to ESRI and Non-ESRI Tech Companies	1st Quarter - 2015	\$2,500	Associated with Council Objective 2A*		
			Identify/Market Potential Office Opportunities	1st Quarter - 2015	\$1,000	Associated with Council Objective 2A*		
							\$16,500	
	Business Retention Two	Data Intelligence & Business Outreach - 2.1	Direct Business Outreach and Reconnaissance	Regional Market and Industry Monitoring	Ongoing	\$0	Associated with Council Objective 2A; 2D*	
				Business Visitation Program	3rd Quarter - 2014	\$1,500	Associated with Council Objective 2A; 2D*	
City Manager Outreach Program - Top Performers				Ongoing	\$250	Associated with Council Objective 2A; 2D*		
Mayor's Roundtable				1st Quarter 2015	\$500	Associated with Council Objective 2A; 2D*		
Annual Business Survey/Chamber Downtown Walk				1st Quarter 2015	\$2,500	Associated with Council Objective 2A; 2D*		
Support & Resources - 2.2		Identification/Networking/Communication	Identification of local/regional/state/federal biz resources	Ongoing	\$0	Associated with Council Objective 2A; 2D*		
			Networking/collaboration with Chamber (e.g., grand openings)	Ongoing	\$0	Associated with Council Objective 2A; 2D*		
			Business Communications (e.g., RedZone)	Ongoing	\$1,500	Associated with Council Objective 2A; 2D; 2J*		
			Economic Development web pages overhaul	3rd Quarter - 2014	\$0	Associated with Council Objective 2A; 2F; 2J*		
Acknowledgement & Recognition - 2.3		Quarterly/Annual Events	Score Workshops	Ongoing	\$1,000	Associated with Council Objective 2D*		
			ED Incentive Programs/Impact Fee Credits	Ongoing	TBD	Associated with Council Objective 2D*		
			Quarterly Business Recognition Program	3rd Quarter - 2014	\$2,500	Associated with Council Objective 2A; 2D*		
			Annual Business Appreciation Event	1st Quarter - 2014	\$5,000	Associated with Council Objective 2A; 2D*		
					\$14,750			
Workforce Development Three		Regional Collaboration - 3.1	County/Education Institutions	Outreach/Participation in Regional Business Attraction Efforts	Ongoing	\$1,500	Associated with Council Objective 2A; 2G; 2I*	
	Collaborative Workforce Events (e.g., job fairs)			TBD - 2014/2015	\$1,500	Associated with Council Objective 2A; 2G; 2I*		
	Industry Needs Assessment - 3.2	Outreach and Data Analysis	Local/Regional Employer Needs	4th Quarter - 2014	\$500	Associated with Council Objective 2A; 2G*		
			Participation in Development of Training Programs	TBD - 2015	TBD	Associated with Council Objective 2A; 2G*		
	Technology Incubators - 3.3	Economic Gardening/Entrepreneurship	Collaborative Local Technology Incubator Effort w UofR and ESRI	TBD - 2015	TBD	Associated with Council Objective 2A; 2G*		
							\$3,500	
Marketing & Tourism Four	Collateral Development & Data Collection - 4.1	Development of Marketing Materials/Demographic Data	Advertisement Development/Placement - Industry Publications/Online	Ongoing	\$60,000	Associated with Council Objective 2A; 2K*		
			Trade Show-Related Material	Ongoing	\$20,000	Associated with Council Objective 2A; 2K*		
			Expansion of Business License Data Collection	3rd Quarter - 2014	\$1,000	Associated with Council Objective 2A; 2D*		
	Enhancement of Downtown Business Environment - 4.2	Downtown Core Tourism and Marketing	Market Night/Expansion	Ongoing/3rd Quarter - 2014	\$130,000	Associated with Council Objective 2A; 2B; 2C; 4K*		
			Downtown Events	TBD - 2014	\$40,000	Associated with Council Objective 2A; 2B*		
			Capital Improvements/Signage	TBD - 2015	\$5,000	Associated with Council Objective 2A; 2C*		
			Development of Downtown Sponsorship Program/Secure Other Funding	3rd Quarter - 2014	\$1,500	Associated with Council Objective 1F; 2A; 2B*		
	Citywide Venue/Event Marketing - 4.3	Outreach/Collaboration	Development of Local Tourism Group	3rd Quarter - 2014	\$500	Associated with Council Objective 2A; 2B; 2G*		
			Development of Centralized Community Calendar Tool	3rd Quarter - 2014	\$1,000	Associated with Council Objective 2A; 2B; 2G*		
			Independent and Collaborative Venue Promotion ("farm-to-table" niche)	Ongoing	\$3,500	Associated with Council Objective 2A; 2B; 2G*		
			Downtown Guide (Print and/or Mobile App)	TBD - 2015	\$5,000	Associated with Council Objective 2A; 2B; 2G*		
								\$267,500
Special Projects Five	Redlands Mall	Site Rehabilitation	City/Owner Site Development	Ongoing	TBD	Associated with Council Objective 2A; 2H*		
	Packing House Restoration Proposal	Site Rehabilitation	Assist with Current Interest and Property Disposition	TBD - 2014	\$5,000	Associated with Council Objective 2A; 2D*		
	Light Rail Support/Downtown Planning	Site Development/Implementation	Assist as Needed	TBD - Ongoing	TBD	Associated with Council Objective 2A; 2I*		
	CDBG Program	Administration	PSAs; HUD Reporting; CIP Projects	TBD - Ongoing	TBD	Associated with Council Objective 1F; 2A; 3B*		
	Successor Agency	Administration	ROPS; Property Mgmt. Plan/Property Disposition	TBD - Ongoing	TBD	Associated with Council Objective 1E; 2A*		
	Long-Term Economic Strategy	Development of Long-Term ED Plan	Recruitment/Hiring of Professional Consultant	TBD - 2015	TBD	Associated with Council Objective 2A*		
					\$5,000			
Staffing	Economic Development				\$275,000	Salaries based on FY'13-'14 Budget and Percentages		
	New Full-Time Economic Development Specialist or CDBG/Grants Coordinator (1 FTE)				\$85,000	Salary based on estimate		
	Downtown				\$165,000	Salaries based on FY'13-'14 Budget and Percentages		
	New Part-Time Marketing Assistant (Contract/Permanent TBD) (1/2 FTE)				\$22,000	Salary based on estimate		
					\$547,000			
Total Estimated Budget					\$854,250	Total includes Economic Development & Downtown Budgets		

* Numeric/alpha designations are related to the City Council's Focus Themes and Initiatives as indicated on its Priority Planning Worksheet.