

**DRAFT REPORT:**  
Redmond NextGen: Action Plan

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Success in today's global economy requires both diversification and differentiation at a local, regional, national and international level. Great cities offer a diverse range of employment opportunities and expend less energy with the problems associated with boom and bust cycles. Economic diversification, while the goal of many communities, must be undertaken in a strategic manner employing tools such as centers of excellence and promotion of regional clusters of economic activity. Redmond must capitalize on its local strengths, while at the same time keeping an eye on emerging global opportunities. This will mean focusing on where Redmond has critical mass and strategic advantage, particularly as it relates to the software and information technology sector. Redmond's software and information technology sector is vital to the health and sustainability of the economy, and its role as the largest source of wealth, employment and community investment in Redmond, is a key element of the strategy. But as the world changes, so must the strategic directions of the sector.

While Redmond is recognized as a global software center, it also has a significant presence in the avionics/aerospace, digital media, advanced technology and homeland defense sectors and other non tech driven industries that have a long standing presence in Redmond.

To be competitive, "Open for Business" can't be just a slogan, but an attitude that is inherent in the city's character. It means that as a community Redmond will not only support its largest business partners, but also small companies that have the greatest potential for growth and innovation. This means ensuring that businesses across all sectors and of all sizes have the necessary access to capital to enable them to thrive and to continue to contribute to the economy. It means ensuring timeliness, certainty, responsiveness and ease of access electronically to all city business. It means that the city's transportation and communications infrastructure enables the fast and efficient movement of goods, people, services and ideas throughout the city and between economic regions. While creating wealth, the city must also provide the infrastructure to transform wealth into a sustainable economy that benefits all citizens.

For Redmond to effectively compete on the regional, national and global stage requires a shift in how Redmond approaches economic development. It requires a bold vision of what it can become. It is about thinking and acting world class.

This economic development strategy makes a powerful statement on the direction for the city, setting out a plan for sustainable, equitable and manageable growth of Redmond's economy. While the City of Redmond has a central role in facilitating its implementation, the strategy relies on a mixture of public and private sector resources, active partnerships with the business community, public institutions, regional partners and all levels of government, as well as bold steps to move the strategy forward. Given the significant changes that Redmond has and continues to experience in terms of economic growth, regional influence and challenges, the successful implementation of this strategy will also be about developing adaptive capacities, learning from success and failure, and thereby refining our approach over time to adapt more quickly to changes in the economic environment. Redmond can choose to be just like other cities in the Seattle region competing for business and people, or it can take their place on the global stage by making bold and strategic decisions about the future of our economy.

Strong leadership is required. A strategy of this kind will face challenges in its implementation. As a result, its success will rely on the ability of different organizations to work together around a common objective and to influence decision makers at the local and regional level. This will require, to some extent, a high-level approach to affecting the change set out in the strategy and strong, informed leadership that is able to direct the development of this plan.

The development of competitive clusters is one of the key generators of regional wealth. A cluster develops when businesses in interrelated industries choose to locate in close proximity to take advantage of a region's inherent advantages. These businesses then become interdependent on each other, enhance their operating environments, and ultimately become more competitive on the global landscape. When this happens, these businesses become the experts in their field. They become more profitable, grow faster, and pay higher wages.

Traditionally, the growth of economies has been described in terms of a region's "basic," or "primary" industries. These industries typically export their goods or services outside the region, thereby supporting local industries such as retail, housing construction, and personal services through payroll and local purchases. Primary industries reflect an injection of outside money into the community and have a high economic impact. A typical primary business may create two additional jobs in the local economy for every one job at its facility. For this reason, communities across the country compete to recruit or retain these high-impact, primary businesses. Manufacturing is a good example of a primary industry cluster, as most customers are found throughout the U.S. and abroad. With the manufacturing industry in decline and business today increasingly global, many more industries are "primary" in their make-up: distribution centers may serve a multi-state region, back office operations can serve a company's global network of employees, and custom software companies can build Internet applications that can serve businesses anywhere in the world. Federal installations such as military bases or federal research labs are clear examples of how government can be classified as a primary industry.

High wage jobs are usually found at national or global companies that are enjoying growth. Businesses in similar primary industries tend to form clusters, which are highly integrated groups of businesses with strong vertical and horizontal linkages. Clusters form among businesses that share similar markets, labor, technology, and processes. By locating in close proximity, these elements are more enhanced than they would be if only a single business existed in a region.

Historically, clusters agglomerated in specific regions of the U.S. due to natural advantages (e.g. natural resources and climate), cost factors (e.g. distance to market, labor costs), and existing transportation infrastructure. Today, companies are increasingly drawn to regions that can supply the unique workforce they need. Universities and public sector institutions such as education and training facilities are now major drivers of regional economies. Clusters often mature when businesses expand their relationships with existing supplier firms in a region. An established industry cluster contains a mix of primary, supplier, and support firms and thus drives the co-location of a well-diversified "critical mass" of production, labor, and information.

The presence of an inventory of supporting assets enables businesses within an industry cluster to be more competitive than a firm operating alone. This enhanced competitive position allows the cluster, and the region in which the cluster is located, to be more productive and generate higher levels of output. Increased regional output, in turn, drives growth in regional employment, wage, and income levels. Because of the direct correlation between the presence of an industry cluster and enhanced competitiveness, companies across the nation seek out locations that have strong cluster concentrations.

## The Role of the Redmond NextGen Economic Development Strategy

The Redmond Economic Development Strategic Plan is a strategic plan for the future of Redmond's economic development. It was developed through strong consultation with Redmond's business community and residents. The strategy contains objectives and actions that represent big, bold, visionary ideas, that when implemented, will ensure Redmond future economic success.

*The strategy should be viewed in the following ways:*

**1. *As direction for making immediate and long-term strategic decisions***

The strategy can be used as a guide for directing longer term economic development initiatives, planning and development initiatives and strategic investments into specific sectors, projects and developments. The intent of the strategy is that future city, regional organizations, private, institutional and non-profit investments work toward the achievement of common goals as articulated in this strategy.

**2. *As direction into the creation and development of city economic development work plans and budgets***

**3. *As the source of ideas and inspiration for community action and collaboration***

Achieving the goals of this strategy will require the involvement and participation of many businesses, organizations, associations, levels of government and stakeholders. This strategy should serve as a source of ideas and inspiration for actions aligned with mutually supportive of the goals and objectives.

The successful achievement of these goals will require the support of all organizations, companies, entities and individuals with an interest in the development of the Redmond's economy. Implementation will be a collective endeavor. There is significant need for participation, and more importantly partnership, to deliver on the goals, objectives and actions within this plan. Public and private sector participation is critical.

This strategy is a starting point – not an end point – of a process that will yield increased prosperity in the community and a competitive position in the regional, national and global economy. This strategy should be viewed as a living document. The list of actions is a starting point based on community input and research at a point in time. Essential for effective implementation will be ongoing annual review of the strategy implementation. New realities, new ideas and opportunities will emerge that could not possibly be envisioned during the creation of this report. **Therefore the strategy itself must never remain static, closed or rigid. It must never be viewed as “The Strategy for 2009” but as the dynamic and evolving plan that sets the stage for the first bold actions.** It must be dynamic, fluid and ever-changing in response to the world around us.

## ACTION PLAN INTRODUCTION

The Redmond Economic Development Strategy is underpinned by three high level goals, intended to anchor and qualify all strategic initiatives or ensuing actions to support the vision of a greater level of prosperity for the city and its residents.

By definition the goals represent the overall vision and desired outcomes from the strategic planning process and present a view of the type of community that businesses and residents have told us they wish to have, one where people play a key role in the future of the city, where business and enterprise are well supported and where the city itself is promoted regionally, nationally and internationally for its capabilities and success.

It should be noted that the list of actions is a starting point based on community input and research at a point in time. It is by no means an exhaustive or comprehensive list of all the potential actions for Redmond's economic development. Other actions exist and new ones will emerge throughout the lifespan of the strategy. It will be critical for effective implementation to continually assess the suitability of identified actions and consider additional or new actions to improve overall success. The result is a community that will retain and attract expertise and talent from across the region, country and around the world, an economy built around centers of excellence, a community with an international profile and reputation – a global center for business and people; a liveable city of opportunity and activity.

The three fundamental elements are:

1. Focus on Business and Enterprise
2. Focus on People and Community
3. Focus on Regional, National and International Outreach

This Action Plan comprises a set of strategies that support this collaborative, entrepreneurial driven strategy. It sets a framework for connecting, networking and leveraging important economic development, education, workforce and industry assets to strengthen existing companies, foster community collaboration all while making Redmond more competitive for future economic development opportunities.

This action plan focuses on seven core strategy areas:

1. Establish the necessary tools to compete
2. Expanding resources to foster entrepreneurship
3. Positioning Redmond as a talent magnet
4. Sharpening connections to the economic development agenda at regional universities, colleges and technical and community colleges
5. Raising Redmond's international presence
6. Increasing the positive awareness of Redmond as a viable business and elevate the quantity and quality of employment opportunities through expanded attraction and retention/expansion programs
7. Enhancing Redmond's sense of place and experience

## PROJECT HORIZONS

AngelouEconomics has broken down the final recommendation into three “project horizons” or timeframes to begin implementation. This should serve as a guide on how and when specific action items should be implemented over the next several years. A brief description of the project horizons are below and detailed on page 6.

### 1. Horizon One – Immediate/Short Term Action Items

These are immediate action items focused on:

- Establishing the underlying economic development programs necessary to implement Redmond's economic development vision
- Strengthening existing and establishing new relationships with regional leadership (EnterpriseSeattle, Prosperity Partnership, etc.) and higher education programs (DigiPen, Lake Washington Technical College, UW-Bothell and others)
- Building public and private sector excitement and engagement in economic development activities

### 2. Horizon Two – Short to Mid Term Action Items

- Launching a targeted business attraction program aimed at Redmond's target markets
- Establishing collaborative taskforces focused on: sharpening connections to higher education, entrepreneurship and technology transfer and increasing the value of City services towards economic vitality and quality of life enhancement

### 3. Horizon Three – Mid to Long Term Action Items

These are longer term strategies focused on international outreach, branding and other strategies requiring significant financial commitment.

Goals	Horizon One: Short Term	Horizon Two: Mid Term	Horizon Three: Long Term
Goal 1: Establish the economic development program to drive economic vitality and quality of life enhancement	<ul style="list-style-type: none"> <li>1.1 Secure buy-in</li> <li>1.1 Detail funding sources</li> <li>1.1. Establish economic development program and website</li> <li>1.2 Recruit CEO</li> <li>1.3 Purchase BRE tool (Synchronist or similar)</li> <li>1.3 Identify critical business retention needs and "at risk" companies</li> <li>1.3 Set up quarterly meetings with City planning departments to provide feedback from BRE visits</li> <li>1.3 Establish a one-stop-shop for permits</li> <li>1.4 Identify 2 target industry trade shows for attendance</li> </ul>	<ul style="list-style-type: none"> <li>1.2 Retain experience public relations firm to assist in marketing program</li> <li>1.3 Hire Director of Business Retention</li> <li>1.4 Visit 50-60 new business prospects</li> <li>1.4 Sponsor and establish stronger presence at 4 target industry trade shows</li> <li>1.4 Launch Redmond brand camp</li> </ul>	<ul style="list-style-type: none"> <li>1.2 Hire Director of Entrepreneurship/Research</li> <li>1.2 Consider hosting a regional site selector familiarization tour with regional partners</li> </ul>
Goal 2: Create the environment for smart ideas and innovation		<ul style="list-style-type: none"> <li>2.1 Form a regional working group to outline entrepreneurial portal and training initiative framework, ensure regional participation</li> <li>2.2 Expand the offering of entrepreneurial training programs at K-12</li> </ul>	<ul style="list-style-type: none"> <li>2.1 Build capacity at LWTC and UW-Bothell to provide training and mentorship programs to aspiring entrepreneurs</li> <li>2.1 Market the program region-wide</li> <li>2.2 Engage K-12 and LWTC faculty and students to develop annual business plan competitions</li> <li>2.2 Establish a regional Young Entrepreneurs network</li> <li>2.3 Convene regional working group to develop a regional technology transfer program</li> <li>2.3 Identify regional competencies and share with higher education partners and market the program regionally</li> <li>2.3 Consider hosting a reverse trade show/procurement fair to connect regional buyers and suppliers</li> </ul>
Goal 3: Position Redmond as a talent magnet	<ul style="list-style-type: none"> <li>3.2 Identify major employers and meet semi-annually to discuss labor force and talent retention issues</li> <li>3.4 Engage young professionals in economic development and community leadership initiatives</li> </ul>	<ul style="list-style-type: none"> <li>3.1 Identify key competitive locations with an active entrepreneurial climate</li> <li>3.2 Develop an annual survey that measures major employers' satisfaction (tie to BRE survey)</li> </ul>	<ul style="list-style-type: none"> <li>3.1 Schedule an annual trip to 1-2 locations to meet with successful entrepreneurs/start up to present Redmond's value proposition</li> <li>3.5 Establish relationship with regional higher education programs and implement a targeted alumni attraction and retention program</li> </ul>
Goal 4: Sharpen the connection to the economic development resources at regional higher education programs		<ul style="list-style-type: none"> <li>4.1 Establish a higher education working group comprised of regional higher ed programs (LWTC, UW-Bothell, DigiPen, others)</li> </ul>	<ul style="list-style-type: none"> <li>4.1 Meet on quarterly basis to discuss, research commercialization, entrepreneurship, workforce development and supporting appropriate resource for local programs</li> </ul>
Goal 5: Raise the international profile of Redmond	<ul style="list-style-type: none"> <li>5.1 Identify incoming international conferences and identify marketing opportunities</li> </ul>	<ul style="list-style-type: none"> <li>5.1 Establish relationships with existing state/regional international marketing efforts</li> </ul>	<ul style="list-style-type: none"> <li>5.1 Develop international marketing presence, website, printed materials, trade shows, etc.. with regional/state partners</li> </ul>
Goal 6: Awaken the region to Redmond		<ul style="list-style-type: none"> <li>6.1 Consider hiring marketing/branding professional to assist Redmond in defining a differentiating brand</li> <li>6.1 Launch a Redmond ambassador program to promote Redmond</li> <li>6.1 Launch a Redmond brand campaign</li> </ul>	<ul style="list-style-type: none"> <li>6.2 Launch a regional and national media campaign</li> </ul>
Goal 7: Enhance Redmond's sense of place and experience			

## REDMOND NEXTGEN PROJECT WORK TO DATE

The first project report (*Economic Scan*) examined the common and unique characteristics of Redmond, identifying the underlying economic factors that define it as a viable economic location. It identified a series of demographic and labor market trends and challenges and laid the framework for which to examine new target industry opportunities. Additionally, AE conducted over 15 interviews and received over 150 responses from online community and business surveys.

Report two - *Target Industry Analysis report* examined six target industry opportunities for Redmond: *Software and Information Technology, Retail and Tourism, Avionics, Renewable Energy, Homeland Defense, and Emerging Industries/Entrepreneurs*. For each target industry, the report describes the industry and its national growth trends; regional strengths and potential as related to broader trends and specific industry niches; relevant regional economic and workforce development assets; and occupations and skill sets required within the industry and available in the region.

## TARGET INDUSTRY RECAP

The *Target Industry Analysis* report provides an in-depth analysis of key strengths, opportunities, and areas for improvement in the region as it attempts to build strong industry clusters in five target areas. Through supplier connections, shared workforce requirements and mutual business activities, these target opportunities, and specific niches, share a symbiotic relationship. They represent both traditionally strong regional industries (software and IT) as well as important emerging opportunities (renewable energy and emerging industries and entrepreneurs) that can help the region become a much more competitive location.

### Software and Information Technology

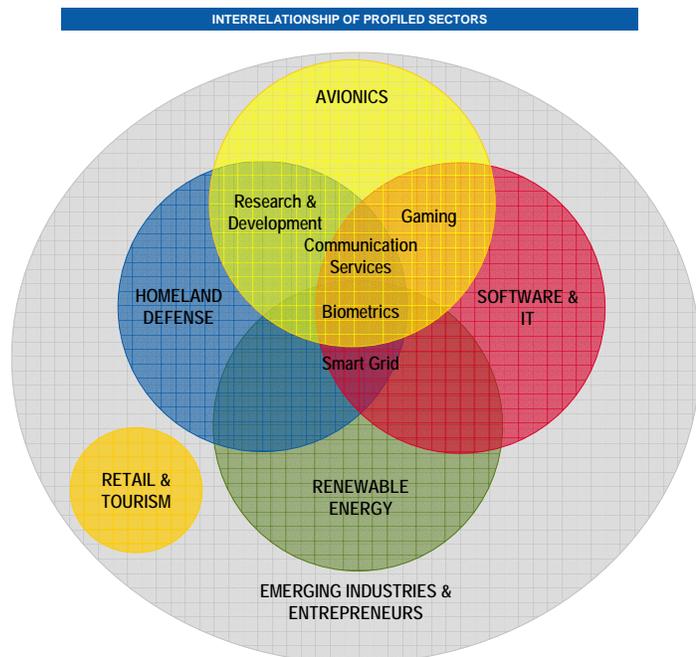
Home to Microsoft, Nintendo, DigiPen and others Redmond is a global center of software and information technology activity. The sector is comprised of computer programming services, prepackaged software, data processing, information retrieval services, website hosting, internet search, computer systems design, and telecommunications.

### Retail and Tourism

The goal of developing this target is twofold: providing the quality of life amenities that are important to build a healthy community and to attract the necessary workforce required by other target industries. In addition, establishing a strong retail sector has a positive impact on the growth of the tourism sector which provides an injection of outside dollars into the region. Retail acts as a magnet for the community, and provides Redmond residents with the ability to feel their home is "complete".

### Avionics and Homeland Defense

Redmond has a high concentration of avionics and homeland defense research and development. The region benefits from significant R&D activities from these operations and private contractors. Employment in this industry is growing; the region has a strong value added workforce, making this industry a key target for future job growth opportunities.



### **Renewable Energy / Clean Technology**

The renewable energy industry focuses on the production of energy forms that are environmentally sustainable and reduce the environmental impacts of energy production. Companies in this sector focus on several key areas of the energy infrastructure, including manufacture of clean energy production equipment like solar panels, wind turbines and components, and biofuels, providing cost-effective, non-polluting machinery for electricity production or cleaner transportation fuels and smart grid technologies which transfer renewable energy generation to the nations utility grid infrastructure. The wind and solar component manufacturing niches of this industry are direct sub sectors of the advanced manufacturing industry. Additionally, activities in biofuels and biomass are tied to the agricultural industry and the emerging field of bioinformatics. Smart grid technologies are at the center of this industry

While employment levels are currently small, new projects and have been announced across the region to take advantage of the extreme growth in clean energy technologies. This sector lies at the confluence of life sciences software and information technology, advanced manufacturing, and wind turbine components. To build the economic base of the industry in Redmond, the region must focus on leveraging and expanding existing research and development assets. Education and workforce development providers should continue to focus on providing high quality training and education programs to facilitate local growth in this sector.

### **Emerging Industries & Entrepreneurs**

While it is not industry specific, Redmond should target entrepreneurs and fledgling companies within emerging industries. Today's innovation economy requires individuals with strong engineering, research, and management skills in order to produce advances in technology and commercialize innovations successfully. Attracting businesses and individuals within this "sector" allows for the businesses and ideas of the future to grow locally.

## ECONOMIC DEVELOPMENT OPPORTUNITIES AND CHALLENGES RECAP

Through analysis of data and trends, AngelouEconomics has identified several opportunities and challenges that Redmond must leverage and address to ensure future economic growth.

### STRATEGIC AREAS OF OPPORTUNITY

Several positive trends indicate that Redmond has a collective set of strengths and specific assets upon which to build a robust economic future.

- ✓ *Steady job creation and continued strong industry potential in software and information technology, electronics and communications*
- ✓ *Strong population growth and enhanced demographic profile*
- ✓ *High “innovation” indicators...need to develop a program to capture technology “spin offs”*
- ✓ *High educational attainment and quality educational systems*
- ✓ *Enhance the “value” of municipal service in support of enhanced economic vitality and quality of life*

### CHALLENGES

Through analysis of data and trends, AngelouEconomics has identified five broad economic development issues that warrant such attention.

It must be noted that the following analysis of strategic issue areas is not designed to be exhaustive. Rather, it is a concise assessment of the issues that will have the greatest impact on future economic development efforts throughout Redmond.

- ✓ *Redmond must evaluate the challenges with traditional manufacturers and how the community can support their modernization and growth by strengthening relationships with these companies, identify needs, challenges and opportunities*
- ✓ *While technology and innovation factors are very high, spin off activity seems to be going to other communities. Redmond must establish an entrepreneurship strategy to attract and retain these creative entrepreneurs and companies and establish connections with the many entrepreneurship resources throughout the region*
- ✓ *Significant regional commuter patterns strain Redmond’s transportation infrastructure, the desire for improved transportation options was a primary need defined in Redmond’s community survey*
- ✓ *Relatively high cost of living and development versus surrounding region make Redmond a challenging market to capture real estate and development opportunities. Through a formal business retention and expansion program, Redmond can identify opportunities to remove some of the cost disadvantages while maintaining a solid financial position*
- ✓ *Lack of significant industry diversification focused on software and IT make Redmond susceptible to industry downturns...need to identify a range emerging and cross cutting industries for business attraction efforts*

**GOAL 1: ESTABLISH THE NECESSARY TOOLS TO COMPETE**

The City of Redmond should drive economic development activity. Given the size of the community, this does not need to be a major investment. In fact, leveraging resources will be important here.

City of Redmond economic development activities should have three primary roles to play: 1) administration – coordinating efforts to ensure the appropriate physical infrastructure is developed; 2) marketing – recruiting businesses through targeted business development; and 3) business retention and expansion – ensuring that once companies are invested in the area that they are provided the necessary services to thrive and grow.

**Strategy 1-1: Establish an Economic Development Program and Advisory Board**

The proposed structure for Redmond’s economic development program could include the creation of an independent private/public non profit economic development corporation (EDC) or it could become part of the City of Redmond’s programs. There are pros and cons to each program:

Option 1 – Private/Public		Option 2 – Public Sector	
Pros	Cons	Pros	Cons
<ul style="list-style-type: none"> <li>✓ Flexibility</li> <li>✓ Confidentiality</li> <li>✓ Not bound by gov’t rules</li> <li>✓ Leverage Private Sector assets</li> <li>✓ Higher ROI</li> <li>✓ Private control is most prevailing model</li> <li>✓ Private sector honest broker in disputes with City</li> </ul>	<ul style="list-style-type: none"> <li>✓ Private sector control of board</li> <li>✓ Challenging fundraising environment</li> </ul>	<ul style="list-style-type: none"> <li>✓ Cost savings (i.e. office space, loaned staff)</li> <li>✓ Gain some initial experience/performance</li> <li>✓ City retains control</li> <li>✓ No need to fundraise</li> </ul>	<ul style="list-style-type: none"> <li>✓ Subject to open meeting laws and limits on expenses</li> <li>✓ Confidentiality</li> <li>✓ Limited to public sector funding only</li> <li>✓ Short term solution</li> <li>✓ City not honest broker to solve disputes with private sector</li> </ul>

While we recommend that the economic development activities become a private/public nonprofit organization, it is critical that the City of Redmond is actively engaged in many of these activities, and commit to long term (3-year) funding of this effort.

**Action Items**

- 1.1 Secure Chamber of Council/community/City Council buy in
- 1.2 Detail funding sources (i.e. can be supported by a mix of public and private sources) and secure resources
- 1.3 Establish Economic Development Organization begin the legal/organization set up, fundraising
- 1.4 AngelouEconomics recommends that Redmond’s business retention and expansion program be formalized immediately
- 1.5 Once a long term funding commitment is in place, begin recruitment of a CEO

### Strategy 1-2: Implement an enhanced and collaborative target industry marketing campaign.

While expanding local companies, including small businesses and entrepreneurial ventures, are important, the recruitment and attraction of new, targeted businesses to the area is equally important to economic vitality.

As a campaign, the City of Redmond and their partners should use the targeted company list developed by AngelouEconomics as a starting point, and then refine the strategies to recruit those companies to the area. In addition, City of Redmond should attend and be visible and active at selected target industry association events, specialized trade shows, symposiums or events to personally promote the area to prospects and site selectors. Leverage existing opportunities occurring in the region including. The City of Redmond should also join appropriate industry organizations and attend industry events supported by targeted decision-makers. These associations provide excellent trend data that can help the community become better informed and prepared. Consider, where applicable, sponsoring events or activities at these functions to invite industry executives for a more personalized approach. Finally, the City of Redmond should build relationships with site selection consultants. These executives are valuable partners when conducting business attraction activities.

The City of Redmond should consistently engage key community stakeholders during prospect visits. City of Redmond representatives along with key community (private and public sector) and industry leaders should travel to key geographies with a heavy concentration of target industry businesses that could likely relocate to the area. These trips enable local leaders to directly contact potential companies. Finally, host national site selectors who have strong relationships with the area's target industry businesses.

#### Action Items

- 1.2.1 Identify and be visible and active at selected target industry association events and tradeshow, partner with regional/state organizations when appropriate, consider (there are additional recommendations in the marketing calendar):
  - a. Renewable Energy World Conference & Expo – (Renewable Energy)
  - b. Unmanned Systems North America – (Aerospace/Defense/Homeland Security)
  - c. Homeland Defense Symposium - (Aerospace/Defense/Homeland Security)
  - d. Data Center World Expo – (Software & IT)
  - e. RSA National Conference – (Aerospace/Defense/Homeland Security)
- 1.2.2 Enhance connections to incoming business events and tradeshow aligned with target industries.
- 1.2.3 Ensure Redmond Chamber of Commerce participation in appropriate marketing activities.
- 1.2.4 Consider joining and active participation in key trade associations, particularly the Industrial Asset Management Council (IAMC).
- 1.2.5 Consider upon funding availability hiring a full time staff person focused on entrepreneurial growth as part of the City economic development program.
- 1.2.6 Ensure private and public sector engagement in economic development efforts including prospect visits, project announcements and sales trips.
- 1.2.7 Invite key site selection consultants and business executives in targeted clusters semi-annually to Redmond for a community familiarization or familiarization tour.
- 1.2.8 Develop successful relationship building activities with key site selection consultants in targeted sector.
- 1.2.9 Implement the international marketing recommendations identified in this report. Consider annual site visits along with regional and state partners to strategic European regions particularly in Germany focusing on renewable energy companies. Leverage regional and state international development and attraction efforts.
- 1.2.10 Develop attractive and targeted (by target industry) printed materials to be distributed at trade shows, prospect visits and direct mail distribution.
- 1.2.11 Consider launching a targeted economic development e-newsletter

### Strategy 1-3: Formalize and enhance Redmond's local industry program (business retention and expansion)

In today's global marketplace, business retention and expansion efforts in Redmond must be formalized and elevated. Regional competition for Redmond's existing company assets is a critical challenge. As part of Redmond's economic development program, implementation should be immediate.

The focus of Redmond's Local Industry program should consist of:

1. Identifying local obstacles that prevent existing firms from remaining in operation.
2. Reduce the cost of doing business
3. Improve business competitiveness
4. Increase markets for business
5. Enhance business infrastructure

**Action Items:**

- 1.3.1 Establish program, support, funding and staff, and identify opportunities for Redmond Chamber support
- 1.3.2 Create local industry taskforce comprised of key public and private sector partners
- 1.3.3 Ensure and track business contacts, issues and resolution
- 1.3.4 Launch annual local industry survey to gauge company satisfaction, issues and needs

## GOAL 2: CREATE THE ENVIRONMENT FOR SMART IDEAS AND INNOVATION

Redmond's ability and capacity to embrace innovation will be key to driving economic growth and prosperity in the future. This will allow Redmond to become an economic engine and support a consistent increase in the well being of Redmond's citizens. To ensure that this happens Redmond must focus on creating new markets, increasing value to customers by promoting greater levels of research and commercialization and fostering ideas and innovation as key activities within Redmond's existing industry base.

These strategies, upon implementation, will create specific collaborative opportunities between entrepreneurs, small businesses, and technology, life science, and energy researchers to spur the commercialization of renewable- and other technology applications that can define the region.

### Strategy 2-1: Develop a regional entrepreneurship resource portal and training initiative

A regional resource portal with an integrated training initiative can be a systemic effort designed to help communities better connect to entrepreneurs and entrepreneurs to services. This can be especially useful as a tool to expose dislocated workers and entrepreneurs to new opportunities, train them in understanding the process, and, once an idea is formulated, position them to connect to capital and social networks.

The effort should be built with several integrated components:

**A user-friendly web portal** that includes an inventory of all regional entrepreneurial assets (venture capital firms, SBDCs, technology alliances, incubators, training programs, loan programs, funding sources, etc.) within the region. The portal should be a virtual gateway (not a static inventory) that provides information and links aspiring entrepreneurs to service providers including coaches, mentors and partners based on need. The portal should serve as an online one-stop shop providing direct access to service providers that can help navigate local, state, and national systems.

**A mentoring program** that provides start-ups with experienced mentors that help these companies focus efforts effectively. This program can also be expanded for more advanced entrepreneurs and small businesses to match them with larger corporations within the region who agree to become early trial adopters of the start-up company's technology, product or service. Consider tapping talent from

#### BEST PRACTICE: MyBiz: Entrepreneur SourceLink for Alabama and Mississippi



MyBIZ is a comprehensive approach to connecting entrepreneurs and service providers in Alabama and Mississippi. Designed by eight community and junior colleges in East Mississippi and West Alabama (across 37 counties) and associated WIBs, the initiative includes:

- A resource partner database of entrepreneurial and small business development professionals who are to assist aspiring entrepreneurs through the process of developing ideas and accessing funding.
- A website that provides information about all regional enterprise development resources, training programs, and networking opportunities

Trained staff (which include staff from the junior and community colleges) are available to work on individual "cases" at no cost and provide a customized approach depending upon on the level of advancement of the entrepreneur or small business. The initiative features a standard set of processes, including intake, referral, and evaluation and is widely marketed externally so that entrepreneurs recognize a "single regional voice." The MyBiz model is based on KCSOURCELINK ([www.kcsourcelink.com](http://www.kcsourcelink.com)), an on-line one-stop shop for small businesses across an 18-county region that has been adopted in 12 regions and states across the country.

The next phase for the MyBiz initiative in Mississippi and Alabama includes a comprehensive training component where entrepreneurs will receive academic credit through the community college system for a series of business and specialized training courses. MyBiz partners are seeking current state stimulus funding (ITAs) to support this component

Microsoft, Nintendo and others to develop an inventory of talented individuals interested in providing mentorship opportunities.

A **training component** that is embedded within the regional community college and 4-year university systems where entrepreneurs can receive training around aptitudes related to establishing and running a business (e.g. developing a business plan, leasing office space, product research and development, and computer software skills). Once training is received, entrepreneurs can get referred back to additional providers for further assistance.

#### Action Items

- 2.1.1 Form regional work group of technical assistance experts Inventors & Entrepreneurs Clubs, Chamber of Commerce, City of Redmond, regional partners, banks, entrepreneurs, and other stakeholders.
- 2.1.2 Design a framework for the initiative and a funding strategy and short and long-term work plan for primary and supporting stakeholders.
- 2.1.3 Build inventory/database and network of service providers.
- 2.1.4 Identify information needs and requirements and develop an outline for the portal.
- 2.1.5 Establish training modules/programs.
- 2.1.6 Build capacity at Lake Washington Technical College to provide support, technical assistance, and training to aspiring entrepreneurs.
- 2.1.7 Market the initiative region-wide.

#### Strategy 2-2: Encourage entrepreneurship from a young age through regional K-12 programs

Seven out of ten high school students want to start their own businesses, according to the first national Gallup Poll on entrepreneurship education commissioned by the Ewing Marion Kauffman Foundation. This statistic illustrates why it is important to encourage and nurture innovative entrepreneurial ideas from a young age. Some of these efforts already occur within the region and the region may wish to convene K-12 leaders to share ideas and common challenges as a means to expand these programs throughout the region.

#### Action Items:

- 2.2.1 Annual business plan competitions among LWTC, UW- Bothell faculty and students in connection with the development of technologies that grow region's target industry clusters. Launch a competition in which students submit a business plan and where winners receive college scholarships or seed capital.
- 2.2.2 Expand the offering of entrepreneurial project initiatives at middle and high schools, similar to Junior Achievement or the Kaufman Foundation's Entrepreneurship Week.
- 2.2.3 Establish a regional Young Entrepreneurs Network to meet on a regular basis and support professional, civic, and social opportunities for young entrepreneurs. These can be modeled after the regional entrepreneurial clubs but aimed at a younger, student-based population.

#### STRATEGY 2-3: Spur innovation through the connection of existing businesses

Opportunities exist for understanding existing industry and R&D connections more deeply and strategically aligning resources and partnerships to take advantage of shared networks. In addition to connecting current firms, this goal aims to enhance technology transfer between the inventions emanating primarily from the software and information technology and other sector companies, with workforces with the skills necessary to help construct and utilize these cutting edge technologies. Channeling the growing R&D that is occurring in Redmond and the surrounding region, promoting technologies for licensing, and supporting financial capital strategies, are paramount in bringing these products to market and ensuring these companies grow and remain in the region.

A "SMART" supplier initiative can be a useful initiative to understand industry competencies and supply chains while providing networking opportunities for firms, a regional technology transfer matching program can sustain the effort. This tool would be designed to get the expansive R&D activity that is occurring to market across the wider region.

Building off of the proposed economic development program at the City of Redmond, and Lake Washington Technical College, should develop a database that matches regional business' core competencies with regional innovations. Companies, through or with the City, can search the database for technologies that could replace or supplement their own existing products and services. The program can also serve as a critical feedback loop where businesses communicate technological gaps or innovative ideas back to the college for further exploration. The program can be a stand-alone web-based data system (the software exists and can be adapted to the region). See [www.innovationslink.com](http://www.innovationslink.com) for information about a similar tool developed by Purdue University in partnership with area economic development organizations. In addition to web based database consider hosting a procurement fair/reverse trade show to link suppliers to buyers for businesses and government entities. This is a useful tool that will enhance connections between suppliers and buyers.

**Action Items:**

- 2.3.1 Convene Lake Washington Technical College (LWTC) leadership and city representatives to discuss opportunity and frame concept.
- 2.3.2 Identify set of firm core competencies.
- 2.3.3 Share competencies with LWTC research groups.
- 2.3.4 Market program regionally.
- 2.3.5 Consider hosting a procurement fair/reverse trade show to link suppliers to buyers for businesses and government entities.

### **GOAL 3: POSITION REDMOND AS A “TALENT MAGNET”**

Historically, economic development has been synonymous with business recruitment and targeted tax incentives. Cities and regions would design incentive packages to entice companies to locate operations in their area.

However, as the nature of the global economy shifts from one based on capital and resources to one based on technology and innovation, communities are recognizing that human capital, or talent, is the key ingredient of successful regions. Most companies now list an adequate labor force as their primary site selection requirement. As human capital drives the economy, the major determinant of the economic capacity of a region is its primary workforce between the ages of 25 and 44 – the young professional workforce.

In the face of this new paradigm, regions must become “talent magnets” to succeed in the new economy. Futurist Richard Florida has noted that “access to talented and creative people...determines where companies will choose to locate and grow, and this in turn changes the way cities can compete.”

#### **STRATEGY 3-1: Actively recruit creative entrepreneurs, top-notch technology workers, and small tech business entrepreneurs in competing locations**

Communities including Austin and Boise have successfully recruited high impact start-ups from competing locations, particularly those in California. Redmond has the opportunity to do the same and recruit high impact, small businesses and individual entrepreneurs that will bring an infusion of capital, talent, and higher wages to the region. The area’s desirable quality of life, existing high tech industry base and talent should be attractive to entrepreneurs and start ups.

##### **Action Items**

Assist in funding staff or external consultants or activate volunteer networks to:

- 3.1.1 Identify locations with an active entrepreneurial climate i.e. Bay Area, and Portland.
- 3.1.2 Identify 5-10 successful “venture-backable” entrepreneurs and second stage companies within each market that best fit into Redmond’s industry base.
- 3.1.3 Take 1-2 trips annually (encourage Redmond Chamber of Commerce participation) to each location for face-to-face meetings with companies and individual entrepreneurs.
- 3.1.4 Work with local brokers to develop database of available spaces to market to each individual/company.

#### **STRATEGY 3-2: Proactively focus on talent retention and recruitment for major employers**

##### **Action Items**

- 3.2.1 Identify major employers as an adhoc group to meet at least twice/year to discuss labor force and talent retention issues. Invite workforce training provider participation, as well.
  - a. Charge the major employers group initially with identifying a list of specific community-based initiatives that employers would regard as helpful to their overall efforts to recruit and attract talent.
  - b. Consider such initiatives as joint attendance with employers at job fairs, preparation of community-based promotional materials and web sites, outreach to talented former residents and university alumni who might consider returning to their “hometown.”
- 3.2.2 Develop an annual survey that measures major employers’ satisfaction with the local workforce and with local workforce development training programs.

**STRATEGY 3-3: Engage young professionals in economic development efforts**

Efforts should be made to increase direct connections between the community's economic development efforts and organization activities with Redmond's young professionals.

**Action Items**

- 3.3.1 Local young professional organizations should establish an economic development working group of young leaders who meet regularly with local economic development officials to stay informed of key initiatives and provide insight and implementation support.
- 3.3.2 Consider representation on the Economic Development Advisory Board.
- 3.3.3 Ask local community boards such as the Chamber of Commerce and others to reserve one seat for young professional organizational representation.

**STRATEGY 3-4: Implement a college/university alumni attraction strategy**

The Redmond Chamber of Commerce, in partnership with regional university/college professors, department heads, deans and presidents, should implement a targeted alumni attraction strategy to retain and attract the immense amount of talent being generated from the region's higher education programs.

**Action Items**

- 3.4.1 The Redmond Chamber of Commerce should work with alumni associations to confirm what cities have a large concentration of alumni and target these cities by:
  - a. Sending alumni printed postcards comparing Redmond to their city and highlighting why they should move back.
  - b. Build relationships with DigiPen and other to identify opportunities for existing student and alumni outreach opportunities
  - c. Identifying an alumni chair in these cities and have the Chamber of Commerce making routine phone calls to provide updates on business and career opportunities.
  - d. Sponsor alumni happy hours and have Redmond representative who speaks for five minutes on current opportunities in Redmond.
  - e. To keep Redmond on the minds of alumni, give away something that is unique (E.g. local wine) during events with Redmond's economic development website link.

#### GOAL 4: SHARPEN THE CONNECTION TO THE ECONOMIC DEVELOPMENT RESOURCES AT UNIVERSITIES, COLLEGES AND TECHNICAL AND COMMUNITY COLLEGE

The region's higher education institutions are a key catalyst in the growth and vitality of Redmond and surrounding region. Sharpening the connections between the economic development community and these education institutions represents a key opportunity for the region because they can play unparalleled roles in expanding economic development opportunities by:

- Educating and producing the labor force that fuels the economy.
- They are the primary driver in the advancement of scientific knowledge and applied research.
- They are key players in the development of entrepreneurs who form start-ups and expand businesses. Some have developed affiliated incubators, and many entrepreneurs will stay in the university town, knowing that they can find well-educated employees on a regular basis.
- Although community colleges and technical schools often take the primary roles as workforce development centers, popular university extension and continuing education programs can offer an accessible and outstanding way to upgrade skills and acquire industry-specific skills.
- Universities are a powerful marketing and branding tool

Lake Washington Technical College's enrollment is expected to continue to grow, and now has a facility in Redmond. The college's new Bachelor of Technology in Applied Design represents an exciting opportunity. As the college continues to mature, there is a great opportunity to strengthen its economic development agenda and be a leading partner in the economic diversification of Redmond.

#### STRATEGY 4-1: Establish an informal College/University/Technical College economic development working group

Without focus on a seamless system between workforce providers, educators and business leaders, it becomes difficult for a community to attract quality companies, retain a strong existing industry base, and maintain a supply of available, quality workers. Innovative thinking, increased collaboration, and more integrated processes and systems within educational institutions and businesses are now required to position communities competitively for future growth and prosperity. Opportunities to expand formalized partnerships between academic programs and local businesses should be capitalized upon.

##### Action Items

- 4.1.1 The Working Group should be comprised of College/University/Community College staff, City/County staff, City, Chamber and business leadership, workforce providers and developers.
- 4.1.2 It should meet on a quarterly basis.
- 4.1.3 Members should discuss ways in which public/private partnerships can be developed to:
  - a. Increase research commercialization
  - b. Support entrepreneurship
  - c. Enhance industry-specific degree and training programs
  - d. Support supplier development
  - e. Enrich and better communicate the quality of life benefits these institutions offer the community
  - f. Support appropriate resources for local universities and technology/community colleges

### GOAL 5: Raise the international profile of Redmond

International recruitment has become a top strategy for many economic developers in the U.S., and communities of all sizes are developing international marketing strategies. This trend is influenced by multiple factors including rapid economic growth particularly in Europe (renewable energy), Latin America, Southeast Asia, and the Middle East; opening of new, improved trade routes to the U.S., and a weak dollar that makes the U.S. market attractive to foreign investors.

Communities like Redmond that have international assets must capitalize on these trends and enhance partnered marketing efforts of business and investment opportunities to international investors. Also, many of the leading companies in the targeted industries such as renewable energy are non – U.S. based.

#### Strategy 5-1: Implement an international recruitment strategy

International business development is a long-term proposition and extremely expensive, but one that cannot be overlooked in today's economy. International cities are characterized not only by the number of global corporations, trade organizations, foreign trade zones, and other international organizations they are home to, but also by the number of international people and cultural programs found there. Exposure to these groups—foreign students, visiting scholars, language and cultural studies, student/faculty exchanges, study abroad programs, and so on—increases the level of understanding that enables a community to feel more welcoming to international residents.

#### Action Items

- 5.1.1 Identify available resources for international recruitment. An international recruitment strategy must begin by identifying the Redmond's existing assets related to international recruitment. This should include companies already in Redmond that are foreign-owned or are export oriented, as well as international students at Lake Washington Technical College and other colleges in the area. The results of this inventory should be used to customize Redmond's international approach.
- 5.1.2 Promote Redmond as an area for international business activity. The City of Redmond and Redmond Chamber of Commerce should work with other groups to craft a marketing and promotional strategy that builds on the assets identified and leverages the international reputation of companies already in the Redmond and the surrounding region. The goal of this strategy is to position Redmond as a location that welcomes international business. Raising the region's profile internationally will help attract not only foreign companies considering North American locations but also the well-educated, foreign-born high-tech workers who are highly sought after by many companies. This strategy should be carried out on a number of fronts, including:

*Leverage existing assets.* Establishing relationships with companies and organizations, particularly Microsoft, Nintendo and DigiPen, in markets compatible with the region is a good first step in international recruitment. The City of Redmond should leverage other programs in the targeted clusters with EnterpriseSeattle, Prosperity Partnership, Port of Seattle and the State of Washington's newly created Department of Commerce. Seek out promotional opportunities in cooperation with existing companies, regional organizations, universities, and international organizations. An example of such collaboration would be providing local executives who interact with foreign executives, such as those in their vendor networks, with the information and print materials to help promote Redmond. Strengthen linkages to major trade shows already occurring in the region.

*Website.* An attractive, informative, up-to-date website with information about Redmond, its economic base, business climate, and amenities, along with links to other organizations along the East Side, is an essential first step in presenting Redmond. The web site should include at least one section that

answers questions international visitors may have, in addition to providing links to organizations throughout the state.

*Media relations.* The local and regional press can be an important ally in forming an international presence. The EDC should highlight the international character of many of the region's companies and encourage the press to emphasize international trade and investment issues as they affect the region.

*Trade shows.* Presence at selected trade shows in target industries can help establish Redmond as a player in the international sector. The State of Washington represents company's at large international trade shows.

*Foreign trade representative.* Inviting foreign business leaders with ties to local industry and participating in international events connected with those individuals is highly recommended.

*Recognize international business milestones.* Acknowledging an international company's accomplishments and demonstrating an understanding of their services, products, and economic impact on the community are often-overlooked yet easy ways to recognize a company's contributions and also create community awareness of the importance of international business. Such recognition can be as simple as a congratulatory letter when a company enters a new international market, signs an agreement with a new international partner, or makes a significant international sale. Creating an "International Business Award" as part of an annual business awards program would allow for wider recognition of international business in the community.

**GOAL 6: Increase positive awareness of Redmond as a viable business location and elevate the quantity and quality of employment opportunities through new business attraction and retention/expansion efforts.**

The efforts of economic development organizations and initiatives, combined with effective marketing programs, position communities for economic success. Marketing improves awareness, creates demand, and drives growth. In this time of fierce global economic competition, coordinated, regional economic development and marketing efforts are of paramount importance.

The marketing focus of Redmond needs to be sharpened. Key messages need to be determined for primary targeted audiences including businesses within the targeted economic clusters, site consultants, visitors and young professionals.

Developing a brand for Redmond and ensuring that all stakeholders in the region are utilizing the brand is extremely important as to **differentiate** Redmond's unique assets. A consistent brand and message can be critically important in establishing and launching a globally competitive community.

**Strategy 6-1: Awaken the region to Redmond**

Marketing and promotion will be a critical component of Redmond's economic development activity; one that must aim to ensure that the city is positioned effectively, differentiated and creates the right reputation and profile to attract the greatest interest and investment from those that may be considering the city as a location to do business, invest, live or visit.

There is an unprecedented amount of international attention focused on Redmond and the surrounding region, much of that to do with the growth in software, creative media and IT. This provides Redmond with the opportunity to capitalize on the access to global businesses and markets, as well as international connections, to promote and convey a more balanced understanding of the strengths and depth of the local economy in terms of its business activity, tourism and workforce.

While a variety of approaches are required to address the different audiences that must be reached, there is a need to develop a more sophisticated and targeted brand and message that reinforces a positive and coherent image of Redmond as a place to live, work, visit and do business. An effective marketing program for Redmond will also require learning from the experience of the other regional cities and ensuring differentiation in the marketplace.

Another key consideration in the promotion and marketing of Redmond is the need to develop improved cooperation and linkages with regional partners. By effectively involving the business community, levels of government and other regional partners in the marketing and promotion of Redmond and the region, to other businesses and customers in other regions, Redmond will be able to develop and convey a new perspective of the city and create a more valuable business case on the attractiveness of the region for business, tourism and industry. To achieve this vision, strategic partners will need to be found and strong alliances with the business community will need to be built, as well as more aligned approach consistent with the regional brand.

**Action Items**

- 6.1.1 Promote, profile and increase awareness of Redmond by developing a differentiating brand
- 6.1.2 Launch a regional and national media and publication campaign
- 6.1.3 Launch a Redmond Ambassador program for senior executives to promote Redmond in the business abroad

### Goal 7: Enhance Redmond's Sense of Place and Experience

Rather than an environment where cities compete for business and people follow, increasingly we live in world where cities and regions must compete for people and it is the businesses that follow. Educated workers are not only more mobile than they have been in previous generations, but they now have a wider range of choices of where they can live. The challenge for cities today is to figure out how to attract these workers to their community and how to keep them there.

College and university educated workers in the 25-44 year old age group are looking for communities they can be proud of, part of, are globally recognized and are clean and green. Urban quality is increasingly important in attracting both the educated worker as well as business investment. The quality of the built environment and public spaces, the vibrancy of its commercial and cultural districts, the condition of the road network and transit system, telecommunications infrastructure – all of these are necessary and fundamental to attracting national and international talent and creating a desirable place to live. They also convey the attitude and ethos towards environmental sensitivity and sustainability of the city's built form –sustainable, complete communities.

According to author Richard Florida, attracting the workforce that will drive economic success in the future has implications for the design of a city, as 'creatives' often prefer cities that provide an indigenous street level culture and a mix of uses. They are also drawn to places and communities where many outdoor activities are prevalent--- both because they enjoy these activities and because their presence is seen as a signal that the place is amenable to the broader creative lifestyle.

The quality of a city's downtown or core area is an important consideration. The economic benefits attributed to public sector investment in downtowns total in the billions of dollars, even though the hard economic facts are often inadequately documented. This is particularly true for those expenditures that include improvements to the public realm. These key fiscal benefits – including enhanced real estate value, tourism value and taxation value – are reflected in numerous case studies all of which confirm the importance of public sector investment in a downtown core and demonstrate an order of magnitude of the economic value created with the initial investment.

Throughout our consultation process, stakeholders expressed strong opinions as to the need for the City of Redmond to commit to continued development of high quality public spaces particularly in downtown Redmond. Additionally, they expressed a need to increase, upgrade and build arts and culture spaces as a way to make the city more attractive and appealing to residents as well as visitors.

#### Actions Items:

- 7.1.1 Take the AE Creative Strategy document and identify opportunities where Redmond can create a critical mass of creative people with a focus on Downtown Redmond
- 7.1.2 Reach out to Microsoft, Nintendo and DigiPen to identify interest and partnership opportunities to create a Redmond Innovation Center in Downtown Redmond
- 7.1.3 Identify funding support opportunities
- 7.1.4 Engage the Chamber of Commerce to identify unique tourism tie-in opportunities

### **GOAL 8: Sector Specific Strategies**

In addition to the strategic framework above that outlines important economic development strategies cutting across industry clusters, the plan identifies several specific sector-based strategies that Redmond should pursue. While sector growth is stimulated through a comprehensive economic development strategic package (i.e. physical infrastructure improvements, transportation and mobility enhancements, and access to capital, etc), the following are economic development strategies that should be executed. As a next step, Redmond should consider developing more detailed cluster strategies and expanding/ establishing sector groups within each cluster.

#### **Strategy 8-1: Establish target industry working groups for each of the five targeted industries.**

As outlined within this report, AE has developed and outlined specific target industries for the region to focus upon to achieve the maximum results for economic development and the creation of high quality jobs. In order to become the most successful in attracting these targeted industries, AE recommends tapping into the vast knowledge and resources of other business leaders within these industries to further define specific messages and activities that could attract these industries.

#### **Action Items:**

- 8.1.1 Form small target Industry teams that lend their expertise regarding specific issues, policies, concerns, or opportunities facing the representative industries. Tap into their knowledge base to gain an intense focus on the issues surrounding these 5 industries. Through members' various contacts within these industries, business development activities could also occur.
- 8.1.2 Have business leaders representing the target industries whose main purpose is to supply trend information, develop strategies for attracting industry, and develop key messages concerning each industry. Also provide any other pertinent industry details and information.
- 8.1.3 The teams should meet quarterly to discuss industry strategies while focusing on specific outcomes for targeted industry initiatives, value chain opportunities and other industry intelligence.

### Strategy 8-2: Renewable Energy/Energy Efficiency

Synopsis: Redmond is well positioned to stake a claim in this emerging sector. For the Redmond this sector provides many opportunities, however the competition is fierce. Redmond and the surrounding region possess the "intellectual capital" necessary to attract renewable energy companies demanding a higher value added workforce. Redmond and the surrounding region must now really define the market space (wind production, smart grid and software application, photovoltaic, etc) that it wants to pursue – and examine what that means for the region's workforce system so that there can be a coordinated job training approach.

#### 8.2.1 Focus short term industry attraction efforts on larger sized renewable energy firms

Many of the emerging renewable energy companies are locating in states which provide significant cash incentives (as many have not brought a product to market), requiring Redmond's target to be more robust companies with renewable energy divisions.

#### 8.2.2 Build Redmond and the surrounding regions workforce capacity

Create a regional sector group led by UW-Bothell, LWTC and other education institutions convening appropriate city leaders, industry heads, and economic and workforce development professionals to set a specific industry workforce framework for the region. Many skills with the renewable energy sector especially in smart grid activities are easily transferable from a software & IT position. This will require education and workforce development programs to develop curriculum to assist in this transition.

#### 8.2.3 Implement the global marketing program identified in this report, as many of the leading renewable energy companies are non - U.S. based.

International marketing can be expensive; many of the best economic development opportunities are international. The region should leverage regional/state international attraction efforts particularly in the renewable sector. Key European opportunities include Germany and Spanish companies.

### Strategy 8-3: Retail and Tourism

Synopsis: Not traditionally thought of a target industry, yet when asked, many company executives often site retail availability is a critical site selection factor. With Redmond's large corporate presence and quality of life assets and emerging downtown, retail and tourism is a viable industry which will serve the local community but also infuse outside tax dollars into Redmond's economy.

#### 8.3.1 Focus on ongoing revitalization of Downtown Redmond

The continued revitalization of downtown Redmond was a priority identified by Redmond's residents. Continued partnerships are needed with existing downtown retailers, property owners, developers and city officials are needed to define market opportunities.

#### 8.3.2 Create more of a regional attraction through the creation of an interactive Innovation Center

A key component in any economic development activity is differentiation. As part of this strategy AE identified an opportunity to create an Innovation Center in Redmond. An innovation center concept would have a significant economic impact on Redmond's economy by infusing outside dollars into the local economy. In addition, an innovation center can showcase Redmond's industry assets focused on technology, innovation and entrepreneurship.

### Strategy 8-4: Software and Information Technology

Synopsis: Home to Microsoft, Nintendo, DigiPen and many others the software and information technology sector is Redmond's existing economic engine. With the right support, Redmond can strengthen firm competencies and tier I and tier II supplier networks to take advantage of emerging technology opportunities in renewable energy and biotechnology.

**8.4.1 Continue to support existing regional strengths especially in areas like software, gaming and smart grid technologies.**

Without question Redmond has had a demonstrated strength in software and IT for some time. To build upon this success, the region should seek opportunities (through new emerging technologies, expanded supply chain connections, and enhanced venture capital networks) to support the integration of smart grid technologies with the renewable energy and homeland defense sectors.

**8.4.2 Leverage Redmond's significant software and IT assets towards emerging opportunities such as smart grid systems and applications in biotechnology**

Redmond must leverage cross cutting asset in the software and IT and smart grid and biotechnology software niches and become recognized as a center of excellence.

**Strategy 8-5: Emerging Industries/Entrepreneurship**

Synopsis: While it is not industry specific, Redmond should target entrepreneurs and fledgling companies within emerging industries. Today's innovation economy requires individuals with strong engineering, research, and management skills in order to produce advances in technology and commercialize innovations successfully. Attracting businesses and individuals within this sector allows for the businesses and ideas of the future to grow locally.

**8.5.1 Strengthen university/industry relationships (and promote programs to ensure enough graduates)**

The region's 2 and 4 year college systems must continue to prepare the workforce for emerging occupations into which the region is likely to weigh and refine career pathways information to reflect these emerging opportunities.

**8.5.2 Enhance connections between innovations and entrepreneurs and businesses**

A regional technology transfer matching program can be an important technology transfer tool as it taps the expansive technology driven R&D that is occurring to market across the wider region.

**8.5.3 Sharpen linkages to Lake Washington Technical College and UW-Bothell and explore opportunities and to build out of multi purpose space to support emerging entrepreneurs and small businesses.**

**8.5.4 Launch an entrepreneur attraction strategy in key competing locations**

Communities including Austin and Boise have successfully recruited high impact start-ups from competing locations, particularly those on the West Coast. Redmond has the opportunity to do the same and recruit high impact, small businesses and individual entrepreneurs that will bring an infusion of capital, talent, and higher wages to the region. The area's desirable quality of life, and existing industry assets should be attractive to entrepreneurs in competing locations outside the region.

CY '10  
Redmond Marketing Calendar  
Implementation Schedule

Draft As of 10/2/2009

Marketing Initiatives		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Hosted Special Events for Site Selection Consultants									X				
Direct Mail Quarterly Mailings on area advantages and economic news accompanied by flash drive or other item to:	a. Site selection consultants				X			X			X		
	b. Fortune 1000 corporate executives within priority clusters				X			X			X		
	c. Rapidly-growing companies within priority clusters				X			X			X		
	d. alumni of area universities, colleges				X			X			X		
Industry Retention and Expansion	Establish local industry support program and conduct site visits with existing industry				X	X	X	X	X	X	X	X	X
Engagement/Industry Task Forces/Hot Teams	a. Create lists of vendors												
	b. Identify key prospects within target industries												
	c. Determine and correct primary deficiencies												
Trade Shows / Industry Conferences							Medical Design and manufacturing - NY AND Green Manufacturing Expo		ICSC Pacific NW Idea Exchange, Sunriver OR	CORENET Global Summit - Phoenix AND Penny Arcade Expo, Seattle	International Economic Development Council		
Prospecting Missions						Portland				San Diego			
Sales Trips including participation with Enterprise Seattle, Prosperity Partnership							Bay Area					Washington DC	
Meetings with key college deans and department chairs				X			X		X		X		X

CY '10  
Redmond Marketing Calendar  
Implementation Schedule

Draft As of 10/2/2009

Marketing Initiatives		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Regional Network of Site Selection Decision Influencers	a. E-mail updates with local CEO "Success Stories"					X			X			X	
	b. Special event						X						
Advertising	Site Selection Magazine	X											
	Area Development										X	X	
	Target Industry Publications												
	Local / Regional publications			X	X	X	X	X	X	X	X	X	X
Web Site	New/Expanded sections:												
	a. Overview/competitive advantages				X								
	a. Real estate					X							
	b. Labor market						X						
	c. News/announcements						X	X	X	X	X	X	X
d. Cluster/Targeted industry sections							X						
Collateral Materials	Redmond creative general piece										X		
	Summaries on regional advantages specific to each priority industry							X					
Communications	Internal campaign with communication of positive economic development news												
	Newsletter				X			X			X		
	Monthly e-mail report		X	X	X	X	X	X	X	X	X	X	X
	Business development coordinating meeting with regional partners	X		X		X		X		X		X	
Evaluation and Measurement	Jobs Created												
	Average salary / wealth generation												
	Prospects generated - Total/# within targeted industries										X	X	X
	Number of assisted relocation/expansion projects											X	
	Capital investment												
	Leads Generated				X	X	X	X	X	X	X	X	X
Stakeholder Satisfaction Survey										X			

## Performance Metrics

AngelouEconomics has identified several data sets that we believe will be good measures of economic performance. These data are easily found at state and national sources, are available at the county level, and should be considered good indicators of the overall economic health of the community and its citizens. Performance metrics for the Redmond NextGen action plan are listed below:

### Business Climate

- Net firm creation
- Businesses served through the Local Industry program
- Business climate assessments from the Local Industry program
- Length of time in Redmond

### Entrepreneurship & Innovation

- Patents per capita
- Seed and venture capital flow
- Start up companies started

### Workforce and Education

- Average wage growth
- Percentage of college educated workers
- Changes in ACT/SAT scores and dropout rates
- Changes in educational attainment
- Number, quality and utilization of workforce development programs

### Sites & Infrastructure

- Available development acreage (with utility service)
- Office and industrial vacancy rates

### Economic Development & Marketing

- City of Redmond economic development program established
- Number of new primary jobs
- Number of new jobs within targeted clusters
- Total investment
- Average salaries of new jobs
- Local, state, and national media mentions relating to economic development
- Prospect activity
- Tourism revenues
- Changes in web traffic